



## Committee of the Whole Meeting Agenda

Monday, January 20, 2025, 7:00 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](http://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 8.1 of Procedure By-law # 8081-24, 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](mailto: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 Committee meeting either in-person or virtually**, please submit a **Delegation Request Form** online to the Office of the Town Clerk 8 a.m. on the day 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. **Consent Agenda**
  5. **General Government**
    - 5.1 Presentations
    - 5.2 Delegations
    - 5.3 Correspondence

- 5.3.1 Memorandum from K. Palilionis, Climate Change Coordinator dated January 20, 2025 regarding 2025 Days of Environmental Significance for Proclamations

Recommendation:

That the proclamations for 2025 outlined in the Memorandum from K. Palilionis, Climate Change Coordinator dated January 20, 2025 be endorsed.

#### 5.4 Staff Reports

- 5.4.1 CAO 01-25, Office of the Chief Administrative Officer Department Report  
Re: Sponsorship and Advertising Asset Valuation Report

Recommendation:

1. That Report CAO 01-25, Sponsorship and Advertising Asset Inventory Valuation Report, be received for information; and,
2. That Council direct staff to seek Naming Rights for the Whitby Sports Complex and other facilities including Iroquois Park Sports Centre and report back for approval as per the Municipal Property and Facility Naming Policy (Policy MS 250).

- 5.4.2 CAO 02-25, Office of the Chief Administrative Officer Report  
Re: Okanagan Whitby Naming Rights Sponsorship of Arena 1 at Iroquois Park Sports Centre

Recommendation:

That Council approve entering a new (5) year sponsorship agreement effective April 1, 2025, with Okanagan Hockey Group Inc. for a Naming Rights Sponsorship at Iroquois Park Sports Centre (IPSC), and naming Arena 1 as "Okanagan Hockey Arena 1", based on the sponsorship package and other terms and conditions identified in Report CAO 02-25.

- 5.4.3 CAO 03-25, Office of the Chief Administrative Officer Report  
Re: Community Strategic Plan - 2024 Annual Progress Report

Recommendation:

That Report CAO 03-25 related to the 2024 progress of the Community Strategic Plan be received for information.

- 5.4.4 CAO 04-25, Office of the Chief Administrative Officer Report  
Re: Grant Summary 2024

Recommendation:

That Report CAO 04-25 be received for information.

- 5.4.5 CAO 06-25, Office of the Chief Administrative Officer, Financial Services Department, and Legal and Enforcement Services Joint Report  
Re: Whitby Tourism Development Corporation Update

Recommendation:

1. That Report CAO 06-25 regarding updates on the Whitby Tourism Development Corporation be received for information;
2. That the Corporation of the Town of Whitby Asset Transfer Policy be approved, in the form set out in Attachment 1 to Report CAO 06-25; and,
3. That Staff be authorized to transfer funds fifty per cent (50%) of the balance of the Municipal Accommodation Tax collected, after the deduction of the Town's reasonable costs to administer the program, to the Whitby Tourism Development Corporation in accordance with the Asset Transfer Policy and Report CAO 06-25.

5.4.6 CLK 01-25, Office of the Town Clerk, Office of the Chief Administrative Officer, Financial Services Department, and Community Services Department Joint Report

Re: Member of Council Organized Community Events Policy

Recommendation:

That Council adopt the Member of Council Organized Community Events Policy appended to Staff Report CLK 01-25 as Attachment 1.

5.4.7 CLK 02-25, Office of the Town Clerk Report

Re: Customer Service Strategy and Service Whitby Update

Recommendation:

That Council receive Report CLK 02-25 for information.

5.4.8 CLK 03-25, Office of the Town Clerk Report

Re: Bill 241, Municipal Accountability Act

Recommendation:

1. That Report CLK 03-25 be received for information;
2. That the Town Clerk be directed to submit feedback based on Section 4.4 of Report CLK 03-25 to the Ministry of Municipal Affairs and Housing regarding *Bill 241, Municipal Accountability Act, 2024*; and,
3. That a copy of this resolution be sent to The Honourable Paul Calandra, Minister of Municipal Affairs and Housing; The Honourable Doug Ford, Premier of Ontario; all Durham Region MPPs; the Regional Municipality of Durham and local municipalities; the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO); and, the Association of Municipalities of Ontario (AMO).

5.4.9 FS 02-25, Financial Services Department Report  
Re: Development Agreement Securities Policy

Recommendation:

1. That Council approve the Development Agreement Securities Policy included as Attachment 1 of Staff Report FS 02-25;
2. That Council authorize the Treasurer to periodically update the appendices of the Development Agreement Securities Policy, specifically the letter of credit and surety bond templates, as necessary; and,
3. That Council approve updates to F 100 the “Investment Policy” and F 130 the “Required Securities Within Site Plan Agreements Policy” as outlined in Staff Report FS 02-25.

5.5 New and Unfinished Business - General Government

5.5.1 Whitburn Street – Change Speed Limit to 40km/h

Recommendation:

Moved by Councillor Cardwell

1. That Staff be directed to bring forward the necessary by-law to change the speed limit on Whitburn Street from 50km/h to 40km/h; and,
2. That the Commissioner of Financial Services/Treasurer be directed to identify the appropriate funding source for the associated signage costs.

5.5.2 Rental Unit Renovation By-law and Renovation Licence Program

Recommendation:

Moved by Councillor Lundquist

Whereas Canada is experiencing a significant housing crisis, characterized by an increasing demand for rental housing and a decreasing availability of affordable housing options for individuals and families; and,

Whereas the housing shortages continue to pose challenges in Durham Region, including Whitby, and are exacerbated by rising rental rates, limited affordable housing stock, and a shortage of social and supportive housing, all of which have placed immense strain on the ability of low- and moderate-income individuals and families to find stable, affordable housing; and,

Whereas unscrupulous renovictions, a practice where landlords initiate evictions under the guise of major renovations or improvements to rental properties, have become a pervasive problem across Ontario, contributing further to housing instability and displacement of vulnerable tenants; and,

Whereas tenants who are wrongfully evicted in the name of renovations often face severe financial hardship, difficulty finding new rental accommodation, and emotional distress, while landlords may unlawfully profit from these evictions under the pretext of property upgrades; and,

Whereas the current legal and regulatory frameworks governing renovations and tenant protections have proven insufficient to safeguard vulnerable tenants, leading to calls for stronger legislative action and more robust enforcement mechanisms to protect renters from exploitative practices; and,

Whereas municipalities have expressed concern about the negative impact that unscrupulous renovations have on their communities, particularly with regard to housing availability, tenant displacement, and social equity; and,

Whereas it is of urgent public interest to implement stronger safeguards to protect tenants from renovation abuse.

Now therefore be it Resolved:

1. That Staff be directed to investigate the feasibility, benefits, and cost of adopting a rental unit renovation by-law that would require landlords who issue an eviction notice (N-13) to a tenant to demolish, repair or renovate a unit to apply to the Town within a defined timeframe for a renovation licence prior to starting any work; and,
2. That the intent of such a rental unit renovation by-law and renovation licence program would be to protect affordable housing units by ensuring that tenants understand their right to move back into the unit once renovations are complete and by requiring landlords, for the duration of the renovation, to secure their tenant temporary arrangements that are comparable to the tenant's current unit or provide the tenant compensation in lieu; and,
3. That Staff be directed to investigate the feasibility, benefits, and cost of a by-law and permitting program regarding the demolition or conversion to non-residential rental units of six (6) or more residential rental units pursuant to Section 99.1 of the Municipal Act, 2001.

## 6. Adjournment

# Memorandum to Council

Office of the Chief Administrative Officer

Strategic Initiatives Division



**To:** Mayor and Members of Council  
**CC:** Sarah Klein, Deputy CAO & Director, Strategic Initiatives;  
Sarah Shields, Project Manager, Sustainability & Climate Change  
**From:** Kristin Palilionis, Climate Change Coordinator  
**Date:** January 20, 2025  
**Subject:** 2025 Days of Environmental Significance for Proclamations

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

The purpose of this memorandum is to request Council to proclaim the following, as Environmental Days of Significance for 2025. In addition to this proclamation, Staff will organize special events for the community to get involved, to celebrate, and to help support the Town’s environmental commitments. Event details will be shared through the Town’s regular communication channels.

## 2025 Environmental Days of Significance for Proclamation

Awareness Campaign	Date	Description
<a href="#">International Day of Clean Energy</a>	January 26, 2025	The United Nations Generally Assembly proclaimed January 26 the International Day of Clean Energy to raise awareness and mobilize action for a just and inclusive transition to clean energy for the benefit of people and the planet.
<a href="#">World Sustainable Procurement Day</a>	March 21, 2025	World Sustainable Procurement Day started in March 2022 during the spring equinox and continues to run each year. The purpose of this day is to empower and equip Procurement Practitioners with knowledge, best practices, and practical solutions to sustainable procurement challenges.

<a href="#"><u>United Nations International Day of Forests</u></a>	March 21, 2025	The United Nations General Assembly proclaimed March 21 the International Day of Forests in 2012 to celebrate and raise awareness of the importance of all types of forests. The purpose of this day is to organize activities involving forests and trees, such as tree planting campaigns.
<a href="#"><u>World Water Day</u></a>	March 22, 2025	World Water Day is an annual observance on March 22 to celebrate water and raises awareness of the 2 billion people living without access to safe water. Theme varies every year.
<a href="#"><u>Earth Hour</u></a>	March 22, 2025	Earth Hour is an annual event on the last or second last Saturday of March from 8:30 p.m. to 9:30 p.m. Millions across the world choose to turn off their lights for one hour to celebrate their commitment to the planet. The objective is to spread awareness of environmental issues in our global and local communities.
<a href="#"><u>International Day of Zero Waste</u></a>	March 30, 2025	International Day of Zero Waste is an annual observance on March 30 to raise awareness of national, subnational, regional, and local zero-waste initiatives and their contribution to achieving sustainable development.
<a href="#"><u>Earth Month/Week/Day</u></a>	April 2025	Earth Month is the entire month of April; Earth Week is April 20-26 and Earth Day is on April 22. These are annual celebrations of environmental action.
<a href="#"><u>World Migratory Bird Day</u></a>	May 10, 2025	World Migratory Bird Day is an annual awareness-raising campaign highlighting the need for the conservation of migratory birds and their habitats.
<a href="#"><u>Provincial Day of Action on Litter</u></a>	May 13, 2025	The Provincial Day of Action on Litter is celebrated on the second Tuesday of May each year in Ontario and promotes taking action to prevent and reduce litter and waste.
<a href="#"><u>World Bee Day</u></a>	May 20, 2025	World Bee Day is celebrated on May 20 each year to raise awareness of the importance of pollinators, the threats they face and their contribution to sustainable development.

<a href="#"><u>International Day for Biological Diversity</u></a>	May 22, 2025	International Day for Biological Diversity is celebrated on May 22 each year to increase understanding and awareness of biodiversity issues.
<a href="#"><u>World Environment Day</u></a>	June 5, 2025	World Environment Day is the United Nations Day for encouraging worldwide awareness and action to protect our environment.
<a href="#"><u>Pollinator Week</u></a>	June 16 to 22, 2025	<p>Pollinator Week is a time to celebrate the important role pollinators like bees, birds, bats, and butterflies play in our local ecosystem and in supporting global food production.</p> <p>As a designated Bee City and a member of the Mayors' Monarch Pledge, Whitby is committed to protecting pollinators and their habitat through action and education.</p>
<a href="#"><u>World Clean Up Day</u></a>	September 20, 2025	World Clean Up Day is an annual global social action program aimed at combating the global mismanaged waste crisis, including the problem of marine debris.
<a href="#"><u>National Forest Week</u></a>	September 21 to 27, 2025	National Forest Week is celebrated during the third week of September to raise awareness about one of the most valuable and renewable resources – forests.
<a href="#"><u>Energy Efficiency Day</u></a>	October 1, 2025	Energy Efficiency Day is on the first Wednesday of October to raise awareness of the benefits of energy efficiency.
<a href="#"><u>Waste Reduction Week</u></a>	October 20 to 26, 2025	Waste Reduction Week is an annual campaign held during the third week of October that educates and promotes waste reduction while encouraging new and innovative ideas for dealing with Canada's waste.

If you have any questions, please do not hesitate to contact Kristin Palilionis, Climate Change Coordinator ([palilionisk@whitby.ca](mailto:palilionisk@whitby.ca)).



# Town of Whitby

## Staff Report

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### Report Title: Sponsorship and Advertising Asset Valuation Report

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**Report to:** Committee of the Whole

**Date of meeting:** January 20, 2025

**Report Number:** CAO 01-25

**Department(s) Responsible:**

Office of the Chief Administrative Officer

**Submitted by:**

Sarah Klein, Deputy CAO & Director of Strategic Initiatives

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

**For additional information, contact:**

Karol Murillo Corrigan, Senior Manager of Economic Development,  
[murillocorrigan@whitby.ca](mailto:murillocorrigan@whitby.ca)

Chris Reed, Acting Sponsorship & Advertising Sales Manager,  
[reedc@whitby.ca](mailto:reedc@whitby.ca)

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#### 1. Recommendation:

1. That Report CAO 01-25, Sponsorship and Advertising Asset Inventory Valuation Report, be received for information; and,
2. That Council direct staff to seek Naming Rights for the Whitby Sports Complex and other facilities including Iroquois Park Sports Centre and report back for approval as per the Municipal Property and Facility Naming Policy (Policy MS 250).

#### 2. Highlights:

- The Advertising and Sponsorship Division of Economic Development actively solicits the community for sponsorship participation in Town recreational facilities. Top-level sponsorship packages include Naming Rights to certain facilities, which are subject to Council approval.

- A sponsorship and advertising asset valuation exercise was approved as part of the 2023 Capital budget, and Interkom was secured to conduct the study.
- The purpose of this report is to share the recommendations of the study which focus on revenue generation opportunities related to naming rights of new and existing facilities and the opportunity to enhance operational experience.

### **3. Background:**

The Advertising and Sponsorship Division of Economic Development actively solicits the community for advertising and sponsorship opportunities in Town facilities, programs and events. The Town of Whitby has a robust advertising and sponsorship program, with assets categorized as naming rights, sponsorship, advertising, town-wide public programs and services, and other unique opportunities. There is currently one staff member, the Sponsorship & Advertising Sales Manager, who oversees this portfolio, with an additional staff member recently approved in the 2025 budget to be hired.

The sponsorship and advertising program generates a total annual revenue of \$607,000, including:

- Annual revenue for facility sponsorship and advertising: \$330,000
- Annual revenue for special events sponsorships: \$119,000
- Annual revenue for Mayor and Council Golf Classic: \$158,000

In November 2023, the Town of Whitby engaged Interkom to conduct a Sponsorship and Advertising Asset Valuation. This included the following:

- Review and assess existing advertising, sponsorship, and event assets.
- Evaluate and propose enhancements to procedures, pricing models, and staffing levels.
- Identify new advertising and sponsorship opportunities based on industry best practices.

This work was undertaken in three phases:

- Internal Review: Review and evaluation of Town-supplied documents and site visits to understand and observe current assets and operations.
- Environmental Scan: Research into industry best practices and benchmarking with comparable municipalities.
- Recommendations: Proposals for process enhancements, resource adjustments, and new revenue opportunities.

### **4. Discussion:**

The Sponsorship and Advertising Asset Valuation (Attachment 1) provides an evaluation of the Town's current asset inventory and recommends optimizing practices to maximize revenue through new and existing opportunities. A review and comparison of advertising rates posted by various municipalities indicate that the Town of Whitby's

pricing strategy generally reflects fair or above market prices. Interkom did not recommend substantive changes to existing assets but focused on new assets and pursuing both full facility naming rights as well as facility component naming rights. For example, a facility naming right would be the naming of the Whitby Sports Complex whereas a facility component naming right would be the naming of the pool complex within the facility.

Outlined below are the key findings/recommendations from the Sponsorship and Advertising Asset Valuation.

### **Focus On Selling Naming Rights of New and High-Value Assets**

The review of sponsorship and advertising assets identified the top priority should be maintaining a strong focus on marketing and selling naming rights for both new and existing high-traffic municipal capital assets, with particular emphasis on the new Whitby Sports Complex.

Naming rights is potentially one of the most lucrative areas that a municipality can capitalize on to generate sustained revenue, although it also requires the largest investment of time and effort to secure an agreement (estimated 6-18 months). The advantage of selling naming rights is that the longer-term agreements don't require the same level of servicing/stewardship as smaller agreements along with the necessary work put into renewing as frequently.

Interkom conducted a comparator analysis of facility naming rights in the Region of Durham. The following facilities are used as comparable, noting that the values are for the facility naming value only and do not include revenue generated from interior space naming.

- Oshawa Delpark Homes Centre: named in 2018 for \$1.5M for a 10-year term
  - Includes a 4-pad arena, leisure pool with lazy river and waterslide, fitness centre and indoor walking track, an outdoor accessible playground, splash pad, community garden and pollinator garden.
  - It is also home to branches of the OSCC55+ Oshawa Senior Community Centres and the Oshawa Public Libraries.
- Pickering Chestnut Hill Developments Recreation Complex: named in 2019 for \$1.125M for a 15-year term
  - Includes a twin-pad arena, 25-metre swimming pool with diving well and children's training pool, fitness centre and indoor walking track, indoor racquetball/squash and tennis courts (12).

Interkom has identified several revenue-generating opportunities for the Town to explore. The table below highlights the key sponsorship and advertising opportunities for the Town of Whitby. The first column shows the total asset value if fully sold at current rates. The second column outlines the potential revenue from facility naming rights based on a 10-year term, noting that shorter terms may increase the annual

amount, while longer terms could reduce it. The final column, “Other New Revenue”, identifies additional revenue opportunities, including new assets for sale (such as naming rights for facility components) or adjustments in the pricing of existing assets.

**Table 1: Revenue Generation Opportunities by Facility**

Facility	Current Total Assets	New Asset – Facility Naming Rights	Other Potential New Revenue	TOTAL
Whitby Sports Complex	N/A	\$150,000	\$215,500	\$365,500
Iroquois Park Sports Centre	\$251,000	\$100,000	\$48,900	\$148,900
McKinney Centre	\$105,000	\$40,000	\$10,300	\$50,300
Whitby Civic Recreation Complex	\$20,500	\$25,000	\$15,010	\$40,010
Brooklin Community Centre & Library	\$2,100	\$30,000	\$19,900	\$49,900
<b>TOTAL</b>	<b>\$378,600</b>	<b>\$345,000</b>	<b>\$309,610</b>	<b>\$654,610</b>
<b>TOTAL excluding Whitby Sports Complex</b>	<b>\$378,600</b>	<b>\$195,000</b>	<b>\$94,110</b>	<b>\$289,110</b>

It is important to note that the asset inventory will never be completely sold in its entirety. It is intended to provide companies with multiple choices and price points for participating in Town initiatives. With the current economic environment and multiple worthy causes for businesses and community partners to sponsor, support and advertise with, a realization of 20-50% of asset inventory is reasonable, especially as it relates to facility naming rights. The percent of assets sold is partially dependent on staffing levels, which will be addressed next.

**Enhance Operational Excellence**

To improve facility operations and boost sponsorship opportunities, several initiatives are recommended:

- Track Visitor Numbers: Install people counting devices at all municipal facilities to gather data that supports decisions related to program planning, operational efficiency, financial budgeting, strategic planning, and sponsorship sales.
- Offer Discounted Rates: Provide reduced rates for community groups to increase facility usage, promote inclusivity, and enhance public relations.
- Explore Software Solutions: Consider using software like HubSpot, DonorPerfect, or Societ to manage donations, sponsorships, and customer relationships efficiently.

- Boost Team Collaboration: Effective collaboration between departments, including Sponsorship, Legal, Finance, and Facility Operations, is essential for successful sponsorship sales. Clear communication, especially between Sponsorship and Finance, is key for managing payments and multi-year agreements.

**5. Financial Considerations:**

A Sponsorship and Advertising Asset Valuation exercise was approved as part of the 2023 Capital budget (project 55207003) in the amount of \$78,825 and has been completed within budget.

Based on the recommendations from the Sponsorship and Advertising Asset Valuation produced by Interkom, Table 2 below projects the revenue potential over a six-year period (2025 to 2030).

**Table 2: Projected Revenue Generation and Net Revenues**

	2025	2026	2027	2028	2029	2030
Current Revenue (assume 3% increase annually)	\$607,000	\$625,210	\$643,966	\$663,285	\$683,183	\$703,679
Additional Revenue Opportunities – Naming Rights and Other (assuming 50% of facility naming inventory and 25% of other inventory being sold)	\$14,456	\$255,028	\$255,028	\$255,028	\$255,028	\$255,028
<b>Total Gross Revenue</b>	<b>\$621,456</b>	<b>\$880,238</b>	<b>\$898,994</b>	<b>\$918,313</b>	<b>\$938,211</b>	<b>\$958,707</b>
<b>Total Costs (two staff &amp; operating)</b>	<b>(\$225,025)</b>	<b>(\$291,721)</b>	<b>(\$302,625)</b>	<b>(\$313,884)</b>	<b>(\$325,513)</b>	<b>(\$335,125)</b>
<b>Net Revenues</b>	<b>\$396,431</b>	<b>\$588,516</b>	<b>\$596,369</b>	<b>\$604,428</b>	<b>\$612,699</b>	<b>\$623,582</b>

As shown in Table 2, above, net revenues for the Town are projected to grow from \$396,431 in 2025 to \$623,582 by 2030 based on:

- Current/baseline revenues are projected to increase by 3% per year (from \$607,000 in 2025 to \$703,679 in 2030);
- Additional Revenue opportunities, recommended by Interkom, is projected to increase the Town’s revenues by \$255,028 annually (starting in 2026);
- Town costs (including one additional staff person included in the 2025 adopted budget) are projected to be \$225,025 in 2025, increasing to \$335,125 in 2030. The two staff will negotiate/sell sponsorship assets from the available asset

inventory, maintain and renew agreements, and ensure that invoicing and sales documentation are generated in a timely manner.

Over the six-year period, total net revenues outlined in Table 2 are projected to be \$3.4 million (= \$396,431 + \$588,516 + 596,369 + 604,428 + 612,699 + 623,582). The net revenue generated by the Advertising and Sponsorship program directly benefits the public by lowering the overall cost of providing municipal services at Town facilities, thereby reducing the property tax burden.

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

Advertising and Sponsorship will partner with Communications and Creative Services to promote advertising and sponsorship opportunities and recognize sponsors through various communications channels.

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

This report was developed in collaboration with internal departments, including Community Services, the Communications and Creative Services Division, and Finance.

#### **8. Strategic Priorities:**

This initiative is consistent with the Town's Community Strategic Plan, specifically Strategic Pillar 4: Whitby's Government. It addresses the following:

- Objective 4.1 Address community needs through collaboration and strategic partnerships, specifically
  - Action 4.1.2 Strengthen existing and build new partnerships as well as
- Objective 4.4 Ensure fiscal accountability and responsibly plan for growth, specifically
  - Action 4.4.1 Deliver services that respond to community needs while balancing the impact to the taxpayers.

This initiative takes sustainability and accessibility standards into account when determining locations of advertising and sponsorship materials.

#### **9. Attachments:**

Attachment 1 – Sponsorship and Advertising Asset Inventory Valuation Report

# SPONSORSHIP AND ADVERTISING ASSET INVENTORY VALUATION

## Report

October 2024



## LAND

# Acknowledgement

We acknowledge the corporation of the Town of Whitby is located on the Lands of the Great Mississauga Nations who are signatories to the Williams Treaty. These communities include the Mississaugas of Scugog Island, First Nations of Alderville, Beausoleil, Curve Lake, Hiawatha, Chippewas of Georgina Island, and Rama. We believe it is important that we learn, and work to reconcile the impact we, and those before us, have had on the original inhabitants. On behalf of the Town of Whitby, we want to thank them for sharing this land and all its resources. At the Town of Whitby, our goal is to respectfully share in the responsibility of the stewardship and protection of these ancestral lands and waters and continue towards truth and reconciliation as we move forward as friends and allies with all First Nations, Inuit, and Metis people.





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# EXECUTIVE Summary

## Background

The Town of Whitby, located in the heart of the Regional Municipality of Durham, is a thriving urban town where businesses grow and talent is nurtured. The Town's Advertising and Sponsorship portfolio, managed by the Advertising and Sponsorship Sales Manager, has been instrumental in fostering business opportunities and community engagement for over two decades. This report provides an evaluation of the Town's current asset inventory, recommends optimizing practices to maximize revenue through new and existing opportunities.

## Project Objectives and Methodology

In November 2023, the Town of Whitby engaged with Interkom to:

1. Review and assess existing advertising, sponsorship, and event assets.
2. Evaluate and propose enhancements to procedures, pricing models, and staffing levels.
3. Identify new advertising and sponsorship opportunities based on industry best practices.

This work was undertaken in three phases:

1. Internal Review: Review and evaluation of Town-supplied documents and site visits to understand and observe current assets and operations.
2. Environmental Scan: Research into industry best practices and benchmarking with comparable municipalities.
3. Recommendations: Proposals for process enhancements, resource adjustments, and new revenue opportunities.

## Key Findings

### Asset Inventory and Sponsorship Program

The Town of Whitby has a robust advertising and sponsorship program, with assets categorized as Naming Rights, Sponsorship, Advertising, Town-Wide Public Programs and Services, Town-Wide Themed Initiatives, In-Kind Services, and Other Unique Opportunities.

Major facilities like the new Whitby Sports Complex and Iroquois Park Sports Centre provide significant naming rights potential. In addition, annual events and public programs offer increased sponsorship opportunities.

Currently the sponsorship and advertising program generates a total annual revenue of \$607,000, including:

- Annual revenue for facility sponsorship and advertising: \$330,000
- Annual revenue for special events sponsorships: \$119,000
- Annual revenue for Mayor and Council Golf Classic: \$158,000

### Advertising Rates

A review and comparison of advertising rates posted by various municipalities indicate that the Town of Whitby's pricing strategy generally reflects fair or above-market prices. However, extensive staff resources seem to be required for the service and maintenance of rinkboards and backlit signs. The recommendations include exploring outsourcing for rinkboard advertising and backlit signage maintenance, which can potentially free up staff time to pursue more lucrative revenue opportunities, such as naming rights sales.

### Benchmarking and Best Practices

The consultant conducted an environmental scan that involves researching industry best practices and benchmarking against comparable municipalities. This process helps to identify trends, standards, and practices that can be adapted for enhancement of the Town of Whitby's current Advertising and Sponsorship Program. Fundamental to the recommendations in this report were the insights obtained from nine comparable municipalities, which highlighted the importance of asset prioritization and the focus on naming rights for municipally owned assets vs. pure advertising sales for rinkboards, backlit signs, etc.



# RECOMMENDATION #1

## Focus On Selling Naming Rights of New and High-value Assets

### RATIONALE

As a result of the sponsorship and advertising asset review, the priority needs to be a sustained focus on marketing and selling naming rights for new and existing high-value (high visitor number) municipal capital assets, with a particular emphasis on the new Whitby Sports Complex. It is recommended to identify prospective donors/sponsors and outreach, leveraging the excitement and visibility of a new facility to attract donors/sponsors for naming rights. This state-of-the-art facility represents a \$3.6 million revenue opportunity (or \$360,000 annually) to the current income stream derived from this newly built asset. With less than 14 months remaining to the anticipated opening, it is imperative to act now.

In addition, donor/sponsor engagement and relationship building and sponsorship activation are key to success. Provide sponsors with meaningful opportunities to engage with the facility's audience through experiential activations, branded content, or interactive experiences. Use data analytics (i.e. website analytics and social media engagement insights) and feedback mechanisms to assess the effectiveness of sponsorship initiatives and provide frequent updates to sponsors.

### ACTIONS

1. Initiate the sponsorship sales initiative in fall 2024.
2. Prioritize selling of naming rights rather than advertising.

# RECOMMENDATION #2

## Update Staffing Model

### RATIONALE

After reviewing the current staffing of the sponsorship team, we recommend that the Town of Whitby hire an additional full-time staff member to the sponsorship team to help manage the new focus and expanded portfolio. This additional resource is aimed to enhance the team's capacity, allowing the Advertising and Sponsorship Sales Manager to focus on engaging with potential sponsors and private donors and focus on selling naming rights and managing the expanded asset portfolio to increase overall revenue. Detailed cost and revenue projection analysis indicates that with the new staffing structure, the program will generate a substantial increase of net revenue close to \$250,000 over five years.

### ACTIONS

1. Develop a job description for the new FTE role to be added to the sponsorship team.
2. Recruit a new staff member and provide training.
3. Divide responsibilities and reach out to sponsors and prospective donors.

# RECOMMENDATION #3

## Enhance Operational Excellence

### 1. Track visitor number by adding people counting devices at all facilities

Tracking visitor numbers in municipal facilities is crucial for several reasons. The data collected supports operational, financial, and strategic decisions, such as:

- Program and service planning
- Operational efficiency and resource allocation
- Financial planning and budgeting
- Strategic planning and facility expansion
- Naming rights and sponsorship selling

Visitor data is critical when pitching naming rights and sponsorship opportunities, as it demonstrates the facility's reach and visibility. Higher foot traffic makes the facility more attractive to potential donors/sponsors.

### 2. Offer discounted rate for community groups and organizations

Offering discounted rates to community groups and organizations serves several strategic, social, and economic purposes, such as:

- Enhancing facility utilization
- Promoting inclusivity and accessibility
- Positive public relations and community perception

#### Steps to implement:

- 1) Define a Preferred Rate Program and set a preferred rate (i.e. a 15-30% discount) for community groups and organizations (i.e. minor sports groups, cultural groups, service clubs, not-for-profit organizations, etc.)
- 2) Outline procedure, criteria or eligibility for enrollment
- 3) Publish Program information (including an application form) on Town's website

### 3. Boost team collaboration

Successful naming rights and sponsorship selling requires effective team collaboration across various departments such as Sponsorship team, Legal and Finance, and Facility Operations, etc.. Each team brings specialized skills and knowledge that contribute to creating attractive sponsorship packages, negotiating deals, activating sponsorship benefits, and securing financial commitment by donors/sponsors.

Effective communication between Sponsorship staff and Finance is required for tracking and collection of donor/sponsor payments, especially when dealing with multiple-year agreements. Consider exploring software solutions tailored for donation/sponsorship management that can also serve as a customer relationship management (CRM) tool. Potential software options include HubSpot, DonorPerfect, and Societ (formerly Sumac).



# Background

The Town of Whitby's Advertising and Sponsorship portfolio, managed by the Advertising and Sponsorship Sales Manager, has been instrumental in fostering business opportunities and community engagement for over two decades.

The Advertising and Sponsorship Sales Manager oversees a myriad of responsibilities including prospecting, pitching, contracts/renewals execution, processing invoices and payment tracking, budgeting, project managing third-party installations and overall client relationship and retention. This role has evolved tremendously over the past two decades. As a result, the Town is taking proactive steps to assess current practices and procedures, explore new revenue opportunities, and ultimately optimize revenue through the Town's current assets and new opportunities.

The end goal is to continue to be a leader in municipal Advertising and Sponsorship while working to expand its overall revenue. Advertising and Sponsorship opportunities provide businesses the opportunity to engage with the community and strengthen the overall economic viability of the Town. It also helps to offset operating costs and alleviate the overall tax burden on residents.

The project objectives as per the original Request for Proposal document:

- Review and assess existing advertising, sponsorship, and event assets;
- Review, evaluate, and propose enhancements to existing procedures, pricing models, and staffing levels;
- Propose new advertising and sponsorship opportunities based on industry best practices.

Following an open and competitive Request for Proposals process conducted in September-October 2023, Interkom Inc. emerged as the chosen partner for this initiative. With a wealth of experience spanning several decades, Interkom Inc. has demonstrated expertise in collaborating with municipalities across diverse services, making them the perfect fit for this project collaboration.



## OVERVIEW OF **Methodology**

The goal of conducting an Advertising and Sponsorship Asset Inventory and Valuation was to enhance the Town’s existing Advertising and Sponsorship program that would maximize revenue generation, for years to come.

The consultant used the following phased approach to assess the Town of Whitby’s current Advertising and Sponsorship assets and operation and identify opportunities for growing the pipeline.

<b>Internal Review</b>	<b>Environmental Scan</b>	<b>Recommendations</b>
<ul style="list-style-type: none"><li>• Asset inventory</li><li>• Policies</li><li>• Program details</li><li>• Site visits</li><li>• Marketing materials (current Sponsorship Package)</li></ul>	<ul style="list-style-type: none"><li>• Interview and consultation with comparable municipalities</li><li>• Interview internal staff</li><li>• Internet research</li><li>• Industry best practices and trends</li></ul>	<ul style="list-style-type: none"><li>• Process enhancements</li><li>• Resources and staffing</li><li>• Revenue generation opportunities</li></ul>



# Phase 1: Internal Review

The following Town-supplied documents were reviewed:

- Properties list
- Advertising and Sponsorship asset inventory and revenue tracking sheets
- Contract templates
- Examples of Advertising and Sponsorship Agreements
- Advertising and Sponsorship Sales Manager position description
- Town of Whitby Policies:
  - Municipal Property and Facility Naming Policy
  - Paid Advertising and Sponsorship Policy
  - Special Events Policy
  - Adopt-a-Park Program and Policy
  - Tree and Bench Dedication Commemorative Program and Policy
- Special Events Sponsorship Package (2024 version)
- Facility Advertising Package (2024 version)
- Town of Whitby web page - Advertising and Sponsorship Opportunities
- Project overview for the new Whitby Sports Complex

## Meetings and Site Visit:

- Meetings with Advertising and Sponsorship Sales Manager about the program details
- Meeting with Capital Project Manager regarding the new Whitby Sports Complex
- Site visit of various facilities, including:
  - Iroquois Park Sports Centre
  - Whitby Public Library
  - 55+ Recreation Centre
  - Whitby Civic Recreation Complex
  - McKinney Centre
  - Brooklin Community Centre & Library
  - Luther Vipond Memorial Arena

## Phase 2: Environmental Scan

The environmental scan phase of work consisted of internet research and solidifying industry best practices and trends, including the following references:

- Canadian Sponsorship Landscape Study (CSLS)<sup>1</sup>
- IEG's Guide to Sponsorship<sup>2</sup>

In addition, benchmarking research was conducted with various municipalities. The consultation interviews were conducted virtually during January to March 2024 period.

A list of municipalities was identified by the Town of Whitby sponsorship and advertising staff. The following are the research participants:

- City of Burlington
- City of Cambridge
- City of Oshawa
- City of Peterborough
- City of Pickering
- City of Richmond Hill
- City of St. Catharines
- Town of Ajax
- Town of Oakville

## Phase 3: Recommendations

Interkom to propose recommendations for the following areas:

- Revenue generation opportunities (details on page 32)
- Resources and staffing (details on page 33)
- Process enhancements (details on page 38)

### References:

<sup>1</sup>[https://thet1agency.com/wp-content/uploads/2023/11/CSLS\\_17th\\_AnnualReport\\_November\\_2023-1.pdf](https://thet1agency.com/wp-content/uploads/2023/11/CSLS_17th_AnnualReport_November_2023-1.pdf)

<sup>2</sup>IEG's Guide to Sponsorship (PDF file on file).



