



Committee of the Whole Revised Agenda

Monday, March 6, 2023, 7:00 p.m.

Council Chambers

Whitby Town Hall

This meeting will be held in a hybrid in-person and virtual format. In accordance with Section 7 of Procedure By-law # 7462-18, Members of Council may choose to attend in-person or participate virtually. In-person attendance by the public is permitted, however those wishing to speak during the meeting are asked to complete a Delegation Request Form

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 the Office of the Town Clerk at clerk@whitby.ca by noon on the day of the meeting. Written 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**, please submit a Delegation Request Form online to the Office of the Town Clerk by 10 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.

The meeting will be available for live viewing through the Town's **live stream feed** at whitby.ca/CouncilCalendar while the meeting is in progress. Please visit our website for more information or contact clerk@whitby.ca.

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. **Planning and Development**
 - 5.1 Presentations
 - 5.2 Delegations

- *5.2.1 Maurizio Rogato representing Garden Street Developments Inc. (Virtual Attendance)
Re: Planning and Development (Planning Services) Department
Draft Plan of Condominium Application, Garden Street Developments Inc.,
4335 Garden Street, File Number: DEV-35-22 (CW-2022-02 and CW-2022-03)

Refer to Item 5.4.1, PDP 09-23

5.3 Correspondence

5.4 Staff Reports

- 5.4.1 PDP 09-23, Planning and Development (Planning Services) Department Report
Re: Draft Plan of Condominium Application, Garden Street Developments Inc., 4335 Garden Street, File Number: DEV-35-22 (CW-2022-02 and CW-2022-03)

Recommendation:

1. That Council approve a Draft Plan of Condominium – Common Element (File No. CW-2022- 02) subject to the comments included in Planning Report PDP 09-23 and the Conditions of Approval, included in Attachment #5;
2. That Council approve a Draft Plan of Condominium - Standard (File No. CW-2022-03) subject to the comments included in Planning Report PDP 09-23 and the Conditions of Approval, included in Attachment #5;
3. That the Mayor and Clerk be authorized to execute the Condominium Agreements and any other necessary documents; and,
4. That the Clerk advise the Commissioner of Planning and Economic Development at the Region of Durham, of Council's decision.

- 5.4.2 PDP 10-23, Planning and Development (Planning Services) Department Report
Re: Envision Durham – Draft Regional Official Plan

Recommendation:

1. That Report PDP 10-23 be endorsed as the Town's comments on the Envision Durham draft Regional Official Plan; and,
2. That the Clerk forward a copy of Report PDP 10-23 to the Durham Region Planning and Economic Development Department and the Durham area municipalities.

- 5.4.3 PDP 11-23, Planning and Development (Planning Services) Department Report
Re: Temporary Use Zoning By-law Amendment Extension, Town Brewery Inc., 1632 Charles Street, File Number: DEV-03-23 (Z-02-23)

Recommendation:

1. That Council approve a proposed Zoning By-law Amendment (Application #Z-02-23) for the extension of a temporary use at 1632 Charles Street. The temporary use is for the continuation of a craft brewery (Town Brewery) for an additional three year period; and,
2. That the Zoning By-law Amendment be brought forward for Council's consideration.

5.5 New and Unfinished Business - Planning and Development

5.5.1 New and Unfinished Business - Planning and Development

6. General Government

6.1 Presentations

- 6.1.1 Simon Gill, Director of Economic Development and Tourism, Region of Durham, and Paul Pirri, Senior Manager of Economic Development (In-Person Attendance)

Re: Ready Set Future – A PLACE Blueprint for Durham

Refer to Item 6.4.1, CAO 08-23

- 6.1.2 Clorraine Dennie, Executive Director, and Kim Copetti, General Secretary, Downtown Whitby Business Improvement Area, and Bobby McBride, Member of the Downtown Whitby Business Improvement Area Board of Management (In-Person Attendance)

Re: FS 11-23, Financial Services Department and Office of the Chief Administrative Officer Joint Report

Downtown Whitby Business Improvement Area (BIA) 2023 Budget and 2022 Reporting

Refer to Item 6.4.2, FS 11-23

6.2 Delegations

6.3 Correspondence

6.4 Staff Reports

- 6.4.1 CAO 08-23, Office of the Chief Administrative Officer Report
Re: Ready Set Future: Durham Region's Five-Year Economic Development and Tourism Strategy and Action Plan

Recommendation:

That Report CAO 08–23 be received for information.

- 6.4.2 FS 11-23, Financial Services Department and Office of the Chief Administrative Officer Joint Report
Re: Downtown Whitby Business Improvement Area (BIA) 2023 Budget and 2022 Reporting

Recommendation:

1. That Council receive the proposed 2023 Detailed Program of Improvement, and Beautification and Maintenance and the 2022 Annual Report, (Attachments 2 and 3 of Report FS 11-23), from the Downtown Whitby Business Improvement Area Board; and,
2. That Council approve the Downtown Whitby Business Improvement Area Board's proposed 2023 Budget, (as outlined in Attachment 1 of Report FS 11-23), inclusive of a \$210,000 special tax levy for businesses within the Downtown Business Improvement Area.

- 6.4.3 FS 02-23, Financial Services Department Report
Re: 2022 Remuneration and Expenses for Mayor and Members of Council and Council Appointees to Boards

Recommendation:

That Report FS 02-23 regarding 2022 Remuneration and Expenses for Members of Council and Council Appointees to Boards be received for information.

- 6.4.4 FS 05-23, Planning and Development (Engineering Services) Department and Financial Services Department Joint Report
Re: T-25-2022 Streetlight Installation at Various Locations

Recommendation:

1. That Tender T-25-2022 be awarded to Hard-Co Construction Ltd., for Streetlight Installation at Various Locations, in the amount of \$354,825.33 (plus applicable taxes) to be funded from the capital project listed in Table 3 of Report FS 05-23; and,
2. That the Mayor and Clerk be authorized to execute the contract documents.

- 6.4.5 FS 09-23, Financial Services Department Report
Re: Procurement Policy

Recommendation:

1. That Council approve and endorse the new Procurement Policy (Policy # F 080) included in Attachment 1 of Report FS 09-23;
2. That the existing Purchasing Policy be repealed; and,
3. That Council direct staff to review the Procurement Policy every 5 years.

- 6.4.6 FS 10-23, Financial Services Department Report
Re: Revision to Council Expense Policy (G 050)

Recommendation:

That the revised Council Expense Policy (Policy # G050), Attachments 1 and 2 to Report FS 10-23, be approved.

- 6.4.7 CLK 03-23, Office of the Town Clerk Report
Re: Ward Teams and Proposed Policy for Ward Town Hall Meetings

Note: This item was withdrawn from the agenda.

6.5 New and Unfinished Business - General Government

- 6.5.1 Refrigerated Outdoor Ice Rinks or Skating Trails

Recommendation:

Moved By Councillor Mulcahy

Whereas the ongoing pilot project for natural outdoor ice rinks has proved challenging due to fluctuating winter temperatures; and,

Whereas outdoor ice rinks provide the community with an affordable opportunity to be active during the winter months; and,

Whereas building the Whitby Sports Complex will provide the potential to reuse the refrigeration plant at the Luther Vipond Memorial Arena to offset some of the capital costs associated with a refrigerated outdoor ice facility.

Now therefore be it resolved:

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.

- 6.5.2 Ocean Pearl Park Shade Structure

Recommendation:

Moved by Councillor Shahid

That Staff be directed to review the opportunity to include a new tax-funded capital project for a shade structure at Ocean Pearl Park as a decision item in the 2024 budget.

6.5.3 School Zone Parking Enforcement Staff

Recommendation:

Moved By Councillor Leahy

That Staff be directed to review the opportunity for enhanced school zone parking enforcement through additional staffing resources, and include an analysis of whether such resources would be revenue neutral.

*6.5.4 Urging the Province to Require a Safe-Arrival Policy for Provincially Licensed Child Care Providers

Recommendation:

Moved By Councillor Shahid

Whereas the Government of Ontario instituted a Safe-Arrival Policy for schools in 1999 requiring each district school board, school authority, and the Provincial Schools Branch to develop a safe-arrival program to report unexplained student absences in a timely manner to parents, guardians, or caregivers; and,

Whereas there is no requirement for Provincially licensed child care providers to have safe-arrival programs in place; and,

Whereas requiring safe-arrival programs for Provincially licensed child care providers may help prevent avoidable tragedies involving children, such as the June 2022 death of a toddler who was unintentionally left in a hot car for a prolonged period of time when his parent reported to work after failing to deliver the child to his daycare provider.

Now therefore be it resolved:

1. That the Council of the Town of Whitby requests the Province of Ontario to require a Safe-Arrival Policy be developed and implemented by provincially licensed child care providers to enhance the safety of all children enrolled in their programs by reporting unexplained child absences in a timely manner to parents, guardians, or caregivers; and,
2. That the Clerk be directed to send this resolution to Premier Ford, the Minister of Education, and all Durham MPPs.

6.5.5 New and Unfinished Business - General Government

7. Adjournment

Town of Whitby Staff Report

whitby.ca/CouncilCalendar



Report Title: **DEV-35-22: Draft Plan of Condominium Application
CW-2022-02 and CW-2022-03, Garden Street
Developments Inc., 4335 Garden Street.**

Report to: **Committee of the Whole**

Date of meeting: March 6, 2023

Report Number: **PDP 09-23**

Department(s) Responsible:

Planning and Development Department
(Planning Services)

Submitted by:

R. Saunders, Commissioner of Planning
and Development

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

For additional information, contact:

C. Roberton, Planner I, x 1936

1. Recommendation:

1. That Council approve a Draft Plan of Condominium – Common Element (File No. CW-2022- 02) subject to the comments included in Planning Report PDP 09-23 and the Conditions of Approval, included in Attachment #5;
2. That Council approve a Draft Plan of Condominium - Standard (File No. CW-2022-03) subject to the comments included in Planning Report PDP 09-23 and the Conditions of Approval, included in Attachment #5;
3. That the Mayor and Clerk be authorized to execute the Condominium Agreements and any other necessary documents; and,
4. That the Clerk advise the Commissioner of Planning and Economic Development at the Region of Durham, of Council's decision.

2. Highlights:

- The Garden Street Developments Inc. Draft Plan of Subdivision (SW-2018-06) is approved and registered as 40M2728, including the creation of Block 1. A Site Plan was subsequently approved for the development of Block 1 on August 24, 2021.
- The purpose of the Condominium Applications is to enable the transfer of title to the future townhouse owners, create a Condominium Corporation that will be responsible for the common elements and to require the Condominium Corporation to adhere to the conditions of site plan approval (SP-04-20).

3. Background:

3.1 Site and Area

The subject land is comprised of Block 1 (medium density) of approved Draft Plan of Subdivision SW-2018-06, municipally known as 4335 Garden Street (refer to Attachment #1). The subject land is approximately 4.0 hectares (10.0 acres) in size.

Surrounding land uses to the approved Draft Plan of Subdivision, include:

- single detached dwellings to the southeast and southwest;
- a proposed residential development to the northwest;
- residential development to the south; and,
- environmentally sensitive lands to the north and east (refer to Attachment #2)

3.2 Applications and Development Proposal

The subject land is a development block (Block 1) that was created through the approval of Garden Street Developments Inc. Draft Plan of Subdivision SW-2018-06.

A Site Plan Application (SP-04-20) for the development of 38 common element street townhouses fronting on a private (condominium) road was approved by the Commissioner of Planning and Development on August 24, 2021 (refer to Attachments # 1 and 2 in red). Each townhouse has a minimum of 2 dedicated parking spaces. The common or shared elements of the condominium development include the private road and related infrastructure (i.e. water, storm and sanitary sewers), the community mailbox, fencing, landscaping, and visitor parking (refer to Attachment #3).

A Site Plan Application (SP-04-20) for the development of 36 standard stacked townhouses fronting on a private (condominium) road was also approved by the Commissioner of Planning and Development on August 24, 2021 (refer to

Attachments # 1 and 2 in blue). Each townhouse has a minimum of 2 dedicated parking spaces (refer to Attachment #4).

The intent of the Draft Plan of Condominium applications (CW-2022-02 and CW-2022-03) is to facilitate the transfer of title from the Subdivider (Garden Street Developments Inc.) to the future condominium purchasers and to have the future condominium corporation assume responsibility for administering the conditions of site plan approval.

4. Discussion:

4.1. Planning Conformity

The subject land has previously been considered through a number of planning applications, including a Draft Plan of Subdivision (SW-2018-06), a Zoning By-law Amendment (Z-23-18) and a Site Plan Application (SP-04-20). These applications were circulated to the appropriate departments and agencies and all comments and concerns have since been addressed.

The proposed development conforms to the Region of Durham Official Plan, the Town of Whitby Official Plan and Zoning By-law # 1784.

Therefore, it is recommended that the proposed Draft Plans of Condominium be approved, subject to the comments included in this report and the Conditions of Draft Plan of Condominium Approval included in Attachment #5.

5. Financial Considerations:

Not applicable.

6. Communication and Public Engagement:

Not applicable.

7. Input from Departments/Sources:

Internal Departments

Engineering Services

Engineering Services has no objection to the above application, provided that the conditions of the executed Site Plan Agreement for file SP-04-20 be included in the Condominium Agreement with the Developer's responsibilities and obligations transferred to the Condominium Corporation where appropriate. Refer to Attachment #6 for additional detailed comments.

External Agencies

Central Lake Ontario Conservation Authority (CLOCA)

CLOCA has requested that the following provision be included in the Condominium Agreement,

“That all new and existing landowners are provided with the Homeowners Brochure that was created for this Plan of Subdivision having regard to the environmental buffer Block 2”.

Durham Region Planning

The Region has no objection, subject to the conditions of draft approval being complied with prior to clearance by the Region for registration of the plan.

8. Strategic Priorities:

The development review process has provided opportunity for agency input. The recommendations contained in this report align with the objectives of the Organization Priority of the Corporate Strategic Plan.

This report is in a fully accessible format, which addresses the Town’s strategic priority of accessibility. The Site Plan Application was circulated to the Accessibility Advisory Committee for review and comment to ensure all accessibility requirements are met.

The proposed residential development increases the density on the subject land which provides a better use of existing infrastructure, which implements the Town’s strategic priority of sustainability.

9. Attachments:

Attachment #1: Location Sketch

Attachment #2: Aerial Context Map

Attachment #3: Proponent’s Proposed Common Element Condominium Plan

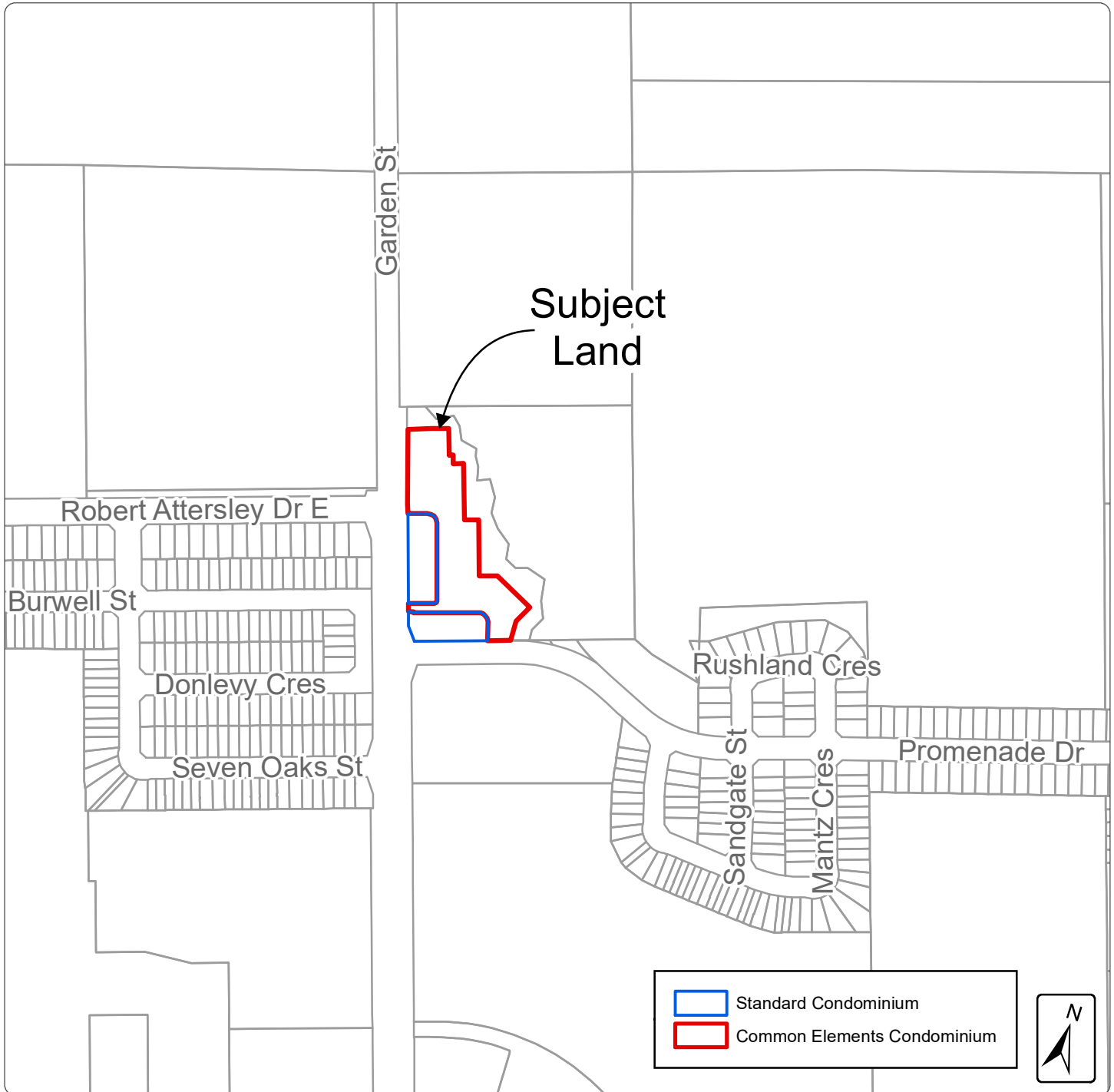
Attachment #4: Proponent’s Proposed Standard Condominium Plan

Attachment #5: Conditions of Draft Plan of Condominium Approval

Attachment #6: Agency & Stakeholder Detailed Comments

Attachment #1 Location Sketch

PDP-09-23



Town of Whitby Planning and Development Department

Proponent:
Garden Street Development Inc.

File Number:
DEV-35-22
(CW-2022-02/CW-2022-03)

Date:
March 2023

External Data Sources:
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Attachment #2 Aerial Context Map

PDP-09-23



Whitby Town of Whitby Planning and Development Department

Proponent:
Garden Street Development Inc.

File Number:
DEV-35-22
(CW-2022-02/CW-2022-03)

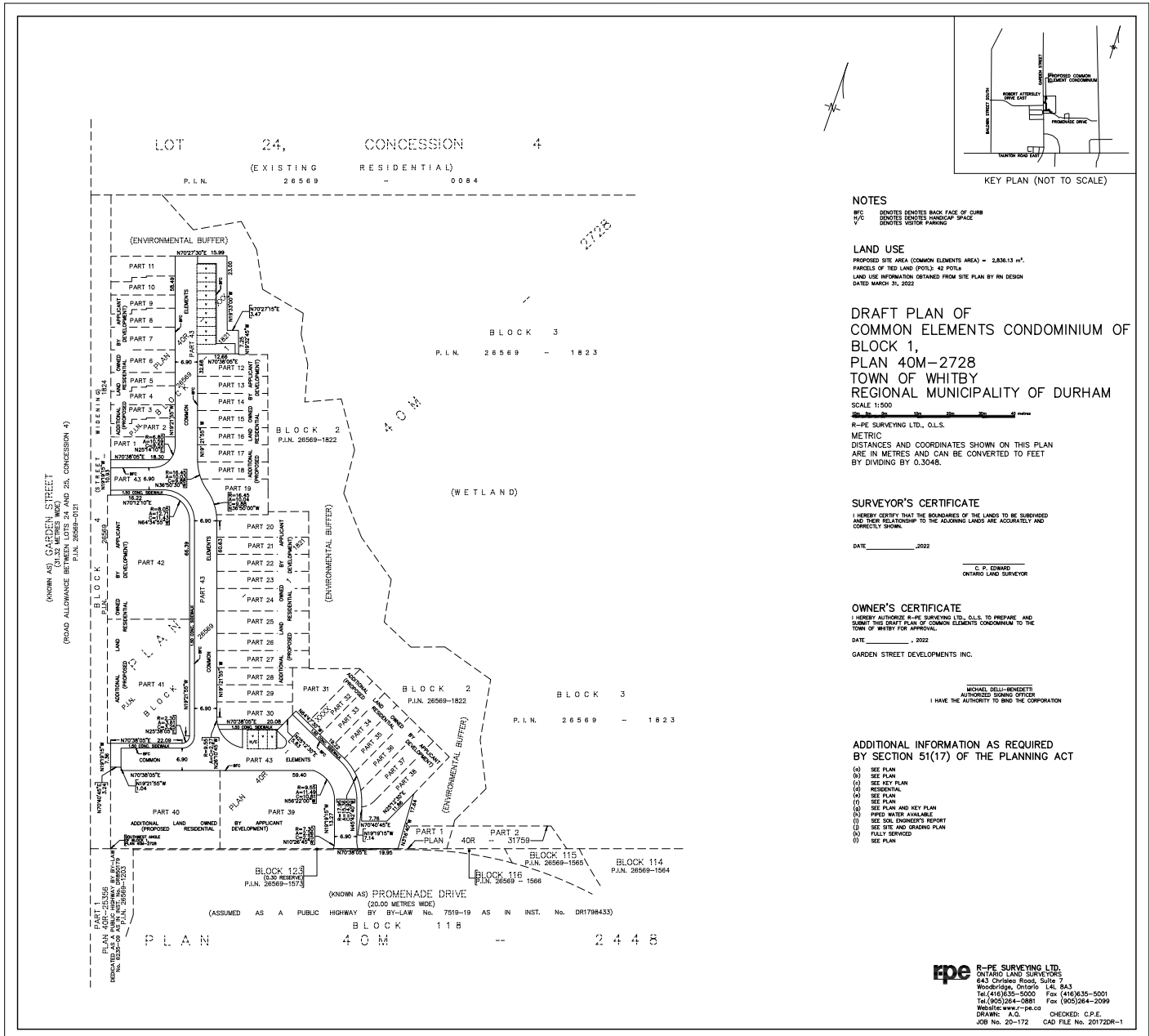
Date:
March 2023

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Proponent's Proposed Common Element Condominium Plan



PDP-09-23

Attachment #5
Draft Plan of Condominium Conditions
File CW-2022-02

1. The Proponent shall prepare the final plan and shall include a land use table on the basis of the approved draft plan of condominium, prepared by R-PE Surveying Ltd., identified as Job No.: 20-172, dated March 31, 2022, which illustrates common facilities and services including private laneways, sidewalks, amenity area, water meter room, visitor parking, and community mailboxes.
2. The Proponent shall submit Environmental Site Assessment documents to the satisfaction of the Region of Durham for the subject property in accordance with the Region of Durham's Soil and Groundwater Assessment Protocol.
3. Prior to final approval, the proponent shall ensure that a clearance letter is obtained by the Ministry of Heritage, Sport, Tourism and Culture Industries for the "Stage 1 and 2 Archaeological Assessment," prepared by AMICK Consultants Ltd., dated August 17, 2018. No demolition, grading or other soil disturbance shall take place on the subject property prior to a letter of clearance being received by the Region of Durham.
4. The Proponent shall agree in the Town of Whitby's Condominium Agreement to implement the noise recommendations from the "Environmental Noise Assessment," prepared by SLR Consulting (Canada) Ltd., dated July 16, 2019 which specifies noise attenuation measures for the development. These measures shall be included in the Condominium Agreement and must also contain a full and complete reference to the noise report (i.e. author, title, date and any revisions/addenda) and shall include warning clauses identified in the study.
5. The Proponent shall provide the Town with the fees and legal costs incurred for the preparation and registration of the Condominium Agreement including the Release Fee in the amount of \$3,661.43.
6. The Proponent covenants and agrees to implement the provisions of Site Plan Agreement (SP-04-20) and to confirm the same through the Condominium Agreement.
7. Any requirements under the Subdivision Agreement (SW-2018-06) between Garden Street Developments Inc. and the Corporation of the Town of Whitby and are to be satisfied where applicable to this site.
8. A shared facilities agreement will be required between the standard and common element condominiums.
9. Prior to final approval, the proponent shall provide the Commissioner of Planning and Development for the Town of Whitby with a copy of the Condominium Corporation documents, demonstrating that all relevant Site Plan conditions of approval have been included in said documents. This shall include all clauses in

all offers of purchase and sale or lease and registered upon the title of the dwellings within the block, to advise potential purchasers of the following:

- a. The proponent covenants and agrees to implement the provisions of the Site Plan Agreement (SP-04-20) and to confirm the same through the Condominium Agreement;
 - b. The maintenance of all common elements such as, but not limited to, the internal roads, water meter room, hydro transformer, internal sidewalks, lighting, fencing, landscaping, driveway and visitor parking area;
 - c. The collection and disposal of residual garbage, recycling, yard waste and organic materials shall be the responsibility of the Condominium Corporation;
 - d. The allocation of visitor/accessible parking spaces of the condominium are to be owned and maintained by the Condominium Corporation, shall contain a clause in the condominium documents clearly specifying that the visitor/accessible parking spaces shall be properly signed and be solely for the use of visitors to the proposed condominium;
 - e. Any changes or alterations to the building elevations, roof shingles, colours or materials require the approval of the condominium board;
 - f. That the shared facilities agreement will be executed between the two condominium corporations.
10. Prior to final approval of the plan of condominium, the Commissioner of Planning and Development for the Town of Whitby shall be advised in writing by:
- a. The Regional Municipality of Durham how conditions 1, 2, 3 and 4 have been satisfied.

PDP-09-23

Attachment #6
Agency & Stakeholder Detailed Comments
File CW-2022-02

Internal Department

Engineering Services

Engineering Services has no objection to the above application, provided that the conditions of the executed Site Plan Agreement for file SP-04-20 shall be included in the Condominium Agreement with the Developer's responsibilities and obligations transferred to the Condominium Corporation where appropriate.

External Agencies

Durham Region Planning

On December 23, 2021, the Region issued final clearance for the related plan of subdivision (S-W-2018-06). All concerns with regards to the conformity of the proposed condominium application with the Regional Official Plan and Provincial Plans and Policies, the Region's delegated Provincial Plan Review responsibilities were addressed through the subdivision application.

The Region has no objection to the draft approval of the proposed condominium application. The attached conditions of draft approval must be complied with prior to clearance by the Region for registration of the plan.

The Developer must also provide a land use table prepared by an Ontario Land Surveyor to the Region's satisfaction. The land use table must provide lot area calculations for the proposed land use(s) allocated within the draft plan of condominium.

In addition to providing the Region with copies of the draft approved plans and conditions of approval, at such a time as the draft approval is in effect, we would appreciate receiving digital copies (both PDF and Word documents) of the Town's conditions of draft approval.

Central Lake Ontario Conservation Authority (CLOCA)

CLOCA staff have completed our review of the submitted materials and request that the following provisions be included in the Condominium Agreement pertaining to these lands.

1. That all new landowners are provided with the Homeowners Brochure that was created for this Plan of Subdivision in regard to the buffer Block 2.

Town of Whitby

Staff Report

whitby.ca/CouncilCalendar



Report Title: **Envision Durham – Draft Regional Official Plan**

Report to: **Committee of the Whole**

Date of meeting: March 6, 2023

Report Number: **PDP 10-23**

Department(s) Responsible:

Planning and Development Department
(Planning Services)

Submitted by:

R. Saunders, Commissioner of Planning
and Development

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

For additional information, contact:

Lori Tesolin, MCIP, RPP

Principal Planner, Policy and Heritage
Planning: 905.444.2858

1. Recommendation:

1. That Report PDP 10-23 be endorsed as the Town's comments on the Envision Durham draft Regional Official Plan; and,
2. That the Clerk forward a copy of Report PDP 10-23 to the Durham Region Planning and Economic Development Department and the Durham area municipalities.

2. Highlights:

- The Region of Durham is seeking comments by April 3, 2023 on the draft new [Envision Durham Regional Official Plan \(ROP\)](#).
- The new ROP will repeal and replace the existing Durham ROP and includes a new planning horizon to 2051. The new ROP reflects the current requirements of the Growth Plan for the Greater Golden Horseshoe, other related Provincial policy and legislation, and also considers consultation for Envision Durham undertaken by the Region to date.

- The Region is forecasting a total 1,300,000 population and 460,000 jobs across Durham by 2051.
- For the Town of Whitby, the Region has forecasted:
 - 176,360 in population and 63,760 jobs to 2031, and
 - 244,890 in population and 95,210 jobs to 2051.
- The Region has allocated 39,260 new housing units by 2051 to Whitby, at a 50 per cent Intensification Rate. The Intensification Rate requires 50 per cent of new units to be developed within Strategic Growth Areas (SGA's) within Whitby, such as Regional Centres, Rapid Transit Corridors, Regional Corridors and the Whitby GO Protected Major Transit Station Area (PMTSA), as delineated on draft [Map 1 – Regional Structure: Urban and Rural Systems](#). It also includes additional units in existing lower density neighbourhoods and elsewhere within the built-up area as defined by the Province.
- Whitby can generally accommodate the proposed unit allocation and 50 per cent intensification rate. The Town's Official Plan was updated in 2018 and identifies Centres and Intensification Areas that align with the Region's Strategic Growth Areas. Other more "gentle intensification" would be accommodated elsewhere within the built-up area.
- The Region is recommending a Minimum Transit Supportive Density Target of 150 people and jobs per hectare (P&J/ha) for Regional Centres located along Rapid Transit Corridors.
- Staff request a lower target of 100 – 150 P&J/ha, for Regional Centres located along Rapid Transit Corridors, to allow more flexibility and to recognize local circumstances where higher targets are not always appropriate nor achievable, such as in the historic area of the Downtown Whitby Regional Centre located at the intersection of Brock Street and Highway 2.
- The Region adopted [Regional Official Plan Amendment \(ROPA\) 186](#) in December 2021, to delineate and provide policies for Protected Major Transit Stations Area (PTMSA), including the Whitby GO PTMSA. Although ROPA 186 is still awaiting approval by the Minister, it has been included in the draft new ROP.
- Staff continue to request that the Town-owned Victoria Fields lands at the southeast quadrant of Gordon Street and Victoria Street be excluded from the Region's proposed Whitby GO PMTSA boundary, as the inclusion of these lands will artificially increase required densities elsewhere in the PMTSA to achieve the overall target of 150 P&J/ha.

- The Region is recommending approximately 500 hectares of Settlement Area Boundary Expansions (SABEs) generally within north Whitby (Brooklin), including both Community Area and Employment Area SABEs, in locations westwards towards Lakeridge Road and Highway 407, and between Brooklin and Columbus at the Whitby/Oshawa Border, as delineated on draft [Map 1 – Regional Structure: Urban and Rural Systems](#).
- Of the 500 hectares of SABEs in Whitby, the Region is recommending approximately 200 hectares of new Employment Area SABEs, within the vicinity of Highway 407, west of Country Lane to Lakeridge Road, and located within the vicinity of Rossland Road and Taunton Road, between Lakeridge Road and Highway 412.
- Staff acknowledge the recommended amount of land required for SABEs within Whitby resulting from Regional Council's adoption of Scenario 2a. The SABEs include previously 'deferred' lands located within the Brooklin Community Secondary Plan (Refer to Whitby [Official Plan Schedule A, Lands Identified as D3](#), lands subject to existing ROP policy 14.13.7).
- Staff support the draft ROP policy to establish a new Regional Hospital located at Highway 407 and Highway 412 in the Town of Whitby (Draft ROP policy 3.3.20) within the new Employment Area SABEs.
- As part of the ROP process, Regional Council endorsed the conversion from Employment Areas to Community Areas for two sites within Whitby, which would permit residential and mixed uses for lands generally located at Victoria St. and Montecorte Street, as well as at Anderson Street, south of Winchester Road. Since the Regional Council decision in December 2022, Regional staff have received two (2) additional conversion requests within Whitby, located at Country Lane near Highway 407 and at Cochrane Street near Highway 407.
- Staff acknowledge the Regional Council decision for certain Employment Area conversion requests within Whitby. The addition of new Employment Areas within the SABEs will offset the loss of the existing Employment Area lands through conversion. Any further conversions should be compensated elsewhere to continue to protect for enough land within Whitby for local job creation.
- The draft new ROP provides updates to the [Regional Natural Heritage Systems Map](#). Staff are generally supportive and are working with Regional staff to ensure consistency and to resolve any discrepancies amongst data sources being used.
- The draft new ROP provides updates to the Regional Rural System mapping. Staff are generally supportive of the Rural System policies that would protect the agricultural land base over the long term, including consideration of criteria for establishing agriculture-related and on-farm diversified uses.

- Staff support advancing the draft new ROP as soon as possible, so that area municipalities can begin conformity exercises. Whitby Planning staff will commence an update of the Town Official Plan to conform to and implement the new ROP, once the Region's updated Official Plan is approved by the Ministry of Municipal Affairs and Housing. The Town's conformity exercise will include, amongst other matters, updating the Brooklin Community Secondary Plan to include the SABEs.

3. Background:

On May 2, 2018, Regional Council authorized commencement of the Envision Durham Municipal Comprehensive Review (MCR) of the Regional Official Plan (ROP). The outcome of the MCR is full replacement of the current ROP. It will provide an updated planning vision for the Region up to 2051. Local area municipal Official Plans must conform to the updated ROP.

