



SHAPING THE FUTURE

2022 to 2026
Economic Development Strategy





LAND ACKNOWLEDGEMENT

We acknowledge that the Town of Whitby is situated on the traditional territory of the Mississaugas of Scugog Island First Nation of the Mississauga Nation and signatories of the Williams Treaties. May we respectfully share in the responsibility of the stewardship and protection of these ancestral lands and may we continue towards truth and reconciliation as we move forward as friends and allies.



A MESSAGE FROM MAYOR MITCHELL

WELCOME TO WHITBY'S NEW ECONOMIC DEVELOPMENT STRATEGY

On behalf of Members of Council and as Mayor of Whitby, I am excited to share our new strategy that will help guide Whitby's economic future.

This progressive five year strategy offers an agile roadmap to support existing businesses, and attract new investments to our community. The strategy was built with extensive feedback from many community stakeholders, and identifies proactive initiatives that will help contribute to the economic success of our community.

I encourage you to connect with our Whitby Economic Development team, today!

A handwritten signature in black ink that reads "Don Mitchell".

Mayor Don Mitchell

Town Council

Mayor Don Mitchell

Regional Councillor Chris Leahy

Regional Councillor Elizabeth Roy

Regional Councillor Rhonda Mulcahy

Regional Councillor Steve Yamada

Councillor Steve Lee

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EXECUTIVE SUMMARY

The Town of Whitby is pleased to present our 2022 to 2026 Whitby Economic Development Strategy. This strategy is a result of several months of extensive research and community consultation.



OUR MISSION:

To inspire a strong local economy and economic growth which is vibrant, sustainable, diverse and inclusive.

The needs of our community require the Town of Whitby to provide new support mechanisms that enable the conditions where the local economy can flourish. Our work will focus on building a vibrant and sustainable economy that is accessible to everyone within the community. As we look ahead, it is crucial to recognize how important innovation will be to creating a prosperous future for the Town of Whitby. Innovation is key to productivity, and productivity is key to addressing both economic and social challenges.



OUR VISION:

The Town of Whitby will create a strong local economy through collaboration to facilitate innovation, productivity, inclusion and balanced economic growth.

This vision of prosperity for the Town cannot be achieved without clear priorities, and a targeted and sustained effort to meet them. To deliver on this strategy, The Town of Whitby will implement four strategic pillars.

PILLAR 1:

Strengthen Economic Development Capacity

Economic development is a community facing service; to be effective in the delivery of this service, staff require a strong foundation in tools and processes. This Pillar focuses on the need to invest in people, process and relationships.

PILLAR 2:

Become Storytellers

Whitby's Economic Development team will focus attention on sharing great news stories that come out of the community.

PILLAR 3:

Embrace and Inspire Community Economic Development

Whitby's Economic Development team will focus on working with individuals, community groups and not-for-profit organizations to provide local solutions to local problems.

PILLAR 4:

Foster Municipal Innovation

Municipal innovation focuses on building and strengthening partnerships with organizations that support innovative companies, and/or building those relationships directly. Whitby's Economic Development team will support and partner with these organizations in the innovation ecosystem.



These strategic pillars will help accelerate progress, create jobs, and drive local economic growth within the Town of Whitby. Specifically within the following sectors of interest: information and communications technology (ICT); professional and technical services; advanced manufacturing; and downtowns and lifestyle.



STRATEGY PROCESS

Our process for developing this strategy combined five phases of research and analysis:

PROJECT STEERING COMMITTEE

Established a Project Steering Committee with representatives from:

- 1855 Whitby
- Business Advisory Centre of Durham
- Downtown Whitby Business Improvement Area
- Local post-secondary educational institution
- Whitby Chamber of Commerce
- Economic Development and Planning
- Local business leaders

1

SITUATIONAL ANALYSIS

Analysis of demographic trends, labour market conditions, and overall economic situation of Whitby, relative to the Province.

2

LITERATURE REVIEW

Review of key internal documents and other economic development strategies from comparable municipalities.

- Whitby Economic Recovery Plan 2020–2021
- Whitby Corporate Strategic Plan
- Whitby Culture Plan
- Durham Region Competitiveness Study
- Economic development strategies from 12 other municipalities

3

COMPARATOR ANALYSIS

Analysis of the economic development function of comparable municipalities, including:

- Ajax
- Burlington
- Cambridge
- Clarington
- Newmarket
- Niagara Falls
- Oakville
- Oshawa
- Pickering
- Richmond Hill
- St. Catharines
- Waterloo

4

STAKEHOLDER CONSULTATIONS

Conducted a public consultation process including an online community forum, virtual one-on-one consultations and virtual group workshops.

5

STAKEHOLDER CONSULTATION

Feedback from the community was an important part of our process. In order to gather sufficient feedback from the community we conducted:



**Online
Community
Forum**

39

local residents and businesses provided input via Connect Whitby



**Virtual
Consultations**

23

key stakeholder interviews were conducted



**Virtual
Workshops**

2

were conducted to gather input from eight additional stakeholders



BACKGROUND REPORTS

Several key municipal reports were used as background for the development of this strategy.