# Key Findings

## Benchmarking and Best Practices

Based on the comparable size and population, a list of municipalities was identified by the Town of Whitby sponsorship and advertising staff for the benchmarking research. Among them, nine municipalities participated in the study (see list on the previous page).

These municipalities were approached for confidential interviews. Prior to the interviews, a discussion guideline (interview questionnaire) was prepared, approved and shared with the participants. Additionally, further research into other municipalities supported the benchmarking and development of the best practices.

Key insights gained from this benchmarking research and industry best practices are summarized below.

### Facility Naming & Sponsorship

- 1. Alignment with Brand Values:**  
Seek partnerships that align with the values, mission, and target audience of both the facility and the sponsor.
- 2. Engagement and Activation:**  
Provide sponsors with meaningful opportunities to engage with the facility’s audience through experiential activations, branded content, or interactive experiences. Encourage sponsors to go beyond passive logo placement and create memorable interactions with attendees.
- 3. Relationship Building:**  
Use data analytics (i.e. website analytics and social media engagement insights) and feedback mechanisms to assess the effectiveness of sponsorship initiatives and provide frequent updates to sponsors.

## Process and Procedures

- 1. Clear Policies:**

Have clear and transparent policies in place for naming rights, sponsorship, and advertising to guide the process, approvals, and contractual arrangements.
- 2. Insurance Protocols:**

Establish insurance requirements for sponsorships and naming agreements, particularly for higher-value contracts, to mitigate potential risks.
- 3. Structured Sales Process:**

Implement a structured sales process, including presentations, agreement drafting, leadership team and Council approvals, and legal reviews, to ensure a smooth and efficient process.
- 4. Regular Internal Reviews:**

Conduct regular internal reviews of key performance indicators, revenue figures, and pipeline progress to assess the effectiveness of the sponsorship and advertising program.

## Staffing and Resources

- 1. Effective Team Structure:**

Establish an effective team structure with dedicated roles, clear responsibilities, and appropriate staffing levels to manage sponsorship, naming, and advertising activities.
- 2. Regular Training and Development:**

Provide regular training and development opportunities for staff involved in sponsorship and advertising to stay updated on industry trends, best practices, and new technologies.
- 3. Collaboration Across Departments:**

Foster collaboration between the revenue generation team and other departments to enhance coordination, share responsibilities, customer service, and maximize resources.
- 4. Utilization of Specialized Software:**

Explore the use of specialized donation/sponsorship management software or Customer Relationship Management (CRM) to enhance project implementation, invoicing and payment status tracking, and donors/sponsors relationship management.

## Review and Evaluate Advertising, Sponsorship and Event Assets

The Town of Whitby has a comprehensive advertising and sponsorship program in place and has been successfully running the program for over twenty years. Based on the Town-supplied asset inventory related to sponsorship and advertising, the assets can be organized into the following core categories.

### 1. Naming Rights

Opportunities where a sponsor name can be added as a prefix to the facility name and/or amenities and receive a wide range of supporting visibility opportunities over an extended term, for example, Scotiabank Rink at Iroquois Park Sports Centre.

### 2. Sponsorship

Opportunities where a company or organization can associate their brand with Town-operated programs and services, festivals & events, i.e. being a sponsor for the Town's Canada Day event.

### 3. Advertising

Commercial advertising opportunities where there is no implied associative element or relationship between the Town and the advertiser, i.e. rinkboard advertising.

### 4. Town-Wide Public Programs and Services (Stand-alone or Bundled)

Opportunities to support Town-wide programs or services that are offered to citizens under a centralized or common delivery system, i.e. public swims or skates.

### 5. Town-Wide Themed Initiatives

Opportunities for companies to associate their brand with high profile Town-wide initiatives to improve the lives of citizens i.e. Town's sustainability initiatives.

### 6. In-Kind Services

Where the Town is able to realize direct budget savings as a result of products or services being offered as a part of a sponsorship, i.e. flower gardens, parking lot paving, etc.

### 7. Other Unique Opportunities

Other opportunities for sponsorships that are not necessarily related to any of the above categories, i.e. official supplier status.

## Overview of Town of Whitby's Asset Inventory for Naming Rights, Sponsorship, and Advertising

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### Naming Rights

- Iroquois Park Sports Centre and its arenas 1-6 and pool
  - McKinney Centre and its arenas 1-3
  - Whitby Civic Recreation Complex and its health club and pool
  - Brooklin Community Centre & Library and its interior spaces (seniors' activity room, youth room, dedicated pre-school program space, gymnasium, craft room, multi-purpose banquet room, meeting rooms)
  - Luther Vipond Memorial Arena
  - Port Whitby Marina and lounge
  - Parks & trails
  - New Asset: Whitby Sports Complex (under construction) and its interior spaces
  - Additional Opportunity: Naming of existing facilities – the entire building and other interior space that is not sold currently
- 

### Sponsorship

- Family Day
  - Gardening Speaker Series
  - Volunteer Appreciation Celebration
  - Recreation & Park Month
  - Canada Day
  - Culture Pop-ups
  - Music in the Park
  - Movies in the Park
  - Harvest Festival
  - Ghost Walks of Whitby
  - Christmas in the Village
  - Whitby Lights the Night & Festival
  - Youth Week
  - Youth Room Open House
  - Art Attack
  - Celebrating Youth Awards
  - Senior's Month
  - New Signature Event
  - SPECIAL PROJECT: Mayor & Council Golf Tournament
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**Advertising**

- Arenas/Recreation Facilities (a combination of rinkboard, facility ads, lobby racks, digital (screen) advertising, zamboni wraps, score clocks, marquee signage, dressing room signs)
- Online opportunities (Town or event website, e-newsletters, social media channels)

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**Public Programs and Services**

- Public Swims
- Public Skates

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**Town-Wide Theme Initiatives**

- LEAF: Backyard Tree Planting Program & Community Greening Program
- Electric Vehicle Charging Stations
- Facilities Waste Container Replacement
- Beehive Project
- Public Art

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**In-Kind Services**

- Sports equipment
- Flower gardens

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**Exclusive Provision of Products or Services**

- Official Supplier status
-



## Main Facilities

# Iroquois Park Sports Centre

Iroquois Park Sports Centre is Canada's largest municipally owned and operated multi-use sports complex. The Centre is surrounded by 50 acres of parkland.

- Year built: Established in 1976 with renovations in subsequent years
- Size: 244,485 square feet
- Annual visitor number: 2.2 million
- Amenities:
  - o 6 arenas, including a large stadium arena
  - o 25-metre, deep water swimming pool and a wading pool
  - o 6 illuminated tennis courts
  - o Outdoor skate park
  - o Two unlit baseball diamonds
  - o 1 lit soccer field
  - o 400-seat licensed restaurant
  - o Full-service pro shop
  - o Children's playground
  - o Parking to accommodate 750 vehicles
  - o Banquet and meeting rooms
  - o Facility administration office
  - o Elite athletic training facilities
- Location: Adjacent to other community facilities and surrounded by mixed low-density residential and commercial properties
- Usage: Sports tournaments, recreational activities, community events
- Current annual revenue: \$251,000
- Potential annual revenue through additional naming rights sales: \$400,000





## McKinney Centre

- Year built: Built in 2004
- Size: 100,640 square feet
- Annual visitor number: 1 million
- Amenities:
  - 2 arenas
  - 1 board-less figure skating surface with sound room, mirrors and spectator seating
  - Several meeting rooms
  - Youth Room open to Whitby youth 12-18 years of age
  - Barrier free playground
  - Lit tennis courts
  - Skateboard park
- Location: Surrounded by residential subdivisions and institutional uses
- Usage: Sports activities, community events, public meetings
- Current annual revenue: \$105,100
- Potential annual revenue through additional naming rights sales: \$155,400



## Whitby Civic Recreation Complex

- Year built: Built in 1991 with major renovations in 2022/2023
- Size: 54,925 square feet
- Annual visitor number: 560,000
- Amenities:
  - o Fully accredited health club offers state-of-the-art cardio and conditioning equipment
  - o 2 recreational pools
  - o meeting rooms
- Location: Predominantly residential area with commercial establishments
- Usage: Fitness, sports activities, recreational activities, community events
- Current annual revenue: \$20,550
- Potential annual revenue through additional naming rights sales: \$60,560



# Brooklin Community Centre & Library

- Year built: Built in 2010
- Size: 41,550 square feet
- Annual visitor number: 220,000
- Amenities:
  - Library branch
  - Adult 55+ activity room
  - Youth room open to Whitby youth 12-18 years of age
  - Dedicated pre-school program space
  - Gymnasium
  - Craft room
  - Multi-purpose banquet room
  - Meeting rooms
- Location: Surrounded by residential subdivisions with institutional uses
- Usage: Community gatherings, educational programs, recreational activities
- Current annual revenue: \$2,100
- Potential annual revenue through additional naming rights sales: \$52,000



## Luther Vipond Memorial Arena

- Year built: Original building constructed in 1973 with renovations in 2010, 2019
- Size: 29,700 square feet
- Annual visitor number: 80,000
- Amenities:
  - 1 ice arena with seating and viewing areas
  - Lit baseball diamond
  - Children's playground
  - Tennis courts
  - Skateboard park
  - Cricket Field (temporary)
- Location: Brooklin area with residential and commercial surroundings
- Usage: Sports activities, community events
- Current annual revenue: \$11,000
- Potential annual revenue through additional naming rights sales: \$13,000



## 55+ Recreation Centre

- Year built: Original building constructed in 1976 with an addition in 1996
- Size: 17,210 square feet
- Amenities:
  - Activity rooms for seniors
  - Meeting rooms
  - Lounge
  - Dining area
- Location: Surrounded by residential buildings and parks
- Usage: 55+ adult activities and events

## Asset Inventory Valuation

### Naming Rights

Naming rights are a financial transaction – either a form of advertising (publicity) whereby a corporation or other entity purchases the right to name a facility (or portion of a facility), or an individual to fulfill philanthropic legacy, typically for a defined period of time.

Municipalities often engage in naming rights agreements to secure funding for public facilities, enhancing community infrastructure while recognizing corporate or individual benefactors.

Table 1 below showcases diverse approaches and financial arrangements of naming rights of municipal assets. Please note that the figures below are the facility naming value alone - does not include any revenue generated from interior space naming.

**Table 1a: Durham Region Area**

Municipality	Category	Total amount	Term	Annual Value	Year asset was named	Condition when asset was named
<b>Oshawa</b> Delpark Homes Centre	Sports & Recreation	\$1.5 million	10-year	\$150,000	2018	Existing
<b>Pickering</b> Chestnut Hill Developments Recreation Complex	Sports & Recreation	\$1.125 million	15-year	\$75,000	2019	Existing

**Table 1b: Other Examples**

<b>Municipality</b>	<b>Category</b>	<b>Total amount</b>	<b>Term</b>	<b>Annual Value</b>	<b>Year asset was named</b>	<b>Condition when asset was named</b>
<b>Barrie</b> Peggy Hill Team Community Centre	Sports & Recreation	\$640,000	8-year	\$80,000	2022	Existing
<b>Brampton</b> Save Max Sports Centre	Sports & Recreation	\$2.5 million	15-year	\$16,667	2020	New Build
<b>Burlington</b> Haber Recreation Centre	Sports & Recreation	\$1.7 million	25-year	\$68,000	2013	New Build
<b>Burlington</b> Burlington Performing Arts Centre	Sports & Recreation	\$5 million	25-year	\$200,000	2010	New Build
<b>Cambridge</b> Cambridge Recreation Complex	Sports & Recreation	\$3 million	15-year	\$200,000	Valuation	Under construction
<b>Cambridge</b> Preston Auditorium Expansion	Sports & Recreation	\$1.5 million	15-year	\$100,000	Valuation	Under construction
<b>Cambridge</b> Fountain St. Soccer Complex	Sports & Recreation	\$1 million	10-year	\$100,000	valuation	Under construction
<b>Milton</b> FirstOntario Arts Centre Milton	Arts & Culture	\$1 million	25-year	\$40,000	2017	Existing
<b>Pelham</b> Meridian Community Centre	Sports & Recreation	\$1 million	25-year	\$40,000	2018	New Build
<b>Peterborough</b> Miskin Law Community Complex	Sports & Recreation	\$600,000	10-year	\$60,000	2023	New Build
<b>St. Catharines</b> FirstOntario Performing Arts Centre	Arts & Culture	\$3 million	25-year	\$120,000	2015	New Build
<b>St. Catharines</b> Meridian Centre	Sports & Recreation	\$5.23 million	25-year	\$209,200	2013	New Build

**When reviewing the above examples, take a note of the following:**

**High-Value Agreements:**

- Notable high-value deals include the Burlington Performing Arts Centre (\$5 million) and St. Catharines' Meridian Centre (\$5.23 million). These substantial naming rights investments reflect a significant commitment to prominent new builds or major community assets.

**Term Lengths**

- Long-term agreements: Long-term deals (25 years) are common for new builds and significant community facilities, providing stability and ongoing funding.
- Short to mid-term agreement: The shorter terms (8-10 years) may align with phased development plans.

**Development Condition**

- New builds or under construction: Agreements made during the construction phase help generate community excitement and support. Typically help attract more naming and sponsorship interests.
- Existing Facilities: Some naming rights are for existing structures, aiming to reinvigorate and support ongoing operations.

***Naming rights is potentially one of the most lucrative areas that a municipality can capitalize on to generate sustained revenue, although it also requires the largest investment of time and effort to secure an agreement (estimated 6-18 months). The advantage of selling naming rights is that the longer-term agreements require minimal servicing once the agreements are in place.***

**Here are a few examples of naming rights recognition:**



Facility naming example – FirstOntario Performing Arts Centre in St. Catharines



Facility naming example – Meridian Community Centre in Pelham



Interior naming examples – Partridge Hall and Cogeco Lobby in FirstOntario Performing Arts Centre, St. Catharines



## Determining What a Naming Right or Sponsorship is Worth

Calculating the value of rights or sponsorship value of a municipal-owned facility or facility component typically involves considering various Rights factors. Keep in mind that each situation is unique, and flexibility and creativity may be necessary to secure mutually beneficial donor and sponsorship agreements.

**Here is a basic framework that can help guide the valuation process:**

### 1. Assess Comparable Landscape

- Start by researching similar naming rights and sponsorship deals for municipal-owned facilities in your region or similar markets. Look at the terms, duration, and financial details of these deals to establish a benchmark. (Table 1 is an example.)
- Analyze the local market dynamics, including the level of competition for sponsorship dollars, economic conditions, and demographics.

**Example:** Is the municipality in a depressed state or a bustling economy? Is there a lot of competition among companies?

### 2. Evaluate Facility Characteristics

- Size and prominence of the facility in the community.
- Usage rates and number of visitors or attendees.
- Demographics of the facility's audience.
- Unique features or amenities that may enhance sponsorship value.
- Potential for exposure through media coverage, events, or community engagement.

**Example:** Is this a new facility? Is it a community landmark? Is it “The first...”, “The only...”, or “The largest facility...”? Does the facility appeal to a wide range of audiences year-round? How many people does it serve year-round?

### 3. Determine Exposure and Reach

- Assess the visibility and promotional opportunities offered by the facility, including signage, digital advertising, event mentions, etc.
- Estimate the reach and engagement of these promotional channels to gauge their value to potential sponsors.

**Example:** Is it located along a main traffic artery where it will be visible to a lot of vehicle traffic? Does it mainly serve a community or the entire municipality? Will the facility be mentioned frequently in media such as newscasts and sportscasts? Is the facility Home Venue for a recognizable sports franchise? Are there other ways to provide additional visibility such as signage, publications, website and social media?

## Levels of Naming Rights in a Facility

The levels of naming rights are often structured in a tiered approach based on the visibility, exclusivity, and prestige of each opportunity. Here's a breakdown of typical naming rights levels based on industry best practices:

### 1. Primary Naming Rights

Facility Naming Rights: This is the highest and most prominent level. The donor/sponsor's name becomes part of the facility's official name (i.e., "ABC Sports Complex").

### 2. Major Feature Naming Rights

Key Area Naming Rights: This level includes naming rights for significant components within the facility, such as an arena, aquatic center, gymnasium, or theatre (i.e., "XYZ Arena").

### 3. Secondary Area Naming Rights

Room or Space or Amenities Naming Rights: Donors/Sponsors can secure naming rights for specific spaces like meeting rooms, lounges, lobby, sports courts (i.e., "XYZ Conference Room", "XYZ Field").

### 4. Program or Event Naming Rights

Event or Program Naming: Donors/Sponsors can attach their name to key programs, events, or series hosted within the facility (e.g., "XYZ Summer Camp").

Based on consideration of the above factors, an estimated valuation is assigned to a facility, an event, etc. for its possible naming rights or sponsorship. **Overall, the naming rights sales of the new Whitby Sports Complex has a potential to generate approx. \$360,000 annually; the naming rights sales of existing main recreational facilities represent a further \$289,000 (see Table 2) annual revenue generation potential.**

**Table 2: Summary of Additional Annual Revenue Potential of Existing Facilities Through Naming Rights Sales**

Facilities	Additional Annual Revenue Potential
Iroquois Park Sports Centre	\$148,900
McKinney Centre	\$50,300
Civic Recreation Complex	\$40,010
Brooklin Community Centre & Library	\$49,900
<b>Total Annual Revenue Potential</b>	<b>\$289,110</b>

*It is important to point out that the asset inventory will likely never be completely sold in its entirety. It is intended to provide companies with multiple choices and price points for participating in Town initiatives. For example, in the revenue projection tables on pages 36, 37, an estimate of 50% of annual sales of the asset inventory of the new Whitby Sports Complex is used.*

## Advertising Rates Review and Comparison

As part of the Town of Whitby's initiative to optimize revenue generation through advertising and sponsorship, a comprehensive review of advertising rates was conducted. This research included reviewing available advertising rates information in the public domain, as well as information obtained from participating municipalities during previously mentioned benchmarking research.

### Typical advertising media examples



Rinkboard



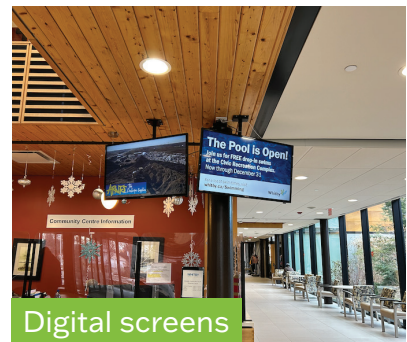
Backlit signage



Zamboni wrap



In-Ice logo



Digital screens

## Advertising rate comparison

The advertising rate comparison in the Tables 3 and 4 below shows the types of advertising, rate range from various municipalities, and the rates that are currently used at Town of Whitby.

**Table 3: Arena Advertising**

Medium	Dimension	Rate Range (Per Location)	Whitby Rate
Rinkboard	2.5'x8', 3.25"x8"	\$643 - \$1,745 (per year)	\$750-\$1,500 (per year), rate varies by location
Arena Board	3'x8'	\$1,663 - \$1,996 (per year)	Bundled into Naming Rights benefits
Scoreboard/Clock	High-definition video scoreboard 7.4'x8'	\$119 - \$240 (per month)	Bundled into Naming Rights benefits
Centre Ice Logo		\$3,000 (per year)	Bundled into Naming Rights benefits
In-Ice Logo	excluding centre ice	\$1,180 (per year)	Bundled into Naming Rights benefits
On-Ice Resurfacer (Zamboni wrap)	Full wrap	\$395 - \$8,500 (per year)	Bundled into Naming Rights benefits

**Table 4: Display Advertising**

Medium	Dimension	Rate Range (Per Location)	Whitby Rate
Backlit	4'x6'	\$2,400 (per year)	\$2,500-\$5,000 (per year), rate varies by location
Backlit	4'x12'	\$2,250 - \$2,600 (per year)	\$4,000 (per year)
Backlit	8'x16'		\$4,000 (per year)
Digital Screens	42" television, 20-second digital commercial	\$79 - \$1,836 (per year)	\$2,100 (per year)

## Findings and Recommendations

- Town of Whitby's current rinkboard advertising rates are fair. It is recommended that no rate change is required.
- Town of Whitby commands a higher rate for backlit signage and digital signs than other municipalities.
- Not all the researched municipalities have backlit signage.
- Extensive staff resources seem to be required for the service and maintenance of rinkboards and backlit signage.
- It is recommended to move away from backlit signage due to the cost to change out expired ads. Digital signs are a preferred choice due to ease of updating.
- 40% of the researched municipalities use a third-party firm to manage arena advertising.
- Some municipalities categorize their advertising rates at various tiers: i.e. non-profit organizations, partners, commercial (non-profit organizations enjoy a lower rate).
- Discounts are offered for group/bundles and long-term commitment.

# Recommendations

To enhance the Town of Whitby's sponsorship and advertising program, here is a set of actionable recommendations for consideration:

## RECOMMENDATION #1

### Focus On Selling Naming Rights of New and High-value Assets

#### RATIONALE

As a result of the sponsorship and advertising asset review, the priority needs to be a sustained focus on marketing and selling naming rights for new and existing high-value (high visitor number) municipal capital assets, with a particular emphasis on the new Whitby Sports Complex. It is recommended to identify prospective donors/sponsors and outreach, leveraging the excitement and visibility of a new facility to attract donors/sponsors for naming rights. This state-of-the-art facility represents a \$3.6 million revenue opportunity (or \$360,000 annually) to the current income stream derived from this newly built asset. With less than 14 months remaining to the anticipated opening, it is imperative to act now.

In addition, donor/sponsor engagement and relationship building and sponsorship activation are key to success. Provide sponsors with meaningful opportunities to engage with the facility's audience through experiential activations, branded content, or interactive experiences. Use data analytics (i.e. website analytics and social media engagement insights) and feedback mechanisms to assess the effectiveness of sponsorship initiatives and provide frequent updates to sponsors.

#### ACTIONS

1. Initiate the sponsorship sales initiative in fall 2024.
2. Prioritize selling of naming rights rather than advertising.



## RECOMMENDATION #2

### Update Staffing Model

#### RATIONALE

After reviewing the current staffing of the sponsorship team, we recommend that the Town of Whitby hire an additional full-time staff member to the sponsorship team to help manage the new focus and expanded portfolio. This additional resource is aimed to enhance the team's capacity, allowing the Advertising and Sponsorship Sales Manager to focus on engaging with potential sponsors and private donors and focus on selling naming rights and managing the expanded asset portfolio to increase overall revenue. Detailed cost and revenue projection analysis indicates that with the new staffing structure, the program will generate a substantial increase of net revenue of close to \$250,000 over five years.

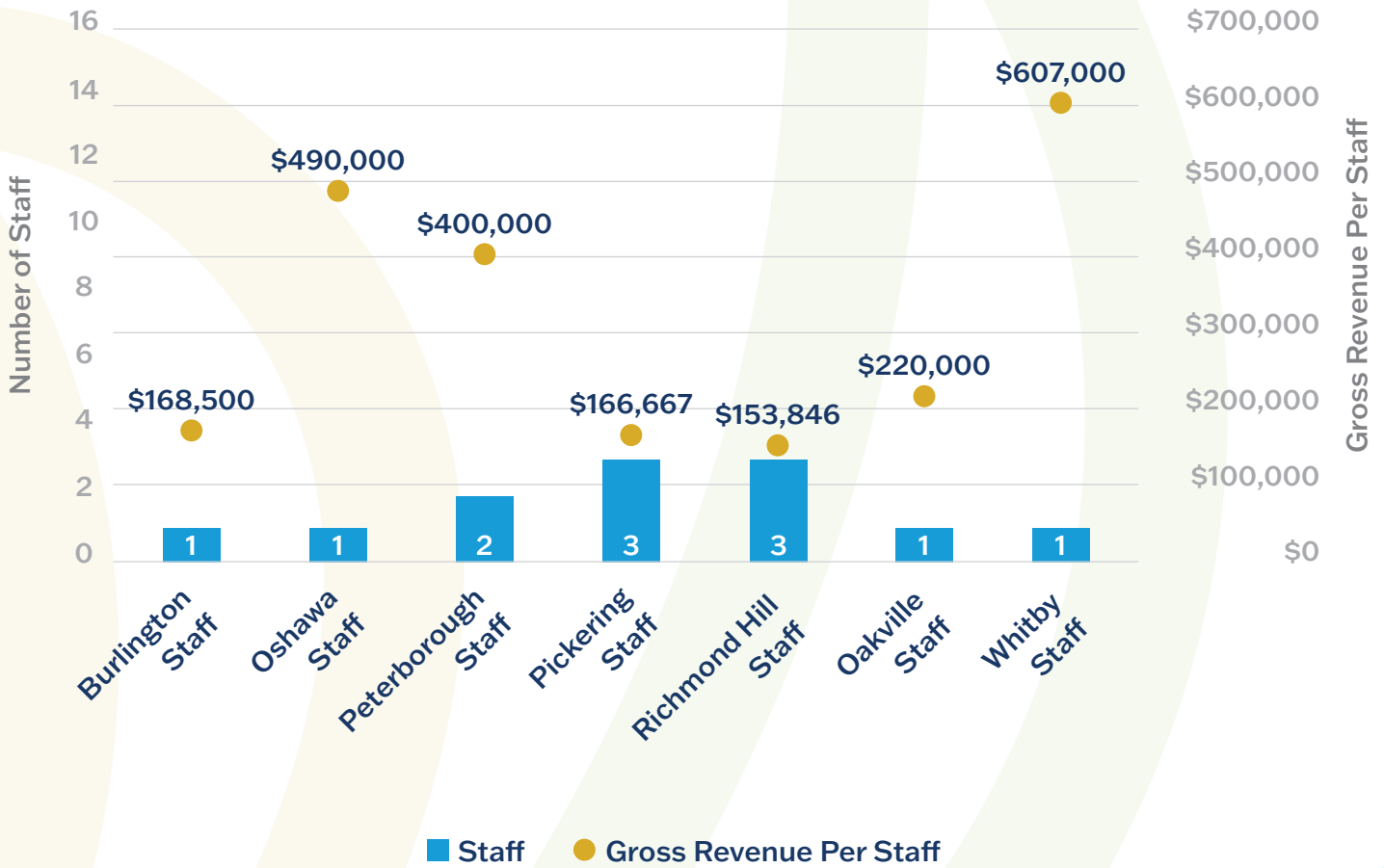
#### ACTIONS

1. Develop a job description for the new FTE role to be added to the sponsorship team.
2. Recruit a new staff member and provide training.
3. Divide responsibilities and reach out to sponsors and prospective donors.

#### Supporting Analysis

Interkom's research and findings show that Whitby has highest "Gross Revenue per Staff" figure – see Chart 1.

Chart 1: Number of Staff & Gross Revenue Per Staff



The adequacy and strength of the sponsorship team structure is the foundation for the development of strong partnerships and sustainable revenue generation. It is important to note that fundraising/sponsorship success can take significant time (multiple years) for an agreement to come to fruition for revenue generation. The key to success is dependent on relationship building. Significant resources are also required for sponsorship benefits activation.



The work involved in naming rights & sponsorship sales typically includes:

- Research and identify prospective donors/sponsors
- Cultivate relationship and explore donors/sponsors interests that may align with available naming/sponsorship opportunities
- Preparation of customized proposals and presenting to potential donors/sponsors
- Negotiation and reaching an agreement
- Seeking internal approval and Council approval
- Donor recognition or sponsorship benefits fulfillment and activation
- Internal collaboration (Legal Services, Financial Services, Community Services, Planning and Development, etc.)
- Ongoing communications with donors/sponsors and relationship building throughout the term period
- Pledge collection and annual payment follow-up
- Approach donors/sponsors for renewal or new or other opportunities
- Donors/Sponsors database management, data tracking and internal reporting

Considering the potential revenue generation opportunity presented by the new Whitby Sports Complex, Interkom proposes augmenting the existing team resources.

### **Cost and Revenue Projection**

The analysis below is based on the model of current Sponsorship staff delivering the program. It does not include Town staff from other departments based on the assumption that their services are viewed as supporting corporate initiatives (in general).

Table 5 shows analysis of the proposed new staffing structure by adding one full-time staff. Table 6 shows analysis based on current staffing structure.

Program Resource Costs consist of staff costs and sponsorship servicing costs (for signage repairs and maintenance where required). No marketing cost is included given that the Town does not currently do paid advertising to promote its sponsorship and advertising program.

For estimated Net Revenue calculation, the current revenue figures are being used as supplied by staff. Additionally, it is estimated that the naming rights sales of the new Whitby Sports Complex could have a potential revenue of approx. \$360,000 annually; the naming rights sales of existing main recreational facilities represent a further \$289,000 annual revenue generation potential.

Note again that 100% sales is not realistic or advised due to clutter.

**Table 5: With Additional Staff Member**

Program Resource Costs	2025	2026	2027	2028	2029	2030
<b>Total Program Resource Costs<sup>1&amp;2</sup></b>	<b>\$225,025</b>	<b>\$291,721</b>	<b>\$302,625</b>	<b>\$313,884</b>	<b>\$325,513</b>	<b>\$335,125</b>
Estimated Revenue	2025	2026	2027	2028	2029	2030
Annual Naming Rights (New Sports Complex) <sup>3</sup>	\$0	\$182,750	\$182,750	\$182,750	\$182,750	\$182,750
Additional Town Facility Naming Rights (Existing facilities) <sup>4</sup>	\$14,456	\$72,278	\$72,278	\$72,278	\$72,278	\$72,278
Sponsorship & Advertising (Existing facilities) <sup>5</sup>	\$607,000	\$625,210	\$643,966	\$663,285	\$683,184	\$703,679
<b>Total Gross Revenue</b>	<b>\$621,456</b>	<b>\$880,238</b>	<b>\$898,994</b>	<b>\$918,313</b>	<b>\$938,211</b>	<b>\$958,707</b>
<b>less: Program Resource Costs (see above)</b>	<b>-\$225,025</b>	<b>-\$291,721</b>	<b>-\$302,625</b>	<b>-\$313,884</b>	<b>-\$325,513</b>	<b>-\$335,125</b>
<b>Net Revenue</b>	<b>\$396,431</b>	\$588,516	\$596,369	\$604,428	\$612,699	\$623,582
<b>Net Revenue (status quo scenario)</b>	\$435,852	\$550,387	\$549,501	\$548,491	\$547,354	\$547,970
<b>Additional Net Revenue realized with New staff member</b>	<b>-\$39,421</b>	<b>\$38,129</b>	<b>\$46,868</b>	<b>\$55,937</b>	<b>\$65,345</b>	<b>\$75,611</b>
<b>Additional Net Revenue realized with New staff member (Over 5 Years)</b>						<b>\$242,469</b>

<sup>1</sup>Salary & Benefits - assuming 3% annual increase

<sup>2</sup>1-2% of Gross Revenue

<sup>3</sup>Based on 50% of full naming inventory being sold

<sup>4</sup>Based on 25% of other naming inventory being sold

<sup>5</sup>Based on assumption of 3% increase annually

**Table 6: Without Additional Staff Member**

<b>Program Resource Costs</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
<b>Total Program Resource Costs<sup>1&amp;2</sup></b>	<b>\$171,148</b>	<b>\$179,150</b>	<b>\$186,166</b>	<b>\$193,368</b>	<b>\$200,759</b>	<b>\$206,459</b>
<b>Estimated Revenue</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
Annual Naming Rights (New Sports Complex) <sup>3</sup>	\$0	\$73,100	\$73,100	\$73,100	\$73,100	\$73,100
Additional Town Facility Naming Rights (Existing facilities) <sup>4</sup>	\$0	\$43,367	\$43,367	\$43,367	\$43,367	\$43,367
Sponsorship & Advertising (Existing facilities) <sup>5</sup>	\$607,000	\$613,070	\$619,201	\$625,393	\$631,647	\$637,963
<b>Total Gross Revenue</b>	<b>\$607,000</b>	<b>\$729,537</b>	<b>\$735,667</b>	<b>\$741,859</b>	<b>\$748,113</b>	<b>\$754,430</b>
<b>less: Program Resource Costs (see above)</b>	<b>-\$171,148</b>	<b>-\$179,150</b>	<b>-\$186,166</b>	<b>-\$193,368</b>	<b>-\$200,759</b>	<b>-\$206,459</b>
<b>Net Revenue</b>	<b>\$435,852</b>	<b>\$550,387</b>	<b>\$549,501</b>	<b>\$548,491</b>	<b>\$547,354</b>	<b>\$547,970</b>

<sup>1</sup> Salary & Benefits - assuming **3%** annual increase

<sup>2</sup> **1-2%** of Gross Revenue

<sup>3</sup> Based on **20%** of full naming inventory being sold

<sup>4</sup> Based on **15%** of other naming inventory being sold

<sup>5</sup> Based on assumption of **1%** increase annually

The above data demonstrates the potential year-over-year revenue increase by adding another full-time staff member. The cost is justified by revenue generated from selling naming rights of the new Sports Complex and the existing facilities. After a new facility is opened, the team can continue to manage the Town's expanded asset inventory portfolio (and any other future facilities).

# RECOMMENDATION #3

## Enhance Operational Excellence

### 1. Track visitor number by adding people counting devices at all facilities

Tracking visitor numbers in municipal facilities is crucial for several reasons. The data collected supports operational, financial, and strategic decisions, such as:

- Program and service planning
- Operational efficiency and resource allocation
- Financial planning and budgeting
- Strategic planning and facility expansion
- Naming rights and sponsorship selling

Visitor data is critical when pitching naming rights and sponsorship opportunities, as it demonstrates the facility's reach and visibility. Higher foot traffic makes the facility more attractive to potential donors/sponsors.

### 2. Offer discounted rate for community groups and organizations

Offering discounted rates to community groups and organizations serves several strategic, social, and economic purposes, such as:

- Enhancing facility utilization
- Promoting inclusivity and accessibility
- Positive public relations and community perception

#### Steps to implement:

- 1) Define a Preferred Rate Program and set a preferred rate (i.e. a 15-30% discount) for community groups and organizations (i.e. minor sports groups, cultural groups, service clubs, not-for-profit organizations, etc.)
- 2) Outline procedure, criteria or eligibility for enrollment
- 3) Publish Program information (including an application form) on Town's website

### 3. Boost team collaboration

Successful naming rights and sponsorship selling requires effective team collaboration across various departments such as Sponsorship team, Legal and Finance, and Facility Operations, etc.. Each team brings specialized skills and knowledge that contribute to creating attractive sponsorship packages, negotiating deals, activating sponsorship benefits, and securing financial commitment by donors/sponsors.

Effective communication between Sponsorship staff and Finance is required for tracking and collection of donor/sponsor payments, especially when dealing with multiple-year agreements. Consider exploring software solutions tailored for donation/sponsorship management that can also serve as a customer relationship management (CRM) tool. Potential software options include HubSpot, DonorPerfect, and Societ (formerly Sumac).