Town of Whitby Planning staff, in collaboration with staff from other departments, submitted comments to Durham Region Planning staff on the following six [Envision Durham Discussion Papers](#):

- Agriculture and Rural System Discussion Paper (released March 5, 2019);
- Climate Change and Sustainability Discussion Paper (released May 7, 2019);
- Growth Management – Urban System Discussion Paper (released June 4, 2019);
- Environment and Greenlands System Discussion Paper (released September 3, 2019);
- Transportation System Discussion Paper (released October 1, 2019); and,
- Housing Policy Planning Discussion paper (released December 3, 2019).

Town of Whitby Planning staff have also worked with Regional staff to provide data and feedback on the Region's related growth studies to inform the Land Needs Assessment, Natural Heritage System mapping, Agricultural System mapping, and requests for Employment Area Conversions and Settlement Area Boundary Expansions.

Comments have previously been forwarded to the Region, following Whitby Council's consideration of the following Town of Whitby staff reports:

- [Report PL 02-21 – Envision Durham Employment Area Conversion Requests](#)
- [Report PL 58-21 - Proposed Regional Official Plan Amendment for Protected Major Transit Station Areas \(PMTSA\)](#)
- [Report PL 37-21 – Envision Durham Proposed Policy Directions](#)
- [Report PL -71-21 – Envision Durham Land Needs Assessment Technical Reports](#)
- [Report PDP 23-22 – Envision Durham Land Needs Assessment Alternative Scenarios](#)

On March 6, 2023, the Region will host an in-person Public Open House, in addition to a Statutory Public Meeting under the *Planning Act* on March 7.

4. Discussion:

The [draft Envision Durham Regional Official Plan](#) (ROP) will repeal and replace the Region's existing Official Plan and has a new planning horizon to 2051, as required by the Growth Plan.

The draft new ROP provides policies and strategic directions to guide future growth, infrastructure and service delivery, land use planning, and development related matters. The draft ROP conforms to Provincial Plans, has regard to matters of Provincial interest, is consistent with the Provincial Policy Statement and has a planning horizon to 2051.

The draft new ROP forecasts Durham Region's growth to 1.3 million residents and 460,000 jobs by 2051. This represents an almost doubling of the Region's 2021 population of nearly 725,000, and more than double its current estimate of 197,000 jobs.

Population, household, and employment allocations to 2051 are provided for each area municipality, as well as intensification targets, as prescribed by the provincial Growth Plan for the Greater Golden Horseshoe (Growth Plan).

Population and Employment forecasts for Whitby compared to the total for the Region include:

Municipality	2021	2031	2051
Whitby			
Total Population	143,750	176,360	244,890
Employment	48,730	63,760	95,210
Durham Region			
Total Population	723,270	907,290	1,300,000
Employment	241,660	307,430	460,000

The draft new ROP categorizes Durham Region's land use structure into four land use systems:

- Urban System;
- Rural System;
- Greenlands System; and
- Transportation System

Urban System

The Urban System is comprised of Community Areas (formerly referred to as Living Areas), which include emerging centres and corridors, as well as established and developing neighbourhoods. It also includes Employment Areas, where residential uses are not permitted. (Refer to ROP draft [Map 1 – Regional Structure: Urban and Rural Systems](#).)

Durham's Urban System is where the majority of future growth is directed. The draft Envision Durham ROP requires:

- a minimum 15-year supply of land through residential intensification and redevelopment on lands available within Settlement Areas;
- a minimum of 50 per cent of all new residential units across the Region to be provided through intensification in Strategic Growth Areas, and elsewhere within the Built Boundary as defined by the Province; and
- a job to population ratio of 50 per cent (one job for every two residents).

The draft new ROP commits to ensuring that the necessary regional services and infrastructure are in place, and to plan for and implement services and infrastructure to enable a minimum 50 per cent annual rate of intensification regionwide.

Intensification means the development of a property, site or area at a higher density than currently exists. Intensification occurs within the 'built boundary' of the Urban Area, mainly within Strategic Growth areas, and more minimally in other areas like existing neighbourhoods.

Strategic Growth Areas form a hierarchy of areas that concentrate population growth and a mix of uses along transit networks. They include Urban Growth Centres (Pickering and Oshawa only), Regional Centres, Regional Transit Corridors, Regional Corridors, and Protected Major Transit Station Areas. Intensification can also be achieved through additional dwelling units in existing lower density neighbourhoods. These Strategic Growth Areas are delineated in the draft new ROP on [Map 1 – Regional Structure: Urban and Rural Systems](#). (Refer to Attachment #1 for a Map 1 excerpt for Whitby.)

The draft new ROP proposes the following residential development and intensification objectives for Whitby to 2051:

- 39,260 new housing units, out of a regional total of 225,810 (Whitby is fourth after Pickering, Ajax and Clarington);
- 19,440 units targeted for intensification in Strategic Growth Areas, resulting in a 50 per cent intensification rate. (Similar to others, except for Ajax – 86 per cent, Brock – 20 per cent, and Clarington and Pickering – 40 per cent); and,
- 17 per cent of the Region's intensification allocation (fourth after Ajax – 25 per cent Oshawa – 20 per cent and Pickering – 19 per cent)

The Region is also recommending a Minimum Transit Supportive Density Target of people and jobs per gross hectare (P&J/ha), for Strategic Growth Areas, as follows:

Strategic Growth Area	Location in Whitby	Minimum Transit Supportive Density Target (P&J/ha)
Urban Growth Centre	N/A (Oshawa and Pickering only)	200
Regional Centres located along Rapid Transit Corridors	Downtown Whitby	150
Regional Centres not located along Rapid Transit Corridors	Downtown Brooklin Brock and Taunton	110 - 150
Protected Major Transit Station Areas	Whitby Go Station	150
Rapid Transit Corridors	Highway 2	150

The density targets apply to the entirety of the Strategic Growth Area boundary, and not to individual parcels.

Comments:

Whitby can generally accommodate the proposed unit allocation and 50 per cent intensification rate within these Strategic Growth Areas. The Town's Official Plan was updated in 2018 and identifies Major Central Areas on [Schedule A](#), Intensification Areas and Corridors on [Schedule B](#), as well as the Whitby GO Major Transit Station Area, which generally aligns with the Region's draft Strategic Growth Areas. Other more "gentle intensification" would be accommodated elsewhere within the built-up area.

Staff request that the Region consider greater flexibility for Regional Centres, such as Downtown Whitby, to better recognize local circumstances where high P&J/ha targets are not always appropriate nor achievable in historic areas.

Protected Major Transit Station Areas

The Region adopted ROPA 186 in December 2021, to delineate and provide policies for Protected Major Transit Stations Area (PTMSA). ROPA 186 has not yet been approved by the Ministry of Municipal Affairs and may be reviewed as part of the draft Envision Durham ROP.

ROPA 186 delineates the Whitby GO PTMSA as identified in the Region's [Notice of Adoption for ROPA 186](#). (Refer to Attachment #2 for an excerpt of the Whitby GO PTMSA boundary delineation.)

The ROPA 186 PTMSA boundaries and policies are included in the draft new ROP. Policies that enable and encourage inclusionary zoning for affordable housing in new developments, development above rail corridors and shared and/or reduced parking, are included, along with sustainable transportation and urban design policies.

The Nordeagle Phase 1 lands (refer to Whitby Official Plan exception policy 4.7.5.2) are included within the new Whitby GO PTMSA boundary.

Comments:

Staff continue to request that the Town-owned Victoria Fields at the southeast quadrant of Gordon Street and Victoria Street be excluded from the Region's proposed Whitby GO PMTSA boundary as the inclusion of these lands will artificially increase required densities elsewhere to achieve the overall target of 150 P&J/ha.

Other Nodes and Corridors:

The Urban System section of the draft ROP includes policies related to other nodes and corridors including Regional Corridors, Waterfront Places, and Local Centres. It also includes Designated Greenfield Areas, which are located outside of the delineated built-up area. Most policies are enabling, and/or align with the updated Town of Whitby Official Plan.

Settlement Area Boundary Expansions

The draft ROP incorporates the extent and location of proposed Settlement Area Boundary Expansions (SABEs) that are required to accommodate the Region's population and employment forecasts to 2051, as detailed in the Regional [Report #2022-INFO-91](#) released on November 10, 2022.

The proposed locations for SABEs and growth allocations have been incorporated into the draft Envision Durham ROP, with no changes made to what was released in November 2022.

The draft ROP recommends approximately 500 hectares of SABEs within Whitby, in locations surrounding Lakeridge Road and Highway 407, and between Brooklin and Columbus at the Whitby/Oshawa Border (Refer to Attachment #1).

The amount of SABEs required has been informed by [Regional Council adoption of Scenario 2a](#) of the Region's Land Needs Assessment Alternative Scenarios Growth Management Study.

The table below summarizes the amount of proposed draft Community Area and Employment Area SABEs within Whitby, compared to the Regional total.

Municipality	Community Area SABEs	Employment Area SABEs
Whitby	294 hectares (727 acres)	203 hectares (502 acres)
Durham Region	2,499 hectares (6,176 acres)	1,223 hectares (3,084 acres)

The total SABEs in Whitby account for 93% of available “Whitebelt” lands within the municipality. The term “Whitebelt” refers to lands not yet included within the Settlement Area Boundary, however, located outside of the Oak Ridges Moraine and Greenbelt Plan areas. There are no proposed changes to the Greenbelt Plan Area within Whitby.

Of the 500 hectares of SABEs in Whitby, the Region is recommending approximately 200 hectares of new Employment Area SABEs, within the vicinity of Highway 407, west of Country Lane to Lakeridge Road, and located within the vicinity of Rossland Road and Taunton Road, east of Lakeridge Road and west of Highway 412.

The future hospital site is proposed at the northeast corner of Winchester Road West (Highway 7) and Lake Ridge Road, within the Employment Area SABE.

Comments:

Staff acknowledge the amount of land required for SABEs within Whitby resulting from Regional Council’s adoption of Scenario 2a. Staff support the Regional Council resolution to include previously ‘deferred’ lands located within the Brooklin Community Secondary Plan (Refer to [Whitby Official Plan – Schedule A Lands Identified as D3](#), lands subject to existing ROP policy 14.13.7).

Staff support the draft ROP policy to establish a new regional hospital located at Highway 407 and Highway 412 in the Town of Whitby (Draft ROP policy 3.3.20) within the new Employment Area SABE.

Employment Areas and Conversions

Employment Areas form part of the Urban System and are typically situated along or near major transportation corridors with separation and buffering from adjacent Community Areas. General Industrial (e.g., heavy manufacturing) and Prestige Industrial (e.g., business parks, research labs) land uses are directed to locate within designated Employment Areas. Residential uses are not permitted.

In 2021, Regional Council considered a report regarding Employment Area Conversion Requests (Regional Report: #2021-P-25 [Envision Durham – Recommendations on Employment Area Conversion Requests](#)), which would convert Employment Area lands to Community Area lands, thereby permitting residential and other uses. There were nine (9) conversion requests within Whitby, two of which were endorsed through the [Regional Council Decision](#) at its meeting on December 22, 2022.

The two Employment Area Conversions within Whitby are reflected in the draft new ROP for lands located at Victoria Street and Montecorte Street (Request # CNR-06), as well as at Anderson Street, south of Winchester Road (Request # CNR-029). Refer to Attachment #1.

Since the Regional Council decision, Regional staff have received two (2) additional conversion requests for lands within Whitby, located at Country Lane near Highway 407 and at Cochrane Street near Highway 407, as part of the Region's consideration of SABEs.

Comments:

Whitby Planning staff acknowledge the previous two Employment Area conversions within Whitby resulting from Regional Council's decision. The addition of 203 hectares (502 acres) of new Employment Areas within the SABEs in Whitby will offset the loss of those existing Employment Area lands through conversion. Any further conversions should be compensated elsewhere to continue to protect for enough land within in Whitby for local job creation.

Regional Planning staff's previous general comments and recommendations outlined in their Report [#2021-P-25](#), to protect and maintain the supply of Employment Areas over the long-term, in proximity to 400 series highways, and where a variety of parcel sizes can accommodate a full range and type of Employment Area uses, would also apply to the two new conversion requests.

Housing

Several policies are included in the draft new ROP to align with Provincial direction to support a range of housing options, including affordable housing.

Staff are generally supportive. However, the following comments are offered:

Draft ROP Policy	Comment
3.1.5) Encourage the development of microhomes where appropriate. 3.1.6) Require microhomes to comply with the health and safety requirements of Ontario's Building Code, area municipal zoning and other local bylaws.	Clarify why it is necessary to include and define the term "microhomes" when Provincial Bill 23 allows additional dwelling units in accessory structures.
3.1.14) Require area municipalities to adopt policies and zoning by-law provisions that authorize additional residential units in new	Additional dwelling units should be limited to Urban Areas (i.e., "urban residential land" as defined by Bill 23)

and existing residential development, redevelopment and intensification, including (a, b, c...) d) encourage municipalities to remove parking space requirements for additional residential units in areas intended to support existing and planned higher order transit service, including Major Transit Station Areas and other Strategic Growth Areas.	and parking requirements should not be removed in their entirety. Instead, municipalities should support reduced parking rates, where deemed appropriate and when justified as part of a Traffic Impact Study. This comment applies to policies throughout the draft ROP where reduced parking is recommended.
3.1.20 Require that at least at least 25% of all new residential units produced throughout the region, to be affordable to low and moderate income households. 3.1.21 Require that at least at least 35% of all new residential units created in Strategic Growth Areas, to be affordable to low and moderate income households.	Clarify how the required minimum targets for 25 and 35 percent of new residential units to be affordable housing would be enforced/ implemented over the long term.

Economic Development

Policies are included in the draft ROP to support general economic development objectives related to job creation and local economic spin offs.

Staff are generally supportive. However, the following comments are offered:

Draft ROP Policy	Comment
2.1.11) Encourage the province to invest in highway and rapid transit infrastructure to support regional economic growth and employment opportunities through measures including (a, b, c...) d) supporting implementation of Rapid Transit Corridors on the Highway 2 and Simcoe Street corridors, in accordance with Section 5.2.	While the implementation of Rapid Transit Corridors on Highway 2 may support general economic development objectives, the Region should recognize the varying local circumstances along this Rapid Transit Corridor, and not negatively impact the unique heritage character of Downtown Whitby.
3.1.8) Support the conversion and adaptive reuse, where feasible, of industrial or commercial buildings, or portions thereof, into residential units.	While providing more housing is an important goal of the ROP, it should not come at the expense of building complete communities that also offer industrial and commercial uses that provide important jobs, goods and services.

Climate Change and Sustainability

Staff are pleased to see, and are generally supportive of, the draft ROP policies for sustainability and climate change related to encouraging more green infrastructure, energy efficiency and low impact development.

Staff offer the following comments:

Draft ROP Policy	Comment
3.2.19) Encourage area municipalities to: a) establish urban and rural tree canopy targets	It is recommended that the Region encourage a minimum target for urban tree canopy and encourage area municipalities to update or develop urban forest management plans.

Rural System

The Rural System is located outside of settlement areas. While agriculture is the predominant land use, the Rural System also houses a small rural population, aggregate extraction, cemeteries, large and small businesses, recreational uses, major open space and natural heritage areas.

Policies are included in the draft ROP regarding Agricultural, Prime Agricultural, Agriculture-related and On-farm Diversified uses, rural lot creation and severances, Rural Settlements (i.e., Hamlets) and Aggregate Resources, consistent with the updated Provincial Policy Statement. The intent is to protect prime agricultural areas over the long-term, allow minor infilling of existing hamlets, support thriving and diverse agricultural uses in the rural area, and restrict non-agricultural uses and fragmentation of the agricultural land base (e.g., not allow severances for agriculture-related and on-farm diversified uses).

[Map 1 – Regional Structure: Urban and Rural Systems](#) identifies various components of the Rural System including Hamlets, Country Residential Subdivisions, and Prime Agricultural Areas in Whitby.

Through the Envision Durham process, the Region has reviewed and made certain refinements to the Provincial Agricultural System mapping. For example, lands in the vicinity of the Royal Ashburn golf course appear to have been identified as Major Open Space rather than Prime Agricultural.

Staff are generally supportive of the Rural System policies that would protect the agricultural land base over the long term, including consideration of criteria for

establishing agriculture-related and on-farm diversified uses. The following additional comments are offered.

- The Rural Settlement Areas (i.e., Hamlets) identified on Map 1 appears to reflect the minor rounding of the Hamlets in Whitby completed through the Town's Oak Ridges Moraine and Greenbelt conformity exercises. Further rounding out of Hamlets is no longer permitted (refer to draft ROP policy 6.5.5).
- [Map 4 – Aggregate Resources](#) has been updated to exclude aggregate resources within the urban area of Whitby, as previously requested by staff, and consistent with mapping in other area municipalities.
- Planning Staff will continue to work with Regional staff as needed, regarding other minor refinements to mapping of the Rural System.

Greenlands System

The Region's Greenlands System is comprised of the Major Open Space Areas, Oak Ridges Moraine Areas and Waterfront Areas, and links the region's waterfronts with the Oak Ridges Moraine through the connecting valley systems (including the protected Urban River Valleys of the Greenbelt Plan).

The draft ROP [Map 2 – Greenland Systems](#) also reflects mapping contained in existing Provincial Plans, such as the Greenbelt Plan and the Oak Ridges Moraine Conservation Plan, as well as other features and functions, such as Water Resources features, Key Hydrologic features, Source Water Protection, and Aquifer Vulnerability. The Greenlands System mapping implements various provincial policy directions.

The draft new ROP provides updates to the [Regional Natural Heritage Systems Map](#). There are no proposed changes to the Greenbelt Plan area within Whitby.

The Town of Whitby Official Plan was updated in 2018 and already includes mapping and policies that align with the draft ROP. Additionally, the draft ROP provides flexibility for refinement by area municipalities based on local circumstances.

Comments:

Staff are generally supportive of the Greenlands System policies, and will continue to work with Regional staff regarding minor changes to their Natural Heritage System and other mapping, due to minor data discrepancies with the mapping in the Town of Whitby Official Plan, including [Schedule C and Appendix 1](#), and other sources.

Transportation System

The Transportation System in Durham includes roads, railways, sidewalks, trails, public transit, commuter and other parking lots, harbours, marinas and airports. Staff are generally supportive and will continue to work with Regional staff on minor comments.

The draft ROP [Map 3 – Transportation](#) includes the following: Transit Priority Network, (major) Road Network, Strategic Goods Movements, Active Transportation Network and Regional Right of Way requirements. The transportation policies and mapping of the ROP were recently updated through ROPA 171 to reflect the Region's updated Transportation Master Plan, and the draft ROP is consistent with these recent changes. The Whitby Official Plan was also recently updated through OPA 123 to conform to ROPA 171.

The new ROP policies focus on Transit Oriented Development (TOD) and transit supportive design, as well as active transportation networks, and prioritizing investments that advance active transportation, transit, goods movement and overall safety.

Comments:

Staff generally support the objectives and goals of the draft ROP. The Town has already, or is in the process of, implementing policies similar to those identified.

Staff also generally support the proposed policies for focusing intensification along transit networks and Regional corridors to improve Transit Oriented Development and reduce dependency on individual vehicles. The Town of Whitby Official Plan currently includes several policies to support implementation.

Staff request that the Region continue to work with Town staff on future plans for the Rapid Transit Corridor along Highway 2, to recognize, plan for, and respect unique local circumstances, such as historic Downtown Whitby.

5. Communication and Public Engagement:

Public engagement on Envision Durham is the responsibility of the Region of Durham. On March 6, 2023, the Region will host an in-person Public Open House, in addition to a Statutory Public Meeting under the *Planning Act* on March 7.

Town staff have participated in area municipal working group meetings, attended public engagement sessions hosted by the Region and responded to questions from public inquires where possible, or have otherwise directed inquiries to Regional Planning staff.

6. Input from Departments/Sources:

Input has been received from staff in the Planning and Development Department (Planning Services and Engineering Services), Strategic Initiatives and Community Services. The Central Lake Ontario Conservation Authority has also been engaged by the Region over the course of the Envision Durham project.

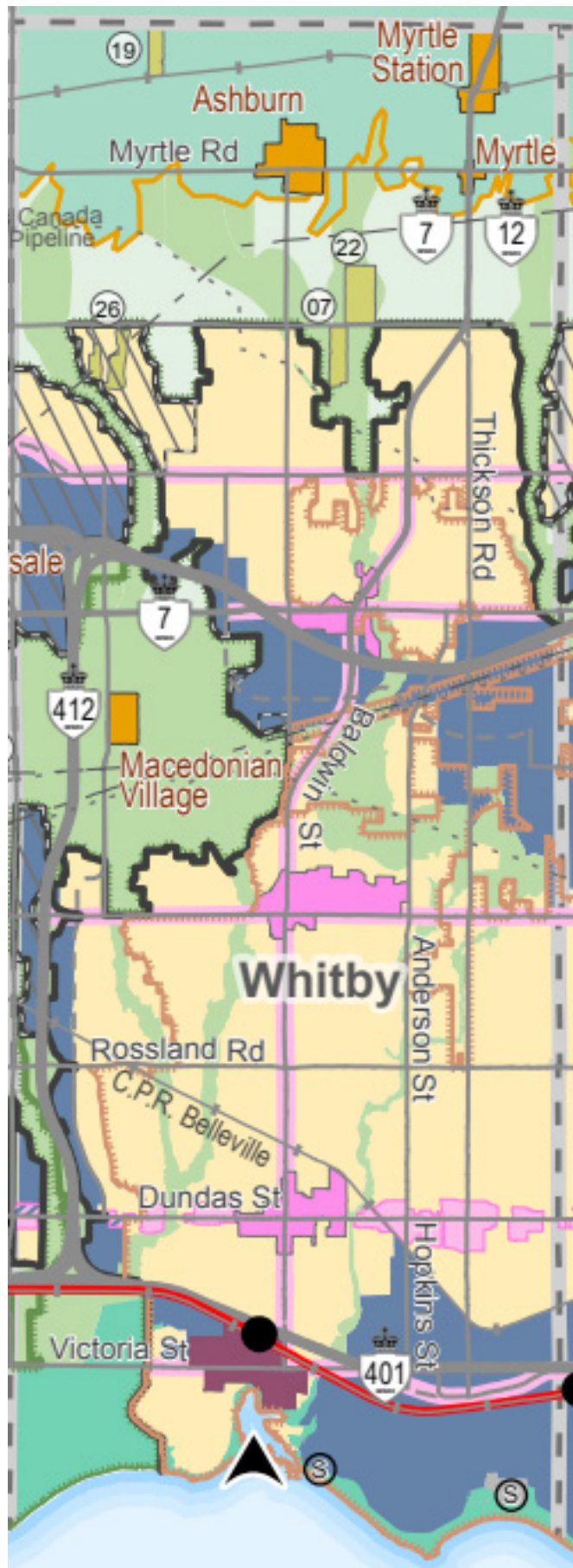
7. Strategic Priorities:

The comments align with the Town's strategic priorities to be a high performing, innovative, effective and efficient organization, as well as goals for affordability and sustainability.

8. Attachments:

Attachment #1 – Excerpt Map 1. Regional Structure – Urban & Rural Systems: Whitby
Attachment #2 – Excerpt ROPA 186 – Protected Major Transit Station Areas: Whitby
GO Station

Excerpt Map 1. Regional Structure – Urban & Rural Systems



Official Plan of the Regional Municipality of Durham

Map 1.

Regional Structure – Urban & Rural Systems

Urban System

- Urban Area Boundary
- 2051 Urban Expansion Areas
- Urban Growth Centres (UGC)
- Protected Major Transit Station Area (PMTSA)
- UGC / PMTSA Overlap
- Regional Centres
- Rapid Transit Corridor
- Regional Corridor
- Rural Regional Centres
- Waterfront Place
- Community Areas
- Employment Areas
- Rapid Transit Corridor - Employment
- Built Boundary
- Former Hamlet Areas

Greenlands System

- Major Open Space Areas
- Waterfront Areas
- Oak Ridges Moraine
- Greenbelt Boundary (excluding Urban River Valleys)

Rural System

- Hamlets
- Country Residential Subdivision
- Rural Employment Areas
- Shoreline Residential
- Prime Agricultural Areas

Infrastructure

- Existing GO Station
- Proposed GO Station
- Existing GO Rail
- Proposed GO Rail
- Rail
- Existing Airport
- Future Airport
- NGS Nuclear Generating Station
- Municipal Service

Special Areas

- Special Study Areas
- Specific Policy Areas












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Excerpt ROPA 186 – Protected Major Transit Station Area: Whitby GO Station



LEGEND

	PROTECTED MAJOR TRANSIT STATION AREA	
	URBAN AREA	 MUNICIPAL BOUNDARY
<hr/>		
<u>EXISTING</u>		<u>FUTURE</u>
	COMMUTER RAIL	
	FREEWAY TRANSIT	
	RAPID TRANSIT SPINE	
	HIGH FREQUENCY TRANSIT NETWORK	

Town of Whitby

Staff Report

whitby.ca/CouncilCalendar



Report Title: DEV-03-23 (Z-02-23): Temporary Use Zoning By-law Amendment Extension, Town Brewery Inc., 1632 Charles Street

Report to: Committee of the Whole

Date of meeting: March 6, 2023

Report Number: PDP 11-23

Department(s) Responsible:

Planning and Development Department
(Planning Services)

Submitted by:

R. Saunders, Commissioner of Planning
and Development

Acknowledged by M. Gaskell, Chief Administrative Officer

For additional information, contact:

K. Afante, Planner I, x2836

1. Recommendation:

1. That Council approve a proposed Zoning By-law Amendment (Application #Z-02-23) for the extension of a temporary use at 1632 Charles Street. The temporary use is for the continuation of a craft brewery (Town Brewery) for an additional three year period; and,
2. That the Zoning By-law Amendment be brought forward for Council's consideration.

2. Highlights:

- A Zoning By-law Amendment application has been submitted to extend a temporary use for a craft brewery (Town Brewery) for a period of three years. The use is proposed to continue at their existing location at 1632 Charles Street.

3. Background:

3.1 Site and Area Description

The subject land is located on the west side of Charles Street, north of Watson Street West, municipally known as 1632 Charles Street (refer to Attachment #1). The subject land is approximately 1.65 hectares (4.07 acres).

The subject land is occupied by three multi-unit industrial buildings.

Surround land uses include:

- Future high density residential development to the north;
- Existing single detached, semi-detached, townhouse and other forms of multiple dwellings to the east;
- The Port Whitby Marina to the south; and,
- High density residential dwellings to the west (refer to Attachment #2).

3.2 Application

The amending By-law that originally granted the temporary use was passed by Council in 2017 and extended for a period of 3 years in 2020. The zoning permissions will cease on April 10, 2023. The purpose of this Zoning By-law Amendment application is to extend the temporary use for a period of three additional years, to April 10, 2026.

An Existing Site Plan is available at Attachment #3.

4. Discussion:

4.1 Region of Durham Official Plan

The subject land is designated as “Living Area” in the Region of Durham Official Plan (ROP). The application conforms to the Regional Official Plan.

4.2 Whitby Official Plan

The subject land is designated High Density Residential Mixed Use by the Port Whitby Secondary Plan.

The subject property was developed as multi-tenant industrial buildings prior to the passing of By-law # 2585. The uses no longer conform to the existing Official Plan or Port Whitby Secondary Plan.

Section 10.1.9.1 of the Official Plan states that, “Council may pass a by-law to permit the temporary use of the land(s), buildings(s), or structure(s), for any purpose which is otherwise prohibited by the Zoning By-law, without an amendment to this plan for a period of up to three years.”

Section 10.1.9.3 requires that, “In considering whether to enact a Temporary Use By-law, Council must be satisfied that:

- a) the site can adequately accommodate the proposed use, considering such matters as site layout, parking, traffic circulation, access, landscaping, and servicing;
- b) the use will be compatible with, and not adversely affect, any surrounding land uses, roads, or the natural environment that currently exists;

- c) that the use will not prejudice the future development or redevelopment of the subject lands and surrounding area as set out in this Plan; and,
- d) no new building or expansion of buildings, except for temporary moveable structures, shall be permitted.”

The proposal to continue the existing craft brewery conforms to the above criteria.

4.3 Zoning By-law

The subject land is zoned D(NR)-2 “Development Non-Residential Zone – Exception 2” in Zoning By-law # 2585, as amended (refer to Attachment #4), which permits the temporary use of a craft brewery until April 10, 2023.

Under Section 39 of the *Planning Act*, the Council of a local municipality may authorize the temporary use of land for a purpose that is otherwise prohibited by the by-law for a maximum period of three years. Council may grant extensions to the authorization of a temporary use for a maximum period of three years at a time. It is recommended that Council approve the proposed Zoning By-law Amendment for the extension of a temporary use of a craft brewery for an additional three (3) year period.

5. Financial Considerations:

Not applicable.

6. Communication and Public Engagement:

Not applicable.

7. Input from Departments/Sources:

Not applicable.

8. Strategic Priorities:

The recommendations of this report support the objectives of the Corporate Strategic Plan to provide a consistent, optimized, and positive customer service experience.

This report is in a fully accessible format, which addresses the Town’s strategic priority of accessibility.

The proposed extension of a temporary use within an existing industrial building implements the Town’s strategic priority of sustainability.

9. Attachments:

Attachment #1: Location Sketch

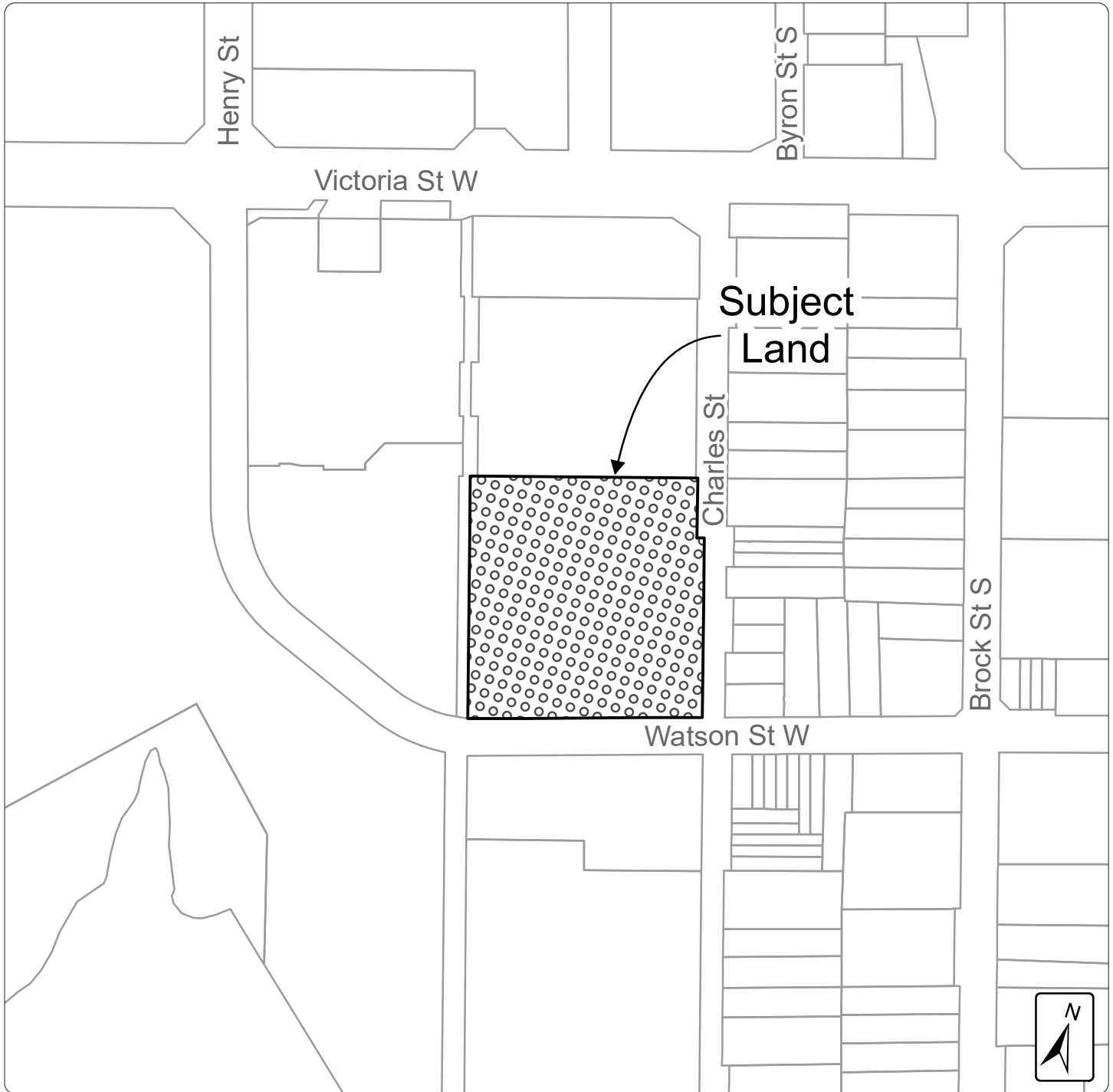
Attachment #2: Aerial Context Map

Attachment #3: Existing Site Plan

Attachment #4: Excerpt from Zoning By-law # 2585

Attachment #1 Location Sketch

PDP 11-23



Town of Whitby Planning and Development Department

Proponent:
Town Brewery Inc.