- Comparator Analysis
- Literature Review
- Stakeholder Consultation Report
- Town of Whitby Situational Analysis
- Town of Whitby Corporate Strategic Plan
- Town of Whitby Economic Recovery Plan 2020-2021

All reports are available upon request from the Town of Whitby Economic Development Office.



SWOTA

This SWOTA Assessment is a summary of the conclusions from the Stakeholder consultations and builds upon the findings of the Situational Analysis, Comparator Analysis and Literature Review.

STRENGTHS

- Educated and growing labour force
- High median total household income
- Well-rounded community
- Geographic centre of Durham Region
- Not overly reliant on sectors or industries
- Access to key markets via rail, highway, and air
- Growing innovation cluster in the Town's core
- Great partners in close proximity (post-secondary institutions, Business Advisory Centre of Durham, 1855 Whitby, Downtown Whitby Business Improvement Area, Whitby Chamber of Commerce, Region of Durham)
- Strong sense of community
- Welcoming waterfront

WEAKNESSES

- No distinct identity
- Bedroom community perception
- Not attracting new Canadians
- Lack of serviced employment land
- Limited industrial and commercial options
- Reliance on Provincial government to declare lands surplus
- Development process is a challenge with a lot of perceived red-tape
- Not enough use of public transit, still a lot of two car families
- Broadband is not available everywhere
- Taxation imbalance between residential and non-residential
- The Town of Whitby uses archaic technologies
- Poor relationships with existing businesses

OPPORTUNITIES

- Increasing affordable housing stock
- Building supply chains for anchor businesses
- Retaining commuting labour force, post-pandemic
- Attracting hyper-local tourists
- Selling Whitby as good place to live, quality of life, building roots, green spaces, etc. for younger demographics
- Increasing the number of multicultural events
- Developing a clear and unique municipal identity/brand/tagline
- Simplifying processes and providing additional support for businesses looking to develop
- Developing stronger relationships with internal partners like other municipal departments and external partners like post-secondary institutions and businesses
- Tracking investment opportunities and outcomes, specifically in Downtowns
- Celebrating local business community
- Transitioning to a more proactive style of communication and community outreach
- Growing Urban agriculture

THREATS

- Dependent on economic recovery of Ontario and Canada
- Residential growth is outpacing non-residential growth
- Future success of businesses in historic downtowns
- Inequitable distribution of wealth
- Housing Affordability
- Young professionals migrating to larger urban centres

ASPIRATIONS

- Create an environment where everyone shares in economic prosperity
- Become a recognized centre for innovation in public administration
- Build a strong and resilient local economy
- Make downtowns more active while retaining historic character
- Knowledge-based jobs and innovation companies are the drivers of community employment
- Be the community of choice for young families



Whitby

Economic Quick Facts



128,377

Population 2016



140,615

Estimated
Population 2021



9.5%

2016-21 Estimated
Population Growth



67%

Post Secondary
Educational Attainment



\$136,169

Average Household
Income



\$665,950

Average Dwelling Value

2022 to 2026 Action Plan

The four sections below highlight the Action Plan for the Town of Whitby's Economic Development Strategy and are organized by Pillar. The comprehensive Action Plan is included as Appendix A.





PILLAR 1:

Strengthen Economic Development Capacity

Investing in people, processes and relationships.

Economic development is a community facing service; to be effective in the delivery of this service, staff require a strong foundation in tools and processes. This Pillar focuses on the need to invest in people, processes and relationships.

The first goal of the Economic Development team should be to focus inward to ensure that they are delivering the best client experience to local businesses. Some areas of focus will include:

- Streamlining and improving internal processes that will result in greater efficiency;
- Establishing processes to ensure a consistent customer experience;
- Developing programs that better support and anticipate the needs of the business community, especially the development community;
- Building stronger relationships with members of the business community with a special focus on building relationships with individuals who work within one of the municipality's four target sectors;
- Building stronger relationships with partner organizations who can support the local business community; and
- Ensuring that there are sufficient resources to execute on the action items contained within the strategy.



The first goal of the Economic Development team should be to focus inward to ensure that they are delivering the best client experience to local businesses.



PILLAR 1:

Action Plan

Item no.	Action
1.1	Service inbound investment inquiries
1.2	Advocate for more serviced industrial lands
1.3	Develop sector profiles
1.4	Track employment land plans
1.5	Hire a second Economic Development Officer
1.6	Implement economic development Customer Relationship Management (CRM) system
1.7	Support export development programs
1.8	Expand outcome tracking post investment
1.9	Develop a business crisis preparedness education campaign
1.10	Investigate Foreign Trade Zone point linkage with Hamilton-Oshawa Port Authority
1.11	Establish a formalized corporate calling program
1.12	Develop and launch an expedited concierge framework
1.13	Local benchmarking of development timelines
1.14	Develop an advertising and sponsorship strategy
1.15	Establish 18-month Economic Development Strategy review
1.16	Sponsorship activation fulfillment and renewal plan
1.17	Investigate and establish an in-kind sponsorship program
1.18	Develop a business crisis response protocol
1.19	Establish a Whitby Bus Rapid Transit business support strategy



PILLAR 2:

Become Storytellers

Identify and celebrate businesses, people and programs that will lead Whitby into the future.