## Additional Advertising and Sponsorship Opportunities

In addition to the naming rights potential of the new Whitby Sports Complex as outlined in the report, the other major revenue generation opportunity is naming rights sales – **entire facility naming** - of the existing main recreational facilities, representing an approx. \$289,000 annual revenue generation potential.

To further capitalize on the Town of Whitby revenue generation potential, additional advertising and sponsorship opportunities could be explored and integrated into the Town's sponsorship and advertising program. Below are some examples for consideration. However, it is important to conduct a thorough analysis of the costs and benefits associated with each opportunity to ensure they are viable for the Town.

- **Transit Advertising**, which is currently operated by Durham Region Transit; however, municipal fleet can be an opportunity for additional sponsorship.
- **Parks:**
  - Naming of leash-free park
  - Event sponsorship targeting pet owners
- **Interactive Engagement Zones:**
  - Create interactive zones within the facility where visitors can engage with sponsor-branded activities or games.
  - Sponsors can showcase their products or services in a fun and engaging way, while also providing value-added experiences for visitors.
- **Event Naming Rights:**
  - Offer sponsors the opportunity to have their name associated with specific events or tournaments hosted at the facility.
  - This could include naming rights for tournaments, leagues, or special events, providing sponsors with high visibility and recognition among participants and spectators.
- **VIP Lounges and Hospitality Areas:**
  - Designate VIP lounges or hospitality areas within the facility for sponsors to host clients, guests, or VIPs during events.
  - Sponsors can brand these areas with their logos and provide exclusive experiences for their guests, such as complimentary refreshments or premium seating.
- **Parking Lot Branding:**
  - Offer sponsors the opportunity to brand parking lots or parking structures adjacent to the facility.
  - This could include branded parking signs, banners, or pavement decals, providing sponsors with exposure to visitors before they even enter the facility.

# Town of Whitby

## Staff Report

[whitby.ca/CouncilCalendar](http://whitby.ca/CouncilCalendar)



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### Report Title: Okanagan Whitby Naming Rights Sponsorship of Arena 1 at Iroquois Park Sports Centre

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**Report to:** Committee of the Whole

**Date of meeting:** January 20, 2025

**Report Number:** CAO 02-25

**Department(s) Responsible:**

Office of the Chief Administrative Officer

**Submitted by:**

Sarah Klein, Deputy CAO & Director,  
Strategic Initiatives

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

**For additional information, contact:**

Karol Murillo Corrigan, Senior Manager of  
Economic Development,  
[murillocorrigan@whitby.ca](mailto:murillocorrigan@whitby.ca)

Chris Reed, Acting Advertising and  
Sponsorship Sales Manager,  
[reedc@whitby.ca](mailto:reedc@whitby.ca)

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#### 1. Recommendation:

1. That Council approve entering a new (5) year sponsorship agreement effective April 1, 2025, with Okanagan Hockey Group Inc. for a Naming Rights Sponsorship at Iroquois Park Sports Centre (IPSC), and naming Arena 1 as “Okanagan Hockey Arena 1”, based on the sponsorship package and other terms and conditions identified in Report CAO 02-25.

#### 2. Highlights:

- The Advertising and Sponsorship Division of Economic Development actively solicits the community for sponsorship participation in Town recreational facilities. Top-level sponsorship packages include ‘Naming Rights’ to certain facilities, subject to Council approval.

- The purpose of this report is to seek Council's approval for the proposed Naming Rights Sponsorship by Okanagan Hockey Group Inc. for Arena 1 at Iroquois Park Sports Centre (IPSC) for a five (5) year term with an option for a second five (5) year term.
- Okanagan Hockey Group Inc. has sponsored Arena 4 at IPSC since September 1, 2018, and are seeking transitioning to being the Naming Rights Sponsor of Arena 1 effective April 1, 2025, with the existing naming rights of Arena 4 expiring on August 31, 2025.
- Subject to Council's approval, IPSC Arena 1 naming would become "Okanagan Hockey Arena 1" for the term of the sponsorship. The total revenue that would accrue to the municipality over the term of the sponsorship would be \$150,000 + HST (see Table 1 - Financial Considerations).
- The proposed name, "Okanagan Hockey Arena 1", would be used in Town of Whitby publications, promotional materials, rental permits, and the website as appropriate.
- Okanagan Hockey Group Inc. is responsible for the production and installation costs associated with any updates to the sponsorship materials. This is standard practice with the Town's sponsorship program. Along with the naming rights, a suite of signage and other marketing benefits form part of the naming rights sponsorship package.

### 3. Background:

Under the Municipal Property and Facility Naming Policy (Policy MS 250), staff are required to report to Council for approval of corporate naming rights to Town property or property features.

Advertising and Sponsorship, part of the Economic Development Division, Strategic Initiatives, is responsible for sponsorship sales initiatives, which include naming rights (title) to certain Town property features. This program began in 2000 at IPSC and expanded to include the Civic Recreation Complex in 2003, McKinney Centre in 2004, the new Port Whitby Marina (PWM) Clubhouse banquet room and the McKinney Youth Drop-in Centre in 2005, and the new Brooklin Community Centre and Library in 2010.

In February 2009, Council approved the naming of Scotiabank Arena 1 at IPSC. This naming rights expired on June 30, 2024, and Scotiabank chose not to renew their agreement. The balance of the arenas at IPSC currently have the following naming rights sponsorships: Whitby Orthodontics Arena 2, Owasco Arena 3, Okanagan Hockey Arena 4, CUPE 53 Whitby Arena 5 and Booster Juice Arena 6. If this report is approved, Okanagan Hockey would expand their naming rights to Arena 1 effective April 1, 2025, and conclude their naming rights of Arena 4 effective August 31, 2025 leaving Arena 4 open for a new naming rights sponsor, which staff will actively pursue.

### 4. Discussion:

Okanagan Hockey Group Inc. was founded in 1963 in Penticton, BC, Canada. Over the years, it has grown to be the longest-operating hockey camp in the world.

Okanagan Hockey Camps have operated camps in Canada, the United States, Mexico, Japan, Hong Kong, United Arab Emirates, Switzerland, Austria, Germany, England, Scotland, and Denmark.

In 2018, Okanagan Hockey Ontario (OHO) was established in the Town of Whitby and competes in the CSHL Eastern Division. OHO, which offers a U18 Prep, U16 Prep, and U15 team, is partnered with Elite Training Systems (ETS) and Henry Street High School.

Okanagan Hockey Group Inc. is currently in discussions to renew their lease/operational agreement with the Town, and it is the desire of both parties to align these agreements with respect to term and expiry/renewal dates. They presently lease office space above IPSC Arena 3 & 4 and hockey dressing room space in season within IPSC Arena 1.

Okanagan Hockey would be transitioning from Arena 4 with an annual naming rights sponsorship fee of \$18,000 to naming Arena 1 with an annual fee of \$30,000 for minimum of five (5) years effective April 1, 2025. The proposed fee for the sponsorship package reflects current market conditions and is in line with the sponsorship range of fees currently available and sold within IPSC. Aside from increased fees due to increased exposure in Rink 1, the proposed Okanagan naming rights sponsorship package is somewhat similar to their current package. The new agreement would include the following components at IPSC.

### **Arena 1 Corporate Branding**

- Entrance Door Wrap - One (1) full door graphics wrapped on double entrance doors to the arena
- Entrance Above Door - One (1) 7' x 4.5' graphic on the upper portion of the entryway wall including header
- Wall Murals - Two (2) 4' x 10' wall murals
- Rinkboards - One (1) 48' x 3' rinkboard behind the goalie net on the score clock wall
- Wall Feature - Two (2) 3' x 25' wall features behind home/visitor benches
- Centre Ice Logo - One (1) 25' in-ice logo
- Neutral Zone Logos - Two (2) 12' in-ice logos
- Dressing Rooms - Six (6) 11" x 17" dressing room door signs
- Stair Decals - Full riser graphic on the main staircase to stands at the arena entrance
- Backlit Sign - One (1) 4' x 6' backlit sign on the south wall

### **Right of First Refusal for additional sponsorship rights**

- During the Term, the Town shall present all new opportunities for additional sponsorship rights within Rink 1 to Okanagan in advance of other sponsors.



**Additional Exposure and Benefits**

- Host one (1) free public community skate (open to the first 250 participants) per year, promoted on the Town’s corporate channels.
- Promotion on the Town’s social media platforms. i.e., Promotion of free public skate.
- Rinkboards (30” x 96”)
  - Iroquois Park Sports Centre: Five (5) Rinkboard signs - One in each of the remaining rinks
  - McKinney Centre: Two (2) Rinkboard signs - One in each of the two hockey rinks
  - Luther Vipond Memorial Arena: One (1) rinkboard
- Lobby Rights - Three (3) times annually: Set up and staff a display in the IPSC lobby to promote Sponsor, explain services, run contests, distribute coupons, interact with the community, etc.
- Digital Ads - One (1) complimentary, 20-second digital ad displayed on IPSC lobby TVs and near IPSC front entrance doors
- Interior Sign - One (1) large logo wrap inside IPSC front entrance doors
- Website - Sponsor logo on Town website

Note: Okanagan Hockey Arena 1 has the option to choose as few or as many branded items from this list. Production costs are additional and are covered by the sponsor.

The sponsorship package summarized would be incorporated into the Town’s standard Sponsorship Agreement and follow all guidelines and requirements outlined in the Paid Advertising and Sponsorship Policy MS 390.

**5. Financial Considerations:**

The total revenue over the five (5) years sponsorship term for Arena 1 will be \$150,000 + HST as shown in Table 1, below. The client is responsible for the cost of the design, production and installation of the sponsorship signage and materials.

**Table 1 – Contractual Fees over full term**

Term Year	Annual Term	Fee Amount
1	April 1, 2025 - March 30, 2026	\$30,000*
2	April 1, 2025 - March 30, 2027	\$30,000

3	April 1, 2025 - March 30, 2028	\$30,000
4	April 1, 2025 - March 30, 2029	\$30,000
5	April 1, 2025 - March 30, 2030	\$30,000
	<b>TOTAL</b>	<b>\$150,000</b>

\* 2025 revenues in this table is exclusive to Arena 1 and excludes partial payment for Arena 4 as part of a proposed bridging plan for the five months (April to August) when Okanagan Hockey Group Inc is sponsoring both Arena 1 and 4 (see Table 2 for details on the bridging).

For fiscal 2025 (i.e. January to December), the Town is projected to receive \$30,750 from Okanagan Hockey Group Inc’s sponsorship of both Arena 1 and 4 (as shown in Table 2, below). The transition of naming from Arena 4 to Arena 1 will be bridged financially to account for the fact that the new agreement will begin April 1, 2025, with the existing agreement expiring August 31, 2025. Okanagan will pay a reduced fee in Arena 4 starting April 1, 2025, when they begin naming rights fees in Arena 1:

**Table 2 – Annual Fees including Arena 4 Bridging (January to December 2025)**

Annual Fee – Arena 4	\$18,000 plus HST
Annual Fee – Arena 1	\$30,000 plus HST

Month	Monthly Fee – Arena 4	Monthly Fee – Arena 1	TOTALS
January	\$1,500	N/A	\$1,500

February	\$1,500	N/A	\$1,500
March	\$1,500	N/A	\$1,500
April	\$750	\$2,500	\$3,250
May	\$750	\$2,500	\$3,250
June	\$750	\$2,500	\$3,250
July	\$750	\$2,500	\$3,250
August	\$750	\$2,500	\$3,250
September	N/A	\$2,500	\$2,500
October	N/A	\$2,500	\$2,500
November	N/A	\$2,500	\$2,500
December	N/A	\$2,500	\$2,500
<b>Total</b>	<b>\$8,250</b>	<b>\$22,500</b>	<b>\$30,750</b>

Net revenue generated by the Advertising and Sponsorship program directly benefits the public by reducing the net cost of providing municipal services at Town facilities and, therefore, the overall property tax burden.

**6. Communication and Public Engagement:**

The Advertising and Sponsorship Division will engage the Communication and Creative Services Division to incorporate appropriate sponsorship opportunities, such as free

skating, communications, and a social calendar.

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

This report has been reviewed by internal departments, including Community Services, the Communications and Creative Services Division, and Finance.

**8. Strategic Priorities:**

This initiative is consistent with the Town's Community Strategic Plan, Pillar 4:

- Objective 4.1 Address community needs through collaborative and strategic partnerships
  - Action 4.1.2 Strengthen existing and build new partnerships
- Objective 4.4 Ensure fiscal accountability
  - Action 4.4.1 Deliver services that respond to community needs while balancing the impact to the taxpayers

**9. Attachments:**

Not Applicable

# Town of Whitby

## Staff Report

[whitby.ca/CouncilCalendar](http://whitby.ca/CouncilCalendar)



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### Report Title: Community Strategic Plan – 2024 Annual Progress Report

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**Report to:** Committee of the Whole

**Date of meeting:** January 20, 2025

**Report Number:** CAO 03-25

**Department(s) Responsible:**

Office of the Chief Administrative Officer

**Submitted by:**

Sarah Klein, Deputy CAO & Director,  
Strategic Initiatives

**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 03-25 related to the 2024 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 second annual report on the progress made on the 62 Actions identified under the 4 Pillars and 13 Objectives, marking the halfway point of the four-year plan.
- By the end of 2024:
  - More than 95% of Actions are now underway or complete.
  - Six (6) Actions are now complete (five of these in 2024).
  - 54 Actions are progressing through various stages of work, with three-quarters of these 50% complete or better.
  - The remaining two (2) Actions that have not yet started are scheduled to begin in 2025.

- Since the adoption of the CSP, Council has approved the 2024 and 2025 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 second annual report of the 2023-2026 Community Strategic Plan highlighting the progress to date at the Action level.

### 4. Discussion:

The end of 2024 marked the first full calendar year of work on priorities identified in the Community Strategic Plan. In addition, Council and staff completed two budget cycles within this calendar year, allowing for a number of significant accomplishments in 2024.

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 2024.

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 2024:

At the close of the second year—the halfway point of the Plan:

- More than 95% of Actions are now either underway or complete.
- Based on the identified measures of progress, a total of six (6) Actions are now complete, with five (5) of these being completed in 2024. The completed Actions 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
  - 2.1.2 Explore partnership opportunities to advance alternate energy systems designed to reduce GHG emissions of new developments
  - 2.3.4 Implement enhanced street design to improve walkability
  - 2.3.7 Repurpose the historic Pumhouse for a new gathering place
  - 3.2.2 Develop tools to support collaborative workspaces and home-based businesses

- 54 Actions are progressing through various stages of completion, with three-quarters of these halfway complete or better.
- The final two Actions that have not yet started are 3.3.3 (Leverage grant funding to support broadband and Smart City initiatives) and 4.2.3 (Identify opportunities and take steps to establish a diverse and inclusive workplace). Work on both of these is scheduled to begin in 2025.

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. This dedication plays a crucial role in enhancing Whitby as an exceptional place to live, work, and explore.

Complementing the work led by the Town of Whitby, the Whitby Public Library also worked on various projects in 2024 to support priorities across all four Pillars of the CSP. Details are available in Attachment 3.

## **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.

Since the approval of the Plan in June 2023 and following the first status report provided to Council in January 2024, there have been two budget cycles completed for the Town of Whitby – one for 2024 (approved in February 2024) and a new multi-year budget for 2025 to 2027 (adopted in December 2024). Priority projects included the Whitby Sports Complex, Mid-block arterial, additional firefighters, the Town's market compensation review, implementation of the Economic Development Strategy, multiple Zero Carbon projects, Service Whitby, improvements to the Waterfront, and the approval of a new Town signature event, "Home Sweet Home", set to debut in 2025.

More than 74% of positions approved in the 2024 Budget and 100% of those approved in the 2025 Budget will actively support 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), and through a press release and promotional video by the Mayor to report on progress at the one-year milestone of implementation in June 2024. Progress on the implementation of the Community Strategic Plan has also been highlighted through speaking engagements, earned media opportunities, digital storytelling opportunities through owned channels, including social, presentations, Council reports, and the Mayor's newsletters. The Community Strategic

Plan was also communicated through extensive public engagement during the 2024 and 2025 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 2024 Progress Report - Summary

Attachment 2: Community Strategic Plan 2024 Progress Report - Detailed

Attachment 3: Whitby Public Library Community Strategic Plan Successes

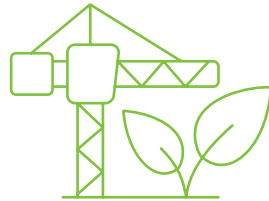




TOWN OF WHITBY

# Community Strategic Plan

## 2024 Progress Report





# 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 2024 Achievements:

#### 1.1.1 Advocate for and secure property for a **new hospital**

Following a community advocacy campaign, the Province of Ontario announced a planning grant for Lakeridge Health and confirmed a hospital will be built in Whitby.

#### 1.1.2 Advocate for **new Emergency Medical Services facility** (paramedic station) in Whitby

✓ The Region of Durham approved a location in Whitby (632 Dundas St. W.) for a new paramedic station to be designed and constructed in 2025.

#### 1.1.5 Review and **plan for fire services to address growth** of community

Council approved the addition of 20 new firefighters to address community growth, which was solidified as part of the 2025 budget.

#### 1.3.2 Develop the **Parks and Recreation Master Plan** and deliver identified recreational programs

✓ The Parks and Recreation Master Plan is complete, providing a roadmap for the development of parks and recreation infrastructure and services for 10 years.

### Overall Status of Pillar 1 Action Items:

0

● Not Started

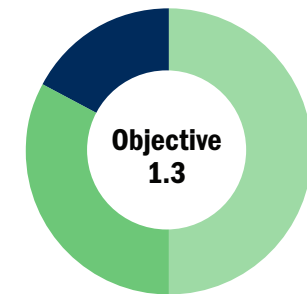
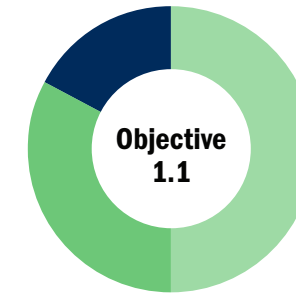
13

● In Progress

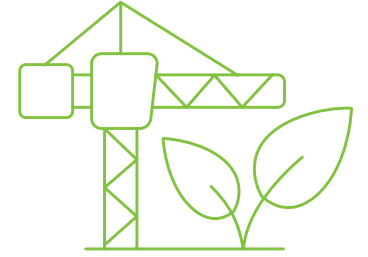
2

✓ ● Complete

### Progress of Pillar 1 Action Items:



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



# 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 2024 Achievements:

**2.1.2 Explore partnership opportunities to advance alternate energy systems designed to reduce Green House Gas (GHG) emissions of new developments**



The Geothermal Exchange System has been incorporated into the construction of the Whitby Sports Complex to provide heating and cooling for the facility.

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

15 EV charging stations were installed, including the Town's first Level 3 fast-charging stations at the Operations Centre and Iroquois Park Sports Centre.

**2.2.3 Invest in public art**

The Public Art Policy was adopted by Council. Two new public art projects were installed in Downtown Whitby.

**2.3.2 Construct the Whitby Sports Complex**

Continued progress on construction.

**2.3.4 Implement enhanced street design to improve walkability**



The new enhanced street design standard is in place and has been consistently applied to all new developments.

## Overall Status of Pillar 2 Action Items:

0

● Not Started

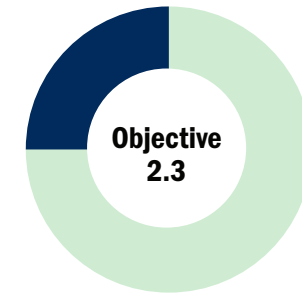
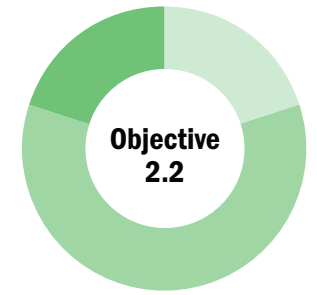
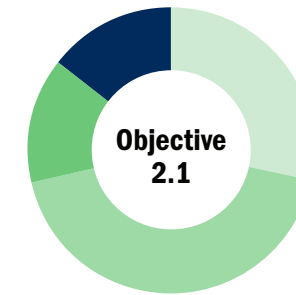
17

● In Progress

3

✔ ● Complete

## Progress of Pillar 2 Action Items:



Objective	Not Started	25%	50%	75%	Complete
2.1	0	2	3	1	1
2.2	0	1	3	1	0
2.3	0	6	0	0	2



# 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 2024 Achievements:

- 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**  
Local Business Week and the Whitby Job Fair were introduced.
- 3.1.2 Expand Whitby's [commercial and industrial tax base](#)**  
The new Whitby Health Centre officially opened and Mitch Insurance, GHD, and 4Sight Utilities were supported to keep these businesses and hundreds of jobs in the Whitby community.
- 3.1.3 Implement actions to [enhance Whitby's tourism sector](#) including a focus on the waterfront**  
The implementation of a Municipal Accommodation Tax was approved, adding a new revenue stream for the municipality to support tourism products, infrastructure, public art, and more.
- 3.2.2 Develop tools to [support collaborative workspaces and home-based businesses](#)**  
✔ Launched home-based business tool kit with dedicated website to help the expansion and support of businesses.
- 3.2.5 Implement initiatives that [support our downtowns as thriving destinations](#)**  
Received a \$91,000 grant from My Main Street to support additional placemaking in Brooklin.

## Overall Status of Pillar 3 Action Items:

1

● Not Started

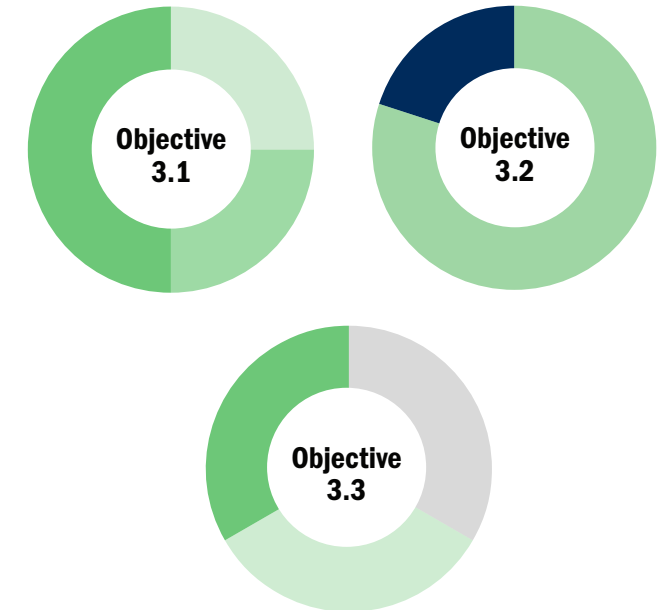
10

● In Progress

1

✔ ● Complete

## Progress of Pillar 3 Action Items:



Objective	Not Started	25%	50%	75%	Complete
<b>3.1</b>	0	1	1	2	0
<b>3.2</b>	0	0	4	0	1
<b>3.3</b>	1	1	0	1	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 2024 Achievements:

- 4.1.1 Advocate for funding from upper levels of government and other partners to support and advance current and anticipated community priorities**  
Secured well over \$55 million in grant funding in 2024, including \$25 million from the Green and Inclusive Community Buildings Program for the Whitby Sports Complex, \$24.9 million from the Housing Accelerator Fund, and \$5.4 million from the Building Faster Fund.
- 4.2.1 Identify and apply leading practices to ensure the Town is competitive in the market**  
The Compensation Market Review recommendations were endorsed by Council in 2024.
- 4.3.3 Implement new technologies and systems that modernize business tools to increase efficiencies and engagement**  
Completed modernization projects in 2024 including the implementation of the new enterprise management system, Workday.
- 4.3.4 Implement opportunities for Council to engage the community**  
Opportunities included the digital Mayor's Town Hall event, Ward Community Town Halls, Mayor's monthly newsletter, Council highlights, Coffee with Mayor Roy and Talk Budget meetings, and multiple community partnership events.
- 4.4.1 Deliver services that respond to community needs while balancing the impact to taxpayers**  
A multi-year budgeting cycle and a Strong Mayor's budget were introduced. The 2025-2027 Budget was approved by year-end, helping to respond to community needs while balancing the impact on taxpayers.

## Overall Status of Pillar 4 Action Items:

1

● Not Started

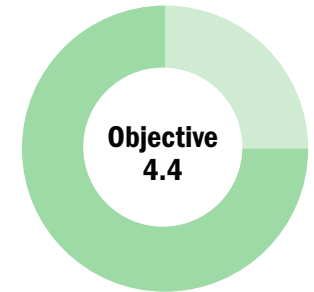
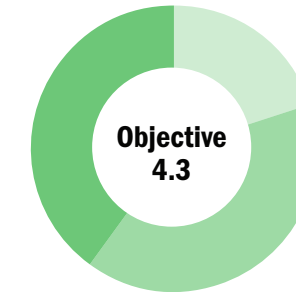
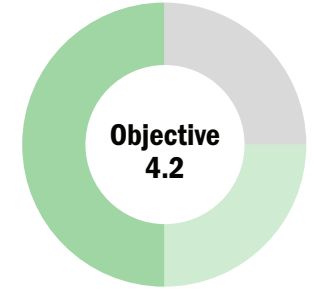
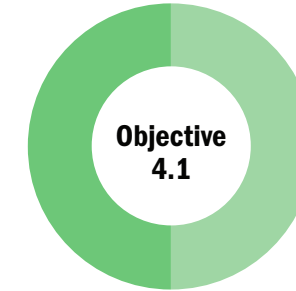
14

● In Progress

0

✔ ● Complete

## Progress of Pillar 4 Action Items:



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

# STRATEGIC PILLAR 1

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

<b>Objective 1.1: Improve community safety, health and well-being</b>			
<b>Actions</b>	<b>Identified Measures of Progress</b>	<b>Status of Progress</b>	<b>2024 Update</b>
1.1.1 Advocate for and secure property for a new hospital	Property for hospital secured.	In Progress – Nearly Finished (75%)	Following an education and advocacy campaign and the Province of Ontario’s confirmation of a Planning Grant for Lakeridge Health in 2024, the Town is working to finalize an agreement for land disposition from the Ministry of Transportation for property for the new regional hospital (located at Lake Ridge Road and Winchester Road).
1.1.2 Advocate for new Emergency Medical Services facility (paramedic station) in Whitby	Emergency Medical Services facility planned in Whitby.	Complete in 2024	Region of Durham approved a location in Whitby (632 Dundas Street West) for a new paramedic station to be designed and constructed in 2025.
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.	In Progress – Halfway Complete (50%)	<p>With input from residents and in collaboration with emergency services, the Town installed traffic calming elements, including speed humps, on numerous streets in Whitby in 2024.</p> <p>In 2025, the Traffic Calming Policy will be completed, identifying the process for determining streets and suitable elements for traffic calming, as well as the consultation process.</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 and Well-Being Plan.</p>	<p>In Progress – Halfway Complete (50%)</p>	<p>Continued representation and active participation in the Area Municipal Working Group.</p> <p>The focus in 2024 was on homelessness and housing.</p> <p>In 2025, staff representatives will continue to support the implementation of the Regional Community Safety and Well-Being Plan.</p>
<p>1.1.5 Review and plan for fire services to address growth of community</p>	<p>Update Fire Master Plan.</p> <p>Begin implementation of recommendations of the Fire Master Plan.</p>	<p>In Progress – Halfway Complete (50%)</p>	<p>In 2024, Council approved the addition of 20 new firefighters to address community growth, which was solidified as part of the 2025 budget.</p> <p>The 2025 priority is the recruitment of the 20 new firefighters, the construction of a new Fire Hall in West Whitby, and the completion of the updated Master Fire Plan, reflecting industry best practices and relevant legislation, which Whitby Fire and Emergency Services will use to chart a course over the next ten (10) years.</p>
<p>1.1.6 Work with partners to increase access to family physicians</p>	<p>Partner with Region of Durham to create a family physician recruitment program.</p> <p>Implement, track, and monitor impact of program annually.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>The Whitby Health Centre opened in 2024.</p> <p>The Town of Whitby has also partnered with the Region of Durham and neighbouring municipalities to develop the Regional Family Physician Recruitment Program, which was adopted by Regional Council this year. 2024 marked the second year of the</p>

			Queen's-Lakeridge Health MD Family Physician training program, with 20 new medical students each year.
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**Objective 1.2: Increase opportunities to acknowledge and celebrate the diversity of the community**

<b>Actions</b>	<b>Identified Measures of Progress</b>	<b>Status of Progress</b>	<b>2024 Update</b>
1.2.1 Enhance Town-led and community-based events and festivals that celebrate diversity	<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>	In Progress – Halfway Complete (50%)	<p>The Town permitted six new events celebrating diversity in 2024, including the Durham Summer Fest, which featured musical artists travelling from Pakistan to perform in Whitby. Three new and well-attended Culture pop-up events were hosted by the Town on the Whitby Pier in 2024. The diverse dancing and music attracted crowds of over 400 people.</p> <p>The 2024 Exit Survey took place at Whitby Lights the Night. The survey asked where guests were from, if they went out for dinner or spent money in the community, and how they heard about the event.</p>
1.2.2 Enhance Whitby's culinary and live music sectors through collaborative partnerships	<p>Offer two additional Music in the Park events annually starting.</p> <p>Increase musical pop-up events by 10%.</p> <p>Update digital Food Guide every two years.</p>	In Progress – Nearly Finished (75%)	<p>The Town of Whitby published its third edition of the Whitby Food Guide, supporting over 100 culinary and brewery businesses.</p> <p>In 2024, Whitby introduced its first-ever Walking Food Tours in Downtown Brooklin and Downtown Whitby. Building on the success of these, a</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>distinctive Hop-On-Hop-Off Food Tour experience was launched and will return in 2025.</p> <p>Music in the Park will return in July and August 2025 at Rotary Park and Grass Park.</p>
1.2.3 Invest, promote, and strengthen the local arts, culture, heritage, and creative sector	<p>Public art policy approved.</p> <p>Increase Culture contact list by five entries annually.</p> <p>Increase the number of social media posts by 25% annually on #explorewhitby Instagram page.</p> <p>Target 10% increase in website visits and social media analytics annually.</p> <p>Increase investment in Culture budget.</p>	In Progress – Nearly Finished (75%)	<p>Council approved the Public Art Policy in January 2024.</p> <p>Culture Pop-Up events were expanded in 2024 to include five evenings in summer/fall, including Bollywood on the Pier, Greek Summer Night, Sunset Tango, an En Plein Air Painting event, and an Unravel for Change knitting event.</p> <p>The Cultural Pop-Up events are scheduled to return in 2025.</p>

<b>Objective 1.3 Provide accessible and inclusive municipal services and programming</b>			
<b>Actions</b>	<b>Identified Measures of Progress</b>	<b>Status of Progress</b>	<b>2024 Update</b>
1.3.1 Continue to collaborate with non-profit organizations to anticipate and deliver changing community program and service needs	<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>	In Progress – Halfway Complete (50%)	In 2024, five roundtable meetings were hosted with non-profit, faith-based, and food security groups to discuss collaborative actions to address community needs. From these meetings, grant opportunities were shared, networking occurred, and collaborative actions were initiated.

