



SHAPING THE FUTURE

2022 to 2026
Economic Development Strategy





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 Treaties. 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.



A MESSAGE FROM MAYOR ROY

WELCOME TO WHITBY'S UPDATED ECONOMIC DEVELOPMENT STRATEGY

On behalf of Members of Council, I am thrilled to present to you our updated Economic Development Strategy. Since being elected Mayor, Economic Development has been one of my top priorities. I am excited to share this strategy that will guide our next stage of development.

This strategy is heavily focused on supporting existing businesses and helping to attract and engage with new businesses. It was developed with extensive feedback from many business stakeholders to ensure it meets the needs of our community.

I invite you to reach out to our economic development team, who are happy to support you with any of your business needs.

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

Mayor Elizabeth Roy

Town Council

Mayor Elizabeth Roy
Regional Councillor Chris Leahy
Regional Councillor Maleeha Shahid
Regional Councillor Rhonda Mulcahy
Regional Councillor Steve Yamada
Councillor Steve Lee
Councillor Matt Cardwell
Councillor Niki Lundquist
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Teresa Shaver
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Dennis Croft
1855 Whitby



TABLE OF CONTENTS

Executive Summary	6
Strategy Process	8
Stakeholder Consultation	10
SWOTA (Strengths, Weaknesses, Opportunities, Threats, and Aspirations)	11
Pillar 1: Strengthen Economic Development Capacity	15
Pillar 2: Become Storytellers	17
Pillar 3: Embrace and Inspire Community Economic Development	19
Pillar 4: Foster Municipal Innovation	21
Appendix A	23

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, scientific, 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



149,900

Population 2022



72%

Post Secondary
Educational Attainment



176,360

Estimated
Population 2031



\$131,600

Average Household
Income



13.3%

2016-2022
Population Growth



\$728,400

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	Develop an advertising and sponsorship strategy
1.2	Sponsorship activation fulfillment and renewal plan
1.3	Develop a business crisis response protocol
1.4	Establish 18-month economic development strategy review
1.5	Implement and streamline municipal tools and processes to attract high-value, employment-generating businesses
1.6	Attract a hotel and convention centre to Whitby by 2026



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	Facilitate conversations with landlords to animate vacant storefronts
2.2	Create a film location directory
2.3	Develop business webinar series
2.4	Establish a local business week



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	Host community job fairs
3.2	Launch programming to support green economy, agriculture and agri-business
3.3	Develop tools to support collaborative workspaces and home-based businesses
3.4	Work with partners to increase access to family physicians



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	Designate Whitby as a centre for government technology
4.2	Increase supports offered to tech-based businesses in partnership with Whitby's technology accelerator (1855 Whitby)
4.3	Establish formal referral process for local companies
4.4	Develop entrepreneur in residence program
4.5	Develop a municipal innovation challenge
4.6	Develop a public/private pilot project program
4.7	Develop and implement intelligent city strategy and action plan that leverages collaboration and technology to support innovative solutions
4.8	Leverage grant funding to support broadband and Smart City initiatives
4.9	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 categorized 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
1.1	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	2024-Q2
1.2	Sponsorship Activation Fulfillment and Renewal Plan	Development of a plan that focuses on the best way to fully activate our sponsors. Develop tools and process to track the outcome of sponsorship fulfillment post investment. This information will be used to better understand our partners 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

(\$)
(\$\$) – 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
1.3	Develop a Business Crisis Response Protocol	Working with WFES 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
1.4	Establish 18-month Economic Development Strategy Review	Establishing an 18-month strategy review schedule. 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	2025 - Q2

Pillar 1: Strengthen Economic Development Capacity

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline
1.5	Implement and streamline municipal tools and processes to attract high-value, employment-generating businesses	Undertake a review of municipal tools currently utilized to attract high-value employment-generating businesses and make recommendations on improvements.	Operating (\$)	<p>OUTPUT: Completion of review and implementation of recommendations</p> <p>OUTCOME: Strengthening economic development tools and processes to better serve our clients</p>	2025 - Q2
1.6	Attract a hotel and convention centre to Whitby by 2026	Working with local land owners and developers to support the investment of a hotel and convention centre in Whitby.	Operating (\$)	<p>OUTPUT: New Hotel and Convention centre in Whitby</p> <p>OUTCOME: Building stronger and more meaningful relationships between the Town and the business community</p>	2026 - Q4

Pillar 2: Become Storytellers

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline
2.1	Facilitate conversations with landlords to animate vacant storefronts	To work with the Downtown Whitby BIA to animate vacant storefronts with art installations.	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	2024 - Q2
2.2	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 issues OUTCOME: Strengthening economic development tools and processes to better serve our clients	2024 - Q2
2.3	Develop Business Webinar Series	Create and distribute webinars that focus on topics identified as business community needs: <ul style="list-style-type: none"> • Municipal Procurement • Succession Planning • Keys to starting a business in Whitby 	Operating (\$)	OUTPUT: Number of webinars created, attendance OUTCOME: Building stronger and more meaningful relationships between the Town of Whitby and the business community	2024 - Q4

(\$)