File Number:
DEV-03-23 (Z-02-23)

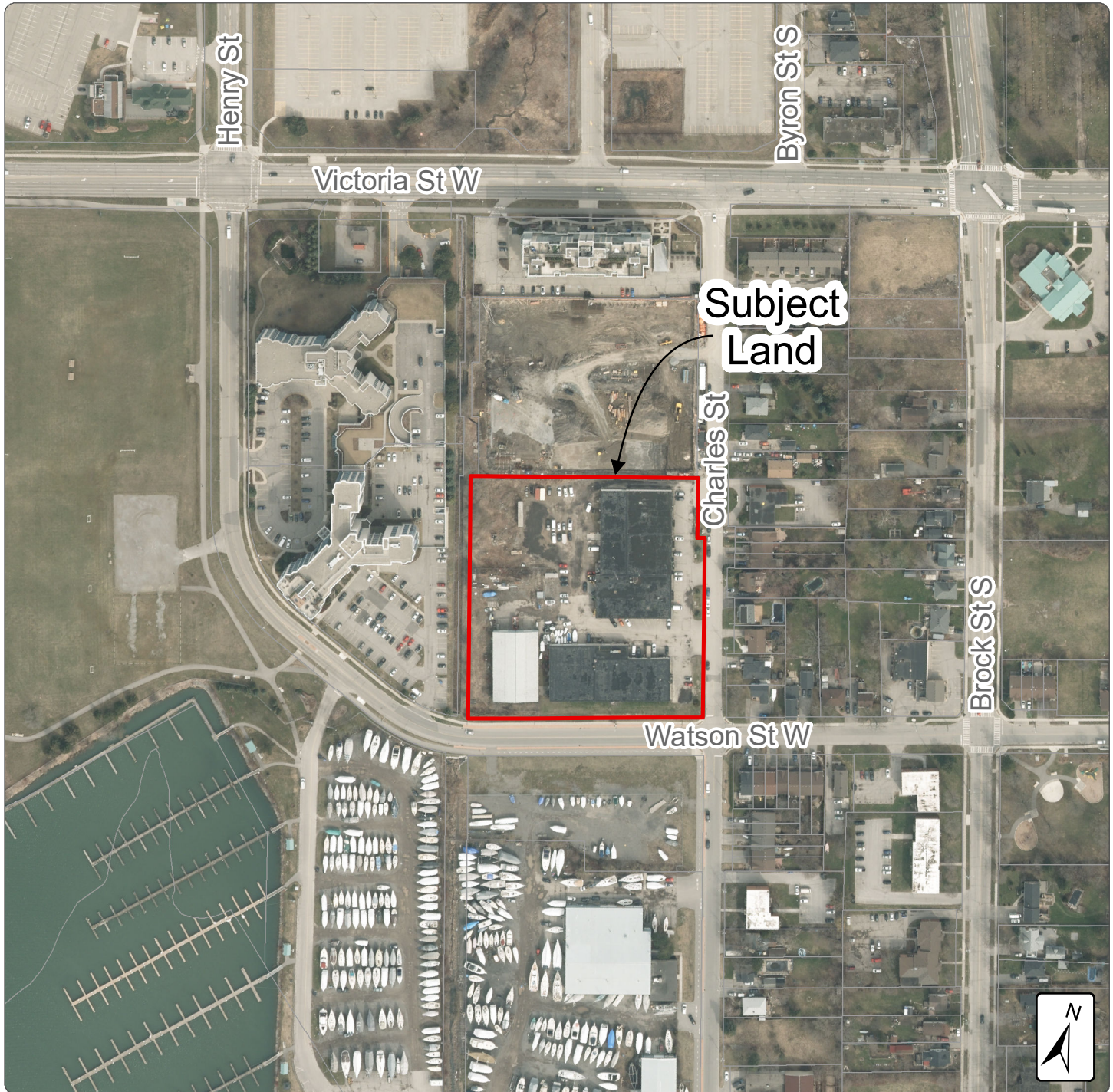
Date:
March 2023

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Attachment #2 Aerial Context Map

PDP 11-23



Town of Whitby Planning and Development Department

Proponent:
Town Brewery Inc.

File Number:
DEV-03-23 (Z-02-23)

Date:
March 2023

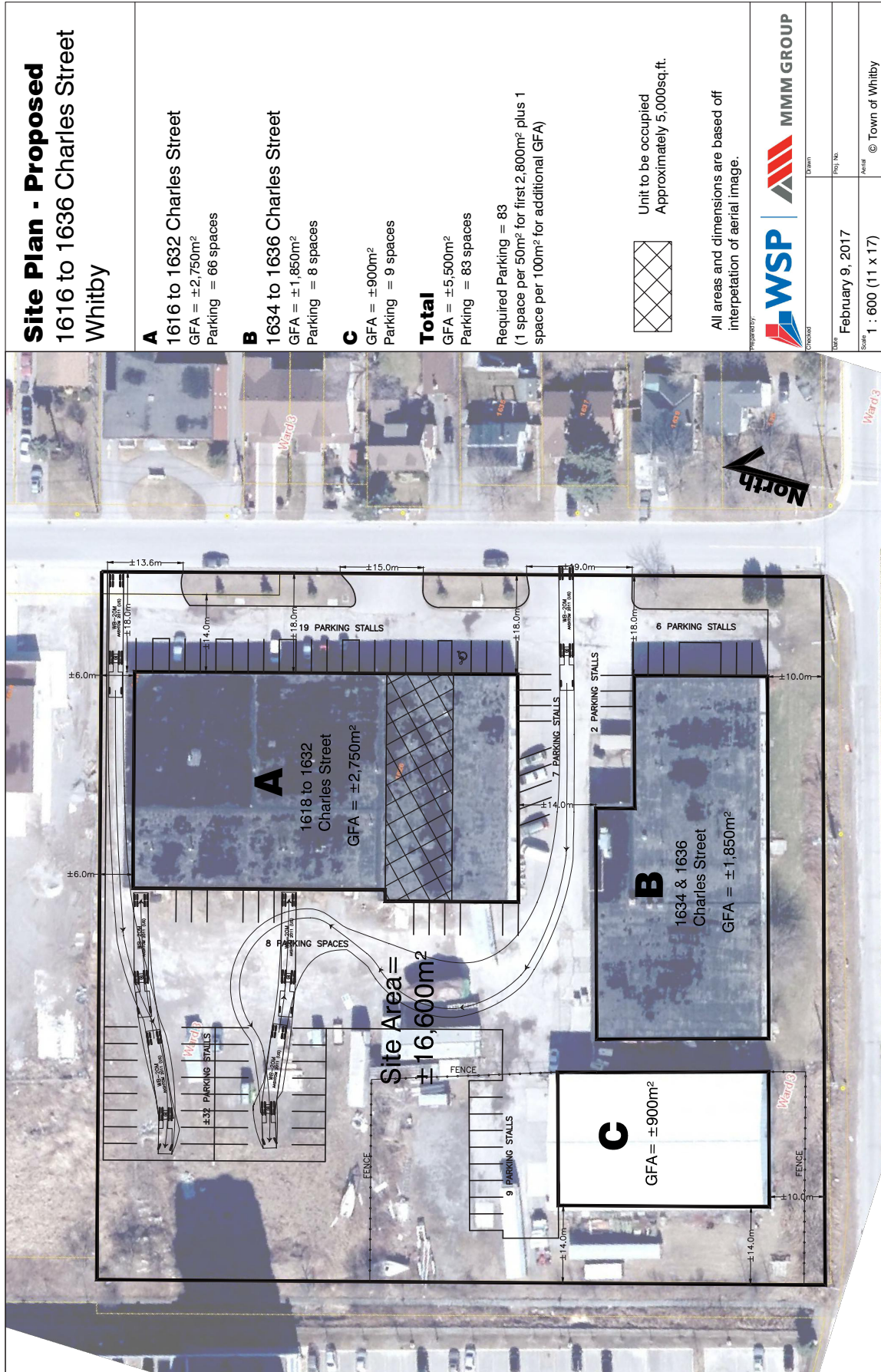
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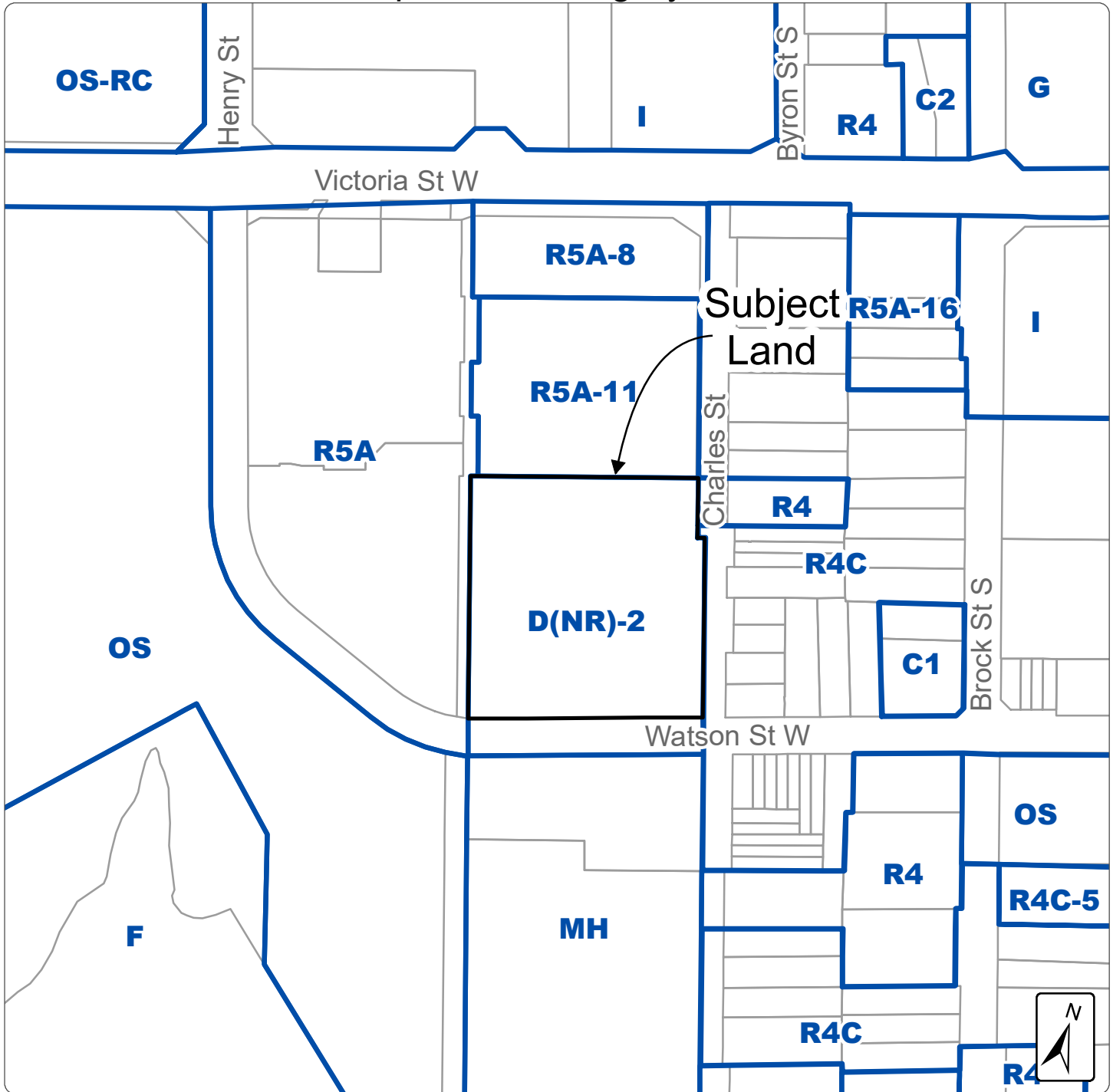
Attachment #3 Existing Site Plan

PDP 11-23



Attachment #4 Excerpt from Zoning By-Law 2585

PDP 11-23



Town of Whitby Planning and Development Department

Proponent:
Town Brewery Inc.

File Number:
DEV-03-23 (Z-02-23)

Date:
March 2023

External Data Sources:
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Item Number	Description	Resolution	Meeting Date	Due Date	Revised Date	Explanation/Comments
P&D-0001	Region of Durham Community Improvement Plan - Affordable Housing	That the motion regarding the Region of Durham Community Improvement Plan - Affordable Housing be tabled.	27 Jan 2020	12 Jun 2023	04 Dec 2023	Dependent upon completion of the Region's project.
P&D-0002	Elaine Baxter-Trahair, Chief Administrative Officer, Stella Danos-Papaconstantinou, Commissioner, Social Services, Alan Robins, Director, Housing Services, Jenni Demanuele, Director, Business Services, Gary Muller, Director of Planning, John Henry, Regional Chair, Region of Durham, and Warren Price, Urban Strategies Re: Redevelopment Opportunity - 590 and 650 Rossland Road	That Staff report back on the site redevelopment opportunity for 590 and 650 Rossland Road East throughout the redevelopment process while ensuring ongoing consultation with the community.	25 Jan 2021	12 Jun 2023	04 Dec 2023	Staff will report back upon receipt of additional information from the Region.
P&D-0003	Public Works (Engineering) Department Report, PW 34-21 Re: Highway 7/12 Alternate Route Environmental Assessment Status Update	4. That Staff and the EA Study Team be directed to review the Thickson Road option based on the planned future 4/5 lane Regional design terminating at the intersection of Highway 7/12 south of Brawley Road against the weighting of the preferred option, and following consultation with the Region of Durham, MTO, and MECP and a review of defensibility, report to Council with respect to next steps and the financial impact of pursuing the Mid-Block and Thickson Road as an alternative for the Highway 7/12 route as part of the enhanced consultation.	01 Nov 2021	12 Jun 2023		The project timeline was impacted by communication and consultation constraints related to the 2022 Provincial and Municipal Elections. The project was extended to investigate the significance of technical considerations and to consult further with agencies on policy issues.

Item Number	Description	Resolution	Meeting Date	Due Date	Revised Date	Explanation/Comments
P&D-0004	Automated Speed Cameras on Town Roads	That staff report to Council on the feasibility and cost of adopting an Automated Speed Enforcement program on Town Roads in School Safety Zones and Community Safety Zones.	29 Nov 2021	06 Mar 2023	04 Dec 2023	Automated Speed Cameras will be considered through the Traffic Calming Policy.
P&D-0005	Planning and Development (Engineering Services) Department Report, PDE 02-22 Re: Boulevard Permit Parking Program	That Report PDE 02-22 be referred to Staff to review concerns raised by the Committee.	28 Feb 2022	13 Mar 2023	12 Jun 2023	Staff resources have delayed consideration of this item.
P&D-0006	Planning and Development (Planning Services) Department Report, PDP 12-22 Re: Signage Review	3. That Staff report back on ways to manage digital signage consistent with the Council approved wayfinding and signage strategy.	07 Mar 2022	18 Sep 2023		A report will be forthcoming following a report from Community Services regarding an Accessible Wayfinding Policy
P&D-0007	Thistledown Crescent Emergency Access Review	That Staff be directed to report on the following issues: c. Following the opening of Thistledown Crescent to Taunton Road, the implementation of a monitoring program with 24/7 traffic counter device to obtain traffic data on speed, volumes, and other metrics and report back to Council within one year of the road opening regarding the traffic impacts of the development and whether any additional traffic calming measures are required.	07 Mar 2022	03 Mar 2024		The due date will be determined once the road is opened.

Item Number	Description	Resolution	Meeting Date	Due Date	Revised Date	Explanation/Comments
P&D-0008	Temporary Pop-Up Parking or Restricted Parking Signage	That Staff be directed to report to Council on the feasibility, cost, and related by-law amendments to implement temporary (pop up) permitted parking signage or temporary (pop up) restricted parking signage, as needed with extraordinary weather events, special events, and/or special circumstances.	07 Mar 2022	05 Dec 2023		
P&D-0011	PDP 61-22, Planning and Development Department Report Re: Final Recommended Official Plan Amendment, Downtown Whitby Community Secondary Plan, File Number: DEV-21-20 (OPA- 2020 W/03)	1. That Report PDP 61-22 be referred to Staff to prepare a memorandum on the costs and opportunity of undertaking additional consultation with the community on the Downtown Whitby Community Secondary Plan; and, 2. That a recommendation regarding the Official Plan Amendment for the Downtown Whitby Community Secondary Plan be brought back to Committee following an education and training session with Council.	28-Nov-22	03 Apr 2023		
P&D-0012	PDP 66-22, Planning and Development (Planning Services) Department, Financial Services Department, and Legal and Enforcement Services Department Joint Report Re:Ontario Bill 109, More Homes for Everyone Act, 2022	3. That staff report back to Council following completion of the Development Application Approval Process and Fee Review study regarding any further proposed process and fee changes required to adequately address the impacts of Bill 109.	12-Dec-22	04 Dec 2023		Report back following completion of DAAP in 2023

Town of Whitby

Staff Report

whitby.ca/CouncilCalendar



Report Title: Ready Set Future: Durham Region's Five-Year Economic Development and Tourism Strategy and Action Plan

Report to: Committee of the Whole

Date of meeting: March 6, 2023

Report Number: CAO 08-23

Department(s) Responsible:

Office of the Chief Administrative Officer

Submitted by:

Sarah Klein, Director, Strategic Initiatives

Acknowledged by M. Gaskell, Chief Administrative Officer

For additional information, contact:

Paul Pirri, Senior Manager, Economic Development x 4312

1. Recommendation:

1. That Report CAO 08–23 be received for information.

2. Highlights:

- On December 21, 2022, Durham Region approved a new five-year Economic Development and Tourism Strategy and Action Plan, 2023-2027 Ready Set Future: A PLACE Blueprint for Durham.
- The Town of Whitby's 2022-2026 Economic Development Strategy aligns with and complements the goals and objectives of the Region's Strategy and Action Plan, and the Economic Development teams from the Town and Region will continue to collaborate to grow the local economy.

3. Background:

The Region's prior Economic Development Strategy and Action Plan, endorsed by Regional Council in 2017, reached the end of its five-year timeframe. It is outdated, and much has changed in the past five years. The global pandemic has permanently altered the nature of work, the pace of innovation globally is accelerating, and Durham's demographics and economy are evolving rapidly. Good news stories consistently emerge of the incredible advancements

throughout Durham's economy. A new bold, transformative, and forward-looking strategy was needed to set the course of regional economic development for the coming five years.

A comprehensive analysis was commissioned to review and consider economic and demographic data, local economic reports, and research and to explore the most impactful global drivers of change. This research and analysis were used to identify high-value opportunities to grow the regional economy.

The data analysis and global drivers of change were used to frame the challenge: "What does economic success look like in the near term (five years) and the long term (30 years)?" Collaborative sessions were held to identify and develop shared economic aspirations, which included over 80 of the Region's economic partners. The Region collaborated with economic development staff from Durham's area municipalities of Ajax, Brock, Clarington, Oshawa, Pickering, Scugog, Uxbridge, and Whitby, as well as post-secondary institutions; major employers; entrepreneurs; the Chambers of Commerce and Boards of Trade; Durham Workforce Authority; the Mississaugas of Scugog Island; BACD; the Arts, Cultural, and Creative Industries; BIAs; the Innovation Community (including Spark Centre, 1855 Accelerator and OPEN.Innovate); Central Counties Tourism; and other internal Regional Departments.

In collaboration with these partners, four long-term aspirations for Durham's economic future were formed, and measures of success were identified. The new strategy places Durham residents at its centre, with activities aligned with the overall goal of improving the long-term economic prosperity of Durham residents.

The Steering Committee met throughout the strategy development process and created goals for each long-term aspiration. For each goal area, action items were generated to be undertaken by the Economic Development and Tourism Division over the coming five years. These actions will send the Region confidently toward achieving its economic development aspirations.

4. Discussion:

Ready Set Future endeavours to support the creation of economic opportunities for people of diverse backgrounds, identities, abilities, lifestyles, and life stages while aiming to create an inclusive, prosperous future for everyone. The strategy places Durham's residents at its centre.

The Strategic Vision is that "Durham's distinct cultural identity and its vibrant and diverse downtowns will be magnets for talent and investment, and the region's innovation community will be known for solving global challenges."

The 'PLACE'-based economic aspirations for Durham, 30 years in the future, are:

- a) PEOPLE: Durham will be a leader in Ontario for workforce skill and education attainment
- b) LOCATION: Durham will capitalize on the potential for strong intensification and renewal in urban cores and grow vibrancy and diversity in the downtowns

- c) ACCELERATION: Durham's innovative businesses will continue to solve global challenges
- d) CREATIVITY: Durham will have a distinct, creative, and cultural identity for its vibrant base of creative businesses, cultural institutions, galleries, entertainment venues, and homegrown talent
- e) ENABLERS: Collaboration, resourcing, and metrics will enable success

Local Alignment

The Town of Whitby's 2022-2026 Economic Development Strategy and the Destination Whitby Tourism Strategy 2022-2025 were developed a full calendar year prior to the completion of the Region's Ready Set Future Economic Development strategy. The Region of Durham considered opportunities for alignment and coordination with area municipal strategies, and therefore, the strategies align well. From a policy context, Ready Set Future aims to create an environment that contributes to the success of the lower-tier municipalities.

Many goals identified in Ready Set Future align with or support the Town of Whitby's economic development and tourism activities. The following summary highlights goals in the Region's Ready Set Future Economic Development Strategy and explains how these align with the Town of Whitby's current Economic Development Strategy and Tourism Strategy.

Goal 1.1 Identify future talent requirements of Durham businesses and skills gaps in key priority sectors.

Throughout the execution of the Town of Whitby's Business Retention and Expansion surveys in 2022, a common theme from local businesses was the difficulty they were facing in hiring skilled talent. This goal would support local businesses in creating talent pipelines that can support local businesses.

Goal 1.2: Unlock the potential of women in Science, Technology, Engineering, Mathematics, and Trades/Technical (STEMT) and foster workforce diversity. Encourage inclusive talent development to enable underrepresented groups to invest in skills and education.

Whitby's Economic Development section embraces the concept of Local Economic Development that focuses on empowering traditionally underrepresented groups. This Goal aligns with local goals to develop a BIPOC fellowship program pilot, develop a Whitby professionals and entrepreneurs newcomers club, and host local community job fairs.

Goal 1.4: Attract and retain talent: Develop programs to attract skilled workers into Durham.

It is planned that Whitby's Economic Development team will develop a local resident attraction strategy in 2025.

Goal 2.3: Magnetic downtowns: Cultivate vibrant and diverse downtowns, to create magnets for talent and creative businesses.

Downtowns and Lifestyle has been identified as one of the key sectors within the Town of Whitby. Whitby Economic Development will be working to support the sector by developing sector meetups and planned vacant storefront animations. The Town's Creative Communities section also supports work undertaken in Downtowns and Tourism more generally through placemaking, cultural activations, and culinary tourism opportunities.

Goal 3.1: Strengthen the innovation community: Support the creation of flexible workspace and tailored programs to encourage start-ups tackling global challenges.

Goal 3.3: Build Durham's reputation for innovation to solve global challenges.

The work in Goals 3.1 and 3.3 is strongly aligned with Pillar 4: Foster Municipal Innovation of the Town's Economic Development Strategy which focuses on strengthening the local innovation ecosystem. This work includes designating Whitby as a Centre for Government Technology and implementing programs to support the Centre.

Goal 3.4: Attract domestic and international inward investment into Durham's priority sectors.

The Town of Whitby currently works with Invest Durham to respond to investment inquiries as they arise. The Town has developed a response protocol that utilizes branded sector profiles and general information. In addition, this protocol ensures that we follow up with prospective investors at 3-, 6-, and 12-month intervals.

Goal 4.1: Urban excitement and country charm: Build the Durham Tourism brand by promoting attractions and experiences that align with brand principles.

The Town of Whitby is developing a tourism microsite that will further build upon and support Durham Tourism promotions and storytelling. This website will build out Whitby's six key tourism sectors (Nautical, Sports, Family, Culinary, Wellness, and Cultural tourism) and create tourism itineraries for destination development. In addition, the Town aims to raise the profile of Whitby's tourism sector by leveraging travel and blog influencers to generate local content.

Goal 4.2: Strengthen Quality of Place: Undertake activities that improve Durham's Quality of Place metrics.

The Town is working with Central Counties Tourism to expand upon the 2019 tourism metrics through visitor data for key sectors. This information can be shared with the Region and tourism partners and businesses to help expand promotional opportunities and measure future market growth. Furthermore, a tourism asset gap analysis will be undertaken to identify opportunities for products/experiences and infrastructure enhancements in

the community (i.e., signage, visitor centre). The Town will also partner in a First Impressions Community Exchange program to discover how well Whitby serves its visitors.

Goal 4.3 Champion inclusive tourism: Pursue tourism initiatives which are diverse, accessible, and inclusive.

The Town will help local businesses and stakeholders become ‘tourism ready’ through online resources and training workshops such as the Safe Travels Stamp. The Town is also investing in photos and video assets to capture diverse imagery that promotes an inclusive and inviting tourism landscape.

Goal 4.4: Drive prosperity through local love: Prioritize activities with high potential to drive spending to locally owned and operated businesses and increase overnight stays.

This goal aligns well with work undertaken through the Town’s Culture Plan 2021-2031 and Tourism Strategy such as the new [Arts and Culture](#) microsite, which showcases local artists, galleries, cultural spaces, and the [Whitby Arts Trail](#) as well as the launch of the [Digital Food Guide](#) in 2022 to promote Whitby’s culinary and brewery scene.

5. Financial Considerations:

None

6. Communication and Public Engagement:

Both the Town of Whitby and the Region of Durham undertook extensive community consultation to develop their Economic Development Strategies, including establishing Steering Committees with representatives from businesses to guide the development of the Strategies.

7. Input from Departments/Sources:

None

8. Strategic Priorities:

At a Regional level, Ready Set Future is the primary Regional strategy and action plan to deliver on ‘Goal 3: Economic Prosperity’ of the Durham Region Strategic Plan 2020-2024, which is “To build a strong and resilient economy that maximizes opportunities for business and employment growth, innovation and partnership.”

Specifically, the priorities of Goal 3 are:

3.1 Position Durham Region as the location of choice for business

3.2 Leverage Durham’s prime geography, social infrastructure, and strong partnerships to foster economic growth

3.3 Enhance communication and transportation networks to better connect people and move goods more effectively

3.4 Capitalize on Durham's strengths in key economic sectors to attract high-quality jobs

3.5 Provide a supportive environment for agriculture and agri-food industries

9. Attachments:

Attachment 1 - Durham Region 2023-2027 Economic Development and Tourism Strategy and Action Plan

2023-2027

READY SET FUTURE

A PLACE Blueprint for Durham



Economic Development and Tourism Strategy and Action Plan

Page 52 of 227

An aerial photograph of a rural landscape. In the foreground, there are green fields, a road, and some buildings. In the middle ground, there are more fields and a line of trees. In the background, there is a large body of water, possibly a lake or a wide river, under a clear blue sky.

Acknowledgement

Durham Region is located on the traditional lands of the Mississauga Peoples. While the Region has started its journey to develop meaningful relationships and work toward reconciliation with local First Nations, Métis, and Inuit, we recognize and acknowledge that a more comprehensive approach to reconciliation is needed to address systemic inequities and racism; and to better support, celebrate and deliver services to Indigenous Peoples in the region. We give this acknowledgement to show respect to the First Peoples who inhabited this land and to remind ourselves of the importance of strengthening relationships with Indigenous communities and of our continuing commitment to do better.

This strategy endeavours to support the creation of economic opportunities for people of diverse backgrounds, identities, abilities, lifestyles and life stages; and aims to create an inclusive prosperous future for everyone.

Introduction

Ready Set Future delivers on the third pillar of Durham Regional Council's Strategic Plan: **"To build a strong and resilient economy that maximizes opportunities for business and employment growth, innovation and partnership."** It was developed collaboratively with partners from the academic, business, and public sectors, and with partners from the area municipalities, innovation community, and the arts and creative sectors. With the guidance of a steering committee (credited at the end of this strategy), economic data and global drivers of change were analyzed, and aspirations were developed to frame a long-term vision for the future.



"Our collaborative process to develop this strategy led back to one fundamental objective: the work of Invest Durham is ultimately to improve the success, fulfillment, and prosperity of the region's residents. For that reason, this strategy puts the region's people at its centre."

— John Henry, Regional Chair and CEO



"Ready Set Future is Durham Region's bold and transformational economic action plan. It was built to support inclusive and sustainable economic growth and targeted investment. This plan is ambitious, aspirational, and tenacious— just like our community."

— Elaine Baxter-Trahair, Chief Administrative Officer

This strategy sets out an economic development vision for the region three decades into the future – aspirations for a talented workforce, vibrant downtowns, a reputation for business innovation, and a distinct creative identity. A Five-Year Action Plan, found in the second half of this strategy, is the roadmap for the next five years. These actions will guide Durham Region confidently down the path to begin realizing these aspirations.

Durham's distinct cultural identity—and its vibrant and diverse downtowns—will be magnets for talent and investment, and the region's innovation community will be known for solving global challenges.



Aspirations
page 12



Economic
Growth
Principles
page 18



Priority
Clusters
page 26



Five-Year
Action Plan
page 33

Situated within the most in-demand province in what is widely considered the best country in the world, Durham Region is part of the strongest economic metropolitan area in Canada.

The global economy is changing rapidly, and the region is in a time of booming growth. Durham Region needs a bold and transformative strategy to unlock economic potential, and it must build on and use its incredible strengths and assets to drive job growth through innovation.



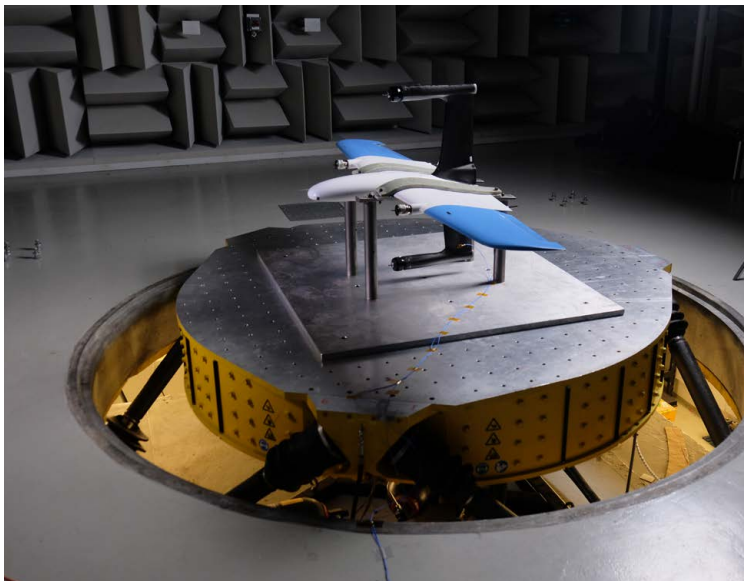
Large investments into **Pickering's** Seaton lands by international companies are examples of this booming growth. The transformation of Pickering City Centre, with dense housing and office buildings connecting to mass transit makes it an emerging alternative to downtown Toronto. Pickering has long been a home to the nuclear industry, and in recent years, the Canadian Centre for Nuclear Sustainability was established with a vision for global influence in the future of clean energy.



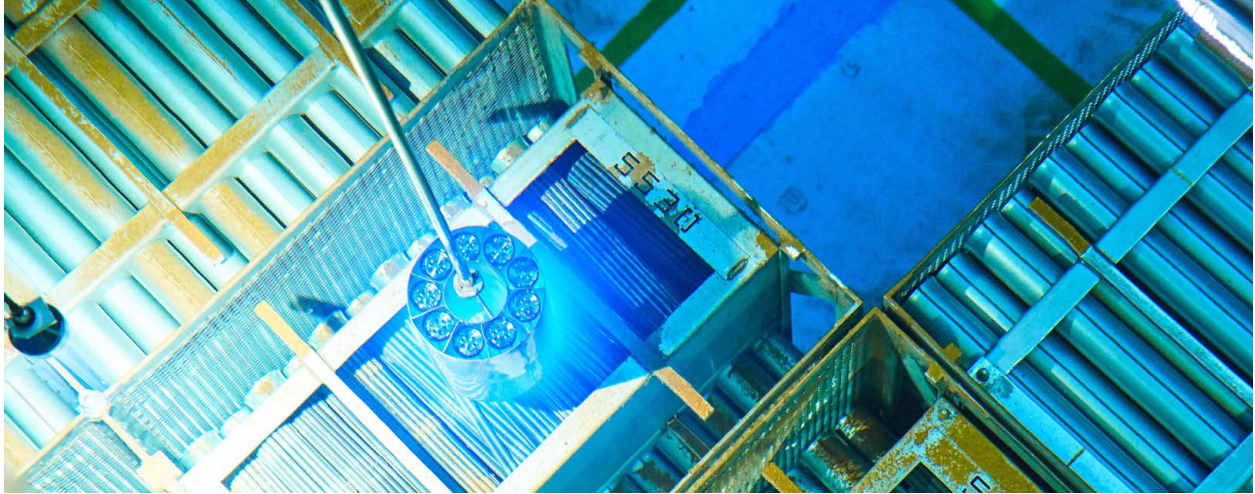
The **Ajax** lakeshore community has a long history of industrial innovation. Now a diverse urban community with a passion for cycling and lakefront trails, the natural assets complement cutting-edge aerospace and advanced mobility innovators.



In **Whitby**, Merck is producing leading-edge pharmaceuticals at Thermo Fisher Scientific. Nearby, Ontario Shores for Mental Health Sciences is beginning work on Canada's first Mental Health Innovation Accelerator. Durham College's Centre for Food is innovating sustainable food systems. Home grown technology companies are accelerated into global leaders at 1855 Accelerator.