			In 2024, the Mayor's Community Development Fund and Performing Arts Community Development Fund provided \$278,000 to 68 community groups to expand their services and address community needs.
1.3.2 Develop the Parks and Recreation Master Plan and deliver identified recreational programs	<p>Parks and Recreation Master Plan approved.</p> <p>Implement 20% of identified actions in the Plan.</p>	Complete in 2024	<p>The Parks and Recreation Master Plan is complete. It provides a roadmap for the development of parks and recreation infrastructure and services over the next 10 years.</p> <p>The focus in 2025 is implementing the Master Plan, including a range of healthy and active choices, while ensuring Whitby continues to grow as an environmentally sustainable, vibrant, and healthy community.</p>
1.3.3 Expand recreation opportunities and increase participation in recreation programs and activities, specifically for 55+ and youth	<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>	In Progress – Halfway Complete (50%)	<p>There has been an increase in the number of registered programs and drop-in activities for youth and older adults.</p> <p>Expanded recreation opportunities will continue to be explored and developed.</p> <p>In 2025, significant planning will take place in preparation for the opening of the new Whitby Sports Complex.</p>
1.3.4 In collaboration with partners, support the implementation of Durham	Report on number of purposes built rental and secondary suites	In Progress – Halfway Complete (50%)	The Town of Whitby has seen an increase in Accessory Dwelling Units (ADUs) permits in 2024, accounting for

<p>Region's Housing Plan regarding affordability and diversity of housing</p>	<p>approved.</p> <p>Monitor, measure, and report on diversity of housing approvals.</p>		<p>46% (269) of total new permits by November 30, 2024, compared to 39% for all of 2023. In addition, of the 585 total units, there were 139 singles, 18 semis, 98 Townhouses, and 61 Condo Towns.</p> <p>Of the 1,437 total units of 2024's newly registered plans (to November 30, 2024), 56% (803) were apartments.</p> <p>In 2024, Council approved Plans of Subdivision (to November 30, 2024) including 10,656 total units.</p>
<p>1.3.5 Work with partners to address food security</p>	<p>Develop food security action plan.</p> <p>Implement one new action annually.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>Two food security roundtable events were hosted in 2024, bringing together stakeholders from all area food banks.</p> <p>In partnership with Feed the Need, a market-model food bank was opened at the Iroquois Park Sports Centre, and a presentation was made to the Durham Region Funders Table on Whitby's actions to address food insecurity in the community.</p> <p>The Mayor's Community Development Fund has supported local food security needs with over \$30,000 in funding in 2024.</p>
<p>1.3.6 Work with partners to support and connect individuals experiencing homelessness with shelter and support services</p>	<p>Partner with the Region of Durham to establish a community hub providing shelter and social services.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>Following the opening of the shelter at 1635 Dundas in March 2024, the Town of Whitby participates on the Community Liaison Committee and</p>

			<p>continues to work with the Region to support their work in the community.</p> <p>The Town of Whitby Homelessness Task Force continues to meet bi-monthly to collaborate on required supports and actions to address homelessness in our community. These actions include enhancing encampment tracking and reporting, community and business supports, and ensuring information and communications are clear and effective.</p> <p>In 2024, the mayor partnered with the Downtown Whitby BIA to collect new socks and distribute them to various agencies for those in need.</p>
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## STRATEGIC PILLAR 2

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

<b>Objective 2.1: Demonstrate environmental leadership in sustainability and addressing climate change</b>			
<b>Actions</b>	<b>Identified Measures of Progress</b>	<b>Status of Progress</b>	<b>2024 Update</b>
2.1.1 Develop community climate mitigation measures to achieve zero-carbon emissions by 2045	<p>Develop Community Mitigation Plan as a part of the Climate Emergency Response Plan - Phase 2.</p> <p>Implement a minimum of one action from the Climate Emergency Response Plan - Phase 2: Community Mitigation Plan annually.</p>	In Progress – Halfway Complete (50%)	An agreement was signed with the Region to partner on the Durham Greener Homes incentive program, which helps residents save energy and money by completing deep energy retrofits on their homes.
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	The Geothermal Exchange System has been incorporated into the construction of the Whitby Sports Complex to provide heating and cooling for the facility.
2.1.3 Implement actions to increase community resilience to the impacts of climate change	Implement a minimum of three actions annually from the Climate Emergency Response Plan - Phase 1: Community Resilience Plan.	In Progress – Just Started (25%)	<p>The West Lynde neighbourhood was selected in 2024 as the area to implement the Sustainable Neighbourhood Action Plan (SNAP) Pilot Project.</p> <p>In 2025, the focus will be on completing Phase 2 of the SNAP Pilot Project, developing an Emergency Response Implementation Strategy, and developing shaded structures to reduce heat-related risks in parks.</p>
2.1.4 Implement corporate plan to achieve zero-carbon emissions by 2045	Achieve 20% GHG emissions reduction, below 2019 levels.	In Progress – Halfway Complete (50%)	Based on the approved 2024 and 2025 budgets and the conversion of the

			<p>combined heat and power unit at the Civic Recreation Complex to a backup heating system, the Town's net reduction in GHG emissions is projected to be 881.3 tCO<sub>2</sub>e (or 80% of the 1,105 tCO<sub>2</sub>e target).</p> <p>The focus for 2025 is on the deep energy feasibility studies of seven of the top 10 GHG emitting Town facilities, energy retrofits at the 55+ Centre, detailed design for deep energy retrofit of Iroquois Park Sports Centre, and the design and construction of a new net-zero emissions facility for Animal Services.</p>
2.1.5 Implement Green Standard Incentive Program focused on encouraging adoption of sustainable development practices	<p>Incentive Program Developed.</p> <p>Observe 5% increase in applications achieving higher tiers.</p>	In Progress – Just Started (25%)	<p>The Whitby Green Standard project incentives were discussed as part of an Industry consultation session organized by Urban Equation and Town staff. Key industry stakeholders agreed that an incentive program is required to reduce greenhouse gas emissions and improve energy efficiency in new buildings.</p> <p>An update to the Whitby Green Standard is the priority for 2025, including the development of an incentive program.</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>	In Progress – Halfway Complete (50%)	<p>A total of 14 EV charging stations were installed in 2024 as a part of the Zero Emission Vehicle Infrastructure Program.</p> <p>This included the Town's first level 3</p>

			fast charging stations, at the Operations Centre and Iroquois Park Sports Centre. These charging stations can fully charge most Electric Vehicles in under one hour.
2.1.7 Update Whitby Green Standard designed to advance sustainable development in the community	Whitby Green Standard updated.	In Progress – Nearly Finished (75%)	<p>Consultations with developers, residents, staff, and other stakeholders for the update of the Whitby Green Standard have been completed in 2024.</p> <p>In 2025, the updated Whitby Green Standard will be brought to Council for approval.</p>

## Objective 2.2: Enhance community connectivity and beautification

Actions	Identified Measures of Progress	Status of Progress	2024 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>In 2024, the Town increased park and trail wayfinding signage by approximately 3.5%.</p> <p>In 2025, Wayfinding signage will be installed along the Waterfront Trail.</p> <p>Additionally, new park identification signs will be placed at two new parks, and approximately 20 existing park identification signs that are near or at the end of their serviceable life will be replaced.</p>
2.2.2 Increase active transportation facilities, including trails, multi-use	Increase bike lanes by an average of 2km annually.	In Progress – Halfway Complete (50%)	In 2024, improvements to the existing multi-use paths (MUP) throughout the

<p>paths and bike lanes, across the community, considering the Active Transportation Plan</p>			<p>Town included painted centrelines and user icons to separate users.</p> <p>Cochrane Street on-road cycling was also improved north of Bonacord Avenue to include flexible bollards to separate cyclists from vehicles.</p> <p>The Active Transportation Plan, which will provide a safe and connected cycling network that supports bicyclists of all ages and abilities, will continue to be implemented in 2025.</p>
<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 the Arts Trail website by 10% annually.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>The Public Art Policy was adopted by Council in early 2024. Two new public art projects—"The Hive" carving and an Indigenous mural panel—were installed in Downtown Whitby.</p> <p>In 2025, public art will be installed along Thickson Road, and Indigenous public art will be installed as part of the Whitby Sports Complex. A Call for Artists will be launched in 2025 in support of two new public art projects in local parks.</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 Parks and Recreation Master Plan is complete and was approved in October 2024.</p> <p>The Urban Forestry Master Plan is on track to be presented to Council for approval in 2025.</p>



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)	In Progress – Halfway Complete (50%)	A draft of Service Level Standards has been completed.  Options to increase service levels related to beautification will be completed and presented to Council for approval in 2025.
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## Objective 2.3: Invest in infrastructure and assets

Actions	Identified Measures of Progress	Status of Progress	2024 Update
2.3.1 Construct mid-arterial roadway south of 407, between Cochrane and Thornton	<p>Complete Phase 1 construction from east of Baldwin Street to Ashburn Road.</p> <p>Complete Phase 2 design from Garden to Anderson; Phase 2 tender and begin construction.</p>	In Progress – Just Started (25%)	<p>Construction on Phase 1 (Ashburn Rd. to Garden St.) is 85% complete and scheduled to be completed in 2025.</p> <p>The detailed design for Phase 2 (Garden St. to St. Thomas St.) has commenced and is scheduled to be completed by 2026. Construction is tentatively scheduled for 2026.</p> <p>The detailed design for Phase 3 (St. Thomas St. to the east Town limit) is scheduled to be issued in 2025.</p>
2.3.2 Construct the Whitby Sports Complex	Whitby Sports Complex	In Progress – Just Started (25%)	In 2024, the Town successfully secured \$25 million from the Federal Government’s Green and Inclusive Community Buildings (GICB) Program for the Whitby Sports Complex.

			<p>Construction on the Whitby Sports Complex project will continue in 2025.</p> <p>Activities will include the completion of the main building structure, interior finishes, park construction, and building commissioning.</p>
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.	In Progress – Just Started (25%)	<p>The Corbett Creek Bridge and Boardwalk replacement projects are now under construction to meet current design standards and accessibility requirements.</p> <p>These replacement projects are estimated to be complete in 2025.</p>
2.3.4 Implement enhanced street design to improve walkability	80% of new developments and reconstruction initiatives adopt the enhanced street design standard.	Complete in 2024	<p>The new enhanced street design standard is in place and has been consistently applied to all new developments. Developers reconstructing major roads are also adhering to the new standard.</p> <p>In 2025, the priority will be adding new sidewalks and multi-use paths through new developments without impact on the Town's capital budget.</p>
2.3.5 Implement recreational infrastructure enhancements as identified in the Sports Facility Strategy and Parks and Recreation Master Plan	<p>Parks and Recreation Master Plan approved.</p> <p>Incremental budget approved to implement plans.</p>	In Progress – Just Started (25%)	The final draft of the Parks and Recreation Master Plan has been completed and was approved in October 2024.

<p>2.3.6 Invest in upgrades at the Marina</p>	<p>Replacing 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 Ocean harbour remediation project.</p> <p>Incremental budget approved to implement Marina masterplan.</p>	<p>In Progress – Just Started (25%)</p>	<p>The Port Whitby Marina Feasibility and Harbour Land Use Study for the Whitby Marina is in progress and will be presented to Council in Q1 of 2025.</p> <p>Specifications are being finalized for the Pier 2 replacement project with tendering planned by Spring 2025.</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.</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 Town Brewery Pop-Up was open again for the 2024 season.</p>
<p>2.3.8 Work with Metrolinx to finalize the 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 – Just Started (25%)</p>	<p>In 2024, Staff reviewed preliminary drawings for the Dundas Street Bus Rapid Transit section between Des Newman Boulevard and east of McQuay Boulevard.</p> <p>Staff will continue to collaborate with the Region of Durham and Metrolinx to achieve the bus rapid transit vision and support transit along the Dundas Street corridor.</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	2024 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>In 2024, continued to implement the 2022 - 2026 Economic Development Strategy, including the introduction of Local Business Week and the Whitby Job Fair.</p> <p>Business retention and expansion interviews were conducted, and a sector meet-up was hosted for two of Whitby's key target sectors.</p> <p>The Whitby Professional Entrepreneur and Newcomers Club action item was initiated, and the business webinar series and home-based toolkits were launched.</p> <p>The priority for 2025 is the development of the Intelligent City Strategy and Action Plan, programming to support the green economy and agri-business, and the expansion of support for tech-based businesses and the 1855 Whitby technology accelerator.</p>
<p>3.1.2 Expand Whitby's commercial and industrial tax base</p>	<p>Annual increase in commercial/industrial building</p>	<p>In Progress – Halfway Complete (50%)</p>	<p>Worked to attract and support the openings of the Mazda distribution centre and Whitby Health Clinic in</p>

	<p>permit values.</p> <p>Annual increase in number of new businesses.</p>		<p>2024. Through the Business Retention and Expansion program, staff were able to support the retention of Mitch Insurance, GHD, and 4Sight Utilities by providing site-selection support to keep these businesses and hundreds of jobs in the Whitby community.</p> <p>In 2025, the focus will be on supporting stakeholders in the development or planning stages of 9,500,000 square feet of industrial land.</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 accomplished.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>In 2024, a successful application for a \$200,000 Tourism Growth Program grant was awarded to support the redevelopment of the waterfront lands surrounding the Rowe House. This project will transform the area into a community and visitor hub, featuring a tourism pop-up office, accessible pathways, a cycling rest stop, and an accessible dock.</p> <p>The Town has also received approval for the implementation of a Municipal Accommodation Tax effective July 2024 as a new revenue stream for the municipality, with 50% of the funds directed back to the municipality through the Municipal Accommodation Tax Reserve Fund to support tourism products, infrastructure, public art, and more.</p> <p>The Whitby Tourism Development Corporation, the new tourism entity,</p>

			was officially incorporated in October 2024.
3.1.4 Support green economy, agriculture and agri-business	<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>	In Progress – Just Started (25%)	<p>Pursuing potential partnerships with urban farming organizations and potential funding opportunities to advance this initiative.</p> <p>In 2025, the focus will be on developing a foundational action plan to create a clear focus and prioritization of how to support the green economy and agricultural technology industry.</p>

## Objective 3.2: Attract and retain businesses and industry

Actions	Identified Measures of Progress	Status of Progress	2024 Update
3.2.1 Attract investment for hotel and convention centre	Secure investment in hotel and convention centre.	In Progress – Halfway Complete (50%)	<p>A Hotel/Banquet Centre Feasibility Study has been initiated. The anticipated completion is early 2025.</p> <p>In 2025, Staff will begin marketing the hotel and convention centre feasibility study to potential developers and user groups and will work to address any gaps identified in the feasibility study.</p>
3.2.2 Develop tools to support collaborative workspaces and home-based businesses	<p>Develop home-based tool kit and launch a new tool annually.</p> <p>Develop action plan to support collaborative workspaces.</p>	Complete in 2024	In 2024, Economic Development launched a home-based business tool kit with a dedicated website to help expand and support these businesses within the community.

			<p>The toolkit provides information on rules and regulations and ways to expand.</p> <p>In 2025, Staff will continue to promote the home-based business toolkit and support businesses looking to expand into other physical locations in Whitby.</p>
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 – Halfway Complete (50%)	<p>In 2024, continued to implement the Business Retention and Expansion (BRE) program with an emphasis on businesses within key economic sectors.</p> <p>Supported the expansion of three local businesses identified through the BRE program, which includes retaining key employers and hundreds of jobs in Whitby.</p> <p>Met with 37 businesses in 2024. The Local Business Week initiative was introduced in 2024 with the Council, staff and partners visiting and conducting interviews with local businesses. Common themes were identified and actions, such as the Whitby Job Fair attracting 500 job seekers, were introduced to support the needs identified by the local businesses.</p>
3.2.4 Implement and streamline municipal tools and processes to attract	Three businesses accepted into Concierge Program.	In Progress – Halfway Complete (50%)	Two development projects within the concierge program in 2024, including a million-square-foot industrial project

high-value, employment-generating businesses	Annual increase in commercial/industrial building permit values.		and a future business park.  Permit values as of October 2024: - To date, industrial and commercial building permit values have exceeded \$200 million. - Industrial - 29 permits, with a value \$174,702,985 (an increase of 173.76% over 2023 value) - Commercial - 116 permits, with a value of \$25,662,904.09 (a decrease of 75.22% from 2023) - The number of businesses registered in the Town of Whitby grew significantly this year - from 3,493 to 3,904.
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.	In Progress – Halfway Complete (50%)	Successfully acquired a \$91,000 grant from My Main Street to support additional placemaking for Roebuck Street.  The priority for 2025 will be a new placemaking activation to be located in Downtown Whitby as part of the Town's new Signature Event.

**Objective 3.3: Promote innovation and build competitive advantage**

Actions	Identified Measures of Progress	Status of Progress	2024 Update
3.3.1 Develop and implement Intelligent City Strategy and Action Plan that leverages collaboration and	Action Plan developed by 2026.	In Progress – Just Started (25%)	Hosted representatives from the Intelligent Communities Forum to showcase the Downtown Whitby innovation ecosystem, including 1855



technology to support innovative solutions			Whitby (technology accelerator), local technology companies and unique local businesses.  The Intelligent City Strategy and Action Plan project will launch in 2025.
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%)	Partnered with 1855 Whitby and Invest Durham in the delivery of two Masterclass sessions.  The final number of impacted clients is anticipated to exceed the goal of 20 this year by approximately 400%.  In 2025, staff will continue to work closely with 1855 Whitby and the technology community. Priorities include supporting the attraction of new start-up companies into the accelerator to reach 90% capacity and support the graduation of 1-2 companies from the accelerator into the community.
3.3.3 Leverage grant funding to support broadband and Smart City initiatives	Grant funding secured.  One project undertaken.	Not Started	To begin in 2025.

## STRATEGIC PILLAR 4

### Whitby's Government - Accountable & Responsive

<b>Objective 4.1: Address community needs through collaboration and strategic partnerships</b>			
<b>Actions</b>	<b>Identified Measures of Progress</b>	<b>Status of Progress</b>	<b>2024 Update</b>
4.1.1 Advocate for funding from upper levels of government and other partners to support and advance current and anticipated community priorities	<p>Present community needs to government partners annually.</p> <p>Report annually on grant funding applications.</p>	<p>In Progress – Halfway Complete (50%)</p>	<p>Successfully applied for and received well over \$55 million in grant funding in 2024, including a \$25 million Green and Inclusive Community Buildings Program Grant for the Whitby Sports Complex, \$24.9 million from the Housing Accelerator Fund grant and \$5.4 million from the Building Faster Fund.</p> <p>These grants reduce the amount of funding required for important municipal programs and allow for incremental programs to be undertaken.</p>
4.1.2 Strengthen existing and build new partnerships	<p>Develop partnership database.</p> <p>Establish four new partnerships and report on outcomes</p>	<p>In Progress – Nearly Complete (75%)</p>	<p>Increased and formalized the partnership with Feed the Need through the opening of the Market Food Bank at Iroquois Park Sports Centre.</p> <p>Hosted a total of six Mayor’s Roundtable events in 2024 with key stakeholder groups, providing opportunities to network and</p>

			<p>collaborate.</p> <p>Established partnership with Region of Durham and Windfall Ecology Centre on Durham Greener Homes Program.</p> <p>Established a partnership with CLOCA to develop a Sustainable Neighbourhood Action Plan (SNAP) program to develop neighbourhood-based adaptation plans to address climate change.</p>
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<b>Objective 4.2: Be the organization that people want to join and build their future</b>			
<b>Actions</b>	<b>Identified Measures of Progress</b>	<b>Status of Progress</b>	<b>2024 Update</b>
4.2.1 Identify and apply leading practices to ensure the Town is competitive in the market	<p>Complete Market Review for all Regular Full-time Exempt and CUPE Positions and present recommendations to Council.</p> <p>Advance the development and implementation of at least two keystone programs identified in the Town's Talent Management framework.</p>	In Progress – Halfway Complete (50%)	<p>The Compensation Market Review recommendations were endorsed by Council in 2024.</p> <p>Two keystone programs in the Town's Talent Management Framework have been identified, and development has begun. These programs will focus on individual career development planning and leadership development.</p>
4.2.2 Identify and implement training and professional development opportunities	<p>Advance the development and implementation of at least two keystone programs identified in the Town's Talent Management framework.</p>	In Progress – Just Started (25%)	<p>Two keystone programs in the Town's Talent Management Framework have been identified, and development has begun. These programs will focus on individual career development planning and leadership development.</p>

<p>4.2.3 Identify opportunities and take steps to establish a diverse and inclusive workplace</p>	<p>Advance a 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>Not Started</p>	<p>Diversity training/workshops completed.</p> <p>Work on the corporate census is planned to begin in 2025.</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>In Progress – Halfway Complete (50%)</p>	<p>The Market Review is complete, and its recommendations were approved by Council.</p> <p>Work on the Talent Acquisition Strategy has commenced and is ongoing. This includes modernizing recruitment methods and practices to create a positive candidate experience and foster an effective, diverse, and inclusive workforce.</p>

<p><b>Objective 4.3: Deliver exceptional customer service and community engagement</b></p>			
<p><b>Actions</b></p>	<p><b>Identified Measures of Progress</b></p>	<p><b>Status of Progress</b></p>	<p><b>2024 Update</b></p>
<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</p>	<p>In Progress – Just Started (25%)</p>	<p>In 2024, frontline staff received Customer Experience Training to ensure that Whitby maintains its standard of outstanding customer service.</p> <p>The planning for the Service Whitby initiative is nearing completion to address structural obstacles affecting customer experience, with a phased</p>

	options by offering e-transfer and/or credit card payment options on all invoices.		<p>launch planned for 2025.</p> <p>After selecting a Customer Relationship Management (CRM) solution and pending the securing of an implementation partner, the Town is set to adopt advanced technology that will enhance the customer experience.</p>
4.3.2 Identify, establish, and report on service levels of interest to the community	Identify service levels of interest to the community.	In Progress – Nearly Finished (75%)	<p>In 2024, Staff reported to Council on options to include eligible private laneways and multi-residential locations in the curbside waste collection program.</p> <p>The priority for 2025 is to develop a comprehensive strategy that includes curbside waste collection for private laneways and multi-residential locations while considering the expected growth in Brooklin in a way that is fiscally responsible.</p>
4.3.3 Implement new technologies and systems that modernize business tools to increase efficiencies and engagement	Report on one service level standard of interest to the community annually.	In Progress – Halfway Complete (50%)	<p>Completed modernization projects in 2024 include the implementation of the new enterprise management system, Workday, the selection of the Customer Relationship application; a second phase of improvements to Cityworks for facilities work management; and ongoing improvements to the Amanda software, resulting in improvements and digitization of current manual processes.</p> <p>In 2025, the Workday rollout will be complete, allowing HR and Finance to</p>

			continually improve staff use across the organization. In addition, the development and implementation of the Customer Service application will begin.
4.3.4 Implement opportunities for Council to engage the community	<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>	In Progress – Nearly Finished (75%)	<p>Council adopted the Ward Town Hall Meetings Policy and has been offering a town hall-style meeting for each ward on an annual basis to provide updates and engage with residents.</p> <p>The 2024 Mayor's Town Hall event was hosted in March as a Facebook Live event. This 1-hour, digital format included an update on the 2024 hospital campaign, a community safety presentation from DRPS, and council updates from Mayor Roy.</p> <p>Council highlights are published after every Council meeting to provide the community with information on key Council decisions.</p> <p>The mayor's newsletter is published monthly and shared on social platforms, resulting in a 62% increase in subscribers to the webpage in 2024 compared to the previous year. The newsletter's page views have also increased significantly in 2024, by as much as 658% in a month compared to the same month the previous year.</p> <p>Increasing the number of Coffee with Mayor Roy events that took place in</p>

			Summer 2024 and introducing a series of new Talk Budget with Mayor Roy events in Fall 2024.
4.3.5 Provide timely and transparent reporting to the community, staff and Council	<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>	In Progress – Halfway Complete (50%)	<p>First Community Strategic Plan Annual progress report submitted to Council in early 2024 to provide a fulsome report on the status of measures of progress to-date with more than 95% of the Actions in Progress.</p> <p>Completed anniversary accomplishments news release in June 2024.</p> <p>The priority for 2025 is to enhance internal and external communications and internal processes to track the progress of the Community Strategic Plan.</p>

<b>Objective 4.4: Ensure fiscal accountability and responsibility plan for growth</b>			
<b>Actions</b>	<b>Identified Measures of Progress</b>	<b>Status of Progress</b>	<b>2024 Update</b>
4.4.1 Deliver services that respond to community needs while balancing the impact to taxpayers	<p>Obtain community needs/budget priorities through citizen budget engagement tools.</p> <p>Introduce participatory budgeting to inform an investment in the budget for Council consideration.</p>	In Progress – Halfway Complete (50%)	The Town engaged a new vendor for the Participatory Budget exercise in 2024. The new platform allows participants to select their first, second, and third choices for budget priorities, for images to be attached to each option, and for pop-up information to provide more information on a particular option.

	<p>Expand participatory budgeting.</p> <p>Balance the impact to taxpayers by annually reviewing and updating user fees to recover costs of service delivery/new services.</p>		<p>A \$75,000 investment in Physician Recruitment was included in the budget as a result of the participatory budgeting. The results of the 2024 budget engagement from over 3,300 participants identified waterfront investments, investment in municipal technology and climate change initiatives as the top three priorities for investment.</p> <p>Later in 2024, a multi-year budgeting cycle was introduced along with a Strong Mayor budget. The 2025-2027 Budget was approved by year-end, helping to respond to community needs while balancing the impact to taxpayers.</p>
4.4.2 Plan for future growth through update to Official Plan and Comprehensive Zoning By-Law	<p>Interactive zoning map launched.</p> <p>Update to Official Plan completed and approved.</p> <p>Comprehensive Zoning By-Law approved.</p>	In Progress – Halfway Complete (50%)	<p>Phase 1 of the Official Plan Review, including background reports, public engagement, and open houses, is complete.</p> <p>The first draft of the Comprehensive Zoning By-law has been completed, and two public engagement sessions were hosted in November 2024.</p>
4.4.3 Proactively address growth by completing ward boundary review	Ward boundary review completed.	In Progress – Just Started (25%)	In 2025, Staff will present options for a Ward Boundary Review to Council with the aim of implementing any boundary changes for the 2030 Municipal Election.



<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 to maintain essential services and service levels.</p>	<p>In Progress – Halfway Complete (50%)</p>	<p>An update of the Town of Whitby's Municipal Asset Management Plan was approved by Council in June 2024.</p> <p>Priorities for 2025 include the start of work on the Town of Whitby's Development Charges Update; the implementation of the Town's first Community Benefits Charge for residential developments of five storeys or higher and 10 units or more; and an update of the Town's Municipal Asset Management Plan to include levels of service and a plan to fund the levels of service in compliance with provincial legislation.</p>
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## Whitby Public Library and the Town of Whitby's Community Strategic Plan

The Whitby Public Library is closely connected to the Town of Whitby and as a result, works to support the Town's Community Strategic Plan (CSP). In 2024, the Library worked on a variety of projects and initiatives that support the success of the CSP. The following document outlines Library successes as related to the CSP's goals and objectives.

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

#### **1.1. Improve community safety, health, and well-being.**

1.1.1 Advocate for and secure property for a new hospital.

- The Library supported and amplified the **advocacy campaign** that was designed by the Town.

#### **1.2 Increase opportunities to acknowledge and celebrate diversity.**

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

- Brought together 12 faith groups for **World Religion Day**, to celebrate diversity in faith, with over 150 in attendance. The event is shortlisted for the 2024 Angus Mowat Award for Excellence in library service (winner to be announced in early 2025).
- Hosted the annual **Drag Queen Storytime** event to celebrate and support the 2SLGBTQIA+ community and their allies. The event was made possible in collaboration with our community partner as well as the support of many community groups and organizations, including Whitby Fire.
- To commemorate **Islamic Heritage Month** the Library partnered with Islamic Circle of North America Sisters Canada to host an event and storytime at the Central Library and Brooklin Branch, with over 100 in attendance.
- In recognition of the increasing interest in digital items in various languages, the Library expanded its digital **World Languages** collection. The Library now has over 163,000 items in languages other than English in our digital collection, which compliments our physical World Languages collection of 7500 items. Additional languages, Gujarati, Hindi,

Tamil and Urdu, were also added to our print collection at the Brooklin Branch to reflect the changing needs of the community.

- Hosted local author, Venesse Lewis, to offer the program, **Celebrate Hair Diversity**, which explored the themes of cultural diversity and celebrated textured hair.
- Launched **Rainbow Recharge**, an inclusive crafting program for 2SLGBTQIA+ families and allies.
- Celebrated **National Indigenous History Month** and hosted Starlore and Constellations of Indigenous North America program, in partnership with Royal Astronomical Society of Canada.
- Staff became a member of the **Durham Pride Prom** planning committee, a regional event that supports local youth.
- Worked with the Town's **Diversity and Inclusion Advisory Committee (DIAC)** to host several events that celebrated diversity in 2024. Funding from DIAC helped to make the following events a reality: an author event to celebrate Canadian Black History with Channon Oyeniran, a Dreamcatcher Workshop with Métis Artist Kathy Morgan, and Starlore and Constellations of Indigenous North America.

### 1.2.3 Invest, promote, and strengthen the local arts, culture, heritage, and creative sector.

- Provided opportunities for community members to showcase their creative works through our **Art Rail** (gallery wall) and display cases. 10 local artists displayed their works in 2024. The Library has made connections with several local art associations, which has brought new artists to the Art Rail. Local artist, Robert McAfee, also reports that his annual exhibit at the Library routinely draws those who follow his art to the Central Library.
- **Discovery Zones** connect learners, creators, and entrepreneurs to tools, technology and each other. Special equipment and software are available at the Library, including a sound recording booth, a large format printer, button makers, Cricut machine, and Adobe Creative Cloud software. The Library saw over a thousand bookings in 2024, with the sound recording book and large format printer being our most popular items.
- The **sound recording booth** was used by 5 local authors who were able to record an audio version of their book. A completed version of one of the titles was included in the Library's digital audiobook collection.
- Complimenting specialized equipment in our Discovery Zones, cardholders can also borrow equipment through **Discovery Kits** to use various tools, such as a sewing machine or digital camera, at home. This equipment and technology support users in exploring creative projects.
- The Library celebrated local writers through our **National Poetry Month Contest**, accepting submissions from teens and adults.
- The **Archives** at the Whitby Library acquires, preserves, interprets and makes available unpublished records that reflect the history, growth, diversity and development of Whitby. In 2024, the Archives hired an Archives Technician thanks to a generous anonymous donation. The Archive Technician processed the donated collection of 300

photographs and 1144 envelope covers, which will be [digitally available](#). The envelope covers inspired a virtual exhibit on the history of Whitby's postal service, including post offices, postmasters, and various types of mail and stamps through the years.

- The Archivist presented her **research** on two local historical figures, Alexander McPherson, Whitby's postmaster and May Irwin, a Broadway star. The presentation explored how and why certain historical figures are celebrated in our community. The Archivist's research sought to shed light on the problematic colonialist and racist attitudes and behaviours of both individuals. The presentation took place at the Oshawa Public Library in partnership with the Oshawa Historical Society.
- The Library promoted local artists and authors during our **FanCon event**, with 53 vendors in attendance who shared their work with the community.

### 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.

- **Newcomer Settlement Services** became available at the Central Library in 2023 in partnership with Community Development Council Durham (CDCD). The partnership aimed to fill a service gap in the Whitby area and support newcomers, immigrants and their families on their settlement journey. Supports include information on orientation in Ontario and Durham Region, immigration applications and documents, housing supports, English classes and much more. In 2024, they have assisted over 250 individuals, typically meeting with 30-40 clients per month.
- The Library partners regularly with **PFLAG Durham** to support 2SLGBTQIA+ community members. This includes providing space to host in-person meetings and to cross promote library initiatives.
- The Library partners with the Tri-Regional Infant Hearing Program to offer free **Infant Hearing Screening** at the Library. Early detection of hearing loss and intervention are critical for a child's language development. Over 600 appointments were seen at the Library in 2024.

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

- The **Senior Wellness Series** will bring 14 new programs geared towards Seniors to the Library in 2024-2025. These programs will focus on social and emotional well-being and to promote educational topics among seniors. This series was made possible in partnership with the Town's Accessibility Committee, 55+, and the Literacy Network of Durham, as well as with funding through the Seniors Community Grant. The first program of the series demonstrated the impact, with 90% of participants agreeing that it helped them increase their well-being and felt more engaged in the community.
- Continued to offer **recreational programs for teens** (through grades 7-12). In 2024, we offered over 100 programs, seeing over 1000 teens in attendance. In addition, we offer

volunteer opportunities for teens, such as supporting Library programs and events. Two Library teen volunteers were nominated for the **Town of Whitby's 2024 Youth Awards**.

- Partnered with the Town to use **Better Impact** to facilitate teen volunteer opportunities at the Library. This allowed us to streamline our processes and to better cross promote volunteer opportunities between the Town and Library youth volunteers.
- Partnered with **Ontario Tech University** to host the Durham Region White Pine Battle of the Books. In hosting this event for high school students at Ontario Tech University, the Library helped to connect students with the University and exposed students to the institution as a local option for higher education.

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

- Worked with the **Durham Region's Homelessness Outreach Team** to support community members at the Library.
- Offered the **Mobile ID and Benefits Access Hub** in partnership with the Durham Region, Canada Revenue Agency and Service Canada. The program provided identification assistance for those who need to access social insurance numbers (SINs), Birth Certificates, and other forms of ID. 280 adults attended this one-day event accessing a variety of services, such as issuing of birth certificates, social insurance numbers, tax returns filed, and registering for the Canadian Dental Plan.
- Senior staff attended an **information session** organized by the Durham Region Public Libraries to learn about supports available to assist those experiencing homelessness with the Durham Regional Police Services Wellness and Safety Unit. The session was arranged to cultivate a more intentional relationship with police and to allow greater understanding of their processes.

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

**2.1 Demonstrate environmental leadership in sustainability and addressing climate change.**

- The Manager of the Reference Department is a member of the Canadian Federation of Library Association's **Climate Action Committee**. This committee aims to support the Canadian library and information sector in responding collectively to the climate crisis.
- The Library's **Seed Share** has been in operation since 2021. In 2024, we saw 257 new users access the program, with a total of over 500 users, accessing over 2000 seeds. Complimenting the Seed Share, the Library also offered programming with community partners about sustainable gardening and the benefits of seed saving.

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

- The Library converted our 2 gas fireplaces to electric in 2023; the only natural gas currently being used is for the boilers.

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

- The Central Library has converted 90% of our **fluorescent lighting** to LED and the conversion project will be completed in 2025.
- The Central Library is investigating other **energy saving changes** to our building functions (i.e. air handling units, heat pumps etc.).

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

- Beginning in September 2024, the Library began using **Zoom Books**, a sustainable service that allows the library to dispose of items that no longer serve our collection. Our first shipment saved about 25 trees and saved approximately 9 cubic feet of landfill space.

## **2.2 Enhance community connectivity and beautification.**

2.2.3 Invest in public art

- The Library promotes public art by displaying the works of Durham Region artists. At our Central Library, our **Art Rail** (gallery wall), has displayed works by 10 local artists and 2 collaborations in 2024. Several artists book the space regularly to share their works with the community. These spaces allow for greater exposure and may lead to other opportunities for the artist.

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

- The Library offered two offsite programs to promote local green spaces in Whitby. In partnership with the Central Lake Ontario Conservation Authority, community members explored **Thickson's Woods Land Trust** and learned about the local bird environment. At the **Heber Down Conservation Area**, the Library hosted a Forest Therapy Walk with the Town's Sustainability Committee to enhance physical and mental well being.

## **2.3 Invest in infrastructure and assets.**

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

- The Library regularly partners with **Metrolinx** to host information booths at the Central Library for community members to ask questions about the transit system. Additionally,

we have also partnered with Metrolinx to bring a special Storytime with Thomas the Train to educate on train and rail safety for children.

## Pillar 3: Whitby's Economy: Innovative and Competitive

### 3.2 Attract and retain businesses and industry

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

- The Library's **Discovery Zones** and **Discovery Kits** provide community members with access to specialized equipment and technology both at the Library and at home. This includes a sound recording booth, large format printer, Adobe Creative Cloud software, sewing machines, and digital camera. Access to this equipment not only supports creative pursuits, but enables individuals to explore the potential of a home-based business.

3.2.5 Implement initiatives that support our downtowns as thriving destinations.

- The Library partnered with the Downtown Whitby BIA to bring **FanCon** to Whitby, an event that celebrates all things in the comic arts – graphic novels, manga, anime etc. The event hosted a variety of vendors local to Durham Region and attracted over 1500 people to the Central Library.

## Pillar 4: Whitby's Government: Accountable & Responsive

### 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.

- Successfully secured provincial funding from the **Seniors Community Grant** to offer programming unique to seniors in the community. This will result in 14 unique programs for seniors and will allow for collaboration with the Town's 55+ Recreation Services.

4.1.2 Strengthen existing and build new partnerships.

- Strengthened and expanded several partnerships in 2024. We worked with the **John Howard Society** to expand the Harm Reduction Information Sessions to Employment and Housing Support Services at our Central Library. The Library now also works with the **GAP Committee** to raise awareness about homelessness and the work that the committee does through information booths at the Library.

- Continued to partner with the **Town of Whitby** on a number of initiatives and programs, such as working with 55+ Recreation Services on the Senior Wellness Series and to display their member's artwork annually. Further, the Library regularly partners with the Sustainability Team to bring initiatives such as the Repair Café to the Library as well as unique Library programs around Earth Day and Waste Reduction week that raise awareness on their important work in the community.

#### **4.2 Be the organization that people want to join and build their future.**

##### 4.2.2 Identify and implement training and professional development opportunities.

- Over 50% of Library staff completed **First Aid/CPR training** to support responding to medical emergencies at the Library.
- Completed Alzheimer Awareness training for staff, resulting in the Library becoming **Dementia Friendly Community Supporter**.
- Developed and delivered **Intellectual Freedom Training** to ensure understanding of this core Library value and to equip staff to respond to possible challenges to library materials and programs.
- Library staff participated in a **Mental Health** session designed for staff in the Durham Region public libraries.

##### 4.2.3 Identify opportunities and take steps to establish a more diverse and inclusive workplace.

- Created the **Inclusion, Diversity, Equity and Anti-Racism (IDEA) Committee** at the Library to focus on fostering a more equitable and inclusive environment for all. The committee created an official statement for the organization and have focused on understanding the needs of staff to create a more diverse and inclusive workplace.

#### **4.3 Deliver exceptional customer service and community engagement.**

##### 4.3.4 Implement opportunities for Council to engage the community.

- The Library partnered to host **Coffee Talks with the Mayor** and the **Budget Roadshow** to support and facilitate engagement of the community with Mayor Roy. Community members had the chance to ask questions in an informal setting.