(\$\$) – 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
2.4	Establish a Local Business Week	Establish a series of promotional events that celebrate the local business community.	Operating (\$\$)	<p>OUTPUT: Number of visits during the week; social engagements</p> <p>OUTCOME: Building stronger and more meaningful relationships between the Town of Whitby and the business community</p>	2024 - Q4

Pillar 3: Embrace and Inspire Community Economic Development

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline
3.1	Host community job fairs	Host job fairs for members of various equity deserving communities including new Canadians, 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
3.2	Launch programming to support green economy, agriculture and agri-business	Undertake a review of available programs and supports that are available to the identified sectors, and identify an action plan to support the sectors.	Operating (\$)	OUTPUT: Completion and implementation of the review OUTCOME: Creating new opportunities for local businesses	2024 – Q4
3.3	Develop tools to support collaborative workspaces and home-based businesses	Undertake a review of available programs and supports for home-based and collaborative workspace businesses, and identify an action plan to support these businesses.	Operating (\$)	OUTPUT: Completion and implementation of the review OUTCOME: Creating new opportunities for local businesses	2024 – Q4

(\$) – 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
3.4	Work with partners to increase access to family physicians	<p>Successfully attract 10 family physicians to serve Whitby residents</p> <p>Support the implementation of Durham Region’s Family Physicians Recruitment Strategy.</p>	Operating (\$\$)	<p>OUTPUT: Attract 10 family physicians and implement the Regional Family Physician Recruitment Strategy</p> <p>OUTCOME: More residents have access to family physicians</p>	2026 - Q4

Pillar 4: Foster Municipal Innovation

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline
4.1	Designate Whitby as a centre for government technology	Investigate the feasibility of establishing a marketing identity around Whitby as a centre of innovation in government as outlined in programs 4.4, 4.5, and 4.6.	Operating (\$\$)	OUTPUT: Development of brand and marketing materials OUTCOME: Growing the Innovation Economy in Whitby	2024 – Q4
4.2	Increase supports offered to tech-based businesses in partnership with Whitby’s technology accelerator (1855 Whitby)	Partner with 1855 to develop programming that supports the local innovation based ecosystem.	Operating (\$)	OUTPUT: Number of programs, number of attendees OUTCOME: Growing the Innovation Economy in Whitby	2024 – Q4
4.3	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 the organizational stage/ need.	Operating (\$)	OUTPUT: Number of referrals annually OUTCOME: Growing the innovation economy in Whitby.	2024 – Q4

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

Pillar 4: Foster Municipal Innovation

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline
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.	2025 - Q2
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.	2025 - Q2
4.6	Develop a 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	2025 - Q2

Pillar 4: Foster Municipal Innovation

Item Number	Action	Description	Investment Type and Cost	Output / Outcome	Deadline
4.7	Develop and implement Intelligent City Strategy and Action Plan that leverages collaboration and technology to support innovative solutions	Develop an Intelligent City Strategy for the Town of Whitby	Operating (\$\$\$)	OUTPUT: Development of Strategy OUTCOME: Growing the Innovation Economy in Whitby	2025 - Q4
4.8	Leverage grant funding to support broadband and Smart City initiatives	Apply to available grant programs to support the implementation of the Intelligent City Strategy.	Operating (\$)	OUTPUT: Value of grants received, number of projects completed OUTCOME: Growing the Innovation Economy in Whitby	2025 - Q4
4.9	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 (\$\$)	OUTPUT: Number of businesses reached; number of plans created. OUTCOME: Building stronger and more meaningful relationships between the Town of Whitby and the business community.	2026 - Q2

Economic Development Strategy: Ongoing Initiatives

Strategy Pillar	Item
Pillar 1: Strengthen Economic Development Capacity	Service inbound investment inquiries
	Expand Whitby's commercial and industrial tax base
	Advocate for more serviced industrial lands
	Track employment land plans and update digital tool
	Host export development programs on a bi-annual basis
	Continue to implement expanded investment inquiry tracking
	Expand the business retention and expansion program to include at least 50 meetings per year
	Implement concierge program
Pillar 2: Become Storytellers	Continue publishing monthly economic development e-newsletters
	Continue publishing semi-annual economic indicators
	Continue publishing semi-annual jobs reports
	Continue to update live economic indicators page
	Organize sector-based meetups across four sectors of interest
Pillar 3: Embrace and Inspire Community Economic Development	Continue meetings of Whitby professionals and entrepreneurs newcomers club
	Continue distribution of materials to offline community

Economic Development Strategy: Completed Initiatives

Strategy Pillar	Item
Pillar 1: Strengthen Economic Development Capacity	Develop Sector Profiles
	Hire a second Economic Development Officer
	Implement economic development Customer Relationship Management (CRM) system
	Develop a business crisis preparedness education campaign
	Investigate Foreign Trade Zone point linkage with Hamilton-Oshawa Port Authority
	Local benchmarking of development timelines
Pillar 2: Become Storytellers	Develop investment packages
	Establish a live economic indicators page
Pillar 4: Foster Municipal Innovation	Establish unsolicited bid tracking mechanism across the municipality
	Partner in the development of a sustainable agricultural hub

Town of Whitby
Strategic Initiatives Division
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