Oshawa is an innovation centre. With three top-ranked post-secondary institutions, it is a cultural crossing place that leads Ontario in workforce development. ACE, one of the world's most advanced climatic testing facilities, is one of many advanced and industry-responsive research and development labs on campus. With a downtown under transformation, Oshawa's core contains collections of national significance, including fine art, vintage automobiles, and Parkwood National Historic Site—one of Canada's top 10 film and television industry locations.



Together with Pickering, **Clarington** positions Durham as the Clean Energy Capital of Canada. With the headquarters of Ontario Power Generation (OPG) on the way, lifesaving medical isotopes under production, and the site of the first grid-tied Small Modular Reactor (SMR), Durham's enormous competitive advantage globally in the future energy cluster will attract investment and jobs for decades. Innovation continues in the rural areas.

Algoma Orchards is Canada's largest apple grower, using cutting edge technology to meet ambitious sustainability goals. Tesla batteries and industrial-scale water reclamation at their facility propels sustainability and solves global challenges in agri-food production.



These connections demonstrate how Durham balances urban excitement with country charm. This is apparent in **Uxbridge**, where farm meets table. Farmers markets, bistros, and a strong artistic community complement rolling, colourful trails. Animated by historic architecture, innovators and entrepreneurs work remotely in Uxbridge and Port Perry—areas boasting high growth rates and densities of tech talent.



Brock offers lakefront beauty and recreation, as well as rolling agricultural countryside dotted with three historic main street communities. Brock is home to several cutting-edge businesses ranging from agri-food and agri-tech enterprises, to businesses specializing in advanced 3D printing and additive manufacturing.

Scugog is a creative community. Here you'll find a recognized music industry technology giant, and innovative indoor farming, situated alongside some of the best and most scenic agri-tourism attractions in Ontario.



The **Mississaugas of Scugog Island First Nation** is proud Anishinabek community, located on Lake Scugog in the heart of the Durham Region. The community is home to the Great Blue Heron Casino, Tim Hortons, an expanding commercial center, and hosts an annual Powwow celebrating 25 years in 2023. The community has recently invested in clean drinking water infrastructure to the community, lifting a 20-year boil advisory. The First Nation has established an economic development partnership, Noozhoo Nokiyon Limited Partnership ("NNLP"). NNLP operates and manages several businesses and commercial properties for the First Nation and continues to build a broad investment portfolio aimed at generating sovereign wealth for the community.

It is with good reason that Durham is in-demand.

Over the last five years, Durham Region has collaborated with our area municipal partners to prioritize the servicing of desirable employment lands and have made major advances in connecting our underserved communities to high-speed broadband. We have showcased our innovation community and attracted new investment.

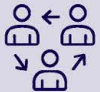

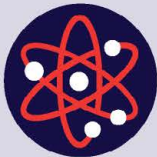










We have been ambitious, and now it is time to be **bold and transformational**. Our strategy, developed with partners from across the region, sets out four aspirations for long-term prosperity.

To reach these bold economic aspirations for 30 years from now, we will harness the region's many strengths, and support the leaders and innovators in our community.

We've plotted strong and action-oriented activities for the next five years that will confidently move the Region along the path to realizing this vision.

2023-2027

STRATEGY AND ACTION PLAN

Long-Term Aspirations	Five-Year Goals	Economic Growth Principles	Priority Clusters
PEOPLE Durham is a leader in Ontario for workforce skill and education attainment	1.1 Identify Future Talent Requirements 1.2 Unlock Potential of Women in STEM 1.3 Connect Businesses to Talent 1.4 Attract and Retain Talent	 Collaboration  Talent	 Future Energy
LOCATION Intensification and renewal in Durham's urban cores, and vibrant and diverse downtowns	2.1 Urbanize Urban Growth Centres 2.2 Facilitate Rural Resilience 2.3 Create Magnetic Downtowns	 Distinct Cultural Identity	 Next Gen Mobility
ACCELERATION Durham's innovators are solving global challenges	3.1 Strengthen Innovation Community 3.2 Grow Local Businesses 3.3 Build a Reputation 3.4 Attract Investment	 Vibrant, Financially Attainable Downtowns  Diversity, Equity and Inclusion	 Arts, Culture and Creative
CREATIVITY Durham has a distinct identity for arts, cultural and creative industries	4.1 Build the Tourism Brand 4.2 Strengthen Quality of Place 4.3 Champion Inclusive Tourism 4.4 Drive Prosperity through Local Love	 Climate Emergency Response  Innovation	 Applied Digital Tech
ENABLERS Collaboration, a resourcing plan, and performance metrics will unlock the potential of this strategy	1. Delineation of Economic Development Roles across the Region 2. Resourcing Plan 3. Metrics and KPIs	 Infrastructure and Investment Readiness	 Agri-Food



Aspirations: A 30-Year Vision

PLACE

People

Durham is a leader in Ontario for workforce skill and education attainment.

Location

Intensification and renewal in Durham's urban cores, and vibrant and diverse downtowns.

Acceleration

Durham's innovators are solving global challenges.

Creativity

Durham has a distinct identity for arts, cultural and creative industries.

Enablers

Collaboration, a resourcing plan, and performance metrics will unlock the potential of this strategy.

PLACE Aspirations

Placing people at the centre of this strategy is a modern and progressive approach to sustainable economic development. To track success of the strategy, we will monitor aggregate and median household income growth as an indicator of resident prosperity. This central focus gives rise to four long-term and interrelated aspirations that frame a bold vision for Durham 30 years in the future.

We have considered the critical ingredients that will lead to resident prosperity. Our diverse residents must have the skills and education needed to be responsive to an evolving global environment and economy. Our urban cores should be places to gather, offering affordable living options and cultural experiences that attract a variety of skilled talent. And we must focus on creating vibrant, distinct cultural identities. In doing so, we will accelerate innovation, investment, and high-quality job growth.

The Region's aspirations to be a PLACE of economic prosperity were based on the principle that skilled and talented **People** will act as a magnet to attract investment. Attracting skilled and talented people requires diverse and vibrant **Locations**, and this magnet will **Accelerate** investment and prosperity throughout the economy. Success in all three aspirations is driven by regional **Creativity** and made possible with key **Enablers**.

People

The region welcomes vast numbers of new residents every year, resulting in above-average population growth. This growth presents an opportunity. The region can retain and develop a talent profile to match the skill requirements of key priority clusters. The region is already home to many office-based knowledge-sector workers who, prior to the pandemic, commuted out of the area for work. There is an opportunity to connect this talent with local opportunities. Skill requirements for growing clusters are evolving rapidly, as these clusters experience rapid technological innovation, which makes education and skills training critical for both individuals and organizations to remain competitive. It is important to retain, empower, diversify, and continually adapt labour force skills to meet the current and future demands of the economy.

Location

Durham saw significant population changes during the pandemic, as hybrid and remote workers moved to the region with their families. This trend of high population turnover preceded the pandemic and is expected to continue. The region is forecasted to grow to 1.3 million people and 460,000 jobs by 2051.

To match economic growth to residential growth, and to meaningfully increase the ratio of jobs to residents, Durham Region must support its area municipalities in pursuit of a bold and transformational vision for the Urban Growth Centres of downtown Pickering and Oshawa. Intensification and renewal in Urban Growth Centres can attract office-based employers, leading to meaningful long-term job growth. Urban renewal and intensification can also bring financially attainable housing options, helping with retention of new graduates and supporting inward migration of new working-age Canadian residents and international students.

The Region must also collaborate with area municipalities on enabling exciting placemaking initiatives in its 14 downtowns of Ajax, Beaverton, Bowmanville, Brooklin, Cannington, Newcastle, Orono, Oshawa, Pickering Nautical Village, Pickering Village, Port Perry, Sunderland, Uxbridge and Whitby. Diverse and vibrant downtowns with a strong Quality of Place are magnets for talent, and for employment-generating investment.

Acceleration

Global, national, and regional economies are changing at speeds not seen for generations. The digital shift has been enabled by a revolution in processing power and cloud storage, automation and quantum processing. New jobs and economic value will emerge in clusters yet to be defined, and the impacts of hybrid and remote work are creating ripple effects for communities like Durham. There is a growing movement in the global economy to prioritize Environmental, Social, and Governance (ESG) sustainability targets, as all levels of government actively work to decarbonize and advance the United Nation's Sustainable Development Goals. These changes and trends create opportunities for individuals and businesses in the region. As the region's innovators solve global challenges, our local businesses become more globally competitive, and new roles and positions emerge that didn't exist before. Our broad reputation for innovation will grow. The Region must provide the necessary support to strengthen the innovation community, and strategically attract investments that solve local, national and global challenges. This support will create high value jobs and economic prosperity for the region's residents.

Creativity

Quality of Place elements make a community distinctive in ways that are desirable, attractive, and in turn, make it competitive for investment. In fact, it can significantly impact whether highly trained or educated workers choose to move to the region, or to stay after completion of their post-secondary schooling. We will collaborate to influence major advances to the region's Quality of Place through bold and transformative tourism and placemaking initiatives. Growth in the arts, cultural, and creative industries contribute to the magnetism of a community. There are numerous opportunities to support rural and urban economies by enabling agri-tourism, promoting recreational cycling, and creating new frameworks that foster our music industry. Our teams can help to build momentum around local food and culinary experiences, and support and grow diverse cultural festivals. In helping to build and lift-up our homegrown talent, our distinct cultural identity will be strengthened. In this way, we will lay the foundation for a magnetic, sociable and prosperous community and economy.

Enablers

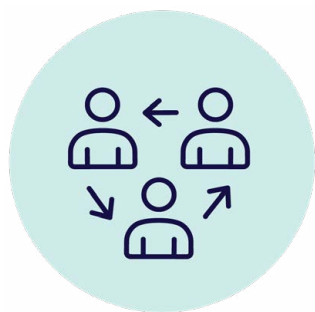
Successful economic development outcomes are enabled by a collaboration, resourcing aligned with aspirations, and documented priorities. Bringing together Regional economic development and tourism staff to collaborate with area municipal staff, post-secondary institutions, business organizations, innovation community support organizations, advisory councils, advocacy groups, and others, will create a whole greater than the sum of its parts. Working together, our collective aspirations for economic success in Durham Region will be achieved more efficiently. Further, the Regional strategy has outlined bold aspirations which will require resourcing and organizational planning to ensure they are achievable. The success of the five-year action plan will be measured through specific key performance indicators.

Eight Economic Growth Principles



PRINCIPLE 1

Collaboration



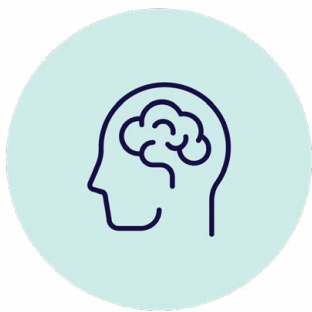
The Region will achieve bold and transformational objectives by collaborating with area municipal economic development teams, the business and academic communities, the innovation community, and other agencies and levels of government.





PRINCIPLE 2

Talent



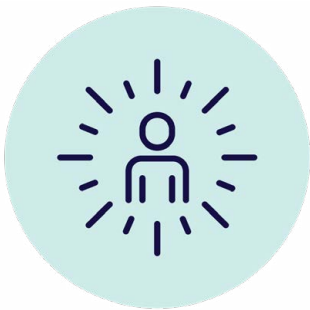
Supporting the growth of the region's skilled and educated workforce is an investment in the region's economic future. The world's most successful and innovative companies will locate new offices and investments in places that can reliably deliver a skilled and innovative workforce.





PRINCIPLE 3

Distinct Identity Through Culture



Durham Region should support and enable desirable amenities and experiences to attract a diverse range of residents, visitors, and investors. Rural experiences such as recreational cycling and agri-tourism will draw in families. The arts, cultural, and creative industries will create a distinctiveness that is desirable.





PRINCIPLE 4

Vibrant, Financially Attainable Downtowns



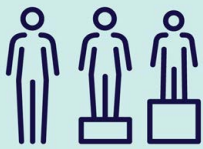
A diverse mix of housing and business premises should be financially attainable to people and entrepreneurs at each stage of their life and career. A combination of urban intensification and renewal, good urban design, cultural and creative industry investment, and supporting the right place-making elements, will help unlock the ability to attract new graduates and a skilled workforce.





PRINCIPLE 5

Diversity, Equity and Inclusion



Durham Region should support the creation of economic opportunities for people of diverse backgrounds, identities, abilities, lifestyles and life-stages. The Region should ensure it welcomes new residents and establishes strong links with Indigenous communities to ensure there are appropriate opportunities to address past injustices and ensure an inclusive and equitable future for everyone.





PRINCIPLE 6

Climate Emergency Response

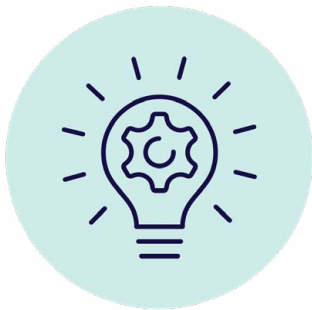


Durham Region's actions should clearly contribute to the commitment to reach net-zero emissions and should work to reduce the harmful impact on the global environment by the community. Clean infrastructure, clean future energy, transit, electrified mobility, urban intensification, and innovation will all contribute Durham's ability to reduce environmental impacts, build resilience to the impacts of climate change, and capitalize on the global opportunity of being a climate leader.





PRINCIPLE 7 **Innovation**



The region's businesses, institutions, students, and residents should be primed to use insights and research to drive the commitment to adaptation and improved competitiveness in all facets of the economy. The rapid pace of global change is creating new challenges and opportunities that are still being defined. Competing will require the brightest minds backed by ambitious investment and underpinned with supporting infrastructure.





PRINCIPLE 8

Infrastructure and Investment Readiness



Supportive infrastructure such as transit, the Port of Oshawa, the GO East Extension and associated opportunities for transit-oriented development, along with the servicing of employment lands, all contribute to the region's competitiveness for attracting new investment. This includes the continuing collaboration among the Region and area municipalities to deliver exceptional and seamless concierge services throughout the investment attraction process and includes maintaining and marketing a steady supply of market-ready employment lands for new industrial development.



Priority CLUSTERS

Our team will focus actions and investment toward a new set of five key priority clusters by enabling infrastructure, sites, skills, and resources needed for them to grow. We will strengthen the priority clusters by attracting new investments, filling value chain gaps.

An industry cluster is a concentration of interconnected businesses, supply chain linkages and associated ecosystem supports that can be measured and compared to other geographic areas. Clusters, when taken together, generate overall economic strength and output that is greater than the sum of their individual parts, compounding economic returns and job growth.

Priority clusters were selected based on their:

- Strength to act as a platform consisting of resources, supply chain assets, and post-secondary curriculum to launch new related opportunities
- Global growth prospects
- Ability to create high-value jobs
- Capacity for innovation
- Ability to improve the regional reputation





Future Energy

The clean energy cluster is set to undergo a dramatic transition to address the climate emergency. It is increasingly interconnected and plays a critical role driving growth in other sectors. Durham is positioned to power southern Ontario's economy, as it has a dominance in nuclear that can be leveraged to create high-quality jobs and stimulate investment in supply chains for renewable and new-nuclear solutions. The region's advantages include its labour force, strong cluster of existing businesses, and being home to Ontario Power Generation (OPG). OPG has continued its decade-long collaboration with Durham College and Ontario Tech University to build an enviable talent pool. Durham's post-secondary institutions also offer degree programs and curriculum that drive innovation. Facilities, such as Ontario Tech University's Clean Energy Research Laboratory (CERL) and ACE Climatic Wind Tunnel, are key in the progression of the Region's clean technology objectives.

The areas where Durham will drive growth opportunities are:

- Professional services for energy generation and distribution
- Nuclear energy and supply chain
- Medical isotopes
- Clean renewable energy
- Battery storage
- Energy efficiency retrofit technologies



Next Generation Mobility

The global drivers of change point to a major shift toward electric and autonomous vehicle systems. The Canadian government has mandated that all new vehicles sold by 2035 must be zero-emission. With a long-established automotive industry, Durham Region continues to foster innovation as the mobility industry evolves. Central components of the next generation of mobility economy are knowledge intensive. Durham has the base of businesses and post-secondary programs on which to build the required talent pipeline. The region's location, available land, cost-competitiveness, and established manufacturing supply chain mean that Durham is positioned to attract globally significant investments.

Both Durham College and Ontario Tech University have extensive research and development initiatives in place to accelerate the next generation of mobility. Durham is a Regional Technology Development Site (RTDS) and part of the Autonomous Vehicle Applied Research (AVAR) initiative. It is also a partner in the Ontario Vehicle Innovation Network (OVIN), with Ontario Tech University and Spark Centre.

The ACE facility at Ontario Tech is an asset, which positions the following areas for growth:

- EV technologies and charging infrastructure
- Autonomous/connected vehicle technologies
- Software development and testing
- Additive manufacturing and 3D printing
- Vehicle testing/prototyping



Applied Digital Technology

Digital technology is now embedded broadly and deeply in all aspects of our lives. The acceleration of technology creates growth prospects, especially for places and businesses that can secure the skills that will drive development and application of new digital technologies. The region is situated within the Toronto Region – Waterloo Innovation Corridor, a global hot spot for technology growth. Durham has a base of digital tech and media businesses and will aim to secure cluster concentrations in areas of this cluster whereby businesses best fuel economic potential. The Region will aim to harness the cross-pollination of ideas among innovators, work to attract skilled labour, harness the leadership of larger employers and work to ensure availability of collaborative co-working facilities for startups. The talent pool emerging from the region's three post-secondary institutions and the potential of our larger employers to help strengthen local suppliers will spinout new business models and drive wealth creation.

Durham Region will initially explore the case for the following areas of digital technology to be the drivers of growth in the cluster:

- Data analytics
- Immersive technology
- Cyber security
- Applied artificial intelligence
- Next-gen automation
- Medical technology



Arts, Culture and Creative

The arts, cultural, and creative industries cluster spans a wide range of business types. The region has well-established creative businesses; a growing film industry, a notable music scene, and 14 vibrant downtown areas that host a growing base of creative businesses. The creative businesses in our downtowns—such as music venues, culinary destinations and micro-manufacturers—provide social value to residents, while helping to attract tourism and new residents. These businesses are vital to the region’s Quality of Place, while also playing a critical role in creating jobs and prosperity in our local economies. Film and television is exhibiting strong annual growth, and there is explosive growth of electronic sports (e-sports), both which are creative industries that rely on digital technology and demand a highly skilled workforce; a workforce that is largely attracted to creative communities.

Work will be undertaken to identify which of the following areas hold the greatest prospects for local growth in the region:

- Music
- Film and television
- Digital media
- E-gaming and e-sports
- Cuisine and culinary



Agri-Food

More than 80 per cent of Durham lies within the provincially designated Greenbelt, which supports a thriving agri-food industry through job creation and stewardship of the region's natural assets. With a competitive edge over other Greater Toronto and Hamilton Area (GTHA) municipalities, the ongoing growth of the agri-food cluster is critical to the overall economic success of the region, allowing us to leverage opportunities for growth across the entire value chain. There is a vital role to play in attracting visitors through enabling new agri-tourism offerings, local food and on-farm diversification initiatives, that support enhanced Quality of Place and access to local products and experiences. Our farmers are cutting-edge, creating an environment that provides access to the right tools and resources to invest in and adopt leading agri-tech and modern agricultural applications.

Supporting this cluster will be imperative to sustainably feed our growing population. Areas of focus include:

- Agri-technology
- On-farm diversified uses
- Agri-tourism
- Local food supply and value chain
- Vertical/indoor agriculture

The background is a dark blue and purple abstract design. In the top left, there is a lightbulb icon. In the top right, there is a lantern icon with a plant inside. In the bottom right, there is a circular icon with a stylized face. The background is filled with various geometric shapes like circles, squares, and triangles in different shades of blue and purple.

Five-Year ACTION PLAN

To advance Durham toward our 30-year aspirations, goals and action items for the next five years have been established. These will propel the Region down the path to achieving this vision.

A photograph of four young adults walking outdoors in a park-like setting with trees showing autumn foliage. From left to right: a Black man in a blue t-shirt, a white woman in a polka-dot dress, an Asian woman in a beige jacket, and a Black woman in a black leather jacket and blue scarf. The word "PEOPLE" is overlaid in large, white, outlined letters across the middle of the image.

PEOPLE

Durham is a leader in Ontario for workforce skill and education attainment.



The talent-driven economy requires an increasingly skilled and educated workforce. Economic growth regionally is dependent on successfully attracting, retaining, developing, and deploying people in a way that maximizes their potential in the regional economy.

Over the next 30 years, the region's workforce will lead Ontario in technical skills and trades training, and in average university-level education attainment. The region will also have inclusive and equitable talent development pathways for residents that focus on matching skills and knowledge to market demand, and on improving diversity and gender equity in STEM (Science, Technology, Engineering, Math, and Trades/Technical) educations and careers.

Evidence:

- The region's aging population and labour force will place downward pressure on long-term labour force growth potential, emphasizing the need to plan for steady migration, particularly geared to a talented working age population.
- Anticipated economic growth in the region and decarbonization of the building sector through energy retrofits, will continue to generate a steady need for local skilled trades over the coming decades. This will require ongoing efforts to retain, attract, and accommodate new residents to avoid labour shortages.

- The region's resident population outperforms its peers in terms of college diploma attainment, but there is an opportunity to increase average university attainment to surpass the Greater Toronto Area (GTA) average.
- Farmers in the region are getting older, with more than 60 per cent aged 55 years and older. While the region has a slightly higher proportion of women farm operators than the provincial average, it is still very low.
- As the province with the highest child care costs, Ontario also has the lowest rate of women's workforce participation at 80.6%. Ultimately, early learning and child care supports parental labour force participation. While child care service is strong in Durham, improving access and reducing barriers to child care is a focus of the Region's Childcare Services Early Learning and Child Care Plan. One focus of the Plan is to ensure more people enter the child care profession in Durham, which will help unlock the ability for women to enter or re-enter the workforce.
- There is strong gender disparity in major fields of study relating to STEM in the region. Only nine per cent of women with post-secondary degrees in the region graduated from STEM fields against 50 per cent for men, and that ratio drops to under three per cent to 40 per cent for engineering.

Diverse, experienced, and educated talent is of critical importance to growing the economy and attracting investment. Talent must meet the changing needs of the economy, and the resident labour force needs to be well matched to current and future demands. The region must have a supportive and responsive environment where both individuals and businesses can build the knowledge, capacity, skills, and capabilities needed to prepare for and capitalize on economic evolution.

The region's strong legacy in advanced manufacturing gives it a competitive advantage over its peers in skilled trades and college-educated workforce, but the average age of this workforce is increasing, as is demand.



Over the next five years, Durham Region must focus on attracting, retaining, and building STEM education and skills that will allow the region's economy to grow, innovate, transform, and adapt, creating high-value jobs and attracting businesses. A skilled and highly educated population will also act as a magnet, attracting the world's fastest growing and most innovative businesses. Increasing skills and education will also place upward pressure on resident wages, driving up household income.



Goal 1.1 Identify future talent requirements of Durham businesses and skills gaps in key priority sectors.

Through engagement with businesses on skills requirements, Invest Durham can support existing businesses to expand and grow while simultaneously tracking the evolution of new skills that will be required in the future. Collaboration with partners will enable new and existing businesses to come together to co-create skill-development strategies and initiatives that promote business growth, maintain consistent engagement, and track progress.

Action	Timeline
1.1.1 Form a major Employers Roundtable to identify future talent requirements and skills that would help unlock rapid growth in key priority sectors.	2026
1.1.2 In collaboration with others, perform talent development research into anticipated future demands for skills and knowledge, and co-develop strategies that address identified needs.	2026
1.1.3 Conduct a future-facing skills gap analysis specific to north Durham businesses and partner with Durham Workforce Authority to identify future needs, and design programs specific to rural economies.	2025
1.1.4 Working with partners, develop an approach to evaluate the economic contribution and local wealth creation of residents that live in the region and work remotely, to improve resident connection to the local economy.	2026

Potential Partners: Durham Workforce Authority, Post-Secondary Institutions, Local Area Municipalities, Major Employers, Social Services



Goal 1.2: Unlock the potential of women in STEM, and foster workforce diversity. Encourage inclusive talent development to enable underrepresented groups to invest in skills and education.

A diverse talent pool is important for long-term economic growth, innovation and competitiveness. Globally, there is growing demand for STEM skills in the workforce and the region's post-secondary institutions have unique, competitive strengths to meet these needs. Despite these demands, women and other racialized populations continue to be under-represented in STEM fields. A focus on improving workforce diversity and supporting gender equity is an economic imperative for Invest Durham.

Action	Timeline
1.2.1 Develop a program that includes dedicated outreach efforts to increase the number of women in STEM education and careers.	2026
1.2.2 Investigate the potential to work with partners to develop an incentive program to encourage under-represented groups to enter STEM education, including micro-credentials.	2026
1.2.3 Explore partnership opportunities to address sexism and gender-based violence in skilled trades. Support awareness and education programming for those industries that promote inclusive and safe spaces for all genders, and which work to address gender bias in the recruitment and selection process.	2026
1.2.4 Sponsor and promote diversity and gender equity initiatives in STEM and innovation ecosystems, including Hackathons, Women in Cyber, Women in STEM, Women in Nuclear, Women in Trades, and Women in Automotive. Contribute to delivering racialized and women-owned business initiatives.	Immediate and Ongoing
1.2.5 To address challenges in skilled trades, work with regional partners to develop culturally responsive outreach and recruitment efforts geared toward the needs of racialized and marginalized communities.	2026

Potential Partners: Post-Secondary Institutions, Durham Region DEI Division, Durham Business Community, Trade Unions. Social Services



Goal 1.3: Support Durham businesses to target skilled workers through promotion, outreach, and post-secondary programs.

Durham-based businesses face stiff competition in securing talent, and some lack capacity to upskill and recruit. Many priority clusters in the region need candidates with very specific skills and are experiencing skilled labour shortages.

Through initiatives to connect talent to career opportunities and identifying opportunities for organizations to tap into new and diverse talent streams, Invest Durham can provide support to the region's businesses that addresses their talent challenges, enabling them to expand and grow more quickly.

Action	Timeline
1.3.1 Promote the region's career opportunities in innovation-led companies and priority clusters across the wider GTHA.	Immediate and Ongoing
1.3.2 Address the ongoing labour shortages in the agri-food sector. Measures include succession planning workshops for farmers, mentorship for young farmers, skills training programs, and Invest Durham agri-food career video promotion.	Immediate and Ongoing
1.3.3 Develop a systematic approach to match GTHA-based students and graduates with placements in the region's businesses and connect businesses to research and development and applied research opportunities.	2026
1.3.4 Highlight opportunities to businesses that employ many of the region's out-commuters, to relocate jobs or divisions into the region by establishing satellite offices or creating hybrid work nodes in the region's urban centres.	2026
1.3.5 Partner on the promotion and delivery of targeted training or micro-credentials to employers on culture, leadership, immigration and diversity, well-being, workforce planning and skilled workforce attraction, to support business expansion and growth.	2025

Potential Partners: Post-Secondary Institutions, Durham Region DEI Division, BACD, Area Municipalities, Agricultural Associations, Social Services



Goal 1.4: Attract and retain talent: Develop programs to attract skilled workers into Durham.

The COVID-19 pandemic has changed the fundamentals of where people work. It is estimated that 25 per cent of the office-based workforce will work remotely with another 25 per cent given the option to do so. Alongside this workforce shift, the rate of job change has reached historic heights as people adjust their circumstances.

The shift to remote work provides a window of opportunity for Durham Region to attract skilled workers who seek a change in lifestyle or more residential space. While the region has no difficulty in attracting new residents generally, it is imperative that we target specific potential new residents that have the desirable skills and talent needed to spur on the growth of Invest Durham's priority clusters.

Action	Timeline
1.4.1 Create a promotion program to attract skilled and educated workers to the region, including a dedicated website that showcases the region's vibrant urban centres and amenities.	2025
1.4.2 Drawing upon the rural assets of north Durham, highlight north Durham success stories and target attracting talent that is seeking a more balanced quality of life.	2025
1.4.3 Work with post-secondary institutions on a Magnetic Region program to retain graduates and implement a marketing campaign to attract new graduates from elsewhere into the region.	2024

Potential Partners: Area Municipalities, Post-Secondary Institutions



LOCATION

Durham has strong intensification and renewal potential in the Urban Growth Centres, and vibrant and diverse downtowns.



Over the next 30 years, to attract the desirable talent necessary to draw in business investment, the region's urban cores must be safe, financially attainable, attractive, and livable, and Durham's 14 downtowns must be diverse, lively and vibrant.

Support for the intensification and urban renewal of the region's commercial districts and urban growth centres will introduce diverse and financially attainable housing and business real estate types.

Similarly, investing in the region's downtown Quality of Place is essential for its long-term economic prosperity. Places with an enviable Quality of Place are at a competitive advantage for attracting talent, and a connection to place is fundamental to the concept of livability and a high quality of life. The region is already home to thriving urban areas and vibrant rural downtowns. This strategy will place a focus on collaborating to support, enable, and promote these areas and projects to improve Quality of Place.

- Similarly to other areas in the GTA, the region has a high population turnover rate (departure of residents and new inbound residents) which can be associated to a lack of personal investment into communities both economically and socially, presenting an opportunity to better connect residents to their economy and community.

- The largest demographic of new regional residents is the 25 to 44 age group, driven by inter-provincial and inter-GTA migration into the region.
- New STEM graduates from Ontario's universities and colleges have a strong potential to drive innovation and economic growth. Attracting and retaining these graduates requires a desirable urban lifestyle offering and financially attainable housing supply.
- The largest potential for office-based job growth is in vibrant, diverse, urban downtowns, and the region's downtowns are in competition with peers in the GTHA for attracting new office-based employers.
- Each year, the region welcomes thousands of international post-secondary students from more than 70 different countries around the world, many bringing desirable skills and educations. Urban attractions and experiences that are desirable to this demographic can help students form attachment to the community, retaining them post-graduation.
- Vibrant rural downtowns are often indicative of strong rural economies; they represent a hub of community services, mixed housing options, historical and cultural assets and employment opportunities that enhance overall quality of life in rural areas.



Over the next five years, Durham Region will take actions to support and enable renewal within Urban Growth Centres. In doing so, condominium and apartment housing supply should increase, offering more financially attainable housing options to new graduates and new residents in the early-working age demographic.

Urban renewal initiatives will also result in new shared office and arts, performance and gallery spaces. This will help to improve desirability by the creative industries, such as film and television, and video game design.

Invest Durham will also support, enable, and promote placemaking projects throughout the region's 14 downtown areas, to improve vibrancy and diversity, attracting talent.



Goal 2.1: Advance the creation of strong, urban, east-GTA downtowns as a long-term economic imperative.

Durham Region will support and promote intensification projects, commercial office developments, and urban renewal in the urban cores of Pickering and Oshawa. Part of this ambition is to diversify the type of residential housing, offering more financially attainable urban units such as condominium and apartments, attracting younger working-age demographics and new university graduates.

Intensification of urban cores and transportation corridors will also begin to address the low availability of prime commercial real estate – both office and retail, by working with area municipalities, planners, and attracting development.

Action	Timeline
2.1.1 Support, enable, and promote redevelopment, intensification, and urban renewal projects in the region's Urban Growth Centres in Pickering and Oshawa.	2024
2.1.2 Quantify the economic benefits and workforce development opportunities available if financially attainable housing options were made available in urban cores for younger working-age STEM graduates.	2025
2.1.3 Identify underutilized urban sites where appropriate urban renewal projects are possible and desirable, and generate interest by developers.	2025
2.1.4 Explore the use of Community Improvement Plans to incentivize key commercial developments that lead to job creation in Urban Growth Centres.	2026

Potential Partners: Durham Region Rapid Transit and Transit-Oriented Development Division, Area Municipalities, Arts, Culture and Creative Industries, the Innovation Community



Goal 2.2: Rural Resilience: Facilitate the revitalization of rural downtowns to grow economic resilience.

The vibrant downtowns of north Durham attract visitors from around the region and the wider GTHA. Through targeted support programming and retention activities, downtown businesses can continue to build economic resilience and ensure these areas thrive.

The downtowns of north Durham act as a hub of services, activities and cultural amenities that support the wider rural economy. Nurturing these areas by investing in their health and resiliency ensures they will continue to entice visitors, attract new businesses, and support a cohesive social and built environment that is reflective of community history and identity.

Action	Timeline
2.2.1 Enhance the economic and social vibrancy of north Durham's downtowns and economies through the implementation of the Vibrant North Durham Plan.	Immediate and Ongoing
2.2.2 Support the implementation of downtown revitalization action plans (such as My Uxbridge Downtown) and review and update existing action plans (such as Shop Brock).	Immediate and Ongoing
2.2.3 Actively promote Community Improvement Plans to building owners and tenants in rural downtowns to encourage further investment.	Immediate and Ongoing
2.2.4 Undertake north Durham downtown-focused business attraction promotion to attract and diversify the business base.	Immediate and Ongoing
2.2.5 Support and enable the growth of agri-tourism business initiatives and make connections between agri-tourism operators and downtown businesses.	Immediate & Ongoing

Potential Partners: Northern Area Municipalities, BIAs, Chambers of Commerce and Boards of Trade



Goal 2.3: Magnetic downtowns: Cultivate vibrant and diverse downtowns, to create magnets for talent and creative businesses.