# Town of Whitby

## Staff Report

[whitby.ca/CouncilCalendar](http://whitby.ca/CouncilCalendar)



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### Report Title: Grant Summary 2024

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**Report to:** Committee of the Whole

**Date of meeting:** January 20, 2025

**Report Number:** CAO 04-25

**Department(s) Responsible:**

Office of the Chief Administrative Officer

**Submitted by:**

Sarah Klein, Deputy CAO & Director,  
Strategic Initiatives

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

**For additional information, contact:**

Melissa Weatherbie, Sr. Manager,  
Government Relations & Grants Ext  
2332

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### 1. Recommendation:

1. That Report CAO 04-25 be received for information.

### 2. Highlights:

- This report provides an update regarding Town of Whitby 2024 grant opportunities and successful applications.
- The Town has had an unprecedented year, achieving over \$56 million dollars of grant commitments from the Federal and Provincial Governments.
- The Town has over \$60 million dollars in pending applications for grant funding with more applications on the horizon.
- Resolution #23-24 has enabled expedient grant applications, which is necessary for the current environment with short application timeframes.
- A dedicated staff position overseeing grant submissions has furthered the Town's capacity to submit competitive applications as well as complete required reporting and follow up on funding dispersion.

**3. Background:**

The municipality continues to actively pursue grant opportunities to support key initiatives and advance community priorities. By leveraging available funding programs, the Town can reduce the financial burden on local taxpayers while delivering significant projects that benefit residents. In 2024, staff from across the Town of Whitby, including Finance, Creative Communities, Recreation, 55+, Facilities, Sustainability, TIS, Planning, Building, Engineering, Operations, and Fire & Emergency Services, worked collaboratively to maximize Federal, Provincial, and other grant opportunities, resulting in increased resident services and improvements to infrastructure at a reduced cost to residents.

**4. Discussion:**

In 2024, Whitby was successful with 12 grant applications, resulting in a total of \$56,277,446 in grant funds and 400 smoke alarms. In the same year, Whitby was informed of 5 unsuccessful grant applications, noting oversubscription and a shortage of funds to meet application demand. Finally, 11 grant applications are pending decisions/announcements, with a total grant ask of more than \$60 million.

The increased numbers of both successful and pending applications speak to the Town’s commitment to action 4.1.1 of the Community Strategic Plan to advocate for funding to support current and anticipated community priorities.

The following chart summarizes the successful applications received in 2024:

<b>Submission Year</b>	<b>Grant Name</b>	<b>Town of Whitby Project</b>	<b>Grant Value Awarded</b>	<b>Funder Type</b>
2023	Infrastructure Canada – Green and Inclusive Community Buildings 2023	Whitby Sports Complex	\$25,000,000	Federal
2023	Housing Accelerator Fund	9 Town Initiatives	\$ 24,990,434	Federal
2023	Celebrate Canada Grant (2024 Events)	Whitby Canada Day Celebrations	\$12,000	Federal
2023	Canada Summer Jobs Program	Summer Staff	\$155,333	Federal

2024	Seniors Active Living Centre Program 2024-25	Brooklin Community Centre & Library Age-Friendly Programs	\$51,137	Provincial
2024	Seniors Active Living Centre Program 2024-25	Town of Whitby 55+ Recreation Centre	\$51,137	Provincial
2024	EV ChargeON Program	Whitby Sports Complex	\$300,000	Provincial
2024	Tourism Growth Fund	Rowe House and Waterfront Placemaking	\$200,000	Federal
2024	My Main Street – Community Activator	Roebuck Street & Grass Park Placemaking	\$91,000	Federal
2024	Enbridge Gas	Combination Smoke/Fire Alarms	N/A – 402 Smoke/Fire Alarms	Private Business - Enbridge
2024	Building Faster Fund	White Bridge	\$5,385,253	Provincial
2024	Fire Protection Grant 2024	Stormstick Decontamination Systems for Firetrucks and Additional PPE	\$41,152	Provincial

The following chart summarizes the unsuccessful applications in 2024:

Submission Year	Grant Name	Town of Whitby Project	Grant Value Requested	Funder Type
2024	Inclusive Community Grants	Accessible Kayak and Canoe Launch	\$60,000	Provincial

	Program 2024-25	(Gordon Street Boat Ramp)		
2024	EV ChargeON Program	Whitby Parking Lot #5	\$45,000	Provincial
2024	EV ChargeON Program	Whitby Town Hall	\$30,000	Provincial
2024	EV ChargeON Program	Fire Hall 1	\$30,000	Provincial
2024	RBC Community Infrastructure Fund	Roof Replacement, Improved Insulation and Solar Panels on Fire Hall 5	\$704,655	Private Business – Royal Bank of Canada (RBC)

The following chart summarizes the pending applications at the end of 2024:

Submission Year	Grant Name	Town of Whitby Project	Grant Value Request	Funder Type
2022	Natural Infrastructure Fund	Williamsburg Stormwater Management Revitalization Initiative	\$292,000	Federal
2024	FCM – Growing Canada’s Community Canopies	800 Trees Planted Across Whitby	\$240,000	Federal
2024	Housing Enabling Core Services Fund	Columbus Road Expansion – Country Lane to Ashburn Road	\$20,000,000	Provincial
2024	Community Sport and Recreation Infrastructure	Anne Ottenbrite Pool and Change Room Renovations	\$1,900,000	Provincial

	Fund – Stream 1			
2024	Community Sport and Recreation Infrastructure Fund – Stream 2	Whitby Sports Complex	\$25,000,000	Provincial
2024	Infrastructure Canada – Green and Inclusive Community Buildings – Small-Medium Retrofit	55+ Deep Energy Retrofit	\$876,486	Federal
2024	Infrastructure Canada – Green and Inclusive Community Buildings – Large Retrofit & New Builds	IPSC Deep Energy Retrofit	\$10,863,137	Federal
2024	Housing Enabling Water Systems Fund – Round 2	Brawley Rd Ditch Work	\$365,000	Province
2024	Canada Summer Jobs Program	Summer Staff	\$618,254	Federal
2024	Ontario Closed Circuit Television (CCTV) Grant Downtown Whitby (with DRPS)	CCTV Cameras in Downtown Whitby - Provincial grant applied for through DRPS in collaboration with Town	\$8,000	Provincial

2024	Celebrate Canada Grant (2025 Event)	Canada Day Celebrations	\$12,000	
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The expediency of these grant submissions was made possible through the support of Council and Resolution #23-24 as follows:

4. That the Treasurer and the CAO be delegated authority to award all contracts related to Federal or Provincial grant-funded projects, including the Housing Accelerator Fund, that are within budget until December 31, 2027;
5. That staff be delegated the authority to submit all Federal or Provincial grant applications, normally requiring Council authorization beforehand, until December 31, 2027, subject to the agreement of the Treasurer and CAO; and,
6. That staff report on grant applications submitted, grant agreements executed, and procurements awarded, which normally would require Council approval.

In addition, a dedicated position of the Senior Manager, Government Relations & Grants has been fundamental in supporting these grant opportunities and the \$53 million increase in grant funding for the Town over the previous year. This position supports the submission of applications, facilitating collaborative work efforts across the corporation, alignment to projects, reporting on existing agreements to ensure compliance/funding issuance and grant advocacy government relations work. This position for the Town is currently a contracted role until December 31, 2027, supported through Housing Acceleration Funding. The Town will be seeking to make this a permanent position in the 2026 budget.

**5. Financial Considerations:**

The \$56,277,446 in grant funding will enable the completion of additional infrastructure projects, accelerate project timelines, and reduce the Town’s financial contributions/debt financing. A transfer payment agreement accompanies each grant and the Town’s receipt of the full amount of the grant funding is contingent upon complying with agreement terms such as completion of construction by set timelines, the Town funding the portion of the project not covered by the grant, and expenditures meeting the eligibility criteria.

**6. Communication and Public Engagement:**

Funding announcements are often coordinated with the respective level of government and widely shared through our media channels. For certain projects, such as the [Housing Accelerator Fund](#), a dedicated project webpage has been launched to outline the nine initiatives, provide progress updates, and share additional information.

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

Grant opportunities are tracked throughout the calendar year with collaboration from the grant project leads. The Senior Manager, Government Relations & Grants, housed within Strategic Initiatives, works collaboratively with staff across the organization to develop submissions for grant applications specific to their work area. The level of involvement of Strategic Initiatives staff differs based on the complexity of the grant opportunity and application submission. This model of work and support continues to develop as the Town grows in experience for differing opportunities. An update to F 270, Grant Submission Policy, is planned for early 2026 based on learned experience supported by this new role.

**8. Strategic Priorities:**

Whitby's Community Strategic Plan identifies advocating for funding as a priority under Strategic Pillar 4: Whitby's Government. This is identified under Action 4.1.1 Advocate for funding from upper levels of government and other partners to support and advance current and anticipated community priorities. The Measures of Progress for this Action include reporting annually on grant funding applications. Grant funded projects continue to focus on supporting efforts outlined within the Community Strategic Plan as well as focus on improving the Town's accessibility and sustainability. Town staff continue to complete high quality grant submissions supporting their work and aligning to key priority areas identified by the Town and residents. As an important part of this work, Town staff continue to monitor and review grant opportunities. This effort ensures that those opportunities in which the Town is eligible for and that align to our strategic goals are applied for.

**9. Attachments:**

Not Applicable

# Town of Whitby

## Staff Report

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### Report Title: Whitby Tourism Development Corporation Update

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**Report to:** Committee of the Whole

**Date of meeting:** January 20, 2025

**Report Number:** CAO 06-25

**Department(s) Responsible:**

Office of the Chief Administrative Officer  
Financial Services Department  
Legal and Enforcement Services

**Submitted by:**

Sarah Klein, Deputy CAO and Director,  
Strategic Initiatives  
Fuwing Wong, Commissioner, Financial  
Services and Treasurer  
Francesco Santaguida, Commissioner,  
Legal Services and Town Solicitor

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

**For additional information, contact:**

Lara Toman, Manager, Events, Culture  
and Tourism, 905-706-1706

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### 1. Recommendation:

1. That Report CAO 06-25 regarding updates on the Whitby Tourism Development Corporation be received for information;
2. That the Corporation of the Town of Whitby Asset Transfer Policy be approved, in the form set out in Attachment 1 to Staff Report CAO 06-25; and,
3. That Staff be authorized to transfer funds fifty per cent (50%) of the balance of the Municipal Accommodation Tax collected, after the deduction of the Town's reasonable costs to administer the program, to the Whitby Tourism Development Corporation in accordance with the Asset Transfer Policy and Staff Report CAO 06-25.

### 2. Highlights:

- The purpose of this Report is to provide Council with an update on the Municipal Accommodation Tax and the Whitby Tourism Development Corporation.



- On May 27, 2024, Council approved the Municipal Accommodation Tax (MAT) By-law 8082-24 and authorized the creation of a Municipal Services Corporation (MSC) named Whitby Tourism Development Corporation (WTDC) to be the tourism entity in Whitby.
- Staff proceeded with the legal work to establish the Corporation as required by the *Corporations Act* (Ontario), the *Municipal Act, 2001* (Ontario) and the Municipal Services Corporation Regulation under the *Municipal Act, 2001* (Ontario Regulation 599/06).
- The Whitby Tourism Development Corporation was officially incorporated on November 6, 2024.
- Council has the responsibility to appoint the Board of Directors and approve key enabling documents, as discussed in this report. Recruitment for two new board members started in early December 2024 through postings on the Town's social channels and website.
- The Asset Transfer Policy (Attachment 1) sets out the responsibilities for the transfer of assets (including money from the MAT) to the Whitby Tourism Development Corporation and other future MSC's, if any.
- From July 15 to December 31, 2024, revenues from the Municipal Accommodation Tax have amounted to approximately \$315,276.95 (subject to collection and pending December 2024 reporting from three hotels). After reasonable costs are deducted from total MAT revenues collected, 50% of the net MAT revenues will be retained by the Town to support tourism projects and the remaining 50% will be transferred to the Whitby Tourism Development Corporation for the purposes of Whitby-focused tourism marketing, promotion and program delivery.

### 3. Background:

The Province of Ontario developed the Municipal Accommodation Tax as a funding source to support tourism in communities and allow growth in the sector to contribute to economic, social, and cultural development across Ontario.

As a funding option, the MAT will allow for new strategic projects that support tourism, increase visitor spending, and strengthen the local economy without impacting the property tax-funded budget. The *Municipal Act* specifically defines how the MAT revenues are to be spent. Ontario Regulation 435/17 provides that once reasonable costs of collecting and administering the tax are paid for, 50% of the remaining MAT shall be paid to an "eligible tourism entity" and the balance may be retained by the municipality to fund projects that support tourism. An "eligible tourism entity" is defined as a non-profit entity whose mandate includes the promotion of tourism in Ontario or the municipality.

On May 27, 2024, Council approved the [Municipal Accommodation Tax \(MAT\) By-law 8082-24](#) at a rate of 4% and authorized the creation of the Whitby Tourism Development Corporation (WTDC) to act as the tourism entity in Whitby. The WTDC was incorporated on November 6, 2024.

Council approved the following positions to be the incorporators of the WTDC and who have since acted as the first interim Directors of WTDC to date:

- One (1) Member of Council, as appointed by the Mayor
- Director, Strategic Initiatives
- Commissioner, Financial Services and Treasurer
- Senior Manager, Economic Development
- Manager of Tourism, Culture and Events

The Interim Directors have provided oversight and critical decision-making concerning the operation of WTDC. As per the recommendation from May 27, 2024, staff are pleased to report back to Council with final recommendations related to establishing the new Board of Directors, their composition, Corporate By-laws, operating and asset transfer agreements.

#### **4. Discussion:**

Since the approval of the Municipal Accommodation Tax, staff have completed the following:

- Implemented the new Municipal Accommodation Tax By-law #8082-24 effective July 15, 2024, for the collection of a Municipal Accommodation Tax;
- Signed an agreement with Ontario Restaurant Hotel & Motel Association (ORHMA) who began the training of local hotel and motel staff in collection and remittance practices. Since working with the Ontario Restaurant Hotel & Motel Association, total MAT revenues collected/reported is anticipated to surpass \$315,276.95. The total MAT revenue is subject to the Town's deduction for reasonable costs to collect and administer the MAT program, subject to collection of December reporting from Whitby hotels, and pending reporting from three (3) Whitby hotels at the time of writing this report;
- Obtained Durham Region's consent to create the Municipal Services Corporation;
- Conducted the necessary corporate name search for Whitby Tourism Development Corporation;

- Prepared files and articles of incorporation and submitted an application to the province to incorporate a not-for-profit corporation under the *Not-for-Profit Corporations Act, 2010* (Ontario);
- Established the MSC under the name “Whitby Tourism Development Corporation”, effective November 6, 2024;
- Worked with an external law firm, Kubota Law Practice Inc. to prepare the organizational by-law(s) and other documents for the WTDC;
- Approved By-law No. 1 of WTDC at the first interim board of directors meeting on November 26, 2024. The By-law identifies the following:
  - Role of the Town as sole voting member
  - Roles and responsibilities of Directors and Officers of the Corporation
  - Procedural matters related to member meetings
  - Accounting, audit and record-keeping
- Established an independent bank account for WTDC;
- Launched the recruitment for Directors for WTDC starting in early December through social media posts and on the Town’s website. Council is responsible for approving the Board of Directors comprised of 5 members (which will include a member of Council, as appointed by the Mayor, two Town of Whitby staff representatives and two industry stakeholders);
- Drafted a Financial Accountability Agreement between the Town and WTDC pursuant to Section 6 of O.Reg. 435/17, to be approved at the first meeting of the new Board of Directors;
- Prepared the [Municipal Accommodation Tax Reserve Fund Policy](#), for the portion of the Municipal Accommodation Tax revenue that is retained by the Town, as approved by Council in September 2024; and
- Prepared an Asset Transfer Policy (**Attachment 1**) for transfers from the Town to MSC’s (including cash/net MAT revenues to the WTDC) which is brought forward for approval as part of this Report.

With approval of the recommendations in this report, including the Asset Transfer Policy, Council will have established a solid foundation for the governance, leadership, management and operations of the WTDC.

### Asset Transfer Policy

Under the provisions of the Municipal Accommodation Tax (MAT) regulation (*section 400.1 of the Municipal Act, 2001, and Ontario Regulation 435/17*), after the deduction of

reasonable collection and costs to administer the MAT program, the Town is required to transfer 50 per cent of balance or net MAT revenues collected/received to an eligible tourism entity for the purposes of Ontario Regulation 435/17 (Transient Accommodation Tax). For the Town's MAT program, WTDC is the eligible tourism entity.

The Asset Transfer Policy as set out in Attachment 1 provides detailed guidance to the WTDC and Town staff, on the transfer, use and accounting of corporate assets. The purpose of the Policy is to set out the responsibilities and process for the transfer of the assets (including money) from the Town to the WTDC (and any future MSC's) in accordance with applicable legislation and as authorized by Council.

### **Transfer of Municipal Accommodation Tax to Whitby Tourism Development Corporation**

On May 27, 2024, Council granted authority to the Mayor and Clerk to enter into agreements with WTDC on behalf of the Town, including all necessary documents and the agreements that may provide for other matters, all in a form satisfactory to the Commissioner of Legal & Enforcement Services/Town Solicitor. One of the documents is a Financial Accountability Agreement.

Upon approval of the Financial Accountability Agreement by the Board of Directors of WTDC, Staff will prepare a disbursement of MAT revenues based on the revenues collected to date, less applicable and reasonable administrative costs.

From July 15 – December 31, 2024, the Ontario Restaurant Hotel & Motel Association has reported \$315,276.95 in MAT revenues. Subject to collection, pending the December 2024 reporting from three hotels, and pending the deduction of reasonable administrative costs, it is projected that approximately \$150,000 will be transferred to the Whitby Tourism Development Corporation related to 2024 MAT collections.

MAT proceeds will be used by the WTDC for tourism marketing, tourism product development, establishing a HOST in Whitby grant account and supporting tourism growth.

Disbursements to the WTDC for 2024 must be completed prior to the end of February 2025 and upon approval of this Report regular disbursements will commence and continue quarterly.

### **5. Financial Considerations:**

Financial considerations have been outlined in other sections of this report.

Reasonable administrative costs (to collect and administer the MAT program) currently total \$22,313.25 as outlined below:

Description	Amount
Legal Fees	\$14,653.44
NUANS Search	\$104.81
Incorporation Fee	\$155.00
Ontario Restaurant Hotel & Motel Association (ORHMA) One Time Fee	\$3,000.00
ORHMA Collection Fees (actuals up-to Q3 at 1.8% rate + Q4 estimate)	\$4,400.00
<b>Total</b> (subject to finalization of 2024 year-end costs)	<b>\$22,313.25</b>

As of the writing of this report, the ORHMA has reported 2024 (July 15, 2024 to December 31, 2024) MAT revenues of \$315,276.95, subject to collection and pending December 2024 reporting from three hotels. Based on this preliminary total MAT revenue figure and the preliminary reasonable administrative costs (outlined in the table above), it is anticipated that net MAT revenues will be approximately \$300,000 for 2024. Fifty per cent (50%) of the net MAT revenue, or approximately \$150,000, will be retained by the Town for projects and initiatives that support tourism. The remaining fifty per cent (50%), approximately \$150,000, will be paid/transferred to the Whitby Tourism Development Corporation.

Future spending arising from WTDC will be set out in annual business plans and operating budgets approved by the WTDC Board of Directors.

## 6. Communication and Public Engagement:

Prior to creation of WTDC, Town staff developed a business case study and conducted stakeholder consultation in accordance with O. Reg. 599/06. The Creative Communities Team, in partnership with Economic Development staff began stakeholder meetings in late March/early April 2024 and met one-on-one with hotel and motel owners/operators in Whitby to discuss and collect feedback on the implementation of a MAT. Follow-up emails were then sent out to the accommodation providers.

Creative Communities also created a specific webpage regarding the MAT ([whitby.ca/mat](http://whitby.ca/mat)) in July 2024 with information and frequently asked questions for both accommodation providers and visitors. The ORHMA also hosted a training session in early June 2024 with accommodation providers on the MAT and how to remit.

In addition, staff created a webpage for the Whitby Tourism Development Corporation at [whitby.ca/wtdc](http://whitby.ca/wtdc). This public site provides an overview of the WTDC, the board of directors and posts minutes of the Board of Director's meetings.

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

The MAT Report and By-Law have been developed in partnership with staff from Strategic Initiatives, Financial Services, External Legal Counsel, and Legal and Enforcement Services.

## **8. Strategic Priorities:**

In Whitby's Community Strategic Plan (CSP) 2023 – 2026, tourism is identified in the vision statement with the word explore. Improving the waterfront was highlighted by residents as the most important action to support the Whitby Economy. Action 1.2.2 in Strategic Pillar 1: Whitby's Neighbourhoods, the plan focuses on the need to enhance Whitby's culinary and live music sectors through collaborative partnerships. Action 3.1.3 identifies actions to enhance Whitby's tourism sector, with a focus on the waterfront. The Tourism Strategy builds upon these existing priorities and work plan alignment to ensure the pillars of the CSP are advanced. This project aligns with Goal 1, Action 1.2.4 explore potential funding streams for tourism initiatives (Municipal Accommodation Tax) of Destination Whitby - Tourism Strategy 2022 – 2025.

Tourism efforts in Accessibility and Sustainability are outlined in specific actions of the Tourism Strategy including Goal 3 – Building capacity for community tourism. Specific examples include investing and establishing a well-signed, publicly accessible washroom in Downtown Whitby. The Whitby Food Guide was digitalized to allow for better accessibility. Action 2.1.4 under Objective 2, Goal 1 building Visitor Readiness identifies the need to invest in helping local businesses and stakeholders become "tourism ready" through online resources and training including the Safe Travels Stamp certification and the Green Step Sustainable Tourism certification program. The introduction of a Municipal Accommodation Tax will allow some of these actions to be funded as well as introduce new opportunities.

## **9. Attachments:**

Attachment 1 – Asset Transfer Policy for Municipal Services Corporations



# Town of Whitby Policy

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<b>Policy Title:</b>	Asset Transfer Policy for Municipal Services Corporations
<b>Policy Number:</b>	To be assigned following Council or CAO approval
<b>Category:</b>	Finance
<b>Reference:</b>	Municipal Act, 2001, S.O. 2001, c. 25 Ontario Regulation 599/06 (Municipal Services Corporations) Council Resolution #●
<b>Date Approved:</b>	<a href="#">Click here to enter a date.</a>
<b>Date Revised:</b>	<a href="#">Click here to enter a date.</a>
<b>Approval:</b>	Council
<b>Point of Contact:</b>	Financial Services Department

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## Policy Statement

This policy is intended to address asset transfers to municipal services corporations as required under section 7 of Ontario Regulation 599/06 (Municipal Services Corporations) made under the *Municipal Act*.

## Purpose

The purpose of this policy is to set out the responsibilities and process for the transfer of assets by the Town to municipal services corporations in accordance with applicable legislation and as authorized by Council.

## Scope

This policy applies to any instance where assets are transferred by the Town to a municipal services corporation. This policy does not apply to asset transfers within Town departments or to other persons or entities.

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## 1. Definitions

- 1.1. **Asset** means real or personal property, whether tangible or intangible (including money), that has a financial value.
- 1.2. **Council** means the Mayor and members of Council for the Town.
- 1.3. **Fair Market Value** means the amount of consideration that would be agreed upon in an arm's length transaction between knowledgeable and willing parties who are under no compulsion to act in a biased manner.
- 1.4. **Municipal Accommodation Tax ("MAT")** means the tax on the purchase of transient accommodation in accordance with Town By-law #8082-24 pursuant to Ontario Regulation 435/17 (Transient Accommodation Tax) of the Municipal Act.
- 1.5. **Municipal Accommodation Tax Revenue or MAT Revenue** means fifty per cent (50%) of the Town's MAT revenue collected after deducting the Town's reasonable costs of collecting and administering the MAT program.
- 1.6. **Municipal Act** means the *Municipal Act, 2001*, S.O. 2001, c. 25, including regulations made under it, as amended.
- 1.7. **Municipal Services Corporation** means a corporation incorporated by the Town, by itself or together with other public sector entities, in accordance with section 203 of the *Municipal Act* and section 3 of Ontario Regulation 599/06 (Municipal Services Corporations) made under the *Municipal Act*.
- 1.8. **Town** means The Corporation of the Town of Whitby.
- 1.9. **Town Solicitor** means the Commissioner of Legal and Enforcement Services/Town Solicitor, or their designate.
- 1.10. **Transfer** means the act of selling, conveying, leasing or otherwise transferring an interest in property, whether real or personal property, whether or not such transfer involves the exchange of money or another form of consideration.
- 1.11. **Treasurer** means the Commissioner of Financial Services/ Treasurer, or their designate.
- 1.12. **Whitby Tourism Development Corporation** mean a Municipal Services Corporation established as an eligible tourism entity for the purposes of Ontario Regulation 435/17 (Transient Accommodation Tax) and to provide tourism promotion services and tourism development services to the Town of Whitby.



## **2. Responsibilities**

### 2.1. Town to:

- 2.1.1. Ensure that all applicable legislation, including the Municipal Act, is adhered to in any Asset Transfers.

### 2.2. Treasurer to:

- 2.2.1. Determine the Fair Market Value of the Asset prior to the Transfer to a Municipal Services Corporation.
- 2.2.2. Prepare a statement of the value of any grant to a Municipal Services Corporation or an estimate of the Fair Market Value of any Asset Transfer or other assistance provided at less than Fair Market Value to a Municipal Services Corporation.
- 2.2.3. Record the Transfer or disposition of the Town's Asset in the Town's financial statements in accordance with the Public Sector Accounting Board (PSAB) standards and the Town's financial accounting policies.

### 2.3. With the exception of Municipal Accommodation Tax Revenues, Council to:

- 2.3.1. Review proposed Asset Transfers with a Fair Market Value of more than \$5,000.00.
- 2.3.2. Provide approval and terms or conditions, as necessary or appropriate, in advance of the Asset Transfer.

### 2.4. With the exception of Municipal Accommodation Tax Revenues, the Treasurer and Town Solicitor to:

- 2.4.1. Review proposed Asset Transfers with a Fair Market Value of \$5,000.00 or less.
- 2.4.2. Provide approval and terms or conditions, as necessary or appropriate, in advance of the Asset Transfer.

### 2.5 For Municipal Accommodation Tax Revenues, the Treasurer to:

- 2.5.1 Review and reconcile MAT collections and reasonable costs of collecting and administering the MAT program.

## **3. Process for Transfer**

- 3.1. The Town may Transfer its Assets to a Municipal Services Corporation on the following terms:

- 3.1.1. The Town shall ensure that all applicable legislation, including the Municipal Act, is adhered to in any Asset Transfers.
- 3.1.2. Prior to any Asset Transfer, the Treasurer shall determine the Fair Market Value of the Asset, which determination may involve the use of an appraiser, but such appraisal will not necessarily be required where the Treasurer is of the opinion that a Fair Market Value can otherwise be accurately determined.
- 3.1.3. With the exception of MAT Revenues, any Asset Transfer with a Fair Market Value of more than \$5,000.00 must be approved by Council in advance of the Transfer. Any Asset Transfer with a Fair Market Value of \$5,000.00 or less must be approved by the Treasurer and the Town Solicitor in advance of the Transfer.
- 3.1.4. MAT Revenues shall be Transferred to the Whitby Tourism Development Corporation in a timely manner and, at a minimum, on an annual basis with conditions that the funds be used for tourism promotion services and tourism development services in accordance with Ontario Regulation 435/17 (Transient Accommodation Tax).
- 3.1.5. Council, or the Treasurer and the Town Solicitor, as applicable, may attach any term or condition to any Asset Transfer as they deem necessary or appropriate, including:
  - 3.1.5.1. specifying the permitted use of the Asset or any restrictions on the use of the Asset;
  - 3.1.5.2. providing for an obligation on the Municipal Services Corporation to report to the Town on the use of the Asset;
  - 3.1.5.3. providing for an obligation on the Municipal Services Corporation to Transfer back the Asset upon the happening of an event or events;
  - 3.1.5.4. restricting or prohibiting any further Transfer of the Asset;
  - 3.1.5.5. attaching a purchase price of the Asset which is to be paid or owed to the Town by the Municipal Services Corporation;
  - 3.1.5.6. attaching any repayment or conditional payment terms; and
  - 3.1.5.7. such other terms or conditions as deemed advisable.
- 3.2. The Treasurer shall prepare a statement of the value of any grant to a Municipal Services Corporation or an estimate of the Fair Market Value of any Asset

Transfer or other assistance provided at less than Fair Market Value to a Municipal Services Corporation.

- 3.3. The Treasurer shall record the Transfer or disposition of the Town's Asset in the Town's financial statements in accordance with the Public Sector Accounting Board (PSAB) standards and the Town's financial accounting policies.
- 3.4. Where the Province of Ontario or the Government of Canada has contributed funds to any Asset being Transferred, the Town shall give notice to the party that made part of the contribution if such notice is required by law or contract.
- 3.5. Where the Province of Ontario has granted a right in an agreement with the Town, the Town shall obtain the consent of the Minister responsible for the agreement before Transferring such right.

**This Policy is hereby approved by Council Resolution # Resolution Number from Council Meeting Minutes on this Day Number day of Month, 2024.**

# Town of Whitby

## Staff Report

[whitby.ca/CouncilCalendar](http://whitby.ca/CouncilCalendar)



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### Report Title: Member of Council Organized Community Events Policy

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**Report to:** Committee of the Whole

**Date of meeting:** January 20, 2025

**Report Number:** CLK 01-25

**Department(s) Responsible:**

Office of the Town Clerk  
Office of the Chief Administrative Officer  
Financial Services Department  
Community Services Department

**Submitted by:**

C. Harris, Town Clerk

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

**For additional information, contact:**

C. Harris, Town Clerk

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### 1. Recommendation:

**That Council adopt the Member of Council Organized Community Events Policy appended to Staff Report CLK 01-25 as Attachment 1.**

### 2. Highlights:

- The draft Member of Council Organized Community Events Policy is intended to assist Members of Council in understanding the corporate resources available to support community events that they organize and their responsibility to obtain the necessary Town permits and approvals.
- Given the increasing number of community events organized and hosted by Members of Council, approval of the draft Policy is necessary to ensure consistency in corporate support and awareness of Staff and Council's responsibilities.

### 3. Background:

The Municipal Act identifies the role of Council through Section 224 and the role of the Mayor through Sections 225 and 226.1. Part VI.1 of the Municipal Act provides additional powers and responsibilities to the heads of council of municipalities identified by the Province through what is known as strong mayor powers. The responsibilities of

the Mayor and Councillors identified through the Municipal Act are fulfilled through the following three broad functions:

- legislative - the policy and decision-making function of Council as a body and the Mayor through strong mayor powers;
- representative - representing the issues and concerns of residents for matters under consideration by Council and to act as community leaders; and
- administrative - ensuring at a high level that the municipality is functioning in a manner that allows for the effective implementation of Council decisions, in compliance with all financial requirements.

In fulfilling their representative function, some Members of Council have elected to organize and host community events. These events are generally hosted on Town property, publicly advertised, are open and free to the public, and offer activities, food, and/or entertainment. Staff understand that the purpose of these events is to foster community building and/or promote the awareness of the Member's role as an elected official and community leader.

A memorandum dated February 9, 2024 from the Manager, Events, Tourism and Culture was sent to Members of Council to provide information on the process to host community events. The memorandum provided an overview of the Special Events Policy, facility permitting, external agency approvals (e.g. Durham Health for serving food), eligible Council Expenses, and corporate resources available to support events. Further to the processes outlined in the memorandum, Members of Council worked with Staff over the course of 2024 to ensure their events had the necessary permits and approvals in place. In some instances, additional requests for corporate resources to support a Member's event were made to the Chief Administrative Officer in accordance with the Council-Staff Relations Policy G 080. The approval or denial of these requests were made based on precedent, the scope of the request, and the Town's operational requirements.

#### **4. Discussion:**

There are a number of considerations Members of Council need to be aware of when organizing a community event on Town property. Accordingly, the Member of Council Organized Community Events Policy appended to this report as Attachment 1 is being presented for Council's consideration and recommended adoption. The intent of the Policy is to include all the information Council and Staff require on this topic in one centralized document.

While the Policy generally mirrors the current practice, several provisions in the draft Policy that are noteworthy and/or new are highlighted below.

#### **Special Events Policy and Facility Permits**

Members of Council are requested to contact Staff at least 60 days prior to the community event they are organizing to ensure that their preferred Town facility or park is available. Staff will also work with Members of Council to obtain the relevant details of the event and advise of the provisions of the Special Events Policy that will need to be complied with, including requirements for vendor insurance and external agency

approvals. Where food is being served, a Member must contact and obtain the necessary approvals from Durham Health.

**Insurance**

Members of Council who organize and host a community event as outlined in the draft Policy are considered to be acting in their official capacity as an elected official for the purpose of the Town's insurance policy, and as such will have insurance coverage from The Corporation of the Town of Whitby for their actions in relation to hosting the community event. However, this insurance coverage does not extend to vendors providing goods or services at the event and Members of Council remain responsible for obtaining proof of insurance from each vendor.

As an alternative that will avoid the need to collect proof of insurance from individual vendors, the Town maintains a roster of vendors it uses for Town run special events. These vendors have been confirmed to meet the Town's requirements, including having the necessary insurance coverage. Should Members wish to use vendors on the Town's roster, a list is available from Staff but in all instances the Member will remain responsible for the coordination with and payment of the vendor.

**Funding the Event**

All costs associated with organizing a community event are the Member's responsibility. An exception is that Members can charge the cost of obtaining a permit to use a Town park or facility to their Council expense budget in accordance with the Council Expense Policy. New in the draft Policy is the proposal that each Member of Council would have one facility or park permit waived per year up to a maximum of \$500 to organize and host a community event. The waiving of the permit fee would not count towards a Member's annual expense budget limit.

With respect to the draft Policy, the Town Clerk sought input from the Town's Integrity Commissioner, Principles Integrity, on two questions that had been previously raised by Members with the Clerk's Office. The first question was regarding Members receiving and handling funds donated by sponsors or the community to offset the cost of the community event, and the second was regarding who could handle funds on the Member's behalf.

With respect to Members organizing and hosting community events, the Integrity Commissioner recognizes that such activities serve a valuable purpose given the role of Members of Council as community leaders. When it comes to securing sponsors, in kind donations, or other monetary support for their community events, the Integrity Commissioner recommends transparency. The best way to avoid any accusations of impropriety is to publicly disclose how the event was funded and what donations and sponsorships were received, if any. To reflect the Integrity Commissioner's recommendation, Section 3.2 was included in the draft Policy:

- 3.2 To promote accountability and transparency, Members of Council are encouraged to submit a statement to the Office of the Town Clerk on the prescribed form showing how their community event was funded. Upon submission, the form will be maintained as a public record in the Clerk's

Office and, until its destruction, may be inspected by any person at a time when the Clerk's Office is open.

Subject to approval of the draft Policy, the Clerk's Office will work with the Integrity Commissioner to develop a form for Members to use when submitting a disclosure statement. Understanding that some Members have chosen to personally fund their event and not accept any sponsorships or donations, Staff will investigate the option of having a check box on the form to indicate this for simplicity of reporting.