Throughout the consultative process, it was determined that although many businesses loved their community, they had a difficult time differentiating it from other municipalities. From a business perspective, the Town of Whitby was not doing an effective job at identifying and celebrating its businesses, people and programs that will lead it into the future.

The second Pillar for the strategy is for the Economic Development team to focus their attention on sharing this information. Some areas of focus will include:

- Strengthening communication channels including social media channels, websites and e-newsletters;
- Engaging in more story telling opportunities for local businesses;
- Developing and publicizing economic indicators;
- Building connections amongst business owners in the same sector; and
- Improving communications with individuals and organizations outside of Whitby as a means to improve resident and business attraction.



The second Pillar for the strategy is for the Economic Development team to focus their attention on sharing this information.



PILLAR 2:

Action Plan

Item no.	Action
2.1	Establish monthly e-newsletter
2.2	Establish semi annual economic indicators
2.3	Develop investment packages
2.4	Establish of semi annual Jobs Report
2.5	Establish a live economic indicators page
2.6	Facilitate conversations with landlords to animate vacant storefronts with pop-up opportunities
2.7	Start sector based meetups
2.8	Define, brand and market industrial/employment areas with signage, gateways and profiles
2.9	Create a film location directory
2.10	Establish a local business week
2.11	Develop social media and public relations strategy



PILLAR 3:

Embrace and Inspire Community Economic Development

Focus on building
communities as
well as profits.

Community Economic Development (CED) is an approach to economic development that focuses on working with individuals, community groups and not-for-profit organizations to provide local solutions to local problems. Unlike traditional economic development, CED focuses on building sustainable communities by strengthening connections within a community. In addition to looking at traditional outcomes like the number of new companies in a community, the job growth in organizations that receive Economic Development's support, the practice of CED focuses on a different set of metrics including supporting a diverse and inclusive economy, capacity building in equity deserving communities, building a green and sustainable economy, and ensuring that profits generated within Whitby stay in Whitby. This Pillar focuses on building

communities, as well as profits. Some areas of focus will include:

- Initiatives that increase access to employment for equity deserving communities;
- Supporting community driven pilots that support local problems;
- Supporting the expansion of home-based businesses and local farming initiatives that support community access to food;
- The establishment of community investment funds to support local entrepreneurs; and
- Continued partnership with post-secondary institutions and not for profits.



Unlike traditional economic development, CED focuses on building sustainable communities by strengthening connections within a community.



PILLAR 3:

Action Plan

Item no.	Action
3.1	Establish an Economic Development Fund
3.2	Create a Whitby professionals and entrepreneurs newcomers club
3.3	Connect with offline community
3.4	BIPOC fellowship program pilot
3.5	Host community job fairs
3.6	Develop a Resident Attraction Strategy
3.7	Investigate the feasibility of a BIPOC Business Incubator or Accelerator



PILLAR 4:

Foster Municipal Innovation

Championing
innovation within
the Town of Whitby.

Economic Development professionals hold a unique position in municipal government by actively working with and supporting the private sector. This position enables the Economic Development team, in supportive organizations, to champion municipal innovation. Municipal innovation focuses on building and strengthening partnerships with organizations that support progressive companies, and/or building those relationships directly. The Town of Whitby has many examples of these organizations including post-secondary institutions, 1855 Whitby, as well as many local companies. To support these organizations, the areas of focus will include:

- The development of programs that enhance procurement opportunities for local innovative companies;
- The development of a formal partnership framework to support innovative pilot projects with for-profit organizations;
- The development of a Smart City Strategy to strengthen the Town of Whitby's position with innovation based organizations; and
- Continued partnership with 1855 Whitby, post-secondary institutions and other organizations that support the innovation ecosystem.



Municipal innovation focuses on building and strengthening partnerships with organizations that support progressive companies, and/or building those relationships directly.