A crucial factor for vibrancy is the presence of diverse “third places”. These are locations that are not homes (first places) or places of employment (second places). Third places are bars, restaurants, retail areas, parks, social amenities - places where people go to gather and socialize. The density, quality, walkability, and transit-connectedness of these places builds Quality of Place. Though primarily within the control of area municipalities, the Region will seek collaborative opportunities to support and enable these initiatives.

Another dimension of vibrancy is the availability of co-working and shared creative spaces where people can come together and work on new businesses, research, and services. In recent years these have morphed into lifestyle spaces where work and social lives intertwine and are increasingly important as the trend of hybrid work continues.

Action	Timeline
2.3.1 Attract, support, and enable new co-working commercial developments in urban centres, for freelancers, “Working Near Home” remote workers, and for the arts, cultural and creative industries, including flex exhibit and performance spaces.	2024
2.3.2 Target investment from a wider range of hotels and accommodation (including boutique and mid-tier hotels) across the region.	2023
2.3.3 Establish a Welcome to Durham protocol for new residents and businesses that introduces them to local services, businesses, and tourism sites within the region.	2024

Potential Partners: Area Municipalities, BACD, Chambers of Commerce and Boards of Trade





ACCELERATION

Durham's innovators are solving global challenges.



Providing the necessary supports to enable the region's innovation community will result in an ecosystem that drives innovation into the local economy and improves the local and global competitiveness of businesses.

Over the next 30 years, the region will become widely known for the strength of its innovation community. Durham's industries will have a reputation throughout the GTHA and Ontario of solving global challenges, including being leaders in clean energy technologies in response to the climate emergency, innovating new adaptive and inclusive technologies, and leading in advanced human mobility and transportation. The world's leading multi-national businesses that have a presence in the region will benefit from the distinct talent and post-secondary supports available, helping them innovate in competitive new ways that benefit humanity.

Evidence:

- Durham is home to more than 12,600 businesses, with an average of 1,000 new businesses created each year. The majority serve the local or GTHA area, with only 3.6 per cent of business exporting products or services.
- Durham has a high concentration of electric power generation workforce and industry compared with the rest of the province, making it a uniquely strong sector for the region.

- There is a mismatch between the skills of regional residents and the types of jobs available in Durham. The region is already home to a vast number of knowledge workers that, prior to the pandemic, largely commuted out of the area for work. This resident workforce can propel growth in new knowledge-based businesses.
- Compared to other jurisdictions, the region's post-secondary institutions have fewer startups in proximity to their campuses. The region has foundational sector strengths that offer a platform from which to launch growth in associated priority clusters with high job growth potential.



In the next five years, Invest Durham must actively promote success stories broadly, building reputational strength and awareness outside the region. It must also actively attract globally significant investments into the region from leading international companies, to propel key priority clusters and fill gaps in local supply chains.

Tech start-ups, entrepreneurs, the academic sector and established business community must have physical space to co-locate and jointly pursue research and development objectives. Incubation and acceleration programming must provide the tools needed to new innovators to commercialize ideas and scale their business rapidly. This will result in new start-ups that innovate made-in-Durham solutions that solve global challenges.

Through our actions over the next five years, the region's reputation will continue to grow, acting to attract investment and draw in new talent, making the region a destination for global economic leaders and generating new, high-value jobs for residents.



Goal 3.1: Strengthen the innovation community: Support creation of flexible workspace and tailored programs to encourage start-ups tackling global challenges.

Building and scaling an innovation focused ecosystem requires a comprehensive approach. Durham Region and its partners are committed to supporting and growing new networks that connect startups to investors and valuable programming. Ensuring the availability of flexible, physical, shared space for entrepreneurs, researchers, and innovators to come together and collaborate is critical for success. Equally important is ensuring that support services and programs are available to deliver outcomes and support the commercialization and acceleration of strong business plans. Our aim is not just to support a new generation of start-ups and ventures by students and new grads, but to ensure they stay in the region.

Action	Timeline
3.1.1 Lead development of a business case to create a large physical innovation space that functions as a post-graduate tech incubator; shared office space; and collaboration area for larger businesses to connect with the innovation community, with opportunities for B2B mentorship.	2024
3.1.2 Partner to seek federal funding for the creation and delivery of high-profile acceleration programming which is built on ESG priorities, to help the region's innovators solve global challenges.	2025
3.1.3 Explore options to develop or enable a Research and Development Park, close to post-secondary institutions, that provides flexible lease types, as a landing pad for corporate spinoff from the academic community.	2026
3.1.4 Undertake a comprehensive review of funds and grants available for start-ups, commercial ventures originating in post-secondary institutions, and acceleration programs. Explore the potential for a Regional Innovative Investment Fund.	2024
3.1.5 Evaluate the effectiveness of regionally funded innovation centres and programming.	2023
3.1.6 Support the Ontario Shores Living Lab business case development and the securing of grant funding and support the Abilities Centre in their creation of research and development space for technology supported accessibility, belonging, and inclusion.	Immediate and Ongoing

Potential Partners: Post-Secondary Institutions, 1855 Accelerator, Spark Centre, Province of Ontario, Area Municipalities, Ontario Shores



Goal 3.2: Grow key local businesses: Provide growth support services to Durham's local businesses in key priority sectors.

With competitive strengths in the priority clusters of future energy, next-generation mobility, arts, culture and creative, applied digital technology and agri-food, our ambition is to accelerate the growth of these clusters, creating firm and permanent roots in Durham.

The region's existing businesses have the potential to create job growth through expansion and through the introduction of new business lines that respond to the global drivers of change.

Action	Timeline
3.2.1 Develop cluster growth strategies for key priority clusters: future energy, next-generation mobility, arts and creative, applied digital technology, and agri-food.	Immediate and Ongoing
3.2.2 Establish expert tactical teams from Ontario Tech University, Trent University Durham GTA and Durham College, to support the region's existing businesses with technological adoption and industrial research.	2024
3.2.3 Create a new network for the region's top 50 businesses that innovate to solve global challenges. Develop tailored support services including an expansion support program.	2024
3.2.4 Act as the primary contact point for the Regional corporation with businesses, business associations, and post-secondary institutions, leading economic development policy, supportive advocacy, and acting as a concierge for business or academic partner access to Regional services.	2023
3.2.5 Partner to promote available programs that support the integration of ESG priorities into the business models of local businesses.	2025

Potential Partners: Post-Secondary Institutions, Industry Associations, Business Community, Area Municipalities, Chambers of Commerce and Boards of Trade, Innovation Community



Goal 3.3: Build Durham's reputation for innovation to solve global challenges.

To stand out among our global competitors, we must promote our value proposition to attract talented residents, grow businesses and attract inbound investment. We must consistently communicate the region's strengths both nationally and internationally to innovative businesses, entrepreneurs, the realtor and developer community, and senior agencies in government. While reputational strength must be earned, the Region must also build momentum behind our reputation through consistent, effective, and authentic promotion of our successes.

Action	Timeline
3.3.1 Host flagship GTHA-wide events annually to showcase the region's investment-ready businesses, technologies and research to investors, companies and entrepreneurs.	Immediate and Ongoing
3.3.2 Host a Future Energy event in the region and attract an international audience.	2025
3.3.3 Develop and deliver creative promotional campaigns, including showcasing success stories, to domestic and international audiences that build the region's reputation for innovating to solve global challenges.	Immediate and Ongoing
3.3.4 Develop partnerships with senior investment agencies including pan-regional investment attraction groups, Invest Ontario, Invest In Canada, and the Canada Foreign Trade Commissioner Service, to ensure Durham is top-of-mind for investment projects and senior-level incentives for new investment.	Immediate and Ongoing
3.3.5 Develop and implement a government relations strategy to promote the interests of Durham's priority clusters to provincial and national governments.	2023

Potential Partners: Area Municipalities, Future Energy Business Community, Post-secondary institutions, Innovation Community



Goal 3.4: Attract domestic and international inward investment into Durham's priority sectors.

The last decade has witnessed increased competition between places for investment, which has only accelerated with the ability for more of the workforce to work remotely. New locations have entered the competition and, at the same time, the global pool of investment capital is becoming more targeted at businesses and investments with strong ESG mandates.

Invest Durham has an opportunity to attract new investment that strengthens its key priority clusters. Critical to success will be formalizing a central inward investment office and delivering a focused investment attraction program.

Action	Timeline
3.4.1 Develop and deliver an Investment Attraction Plan to target and attract domestic and international investment in key priority clusters.	2023
3.4.2 Formalize and strengthen the single and centralized Inward Investment Office within Durham's Economic Development and Tourism Division to be the trusted voice for Durham to domestic and international investment audiences, coordinating seamless concierge services.	Immediate and Ongoing
3.4.3 Continuously assess and advance initiatives to improve investment readiness, including the continued prioritization of servicing to desirable employment lands.	Immediate and Ongoing
3.4.4 Establish a site portal that lists market-ready real-estate and development sites for developers and businesses seeking a regional presence.	2024
3.4.5 Collaborate with key partners to develop the Regionally owned land in the Clarington Energy Park and attract future energy cluster organizations, adding to the research and development capacity of the region.	2023
3.4.6 Explore bringing the BACD into the Regional Corporation.	2023

Potential Partners: Area Municipalities, Province of Ontario, Government of Canada

A photograph of a musician with long dark hair, wearing a white and grey long-sleeved shirt and dark pants, playing a large red double bass on a stage. The stage is under a white canopy tent. In the background, a crowd of people is seated and standing, watching the performance. The scene is illuminated by warm string lights hanging from the tent and a bright stage light. To the left, a building with large windows is visible, with warm light emanating from inside. The sky is dark blue, indicating it is nighttime.

CREATIVITY

Durham has a distinct identity for arts, cultural
and creative industries.



In 30 years, Durham will have a distinct cultural identity for its vibrant base of creative businesses, cultural institutions, galleries, entertainment venues, and homegrown talent.

Durham's Tourism activities will achieve broader goals beyond attracting visitor spending; our activities will also strengthen the region's overall Quality of Place, enhance the vibrancy of our urban and rural downtowns, and ensure that Durham is both magnetic and memorable.

Evidence:

- Ontario's creative cluster is growing faster than the rest of the economy. The creative industries in Ontario generate \$12.2 billion in Gross Domestic Product (GDP) for Ontario's economy annually and are number one in Canada by GDP.
- The region's film industry is growing rapidly; from 2012 to 2019 film production value grew 220 per cent, to \$63 million.
- The music industry in the region has strong grassroots support through festivals and events such as the Oshawa Music Awards (OMAs) and Springtide Festival, has established production studios working on top-tier projects, and has recently produced international superstars such as Shawn Mendes, Daniel Caesar, Lennon Stella, Boi1da, and Meghan Patrick as well as nationally recognized artists such as Crown Lands, Dizzy, and Protest the Hero.

- The region has a strong cultural sector. It is home to Parkwood National Historic Site, which is a top 10 filming location in Canada. Other major assets and cultural attractions include The Robert McLaughlin Gallery, Station Gallery and the Visual Arts Centre of Clarington; the Ontario Philharmonic, Canadian Automotive Museum, multiple local history museums, as well as an array of art associations, galleries, studios and tourism loops.
- The region is home to 14 downtown and main street areas which house more than 1,000 largely independent businesses, such as restaurants, boutiques, makers markets, and music venues. These downtowns also host annual festivals and cultural events.

Regions that are desirable destinations have diverse and memorable attractions, a high Quality of Place, and distinctive attributes that make them attractive to visit. Tourists seek creative and cultural experiences; memorable culinary destinations, live music, museums and galleries, attractive downtowns to explore, and boutiques to visit. The region offers these attractions, however there is an opportunity to both strengthen the offering as well as build the awareness of these offerings.

Beyond tourism, creative communities have additional social value for residents. A variety of activities and experiences outside of the workplace are key to quality of life, and these generally include a range of creative businesses, as well as natural assets such as trails and waterfronts. Creative business clusters complement and enhance natural amenities while also playing an important economic role. With the rise of remote work, the opportunity to live and work anywhere is attainable to a growing population. Within this transition there lies the opportunity to attract and retain a highly skilled and knowledge-based workforce. As we compete with other regions in the GTHA, establishing a more creative, more vibrant community with a reputation for high Quality of Place provides a strong workforce attraction tool.



Over the next five years, Invest Durham will broadcast our offering of urban excitement and country charm. We will help to facilitate infrastructure that supports creative businesses, to create jobs in creative and cultural industries. Through this, our creative industry exports will grow, awareness of the region's creative industries will increase, and a stronger ecosystem for creative entrepreneurship will emerge. The focus on place excellence will help deliver broader economic development objectives.



Goal 4.1: Urban excitement and country charm: Build the Durham Tourism brand by promoting attractions and experiences that align with brand principles.

Invest Durham's value proposition for tourism is rooted in its landscape and location. The region offers both exciting urban communities and rolling countryside. As a key differentiator, this means that the region authentically offers farm-to-fork culinary experiences, exciting music events in excellent venues, and creative culture both urban and rural. Promoting these assets consistently through Durham Tourism will define the region as a weekend destination from the GTA.

Action	Timeline
4.1.1 Promote the economic value of tourism through programs that improve tourism readiness and through tourism ambassador programs.	2023
4.1.2 Redevelop the Durham Tourism website to effectively promote Durham's tourism value proposition and support the tourism industry to leisure and corporate visitors.	2024
4.1.3 Promote the region as a weekend destination for visitors from the GTA through a targeted annual marketing plan built on the brand promise of urban excitement and country charm.	Immediate and Ongoing
4.1.4 Develop a modern and bold concept for the Durham Tourism Discovery Guide that uses striking photography to convey the region's scenic urban and rural destinations, visually immersing readers in the region's experiential offerings.	Immediate and Ongoing

Potential Partners: Central Counties Tourism, Area Municipalities, Tourism Industry Business Community



Goal 4.2: Strengthen Quality of Place: Undertake activities that improve Durham's Quality of Place metrics.

Quality of Place is consistently a crucial factor in investment attraction, talent attraction, and talent retention. It is a key component of quality of life for residents, contributing to social well-being. As strong creative industries contribute significantly to Quality of Place, a regional approach to growing creative industries will enable our existing cultural and creative industries such as film, music, culinary, festivals and events to expand, thrive, and create additional jobs.

Action	Timeline
4.2.1 Explore the creation of a fund that supports the region's diverse arts and cultural industries including creative and culinary businesses, events, festivals and placemaking.	2025
4.2.2 Enable growth in the film industry through a refreshed region-wide film sector strategy.	2023
4.2.3 Enable growth in the music industry through the development of a strategy to become a Music Region.	2023
4.2.4 Establish a process to consider sponsorship opportunities for events that enhance the region's Quality of Place.	Immediate and Ongoing
4.2.5 Explore the potential for establishing a festival incubator.	2024
4.2.6 Host sport events that engage, inspire and connect the community, creating sport and social legacies.	Ongoing

Potential Partners: Ontario Creates, Central Counties Tourism, Local Area Municipalities, Festivals and Events Ontario, Local Cultural Partners



Goal 4.3 Champion inclusive tourism: Pursue tourism initiatives which are diverse, accessible, and inclusive.

Durham Region's commitment to the communities we represent requires that the region be a welcoming community to all visitors and residents. Inclusive approaches to tourism initiatives consider the needs of our audiences and reflect the voices of our residents.

Ensuring that the experiences that visitors and international students have with the region's tourism assets are inclusive and memorable will help to create deeper connections, leading to longer term improvements in talent retention and attraction.

Action	Timeline
4.3.1 Promote the region's tourism offering to diverse local audiences including translation of promotional materials.	2025
4.3.2 Ensure the region's diverse community voices are reflected in all Invest Durham content, including blog posts, social media and promotional materials to better represent our residents.	Immediate and Ongoing
4.3.3 Support the growth of inclusive and accessible sport opportunities, infrastructure, and participation, including the exploration of a sport event hosting grant program.	2024
4.3.4 Promote the region's tourism attractions to international students studying at the region's post-secondary institutions through projects designed to deepen off-campus community connections.	Immediate and Ongoing

Potential Partners: Central Counties Tourism, Local Area Municipalities, Sport Tourism Canada, Post-secondary institutions



Goal 4.4: Drive prosperity through local love: Prioritize activities with high potential to drive spending to locally owned and operated businesses and increase overnight stays.

Invest Durham can increase prosperity in local communities by promoting independent local businesses, encouraging overnight stays, and strengthening the creative industry businesses that make the offering memorable.

A large geographic region, the region also has the benefit of urban lakeshore municipalities that are an audience for North Durham communities, and vice versa. Ensuring more intra-regional tourism dollars are spent locally will strengthen and build our local business community, creating jobs and ensure the region becomes more magnetic to visitors.

Action	Timeline
4.4.1 Promote tourism products that attract weekend visitors from the GTA, particularly those visitors with high spending potential.	Immediate and Ongoing
4.4.2 Promote the importance of tourism within our local community and encourage resident tourism spending locally.	Immediate and Ongoing
4.4.3 Develop and promote regional tourism products that drive spillover spending opportunities and a propensity for overnight stays.	2023
4.4.4 Explore developing a strategy to encourage a diverse range of options for rural overnight accommodations (i.e. luxury short-term rentals, bed and breakfasts).	2023
4.4.5 Develop and deliver a Rural Cycle Tourism Program to map and sign beautiful recreational cycle loops.	2023
4.4.6 Promote locally owned, micro-manufacturing, and creative industry startups.	2024

Potential Partners: Central Counties Tourism, Durham Hotels Association, Local Area Municipalities, Ontario By Bike, Local Tourism Industry Businesses Community

ENABLERS

Collaboration and resourcing that enables
the PLACE blueprint.

Co-ordination of Service Delivery

Invest Durham is a division of the Regional Municipality of Durham, which represents eight area municipalities. Invest Durham leads, facilitates, collaborates, and supports investment attraction and expansion initiatives to create and retain jobs.

Our ambitious plans cannot be achieved alone. We will work in collaboration with Durham's area municipal staff at the Cities of Pickering and Oshawa, Towns of Ajax and Whitby, the Municipality of Clarington, and the Townships of Brock, Scugog and Uxbridge.

Other initiatives are run by, or in collaboration with, Durham Region's chambers of commerce and boards of trade, the Business Advisory Centre of Durham, the Durham Workforce Authority, Central Counties Tourism, Durham's three post-secondary institutions, as well as Durham's tech hubs, incubators and accelerators, and other community partners.

Central to co-ordination is the creation of clear and distinct roles and functional mandates between regional and area municipal economic development organizations in the region, which will minimize duplication of effort and competition, and maximize effectiveness. A joint session of the Durham Economic Development Partnership will be organized with regional Mayors, CAOs, and Regional Chair to consider best practices for investment attraction and promotion and advance the collective Durham regional economic strategy for competitiveness, investment, and long-term prosperity.

Partnerships and a unified approach to investment attraction are essential to achieving the goals set out in this strategy. Together, we will strengthen Durham's economy, create jobs and enhance quality of place.

Resourcing Plan

The completion of certain action items in this strategy relies on the creation and execution of a new resourcing plan, which would be executed in a phased approach over the coming five years. Broad feedback was strong and consistent in detailing the need for the **People** aspiration and its associated work plan; however, there is a need to increase the level of resourcing within the team to deliver this aspiration. Additionally, certain goal areas within the **Location** and **Acceleration** aspirations are also dependent on a new resourcing plan. Staff will complete a jurisdictional scan and explore best practices in peer geographies to develop a new resourcing plan for consideration by Durham Regional Council in 2023.

Key Performance Indicators

This strategy delivers on the third pillar of Durham Regional Council's Strategic Plan: **"To build a strong and resilient economy that maximizes opportunities for business and employment growth, innovation and partnership."** The Durham Region Strategic Plan is measured through key performance indicators (KPIs).

To track success of **Ready Set Future**, we will monitor aggregate and median household income growth as an indicator of resident prosperity. Additional KPIs will be developed to track milestones and outcomes of specific projects that progress us towards our PLACE aspirations.

Related Strategies and Plans

- The Regional Municipality of Durham Strategic Plan 2020-2024
- Envision Durham
- Early Learning and Child Care Plan 2023-2027
- Regional Cycling Plan Update
- Employment Strategy Technical Report
- Connecting Our Communities: Durham Broadband Strategy
- Region-wide Growth Analysis Technical report
- Proposed Policy Directions/Growth Opportunities and Challenges Report
- Durham Competitiveness Study
- The Durham Community Energy Plan
- Durham Community Climate Adaptation Plan
- Agri-food Action Plan
- North Durham Action Plan
- Durham Tourism Action Plan
- Invest Durham Marketing Action Plan

Acknowledgments

Regional Senior Leadership Team:

- John Henry, Regional Chair, Region of Durham
- Elaine Baxter-Trahair, Chief Administrative Officer
- Brian Bridgeman, Commissioner of Planning and Economic Development
- Simon Gill, Director of Economic Development and Tourism
- Lorraine Huinink, Director of Rapid Transit Initiative and Transit Orientated Development
- Gary Muller, Director of Planning
- Sandra Austin, Director, Corporate Policy and Strategic Initiatives
- Allison Hector-Alexander, Director of Diversity, Equity and Inclusion

Economic Development Strategy Steering Committee

- Maryam Bayoumi, Executive Director, OPEN.Innovate Creative Arts Incubator
- Carla Carmichael, Vice President, Decommissioning, Ontario Power Generation
- Nicole Gibson, Executive Director, Ajax Pickering Board of Trade
- Ted Graham, Vice President, Innovation, General Motors
- Dr. Scott Henderson, Dean, Trent University Durham GTA
- Asif Khan, Founder – Canatrace, CTO, Vector Health Labs
- Don Lovisa, President, Durham College
- Andrew McBarnett, Founder, Neales Sweet 'n Nice Ice Cream
- Dr. Steven Murphy, President, Ontario Tech University
- Rebekah Noseworthy, Community Arts and Culture Champion, Signs of Life Mural Project
- Swapneet Ranike, Franchisee, Boston Pizza

Durham Region Economic Development and Tourism Leadership Team:

- Stacey Jibb, Manager, Agriculture and Rural Economic Development
- Brandon Pickard, Manager, Tourism
- Dan Ruby, Manager, Business Development and Investment
- Jacquie Severs, Manager, Marketing and Cluster Development

Area Municipalities:

- Kristi Honey, Chief Administrative Officer, Township of Uxbridge
- Kyle Rainbow, Director of Development Services, Township of Uxbridge
- Judy Risebrough, Program Manager – Downtown Revitalization, Township of Uxbridge
- Fiaz Jadoon, Director, Economic Development, City of Pickering
- Kevin Heritage, Director of Development Services, Township of Scugog
- Paul Pirri, Senior Manager, Economic Development, Town of Whitby
- Carlos Salazar, Manager, Economic Development, Municipality of Clarington
- Ingrid Svelnis, Chief Administrative Officer, Township of Brock
- Robin Prentice, Director of Development Services, Township of Brock
- Samuel Twumasi, Manager, Economic Development, Town of Ajax
- Hailey Wright, Director, Economic Development, City of Oshawa

Project Consultants:

- Hatch

We would like to thank all Members of Regional Council, area municipal partners, the Mississaugas of Scugog Island First Nation, local boards of trade, chambers of commerce, BIAs, innovation and entrepreneurship organizations, post-secondary institutions, Sonia Salomone, Gary Williams, government agencies and businesses who collaborated in the development of this strategy. Thank you also to all regional economic development staff who contributed to this strategy. We appreciate your time and insights as we work together to shape the future of Durham Region.



CANNINGTON

Photography

Photos listed left to right. Photos marked with * by Shay Conroy.

Page 2: Aerial of Lake Scugog.*

Page 5: Canadian Centre for Nuclear Sustainability, Pickering.
Safran Landing Systems, Ajax. Lakefront Trail, Ajax.

Page 6: W. Galen Weston Centre for Food at Durham College (DC),
Whitby. ACE Climatic Wind Tunnel, Ontario Tech University (Ontario
Tech), Oshawa. Parkwood National Historic Site, Oshawa.

Page 7: Ontario Power Generation (OPG), Clarington. Downtown Uxbridge.

Page 8: Downtown Beaverton. Downtown Port Perry.
Mississaugas of Scugog Island First Nation.

Page 12-13: Mural by Vizsla Bacon, Signs of Life Project, Oshawa.

Page 18: Collision Conference. Axcassiom Technologies at Spark Centre.
Brilliant Catalyst at Ontario Tech. 1855 Accelerator, Whitby.

Page 19: Photo courtesy Trent University Durham GTA (Trent U Durham).
OPG, Clarington. Photo courtesy DC. Photo courtesy Ontario Tech.

Page 20: Biltmore Theatre, Oshawa.* Clarington Farmers' Market .
Durham Region International Film Festival. Station Gallery, Whitby.*

Page 21: Port Perry. Port Restaurant, Pickering. 8-Bit Beans, Whitby.* Gateway mural
by Jon Colwell and Jesse Watson, Signs of Life project, Pickering Village, Ajax.*

Page 22: 360insights, Whitby. OPEN.Innovate Creative Arts Incubator,
Ajax. Students at Trent U Durham. Little West Indies, Bowmanville.*

Page 23: GO Transit, Pickering. Ganaraska Wind Farm.* OPG,
Clarington. EV Charging Stations, Oshawa.*

Page 24: Smart Arm at Ontario Tech. W. Galen Weston Centre for
Food at DC. Korechi Innovations, Oshawa. OPG, Clarington.

Page 25: Steel ceremony, Oshawa. Infrastructure Project. Oshawa Port. Highway 401.

Page 28: SMR rendering courtesy GE Hitachi.

Page 29: ACE Climatic Wind Tunnel at Ontario Tech, Oshawa.

Page 29: ACE Climatic Wind Tunnel at Ontario Tech, Oshawa.

Page 30: Mixed Reality Capture Studio, photo courtesy DC.

Page 31: Biltmore Theatre, Oshawa.*

Page 32: The Veggie Shack, Clarington.*

Page 34-35: Photo courtesy Ontario Tech.

Page 36: 360insights, Whitby.

Page 42-43: Downtown Oshawa.*

Page 44: Starapples Restaurant, Bowmanville.*

Page 49: Brew Wizards, Oshawa.*

Page 50-51: ACE Climatic Wind Tunnel, Ontario Tech, Oshawa.

Page 52: Photo courtesy Ontario Tech.

Page 58-59: Station Gallery, Whitby.*

Page 60: The Robert McLaughlin Gallery, Oshawa.*

Page 66-67: Downtown Bowmanville.*

Page 72: Cannington Railway Station, Brock

Page 75: River Street Cafe, Sunderland



breadpiesmuffinsteacupcakessoupcoffeecakejams
chocolatestartartscffee
River Street
Cafe
705 357 0606



InvestDurham.ca

 Durham Region, Ontario, Canada

If this information is required in an accessible format, please contact
Economic Development and Tourism at 905-668-4113 ext. 2619.

Town of Whitby

Staff Report

whitby.ca/CouncilCalendar



**Report Title: Downtown Whitby Business Improvement Area (BIA)
2023 Budget and 2022 Reporting**

Report to: Committee of the Whole

Date of meeting: March 6, 2023

Report Number: FS 11-23

Department(s) Responsible:

Financial Services Department
Office of the Chief Administrative Officer

Submitted by:

Fuwing Wong, Commissioner, Financial
Services

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

For additional information, contact:

Fuwing Wong x 4314

Janet Battersby x 2815

Christy Chrus x 3164

1. **Recommendation:**

1. **That Council receive the proposed 2023 Detailed Program of Improvement, and Beautification and Maintenance and the 2022 Annual Report, (Attachments 2 and 3 of Report FS 11-23), from the Downtown Whitby Business Improvement Area Board; and**
2. **That Council approve the Downtown Whitby Business Improvement Area Board's proposed 2023 Budget, (as outlined in Attachment 1 of Report FS 11-23), inclusive of a \$210,000 special tax levy for businesses within the Downtown Business Improvement Area.**

2. **Highlights:**

- The proposed Downtown Business Improvement Area ("BIA") budget for 2023 is \$375,442 which is \$5,598 lower than the approved 2022 budget;
- The proposed BIA budget includes a Special Tax Levy in the amount of \$210,000 which is a \$10,000 (or 5%) increase over the approved 2022 BIA (Special Tax) levy;

- The Special Tax Levy for the BIA is in addition to the general tax levy and is collected from properties in one of the prescribed business property classes within the Downtown Whitby Business Improvement Area.

3. Background:

The Downtown Whitby Business Improvement Area was established on April 17, 2017 through By-law # 7268-17 in accordance with Section 204 of the Municipal Act. The by-law included a schedule that outlined the defined boundary of the Downtown Whitby Business Improvement Area (see Attachment 4).

The Downtown Whitby Business Improvement Area Board of Management (“**BIA Board**”) is a local board for the municipality and has the responsibility to promote the Business Improvement Area as a business or shopping area. The BIA Board may also oversee the improvement, beautification, and maintenance of municipally-owned land, buildings, and structures within the BIA beyond the service levels and budgets provided for within the Town’s budget. A Terms of Reference was developed (ToR-LB-03) which includes requirements for the BIA Board to submit various financial and non-financial reports annually to the Town of Whitby. This report contains the annual reports from the BIA Board, including the Board’s proposed 2023 Downtown Whitby Business Improvement Area budget.

The BIA’s budget is mainly funded through a Special Tax Levy. Other sources of funding for the BIA include grants and event revenues. The Special Tax Levy for the BIA is applied only to properties within the Downtown Whitby Business Improvement Area that are in one of the rateable business tax classes. For property owners within the boundaries of the BIA, the Special Tax Levy is in addition to the General Tax Levy collected by the Town.

4. Discussion:

Annual reports from the BIA Board are attached to this Staff Report FS 11-23 and include:

- The BIA Board’s 2022 Annual Report
- The 2023 BIA Beautification and Maintenance Proposal
- The BIA Board’s Proposed 2023 Budget

Further, there will be a delegation from members of the BIA Board at the March 6, 2023, Committee of the Whole meeting.

Subject to Council approval of the BIA Board’s proposed 2023 budget, staff will finalize the Special Tax Levy By-law to collect a Special Levy from businesses located within the boundaries of the Downtown Whitby Business Improvement Area. The Special Tax Levy will support the initiatives outlined in the proposed 2023 BIA budget and is in addition to the General Tax Levy collected for Town of Whitby services.

5. Financial Considerations:

Full Details of the BIA's proposed 2023 budget are included in Attachment 1. Highlights of the proposed 2023 BIA budget are as follows:

- The BIA Board has presented a balanced budget where the proposed 2023 revenues and expenses are equal (at \$375,442).
- The Special Tax Levy included in the proposed 2023 BIA budget is proposed to increase by \$10,000 (or 5%) from \$200,000 in 2022 to \$210,000 in 2023
 - This special levy, along with grant and event revenues is to fund BIA Board's operating and capital programs outlined in the BIA's 2023 budget;
 - The Special Tax Levy for the BIA is in addition to the general tax levy and is collected from property owners with property that is within the BIA boundary and in one of the prescribed business property classes.
- Overall the proposed 2023 BIA budget is \$5,598 lower than the BIA's approved 2022 budget:
 - 2022 approved budget was \$ 381,040
 - 2023 proposed budget is \$375,442
 - The reduction is primarily due to the conclusion of a Region of Durham COVID relief program.
 - The BIA Board is also proposing an increase in BIA event expenditures in 2023 with partial event revenue offsets.
- Note: the financial audit for 2022 has not yet been completed so the 2022 actuals noted in the Proposed 2023 BIA Budget are unaudited at this time and may change following completion of the audit.

6. Communication and Public Engagement:

The BIA has held consultation with its members and this budget was voted on and approved at their Annual General Meeting on January 17, 2023

7. Input from Departments/Sources:

The BIA held meetings with staff members from the Finance and Strategic Initiatives Departments as part of developing this proposed budget.

8. Strategic Priorities:

This supports the Mission of the Town's Corporate Strategic Plan that "Together we deliver services that make a difference to our community."