With respect to how donation and sponsorship funds should be handled, the Integrity Commissioner has strongly recommended that Members avoid handling funds and cash personally. Instead, and consistent with previous advice provided by Town Staff, Members should identify a qualified financial professional to undertake the handling of funds on their behalf. This advice has been included in the draft Policy as Section 3.3:

- 3.3 When accepting monetary donations, it is strongly recommended that Members of Council do not handle cash or manage funds through their personal accounts, and instead have sponsors pay vendors directly or designate a financial professional to manage the funds on their behalf. Examples of a designated financial professional include an accredited bookkeeper, certified accountant, and a treasurer of a registered corporation, registered charity, or religious organization.

The Council Code of Conduct does not speak directly to how Member of Council organized community events or the funding thereof should be handled. While sponsorships and donations for a Member's community event would not generally be considered a gift or benefit, Members should have regard to the gift and benefit provisions in the Code and consult with the Integrity Commissioner when in doubt.

### **Election Period**

Town support for community events organized by Council members is prohibited during election periods, and any campaigning at these events will result in the withdrawal of Town support and reimbursement of resources. Should a Member choose to hold a community event when seeking re-election and during a municipal election period, it is recommended that the Member consider whether such events could be a campaign activity and thus be considered a campaign expense in accordance with the Municipal Elections Act. If in doubt, it is recommended that a Member obtain legal advice.

### **5. Financial Considerations:**

The proposed Policy minimizes tax-funded Corporate resources allocated to Community Events organized by Members of Council. As noted in this report, Staff will assist with guiding Members of Council through the booking/insurance process in accordance with the Town's Special Events Policy. Further, relatively low direct-cost in-kind corporate support for a Member of Council organized community event, such as additional trash receptacles in a park for the day of the event, may be provided by the Town. Finally, the Policy proposal where Members can elect to have the Town rental cost (up to a maximum of \$500) waived once per year may result in limited forgone rental revenues for the Town as rental permits cannot be booked by the public while the event is

occurring. Overall, the financial impact of Member of Council organized community events to the Town is limited.

**6. Communication and Public Engagement:**

Subject to Council approval, the Member of Council Organized Community Events Policy will be posted to the Town's [Policy Manual](#) on the website.

The advertising and promotion of a Member's community event remains the Member's responsibility, with the Town available to assist with promotion through the Whitby.ca community calendar and social media posts.

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

The development of the draft Member of Council Organized Community Event Policy was a joint effort between the Office of the Town Clerk, Strategic Initiatives, Financial Services, and Community Services Departments. A copy of the draft Policy was circulated to the Town's Integrity Commissioner, Principles Integrity, and they provided input with respect to the acceptance of sponsorships and donations to offset or cover the costs of organizing a community event.

**8. Strategic Priorities:**

Providing clarity on the process for Members of Council to organize community events and what corporate resources are available to support these events aligns with Pillar 4 of the Whitby Community Strategic Plan to promote accountable and responsible government, and specifically action item 4.3.4 to implement opportunities for Council to engage with the community.

**9. Attachments:**

Attachment 1 – Member of Council Organized Community Events Policy





# Town of Whitby Policy

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<b>Policy Title:</b>	Member of Council Organized Community Events Policy
<b>Policy Number:</b>	To be assigned following Council or CAO approval
<b>Category:</b>	Governance
<b>Reference:</b>	Legislation, other Policies, Council Resolution #, etc.
<b>Date Approved:</b>	<a href="#">Click here to enter a date.</a>
<b>Date Revised:</b>	N/A
<b>Approval:</b>	Council
<b>Point of Contact:</b>	Town Clerk

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## Policy Statement

To promote local government and the role of Council, it is recognized that Members of Council may choose to independently organize community events. The Corporation of the Town of Whitby recognizes the positive impact these events can have on the community by promoting greater awareness of local government and the role of local elected officials. This Policy sets guidelines and best practices for Members of Council to follow when organizing community events, in addition to identifying resources the Town will provide to support these events.

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## **1 Definitions**

- 1.1 Council Expenses – Eligible expenses incurred by Members of Council in accordance with the Council Expense Policy G 050.
- 1.2 Member of Council Organized Community Event – An event open to the local community that offers activities, food, and/or entertainment and is organized and hosted by a Member or Members of Council in order to foster community building and/or promote the awareness of the Member’s role as an elected official and local government. Such events are different from Council Member hosted constituency meetings, business meetings, town halls, and issues-based community engagement sessions where the primary purpose is to provide presentations, information, and obtain feedback from residents without activities, entertainment, and food beyond light refreshments.

## **2 Election Year Restriction and Campaigning**

- 2.1 Town support for Member of Council Organized Community Events, be it reimbursement through Council Expenses or other contributions of Town resources, shall not occur in an Election Period defined as:
  - With regard to a regular municipal election, the first day prescribed for the filing of nominations in accordance with the Municipal Elections Act and ending when the new Council takes office; or,
  - With regard to a by-election, from when the by-election is called and ending on voting day.
- 2.2 The occurrence of any campaigning, as defined by the Use of Corporate Resources for Election Purposes Policy G 070, at the Member of Council Organized Community Event will result in the Town not supporting the event and the member being required to reimburse the Town for any resources and Town contributions already provided.

### **3 Funding**

- 3.1 It is recognized that Members of Council may choose to fund community events they organize as follows:
- By offsetting certain costs through their Council Expenses (e.g. park or facility permit). See also Council Expense Policy G 050 for eligible expenses;
  - Through personal funds; and/or,
  - By obtaining in kind and monetary sponsorships.
- 3.2 To promote accountability and transparency, Members of Council are encouraged to submit a statement to the Office of the Town Clerk on the prescribed form showing how their community event was funded. Upon submission, the form will be maintained as a public record in the Clerk's Office and, until its destruction, may be inspected by any person at a time when the Clerk's Office is open.
- 3.3 When accepting monetary donations, it is strongly recommended that Members of Council do not handle cash or manage funds through their personal accounts, and instead have sponsors pay vendors directly or designate a financial professional to manage the funds on their behalf. Examples of a designated financial professional include an accredited bookkeeper, certified accountant, and a treasurer of a registered corporation, registered charity, or religious organization.

### **4 Events on Town Property**

- 4.1 Should a Member of Council wish to host an event on Town property, it will be treated as a Third-Party Special Event and the Member of Council will be required to adhere to the Special Events Policy and to obtain and pay for the facility or park permit and any costs associated with the programming of the event.
- 4.2 Each Member of Council is eligible to have one facility or park permit waived per year up to a maximum of \$500 to organize and host a community event in accordance with this Policy.
- 4.3 Appendix 1 outlines the steps to be followed to comply with the Special Events Policy and procedures outlined in the Special Events User Guide and to obtain the necessary facility or park permit.

### **5 Events not on Town Property**

- 5.1 Member of Council organized community events that are open to the public and hosted on private property entail different requirements under the Special Event Policy to address impacts to the general public or local neighbourhood as a result of parking or noise. Requirements for community events on private property should be confirmed by contacting the Manager, Events, Culture and Tourism.

Policy Title: Member of Council Organized Community Events

Policy Number: To be assigned following Council or CAO approval

## **6 Insurance**

- 6.1 Members of Council who organize and host a community event as outlined in this Policy are considered to be acting in their official capacity as an elected official for the purpose of the Town's insurance policy, and as such will have insurance coverage from The Corporation of the Town of Whitby for their actions in relation to hosting and organizing the community event.
- 6.2 The Town's insurance coverage will not apply to any vendors providing goods or services for the event. As such, Members of Council are responsible for obtaining a certificate of insurance from each vendor naming the Town as an additional insured. Vendor insurance requirements are outlined in Appendix 1 and can be confirmed through the Commissioner of Financial Services/Town Treasurer.
- 6.3 The Town of Whitby maintains a roster of vendors for Town run special events and other initiatives and for which insurance coverage has already been confirmed. Members of Council have of the option of using a vendor on the Town's roster, and doing so will avoid the need for the Member to confirm insurance requirements. The Member of Council remains responsible for retaining and paying the vendor and coordinating their services with respect to the community event.

## **7 Equipment Available and Staff Assistance**

- 7.1 Members of Council will be required to secure their own event equipment. Certain event supplies may be made available by the Town for Members of Council to use. See Appendix 1 for information on the process to request and pickup Town event supplies.
- 7.2 Unless approved by the CAO, there will be no Staff in attendance or Staff assistance available at Member of Council Organized Community Events.
- 7.3 Additional in-kind services may be provided by the Town for Member of Council Organized Community Events at the discretion of the CAO, who will approve or deny such requests based on the scope and Town's operational requirements. For example, the Town may provide additional trash receptacles in a park for the day of the event and undertake waste collection following. Requests must be made to the CAO with sufficient notice to allow Staff to plan and allocate resources accordingly.

## **8 Promotion of Member of Council Hosted Special Events**

- 8.1 Advertising and promotion of the Member of Council organized community event, such as flyers and online advertising, will be arranged directly by the applicable Member(s) of Council.

Policy Title: Member of Council Organized Community Events

Policy Number: To be assigned following Council or CAO approval

8.2 Upon request, promotion of the Member of Council Organized Community Event will be provided through these corporate communication channels:

- Whitby.ca community calendar; and,
- Social media posts.

8.3 To utilize the above corporate communication channels, the Member of Council must submit their event information to the Manager, Events, Culture and Tourism with sufficient notice, being generally 60 days in advance.

## **9 Delegated Authority to Maintain Appendices**

9.1 The Town Clerk is delegated the authority to create and maintain appendices to this Policy that outline the applicable process and procedures to be followed by Members of Council in order to obtain the necessary Town permits and approvals, and to detail any other requirements or processes with respect to event supplies, insurance requirements, external agency requirements, and applicable Town policies and by-laws.

## **Appendices**

**Appendix 1** Member of Council Organized Community Events – Processes and Approvals

**Appendix 1 to Member of Council Organized Community Events Policy:  
Processes and Approvals**

**1. Complying with the Special Event Policy and booking a Town location for your event**

1.1. Determine the date of event and location (at least 60 days prior to your event).

1.2. Reach out to [eventpermits@whitby.ca](mailto:eventpermits@whitby.ca) or to the Manager, Events, Culture and Tourism to confirm availability of the Town facility or property.

1.3. Staff will confirm the particulars for the requested location and arrange for a park or facility permit to be issued in the Council Member(s) name. When issuing the permit, Recreation Staff will automatically waive the permit cost in accordance with Section 4.2 of the Policy. If the Member has already had one permit waived that year or the permit cost is in excess of \$500, then the Member may pay for the outstanding balance by:

- Paying for it personally or having a sponsor of the event pay it on their behalf; or
- Charge it to their Council Expenses. If no response is received from the Member, the outstanding cost will automatically be charged to the Member's Expenses.

1.4. Depending on the scope of the event (i.e. inflatables, food trucks, a barbeque, open to the public, music, etc.), information and additional approvals as required under the Special Events Policy and the Special Events User Guide will be communicated.

1.5. Staff will advise the Member of the applicable approvals based on the information shared regarding the event particulars, and the Member of Council is responsible for obtaining any necessary approvals and permits. See Sections 2 to 4 of this Appendix for information about insurance, inflatable requirements, and Durham Health food safety approvals.

1.6. The Member of Council should check with the Mayor and Councillors' Office Staff if they require event equipment that the Town keeps in inventory.

1.7. The Member of Council will be responsible to pick up and return any event equipment loaned from the Town. It is the responsibility of the Member of Council to return any event equipment within 72 hours following the event.

## 2. Food at the event

2.1. The following Durham Health applications are to be completed for food trucks, food vendors, and when serving any food or drinks to the public at a community event:

2.1.1. [Durham Region Special Events Application Form for Event Organizer](#) – To be **completed by the Member of Council** and submitted at least 45 days prior to the event.

2.1.2. [Durham Region Food Vendor Application Form](#) – To be **completed by each food vendor** and submitted at least 30 days prior to the event.

2.2. For food related questions, please email the Region of Durham Health Department at [ehl@durham.ca](mailto:ehl@durham.ca)

## 3. General vendor insurance requirements

3.1. In accordance with Section 6.3 of the Policy, Members of Council can request from the Manager, Events, Culture and Tourism a roster of vendors the Town uses for special events and other initiatives and for which insurance coverage has already been confirmed.

3.2. If Members of Council use vendors that they have sourced for which the Town does not have confirmed insurance coverage on file, those vendors must meet the Town's minimum insurance requirements as identified below.

3.3. The Town's minimum insurance requirements are:

- Two million dollars (\$2,000,000.00) Commercial General Liability with the Town added as additional insured; and,
- Two million dollars (\$2,000,000.00) Automobile Liability.

3.4. The insurance policy shall name the Town of Whitby as additional insured. The vendor's insurance broker/agent or insurer will complete the Town's certificate of insurance form with no amendments.

- 3.5. The certificate of insurance is required to indicate the location and activity of the named insured for which the certificate is issued.
- 3.6. The insurer must be licensed and approved to operate in the Province of Ontario.
- 3.7. The Town reserves the right solely at its discretion to require additional types of insurance coverage or higher limits of insurance coverage depending on the nature of the event and types of activities planned during the event (i.e. fireworks, inflatables, amusement rides, sale of alcoholic beverages etc.). The Town may also require waivers and risk inspections at the discretion of Risk Management and the Town's insurer.
- 3.8. The vendor must agree to indemnify and save harmless the Town with respect to any and all actions arising either directly or indirectly.

#### **4. Requirements for Inflatables at Special Events**

- 4.1. If a Member of Council elects to use a vendor for inflatables for which insurance and permits have not already been verified by the Town, the following requirements must be met and documentation provided by the vendor:
  - 4.1.1. A TSSA Ontario Amusement Device License and Permit for inflatables.
  - 4.1.2. The inflatable provider assumes full responsibility for delivery, set up, operation, supervision and take down of all inflatables and at no time shall a volunteer operate the inflatable.
  - 4.1.3. The inflatable provider must carry and maintain in full force and effect Commercial General Liability in an amount of Five Million Dollars (\$5,000,000.00) for claims arising out of one occurrence. Such insurance policy shall be in the name of the inflatable provider and shall name The Corporation of the Town of Whitby as additional insured. Proof of insurance must be provided on the Licensor's Certificate of Insurance form.



# Town of Whitby

## Staff Report

[whitby.ca/CouncilCalendar](http://whitby.ca/CouncilCalendar)



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### Report Title: Customer Service Strategy and Service Whitby Update

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**Report to:** Committee of the Whole

**Date of meeting:** January 20, 2025

**Report Number:** CLK 02-25

**Department(s) Responsible:**

Office of the Town Clerk

**Submitted by:**

Christopher Harris, Town Clerk

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

**For additional information, contact:**

Christopher Harris, Town Clerk

Lisa Brant, Sr. Manager, Service Whitby

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#### 1. Recommendation:

That Council receive Report CLK 02-25 for information.

#### 2. Highlights:

- The resources required to proceed with the recommendations in the Customer Service Strategy received final approval through the 2024 Budget.
- Staff have begun the process to create a centralized customer service framework, Service Whitby, with the first phase involving the consolidation of the Tax and Clerks front counters at Town Hall coming into effect on February 3, 2025.
- The Service Whitby project will be implemented in phases, allowing for the onboarding of additional departments and service areas. The initial project plan is scheduled to roll out over the next three years, from 2025 to 2027.
- A Customer Relationship Management (CRM) solution in the form of Microsoft Dynamics 365 has been procured and Staff are in the last stages of finalizing a Request for Proposals (RFP) document to retain an implementation partner.

### 3. Background:

#### Developing the Customer Service Strategy

In 2021 the Town finalized its first ever [Customer Service Strategy](#) representing a significant milestone in achieving the objectives of the customer priority identified in the 2019 to 2022 Corporate Strategic Plan. Whitby again renewed its commitment to providing exceptional customer service by including that as an area of focus in the 2023 to 2026 Community Strategic Plan along with the objective to fulfill the recommendations of the Customer Service Strategy. These recommendations included:

- Creating a dedicated customer service function, Service Whitby, which will transfer customer service workload from departments
- Implement a CRM and a customer portal to better manage customer processes and provide more opportunities for customers to digitally self serve
- Define payment types the Town will take, assess the financial impact of changing available payment methods, and determine payments by service
- Implement a knowledgebase with information on Town services and external service providers to ensure better consistency in answering customer inquiries
- Liaise with the Region of Durham to assess the opportunities for integration with myDurham 311

#### Customer Expectations

Through consultation undertaken during the Customer Service Strategy's development, including focus groups with specific stakeholders, the following practices were identified that lead to a positive experience for customers:

- Prompt and simple - Customers appreciated their matter being handled quickly. Where processes had been made simple for the customer, they tended to have a more favourable experience.
- Getting to the right person - Customers appreciated getting to the right person quickly.
- Knowing the status of my matter - Where the status of a request was shared with a customer and updated, they were happier with the process.
- Plain language - Some services of municipalities are technical, but in all cases, if plain language can be used, customers felt happier about what was happening and what was required of them.
- Few contacts - While some inquiries and requests can involve many staff at the Town, customers found it easier to navigate when they had one person who would manage interactions with the other staff.
- Having empathy in more complicated situations - Not all customer service situations can be dealt with quickly. When the process included empathy for the customer, particularly when the customer was unhappy at the beginning of the process, there was more likely to be a positive outcome.

#### Comparator Municipalities

Given customer expectations, and that expectations about what good customer service looks like continues to evolve, many peers have been moving to a centralized customer

service model over the last two decades. It has been found that a centralized model provides greater transparency, improved productivity, and consistent customer service standards. A discussion with peers when completing the Customer Service Strategy found that a centralized model would give residents a better experience interacting with the municipality for the following reasons:

- **Service standards:** this could relate to the hours of access or the speed of response, but most importantly – getting to the right person the first time.
- **Access:** Having one number, one email, or one desk to access services makes it easier for residents to know how to access services from the municipality.
- **Consistency:** All customer service staff are trained the same way, have the same resources, and tend to be more consistent in their service than when it is distributed across departments.
- **Costs:** Some efficiency is gained with specialization and by implementing tools that make it easier for customers to self serve at a time and place convenient for them. The general sentiment about the order of increasing cost was online < chat < phone < in-person < email.
- **Range of channels:** When customer service is distributed, it can be difficult to make a case for offering service across more channels. However, when centralized, the case often improves and can include looking at online, chat, and self serve kiosk options.

### **Strong Customer Service Culture**

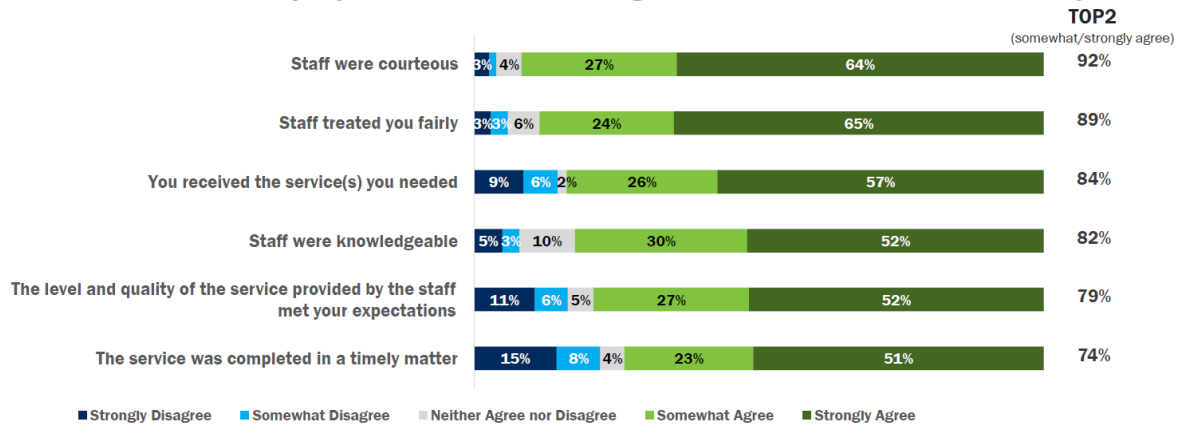
The Customer Service Strategy validated that Whitby has a strong customer service culture and Staff strive to provide excellent customer service. It was commented by the consultants who assisted with the Strategy's development that Whitby's commitment to customer excellence is not something observed in every municipality.

The observations on Whitby's positive approach to customer service have been reinforced through the results of community surveys Whitby has undertaken since 2016. The 2024 community survey found that based on recent contact with the Town, 92% of respondents found that Staff were courteous and 89% of respondents reported that they felt Staff treated them fairly. See below for an excerpt from the 2024 survey's results pertaining to customer service delivery.

# Customer Service Delivery



**About 9 in 10 residents agree the staff were courteous during their recent contact with the Town. A similar proportion of residents agree that staff treated them fairly.**



Q6a. I am going to read you a list of statements. Thinking of your most recent contact with the Town of Whitby, we would like to know if you strongly agree, somewhat agree, somewhat disagree, strongly disagree, or neither agree nor disagree with each. 13  
 Sample Size: n=349  
 Base: Respondents that have interacted with the Town 1 to 8+ times in the past year (CATI), excluding "Don't recall/Not applicable" responses

## 4. Discussion:

### Centralized Customer Service

Notwithstanding the excellent customer service Staff strive to provide, the decentralized nature of service delivery at the Town and historical development of processes around service and not customer needs formed part of the rationale for the Customer Service Strategy's recommendation to proceed with a centralized customer service model.

When reviewing what to call Whitby's new centralized customer service model, Staff identified that there is an existing trend and recognized naming convention associated with identifying these consolidated customer service centres as "service" areas. For example, both the provincial and federal governments call their community customer service centres Service Ontario and Service Canada. Municipal comparators have also stuck with this naming convention, examples being Service Oshawa, Service Oakville, and Service Burlington. Perhaps to distinguish from the naming convention used by lower tier municipalities in their jurisdiction, upper tier regional municipalities have chosen a different naming convention such as Access Halton, Peel's Customer Contact Centre, and myDurham 311.

Staff are proposing to use "Service Whitby" as the name for Whitby's new centralized customer contact centre.

### Planning for Service Whitby

Following the 2024 budget approval, the Senior Manager Customer Service and Customer Service Analyst positions were filled and began focusing on detailed task analysis for Phase 1 of Service Whitby, specifically examining opportunities for the Tax and Clerk front counter operations.

In addition to the detailed planning required to launch Phase 1 of Service Whitby, Staff have also been building on the recommendations of the Customer Service Strategy and developing a vision and strategic objectives for Service Whitby. Through work undertaken during the Strategy's development and further internal consultation with the Senior Leadership Team and other key stakeholders, the following vision and objectives have been developed to guide the development and operations of Service Whitby:

*Service Whitby Vision:* Delivering exceptional and innovative customer service that is seamless and accessible - connecting with customers wherever they live, work, and explore.

*Service Whitby Strategic Objectives:*

1. Increase Customer Satisfaction: Creating one window for customers to deliver consistent, reliable, and customer-centric services.
2. Strengthen Brand Reputation: Building trust and confidence with customers through personalized, scalable service delivery that predicts and proactively responds to the customer's evolving needs.
3. Modernize Customer Experience: Integrating advanced technologies, inclusive practices, and streamlined processes for smooth and efficient service delivery.
4. Enhance Customer Engagement: Identifying new opportunities for communication and outreach to customers to strengthen connections and build relationships.
5. Improve Service Flexibility: Adapting service delivery methods to offer customers convenient, tailored services that align with their needs, schedules, and lifestyles.

### **Service Whitby – Phase 1**

Phase 1 of Service Whitby will see the existing Tax Cashier and Legislative Services Clerk positions transition into new Service Whitby Associate roles to achieve an improved customer experience. Service Whitby Associates will be cross trained to enhance first-contact resolution and the customer experience by removing the existing separation of duties and having more Staff provide the same services.

As an example of what Phase 1 of Service Whitby will improve, we can contrast the current to the future experience of a customer wishing to have a document commissioned. The current process, being designed around service delivery, requires the customer to first identify which station at the front counter at Town Hall they need to visit. The customer is directed to the Clerk's counter and the process to confirm that the document is eligible to be commissioned begins. Once the document eligibility is confirmed the customer is then directed to make payment at a separate counter because only the Tax Cashiers are trained to handle cash and take payments. Once payment is made, the customer returns to the Clerk's counter to have their document commissioned. This process results in the customer having to visit two service desks and potentially wait in line in both instances. Under the Service Whitby framework where all front counter staff are cross trained to provide the same services under one job description, the customer will only have to interact with one person who can provide for the initial greeting, commissioning service, and payment acceptance. Through the

centralized model and by designing processes around customers' needs, the customer experience will be greatly improved.

### **Service Whitby – Single Point of Contact**

During the Customer Service Strategy's development, residents and Council both advocated for a single contact point at the Town that could be responsible for ensuring requests are routed and completed by all departments that need to be involved. While customers will not be precluded from contacting Staff directly if they know who they need to speak to, Service Whitby will offer those less familiar with the Town's internal structure and service delivery to access many Town services through one window via phone, email, and in person. Later phases and technology enablement will see customers being able to access Town services through chat and online channels.

In terms of what assistance Service Whitby will provide to customers, the Customer Service Strategy considered the role of Service Whitby in terms of 'tiers', noting that not all interactions with customers are suitable to be addressed by a centralized customer service team. The Strategy defined different customer interactions as follows:

- Tier 1 – general inquiries, questions, and information requests
- Tier 2 – intake, applications, and transactions
- Tier 3 – service delivery

With the objective being to resolve a high number of customer requests on first contact, the Service Whitby team will respond to all tier one inquiries, many tier two, and few tier three. Phase 1 will likely see more tier 3 services provided by Service Whitby than are anticipated in later phases, mostly due to the nature of work in the Tax and Clerks divisions allowing for service delivery on first contact. Unlike the example of commissioning a document described above that can be provided on first contact, many other Town services require department Staff to review and action a request, often through the application of specialized expertise or a dispatch to the site. For example, in the case of a resident wishing to report a pothole, while the Service Whitby team can provide information about service level standards to review and fill potholes and intake a complaint regarding, Operations Staff ultimately are responsible for providing the tier 3 service delivery to investigate and fill the pothole.

### **Technology Enablement – Customer Relationship Management (CRM)**

A CRM is required to ensure Service Whitby operates effectively as it will allow Staff to track all incoming inquiries and requests from intake to completion, and thus provide a full view of customer interactions. The CRM will need to have a foundational implementation where the key functionality is configured that will include integration with the Town's telephone solution, Enterprise Resource Planning (ERP) solution to take payments, and building of a knowledgebase to supply staff with information about Town services.

After the foundational configuration of the CRM, specific processes to facilitate the intake and tracking of service requests will be configured in the software. As an added complexity, many of these processes require integration with specialized operational systems used by departments for work management. The vision is to leverage the CRM

to provide more online services to residents through a portal that allows residents to log in to complete transactions and see the status and history of their matters. The Town currently offers such functionality on a limited basis and specific to a particular type of service. For example, residents can access, manage, and pay for most recreational programming online through ActiveNet.

In 2024 the Town leveraged its existing Enterprise Agreement with Microsoft to secure pricing and licensing for Microsoft Dynamics 365 CRM. Staff recommended the use of Microsoft Dynamics 365 for the following reasons:

- The Region of Durham is using Microsoft Dynamics as its technology platform to support myDurham 311. Having both tiers of government use Microsoft Dynamics will allow for the future potential to share knowledgebase articles and service requests across providers in addition to leverage the Region's knowledge and experience building out their CRM platform.
- Utilization of the existing Microsoft's Volume Licensing Program through the Microsoft Enterprise Agreements ensures responsible use of taxpayer dollars and that costs are competitive with what other public sector entities pay.
- As Service Whitby will occur through a phased build out and given the desire to configure the CRM in incremental steps in line with Service Whitby phases, it was identified that leveraging the ability to purchase licenses under existing agreements on an as needed basis was the most cost-effective method.

A Request for Proposals document is currently being finalized to retain a partner to support implementing the Microsoft Dynamics 365 CRM solution. This project is targeted to commence in Q2 2025 with an operational CRM being ready in Q1 2026.

### **Service Whitby – Phased Implementation**

As recommended in the Customer Service Strategy, Service Whitby will be built out through carefully planned phases to ensure that changes related to people, processes, technology, and physical space are approached thoughtfully and appropriately sequenced. This phased approach will minimize disruption for customers, residents, and staff while maintaining fiscal responsibility and effectively managing available resources.

The focus remains on enhancing the customer experience seamlessly across all channels by aligning improvements to meet the needs of the community and ensuring a consistent, high-quality service delivery. Identified phases include:

**Phase 1:** consolidate the Town Hall Tax and Clerks front counter operations and design, develop, and implement the CRM.

**Phase 2:** review opportunities with Enforcement Services.

**Phase 3:** review opportunities with the Operations Division of Community Services.

**Phase 4:** migrate the MOC Cityworks process from the Cityworks to Dynamics CRM software. Explore next steps and additional opportunities for improving the customer experience.

Phases 1 to 3 are currently anticipated to occur between 2025 and 2027, with Phase 4 planned for 2028 and beyond. The length of time associated with the project phases is due to the complexity of reviewing the many processes involved, integrating a CRM with the Town's various work management solutions, and considerably identifying staffing implications.

### **Partnering with Whitby Public Library and Recreation Centres**

As Service Whitby evolves, staff will explore the opportunity to partner with the Whitby Public Library and Community Services to offer additional customer service options for residents at library branches and recreation facilities. With these locations having expanded operating hours and existing in person front desk coverage, there is the possibility of offering customers the option to obtain information, make payments, submit inquiries or complaints, and/or manage other select services at more locations around the Town and for expanded hours.

### **myDurham 311 Partnership**

Staff have already engaged in discussions and will be working closely with the Region of Durham to ensure the handoff for customers between the Region's 311, Service Whitby, and other Town service desks are seamless. The Town has signed a Memorandum of Understanding with the Region which includes service standards and stipulations for the handling of the transferring of inquiries between the Town and Region. Further, knowledge articles on Town services have been created and shared with the Region to support accurate information and resolution by myDurham 311 agents for certain Town services.

### **Review of Front Counters at Town Facilities**

In line with the ongoing Office Modernization Project led by Community Services that seeks to incrementally modernize staff workspaces based on space constraints and hybrid work, staff will also be reviewing the optimal location and layout of front counters. The central location for Service Whitby will be Town Hall where the existing Tax and Clerks front counters are located. As such, as phases of the project are implemented, the utilization of front counters at the Branch Office at 3050 Garden Street, Operations Centre, and future Enforcement Services Building needs to be considered. Staff are in the preliminary stages of this review and next steps involve reviewing considerations around the customer experience and documenting adjacency requirements of divisions and departments from both an internal collaboration and customer experience perspective.

### **Customer Excellence Training**

As part of the Town's focus of delivering exceptional customer service, most frontline staff across the Town participated in a full day of Customer Excellence Training in 2024. This training focused on how the Town can provide diverse and inclusive service delivery, building tactical customer service skills, managing difficult situations with empathy and confidence, and teaching de-escalation techniques. By providing this type of training on a regular basis, the Town is ensuring that it continues to uphold its commitment to delivering outstanding customer service.



**5. Financial Considerations:**

As part of the 2025 to 2027 multi-year budget, additional amounts of \$320,000 in 2025 and \$75,000 in 2026 were adopted in the capital budget (capital project #51237003) for the Customer Service Strategy implementation. These funds, in addition to the \$1,575,000 in carry over from the 2023 and 2024 capital budgets, will be used primarily to pay for and phase in Microsoft Dynamics 365 licensing costs and CRM system implementation and configuration, with the assistance of a certified implementation partner. The annual software maintenance/ licensing costs for the CRM, \$275,000/annum, will be phased into the Town's operating budget over 2025 to 2028 as the solution is built out.

**6. Communication and Public Engagement:**

As part of the Customer Service Strategy's development, public consultation was undertaken with residents, businesses, developers, and community groups. One-on-one interviews with Members of Council also occurred, allowing the opportunity to provide feedback based on their own experience, and the experiences of their constituents.

Extensive consultation was also conducted as part of the development of the Community Strategic Plan in 2023, which validated the community priorities identified during the creation of the Customer Service Strategy.

To ensure a successful launch of Service Whitby, key departmental processes and tasks must first be onboarded, along with the implementation of supporting technology, process improvements, and space considerations. With that in mind, communications regarding the establishment of Service Whitby will remain mostly internal, allowing time to balance these critical elements, ensuring a strong foundation for the new "Service Whitby" division before a full roll-out of the one-stop service hub to the community.

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

The implementation plan for the Customer Service Strategy and Service Whitby reflects the feedback gathered from the community during the development of both the Customer Service Strategy and the Community Strategic Plan.

Successful implementation will rely on a collaborative approach, engaging key partners such as Human Resources, Technology and Innovation Services (TIS), and Communication and Creative Services as well as close collaboration with each department as different phases progress and opportunities to enhance service delivery arise. This partnership-driven roadmap ensures that the initiative remains aligned with organizational priorities and community needs.

**8. Strategic Priorities:**

The report aligns with the Community Strategic Plan Whitby's Government – Accountable & Responsive Pillar, objective 4.3, by outlining the implementation of the Customer Service Strategy and Service Whitby, which are crucial for achieving all measures of progress under action item 4.3.1:

- Begin implementing the customer contact centre
- Streamlining 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

Projects included in the roadmap will also realize progress in action items 4.3.2 and 4.3.3 through the implementation of modern technology systems enabling more comprehensive data and reporting for the Town and supporting recommendations under the Corporate IT Digital Strategic Plan.

The vision for Service Whitby focuses on improving access to services through processes, space, and technology enhancements that enable a more inclusive experience. By moving more services online, the Town will reduce the need for customers to travel to Town facilities and significantly reduce manual processes, minimizing paper usage. These efforts will collectively contribute to a more efficient, accessible, and environmentally friendly operation.

**9. Attachments:**

N/A

# Town of Whitby

## Staff Report

[whitby.ca/CouncilCalendar](http://whitby.ca/CouncilCalendar)



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### Report Title: Bill 241, Municipal Accountability Act

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**Report to:** Committee of the Whole

**Date of meeting:** January 20, 2025

**Report Number:** CLK 03-25

**Department(s) Responsible:**

Office of the Town Clerk

**Submitted by:**

C. Harris, Director, Legislative Services/Town Clerk

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

**For additional information, contact:**

K. Narraway, Senior Manager,  
Legislative Services/Deputy Clerk x 1934

K. Douglas, Supervisor, Legislative Services x 2803

C. Des Granges, Legislative Specialist x 2867

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### 1. Recommendation:

1. That Report CLK 03-25 be received for information;
2. That the Town Clerk be directed to submit feedback based on Section 4.4 of Report CLK 03-25 to the Ministry of Municipal Affairs and Housing regarding *Bill 241, Municipal Accountability Act, 2024*; and,
3. That a copy of this resolution be sent to The Honourable Paul Calandra, Minister of Municipal Affairs and Housing; The Honourable Doug Ford, Premier of Ontario; all Durham Region MPPs; the Regional Municipality of Durham and local municipalities; the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO); and, the Association of Municipalities of Ontario (AMO).