PILLAR 4:

Action Plan

Item no.	Action
4.1	Establish unsolicited bids tracking mechanism across the municipality
4.2	Partner in the development of sustainable agricultural hub
4.3	Designate Whitby as a centre for government technology
4.4	Develop entrepreneur in residence program
4.5	Develop a municipal innovation challenge
4.6	Develop public/private pilot project program
4.7	Establish formal referral process for local companies
4.8	Develop bicycle/scooter share program
4.9	Crowdsource business opportunities for pop-up shops
4.10	Develop a Smart Cities Strategy
4.11	Develop a climate awareness preparedness education campaign

Appendix A



ECONOMIC DEVELOPMENT STRATEGY 2022 to 2026 ACTION PLAN



The four tables below highlight the proposed Action Plan for the Town of Whitby's Economic Development Strategy and are organized by Pillar. Each table has the following columns:

- **Item Number:** Items were numbered based on their anticipated completion date.
- **Action:** Provides the name of the initiative to be undertaken.
- **Description:** Provides a brief description of the initiative to be undertaken.
- **Investment Type and Cost:** Items were categorised as either Operational Costs, or Capital Costs. They were also assigned a rating of one to four Dollar Signs (\$). These Dollar Signs correspond to the total anticipated cost of the project. The value of these signs is categorized as follows:
 - (\$) – Anticipated to fit in operationally
 - (\$\$) – \$10,000 to \$50,000
 - (\$\$\$) – \$50,001 to \$100,000
 - (\$\$\$\$) – \$100,001+
- **Output/Outcome:** Each initiative was assigned an Output, as well as an Outcome. Outputs are anticipated to reflect short-term, and easily measurable results. Outcomes reflect long-term anticipated results; outcomes explain why work is undertaken in economic development.
- **Deadline:** Deadlines reflect when the initiatives are anticipated to be completed. It should be noted that most initiatives are anticipated to be completed either at the end of Q2, or at the end of Q4 of any given year. This will facilitate Council updates.
- **Partners:** Provides a list of internal and external partners who could support an initiative.

Pillar 1: Strengthen Economic Development Capacity

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline	Partners
1.1	Service inbound investment inquiries	Economic Development Staff will continue servicing investment inquiries and follow up with them in a timely manner.	Operating (\$)	OUTPUT: Establishment of an economic Development CRM tracking mechanism with response KPIs. Tracking number of inquiries per year. OUTCOME: Strengthening economic development tools and processes to better serve our clients.	Ongoing	Planning and Development
1.2	Advocate for more serviced industrial lands	Economic Development Staff will continue to advocate for the need to service more employment lands to support the creation of more jobs. Work with Planning and Development to ensure new development proposals in employment areas are consistent with the economic development strategy.	Operating (\$)	OUTPUT: Tracking number of vacant developable acres per year, Establishing regular meetings with Province and Region of Durham. OUTCOME: Strengthening economic development tools and processes to better serve our clients.	Ongoing	Planning and Development Region of Durham Province
1.3	Develop sector profiles	Development of promotional materials that highlight the Town of Whitby's key sectors. These will include: <ul style="list-style-type: none"> • Information and Communications Technologies (ICT) • Professional and Technical Services • Advanced Manufacturing • Downtowns and Lifestyle 	Operating (\$)	OUTPUT: Development of four sector profiles. Number of downloads. Number of businesses added in sector. OUTCOME: Strengthening economic development tools and processes to better serve our clients.	2022 - Q2	Communications and Creative Services 1855 Whitby Toronto Global Invest Durham

(\$) – Anticipated to fit in operationally (\$\$) – \$10,000 to \$50,000 (\$\$\$) – \$50,001 to \$100,000 (\$\$\$\$) – \$100,001+

Pillar 1: Strengthen Economic Development Capacity

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline	Partners
1.4	Track employment land plans	Continue tracking employment land opportunities and sites that may be available for development. Have property owners agree that we can pass along their contact information. Development of an online resource that highlights all available industrial lands and business parks.	Operating (\$)	OUTPUT: Development of an online land use visualization tool. Number of views. OUTCOME: Strengthening economic development tools and processes to better serve our clients.	2022 - Q2	Planning and Development Technology and Innovation Services (TIS)
1.5	Hire a second Economic Development Officer	The existing economic development staff compliment will require the addition of one Economic Development Officer. As existing staff members already carryout day-to-day tasks and projects, many of the initiatives outlined in this action plan will require the addition of a new staff member. This role will be wholly responsible for the development and execution of both the concierge service, and business retention and expansion program.	Operating (\$\$\$\$)	OUTPUT: Completion OUTCOME: Building stronger and more meaningful relationships between the Town of Whitby and the business community.	2022 - Q2	

Pillar 1: Strengthen Economic Development Capacity

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline	Partners
1.6	Implement economic development Customer Relationship Management (CRM) system	<p>The Economic Development Team has recently invested in a Customer Relationship Management platform. The platform is currently only being used to track municipal contacts. The platform has many more capabilities. It is anticipated that the following elements will be built out:</p> <ul style="list-style-type: none"> · Automate Ecdev Inquiry system · Automate selling of Sponsorships and Advertising processes · Track Asset inventory · Develop a Business Retention and Expansion survey & Process · Track investment inquiries · Track Unsolicited Bids 	Operating (\$)	<p>OUTPUT: Execution of CRM processes. Tracking number of inquiries.</p> <p>OUTCOME: Strengthening economic development tools and processes to better serve our clients.</p>	2022 - Q4	
1.7	Support export development programs	Create a formalized set of programs and initiatives to support export development opportunities.	Operating (\$)	<p>OUTPUT: Number of attendees, number of sessions.</p> <p>OUTCOME: Building stronger and more meaningful relationships between the Town of Whitby and the business community.</p>	2022 - Q4	