9. Attachments:

Attachment 1 – Proposed 2023 BIA Budget

Attachment 2 – 2023 BIA Beautification and Maintenance Proposal

Attachment 3 – 2022 BIA Annual Report

Attachment 4 – Downtown Whitby Business Improvement Area Map

Downtown Whitby BIA

Revenue	BUDGET 2022	ACTUAL 2022	BUDGET 2023	2023 Notes
BIA Tax Levy	200,000	200,000	210,000	5% increase lower than current inflation rate
T shirts and hoodie sales	-	-	-	
GIC Dividends	40	-	-	
Donations & Sponsorships	40,000	21,342	21,400	Less due to shorter planning window for events. Some sponsors have also diverted funds to other initiatives to stretch their sponsorship dollars
Beer Fest Vendor Fees	-	-	-	
Beer Fest Event Income	50,000	34,616	50,000	Earlier planning and marketing in 2023 and modified pricing structure of ticket sales will provide increased revenue
Cask and Comedy - CANCELLED	-	-	-	
Christmas Market	7,000	2,848	8,000	Booth spaces were offered to member businesses at no cost in 2022 to promote brick and mortar establishments in the BIA.
New 2021 Street Event - CANCELLED	10,000	-	-	
Grants - Digital Main Street 3.0	10,000	31,955	46,349	The BIA successfully applied for a Digital Main Street grant to support the hiring of a Digital Squad Member
Grants - Digital Main Street FuturePROOF	-	-	-	
Grants - My Main Street	-	8,320	-	My Main Street Grant from 2021 towards 2021 Christmas Market
Shop Durham Region (SDR) - Regional Funding	40,000	28,727	-	Funds from Region to cover SDR wages. This was a covid initiative which will not be continuing in 2023.
Flowers - Town of Whitby Funding	19,000	9,801	19,000	Planters and hanging baskets funds from Town.
Extra Taxation Growth in Area	-	-	-	
Transfer from Reserve	-	-	693	
Surplus from prior years	-	-	-	
Transfer to Petty Cash	-	-	-	
In Kind Donations TOW	5,000	5,000	5,000	In kind support from Town of Whitby
Tourism Grant	-	-	-	
Regional Municipality of Durham Wage Subsidy	-	-	-	
Ontario BIA Association	-	-	-	
Other Revenues	-	-	15,000	Proposed new events for 2023 to promote shopping local and cross promotions with merchants and tourism partners
Total Revenue	381,040	342,609	375,442	
Expenditures	2022	ACTUAL 2022	2023	2023 Notes
Administrative Expenditures				
Salaries and Wages	110,000	70,459	115,000	Two full time staff
Sponsorship commission	-	-	7,000	Commission based on sponsorships and grants
Grant commission	-	10,855	-	Commission paid on 2021 grants and sponsorships
Digital Main Street (DMS) Wages & expenses	10,000	27,202	46,349	Funds from DMS grant for Digital Squad member
Digital Main Street FuturePROOF	-	-	-	
Shop Durham Region (SDR) Wages	40,000	41,600	-	SDR wages. Funding and program has ended
Benefits	14,000	8,251	8,700	Chamber benefits for employees
Payroll Taxes and Deductions (Employer CPP & EI)	31,000	10,637	12,000	Lower now that arrears from previous years have been paid
Office Supplies	3,650	3,252	4,000	
Membership Fees	1,000	348	868	OBIAA and Chamber
OBIAA Conference	2,000	1,447	2,000	OBIAA conference
Misc. Seminar Fees	500	-	-	
Rent	8,150	7,470	10,000	Rent at Chamber office
Accounting/Auditing	2,500	5,550	8,500	The BIA has secured a bookkeeper to support sound practices and ease of reporting
Computer software subscriptions	-	2,569	2,000	QBO and Adobe subscriptions
Storage Unit	4,800	4,298	4,995	Storage unit for event staging
Banking	300	139	300	
Interest and arrears	-	3,173	-	
Miscellaneous	-	175	90	
Subtotal	227,900	197,424	221,802	
Capital and Maintenance				
Phone	1,500	2,873	2,500	
Beautification	8,000	3,002	7,000	Holiday lighting and décor
Flowers & Planters	19,000	9,598	19,000	2022 spend lower as hanging baskets were not available in 2022.
Murals	5,000	-	-	
Data Collection	-	-	-	
COVID 19 Expenses	-	-	-	
Maintenance	3,500	700	2,500	Installation and removal of library banner
Other (Capital)	-	-	-	
Subtotal	37,000	16,173	31,000	
Events				
Shop Late Shop Local	-	-	-	
Beer Festival	60,000	59,179	50,000	Will be offset by sponsorships
Cask and Comedy - new for 21	-	-	-	
Christmas Market	23,000	54,843	50,000	Comparative to year over year expenses. Expenses will be offset by updated pricing and sponsorship
Volunteer Appreciation Event	1,000	-	1,000	
New 2021 Street Event	10,000	-	-	
Other (Events)	3,000	-	15,000	New proposed local tourism events in 2023 that will leverage town initiatives.
Shop Durham Region Expenses	-	5,855	-	
Subtotal	97,000	119,877	116,000	
Promotion and Advertising				
Website - Domain Registration	40	425	40	
Hosting & Maintenance	2,600	-	2,600	
AODA Compliance	-	-	-	
Local Advertising	1,000	2,265	2,000	
Printing & Production	1,000	-	1,000	
Promotion Items	1,000	-	1,000	
Subtotal	5,640	2,690	6,640	
Assessment Loss & Reserves				
Year-End Assessment Loss	500	-	-	
Transfer to Reserves	13,000	-	-	
Subtotal	13,500	-	-	
Total Expenditures	381,040	336,163	375,442	
Surplus/Deficit	-	6,446	-	



2023 BEAUTIFICATION REPORT

DOWNTOWN WHITBY BIA

209 Dundas St. E, LL5, Suite B4, Whitby, Ontario, L1N 7H8

E: info@whitbybia.org Tel: (905) 431-3271 W: www.whitbybia.org



POP-UP PATIOS

Since 2020, The Downtown Whitby BIA has partnered with the Town of Whitby to install an on-street patio on the northeast corner of Brock St. & Colborne St., in front of the businesses along Brock St. This project will be implemented in the same location in 2023.

The Town is responsible for the installation of the patio. The BIA takes on the responsibility of providing seating and will be responsible for the floral planters. The BIA owns several Adirondack chairs and picnic tables for this space.



LIGHT POSTS

During the holiday season, the Downtown Whitby BIA creates a festive ambiance in the downtown area by installing festive garlands and snowflakes on Dundas & Brock St. light posts. The BIA partners with the Town of Whitby to implement this project. The BIA provides the garlands and the Town of Whitby provides the snowflakes for this project.

The BIA will continue this tradition during the 2023 holiday season. As done so in previous years, the garlands and snowflakes will be installed by Skedaddle Wildlife.



DOWNTOWN CLEANUP

April 22, 2023 is Earth Day! The Downtown Whitby BIA will host a Downtown cleanup on this date. A clean and welcoming downtown is a downtown worth visiting and Downtown Whitby is no exception.

The BIA's Board of Management, committee members, BIA members, and prospective volunteers will be invited to join forces to clean up our downtown!

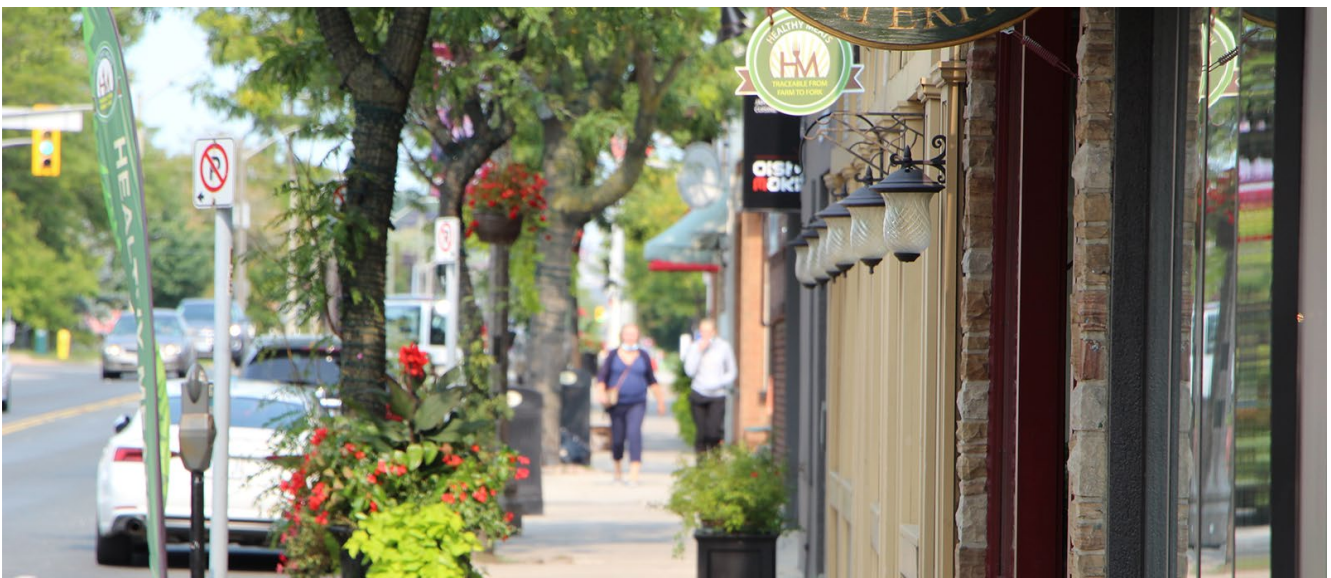


FLORAL BASKETS & PLANTERS

The BIA staff will continue to take on the responsibility for the management of flower baskets and planters in 2023. Management of this annual project includes overseeing the procurement process, picking out the foliage, ensuring maintenance and fulfilling invoices.

The Town will still be responsible for the financial aspect and will be reimbursing the BIA for all associated costs.

The BIA is happy to take on this responsibility, as BIAs are typically responsible for foliage in the downtown.



STEPS PUBLIC ART 2023

I HeART MAIN STREET PROGRAM

In 2023, the BIA aims to continue to work in partnership with STEPS Public Art through their I HeART Main Street Challenge to carry out public art initiatives, and create a mural activation in the downtown area.

The I HeART Main Street (also known as Main Street Art Challenge) is a main street recovery program by STEPS and presented in partnership with RBC Royal Bank to support BIAs in realizing creative placemaking initiatives to engage communities, support artists, and showcase local business success stories. Since the start of the program, STEPS has supported 50+ BIAs and artists in bringing one-of-a-kind public art projects to main streets across Ontario. Participating BIAs are also eligible for prizes valued at \$30,000 to support future placemaking projects.

The BIA envisions a mural that begins by highlighting Downtown Whitby's historic elements then slowly transitions into the modern and vibrant downtown we know today. The BIA and STEPS will be working closely with the selected property owner and business owner of the selected space to ensure that both parties accept the artist's proposed design.

The Downtown Whitby BIA will submit an application to the My Main Street Community Activator Program to recuperate the costs associated with this project. If the BIA is not successful in our application, we will be able to move ahead with this project using the funds allocated in our budget for murals and beautification.



STEPS PUBLIC ART 2023

WINDOW ACTIVATIONS

In addition to a mural activation, the BIA will work with STEPS to activate storefront windows in the downtown core. These activations will help draw people back to Downtown Whitby's main streets, encouraging them to support local. By animating vacant storefronts, these otherwise underutilized spaces will be beautified, making the street feel vibrant and welcoming.

Further, this project will strengthen the Whitby community by drawing visitors to open businesses and increasing local vibrancy through creative placemaking.

Active businesses will receive window decals, which will allow for window shopping and other displays, while vacant storefronts will receive full window wraps.



Filipino Kamayan Flavours at 30 Main St N (An example of Window Art in Brampton which was completed in partnership with STEPS)



2022 ANNUAL REPORT

DOWNTOWN WHITBY BIA

209 Dundas St. E, LL5, Suite B4, Whitby, Ontario, L1N 7H8

E: info@whitbybia.org Tel: (905) 431-3271 W: www.whitbybia.org



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ABOUT THE BIA

Established in 2017, the Downtown Whitby Business Improvement Area (DWBIA) is a designated zone within the downtown core. Businesses within the BIA's boundaries contribute to the BIA through a mandatory municipal tax used to make Downtown Whitby a destination of choice through events, beautification efforts, tourism efforts, business support, and more.

The DWBIA is operated by two full time staff members and a voluntary Board of Management with the mission "Feet on the street, dollars through the doors". This mission is achieved through place-making attractions and signature events.

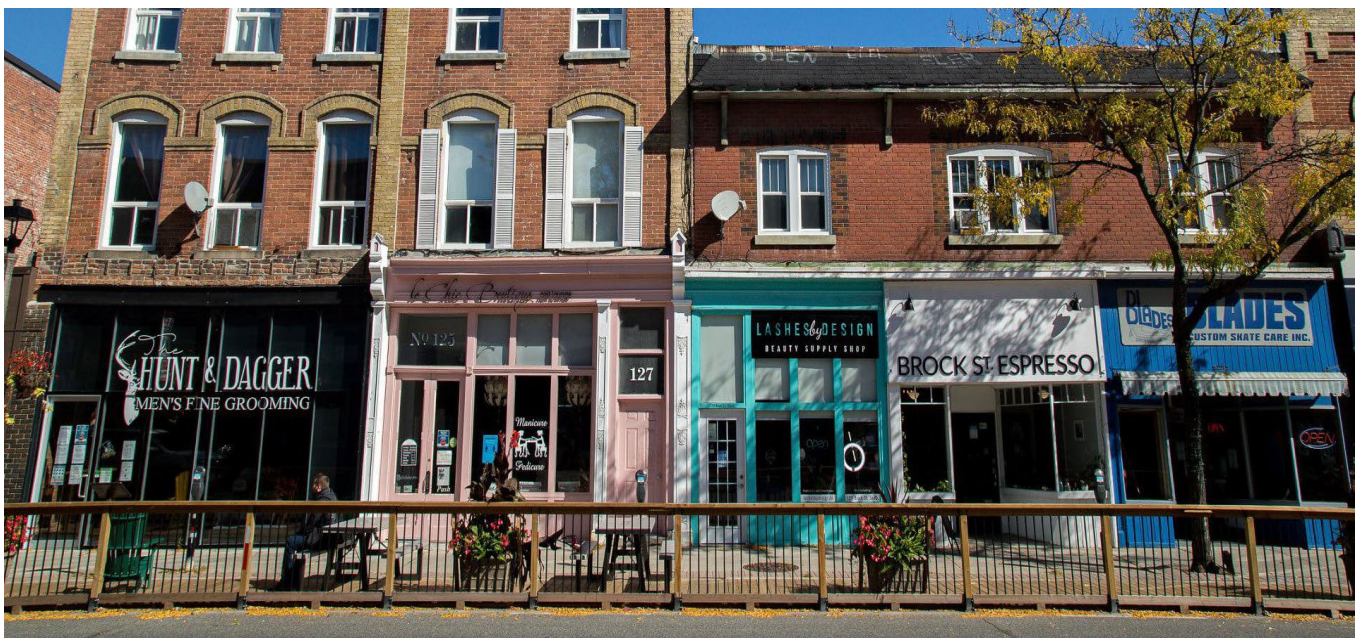
As a town-supported organization, the DWBIA must account for the downtown

core as a whole and must operate to benefit all businesses within the area.

In the past five years, the DWBIA has completed meaningful work that has put Downtown Whitby on the map as a destination of choice.

This report contains an overview of the BIA's 2022 initiative, events, advocacy and communication efforts, along with the 2023 proposed financials.

If you have any questions regarding the 2022 Annual Report, please send an email to info@whitbybia.org.



BOARD OF MANAGEMENT



Alison Galvan

Chairperson

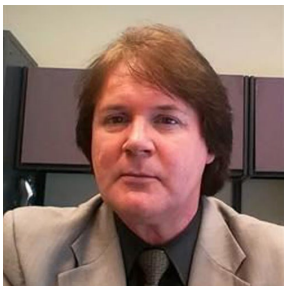
Alison Galvan is the Co-owner of The Food and Art Café. She has been a part of various committees, and has always stepped up as an active and engaged member of the Downtown Whitby BIA.



Bobby McBride

Vice Chairperson

Bobby McBride is an Associate Investment Advisor with The Gawne Group of TD Wealth Private Investment Advice. Bobby loves the Town of Whitby and is active within the community he grew up in.



John Sautner

Board Member

John has been in Banking for over 30 years as a branch manager in and around Durham, currently with CIBC. John loves the vibrant downtown core and the good folks who run their businesses around him.



James Hobbs

Board Member

James is no stranger to Downtown Whitby. He is Co-Founder at Town Brewery and Partner at the Tap and Tankard. He presented the idea of Beer Fest in 2017, which has since become an annual signature event in Downtown Whitby.



Councillor JoAnne Drumm

Mayor's Designate

Elected in 2018, JoAnne Drumm is Councillor of Centre Ward (3) and the Mayor's designate on the Road Watch Committee, Whitby Yacht Club Board and the Downtown Whitby BIA Board of Management.

NEW EXECUTIVE DIRECTOR & NEW TEAM

In early 2022, the challenging role of Executive Director at the DWBIA was taken on by Clorraine Dennie after former Executive Director, Madeleine Riley, resigned to accept the position of Economic Development Coordinator, Strategic Initiatives, for the Town of Whitby. Madeleine's departure was also followed by the resignation of the former Marketing & Communications Manager Kally Klose. Although Madeleine was no longer with the BIA as a staff member, she still served as an emergency helpline as the new team navigated their roles.

Much like the years prior, 2022 came with its own share of challenges. Clorraine, with limited staff had to ensure the BIA continued to operate seamlessly, carrying out initiatives set out from previous years along with executing the BIA's annual signature events.

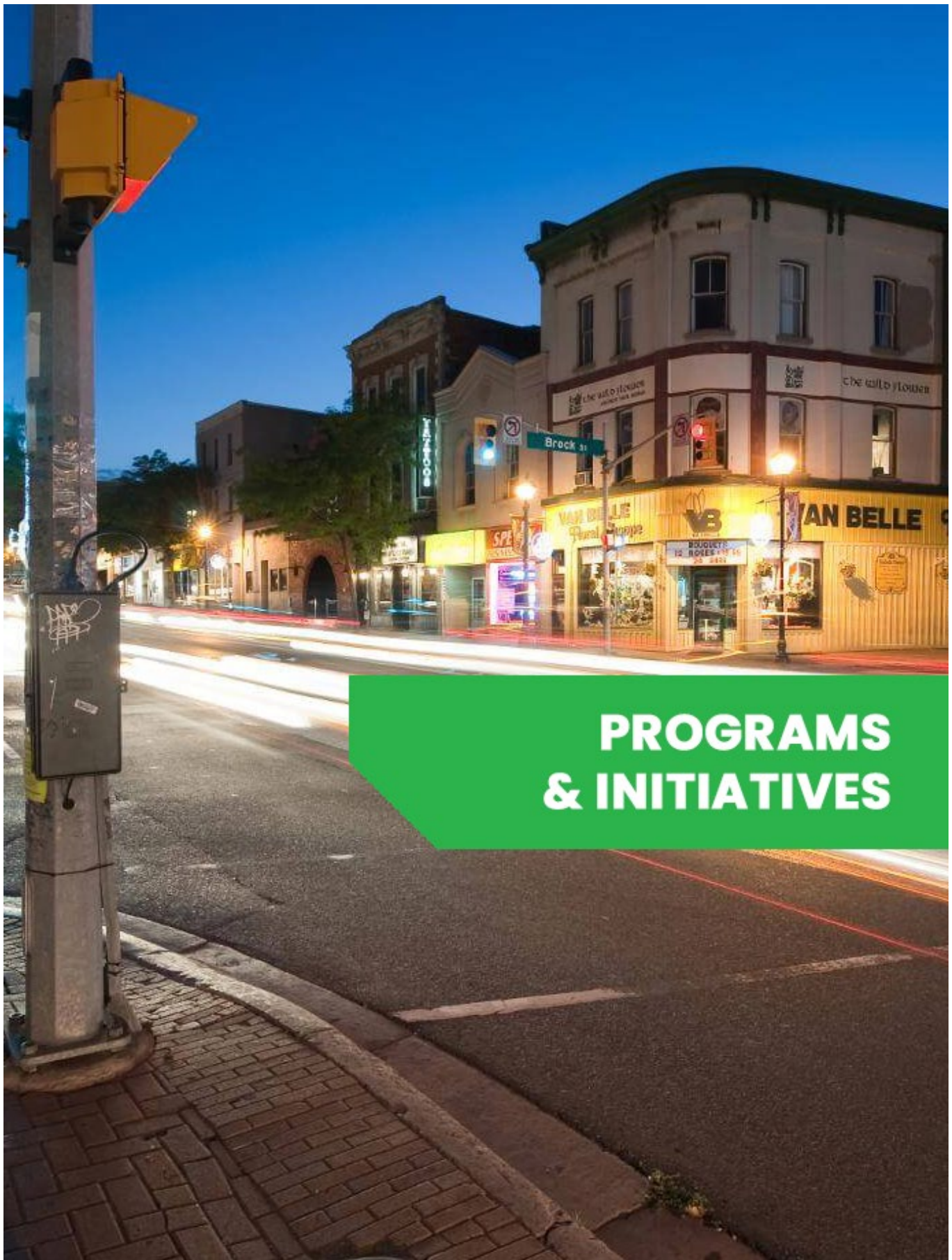
While planning the Annual Beer Fest and Christmas Market, the new team also continued to manage the Shop Durham Region Online Marketplace, a two-year initiative developed in 2021 to help businesses through the COVID-19 pandemic.

You'll see throughout this report, despite the challenges presented by

the departure of former staff members, the BIA continued to work towards positioning the downtown as a destination of choice.

Executive Director, Clorraine Dennie has over 10 years of BIA leadership experience and a passion for community partnerships and local economic development. Along with her new Marketing & Communications Manager, Nina Hotak, Clorraine is determined to work towards further improving Downtown Whitby in the years to come.





PROGRAMS & INITIATIVES

SHOP DURHAM REGION ONLINE MARKETPLACE



The Downtown Whitby BIA in partnership with the Durham Economic Task Force officially launched the Shop Durham Region Online Marketplace (SDR) in January of 2021 in hopes of helping businesses across the Durham Region through the COVID-19 pandemic. SDR allowed shoppers to purchase products from multiple Durham-based businesses offering contactless pickup or local delivery in a single transaction.

In 2022, the BIA hired a new dedicated staff member, Nina Hotak, to oversee the operation of the marketplace for the remainder of its two-year period. To date, SDR has seen over \$75, 000 in sales and nearly 40,000 website visitors. It has drawn in retailers and home-based businesses across Durham Region, offering them a supportive network, an easy way to join

the world of e-commerce, and free marketing opportunities.

Since its launch, The Shop Durham Region Online Marketplace attracted more than 450 vendors with over 1300 local products. The majority of the businesses active on the site are located in Whitby, followed by Oshawa, Ajax, and Clarington. The marketplace was also recognized by the **Economic Development Council of Ontario (EDCO)** with an honourable mention for recovery projects!

At the end of its two year timeline, the Shop Durham Region Online Marketplace was a huge success, having helped ensure that our local business community stayed strong during COVID-19. We hope to continue to find more ways to encourage local shopping and help support small businesses in our community.



CHANTAL SAMMONS PHOTOGRAPHY

vendor spotlight

ShopDurhamRegion.ca



New Blog Post!



vendor spotlight

FEATURING THE RMG SHOP

WWW.SHOPDURHAMREGION.CA

HOW TO Support LOCAL BUSINESSES

- Follow them on social media
- Like their social media content
- Comment on something nice
- Share their social media posts
- Leave a positive review
- Subscribe to their email list

shop Durham Region Online Marketplace

ShopDurhamRegion.ca



father's day gifts

ETHOS BEARD KIT BUNDLE

WWW.SHOPDURHAMREGION.CA

SDR 2022 SOCIAL MEDIA HIGHLIGHTS

shop Durham Region Online Marketplace



Happy Mother's Day

Giveaway Alert!

MOTHER'S DAY GIVEAWAY

WWW.SHOPDURHAMREGION.CA



Honam naturals

vendor spotlight

ShopDurhamRegion.ca

DIGITAL MAIN STREET



Digital Main Street (DMS) is an innovative program designed to help main street small businesses achieve digital transformation. The program is built around an online learning platform, with structured training programs, and Digital Service Squad Members. The program was originally created in 2016 by the Toronto Association of BIAs (TABIA) and a group of strategic partners including Google, MasterCard, Microsoft, and Shopify.

Between March 2021 and March 2022, Digital Service Squad Member, Donal Beattie, served 108 businesses in person, and/or virtually. One of Donal's main goals was assisting businesses in securing the \$2,500 Digital Transformation Grant. Donal was able to help several businesses receive the grant. In addition to grant applications,

Donal helped business owners set up e-commerce stores through the DMS ShopHere program. Donal also helped business owners improve their digital literacy and assisted them in setting up social media platforms, Google business pages, and more.

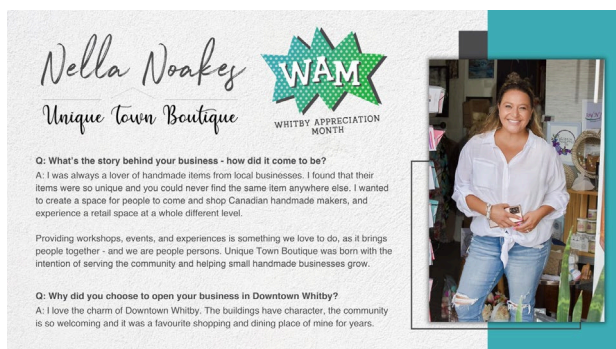
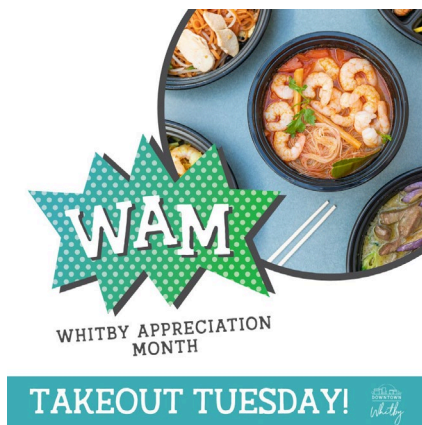
Donal Beattie's contract ended in early 2022, however we will be continuing to work with Digital Main Street to recruit a new Squad Member to fill this important role. We look forward to helping more businesses in 2023.



DOWNTOWN WHITBY APPRECIATION MONTH

In March of 2021, the Downtown Whitby BIA launched a marketing campaign called Downtown Whitby Appreciation Month (WAM) in efforts to support BIA member businesses, engage residents and keep Downtown Whitby top of mind. The campaign leveraged social media to encourage residents to shop and support local and show their

appreciation for Downtown Whitby. In addition, the BIA collaborated with its member businesses to host engaging workshops, putting dollars directly in the pockets of those businesses. After great feedback and success, the BIA decided to make March the official Downtown Whitby Appreciation Month (WAM).



This year's Downtown WAM campaign focused on featuring the people and places that help make Downtown Whitby so special. The campaign included collaboration with various vendors to host gift card giveaways on social media along with vendor

spotlight posts where people could learn more about each business. In addition, a YouTube video series called Discovering Downtown Whitby was created to profile and highlight several downtown businesses.

The Downtown Whitby BIA is looking forward to celebrating Downtown WAM again in March of 2023.

DOWNTOWN WHITBY SAFETY WALK



In 2022, the Downtown Whitby BIA participated in a safety walk in partnership with the Town of Whitby and Durham Regional Police Service (DRPS).

In a joint effort to promote a clean, safe and enjoyable downtown, we went door to door to connect with merchants and share valuable information including:

- How to properly dispose of waste and recycling.
- How to report, remove and prevent graffiti.
- How to report as how to report other types of crime to the DRPS.

This was a great opportunity to connect with businesses and hear their concerns and feedback as well.



BEAUTIFICATION EFFORTS

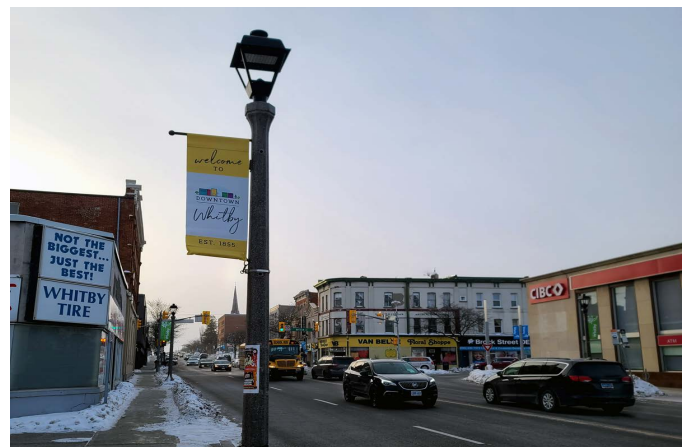
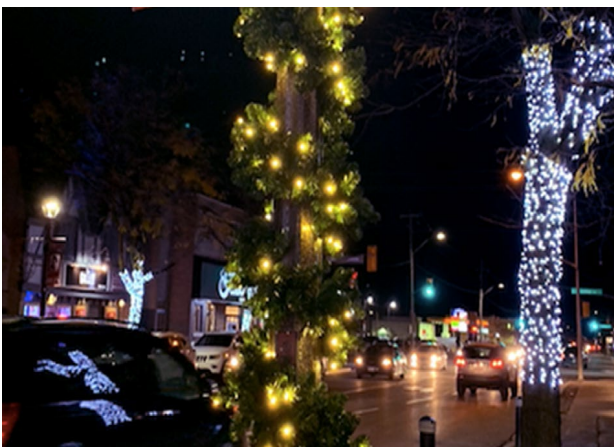
PLANTERS, POP-UP PATIOS & LIGHT POSTS

The Downtown Whitby BIA once again partnered with the Town of Whitby to continue its ongoing beautification efforts.

Staff also worked with the Town and contractors to supply and maintain planters throughout the downtown area.

Continuing the tradition that began in 2019, the BIA wrapped all of the Brock Street light posts in lit garland and bows.

In 2022, the BIA worked closely with the Town of Whitby to design and implement new light post banners.





DOWNTOWN WHITBY BEER FEST 2022

The Downtown Whitby BIA (DWBIA) introduced Beer Fest as a signature event in 2018. Since then, this event has taken place on the second Saturday of September. Beer Fest highlights the best that Durham Region has to offer in both breweries and grassroots musical talent, drives visitor traffic towards Downtown Whitby businesses, and makes historic Downtown Whitby a tourism destination of choice. The event boasts a backyard party vibe, complete with live music, craft beer, food trucks, and of course, great company!

The 2022 Beer Fest took place on Friday, September 9 and Saturday, September 10 in Celebration Square (405 Dundas St. W). The BIA hosted a total of three sessions throughout the weekend. The event drew a crowd of over 1200 people to Downtown Whitby.

The 2022 Beer Fest featured a live DJ, four performing artists, and ten food

and drink vendors. Each guest was given their own beer stein and two beer tokens.



The Downtown Whitby BIA was able to secure \$10,000 in sponsorship for this event. Sponsorship dollars, ticket sales, and token sales allowed the BIA to host this event successfully. The overall feedback from both guests and businesses was positive.



DOWNTOWN WHITBY CHRISTMAS MARKET



The Downtown Whitby BIA (DWBIA) introduced Christmas Market as a signature event in 2018. Christmas Market allows friends and families to come together to celebrate the spirit of Christmas by enjoying winter activities, live music, delicious eats, warm fires, white lights and the best holiday shopping in Durham Region.



The 2022 Christmas Market took place on Friday, December 2 and Saturday December 3 in Celebration Square (405 Dundas St. W.). This free, family-friendly event drew interested from over 3,000 people. This year, despite the severe weather, the BIA was still able to create another magical weekend in Downtown Whitby while securing a grant to cover the associated costs of the event.

The event featured complimentary hot chocolate, a fantastic s'mores station, along with free trolley rides throughout Downtown Whitby. Guests were able to shop from eleven local vendors while enjoying live music and local food. Guests were also given free swag including, tote bags, DIY crafts, balloons for the kids, lunch bags, and lip balms. In addition, guests were able to meet, greet, and take photos with Santa, his Elves, and even the Grinch!



The Downtown Whitby BIA was also able to partner with the owner of Unique Town Boutique, Nella Noakes, on the 2nd Annual Winter Wonderland. The DWBIA made sure to drive traffic to Nella's event by having the town trolley make frequent stops to and from the Promenade.

GRAND OPENINGS

In 2022, several grand openings were organized and celebrated by the Downtown Whitby BIA and dignitaries throughout the year, including, GT Dental Centre: Cosmetic & Family Dentist, Whitby Endodontics: Dr Jeffrey Grossman & Dr. Elizabeth Geisler, Lovey

Pre-loved, Jayne Fashion (Grand Re-Opening), Artisanthropy (Grand Re-Opening), and Calm360. The hope is that 2023 will allow us to continue to celebrate many more grand openings in Historic Downtown Whitby.





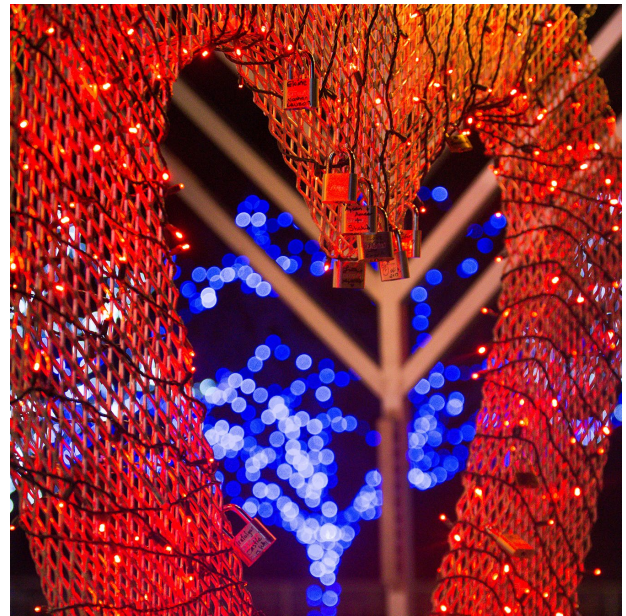
COMMUNICATIONS & MARKETING

SOCIAL MEDIA

The Downtown Whitby BIA relies heavily on social media to communicate to the BIA membership, residents, and tourists. Most of the BIA's social media graphics, copy and content is created in-house, and photos shared on social media are all sourced by the BIA team.

In 2022, the BIA had four large social media campaigns: Downtown Whitby Appreciation Month, Beer Fest, Christmas Market, and Shop Where You Live Holiday Campaign. These campaigns were carried out on all platforms across the social media board. The BIA team manages 4 Facebook pages ([Downtown Whitby BIA](#), [Shop Durham Region](#), [Whitby Christmas Market](#), and [Whitby Beer Fest](#)) along with the official BIA [Twitter](#) and [Instagram](#) accounts.

The table below depicts the growth in followers across social media. Despite BIA staff turnover this year, we can still see an increase in followers which can be attributed to the creation of quality posts that are appealing, engaging and informative.