### 2. Highlights:

- On December 12, 2024 the Ministry of Municipal Affairs and Housing introduced [Bill 241, Municipal Accountability Act, 2024](#) which proposes to alter the municipal

code of conduct and integrity commissioner framework and strengthen the penalty framework for serious code of conduct violations.

- Bill 241 responds to requests from the municipal sector for legislation that ensures elected officials are held to higher standards of accountability.
- Feedback regarding Bill 241 may be submitted to the Province until February 10, 2025.
- The Town's Integrity Commissioner, Principles Integrity, has advised of their intention to submit feedback directly to the Province. Based on the Town's request, Principles Integrity provided their feedback on Bill 241 for Whitby Council in Attachment 1.

### 3. Background:

In 2021, the Province undertook consultations to strengthen municipal codes of conduct following several high-profile workplace violence investigations against sitting Councillors. The Province was also responding to increasing pressure from advocacy groups, municipal councils, and municipal associations for action. The consultation led to several key recommendations, including mandatory training for elected officials on the code of conduct, regular reaffirmation of commitment to these codes, enhanced independence for integrity commissioners, and the establishment of minimum standards for codes of conduct.

On December 12, 2024, Minister Calandra introduced Bill 241, the Municipal Accountability Act, 2024. The stated goal of the legislation is to strengthen the municipal code of conduct and integrity commissioner framework and strengthen the penalty framework for serious code of conduct violations. The bill was drafted based on recommendations provided by the Integrity Commissioner of Ontario.

The bill would amend the Municipal Act and the City of Toronto Act to provide the province with the ability to implement a standardized code of conduct for Ontario municipalities and introduce a new integrity commissioner framework.

The bill is currently at first reading. Timing for the bill to advance further is uncertain as the House is not sitting until March 3, 2025 and further readings are not currently scheduled. The province is seeking comments on the bill through the Regulatory Registry until February 10, 2025. It is recommended that the commentary included in Section 4.4 of this Report be summarized and submitted to the Province as the Town's feedback regarding the proposed legislation.

The province has indicated that should the bill pass, they will work with the municipal sector to develop the regulations to support the new framework with a targeted implementation timeline for the new term of council in 2026.

### 4. Discussion:

#### 4.1 Standardized Code of Conduct

Currently, the Municipal Act provides that municipalities establish their own codes of conduct for council and local boards. Prescribed matters that are required to be included in codes of conduct include provisions related to:

- gifts, benefits and hospitality;
- respectful conduct, including conduct towards officers and employees;
- handling of confidential information; and,
- use of property of the municipality or local board.

Beyond these four topics, it is up to individual councils to determine any additional ethical standards to apply to members.

If passed, Bill 241 would grant the Lieutenant Governor in Council the authority to enact regulations to:

- prescribe a standardized code of conduct for members of municipal councils and local boards and impose mandatory compliance;
- mandate municipal integrity commissioners to provide education or training on the code to council members and local boards; and,
- require each member of council and of a local board to complete any education or training required under the prescribed code of conduct.

#### **4.2 Integrity Commissioner Framework**

The Municipal Act requires that municipalities either appoint an integrity commissioner or make arrangements for another municipality's commissioner to serve as integrity commissioner for the purpose of applying their code of conduct, conducting investigations and inquiries into alleged contraventions of their code of conduct or the Municipal Conflict of Interest Act (MCIA), and providing advice and education to members regarding their obligations under their code and the MCIA.

Under the Municipal Act currently, municipalities are responsible for establishing their own terms of reference outlining the duties, complaint investigation protocols, and reporting procedures for their integrity commissioner.

If passed, Bill 241 would grant the Lieutenant Governor in Council the authority to enact regulations to:

- enable the creation of a standardized investigation process for municipal integrity commissioners (e.g. complaint procedures, timelines, reporting requirements and formal authority to dismiss frivolous and vexatious complaints); and,
- create a role for the Integrity Commissioner of Ontario to provide training to municipal integrity commissioners regarding the standardized code of conduct and provide advice to municipalities regarding the independence of a person being considered for appointment as a municipal integrity commissioner.

#### **4.3 Penalties**

Currently, pursuant to subsections 223.4(5) and 223.4(6) of the Municipal Act, when a municipal integrity commissioner determines that a member has contravened the code of conduct, the commissioner can recommend that the municipality impose a penalty on a member which can be either a reprimand or a suspension of remuneration for up to 90 days. There are no additional penalties prescribed by the Municipal Act, however the courts have found that integrity commissioners can appropriately recommend other actions provided they are remedial and not punitive, are permitted in law and designed

to ensure that the inappropriate behaviour does not continue, and do not prevent the member from carrying out their duties.<sup>1</sup>

If passed, Bill 241 would strengthen the penalty framework for serious code of conduct violations by creating a mechanism for municipal councils to remove from office and disqualify for four years members of council and certain local boards for serious violations of the code, subject to a report recommending removal from their municipal integrity commissioner coupled with a concurring secondary recommendation from the Integrity Commissioner of Ontario, followed by a unanimous vote of all members of the council (except the member who is subject to the violation or members who are on approved absences or have conflicts). Following a unanimous vote, the member's seat would be declared vacant. In instances where a member serves on both lower-tier and upper-tier councils, they would be removed from office from both councils regardless of which tier the contravention and investigation occurred in.

Bill 241 provides that a municipal integrity commissioner and the Integrity Commissioner of Ontario would only be able to consider and recommend removal from office if they determine that all four of the following criteria are met:

- the member has contravened the code of conduct;
- the contravention is of a serious nature;
- the member's conduct that is the subject of the inquiry has resulted in harm to the health, safety or well-being of persons; and,
- the existing penalties are insufficient to address the contravention or ensure that the contravention is not repeated.

For the secondary review by the Integrity Commissioner of Ontario, they may also consider whether the contravention negatively impacts public confidence in the ability of the member to discharge their duties and council (or the local board) to fulfil its role, including meeting its statutory obligations.

If the Integrity Commissioner of Ontario determines through their secondary review that the criteria for removal have been met, they would make a report to council recommending that the member be removed from office. If they determine that the criteria for removal have not been met, they would refer the matter back to the municipal integrity commissioner and the municipal integrity commissioner could then recommend to council one of the other prescribed penalties in the Municipal Act (e.g., reprimand or suspension of remuneration for up to 90 days).

In an instance where the Integrity Commissioner of Ontario recommends removal of a member but all of council does not vote unanimously in favour of the recommendation, then no penalty would be applied, and council could not impose other penalties.

Further, municipal integrity commissioners may not submit recommendations to the Integrity Commissioner of Ontario for removal of a member from office after the sixth anniversary of an alleged contravention and between nomination day and voting day during a regular municipal election year. However, if a report/recommendation from a

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<sup>1</sup> *Magder v. Ford*, 2013 ONSC 263 at para 67; *Dhillon v. The Corporation of the City of Brampton*, 2021 ONSC 4165 at para 94 [*Dhillon*].

municipal integrity commissioner is suspended due to the municipal election period, the Integrity Commissioner of Ontario can restart the inquiry if the municipal integrity commissioner makes a request to restart the inquiry within six weeks after voting day.

#### 4.4 Commentary

Whitby Staff agree with Principles Integrity's observation in **Attachment 1** that there is a "need for some modification to the code of conduct/conflict of interest/integrity commissioner provisions found in part V.1 of the Municipal Act". Staff believe that the Province took an important first step in this regard by proposing the creation of a standardized code of conduct, standards and process requirements for inquiries, and consistent training for municipal integrity commissioners. Staff also concur with Principles Integrity that Bill 241 may be too focused on how the most serious breaches could result in removal of a member from office and thus creates a missed opportunity to strengthen provisions for handling less serious breaches.

**Subject to Council endorsement, Staff will submit the following as the Town of Whitby's feedback on Bill 241 through the Regulatory Registry prior to February 10, 2025 deadline:**

Standardized Code of Conduct and Training - Staff welcome the idea of a standardized code of conduct for all Ontario municipalities, standards and process requirements for inquiries, and consistent training for municipal integrity commissioners. This approach should create better awareness and understanding of ethical standards for municipal elected officials, a growing body of investigative reports that apply the same standards and allow for precedent setting, and better sharing of best practices and lessons learned between municipalities. The success of this endeavour will hinge on the details of what is included in the standardized code, and Staff look forward to reviewing and assessing once it is released for comment.

Appointment of municipal integrity commissioners – The opportunity to have the Integrity Commissioner of Ontario provide integrity commissioner services for Ontario municipalities on an opt in basis should be considered. This would mirror the current framework for ombudsman and closed meeting investigator services that each municipality is currently required to have, where municipalities can choose to appoint their own ombudsman and closed meeting investigator or default to having the Ontario Ombudsman provide those services on their behalf. Having the Integrity Commissioner of Ontario provide integrity commissioner services would not only potentially reduce the financial burden and provide an impartial option for municipalities, but it would also provide a centralized and consistent body of work by which all other integrity commissioners could reference when completing their own investigations.

Removal from office - Creating a penalty of removal from office for the most severe contraventions is welcome and requiring a secondary review from the Integrity Commissioner of Ontario is appropriate given the severity of the penalty. However, the legislation appears to only address circumstances where an individual member is causing harm to the health, safety or well-being of persons and does not account for instances where two or more members may be acting or aligned together or circumstances where an individual or individuals grossly impair the functioning of a

council. Given the need for a recommendation for removal from office from both the municipal integrity commissioner and provincial integrity commissioner, the requirement for a unanimous vote of council to apply this penalty could be reduced to a lower threshold, perhaps to a two-thirds majority vote.

Other penalties – Bill 241 should be expanded to introduce new penalties that account for severe behaviour that may not approach the threshold of removal from office. Staff agree with many of the examples of additional penalties Principles Integrity has provided on page 4 of Attachment 1.

The Town welcomes the commitment made by the Ministry of Municipal Affairs and Housing to work with and consult the municipal sector on the development of supporting regulations, the standardized code of conduct, and the revised municipal integrity commissioner framework and processes.

**5. Financial Considerations:**

The province has indicated that no increased ongoing costs to municipalities are anticipated due to the proposed legislative changes. They note that indirect costs to municipalities may include time required for municipal councils and certain local boards as well as municipal integrity commissioners to learn about and implement a standardized code of conduct and time required for investigative processes and the changes allowing removal and disqualification from office of a member who has been found to have violated the code of conduct.

**6. Communication and Public Engagement:**

N/A

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

In preparing this report, Staff have reviewed feedback regarding Bill 241 provided by the Town's Integrity Commissioner, Principles Integrity (Attachment 1), the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO), and the Association of Municipalities of Ontario (AMO).

**8. Strategic Priorities:**

The recommendations contained in this report advance pillar four of the Town's Community Strategic Plan, being Whitby's Government – Accountable & Responsive, by identifying opportunities to enhance the accountability of municipal government.

**9. Attachments:**

**Attachment 1** – Principles Integrity Submission to Whitby Council regarding Bill 241



January 6, 2024

Christopher Harris, Town Clerk  
Town of Whitby  
575 Rossland Road East,  
Whitby, ON L1N 2M8

Re: Practical Considerations Respecting Bill 241  
'An Act to amend the City of Toronto Act, 2006 and the Municipal Act, 2001  
in relation to codes of conduct'  
(Municipal Accountability Act, 2024)

Thank you for providing us the opportunity to comment on Bill 241 for the purposes of your anticipated report to Council on the matter. Our comments are of course limited to Schedule 2 of the Bill, which deals with proposed changes to the *Municipal Act*.

It is important to note at the outset that the following critique is given from the perspective of a practicing Integrity Commissioner interested in improving a workable system and preserving the right-sized nature of the consulting, advice, education and complaint administration functions currently being provided to municipal councillors and local board appointees throughout Ontario.

While we recognize the need for some modification to the code of conduct/conflict of interest/integrity commissioner provisions found in part V.1 of the *Municipal Act*, we are concerned that the concepts set out in the Bill, if adopted, could in fact undermine the successes of the scheme. Most important is the significant wasted opportunity arising from what appears to be a singularly-focused attempt to manage only the most serious breaches of codes of conduct by adopting an expensive, lengthy and uncertain process requiring a unanimous Council decision to declare the seat of an offending member to be vacated. The Bill provides little guidance on what might be done to address (and prevent) less egregious breaches that do not warrant contemplation of removal from office, or to offer interim measures to mitigate difficult situations while process unfolds towards seeking a declaration of vacancy.

More specifically:

Focus on Removal

- The process created for addressing egregious breaches that might warrant removal from office will be lengthy and expensive. Given the requirement for a unanimous decision of Council (following investigations from both the municipality's Integrity Commissioner and the Provincial Integrity Commissioner (ICO)), removal from office at the conclusion of the process is far from certain. In the meantime, a victim affected by egregious behaviour would have no remedy while the process plays out (see below under 'Opportunity Cost').
- Because of the potential for removal in serious cases, an Integrity Commissioner should have the opportunity to 'elect' at the beginning of a complaint process to either a) intensely investigate and report with the end goal of providing a brief of information sufficient to serve as a foundation for the ICO's own investigation where removal from

# Principles *Integrity*

office is seen to be warranted, or b) review the matter through an investigation geared to resolve the matter or provide recommendations to Council based on reasonable findings, if a complaint is substantiated. It would be overly costly and time-consuming for a municipal Integrity Commissioner to investigate every complaint with the same procedural rigour regardless of severity. While procedural fairness must always be provided, the depth of scrutiny and documentary evidence involved in an investigation should correspond to the nature of the conduct complained of and the realistic opportunities available to resolve the matter in a manner which best serve the public interest.

## Lack of Detail

- With so much of the Bill left to future regulation or to standards and training plans to be developed by the ICO, at this point in time one can only attempt to predict what may be implemented if the Bill is adopted. Some significant questions come to mind which remain unanswered:
  - Will there be a standardized Code of Conduct for all municipalities in Ontario? If so, will it be developed with broad consultations involving the public, elected officials, municipal staff, Integrity Commissioners, and other interested parties (all of whom would have important municipal contextual experience)? Will the Code continue to be treated as a policy document as it is at present, being given broad and liberal interpretation, or will it be treated as some sort of subordinate legislation listing discrete non-compliant acts as might be found in a regulatory by-law governing traffic or signage?
  - Will mandated investigation protocols be modeled on litigation procedures (initiating forms, the service of documents, inflexible timelines, narrow adjudications) or will they allow for approaches seeking appropriate course correction and outcomes in the nature of restorative justice? Will every complainant be required to commence an inquiry in the identical way, or will there continue to be opportunity for an Integrity Commissioner to clarify, formulate, or narrow a complaint so as to best serve the public interest by facilitating the complaint to be reasonably addressed?
  - In our parlance, will the Integrity Commissioner be the ‘cop’ or ‘sheriff’, or as we prefer the ‘coach’ or ‘teacher’? Will our role be simply to enforce or will we continue to guide and educate?

## Style and Perspective

- The system currently in place enables municipal Integrity Commissioners to advise municipal clients on Codes of Conduct, which Codes serve as effective guides to support elected officials and local board members as they carry out the challenges of their roles. When complaints are received, municipal Integrity Commissioners have the agility to clarify, narrow or dispose of complaints as may be appropriate, and pursue resulting investigations in a right-sized manner that is relatively timely and minimizes costs to the municipality.

# Principles Integrity

- Will the content in prescribed Code of Conduct provisions be structured as helpful guidance, or will it be burdened by dense rules and procedures setting out the do's and don'ts of elected/appointed office?
- What will inform the nature of the standards and training packages to be developed by the ICO? Will they be based on the challenges of municipal governance, or on compliance models derived from other types of institutions? (It may not be widely recognized that at present the ICO has no relationship or nexus with municipal Integrity Commissioners in Ontario)
- Are Integrity Commissioners to be perceived primarily as complaint investigators, or will their other important functions (educator, advisor, good governance consultant) be recognized?
- Curiously the proposed subsection 223.4.0.2(2) of the Act provides that the ICO in considering the prescribed criteria for removal of a sitting elected official (set out in the proposed 223.4.0.1(1)), may give consideration as follows:

223.4.0.2 (2) In making a determination under subsection (1), the Integrity Commissioner of Ontario may consider, among other matters, whether,

- (a) the contravention negatively impacts public confidence in the ability of the member to discharge their duties; and
- (b) the contravention negatively impacts public confidence in the ability of the council or local board to fulfil its role, including by meeting its statutory obligations.

These are considerations that should be in the mind of every municipal Integrity Commissioner considering a complaint in first instance, and not left to wait for the limited circumstances of an ICO inquiry into whether a seat should be vacated.

## The Opportunity Cost

- By focusing, for the most part, on removal from office, (the Bill provides little detail on such things as training approaches and the nature of prescribed Code rules) the Bill fails to address important deficiencies in the current system. For example, the Bill:
  - Fails to offer or clarify the power of municipal Councils to impose remedies (in addition to penalties) that directly address the misconduct giving rise to a complaint. For example under the *Education Act* school boards have the ability, on an Integrity Commissioner's recommendation, to suspend a Trustee's attendance at meetings, which municipal Councils cannot do at present, even where complaints arise from conduct at Council meetings.
  - Though municipal Councils do have broad powers to address the matters that come before them, there is some question as to whether a Council can, in response to an Integrity Commissioner's report, deny the respondent Councillor a privilege that the rest of Council continues to enjoy. For example in the appropriate circumstances the following may be suitable corrective measures, but the ability of a Council to impose the measures on the recommendation of its Integrity Commissioner is uncertain:

## Principles *Integrity*

- Suspending the ability of an elected official from carrying out some or all of their functions, including attendance at a meeting(s)
- Restricting speaking time, or the number of questions that might be asked, at meetings of Council or its committees
- Being authorized to attend meetings with outside parties, such as provincial officials
- Using or being present at municipal facilities when the Code breach involved behaviour at those facilities
- Interacting with members of staff, or the public, such as at job interviews; being required to address municipal administration only through identified individuals, such as the CAO, and then only on certain conditions
- Being required to attend meetings only virtually, if their prior attendance at meetings was relevant to the complaint in question
- Being on municipal premises after hours, when the behaviour complained of was relevant to after-hours attendance
- Suspending or restricting discretionary funds, if the complaint resulted from a breach of the rules governing the use of discretionary funds

This list of examples is of course inexhaustive, with remedies depending upon the nature of the breach underlying a complaint

- The Bill does not address current gaps in legislation (for example, by updating the *Municipal Conflict of Interest Act* to recognize non-pecuniary interests and other mechanisms for public transparency) nor does it remedy the text of provisions found to be unclear in practice.

For the information of Council, and to give context to our recommendation for a different approach to modifying the current municipal Integrity Commissioner scheme, attached are the submission made by the Municipal Integrity Commissioners of Ontario (MICO) in 2021 as part of the consultations then underway, and MICO's adopted Statement of Principles.

All of which is respectfully submitted.

Sincerely,

Principles *Integrity*

Integrity Commissioner for  
the Town of Whitby

June 18, 2021

Honourable Jill Dunlop  
Associate Minister of Children and Women's Issues  
Ministry of Children, Community and Social Services  
438 University Avenue, 7<sup>th</sup> Floor  
Toronto ON M5G 2K8

Sent by Email: [jill.dunlop@pc.ola.org](mailto:jill.dunlop@pc.ola.org)

Dear Associate Minister Dunlop,

**Re: Municipal Councillor Code of Conduct Consultations**

I write on behalf of the Municipal Integrity Commissioners of Ontario (MICO), which at its meeting of June 16, 2021 endorsed by general consensus this submission to the government's consultations now underway.

**Background:**

**The Ministry of Municipal Affairs and Housing has launched a consultation to strengthen municipal codes of conduct.**

The Association of Municipalities of Ontario (AMO) was asked during its December 2020 consultation meeting with the Minister of Municipal Affairs and Housing to provide input on a potential council member recall mechanism, and in response the Association provided a position paper to the Minister on February 3, 2021.

On March 5, 2021 the Province launched consultations with the municipal sector generally, seeking to 'strengthen municipal codes of conduct' through obtaining input on 'ways to increase accountability of council members'. The stated goal is to ensure that members of municipal councils maintain a safe and respectful workplace, and carry out their duties ethically and responsibly.

Broadly stated, the consultation is seeking feedback on:

- what changes or mechanisms are needed to better hold council members accountable for municipal code of conduct violations
- how to enforce these codes more effectively
- whether a broader range of penalties for violations of the codes of conduct are needed

The consultation is being led by yourself, the Associate Minister of Children and Women's Issues "to hear from members of council, municipal associations as well as municipal staff on how to ensure that municipal staff and officials are supported and respected in the workplace."

Having already received AMO’s input, the Province is using the AMO submission as the basis for a short survey seeking the municipal sector’s reflection on AMO’s recommendations to the Minister:

- Increased financial penalties to encourage compliance
- Suspension for certain violations
- Removal from office in certain circumstances
- Better training and standards for integrity commissioners,

The survey also seeks input on mandatory code of conduct provisions, where and when additional and stronger penalties for code violation should occur, and how codes of conduct can be better enforced.

A link to the survey can be found at <https://news.ontario.ca/en/release/61154/ontario-now-accepting-public-feedback-to-strengthen-municipal-codes-of-conduct>

A link to AMO’s submission can be found at <https://www.amo.on.ca/advocacy/strategic-priorities/municipal-code-conduct-consultation-launched>

**MICO, the Municipal Integrity Commissioners of Ontario, has compiled a submission to be considered in the consultations.**

MICO is a voluntary group of integrity commissioners who meet periodically to discuss issues of importance to the profession. It is, at present, an informal organization with no permanent staff. The administration of the association is undertaken by its members, with some administrative support being provided by the office of the City of Toronto Integrity Commissioner.

Given the focus placed on AMO’s work by the Province, this response is formulated in a way that both reflects and builds upon that organization’s February 3 submission.

**The MICO Submission:**

<p><b>PART A: COMMENTS ON AMO SUBMISSION</b></p> <p><b>AMO Guiding Principles</b></p> <p>AMO has endorsed several principles that underpin its submission, and which are recommended to guide the Ministry’s work as it undertakes its review of councillor accountability mechanisms. “The most significant ideas behind these principles are respect for municipal government as a democratic institution including municipal electors, evolution of current mechanisms, practicality and acknowledgement that enforcing criminal law is a separate task from the Code of Conduct compliance matters being considered here.”</p> <p>The AMO submission also identifies a number of discrete considerations, which are listed below.</p>
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Additional considerations not contained within the AMO submission are addressed in Part B.	
AMO Position	MICO Comments
<p><b>1. AMO Guiding Principles</b></p> <ul style="list-style-type: none"> <li>• Subsidiarity and accountability to electorate – decisions taken at the closest level of their impact and local electors must be consulted/decisions respected.</li> <li>• Mature municipal governments – councils should decide and implement sanctions, not other orders of government.</li> <li>• Clear link to municipal governance – process and actions encourage compliance with governance policies and insulated from vexatious claims and political grievances/reprisals.</li> <li>• Practicality – can the outcome be achieved affordably in a term of office.</li> <li>• Respects other legal processes – does not replace criminal conviction which results in forfeit of a council seat.</li> </ul>	<p>We are supportive of the AMO Guiding Principles.</p> <p>We are concerned, however, that the consultations’ genesis appears to have arisen out of egregious behaviour on the part of a few municipal councillors. Improper conduct runs from mild incivility to outright harassment and bullying, and there is a concern that by focusing on increasing penalties for rare-event circumstances the whole integrity commissioner oversight process will become more litigious, and more expensive, and less focused on public interest solutions.</p> <p>It is important to recognize that integrity commissioners currently serve as guides to proper ethical behaviour and do that by carrying out functions ranging from education and advice to full investigations with recommended sanctions.<sup>1</sup> Preservation of the current accessible, less legalistic, fair and solutions-oriented mechanism should be a guiding principle in the consultations.</p>
<p><b>2. Removal by Minister and Recall by Voters</b> AMO rejects as solutions the removal from office of an elected official either by the Minister or by political process such as voter recall, as failing to meet several of its guiding principles.</p>	<p>We are supportive of the AMO position.</p> <p>The potential for removal by a Minister of the Crown or by public petition would unnecessarily politicize the matter. If it should occur, removal should only result from a deliberated decision to remove a duly elected (or in some cases appointed) official where their ethical behaviour falls far below an accepted standard, impacting their municipality and/or those around them in a fundamental way. [See also the discussion under Section 6 (Removal from Office) below]</p>
<p><b>3. Code of Conduct Enforcement and Integrity Commissioners</b> AMO is supportive of enhancing the current code of conduct / integrity commissioner</p>	<p>We agree that Codes of Conduct should be locally adopted policies because there is value in Councillors deliberating on, and adopting, the standards that will apply to them. That said, there should be</p>

<sup>1</sup> It should be noted that a small minority of municipalities delegate to their integrity commissioners the responsibility to *impose* a sanction.

regime through the enhancement of integrity commissioner powers and processes to incent compliance with locally adopted codes of conduct.

At the same time, AMO acknowledges that education and standardization of the role should be pursued over time, seeing a role for the Ministry to provide a continuous improvement regime for qualifications and skill sets of Commissioners regardless of their client base across Ontario.

AMO is also of the view that orientation to the ethical oversight regime be provided through education to municipal candidates, and better reflected in AMO's own educational offerings and the Ministry's Councillor Guide.

mandatory provisions that are to be adopted into every code of conduct.

Municipal officials are better supported than ever before through access to the confidential, binding and timely advice of their own Council's integrity Commissioner, who typically is well-versed in the objectives of municipal governance and the role of the municipal councillor. The current regime also provides an important mechanism to hold municipal elected officials publicly accountable through a fair and publicly accessible process. The code of conduct consultation is a timely opportunity to consider what works well and where room for improvement exists since implementation of the mandatory regime two years ago.

In the interests of setting common standards across Ontario, it may be prudent to adopt a template complaint protocol that deals with the appointment and tenure of integrity commissioners, the application of procedural fairness, requirements that informal processes be available, speaking to whether fees for the filing of complaints should be permitted, the standards of proof required, mechanisms to incorporate statutory and common law conflict of interest complaints, and the status of the integrity commissioner as a legitimate actor in the administration of justice insofar as municipal integrity matters are concerned. The standard complaint protocol should set out, in addition, the procedural steps councils (or as noted in section 9 below, Peer Review Panels) should follow when considering investigation reports from an integrity commissioner.

Regarding continuous improvement, in lieu of the Ministry developing and delivering educational programs to establish qualifications and skill sets for integrity commissioners, MICO proposes to partner with an established municipal or ethics-based organization to institute a training syllabus for integrity commissioners in order to foster best



	<p>practices and common standards for the role, including investigations.</p>
<p><b>4. Administrative Monetary Penalties</b>          AMO recommends that Councils be empowered to establish Administrative Monetary Penalties to account for local circumstances.</p>	<p>The AMO proposal to establish administrative monetary penalties (AMP) is not well understood. Compliance with codes of conduct is not similar to other regulatory law enforcement matters currently using AMPs. A fundamental underpinning of AMPs is that they are treated essentially as strict or absolute liability offences. Unless there is an identification issue, or a factual matter is found to be in error (e.g. offence date, property identification) the AMP defendant is treated as deemed guilty, without the need for a hearing. Context is unimportant in an AMPs matter, but is vitally important in a code of conduct matter.</p> <p>Integrity Commissioners favour an approach to complaint administration that focuses on good governance and effective and equitable solutions, and fear that the introduction of AMPs will introduce parallel processes to deal with adjudication and appeals which would make the regime more expensive, and less certain, for municipalities.</p> <p>While sanctions are necessary, the focus should be on a solutions-oriented system where bad behaviour is well-articulated in public reports, with sanctions reserved to prevent and moderate future offending behaviour.</p> <p>Recognizing that the impact of suspensions of pay varies depending upon the daily salary equivalent earned by Councillors, most of whom are part-time in their roles, there may be room to identify dollar values for sanctions which may be imposed, rather than be limited to increments of days paid up to a maximum of 90 days. The latter approach would certainly be important in regard to local board member matters, given that most local board members receive no salary to suspend. The administration of such penalties could, however, be problematic.</p>

<p><b>5. Suspension</b> the members of AMO’s Board believe that such an action should only be taken where a member’s participation in a meeting or meetings is immediately or imminently likely to make response to an emergency situation or other health and safety threat very challenging or impossible.</p>	<p>The AMO position to reserve suspensions to emergency or health and safety circumstances is too narrow. Councils should have the ability to suspend a member from attendance at meetings for specified and time-limited purposes.</p> <p>For example the <i>Education Act</i> provides for the following sanctions that may be imposed upon a finding that a Trustee has breached a code of conduct:</p> <ol style="list-style-type: none"> <li>1. Censure of the member.</li> <li>2. Barring the member from attending all or part of a meeting of the board or a meeting of a committee of the board.</li> <li>3. Barring the member from sitting on one or more committees of the board, for the period of time specified by the board.</li> </ol> <p>Explicit powers to remove an elected official from attendance at a meeting of Council or meetings of committees of council should be considered.</p> <p>In addition, consideration should be given to the provision of explicit powers to reverse appointments and privileges conferred on a councillor. Municipalities should also be empowered to fashion remedies directly related to the offending behaviour, particularly to discourage or prevent the reoccurrence of the behaviour, such as:</p> <ul style="list-style-type: none"> <li>• Preventing unmonitored access to staff (in the case of harassment or bullying)</li> <li>• Assigning to someone else the role of hiring a councillor’s staff (in the case of inappropriate behaviour during interviews)</li> <li>• Removing access to resources and tools (such as suspending the use of a corporate credit card for violation of an expense policy)</li> <li>• Denying access to premises or facilities (where the ethical breach has occurred at a particular location)</li> </ul>
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	<p>If potential remedies are to include suspension from carrying out the role of councillor for a period of time, or removal from office, it would be appropriate that the decision-maker in those circumstances (even if the decision is to apply to another body, such as the courts, for a remedy) should not be council, but another body, as discussed in Section 9 below.</p>
<p><b>6. Removal from Office</b>          In the most significant situations, the Board believes that there should be the ability to remove members of council when the most significant breaches of Codes of Conduct are found.</p>	<p>If removal from office is to be considered as a potential remedy one option is to recommend a separate application to court in order to do so.</p> <p>Many years of experience with the <i>Municipal Conflict of Interest Act</i>, however, show that the courts are reluctant to remove elected officials from office for breach of that statute. The expectation is the same with respect to the adjudication of ethical breaches where removal from office is a consideration.</p> <p>From a pragmatic perspective, applications to the courts involve lengthy processes, with final decisions often arriving in close proximity to municipal elections.</p> <p>In legislative bodies there is process for the assembly to determine that one of its members has breached accepted standards to such an extent that they should lose their ability to serve. It would be inappropriate to provide this power to a municipal council to remove one of its own. See Section 9 below.</p>
<p><b>7. Education and Standardization</b>          AMO proposes that that MMAH provide funding and resources to improve the education and performance of Integrity Commissioners to create norms and standards in the office holders to improve councillor and public acceptance and trust.</p>	<p>As noted above:</p> <p><i>Regarding continuous improvement, in lieu of the Ministry developing and delivering educational programs to establish qualifications and skill sets for integrity commissioners, MICO proposes to partner with an established municipal or ethics-based organization to institute a training syllabus for integrity commissioners in order to foster best practices and common standards for the role, including investigations.</i></p>

	<p>Ministry support in terms of funding and resources would be welcomed, so long as the involvement of integrity commissioners, who have on-the-ground experience in dealing with the realities of municipal public service, is recognized as beneficial in designing and providing training on best practices.</p>
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**PART B: ADDITIONAL CONSIDERATIONS NOT ADDRESSED IN THE AMO SUBMISSION**

**8. Focus on the full range of behaviours, not just the most egregious**

AMO’s general endorsement of the integrity commissioner regime is welcome.

That said, the focus of the consultation seems to be placed on enforcement of codes of conduct, with particular emphasis on the potential for removing members from office in egregious circumstances. Care should be taken to avoid shifting the regime from a right-sized, relatively informal administrative process into one that borrows from and is burdened by the attributes of other, more formal, tribunal processes. At essence an integrity commissioner is a coach or teacher, with some ability to offer course correction, more so than a sheriff or judge. To assist in understanding the role, the MICO Statement of Principles is attached.

Municipal codes of conduct should therefore be regarded as helpful guides to ethical behaviour and not simply as mechanisms for enforcement against non-compliant members. The integrity commissioner’s role should focus on building a strong ethical framework through the improvement of codes of conduct and other policies governing ethical behaviour, conducting education and training, and the provision of discrete and confidential advice and guidance. Complaint administration should be considered an important but residual function.

**9. The consideration of code sanctions should not be done by a member’s council.**

It is certainly appropriate that sanctions recommended to be imposed on a locally-elected official should be considered by the offending-member’s peers.<sup>2</sup> The courts should not be burdened with any matter short of an application to suspend or remove a member from office.

It is too often the case, however, that Councils in considering the recommendation of an integrity commissioner find their deliberations affected by local political considerations. There is merit in having the ethical behaviour of municipal councillors adjudged by their peers but that may place too

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<sup>2</sup> As noted above, it is possible for a municipality to delegate the imposition of a penalty to their integrity commissioner.

significant a political burden on colleagues on the same Council, particularly when the Council is few in number.

Consideration should be given to the establishment of regional panels of elected officials (Peer Review Panels, or PRPs) who may i) consider the recommendations of integrity commissioners in first instance relating to councillors within their catchment area and/or ii) consider whether the imposition of a second tier sanction should be imposed, such as suspension or removal from office, or alternatively made the subject of an application to court.

The catchment area for each such review panel would be larger than the largest jurisdiction within it (as is the case with conservation authorities), so that representatives from a diverse set of municipalities would be enabled to come together to consider and decide upon the reports from the various integrity commissioners that would report to it. Regional PRPs would have the dual benefit of removing from the local council the responsibility of deciding upon recommendations about one of its own members, while at the same time ensuring a similarity of approaches across a broad set of municipalities.

Panels would consist of a fair representation from their constituent municipalities, and could also distribute membership by taking into account position on council and length of service, so that a broad cross-section of municipal elected officials would be the decision-makers on integrity commissioner recommendation reports. Selection could be at random, or based on set criteria, in a process administered by the clerks of the participating municipalities.

In egregious circumstances, if suspension or removal from office is to be a consideration, the panels could be authorized to initiate an application to the courts to implement the sanction.

**10. Opportunities for progressive discipline would assist in influencing better behaviour, where required**

Consideration should be given to the provision of explicit authorization for a municipality to impose a sanction (at minimum a reprimand) with the ability to monitor the offending councillor's behaviour and impose an additional sanction within three months of the integrity commissioner report being first considered. Alternatively, integrity commissioners could be given the express power to remain seized of a matter so that they can return to Council with additional recommendations without being required to commence a new investigation.