Pillar 1: Strengthen Economic Development Capacity

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline	Partners
1.8	Expand outcome tracking post investment	Develop tools and processes to track the outcome of investment inquiries. This information will be used to better understand the needs, decision criteria, and barriers to invest for the development community.	Operating (\$)	<p>OUTPUT: Response Rate, Top 5 areas of improvement.</p> <p>OUTCOME: Strengthening economic development tools and processes to better serve our clients.</p>	2022 - Q4	
1.9	Develop a business crisis preparedness education campaign	<p>Working with Whitby Fire and Emergency Services to develop an education campaign to ensure businesses are prepared in the event of a fire or other localized emergencies. This campaign will focus on:</p> <ul style="list-style-type: none"> · Ensuring proper storage of crucial information · Enabling the use of technology to back up information · Establishing a site plan to ensure Fire & Emergency Services is aware of the location of crucial business information and hazardous materials. 	Operating (\$)	<p>OUTPUT: Number of businesses reached; number of plans created.</p> <p>OUTCOME: Building stronger and more meaningful relationships between the Town of Whitby and the business community and developing more resilient businesses.</p>	2022 - Q4	<p>WFES</p> <p>Chamber of Commerce</p> <p>Whitby's Business Improvement Area</p> <p>Communications and Creative Services</p> <p>Business Advisory Centre Durham</p> <p>Whitby Public Library</p>

Pillar 1: Strengthen Economic Development Capacity

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline	Partners
1.10	Investigate Foreign Trade zone point linkage with Hamilton-Oshawa Port Authority	Working with the Region of Durham, and other lower tier municipalities, investigate a linkage for the Foreign Trade Zone Point linkage with Whitby businesses and the Hamilton-Oshawa Port Authority.	Operating (\$)	OUTPUT: Development of a Regional Report. OUTCOME: Building stronger and more meaningful relationships between the Town of Whitby and the business community.	2022 - Q4	Region of Durham
1.11	Establish a formalized corporate calling program	Development of a formalized Business Retention and Expansion program. With automated processes built into the existing Customer Relationship Management process, tracking and annual reporting.	Operating (\$)	OUTPUT: Number of interviews per year. Number of issues resolved; number and value of any investments. OUTCOME: Building stronger and more meaningful relationships between the Town of Whitby and the business community.	2022 - Q4	

Pillar 1: Strengthen Economic Development Capacity

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline	Partners
1.12	Develop and launch an expedited concierge framework	<p>A dedicated concierge service enables the fast-tracking of major non-residential development applications. The program would need to be designed to meet the needs of the Town of Whitby. The purpose of this action item is to develop the framework to support the Concierge Service. This includes:</p> <ul style="list-style-type: none"> · Journey mapping for planning and development consultations · Adjustment of timelines for expedited projects · Development of eligibility requirements for the program 	Operating (\$)	<p>OUTPUT: Completion of framework.</p> <p>OUTCOME: Strengthening economic development tools and processes to better serve our clients.</p>	2022 – Q4 2023 – Q2 Execute	Planning and Development
1.13	Local benchmarking of development timelines	Working with lower tier municipalities within Durham Region to benchmark local development timelines and identify best practices and areas of improvement.	Operating (\$)	<p>OUTPUT: Completion, ensuring the Town of Whitby is in the 50% of all timelines and ensuring that we are in the top 10% for concierge applications.</p> <p>OUTCOME: Strengthening economic development tools and processes to better serve our clients.</p>	2023 – Q2	Region of Durham Planning and Development

Pillar 1: Strengthen Economic Development Capacity

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline	Partners
1.14	Develop an advertising and sponsorship strategy	Hiring of a consultant to support the development of an Advertising and Sponsorship Strategy to determine appropriate value of assets and the development of a robust asset inventory.	Capital (\$\$\$)	OUTPUT: Completion. Total value of available sponsorships, Municipal revenue, % of assets sold. OUTCOME: Strengthening economic development tools and processes to better serve our clients.	2023 – Q2	Community Services
1.15	Establish 18-month Economic Development Strategy review	Establishing an 18-month strategy review schedule. At the conclusion of every 3 six-month project periods, Will provide an update to Council at the same time. These reviews could adjust, add or remove action items to ensure the strategy will continue to meet the needs of the community and Council.	Operating (\$)	OUTPUT: Number of projects completed, number of new projects, number of projects removed/altered. OUTCOME: Strengthening economic development tools and processes to better serve our clients.	2023 – Q4 2025 – Q2	