Social Media Performance	2021	2022	Increase (%)
Facebook			
Followers	1,918	2,117	199 (10%)
Instagram			
Followers	3,255	3,611	356 (11%)
Twitter			
Followers	902	991	89 (10%)

E-NEWSLETTER & WEBSITE

In addition to social media, the Downtown Whitby BIA also uses e-newsletters and the official BIA website to communicate with members, residents and tourists. These newsletters are mainly targeted towards BIA members, and include municipal, regional, provincial, and federal updates. The BIA also includes information about events, programs, initiatives, beautification efforts and more. In 2022, the BIA e-newsletter subscriber list increased by 55 subscribers.

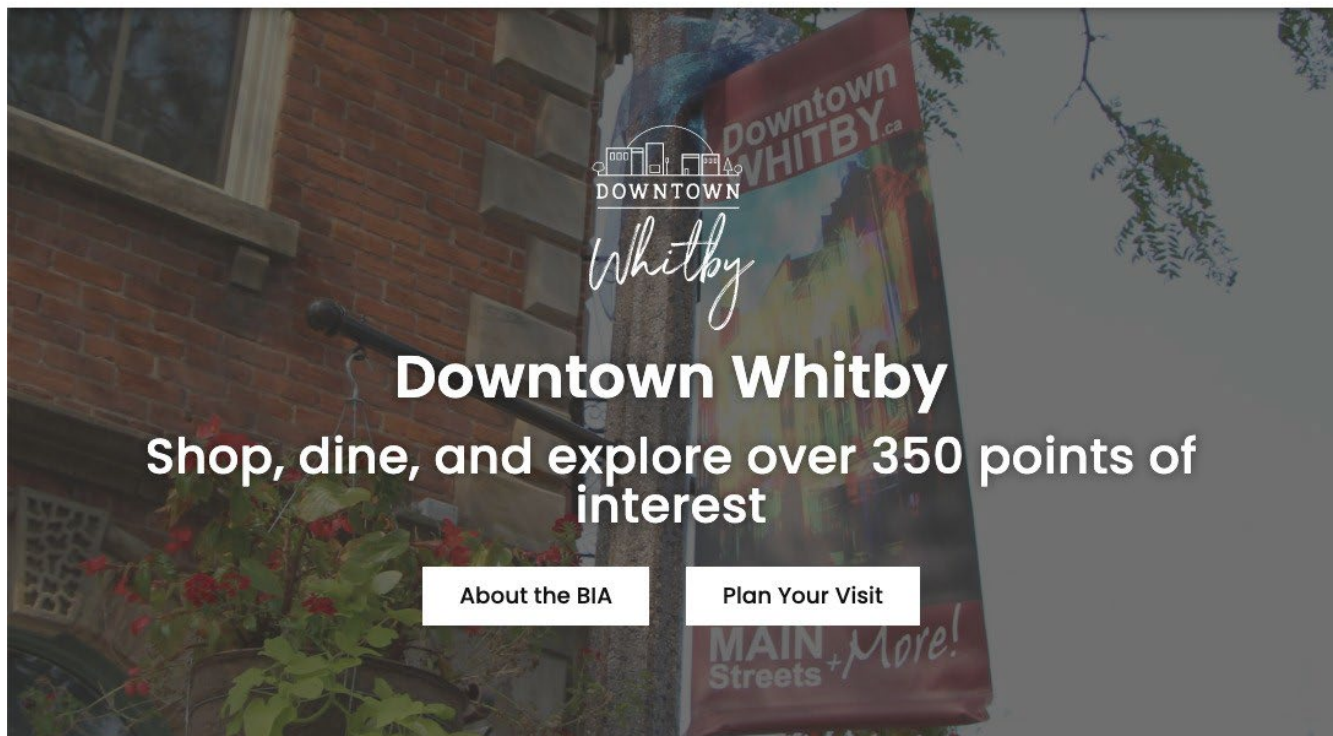
Like the e-newsletters, the BIA's website serves as a tool for BIA members as well as visitors of the downtown, to access information on a number of topics. The website was redeveloped in 2020 to make sure it complied with the AODA standards that came into effect in January 2021. The BIA worked to improve the accuracy of the directory and this large-scale project will be carried into 2023.



(905) 431-3271 info@whitbybia.org



Menu



GRANT APPLICATIONS

Tourism Relief Fund



In 2022, The Downtown Whitby BIA applied for a non repayable contribution of \$100,000 from Central Counties Tourism to boost economic viability of the downtown by provide a welcoming experience for visitors. This was part of the Government of Canada's [Tourism Relief Fund](#), delivered by the [Federal Economic Development Agency for Southern Ontario](#) (FedDevOntario). Central Counties Tourism received \$8.65 million from FedDevOntario to help local tourism organizations and businesses safely welcome back visitors, recover from the impacts of the pandemic and prepare for future growth. The investment from FedDevOntario, which was received in

2023, was to support in hosting our two signature events, the Downtown Whitby Beer Fest and the Downtown Whitby Christmas Market. Our event budget relies heavily on sponsorship funding. This infusion of funds was a welcome support as sponsorships have declined in recent years. This grant allowed us to divert some expenses and free up some cashflow to expand existing events and pursue new initiatives in 2023.

As we move into 2023, we look forward to focusing on bringing people directly to our businesses, connecting with community partners and cultural attractions to create an even more vibrant Downtown.

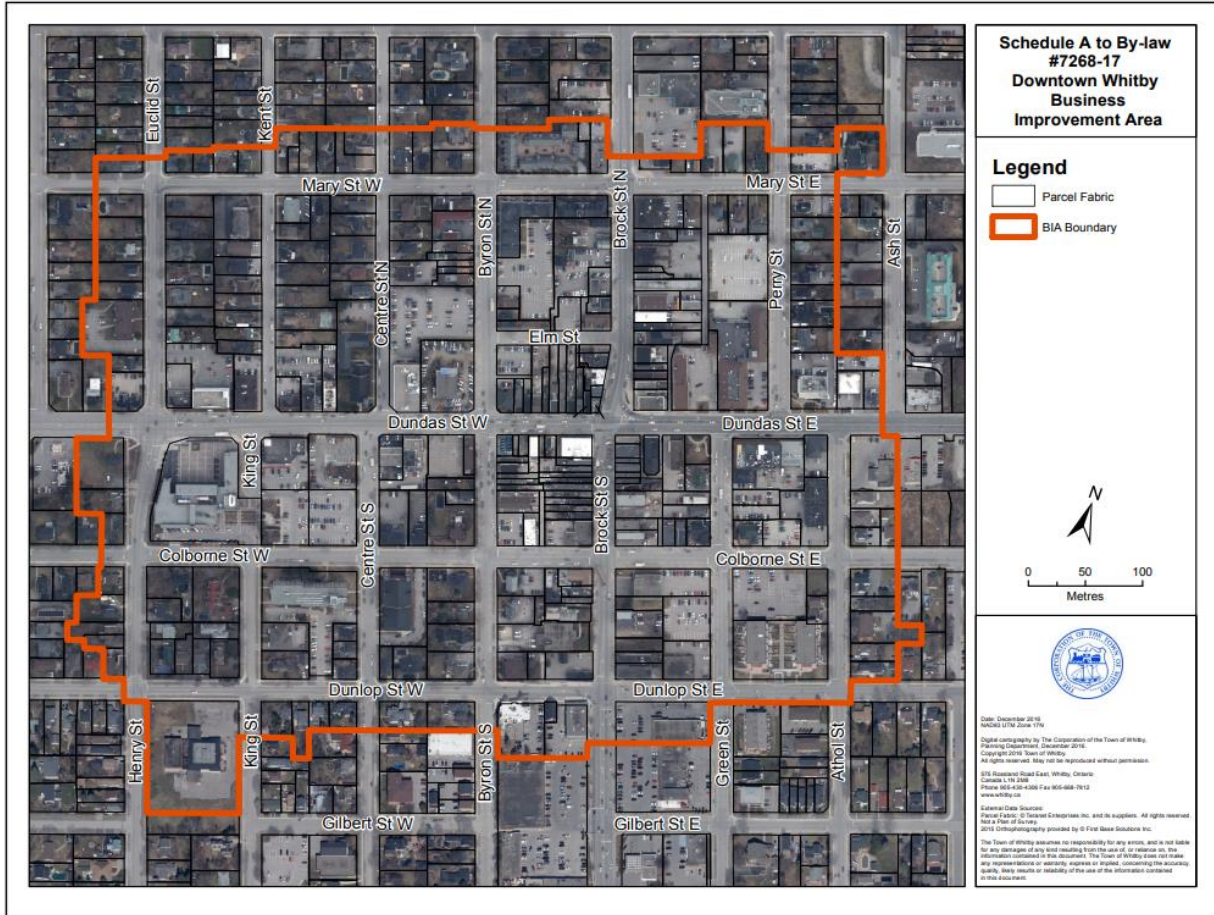
Canada 





2023 PROPOSED BUDGET

Revenue	BUDGET 2022	ACTUAL 2022	BUDGET 2023	2023 Notes
BIA Tax Levy	200,000	200,000	210,000	5% increase lower than current inflation rate
T shirts and hoodie sales	-	-	-	
GIC Dividends	40	-	-	
Donations & Sponsorships	40,000	21,342	21,400	Less due to shorter planning window for events. Some sponsors have also diverted funds to other initiatives to stretch their sponsorship dollars
Beer Fest Vendor Fees	-	-	-	
Beer Fest Event Income	50,000	34,616	50,000	Earlier planning and marketing in 2023 and modified pricing structure of ticket sales will provide increased revenue
Cask and Comedy - CANCELLED	-	-	-	
Christmas Market	7,000	2,848	8,000	Booth spaces were offered to member businesses at no cost in 2022 to promote brick and mortar establishments in the BIA.
New 2021 Street Event - CANCELLED	10,000	-	-	
Grants - Digital Main Street 3.0	10,000	31,955	46,349	The BIA successfully applied for a Digital Main Street grant to support the hiring of a Digital Squad Member
Grants - Digital Main Street FuturePROOF	-	-	-	
Grants - My Main Street	-	8,320	-	My Main Street Grant from 2021 towards 2021 Christmas Market
Shop Durham Region (SDR) - Regional Funding	40,000	28,727	-	Funds from Region to cover SDR wages. This was a covid initiative which will not be continuing in 2023.
Flowers - Town of Whitby Funding	19,000	9,801	19,000	Planters and hanging baskets funds from Town.
Extra Taxation Growth in Area	-	-	-	
Transfer from Reserve	-	-	693	
Surplus from prior years	-	-	-	
Transfer to Petty Cash	-	-	-	
In Kind Donations TOW	5,000	5,000	5,000	In kind support from Town of Whitby
Tourism Grant	-	-	-	
Regional Municipality of Durham Wage Subsidy	-	-	-	
Ontario BIA Association	-	-	-	
Other Revenues	-	-	15,000	Proposed new events for 2023 to promote shopping local and cross promotions with merchants and tourism partners
Total Revenue	381,040	342,609	375,442	
Expenditures	2022	ACTUAL 2022	2023	2023 Notes
Administrative Expenditures				
Salaries and Wages	110,000	70,459	115,000	Two full time staff
Sponsorship commission	-	-	7,000	Commission based on sponsorships and grants
Grant commission	-	10,855	-	Commission paid on 2021 grants and sponsorships
Digital Main Street (DMS) Wages & expenses	10,000	27,202	46,349	Funds from DMS grant for Digital Squad member
Digital Main Street FuturePROOF	-	-	-	
Shop Durham Region (SDR) Wages	40,000	41,600	-	SDR wages. Funding and program has ended
Benefits	14,000	8,251	8,700	Chamber benefits for employees
Payroll Taxes and Deductions (Employer CPP & EI)	31,000	10,637	12,000	Lower now that arrears from previous years have been paid
Office Supplies	3,650	3,252	4,000	
Membership Fees	1,000	348	888	OBIAA and Chamber
OBIAA Conference	2,000	1,447	2,000	OBIAA conference
Misc. Seminar Fees	500	-	-	
Rent	8,150	7,470	10,000	Rent at Chamber office
Accounting/Auditing	2,500	5,550	8,500	The BIA has secured a bookkeeper to support sound practices and ease of reporting
Computer software subscriptions	-	2,569	2,000	QBO and Adobe subscriptions
Storage Unit	4,800	4,298	4,995	Storage unit for event staging
Banking	300	139	300	
Interest and arrears	-	3,173	-	
Miscellaneous	-	175	90	
Subtotal	227,900	197,424	221,802	
Capital and Maintenance				
Phone	1,500	2,873	2,500	
Beautification	8,000	3,002	7,000	Holiday lighting and décor
Flowers & Planters	19,000	9,598	19,000	2022 spend lower as hanging baskets were not available in 2022.
Murals	5,000	-	-	
Data Collection	-	-	-	
COVID 19 Expenses	-	-	-	
Maintenance	3,500	700	2,500	Installation and removal of library banner
Other (Capital)	-	-	-	
Subtotal	37,000	16,173	31,000	
Events				
Shop Late Shop Local	-	-	-	
Beer Festival	60,000	59,179	50,000	Will be offset by sponsorships
Cask and Comedy - new for 21	-	-	-	
Christmas Market	23,000	54,843	50,000	Comparative to year over year expenses. Expenses will be offset by updated pricing and sponsorship
Volunteer Appreciation Event	1,000	-	1,000	
New 2021 Street Event	10,000	-	-	
Other (Events)	3,000	-	15,000	New proposed local tourism events in 2023 that will leverage town initiatives.
Shop Durham Region Expenses	-	5,855	-	
Subtotal	97,000	119,877	116,000	
Promotion and Advertising				
Website - Domain Registration	40	425	40	
Hosting & Maintenance	2,600	-	2,600	
AODA Compliance	-	-	-	
Local Advertising	1,000	2,265	2,000	
Printing & Production	1,000	-	1,000	
Promotion Items	1,000	-	1,000	
Subtotal	5,640	2,690	6,640	
Assessment Loss & Reserves				
Year-End Assessment Loss	500	-	-	
Transfer to Reserves	13,000	-	-	
Subtotal	13,500	-	-	
Total Expenditures	381,040	336,163	375,442	
Surplus/Deficit	-	6,446	-	



Town of Whitby Staff Report

whitby.ca/CouncilCalendar



Report Title: 2022 Remuneration and Expenses for Members of Council and Council Appointees to Boards

Report to: Committee of the Whole

Date of meeting: March 6, 2023

Report Number: FS 02-23

Department(s) Responsible:

Financial Services Department

Submitted by:

Fuwing Wong, Commissioner, Financial Services/Treasurer x4314

Acknowledged by M. Gaskell, Chief Administrative Officer

For additional information, contact:

Ruby Zhang, Senior Manager, Treasury Services 905-444-2801

1. Recommendation:

1. That Report FS 02-23 regarding 2022 Remuneration and Expenses for Members of Council and Council Appointees to Boards be received for information.

2. Highlights:

- Attached in Appendices are summaries of the remuneration and expenses for the Mayor, Members of Council, and Council appointees to boards for the year 2022, including amounts paid by the Town and recovered from the Region of Durham. All regional remuneration for the Mayor and Regional Councillors is also reported separately by the Region of Durham along with the Region's direct reimbursement for eligible (Regional) business expenses.
- In November 2020, recognizing the impacts from COVID-19 Council passed Resolution #225-20 to freeze the salary and car allowance rates for Members of Council for the years 2021 and 2022 at the 2020 rates.

3. Background:

The Municipal Act, S.O. 2001, c.25, Section 283 governs Council remuneration and reimbursement of expenses. Section 284 of the Municipal Act requires the Treasurer to provide Council with a statement of remuneration and expenses that include the following:

(1) An itemized statement on remuneration and expenses paid in the previous year to:

(a) each member of council in respect of his or her services as a member of the council or any other body, including a local board, to which the member has been appointed by Council or on which the member holds office by virtue of being a Member of Council;

(b) each Member of Council in respect of his or her services as an officer or employee of the municipality or other body described in clause (a); and

(c) each person, other than a Member of Council, appointed by the municipality to serve as a member of any body, including a local board, in respect of his or her services as a member of the body.

(2) The by-law(s) under which the remuneration or expenses were authorized to be paid.

Applicable By-laws and Council resolutions

- Mayor and Members of Council - By-law No. 6500-11, as amended by By-law No. 6576-12.
- Committee of Adjustment - By-law No. 6124-08.
- Municipal Licensing and Standards Committee Remuneration By-law No. 7893-22.
- Property Standards Appeal Committee - By-law No. 7340-17.
- Animal Services Appeal Committee - By-law No. 7329-17.

In addition, Council Expense Policy G050 provides Members of Council with guidelines for eligible expenses incurred when fulfilling his or her duties.

4. Discussion:

Not Applicable.

5. Financial Considerations:

As approved by Council, included in the annual budget are the amounts for the remuneration and expenses to the Mayor and Members of Council and Council appointees to boards.

6. Communication and Public Engagement:

Not Applicable.

7. Input from Departments/Sources:

The Human Resources division provided remuneration details, including salary, statutory and other benefit costs for Members of Council (listed in Appendix A). In addition, expense reimbursement amounts for Members of Council were verified by the Office of Mayor and Council staff.

Remuneration for all Quasi-Judicial Committee Members (shown in Appendix B) was reviewed and confirmed by the respective staff liaison from the Office of the Town Clerk and Planning & Development.

Remuneration or expenses paid to or on behalf of Members of Council by external organizations, such as Elexicon Corporation, and reported to the Town in accordance with the Municipal Act are reported in Appendix C to this report.

8. Strategic Priorities:

Not Applicable.

9. Attachments:

Appendix A: Summary of Remuneration and Expenses Paid to Members of Council

Appendix B: Quasi-Judicial Committee Members

Appendix C: Remuneration for Directors of Elexicon Corporation and CLOCA

Appendix A

**The Town of Whitby
Mayor and Councillors' Remuneration and Expenses for 2022**

Name	Remuneration	Statutory Benefits	Pension Costs	Other Benefit	Car	Durham	Conf/Seminars	Office/	Corporate	Communication/
	Town	(CPP and EHT)	(OMERS)	Costs ⁽¹⁾	Allowance	Region	Education/ Meetings	Administration	Participation in Community	Advertising
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Mayor Elizabeth Roy ⁽³⁾	52,955	3,120	7,014	9,191	10,458	70,107	563	746	2,500	-
Mayor Don Mitchell	110,392	2,417	14,837	7,927	13,117	64,219	2,321	693	65	-
Councillor Rhonda Mulcahy ⁽⁴⁾	44,004	3,042	5,485	8,882	7,521	69,325	421	710	3,083	-
Councillor Chris Leahy	44,004	3,043	5,454	9,167	7,314	69,325	-	888	838	-
Councillor Steve Yamada	44,004	3,038	5,438	9,029	7,205	69,325	712	493	991	-
Councillor Maleeha Shahid	44,004	3,780	4,670	8,882	7,205	9,114	142	854	1,451	-
Councillor Steve Lee	44,004	4,397	5,438	8,882	7,205	-	-	356	3,230	-
Councillor Matt Cardwell	4,908	421	522	1,069	804	-	-	149	-	-
Councillor Niki Lundquist	4,908	496	610	1,069	804	-	-	19	-	-
Councillor Victoria Bozinovski	4,908	421	522	406	804	-	-	134	105	-
Councillor Deidre Newman	39,096	3,867	4,766	7,455	6,401	-	142	106	76	-
Councillor JoAnne Drumm	39,096	3,627	4,113	2,653	6,401	-	142	79	1,140	-
Total	476,283	31,669	58,869	74,612	75,239	351,415	4,443	5,227	13,479	-

Notes:

(1) Other benefits costs consist of costs such as Group Life Insurance, Health and Dental, Accidental Death, Dismemberment Insurance & Other Taxable Benefits.

Those not enrolled in OMERS or Health and Dental plans are entitled to compensation in lieu as per By-Law 6500-11.

(2) Durham Region amounts consist of Remuneration, Pension Costs, Life Insurance, Accidental Death & Dismemberment Insurance and Statutory Benefits (CPP and EHT).

These costs are initially paid by the Town of Whitby and are subsequently recovered from the Region of Durham. Regional business expense reimbursements are reported by the Region of Durham directly in addition Durham Region remuneration shown in this Appendix.

(3) Councillor and Deputy Mayor January 1, 2022 to November 14, 2022. Mayor as of November 15, 2022.

(4) Deputy Mayor November 15 to December 31, 2022

Appendix B: Quasi- Judicial Committee Members

Remuneration for the year 2022

Municipal Licensing and Standards Committee⁽¹⁾	Amount
Frank Mielewczyk	\$150.00
Glen Konorowski	\$150.00
Alexander Wray	\$50.00
Gowri Shakhi	\$150.00
Ryan Peers	\$50.00
Carleen Blissett	\$50.00
Kailey Langille	\$50.00
Heather Harty	\$50.00
Evan Holt	\$50.00
Jenelle McCalla	\$50.00

The above payments were authorized under By-law #7329-17, By-law #7340-17, and By-law # 7893-22, pursuant to the *Municipal Act*, 2001, c. 25, s. 283 (1).

Committee of Adjustment	Amount
Bonita O'Carroll	\$1,040.00
Daniel McCarroll	\$975.00
Jerry Cardwell	\$1,040.00
Nestor Chernobay	\$975.00
Scott Haslam	\$1,200.00

The above payments were authorized under By-law #6124-08, pursuant to the *Planning Act*, R.S.O. 1990, c. P.13, s. 44 (9).

Notes

(1) Formerly Animal Services Appeals Committee and Property Standards Appeals Committee. Term of Reference (ToR-QC-05) was passed by Council Resolution 131-22 dated May 16, 2022.

Appendix C

Ellexicon Corporation - January 1 to December 31, 2022

Board of Directors Retainer

Mayor Elizabeth Roy	\$1,269.24
Mayor Don Mitchell	\$15,040.49

Board of Directors Meetings

Mayor Elizabeth Roy	\$0.00
Mayor Don Mitchell	\$2,875.00

TOTAL	\$19,184.73
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CLOCA Board of Directors - January 1 to December 31, 2022

Appointees	Per Diem	Statutory Benefits	TOTAL
Mayor Don Mitchell	\$350.00	\$6.83	\$356.83
Mayor Elizabeth Roy	\$250.00	\$4.88	\$254.88
Councillor Chris Leahy	\$400.00	\$7.81	\$407.81
Councillor Steve Yamada	\$400.00	\$7.81	\$407.81
TOTAL	\$1,400.00	\$27.33	\$1,427.33

Town of Whitby Staff Report

whitby.ca/CouncilCalendar



Report Title: T-25-2022 Streetlight Installation at Various Locations

Report to: Committee of the Whole

Date of meeting: March 6, 2023

Report Number: FS 05-23

Department(s) Responsible:

Planning and Development Department
(Engineering Services)
Financial Services Department

Submitted by:

Peter Angelo, Director Engineering
Roger Saunders, Commissioner,
Planning & Development
Fuwing Wong, Commissioner Financial
Services and Treasurer

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

For additional information, contact:

Horace Look, Program Manager, Capital
Infrastructure
905.430.4935

James Addorisio, Senior Buyer
905.444.2811

1. Recommendation:

1. That Tender T-25-2022 be awarded to Hard-Co Construction Ltd., for Streetlight Installation at Various Locations, in the amount of \$354,825.33 (plus applicable taxes) to be funded from the capital project listed in Table 3 of Report FS 05-23; and
2. That the Mayor and Clerk be authorized to execute the contract documents.

2. Highlights:

- The tender provides for the supply of all labour, materials, equipment and supervision necessary to complete T-25-2022 Streetlight Installation at Various Locations as required by the Town of Whitby.
- Staff have reviewed the five (5) submissions received for the above mentioned tender. Staff recommend the acceptance of the low bid as received from Hard-Co Construction Ltd. Hard-Co Construction Ltd. has performed similar work in the past to the satisfaction of the Department.
- The contract is expected to commence on April 30, 2023 with a contract duration of twenty three (23) weeks from the official start date.

3. Background:

This streetlight contract consists of two main components. The first component includes the relocation and installation of 38 streetlights on the following five roads:

- Powell Road (from Dundas Street East to Hawkstone Crescent);
- Kendalwood Road (from Dundas Street East to Hawkstone Crescent);
- Hunter Street (from Kendalwood Road to Powell Road);
- Broadview Avenue (from Kendalwood Road to Powell Road); and,
- Northview Avenue (from Kendalwood Road to Powell Road).

Elexicon replaced the existing overhead power supply systems on the above five roads two years ago as part of their system maintenance and expansion program. The replacement/relocation of hydro poles by Elexicon has impacted the streetlights attached to the existing hydro poles.

Being the owner of these streetlights, the Town needs to redesign the streetlight systems on these roads based on the locations of new hydro poles installed by Elexicon. This also provides an opportunity for the Town to redesign and upgrade the existing streetlight system to meet the current illumination standards. The scope of work in this part of the contract includes the installation of LED luminaires, brackets, electrical wiring and power supply connections.

Once the Town finishes removing the streetlights from the old hydro poles, Elexicon will be able to remove the remaining old poles on these roads.

The second component of this streetlight contract includes the replacement and installation of 33 streetlights on Croxall Boulevard and 11 streetlights on Selkirk Drive to improve lighting on these two roads.

The work limits are as follows:

- Croxall Boulevard (from Carnwith Drive East to Columbus Road East); and,
- Selkirk Drive (from Croxall Boulevard to Columbus Road East).

The streetlight improvement work on Croxall Boulevard and Selkirk Drive will improve lighting in the area that is close to four schools (i.e., Brooklin Village Public School, Brooklin High School, St. Leo Catholic School and Winchester Public School).

The streetlight work on Croxall Boulevard and Selkirk Drive includes the installation of LED luminaires, brackets, electrical wiring and power supply connections. The existing streetlight poles in poor condition will also be replaced with concrete poles in compliance with the current Town standards.

For cost savings, all LED luminaires in this contract will be provided by the Town. The LED luminaires will be purchased by the Town at a discounted rate based on an existing contract with the supplier. In addition, the combination of the above streetlight installation projects into one tender will also achieve economies of scale (i.e., better pricing and savings on general contract items).

See Attachment 1 - Location Map, for the areas of the proposed streetlight work.

4. Discussion:

A tender for the scope of work outlined above was issued, under Tender # T-25-2022, and advertised on the Bids and Tenders site. Bids for this tender were received until 2:00:00 P.M. on January 24, 2023.

Table 1 provides a summary of the bids received, based on the provision of all labour, materials, equipment, and supervision necessary to complete the Streetlight Installation at Various Locations project.

Table 1

Bidder	Tender Amount (excluding HST)
Hard-Co Construction Ltd.	\$354,825.33
Black & McDonald Limited	\$524,927.02
Tristar Electric Inc.	\$681,170.72
Hastings Utilities Contracting Ltd.	\$711,083.40
Beacon Utility Contractors Limited	\$1,146,339.81

Based on the review of the tender bids and previous experience with the low bidder, it is recommended that this contract be awarded to Hard-Co Construction Ltd. The contract is open for a period of one hundred and twenty days (120) days from the tender closing date of January 24, 2023.

Risk

Please note that, due to the COVID-19 pandemic, there is the potential for additional charges and longer timeframes to complete the contracted work. These additional charges and timeframes may be as a result of the need for physical distancing or supply restrictions on the contractor or may result from delays from the Town that impact the delivery of the contractor's services (e.g., adjacent roadwork undertaken by Town crews). The Town will work with the contractor to minimize or eliminate any possible delays or charges, including any impacts from the Town's own forces.

5. Financial Considerations:

As shown in Table 2, the estimated Total Project Cost is \$625,000 to complete this project (including the proposed contract award and other costs to complete the project estimated by the Planning and Development Department (Engineering Services).

Table 2

Estimated Project Breakdown	Amount
Tender Amount	\$354,825.33
HST	\$46,127.29
Total Contract Amount	\$400,952.62
Rebate	(\$39,882.38)
Total Cost	\$361,070.24
LED Fixtures	\$65,000.00
Supervision, Contract Administration	\$55,000.00
Contingency Allowance (Construction)	\$100,000.00
Material Testing	\$35,000.00
Sundry (Utilities, Line Marking, Notices, Ads)	\$8,929.76
Total Project Cost to Complete T-25-2022	\$625,000.00

Note: Contingencies are for any unforeseen site conditions encountered during construction.

Table 3 below outlines the life to date budget and expenditures for this project which was originally approved in 2022.

Table 3

Capital Project # and Description	Life to Date Budget	Life to Date Expenditures (February 6, 2023)	Revised Total Project Cost (incl. T-25-2022)	Savings / (Overage)
40226605 Major Streetlight Replacement / Relocation Funded from the Asset Management Reserve Fund	\$843,211.00	(\$41,116.00)	(\$625,000.00)	\$177,095.00
Total	\$843,211.00	(\$41,116.00)	(\$625,000.00)	\$177,095.00

Upon approval of this report, the budget for project #40226605 will be updated to reflect the Total Project Cost for T-25-2022, and the proposed saving of \$177,095.00 will be release and returned to the Asset Management Reserve Fund.

The 2023 budget includes \$115,100 on project #40236605 Major Streetlight Replacement / Relocation, which will be used to address future needs as identified.

6. Communication and Public Engagement:

Lane closures may be required at some locations to facilitate safe and efficient streetlight installation on these roads. During the lane closures, access for emergency vehicles and access to properties will be maintained at all times. Traffic management plans as per the Ontario Traffic Manual (OTM) will be implemented with the appropriate traffic signs and barrels in place to direct drivers around the work area. Project notices with contact information and phone number will also be provided to residents impacted by the streetlight work.

7. Input from Departments/Sources:

Planning and Development Department (Engineering Services) and Financial Services worked jointly throughout the tendering process and the preparation of this report.

8. Strategic Priorities:

Corporate Strategic Plan – This project will be delivered around customer needs by providing proper illumination on Town roads.

Accessibility – Accessibility for residents will be considered throughout the construction phase of the project.

Sustainability – The project will complement the Sustainability Vision that the Town of Whitby will be a healthy, sustainable and complete community. This is accomplished through incorporating sustainable element such as LED fixtures which use much less energy than traditional streetlight fixtures but with a much longer service life.

9. Attachments:

Attachment 1 – Location Map



T-25-2022 Streetlight Installations (Various Locations)

Location Map

Town of Whitby

Staff Report

whitby.ca/CouncilCalendar



Report Title: Procurement Policy

Report to: Committee of the Whole

Date of meeting: March 6, 2023

Report Number: FS 09-23

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:

Michelle K. Trudel, Senior Manager, Procurement

1. Recommendation:

1. That Council approve and endorse the new Procurement Policy (Policy # F 080) included in Attachment 1 of Report FS 09-23;
2. That the existing Purchasing Policy be repealed; and,
3. That Council direct staff to review the Procurement Policy every 5 years.

2. Highlights:

Financial Services is recommending a new Procurement Policy.

- The Municipal Act requires Municipalities to have a Procurement Policy.
- It is considered best practice to review and revise the Procurement Policy every 5 years.
- Council establishes and supports a Procurement Policy and approves expenditures through the Town's budget process.
- The new policy is based on a modern approach combining efficiency with appropriate financial oversight while maintaining transparency.
- The new policy incorporates requirements identified in the current applicable trade agreements.

- A Procurement Policy is required to maintain the integrity of the procurement process and consistent application of the fundamentals of Fair, Open and Transparent procurement practices.

3. Background:

The current Purchasing Policy was approved by Council in 2003 and Council endorsed an amendment to the reporting process in 2017 as an efficiency measure increasing delegated staff authority and incorporating Accessibility considerations.

4. Discussion:

Financial Services is recommending a new Procurement Policy be approved and adopted starting April 3, 2023.

A Council Education session was held on February 13, 2023 to discuss the key changes proposed to the Town's Purchasing Policy. Based on the feedback received on February 13th, the Policy has been updated to reflect:

- quarterly reporting (vs. semi-annual) of procurement awards approved by staff under the delegated authority provisions of the Purchasing Policy; and
- reporting via a memo on a Committee Meeting agenda (vs. the Council Information Index).

Further, at the February 13th Council Education session, there were concerns raised related to important community projects or controversial projects where Council may wish to have staff report procurement results and recommendations to Council prior to the award of work. As noted at the meeting, the proposed Purchasing Policy does not change any of the Town design processes or public engagement processes related to major capital projects. However, Council may provide direction to staff to report back on any procurement prior to award (e.g., in effect rescinding the delegated authority to staff) on a per project basis.

Procedures will be established by Staff to ensure consistent application of the Policy with due regard given to increasing efficiency.

A draft copy of the proposed new Procurement Policy is attached as Attachment 1 – Procurement Policy.

Highlights of the major changes are summarized below:

- Responsibilities of Council include establishing and supporting a procurement policy and approving expenditures through the Town's budget process.
- Council delegates authority to the Senior Leadership Team while maintaining responsible financial management through the identified roles, responsibilities, and conditions of authority.
- All members of Council, and all employees authorized to purchase goods, services, or construction on behalf of the Town are to adhere to the Ontario Broader Public Sector Supply Chain Code of Ethics tenets listed in the new Procurement Policy;
 - Personal Integrity and Professionalism

- Accountability and Transparency
 - Compliance and Continuous Improvement
- The Town will encourage sustainable practices in the procurement of goods and services with due regard to preserving the natural environment and reducing greenhouse gas emissions.
- The Town will incorporate consideration for accessibility design, criteria, and features in the procurement of goods, services, and construction.
- Limited Tendering of Single and Sole Source procurements will be subject to Council approval where they exceed the current Canadian Free Trade Agreement threshold.