**11. There are important modifications to codes of conduct, the *Municipal Act* and the *Municipal Conflict of Interest Act* that should either form part of the consultations, or be identified for future implementation:**

- Consideration of Collingwood Judicial Inquiry Recommendations, particularly as they relate to the avoidance of conflicts of interest and the codification of non-disqualifying interests

- Consideration of additional mandatory code provisions to be required by regulation, including with respect to:
  - Avoidance of conflicts of interest
  - Obstructions or reprisals
- Clarification of the role of the integrity commissioner to administer *Municipal Conflict of Interest Act* matters
- Extending the role of the integrity commissioner to locally-elected organizations not subject to the *Municipal Act* provisions requiring the appointment of integrity commissioners – such as Library Boards, School Boards, and District Social Services Administration Boards
- Clarifying the definition of ‘local board’ (or replacing it) for the purpose of requiring codes of conduct and integrity commissioner oversight. It should, for example, be clear that the members of bodies which are created by council, appointed by council, and which carry out a municipal purposes should be able to benefit from integrity commissioner advice and oversight. These same bodies are subject to the *Municipal Conflict of Interest Act* but in some cases have no mechanism to seek advice from an integrity commissioner, nor to have conflicts complaints administered except through court process.
- Clarifying the meaning of ‘membership’ under the *Municipal Conflict of Interest Act* so that membership in an organization relates to either an ownership interest (such as being a member of a golf or curling club) or being part of the directing mind of the organization
- Providing for additional *Municipal Conflict of Interest Act* exemptions, such as with respect to deemed pecuniary interests arising merely because the salary or benefits of a child of a member, who is a member of a broad class of municipal employees, might come before council (recognizing that members may discuss and vote on their own salaries and benefits under existing exemptions).
- Clarifying in either section 7 of the *Municipal Conflict of Interest Act* or in the *Municipal Act* that a member’s disclosure that they have a ‘disqualifying interest’ in a matter (in respect of an interest not described in the *Municipal Conflict of Interest Act* but that nevertheless disqualifies them under the code of conduct or the common law) qualifies for the saving provision set out in section 7 of the MCIA:

7 (1) Where the number of members who, by reason of the provisions of this Act, are disabled from participating in a meeting is such that at that meeting the remaining members are not of sufficient number to constitute a quorum, then, despite any other general or special Act, the remaining number of members shall be deemed to constitute a quorum, provided such number is not less than two.

**12. The responsibility of Council when acting in a disciplinary mode should be clarified.**

In addition to setting out the required procedural steps when considering an integrity commissioner's report (see the discussion on standardized complaint protocols set out in section 3 above) consideration should be given to adding a subsection (d.2) to section 224 of the *Municipal Act* (Role of Council) to read:

(d.2) to ensure the accountability and transparency of elected and appointed officials, including members of council when considering reports from the accountability officers established under Part V.1 of the *Municipal Act*;

All of which is respectfully submitted on behalf of the Municipal Integrity Commissioners of Ontario.

Sincerely,

Jeffrey A. Abrams

**Principles Integrity**  
Integrity Commissioner

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- c. Honourable Steve Clark, Minister of Municipal Affairs and Housing  
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Municipal Integrity Commissioners of Ontario  
Association of Municipalities of Ontario (AMO)  
Association of Municipal Managers Clerks and Treasurers of Ontario (AMCTO)

## Municipal Integrity Commissioners of Ontario Statement of Principles

As members of the Municipal Integrity Commissioners of Ontario (MICO), we endorse and undertake to promote these attributes and values as we carry out our roles as integrity commissioners in the communities we serve.

We employ the principles of reasonableness, fairness and natural justice to inform the interpretation and application of ethical codifications, so that in any circumstance the principal objective is the enhancement of the public interest.

As independent statutory accountability officers appointed by and reporting to municipal councils and other public bodies, we recognize that our primary role is to foster a culture of healthy ethical behaviour amongst elected and appointed officials.

**We do this** by exercising our responsibilities in a diligent, expert and respectful manner, guided at all times by a considered assessment of what will best serve the public interest.

**We do this** by championing the tenets of local democracy, accountability, transparency, procedural fairness and natural justice.

**We do this** by understanding that our jurisdiction is established by provincial statute, local enactments and judicial decisions.

**We do this** by exercising our authority in a manner that promotes good governance, and effective and equitable solutions.

**We do this** by being articulate, careful, curious, courageous, empathetic,



humble, impartial, knowledgeable and timely, whenever there is cause to examine or advise on an issue of ethical responsibility.

**We do this** by exercising restraint and a solution-oriented perspective, favouring teaching opportunities over sanctions.

**We do this** by being collaborative, while protecting the independence of our role.

**And we do this** by making findings on the balance of probabilities, while exercising the judgment of a reasonable person fully informed of relevant facts and circumstances.

# Town of Whitby

## Staff Report

[whitby.ca/CouncilCalendar](http://whitby.ca/CouncilCalendar)



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### Report Title: Development Agreement Securities Policy

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**Report to:** Committee of the Whole

**Date of meeting:** January 20, 2025

**Report Number:** FS 02-25

**Department(s) Responsible:**

Financial Services Department

**Submitted by:**

Fuwing Wong – Commissioner, Financial Services & Treasurer

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

**For additional information, contact:**

Raymond Law – Manager, Development Finance ext. 2909

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#### 1. Recommendation:

1. That Council approve the Development Agreement Securities Policy included as Attachment 1 of Staff Report FS 02-25;
2. That Council authorize the Treasurer to periodically update the appendices of the Development Agreement Securities Policy, specifically the letter of credit and surety bond templates, as necessary; and,
3. That Council approve updates to F 100 the “Investment Policy” and F 130 the “Required Securities Within Site Plan Agreements Policy” as outlined in Staff Report FS 02-25.

#### 2. Highlights:

- Letters of credit are the primary instrument used for financial security of development agreements because they are irrevocable and can be drawn upon unconditionally.
- Ontario Regulation 461/24, filed on November 20, 2024, requires municipalities to accept Surety Bonds to meet financial security obligations of development agreements, provided they include specific mandatory features.

- A policy will ensure equitable, transparent and effective administration in the use of Security Deposits, Letters of Credit, and Surety Bonds as a financial security for development agreements.

### 3. Background:

Securities play a crucial role in protecting the financial interests of the Town in relation to financial or performance obligations of development agreements. Traditionally, this has been achieved primarily through letters of credit issued by financial institutions, which guarantees payment to the Town. Additionally, security deposits in the form of cash, provided via certified cheque, bank draft, etc., have been used to a lesser extent.

Letters of credit are the predominant instrument of financial security utilized by municipalities across Ontario for development agreements. They are favoured due to their irrevocable status, meaning they cannot be revoked or amended without mutual consent between the beneficiary and the issuer. Furthermore, they can be drawn upon unconditionally by the municipality.

Another instrument for securing financial or performance obligations is through Surety Bonds, which have been commonly used as performance securities in construction contracts.

Historically, the Town of Whitby, like most municipalities in Ontario, has not accepted Surety Bonds for development agreements. The primary reason for their limited use is that they could not be drawn upon unconditionally and in a timely manner by the municipality. Instead, the municipality was required to demonstrate default by the counterparty before accessing the funds. This not only resulted in delayed access to the funds due to the added administrative workload of collecting and providing satisfactory evidence to the insurer, but also increased the risk of failing to meet the burden of proof required to access the funds.

The acceptance of Surety Bonds is advantageous for the development community because Surety Bonds do not impact a developer's financial position in the same manner as Letters of Credit. Unlike Surety Bonds, Letters of Credit appear on the balance sheet for developers. Using Surety Bonds maximizes the financial resources available to developers by preserving their credit and cash flow.

As part of the Bill 109: Homes for Everyone Act, 2022, the authority was granted for the Province to enact regulations defining and prescribing the use of Surety Bonds. This includes the potential requirement for municipalities to accept these bonds at the developer's request.

Leading up to the passing of Bill 109, there had been a gradual increase in their use, with municipalities such as the Region of Durham, the City of Pickering, and the City of Hamilton, accepting Surety Bonds for these agreements prior to the change in legislation.

This shift in sentiment was likely due to the introduction of a newer version of the Surety Bond by insurers. The revised Surety Bond, commonly known as a Pay-on-Demand Bond, addresses the concerns municipalities previously had and provides the enhanced level of protection required of financial securities by municipalities.

On November 20, 2024, the Province exercised the authority granted to them from Bill 109 by filing Ontario Regulation 461/24. This regulation allows counterparties seeking approvals for land use planning matters to use Surety Bonds to meet financial security obligations imposed by municipalities. While the regulation does not mandate the use of Surety Bonds, it requires municipalities to accept them if a counterparty chooses to provide one. The regulation incorporates various mandatory elements, enabling eligible Surety Bonds to operate more like Letters of Credit. Additionally, the regulation imposes further restrictions related to licensing and credit rating requirements to enhance the reliability of the Surety Bond.

#### 4. Discussion:

The following outlines the mandatory elements required for Surety Bonds as per the associated regulation for acceptance by the Town, compares these requirements to the Town's current requirements for letters of credit, and explains the importance of each element.

##### Requirements of the Issuer

The Surety Bond must be issued by an insurer that is licensed under the Insurance Act to write surety insurance and must meet one of the following third-party credit ratings:

- Dominion Bond Rating Service as "A" or higher;
- Fitch Ratings as "A-" or higher;
- Moody's Investors Service Inc. as "A3" or higher;
- Standard and Poor's as "A-" or higher;
- A.M. Best Company, Inc. as "A-" or higher.

These requirements are similar to the Town's current requirement of financial institutions issuing Letters of Credit, as the Town only accepts Letters of Credit from financial institutions operating under the Bank Act with the following third party credit ratings:

- Schedule I bank with a Dominion Bond Rating Service rating as "R-1 low" or "A" (low), or higher
- Schedule II bank with a minimum Dominion Bond Rating Service rating of "R-1 middle" or "AA" (low)

This is important because it assures the Town of the insurers' and financial institutions' ability to pay the amount demanded and on time.

##### Requirements of Payments

Upon declaring a default and issuing a written demand, the insurer must pay the demanded amount within 15 business days, without contesting or asserting any defenses, regardless of the counterparty's objections.

These elements of guaranteed payment and payment timing make the Surety Bonds more like Letters of Credits, which can be drawn upon unconditionally by the Town at its sole discretion.

Payments can also be requested as partial drawdowns. In other words, a Surety Bond can be drawn down or released in portions, rather than waiting for the completion or default of the entire secured work. This is a standard feature of Letters of Credit.

These are important elements of ensuring the Town has timely access to funds to remedy or complete any necessary work.

A policy is proposed to provide guidelines for accepting various forms of financial security for development agreements.

This proposed policy ensures equitable, transparent and effective administration in the use of Security Deposits, Letters of Credit, and Surety Bonds as a financial security for development agreements.

The proposed policy specifically applies to the use of Surety Bonds for development agreements and does not extend to securities required for other purposes, such as construction contracts.

Currently, the required elements for accepting a Letter of Credit are outlined in the policy [F 100 Investment Policy](#) with references to Letter of Credits also included in policy [F 130 Required Securities Within Site Plan Agreements](#). Upon approval of this report/the proposed policy, these policies will also be updated (i.e. removal/reworded to refer to the expanded financial security options in the new Development Agreement Securities Policy) for consistency.

## **5. Financial Considerations:**

No additional financial costs are identified with the implementation of the attached policy and acceptance of qualified Surety Bonds for Development Agreements.

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

For transparency, the approved policy will be made publicly available on the Town's website, to be included under the Finance Policies section of the Town Policies [webpage](#).

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

A draft policy was reviewed by the Policy Co-ordination Committee and their feedback has been incorporated into the Development Agreement Securities Policy included as Attachment 1.

## **8. Strategic Priorities:**

The recommendations in this report support the Strategic Pillar: Whitby's Neighbourhoods – Safe, Healthy, & Inclusive. The Province has identified the broader acceptance of Surety Bonds as a key step to increase housing supply in Ontario. By accepting Surety Bonds for Development Agreements, homebuilders may be able to free up funds for housing projects.

## **9. Attachments:**





# Town of Whitby Policy

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<b>Policy Title:</b>	Development Agreement Securities Policy
<b>Policy Number:</b>	To be assigned following Council or CAO approval
<b>Category:</b>	Finance
<b>Reference:</b>	Planning Act, R.S.O. 1990, c. P.13 Part VII 70.3.1 O. Reg. 461/24
<b>Date Approved:</b>	<a href="#">Click here to enter a date.</a>
<b>Date Revised:</b>	<a href="#">Click here to enter a date.</a>
<b>Approval:</b>	Council
<b>Point of Contact:</b>	Financial Services Department

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## Policy Statement

Securities are essential for protecting the financial interests of the Town and the interests of the Town's current and future residents by insuring the financial or performance obligations of development agreements. This policy provides guidelines for accepting security deposits, letters of credit, and surety bonds as forms of financial security for development agreements.

## Purpose

The purpose of the Development Agreement Securities Policy is to ensure equitable, transparent and effective administration in the use of security deposits, letters of credit, and surety bonds as a financial security for development agreements.

## Scope

This policy applies to all instances where a security deposit, letter of credit, or surety bond is provided as financial security for a development agreement.

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## 1. Definitions

- 1.1. **Council** means the Mayor and members of Council for the Town of Whitby.
- 1.2. **Counterparty** means the other party or parties to an agreement with the Town of Whitby.
- 1.3. **Development Agreement** means any agreement between the Town of Whitby and a counterparty, to regulate the provision of on-site and municipal works required to service land under development applications. Development applications include, but are not limited to, Plans of Subdivision, Site Plans, Works Funding and Reimbursement Agreements, Joint Service Agreements, Development Charge Agreements, Minor Variance and Consent Agreements.
- 1.4. **Financial Institution** means a bank operating under the *Bank Act*, S.C. 1991, c.46, as amended, a trust company, or a credit union that meets the minimum credit rating or is otherwise approved in accordance with this policy.
- 1.5. **Letter of Credit** means a form of financial security issued by a financial institution that guarantees payment or performance by one or more counterparties to a beneficiary (the Town).
- 1.6. **Security or Financial Security** means an amount required to be provided under a Development Agreement which may be drawn upon by the Town in accordance with a Development Agreement, and the balance of which will be returned to the counterparty after the terms of the Development Agreement have been executed to the Town's satisfaction.
- 1.7. **Security Deposit** means a financial security provided in the form of cash through certified cheque, bank draft, or money order.
- 1.8. **Surety Bond** means a bond which guarantees the assumption of responsibility for payment of security in the event of default in the performance of an obligation as set out in a Development Agreement, as stipulated in Ontario Regulation 461/24.
- 1.9. **Surety Provider** means an insurer that is licensed under the *Insurance Act*, R.S.O 1990, c. I.8, as amended, to write surety insurance and meets the minimum credit rating prescribed in Ontario Regulation 461/24, as amended.
- 1.10. **Treasurer** means the employee designated as such by Council for the as Treasurer for The Corporation of the Town of Whitby. The Treasurer shall exercise all powers and duties of the Treasurer as set out in the *Municipal Act, 2001*, S.O. 2001, c.25, as amended. Treasurer shall also include another employee who has been delegated authority to act on the Treasurer's behalf.



## 2. Responsibilities

- 2.1. The Treasurer shall:
  - 2.1.1. Maintain authority and responsibility for this policy;
  - 2.1.2. Approves departmental operating procedures and processes governed by this policy; and
  - 2.1.3. Reviews, and if applicable, approves exceptions to this policy, including acceptance of Financial Securities from Financial Institutions that do not meet the minimum requirements described in this policy.
- 2.2. All Staff involved in the acquisition, evaluation and administration of securities for development agreements are responsible for implementing and adhering to the requirements set out in this policy.

## 3. Acceptable Securities

Where Financial Security is required by the Town as a condition of a Development Agreement, the three types of securities below are considered satisfactory, provided they are issued to and received by the Town in accordance with the prescribed conditions.

### 3.1. Letters of Credit

- 3.1.1. Letters of Credit in the prescribed format may be provided as Financial Security for any Development Agreement.
- 3.1.2. Letters of Credit issued by any of the five largest banks set out in Schedule I of the Bank Act are acceptable:
  - i. Bank of Montreal
  - ii. Bank of Nova Scotia
  - iii. Canadian Imperial Bank of Commerce
  - iv. Royal Bank of Canada
  - v. Toronto-Dominion Bank
- 3.1.3. Letters of Credit may be accepted from other Schedule I banks or Schedule II banks meeting the minimum Dominion Bond Rating Service rating criteria, subject to the approval of the Treasurer.
  - i. Schedule I bank with a Dominion Bond Rating Service rating as “R-1 low” or “A” (low), or higher
  - ii. Schedule II bank with a minimum Dominion Bond Rating Service rating of “R-1 middle” or “AA” (low)
- 3.1.4. Letters of Credit from trust companies, credit unions and Schedule III banks will not be accepted, except in specific circumstances, subject to the sole and unfettered approval of the Treasurer. Factors to be considered in the review include, but are not limited to, the overall

potential risks to the Town, the credit rating of the issuing financial institution, and the amount to be secured.

### 3.2. Security Deposits

- 3.2.1. In instances where a Letter of Credit or Surety Bond is deemed unsuitable or cannot be provided by a counterparty in the required value or format, Security Deposits equivalent to the Letter of Credit amount may be accepted in the form of cash (certified cheque, bank draft, or money order).
- 3.2.2. If a Security Deposit is provided, the Town will receive and deposit the funds, with no interest accruing or payable to the counterparty.

### 3.3. Surety Bonds

- 3.3.1. Surety Bonds may be provided for any Development Agreement that explicitly allows their use as a financial security.
- 3.3.2. Surety Bonds may only be provided for any Development Agreement executed on or after the coming into force of Ontario Regulation 461/24, November 20, 2024.
- 3.3.3. Surety Bonds issued by a Surety Provider shall meet or exceed the requirements set out in Ontario Regulation 461/24, as amended or replaced from time to time.
- 3.3.4. A Surety Bond can be provided as part of a required Financial Security in addition to a Security Deposit or Letter of Credit, or as the full amount of required Financial Security.

## 4. Drawdowns and Demands for Payment

- 4.1. If the Town determines that the counterparty has defaulted in performing an obligation guaranteed by the Financial Security, the Treasurer is authorized to drawdown upon the Financial Security/demand payment against the Letter of Credit or Surety Bond in his or her sole discretion and in accordance with the Development Agreement.
- 4.2. The Treasurer is also authorized to drawdown/demand payment on Financial Securities in accordance with Development Agreements, which may include but not limited to drawdown schedules and/or drawdowns based on defined milestones being achieved.
- 4.3. If a Financial Security was previously accepted by the Town in accordance with this policy, but the Financial Institution or Surety Provider fails to maintain a credit rating that meets the minimum credit requirement outlined in this Policy, the counterparty must notify the Treasurer immediately. The counterparty must also provide a substituting security that meets the minimum requirements as set out in this Policy. If an acceptable substituting

security is not provided within 30 days of the credit rating downgrade, the Treasurer reserves the right to immediately drawdown upon the original Letter of Credit or make demand for payment from the original Surety Bond.

- 4.4. If the Town is notified by a Financial Institution or Surety Provider that the Financial Security will not be renewed or will be cancelled, the Treasurer reserves the right to immediately drawdown upon the original Letter of Credit. In the case of a Surety Bond, the counterparty shall deliver replacement Financial Security in the amount of the Surety Bond that is acceptable to the Town at least 30 days before the day on which a Surety Bond will be terminated. Failure to provide such replacement Financial Security will be considered a default in the performance of the counterparty's obligation guaranteed by the Surety Bond and the Treasurer is authorized to demand payment on the Surety Bond. When possible, the Town will allow the original Financial Security to be exchanged or replaced by another Financial Security acceptable to the Town.
- 4.5. If a Financial Security being held by the Town is determined to no longer provide adequate protection and/or transfer of risk for the Town, the Treasurer may request a new Financial Security to his or her satisfaction. This new Financial Security must be provided within ten (10) days of the demand subject to provisions in the Development Agreement, if any. Upon receipt, the original Financial Security will be exchanged for the replacement Financial Security. If the new Financial Security is not received as required, the Treasurer may draw upon/demand payment on the original Financial Security.
- 4.6. The Treasurer is authorized to immediately and without notice to any party withdraw upon or make demand of any/all securities provided to the Town upon the bankruptcy or insolvency of the counterparty.

## 5. Releases and Reductions

- 5.1. Upon fulfillment of financial and/or performance obligations and the expiration of any warranty periods, the Town will return the remaining balance of a Financial Security to the:
  - 5.1.1. Financial Institution for Letters of Credit;
  - 5.1.2. Provider on record for Security Deposits; and the
  - 5.1.3. Surety Provider for Surety Bonds.
- 5.2. The Treasurer may also return a portion of the security deposit or reduce the letter of credit or surety bond in accordance with this Policy or the terms/schedule outlined in a Development Agreement.

## 6. Form and Terms

- 6.1. A Letter of Credit provided to the Town, issued by financial institution shall be in the form and on the terms of the “Letter of Credit” template attached hereto as Appendix 1.
- 6.2. The surety bond to be provided to the Town issued by a surety provider shall be in the form and on the terms of the “Surety Bond” template attached hereto as Appendix 2.

### Appendices

**Appendix 1** Letter of Credit Template

**Appendix 2** Surety Bond Template

**This Policy is hereby approved by Council Resolution # Resolution Number from Council Meeting Minutes on this Day Number day of Month, 20Last Two Digits of Year Number.**

Date of Issue: (*date of issue*)

Beneficiary:

The Corporation of the Town of Whitby  
575 Rossland Road East  
Whitby, ON L1N 2M8

**Irrevocable Standby Letter of Credit**

Pursuant to the request of our customer (*customer name and address*), we the undersigned, (*name and address of financial institution*), hereby establish an Irrevocable Letter of Credit in your favour in the total amount of \$(*amount*) which may be drawn on by you to the extent required in connection with an agreement between (*customer name*) and the Corporation of the Town of Whitby relating to (*purpose*)

Drawings under this Letter of Credit shall be in the form of a written demand for payment made by the Corporation of the Town of Whitby.

The amount of this Letter of Credit shall be reduced from time to time as advised by notice in writing given to the undersigned by the Corporation of the Town of Whitby.

It is understood that this obligation is between (*name of financial institution*) and the Corporation of the Town of Whitby and any notice referred to in the preceding paragraphs shall not be used for any other purpose than herein set forth.

This Letter of Credit will continue to (*expiry date*) and will expire on that date and you may call for payment of the full amount outstanding under this Letter of Credit at any time up to the close of business on that date. It is a condition of this Letter of Credit that it shall be deemed to be automatically extended for one (1) year from the present or any future expiration date hereof, unless thirty (30) days prior to any such date, we shall notify you in writing by registered mail or courier that we elect not to consider this Letter of Credit renewed for any such additional period.

Upon receipt by you of such notice, you may draw hereunder by means of your demand accompanied by your written certification that the amounts drawn will be retained and used by you to meet obligations incurred or to be incurred in connection with the above, further that you will release any amount not required by you to our customer.

---

Authorized Financial Institution Signatures

**BOND NO.:**  
**AMOUNT: \$**

KNOW ALL PERSONS BY THESE PRESENTS, that

,  
as Principal, hereinafter called the "**Principal**", and

,  
as Surety, hereinafter called the "**Surety**", are held and firmly bound unto the Corporation of the Town of Whitby, as Obligee, hereinafter called the "**Obligee**", in the amount of \_\_\_\_\_ Dollars (\$ \_\_\_\_\_) lawful money of Canada, hereinafter called the "**Bond Amount**" for the payment of which sum, well and truly to be made, the Principal and the Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally in accordance with the provisions of this Bond.

**WHEREAS** the Principal and Obligee have entered into, or will enter into, an agreement with reference number \_\_\_\_\_ with respect to lands known as \_\_\_\_\_ in the Town of Whitby (said agreement is by reference made a part hereof and is hereinafter referred to as the "**Development Agreement**").

**NOW THEREFORE**, the condition of this obligation is such that if the Principal shall, in the opinion of the Obligee do and perform all of the stipulations, conditions, covenants and terms of the Development Agreement, then this obligation shall be void and of no effect; otherwise, it shall remain in full force and effect.

**PROVIDED**, however, the foregoing obligation is subject to the following terms and conditions:

1. Whenever the Principal shall be declared in writing by the Obligee to be in default under the Development Agreement, and the Obligee intends to make a claim under this bond, the Obligee shall promptly notify the Principal and the Surety in writing of such default in the form of a Demand, the form of which is attached to this Bond as Schedule "A".
2. On determination by the Obligee, in its sole and absolute discretion, that the Principal is in default of its obligations under the Development Agreement, the Surety and Principal agree that the Surety will make payments to the Obligee for amounts demanded by the Obligee, up to an aggregate of the Bond Amount, within fifteen (15) business days after the Surety's receipt of a Demand from the Obligee at the address noted herein by hand or courier.

3. This Bond is irrevocable and payment will be made notwithstanding any objection by the Principal. Where a Demand in the prescribed form has been delivered to the Surety, it shall be accepted by the Surety as conclusive evidence of its obligation to make payment to the Obligee, and the Surety shall not assert any defence or grounds of any nature or description for not making payment to the Obligee, in whole or in part, pursuant to such Demand, including but not limited to any of the following reasons: that a Default has not occurred, that the Principal committed any fraud or misrepresentation in its application for the Bond, or that the amount set out in the Demand is not appropriate, warranted or otherwise not in accordance with the Development Agreement. The Surety's liability under this Bond is unconditional and shall not be discharged or released or affected by any arrangements made between the Obligee and the Principal or by any dispute between the Surety and Principal, or the taking or receiving of security by the Obligee from the Principal, or by any alteration, change, addition, modification, or variation in the Principal's obligation under the Development Agreement, or by the exercise of the Obligee or any of the rights or remedies reserved to it under the Development Agreement or by any forbearance to exercise any such rights or remedies whether as to payment, time, performance or otherwise (whether or not by any arrangement, alteration or forbearance is made without the Surety's knowledge or consent). All payments by the Surety shall be made free and clear without deduction, set-off or withholding.
4. The Obligee may make multiple Demands under this bond.
5. The amount of the Bond may be reduced from time to time as advised by notice in writing by the Obligee to the Surety.
6. Each payment made by the Surety under this Bond shall reduce the amount of this Bond.
7. In no event shall the Surety be liable for a greater sum than the amount of this Bond.
8. No right of action shall accrue upon or by reason hereof to or for the use or benefit of any person other than the Obligee.
9. When the Principal has completed all works required by the Development Agreement to the Obligee's satisfaction, all maintenance and rectification periods contained within the Development Agreement have expired, and the Obligee has finally assumed all works in writing, the Obligee shall return this Bond to the Surety for termination or advise the Surety in writing that this Bond is terminated, in accordance with the terms of the Development Agreement.

10. If the Surety intends to terminate its obligation under this Bond, it shall deliver at least ninety (90) days prior to the date on which the Surety intends to terminate its obligations, written notice to the Obligees and to the Principal of its intention to terminate this obligation. The Principal shall deliver to the Obligees, not less than thirty (30) days prior to the termination of this Bond, financial security in the amount of this Bond in a form acceptable to the Obligees. If the replacement financial security is not provided by the Principal or is not accepted by the Obligees, the Principal shall be deemed to be in default of its obligations pursuant to the Development Agreement.
11. Nothing in this bond shall limit the Principal's liability to the Obligees under the Development Agreement.
12. This Bond shall be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada applicable thereto and shall be treated, in all respects, as a contract entered into in the Province of Ontario without regard to conflict of laws principles. The Principal and Surety hereby irrevocably and unconditionally attorn to the jurisdiction of the courts of the Province of Ontario.
13. All Demands and notices under this Bond shall be delivered by hand, registered mail or courier to the Surety, with a copy to the Principal at the addresses set out below, subject to any change of address in accordance with this Section. All other correspondence may be delivered by regular mail, registered mail, courier, or email. A change of address for the Surety is publicly available on the Financial Services Regulatory Authority of Ontario website. The address for the Principal may be changed by giving notice to the other parties setting out the new address in accordance with this Section.

**The Surety:**

**Name**  
**Address**  
**Email**  
**Phone**

**The Principal:**

**Name**  
**Address**  
**Email**  
**Phone**

**The Obligees:**

**Name**  
**Address**  
**Email**  
**Phone**

**IN TESTIMONY WHEREOF**, the Principal has hereto set its hand and affixed its seal and the Surety has caused these presents to be sealed with its corporate seal duly attested by the signature of its authorized signing authority.

**SIGNED AND SEALED** this            day of            , **20**            , in the presence of:



Per:  
Name:  
Title:

Per:  
Name:  
Title:

I / We have the authority to bind the Corporation.

---

, Attorney in Fact

**New and Unfinished Business - General Government**

Item Number	Description	Resolution	Meeting Date	Due Date	Revised Date	Explanation/Comments
GG-0001	Fishing in Town Parks	That Staff report back on legal fishing in Town parks, including Port Whitby, after consultation with the fishing community has occurred.	07 May 2018	11 Feb 2019	03 Mar 2025	Fishing to be addressed in Parks Bylaw Update
GG-0002	Community and Marketing Services Department Report, CMS 35-18 Re: Cullen Central Park Master Plan	2. That Council direct staff to commence the development of the Cullen Central Park Master Plan with the final Master Plan to be brought forward for Council approval in Q4 2019; and, 5. That Staff identify options to recognize former mayor Marcel Brunelle in Cullen Park.	25 Jun 2018	18 Nov 2019	17 Feb 2025	In the Whitby Sports Complex Construction Tender Results & Project Budget Approval - Parks projects (originally planned for 2024 in the 10-year forecast) will be impacted by this, includes the Cullen Central Park Redevelopment Phase 2. This project will be budgeted in 2025.
GG-0005	Public Works (Operations) Department Report, PW 17-21 Re: Vimy Memorial Park	3. That staff report back to Council on the progress of the park agreement along with refined budget implications prior to assumption.	21 Jun 2021	13 Jun 2022	03 Mar 2025	An update regarding the status of this matter will be provided through a memorandum to Council.
GG-0007	Community Services Department Report, CMS 19-21 Re: Unnamed West Whitby Park – Park Name Survey Results	3. That staff be directed to review the Municipal Property and Facility Naming Policy (MS 250) and report back with any recommended revisions to update the policy.	29 Nov 2021	16 Jan 2023	03 Mar 2025	
GG-0019	Refrigerated Outdoor Ice Rinks or Skating Trails	That following the tender results for the Whitby Sports Complex and as part of the development of the Parks and Recreation Master Plan, that Staff be directed to report on opportunities to install refrigerated outdoor ice rinks or skating trails in the Town	20 Mar 2023	25 Mar 2024	03 Mar 2025	Following the recommendations of the Parks and Recreation Master Plan.

**New and Unfinished Business - General Government**

Item Number	Description	Resolution	Meeting Date	Due Date	Revised Date	Explanation/Comments
GG-0021	Protecting Whitby's Urban Forest Canopy	That staff report back on the opportunity to protect trees of significance on private lands in order to preserve Whitby's urban forest canopy.	20 Mar 2023	04 Dec 2023	15 Sep 2025	This recommendation is to create a plan that will help guide a Tree Protection By-law
GG-0026-0	CMS 09-23, Community Services Department Report Re: James Rowe House - Food and Beverage RFP	2. That staff enter negotiations with the respondents to the RFP and report back to Council with the results of those negotiations for approval by Council..	27 Nov 2023	03 Jun 2024	03 Mar 2025	A report will be brought to Council at an upcoming meeting.
GG-0026	Installing lighting at Town parks within a 1-kilometre radius of 1635 Dundas Street	That Staff be directed to report to Council on the cost and timelines to install lighting at Town parks within a 1-kilometre radius of 1635 Dundas Street East.	18 Dec 2024	25 Nov 2024	03 Mar 2025	
GG-0027	Replacing Town Park playground surfaces within a 1- kilometre radius of 1635 Dundas Street East	That Staff be directed to report to Council on the cost and timelines to replace Town park playground surfaces with alternative surfaces within 1-Kilometre radius of 1635 Dundas Street East.	18 Dec 2023	25 Nov 2024	03 Mar 2025	
GG-0031	Requiring the Region of Durham to consult with the Town of Whitby prior to proposed expropriation requests or orders	That Staff report to Council through a memorandum on the Council Information Index on the legal feasibility of requiring Durham Region to consult with Town of Whitby Planning & Development Staff, CAO, and Council prior to a proposal of expropriation requests on private lands, or orders (for any buildings or lands) not being used for the purpose of providing utilities, (especially if the building is 70,000+ square feet). Which the purpose is to include a request for mandatory consultation with the Town and the Region.	18 Dec 2023	TBD		

**New and Unfinished Business - General Government**

Item Number	Description	Resolution	Meeting Date	Due Date	Revised Date	Explanation/Comments
GG-0034	LS 13-23, Legal and Enforcement Services Department Report Re: Business Licensing By-law Exception Request - 417 Byron Street North	4. That Council direct staff to review the lodging house provisions within the Business Licensing by-law and report back on the merits of amending the By-law to ensure consistency with other applicable provincial legislation; and, 5. That Council direct staff to review the merits of adding provisions/schedules to the Business Licensing By-law to regulate Rooming Houses in the Town of Whitby.	18 Mar 2024	31 Mar 2025	14 Apr 2025	
GG-0035	CMS 04-24, Community Services Department Report Re: Commemorative Tree and Bench Policy Update	4. That Staff be directed to investigate the installation of a commemorative dedication feature at the waterfront and report back to Council in Q4 2024.	29 Apr 2024	02 Dec 2024	12 May 2025	
GG-0036	Memorandum from A. Gratton, Sr. Manager of Enforcement Services, dated June 14, 2024 regarding a Fence By-law Exemption request for 101 Carnwith Drive West	That the Fence By-law exemption request be referred to the Town Clerk and Commissioner of Legal and Enforcement Services to review and report back in Q4 2024 to Council on the existing scope of delegated authority, expanding the percentage variance for delegated authority over existing fence heights, associated fees, and process to handle requests beyond the scope of authority delegated to Staff.	09 Oct 2024	02 Dec 2024	14 Apr 2025	
GG-0037	FS 38-24, Financial Services Department Report Re: Declaration of Surplus - Town-owned lands at Cochrane Street and	That FS 38-24, Financial Services Department Report re: Declaration of Surplus – Town-owned lands at Cochrane Street and Highway 407 be tabled.	28 Oct 2024			This item was tabled at the October 28, 2024 Committee of the Whole meeting.

**New and Unfinished Business - General Government**

Item Number	Description	Resolution	Meeting Date	Due Date	Revised Date	Explanation/Comments
GG-0038	Temporarily Delegating Authority to Approve Fence By-law Exemption Requests	2. That this delegated authority remain in place until such time as Staff can report back to Council to address questions on allowable exemptions, fees, and the process for considering Fence By-law exemption requests further to the referral at the December 2, 2024 Committee of the Whole meeting.	16 Dec 2024			
GG-0039	Gateway Maintenance Program	That Staff be directed to report back on the opportunity for a grant program for homeowners to offset their costs of removing gateway and masonry features and columns located on private property prior to the introduction of the 2026 Strong Mayor Budget	16 Dec 2024	12 May 2025	15 Sep 2025	