Pillar 1: Strengthen Economic Development Capacity

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline	Partners
1.16	Sponsorship activation fulfillment and renewal plan	Development of a plan that focuses on the best way to fully activate sponsors. Develop tools and process to track the outcome of sponsorship fulfillment post investment. This information will be used to better understand our partner's needs. Optimize and measure the sponsorship impacts, build, sustain and solidify their renewal(s). Utilize the sponsorship package(s) to guide and outline opportunities.	Operating (\$)	OUTPUT: Completion of Plan, increase sponsorship activations and track partner satisfaction. OUTCOME: Strengthening economic development tools and processes to better serve our clients.	2024 - Q2	
1.17	Investigate and establish an in-kind sponsor program	Develop an in kind asset program to encourage businesses to sponsor/donate (in-kind) assets for use within our downtown cores, facilities parks and trails.	Operating (\$)	OUTPUT: Completion of Plan, increase sponsorship activations and satisfaction. OUTCOME: Strengthening economic development tools and processes to better serve our clients.	2024 - Q2	Communications and Creative Services Public Works
1.18	Develop a business crisis response protocol	Working with Whitby Fire & Emergency Services to support small businesses that have been affected by fire, or other localized emergencies.	Operating (\$\$)	OUTPUT: Development of protocol. OUTCOME: Strengthening economic development tools and processes to better serve our clients.	2024 - Q4	WFES Chamber of Commerce Technology and Innovation Services (TIS) Whitby's Business Improvement Area

Pillar 1: Strengthen Economic Development Capacity

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline	Partners
1.19	Establish a Whitby Bus Rapid Transit (BRT) business support strategy	Utilize the Economic Development Fund to establish and execute a Whitby BRT Support Strategy.	Operating (\$\$\$\$)	<p>OUTPUT: Completed strategy.</p> <p>OUTCOME: Strengthening economic development tools and processes to better serve our clients.</p>	2025 - Q4	<p>Community Advancements</p> <p>Whitby's Business Improvement Area</p> <p>Chamber of Commerce</p> <p>Business Advisory Centre Durham</p> <p>Communications and Creative Services</p>

Pillar 2: Become Storytellers

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline	Partners
2.1	Establish monthly e-newsletter	The audience for this newsletter will be local Whitby businesses as well as partner organizations. It would be the intention of the newsletter to: <ul style="list-style-type: none"> · Highlight local businesses / entrepreneurs · Educate the community on various initiatives and programs that could support the business community · Highlight local news stories 	Operating (\$)	OUTPUT: Number of subscribers, number of clicks, open rate. OUTCOME: Strengthening economic development tools and processes to better serve our clients.	2022 - Q2	Rotary Clubs
2.2	Establish semi annual economic indicators	Provide a semi annual update on key investments statistics including population, labour force, housing, building permits, home price, rent price and job postings.	Operating (\$)	OUTPUT: Number of page views OUTCOME: Strengthening economic development tools and processes to better serve our clients.	2022 - Q4	Technology and Innovation Services (TIS) Durham Workforce Authority
2.3	Develop investment packages	Develop investment packages (print and digital) to supply to potential investors.	Operating (\$)	OUTPUT: Number of document views. OUTCOME: Strengthening economic development tools and processes to better serve our clients.	2022 - Q4	Communications & Creative Services
2.4	Establish of semi annual jobs report	Provide a semi annual update on labour force, job postings, postings by occupation, posting by industry, number of job seekers, number of job seekers by occupation, job seekers by industry.	Operating (\$)	OUTPUT: Number of page views. OUTCOME: Strengthening economic development tools and processes to better serve our clients.	2022 - Q4	Technology and Innovation Services (TIS)

(\$) – Anticipated to fit in operationally (\$\$) – \$10,000 to \$50,000 (\$\$\$) – \$50,001 to \$100,000 (\$\$\$\$) – \$100,001+

Pillar 2: Become Storytellers

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline	Partners
2.5	Establish a live economic indicators page	Utilize a partner to provide real-time embedded metrics on the Town of Whitby's website. These will be many of the same metrics that are shared in the semi annual updates.	Operating (\$\$)	OUTPUT: Number of page views. OUTCOME: Strengthening economic development tools and processes to better serve our clients.	2022 - Q4	Technology and Innovation Services (TIS) Communications and Creative Services
2.6	Facilitate conversations with landlords to animate vacant storefronts with pop-up opportunities	Build relationship with local landlords to be in a better position to propose innovative ideas to animate vacant storefronts.	Operating (\$)	OUTPUT: Number of conversations, number of landlords interested in partnership, number of months available. OUTCOME: Building stronger and more meaningful relationships between the Town of Whitby and the business community.	2023 - Q2	Chamber of Commerce Whitby's Business Improvement Area Community Advancements Business Advisory Centre Durham
2.7	Start sector based meetups	Establish community based meetups for likeminded organizations and people in the four sectors: Information and communications technology; advanced manufacturing; professional and technical services; and downtowns and lifestyle.	Operating (\$)	OUTPUT: Number of meetups, Number of attendees. OUTCOME: Building stronger and more meaningful relationships within the Business Community.	2023 - Q4	Whitby's Business Improvement Area Chamber of Commerce Whitby Public Library Business Advisory Centre Durham 1855 Whitby

Pillar 2: Become Storytellers

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline	Partners
2.8	Define, brand and market industrial/employment areas with signage, gateways and profiles	Create unique brands for our industrial and employment areas. Market the areas to broader public - i.e. West Whitby Employment Area, Hopkins Street, Wentworth and Thicksen Employment Area, Conlin & Garrard Employment Area – include signage, gateway features, etc.	Capital (\$\$\$)	OUTPUT: Completion. OUTCOME: Strengthening economic development tools and processes to better serve our clients.	2024 – Q2	
2.9	Create a film location directory	Establish a directory with photos of public and private locations suitable for filming to support the film industry.	Operating (\$)	OUTPUT: Number of locations; number of distributions; Number of Permits Issued. OUTCOME: Strengthening economic development tools and processes to better serve our clients.	2024 – Q2	Community Advancements Communications and Creative Services
2.10	Establish a local business week	Establish a series of promotional events that celebrate the local business community.	Operating (\$\$)	OUTPUT: Number of visits during the week; social engagement. OUTCOME: Building stronger and more meaningful relationships between the Town of Whitby and the business community.	2024 – Q4	Office of the CAO Communications and Creative Services Whitby Public Library
2.11	Develop social media and public relations strategy	Develop a social media and Public Relations strategy to increase readership, engagement and earned media with our social media platforms.	Capital (\$\$)	OUTPUT: Completion. OUTCOME: Strengthening economic development tools and processes to better serve our clients.	2024 – Q4	Communications and Creative Services

Pillar 3: Embrace and Inspire Community Economic Development

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline	Partners
3.1	Establish an economic development fund	Establish a reserve fund to support local businesses through future challenges. This fund will first be used to support local businesses and residents through challenges such as the Bus Rapid Transit reconstruction.	Capital (\$\$\$\$)	OUTPUT: Establishment of a five year capital commitment to start the fund. OUTCOME: Creating new opportunities for equity deserving groups.	2023 - Q2	Town of Whitby Finance Division
3.2	Create a Whitby professionals and entrepreneurs newcomers club	Create a new to Whitby club for professionals and entrepreneurs looking for a local connection point. Serve as that early resource to connect them into local resources and networks.	Operating (\$)	OUTPUT: Number of sessions, number of attendees. OUTCOME: Creating new opportunities for equity deserving groups.	2023 - Q2	Whitby Chamber of Commerce Whitby's Business Improvement Area Business Advisory Centre Durham Whitby Public Library Post-Secondary Business Clubs Durham Workforce Authority Rotary Clubs
3.3	Connect with offline community	Work with stakeholders and partners to promote opportunities for individuals that do not access social media.	Operating (\$)	OUTPUT: Number of partners, number of referrals. OUTCOME: Creating new opportunities for equity deserving groups.	2023 - Q2	Whitby Public Library Service Clubs

(\$)

– Anticipated to fit in operationally

(\$\$) – \$10,000 to \$50,000

(\$\$\$) – \$50,001 to \$100,000

(\$\$\$\$) – \$100,001+

Pillar 3: Embrace and Inspire Community Economic Development

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline	Partners
3.4	Black, Indigenous, People of Color fellowship program pilot	One year Post-graduate (Master's and above) paid internship program for BIPOC youth working on the development of a policy position for the municipality with the goal of increasing talent diverse talent pipelines for the Town of Whitby, and the larger community.	Operating (\$\$\$\$)	OUTPUT: Number of enrichment opportunities (training), number of applicants, number of proposed municipal projects. OUTCOME: Build a municipal talent pipeline for equity deserving groups.	2024 - Q4	Town of Whitby Human Resources or Organizational Effectiveness Office of the CAO Partner Departments
3.5	Host community job fairs	Host job fairs for members of various equity deserving communities including new Canadian, the BIPOC community and individuals with a disability.	Operating (\$\$)	OUTPUT: Number of employers present, number of community groups engaged, number of attendees. OUTCOME: Creating new opportunities for equity deserving groups.	2024 - Q4	Whitby Public Library Abilities Centre Whitby Chamber of Commerce Whitby's Business Improvement Area Business Advisory Centre Durham
3.6	Develop a resident attraction strategy	Development of a strategy that focuses on attracting new Canadians and young families to Whitby.	Capital (\$\$\$)	OUTPUT: Completion of Strategy. OUTCOME: Creating new opportunities for equity deserving groups.	2025 - Q2	Diversity and Inclusion Region of Durham
3.7	Investigate the feasibility of a BIPOC Business Incubator or Accelerator	Investigate the feasibility of partnering with existing BIPOC businesses in Whitby, and business support organizations to create a BIPOC Business Incubator or Accelerator (based on need).	Operating (\$\$\$)	OUTPUT: Determination of feasibility. OUTCOME: Creating new opportunities for equity deserving groups.	2026 - Q2	1855 Whitby Post Secondary

Pillar 4: Foster Municipal Innovation

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline	Partners
4.1	Establish un-solicited bids tracking mechanism across the municipality	Create one central location to track all unsolicited bids. This would be accessible to everyone in the municipality to make sure we are reaching out to a diverse list of businesses.	Operating (\$)	OUTPUT: Establishment of the tracking system. Number of inquiries a year. OUTCOME: Strengthening economic development tools and processes to better serve our clients.	2022 - Q4	Office of the CAO Town of Whitby Purchasing Division Business Advisory Centre Durham
4.2	Partner in the development of sustainable agricultural hub	Work with private sector and post-secondary partners to support the development of a proof of concept for a sustainable agricultural hub.	Operating (\$)	OUTPUT: Formal partnership and launch in 2023. OUTCOME: Building stronger and more meaningful relationships between the town and the business community.	2023 - Q2	Durham College Private Sector
4.3	Designate Whitby as a centre for government technology	Investigate the feasibility of establishing a marketing identity around Whitby as a centre for innovation in government as outlined in the programs of 4.4, 4.5 and 4.6.	Operating (\$\$)	OUTPUT: Development of brand and marketing materials. OUTCOME: Growing the innovation economy in Whitby.	2023 - Q4	1855 Whitby Office of the CAO Legal Communications and Creative Services
4.4	Develop entrepreneur in residence program	Work with local entrepreneurs to partner on proof of concept for technological innovations. The Municipality wouldn't pay for these services, but could let the organization test it out. It could be a feeder for the Innovation Challenge program.	Operating (\$\$)	OUTPUT: Number of Projects Completed. OUTCOME: Growing the Innovation Economy in Whitby.	2023 - Q4	Technology and Innovation Services (TIS) Legal 1855 Whitby Post-Secondary Institutions

(\$) – Anticipated to fit in operationally (\$\$) – \$10,000 to \$50,000 (\$\$\$) – \$50,001 to \$100,000 (\$\$\$\$) – \$100,001+

Pillar 4: Foster Municipal Innovation

4.5	Develop a municipal innovation challenge	Host an annual municipal challenge process to find new solutions to existing and long term municipal problems. The municipal challenge process is a recognized form of government procurement.	Operating (\$\$)	OUTPUT: Number of applicants; Number of projects proposed, Number of Projects Completed. OUTCOME: Growing the Innovation Economy in Whitby.	2023 - Q4	Office of the CAO Purchasing Post-Secondary Institutions
4.6	Develop public/private pilot project program	Develop a formal Process for the Town of Whitby to engage in pilot projects with established private organizations to test new proofs of concept.	Operating (\$)	OUTPUT: Completion of formal process. Number of Projects completed. OUTCOME: Growing the Innovation Economy in Whitby.	2023 - Q4	Technology and Innovation Services (TIS) Legal 1855 Whitby
4.7	Establish formal referral process for local companies	Establish a talent flow from local post-secondary institutions to either the Spark Centre, or 1855 Whitby based on organizational stage/need.	Operating (\$)	OUTPUT: Number of referrals annually. OUTCOME: Growing the Innovation Economy in Whitby.	2024 - Q2	Post-Secondary Institutions Spark Centre 1855 Whitby Business Advisory Centre Durham
4.8	Develop bicycle/scooter share program	Develop a bicycle/scooter share program to encourage visitors to downtown cores and Waterfront.	Operating (\$\$)	OUTPUT: Number of rides. OUTCOME: Building stronger and more meaningful relationships between the Town and the business community.	2024 - Q2	Community Advancements Transportation

Pillar 4: Foster Municipal Innovation

4.9	Crowdsource business opportunities for pop-up shops	Working with market research organization who can help crowdsource the types of businesses that can fill local storefronts.	Operating (\$\$)	<p>OUTPUT: Number of community participants; number of locations.</p> <p>OUTCOME: Building stronger and more meaningful relationships between the Town of Whitby and the business community.</p>	2024 - Q2	<p>Communications and Creative Services</p> <p>Community Advancements</p>
4.10	Develop a smart cities strategy	Work with key partners including Technology, and Information Services to develop a Smart Cities Strategy for the Town of Whitby. This strategy could identify infrastructure needed to support the inclusion of Smart City technologies, as well as activities that could be undertaken to support improved municipal efficiencies.	Capital (\$\$\$)	<p>OUTPUT: Development of Strategy.</p> <p>OUTCOME: Growing the Innovation Economy in Whitby.</p>	2024 - Q4	Community Advancements
4.11	Develop a climate awareness preparedness education campaign	Working with Sustainability to develop and educational campaign to help businesses to ensure they are prepared for severe weather events.	Operating (\$\$)	<p>OUTPUT: Number of businesses reached; number of plans created.</p> <p>OUTCOME: Building stronger and more meaningful relationships between the Town of Whitby and the business community.</p>	2026 - Q2	<p>Community Advancements</p> <p>FES</p>

Town of Whitby
Strategic Initiatives Division
Office of The CAO

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