To ensure transparency and timely reporting to the community, Council will receive the following Staff Reports:

- Quarterly information reports will be provided to Council of all awards made greater than or equal to \$250,000 Total Procurement Value.
- Following any Recess of Council, an information report detailing all awards made under the additional delegated authority.
- All Limited Tendering - Sole and Single Source Procurements that exceed the current Canadian Free Trade Agreement threshold for covered procurements will be presented to Council for approval prior to award.
- All Standardizations valued at \$100,000 will be authorized by Council prior to establishing any agreements.
- All Emergency Procurements over \$100,000 will be reported by the Department as soon as possible following the emergency detailing the event and costs.
- All Change Orders not within Budget/exceeding the Town's Capital Budget Management and Control Policy (F 170) will be reported to Council for approval.
- Council will approve any award that is not within the authority delegated to staff in the Procurement Policy (e.g., an award recommended to a non-compliant bidder, to a Vendor other than the lowest compliant bidder or highest scoring proponent or as otherwise deemed outside of the conditions to award procurement contracts delegated staff).

5. Financial Considerations:

Not Applicable.

6. Communication and Public Engagement:

The Town's website will be updated to reflect the new Procurement Policy. Staff will be notified by Financial Services and a full training regimen will be established.

7. Input from Departments/Sources:

A collaborative process was held with staff representatives across the Corporation. Staff were engaged at various stages to provide feedback and to review and endorse the policy.

The Policy was reviewed by the Town of Whitby Policy Review Committee and the Senior Leadership Team.

8. Strategic Priorities:

The new Procurement Policy supports Strategic Plan objective 2.1: continually improve how we do things by fostering innovation and focusing on making our processes better. The Policy incorporates accessibility and sustainability requirements and will be further developed in the Procedures.

9. Attachments:

Attachment 1 – Procurement Policy



Town of Whitby Policy

Policy Title:	Procurement Policy
Policy Number:	To be assigned following Council approval
Reference:	Legislation, other Policies, Council Resolution #, etc.
Date Approved:	Click here to enter a date.
Date Revised:	March 6, 2023
Approval:	Council
Point of Contact:	Purchasing Services Division

Policy Statement

The Corporation of the Town of Whitby (hereafter the “Town”) will maintain an open, fair, transparent, and competitive process to ensure that all Goods and Services are procured or disposed of in a sustainable manner at the most economical value, without favouritism, and with consideration given to price, quality, quantity, service, and delivery through application of the highest standards of business ethics in compliance with applicable law and trade agreements. The Town is committed to providing an accessible environment in which residents, visitors, and employees have equitable access to municipal programs, services, and facilities in a way that respects dignity and independence of each individual. The Town is dedicated to ensuring that all legislated obligations under the *Accessibility for Ontarians with Disabilities Act, 2005* are met and that compliance with these standards is maintained.

Purpose

The purpose of this Policy is to ensure that the Town conducts procurement operations in a manner that:

- Encourages open, fair, and transparent competitive procurement processes that affords equitable access to all qualified suppliers;
- Provides objective, fair and equitable treatment of all suppliers and bidders;
- Adheres to the highest standards of ethical conduct and protects the integrity of the Town and the public;
- Promotes responsible management of the public funds, Town finances and assets;
- Strives to achieve best value when procuring Goods and Services; encouraging competition, consideration for sustainability, and highest quality at cost effective prices;

- Provides for reciprocal non-discrimination and geographic neutrality with respect to trading partners in accordance with trade agreement obligations; and,
- Is consistent and compliant with all applicable legislation, including *the Accessibility for Ontarians with Disabilities Act, 2005 (AODA)*, the *Municipal Freedom of Information and Protection of Privacy Act* and the Ontario Human Rights Code.

To ensure effectiveness and relevance of this Policy, there shall be a review completed within five (5) years of the approval date. The Procurement Policy remains in force until the review is completed and an amendment or replacement has been adopted by Council.

Scope

All employees of the Town shall comply with the Procurement Policy when purchasing Goods or Services for the Town. An employee who knowingly fails to act in accordance with the provisions of this Procurement Policy will be subject to appropriate action in accordance with the Town's Employee Code of Conduct.

The Procurement Policy shall be read and interpreted in conjunction with the written Schedules and procurement procedures.

In any case where another Town policy is perceived to limit or contravene the requirements of the Procurement Policy, the language of the Procurement Policy shall govern. Where an applicable trade agreement is in conflict with this Policy, the trade agreement shall take precedence.

This Policy shall apply to The Corporation of the Town of Whitby and Local Boards thereof unless the Local Board has adopted their own Procurement Policy.

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1. Definitions

- 1.1 **Accessibility** a term defined by the Province of Ontario as giving all people of all abilities opportunities to participate fully in everyday life.
- 1.2 **Approved Budget** means a capital or operating budget approved by Council subject to any adjustments provided for in the Town's Budget Monitoring Policy.
- 1.3 **Award** is the notification to a bidder or tenderer of acceptance of a bid or tender which brings the contract into existence. Issuance of a purchase order.
- 1.4 **Barrier** means anything that prevents a person with a disability from fully participating in all aspects of society because of his or her disability; including physical, architectural, information or communications barrier, an attitudinal or technological barrier, a policy or a practice; ("obstacle").
- 1.5 **Bid** means an offer or submission from a supplier; a tender, proposal or quotation submitted in response to a solicitation from the Town.
- 1.6 **Bidder** means the individual, partnership, firm or corporation, including its respective successors and assigns, or any entity that is responding to a procurement process from the Town and/or submitting an offer to the Town.
- 1.7 **Buying Group** means any non-profit organization, or Government agency, that provides for collaborative procurement opportunities offering resource savings or economies of scale benefits to the Town.
- 1.8 **CETA** means Comprehensive Economic and Trade Agreement effective September 21, 2017 and as amended (Chapter Nineteen Government Procurement).
- 1.9 **CFTA** means Canadian Free Trade Agreement effective July 1, 2017 and as amended (Chapter Five Government Procurement).
- 1.10 **Change Order** means a written order issued by the Town after execution of a contract, which authorizes a change in the scope of work, time, and/or cost.
- 1.11 **Compliant Bidder** means a Bidder who has fully complied with all of the bid requirements, correctly and completely responded to all of the requirements that are considered mandatory as outlined in the bid documents, and that the Bidder is deemed to be fully capable, technically and financially.
- 1.12 **Conflict of Interest** is defined as a situation or circumstance, real or perceived, which could give a Vendor or consultant an unfair advantage during a procurement process or compromise the ability of a Vendor or consultant to perform its obligations under their contract and would include a Conflict of Interest as defined in Town's Employee Code of Conduct Policy 400-070-02.
- 1.13 **Construction** means a construction, reconstruction, demolition, repair, erection or renovation of a building, structure or other civil engineering or architectural work and includes site preparation, excavation, drilling, seismic investigation, the supply of products and materials and the supply of

- equipment and machinery if they are included in and incidental to the construction, installation, repair of fixtures of a building, structure or other civil engineering or architectural work, but does not include professional services related to the construction contract unless they are specifically included in the procurement. Does not include Professional Services unless otherwise defined in the *Construction Act*.
- 1.14 **Contingency** means a provision made in an approved budget for an unforeseen event or circumstance that gives rise to a change in the Award by way of a change order.
- 1.15 **Contract** means a legally binding agreement for the purchase or disposal of Goods and Services. A Contract may be a fully executed legal agreement, in a form satisfactory to the Town Solicitor, or a Purchase Order issued by the Town.
- 1.16 **Cooperative Purchasing** refers to the participation of two or more public agencies in a competitive bid or participating in a contract hosted by another publicly funded agency.
- 1.17 **Council** means the Council for the Town of Whitby.
- 1.18 **Department** means the department or division procuring goods, services and/or construction. The Staff representative, lead, project manager and/or contract administrator for the work.
- 1.19 **Department Approver** staff who has the responsibility for approval of any purchase on behalf of the Town and ensuring it is procured within the guidelines of Town Policies.
- 1.20 **Department Head** means the Commissioner, Senior Leadership Team member, or their designate.
- 1.21 **Designate** means the person or persons assigned the duties and responsibilities on behalf of; in the absence of; or the incapacity of the person charged with the principal authority to take the relevant action or decision.
- 1.22 **Direct Award** means a procurement action resulting in an Award by a Department without the requirement of competition within the guidelines of the Procurement Policy and accompanying procedures.
- 1.23 **Emergency** an unforeseeable situation that is a threat to public health, safety, essential services, welfare of persons or public property, or security of Town interests. This is not a situation of urgency resulting from failure to properly plan.
- 1.24 **Emergency Purchase** is a limited tender or non-competitive procurement made in accordance with defined conditions in this Policy. Emergency Purchases generally do not have approved budgets prior to the purchase.
- 1.25 **Expression of Interest (EOI)** means a request document issued by a Purchasing Officer during the early stage of the procurement planning process to provide potential vendors with an avenue to register their interest

- in being involved in a particular project or performance of a job. An EOI may also be used to seek industry input into scope of work requirements that will then become part of a formal solicitation or to find other contractors who can provide a good or service. This is a non-binding process that does not result in an Award of a contract.
- 1.26 **Goods and Services / Goods or Services** includes one or more of following furnished or performed by a Vendor under a Contract: supplies, equipment, Construction, labour, materials, products, software, maintenance services, information, information technology, Consulting or Professional Services.
- 1.27 **Limited Tendering** means a non-competitive process used to acquire goods or services from a specific supplier, even though there may be more than one supplier capable of delivering the same good or service. See also Single Source, Sole Source, or Emergency Procurement.
- 1.28 **Open Competition** means a procurement in which bids are solicited from all interested Suppliers through a publicly posted solicitation document.
- 1.29 **Personal Purchase** means acquiring an item or service from a Vendor or Town contract that is required only by the individual(s) making the request for purposes not related to their work.
- 1.30 **Prequalification** is the process of screening potential Vendors in which factors such as financial capability, reputation and experience are considered in order to develop a list of qualified Vendors who may then be allowed to submit bids/ proposals.
- 1.31 **Procurement** acquisition by any means, including by purchase, rental, lease, or conditional sale, of goods, services or construction. The activities and processes to acquire or dispose of Goods and Services. The activities involved in establishing requirements such as market research, Vendor evaluation and contract negotiation.
- 1.32 **Procurement Review Committee** means the committee established by the Town under the Procurement Policy, comprised of the Purchasing Officer, the Treasurer and at least two other members of the Senior Leadership Team, for the purposes of considering and making determinations on escalated procurement-related matters, including determinations related to procurement protests and vendor suspensions.
- 1.33 **Professional Services** means services that require technical skills provided for a fee on the basis of a defined project, or undertaking, to recommend and assist in implementing solutions. Includes services of those holding professional licenses such as architects, auditors, engineers, lawyers, designers, surveyors, management and financial consultants, brokers, soil consultants, real estate appraisers, Ontario land surveyors and any other consulting and professional service rendered on behalf of the Town.
- 1.34 **P-Card / Purchasing Card** means the Town's purchasing credit card program and system and the associated P-Card Program procedures for authorized low dollar purchases of Goods and Services.

- 1.35 **Purchase Order** is a type of contract in the current Town format that is a binding agreement between the Town and the Vendor formalizing all the terms and conditions of a proposed transaction and authorizing the purchase of Goods or Services.
- 1.36 **Purchasing Officer** means Procurement Manager or designate.
- 1.37 **Quotation (RFQ)** means a bid received as a result of an invitational or public request for the supply of goods or services. May or may not be required to be submitted on prescribed forms.
- 1.38 **Registry** means a listing of Vendors, roster of consultants, and/or Vendor of record for the provision of goods and/or services, systems contract, or construction works that are required on a regular and/or on an as needed basis within set dollar limits.
- 1.39 **Request for Information (RFI)** is a non-binding method whereby the Town publishes a need for input from the vendor community. A practice used to obtain comments, market information, feedback, or reactions from potential responders (Vendors, contractors) prior to the issuance of a bid. Feedback may include best practices, industry standards, technology issues, etc. Pricing generally not requested but may request budgetary estimates. Process does not result in an Award.
- 1.40 **Request for Proposal (RFP)** means a process used to solicit best value proposals from potential vendors for Goods and Services. Price is one of the mandatory evaluation factors but usually not the primary evaluation factor. May include a negotiable process or provision for negotiations prior to Award.
- 1.41 **Request for Tender (RFT)** means a solicitation issued when two or more sources of supply have been identified, the requirements can be adequately defined and the lowest priced compliant tender, from a compliant bidder, is accepted without negotiation.
- 1.42 **Restricted Communication Period** means the period of time between the issuance of a bid and the notice of Award of the bid, during which time all communications regarding the specific bid, between the Town, consultants, and a potential bidder shall flow only through the Town's purchasing staff, unless otherwise approved by the Purchasing Officer.
- 1.43 **Revenue Generating Contracts** means a legal agreement between the Town and a third party that yields a financial return for the Town.
- 1.44 **Risk Management** means the division within Finance Services in concurrence with the Town's insurer or designate.
- 1.45 **Single Source** is a non-competitive procurement decision whereby purchases are directed to one supplier even though other competitive sources may be available.
- 1.46 **Sole Source** is a non-competitive procurement decision whereby purchases are unique and are directed to one source of supply as no other source is

- qualified or capable of providing the goods and/ or services to meet the Town's needs.
- 1.47 **Specifications** means the detailed description of, and written requirements, characteristics, method, manner, conditions, scope of work, and standards for, goods and/or services or construction contained in a bid request to the extent known, and may also include any drawings, designs and models that establish the material and operating requirements of commodities.
- 1.48 **Standardization** is the justified adoption of a single product or group of products to be used at the exclusion of all others, or to be used by all divisions of the Town for a set period.
- 1.49 **Submission** means a bid submission, tender, quotation, proposal, prequalification submission or any similar submission to a procurement process.
- 1.50 **Supplier** means the individual, partnership, firm or corporation, or any entity that is carrying on business of providing goods and/or services. See Vendor.
- 1.51 **Surety** means a guarantee by an insurance company, bank, individual or corporation on behalf of the bidder/ proposer that protects against default or failure of the contacted bidder/ proposer to satisfy obligations. A specified dollar amount and format as deemed necessary and stated within the Bid request.
- 1.52 **Total Procurement Value** means the total value of a requirement being procured, excluding applicable taxes and duties, inclusive of all known and budgeted phases. For purchasing arrangements that exceed one year, or allow for optional extensions, the Total Procurement Value includes the original term and the estimated value of any planned extensions.
- 1.53 **Town** means The Corporation of the Town of Whitby, its successors, and assigns.
- 1.54 **Town Solicitor** means the Commissioner of Legal and Enforcement Services/Town Solicitor for the Town of Whitby or designate.
- 1.55 **Vendor** is a supplier, individual, partnership, bidder, consultant, or any entity that is responding to a procurement process; seller or provider of Goods and/or Services or Construction to the Town.

2. Ethics

The Ontario Broader Public Sector Supply Chain **Code of Ethics** is based upon the tenets listed below. All members of Council and all employees who are authorized to purchase goods, services, or construction on behalf of the Town are to adhere to the following code of ethics below:

Personal Integrity and Professionalism

The public expects their taxpayer money to be used with integrity, due diligence, and care. Individuals involved with procurement activities are expected to conduct themselves with integrity and professionalism, show respect for each other and the environment, and safeguard confidential information. Members of Council and employees shall not engage in any activity that may create, or appear to create, a Conflict of Interest including, but not limited to, the acceptance of gifts, preferential treatment, or public endorsement of a vendor or product.

No member of Town staff or Council may receive a personal benefit from any Town contract for goods and/or services or benefit from the very nature of their employment with the Town or position held on Council.

Accountability and Transparency

All activities involved in the procurement of Goods and Services must be fair, open and transparent and conducted with a view to obtaining the best value for public money. Resources shall be used in a responsible, efficient, and effective manner.

Compliance and Continuous Improvement

The Town has established and will regularly review the policies and procedures around procurement. Staff will operate under the core values of the Town's Strategic Plan, continuously work to improve procedures, procurement knowledge and skill levels, and share leading practices.

The Town's Employee Code of Conduct, Council Code of Conduct, Public Code of Conduct, and any other relevant policy or procedure, shall govern appropriate conduct and decision making within the authority granted under this Policy.

Purchasing Staff involved in the procurement process shall maintain membership and subscribe to the principles and purchasing ethics established by NIGP: The Institute for Public Procurement, the Ontario Public Buyer's Association (OPBA), and/or Supply Chain Management Association Ontario (SCMAO).

3. Responsibilities

3.1 Responsibilities of Council

- 3.1.1 It is the role of Council to establish policy and approve expenditures through the Town's budget approval process.
- 3.1.2 Council is responsible to approve and adopt a Procurement Policy; to actively support the Procurement Policy; and approve amendments, as required.
- 3.1.3 Council will consider and approve, if appropriate, Contract Awards for Procurements not compliant with this Policy or Procurements that exceed the delegated authority of staff set out in Section 5 and Schedule D Procurement Methods and Authority / Delegated Authority.

3.2 Responsibilities of the Chief Administrative Officer (CAO)

- 3.2.1 The CAO shall approve amendments to this Policy which are minor in nature and which do not result in a change to the intent of the Procurement Policy.
- 3.2.2 The CAO shall actively support the Procurement Policy.
- 3.2.3 The CAO acts as signing authority in accordance with this Policy, the Delegation of Authority Policy, and the Signing Authority By-law.

3.3 Responsibilities of the Treasurer

- 3.3.1 The Treasurer shall operate a centralized procurement division in accordance with the requirements of this Policy.
- 3.3.2 The Treasurer shall actively support this Policy and recommend necessary amendments. Except as otherwise set out in this Policy, the Treasurer shall provide final interpretation and ruling in regard to implementation of this Policy.
- 3.3.3 The Treasurer is hereby authorized to pay for any goods and/or services purchased by the Procurement Division in accordance with this Policy and procurement procedures.
- 3.3.4 The Treasurer acts as signing authority as it relates to contracts for goods or services in accordance with this Policy, the Delegation of Powers and Duties Policy, the Signing Authority By-law, and Financial Control Policy.

3.4 Responsibilities of the Purchasing Officer

- 3.4.1 The Purchasing Officer shall operate a centralized procurement division in accordance with the requirements of this Policy and prepare and maintain procedures required to implement the provisions of this Policy.
- 3.4.2 The Purchasing Officer is responsible for ensuring the greatest value for the Town by exercising professional purchasing practices, free from influence and interference, and encourage economies of scale savings through standardization and open and competitive bidding.
- 3.4.3 The Purchasing Officer shall monitor compliance with this Policy and shall report non-compliance to the Treasurer.
- 3.4.4 The Purchasing Officer is authorized to dispose of items, including obsolete assets or equipment, if no longer useful for municipal purposes and declared surplus in accordance with the Disposal of Surplus Assets Procedure. The net revenue from the sale of any asset or equipment shall be allocated to a Reserve Fund unless otherwise directed by the Treasurer.
- 3.4.5 The Purchasing Officer shall report as required for procurements applicable to the thresholds of applicable Trade Agreements.
- 3.4.6 The Purchasing Officer is responsible for the duties of the Procurement Division as set out in this Policy and the procurement procedures.

3.5 Responsibilities of the Department Head

- 3.5.1 Department Heads shall actively support this Policy; be responsible for and ensure that all Goods and Services within the Department Head's department are acquired in accordance with the Procurement Policy, Budget, Financial Control policies, Risk Management requirements, procurement procedures, and best practices.
- 3.5.2 The Department Head acts as signing authority jointly with the Treasurer in accordance with this Policy, the Delegation of Powers and Duties Policy, and the Signing Authority By-law.
- 3.5.3 The Department Head ensures that the Department retains all signed contracts and agreements in accordance with this Policy and the Corporate Records Retention By-law.
- 3.5.4 To promote a fair, open, and transparent procurements, the Department Head ensures that the Department effectively plans for procurements to allow sufficient time to follow the requirements of the Procurement Policy, procurement procedures, as well as the requirements of applicable trade agreements and legislation.

4. General

- 4.1 This Policy is to be read in its entirety.
- 4.2 This Policy shall be read in conjunction with the Schedules and written procurement procedures that provide detail to the administration and governance of this Policy.
- 4.3 Staff and members of Council may obtain supplementary guidance related to Procurements from the related procedures.
- 4.4 **Confidentiality:** No elected or appointed official, employee or consultant of the Town shall divulge unit prices paid by the Town. In the case of Open Competition, Bids, or other Procurements, the total price may be revealed. The Purchasing Officer may disclose these costs where necessary to other agency Procurement professionals if required for co-operative procurement requirements for which the Town is a participant.
- 4.5 Except as provided for in Section 13 related to In-House Bids, no elected or appointed official (including appointed members of the Town's committees or boards), or employee of Town shall submit a Bid or seek to be a Bidder for any Procurement by the Town.
- 4.6 Procurement of Goods and Services must be made in accordance with this Policy unless otherwise approved by the Purchasing Officer, Treasurer and CAO.
- 4.7 No employee of the Town, nor consultant engaged by the Town, shall divide a purchase or a contract with the intent of avoiding the requirements of this Policy, nor shall purchases be split in order to circumvent prescribed approval authority dollar limits/thresholds outlined in this Policy and Schedule D Procurement Methods and Authority / Delegated Authority and as defined under Total Procurement Value.
- 4.8 Personal Purchases shall not be made by the Town for any member of Council; or any Committee or Board member; or employee unless specifically authorized by Council.
- 4.9 No procurement may be initiated unless there is funding, approved by Council, sufficient to pay for the estimated Total Procurement Value or unless the procurement is initiated and specifies that the Award is conditional upon funding approval by Council or deemed an emergency.
- 4.10 Prior to the solicitation of a Bid, or engaging any Vendor, the Department is to determine if there is a contract already in place for Goods or Services and utilize any Blanket Contract, Registry, or other such contract, if available.
- 4.11 Where there is no contract available, the appropriate procurement method based on Total Procurement Value, shall be followed for the procurement of Goods and Services.

- 4.12 Departments should properly plan for a Procurement allowing sufficient time to develop Specifications and for Vendors to develop Bids in response to the Town's procurement.
- 4.13 Responsibility over the procurement process and authorization to Award procurement contracts within the defined thresholds and conditions as defined in Section 5 and Schedule D to this Policy.
- 4.14 In accordance with Schedule D, Change Orders may be made within the approved budget.
- 4.15 Any person involved in a Procurement with a Conflict of Interest shall withdraw from participation in the Procurement as soon as the Conflict of Interest is recognized or known and notify the Purchasing Officer.
- 4.16 **Sustainability Considerations:** The Town shall make attempts to preserve the environment, reduce greenhouse gas emissions and encourage the procurement of Goods and Services with due regard to sustainable practices and the preservation of the natural environment. Vendors may be selected, as identified in a procurement process, to supply goods made by methods resulting in the least damage to the environment, and/or to supply goods incorporating recycled materials where practicable. It is to be understood that lifecycle cost or other such analysis may be required to ensure that these goods and services are financially viable and available at competitive prices.
- 4.17 **Accessibility Considerations:** When purchasing Goods and Services, staff are required to incorporate accessibility design, criteria, and features in accordance with the *Accessibility for Ontarians with Disabilities Act, 2005*, S.O. 2005, c. 11, ("AODA") and the *Integrated Accessibility Standard Regulation* (O.Reg.191/11), both as amended, and any other applicable AODA regulations.
- 4.18 **Bid Cancellation:** The Purchasing Officer and the Department Head, with Town Solicitor consultation if deemed required by the Purchasing Officer, shall have the authority to cancel a Bid Solicitation where a substantial change in the scope of work or specifications is required; the Goods and/or Services requested no longer meet the Department's needs; the integrity of the procurement process has been compromised; or the lowest Compliant Bid exceeds the approved budget.

5. Procurement Approval and Contract Award/Execution Authority:

5.1 Procurement Methods and Authority/Delegated Authority

- 5.1.1 Procurement methods and authority (including delegated authority to staff) related to all procurements is detailed in Schedule D. Schedule D sets out delegated authority to staff for:
- a) Administering a procurement process;
 - b) Approving the Award of a contract;
 - c) Action of all Contracts subject to the provisions of this Policy, requiring execution, unless Awarded by Purchase Order only, shall be signed in

accordance with the Signing Authority By-law or Delegated of Powers and Duties Policy;

- d) Entering into a contract through the execution of a legal agreement and/or the issuance of a purchase order.

Contracts shall be in a form satisfactory to the Town Solicitor and Risk Management and executed in accordance with this Policy, the Delegation of Powers and Duties Policy, and the Signing Authority Bylaw, where applicable.

5.2 Tie-bid

- 5.2.1 In a situation where in the opinion of the Purchasing Officer a competitive bid process has been completed, and two or more identical compliant bids are received providing equal quality, service, and cost with no documented performance concerns, the order of priority of acceptance shall first be to the:

- a) "Local Bid" meaning a Bid submitted by a Bidder who operates a business located within the Town of Whitby; followed by the
- b) "Regional Bid" meaning a Bid submitted by a Bidder who operates a business located within Durham region.

5.3 Conditions of the Delegated Authority:

- 5.3.1 Town staff shall prepare a report to Town Council prior to the Award of a contract for approval, unless the Award and approval of the contract has been delegated to staff as set out by Schedule D.

- 5.3.2 Any Delegated authority to Award a contract outlined in this Policy are subject to all of the following conditions:

- a) There is sufficient funding in the Approved Budget;
- b) The procurement process was conducted in accordance with this Policy and all applicable procedures;
- c) For all Open Competition procurements, the Award is made to either the highest-ranking bidder or lowest priced (as applicable) Compliant Bidder in accordance with Town procurement procedures;
- d) The legal agreement, if required by the procurement, and any ancillary documents have been prepared in a form satisfactory to the Town Solicitor and Risk Management; and
 - i. The Vendor has provided the required insurance, any required surety, Workplace Safety and Insurance Board certificates and satisfied the Town's AODA and Sustainability requirements, all in a form satisfactory to the Town.

5.4 Quarterly Council Reporting

- 5.4.1 The Purchasing Officer shall prepare a quarterly information Staff Report to Council of all Awards of competitive Bids within the Approved Budget with a Total Procurement Value greater than, or equal to, \$250,000 approved under the delegated authority set out in Schedule D.

6. Staff Delegation during Council Recess

- 6.1 The Council Recess is any period of time where there are no scheduled Council meetings. Notwithstanding any other provision in this Policy, to ensure the continuous provision of Town services and timely construction/delivery of various projects, the Chief Administrative Officer and Treasurer are provided the following additional delegated authority during the Council Recess:
- a) In consultation with the Purchasing Officer, the Chief Administrative Officer and Treasurer are authorized to accept and approve Limited Tendering procurement Awards in excess of the \$100,000 threshold outlined in Schedule D provided such Awards are within the Approved Budget allocation; and
 - b) In the event that Awards for Request for Tenders, or Request for Proposals, exceed the Approved Budget allocations, the Chief Administrative Officer and Treasurer are authorized to approve the Award if the Award is deemed to be in the best interest of the Town and following prior notice provided to Council.
- 6.2 All Awards made under the additional delegated authority provided for in Section 6 will be reported to Council, as information, following the Council Recess or any lame duck period.

7. Reserved Rights

The Town reserves the right not to accept any Bid submitted if the Treasurer and Town Solicitor, in their sole discretion, deem it to be in the best interests of the Town and/or if the Bid contains a Tendering Irregularity outlined in Schedule B.

Further, the Town shall not be required to Award a Contract:

- a) Where only one Bid has been received;
- b) Where the lowest bid, from a Compliant Bidder, exceeds the Approved Budget for the goods or services; or
- c) When all Bids fail to comply with the mandatory requirements of the Request for bid.

8. Request for Tender (\$100,000 +)

- 8.1 All Request for Tenders for Goods and Services of \$100,000 and above in value will be issued by the Procurement Division through an Open Competition in accordance with the Town's Open Competition process (including the Registry and Prequalification process outlined in Section 20).
- 8.2 All bids will be analyzed by the Procurement Division and the Department Approver with a Contract Award made to the lowest priced Compliant Bidder.
- 8.3 Staff have authorization to Award all Request for Tender Contracts in accordance with Schedule D.
- 8.4 All records related to the Request for Tender will be filed in accordance with the Town's Corporate Records Retention Policy.

9. Request for Proposal (\$100,000 +)

- 9.1 All Request for Proposals for Goods and Services over \$100,000 in value will be issued by the Procurement Division through an Open Competition in accordance with the Town's Open Competition process.
- 9.2 Criteria for the evaluation and ranking of the Request for Proposal Bids are determined by the Department Approver and the Procurement Division prior to the issuance of the Request for Proposal.
- 9.3 All Bids will be reviewed by an Evaluation Committee, facilitated by the Procurement Division, with Contract Award made to the highest-ranking Compliant Bidder.
- 9.4 Staff have authorization to Award all Request for Proposal Contracts in accordance with Schedule D.
- 9.5 All records related to the Request for Proposal will be filed by the Procurement Division, in accordance with the Town's Corporate Records Retention Policy.

10. Request for Quotation

- 10.1 For a Request for Quotation \$10,000 or greater to less than \$25,000 for non-Professional Goods and Services, and a Request for Quotation of \$10,000 or greater to less than \$50,000 for Professional Services, the following policies apply;
 - 10.1.1 The **Department** may issue a Request for Quotation for the acquisition of Goods and Services.
 - 10.1.2 The **Department** will solicit written quotations from a minimum of three qualified Vendors, in accordance with Schedule D and the Town's procedures.
 - 10.1.3 Contract Awards for Request for Quotations may be made by the **Department Approver** in accordance with Schedule D to the lowest priced Compliant Bidder.
 - 10.1.4 All records related to the Request for Quotation will be filed by the Department in accordance with the Town's Corporate Records Retention Policy.
- 10.2 For a Request for Quotation \$25,000 or greater to less than \$100,000 for non-Professional Services, and a Request for Quotation of \$50,000 or greater to less than \$100,000 for Professional Services, the following policies apply;
 - 10.2.1 The **Procurement Division** will issue a Request for Quotation for the acquisition of Goods and Services.
 - 10.2.2 The **Procurement Division**, in consultation with the Department will solicit written quotations from a minimum of three qualified Vendors in accordance with Schedule D and the Town's procedures.
 - 10.2.3 In consultation with the Department Approver and in accordance with Schedule D, contract Awards for Request for Quotations may be made by the Procurement Division to the lowest priced Compliant Bidder.
 - 10.2.4 Staff have authorization to Award all Request for Proposal Contracts in accordance with Schedule D.

- 10.2.5 All records related to the Request for Quotation will be filed by the Procurement Division, in accordance with the Town's Corporate Records Retention Policy.

11. Cooperative Purchasing

- 11.1 The Town may participate in cooperative purchasing or joint purchasing initiatives with other municipalities, regions, local boards and other public or not for profit agencies when determined by the Department and the Purchasing Officer to be in the Town's best interests through savings or efficiency.
- 11.2 Cooperative Purchasing must be facilitated by the Procurement Division. The Purchasing Officer shall ensure that any cooperative procurement the Town participates in is carried out in a manner consistent with applicable trade agreements and meets the goals and objectives of the Town's Policy. If the Town is leading the cooperative or joint purchasing initiative, the Purchasing Officer shall ensure that the Town's Policy is followed.
- 11.3 Delegated authority for approval of contract Awards for the Town's portion of cooperative purchases is outlined in Schedule D.

12. Acquisitions from other Government Bodies or Buying Groups

- 12.1 The Purchasing Officer may acquire goods or services directly from:
- 12.1.1 a federal, provincial or municipal body;
- 12.1.2 a provincially funded agency or board; or,
- 12.1.3 a vendor thereof.
- 12.2 In the case of Provincial Vendor of Record Arrangements, Federal Standing Agreements, not-for-profit Buying Groups, the Procurement Division may take advantage of opportunities without further competitive bid(s) if they are deemed by the Department and the Purchasing Officer to be in the Town's best interests provided the scope is not materially different from that which was bid and the Purchasing Officer is satisfied that the market has been tested appropriately.
- 12.2.1 A second stage quotation process may be required as determined by the Purchasing Officer.
- 12.3 The Town will publish a notice annually of its participation in contracts under the Bid Opportunities section on the Town's website.

13. In-House Bids

- 13.1 In-house bidding is a process where an internal department competes with external entities for procurement opportunities. Unless specifically directed by Council, the Town does not permit in-house bids for the purchase of Goods and Services. If Council at any time determines in-house bidding to be appropriate, all potential bidders shall be advised in the bid document that in-house department(s) will be permitted to bid in the procurement opportunity.

14. Limited Tendering - Single/ Sole Source

- 14.1 The procurement of materials, parts, supplies, equipment, or services without competition is done when the Purchasing Officer and Department Head jointly agree that one, or more, of the conditions outlined in Schedule C apply.
- 14.2 Single and Sole Source procurements are administered by the Procurement Division in accordance with the Town's procurement procedures.
- 14.3 Authorization to Award Single or Sole Source contracts are outlined in Schedule D and based on CFTA thresholds in accordance with Annex 504.4, as amended.

15. Limited Tendering - Emergency Purchase

- 15.1 Notwithstanding any other provision of this Policy, where an Emergency exists, a Department Head or department designate(s) may authorize the Purchasing Officer or any employee to acquire required goods or services in an expedited manner. The Department Head shall consider the nature and urgency of the unexpected requirement and determine the appropriate process to obtain such Goods and Services at the lowest obtainable prices, giving due consideration to the emergency nature of the situation.
- 15.2 Situations of urgency may not constitute an emergency, alternate bid processes can be utilized as directed by the Purchasing Officer.
- 15.3 The Department Head shall notify the CAO, Treasurer and the Purchasing Officer of all emergency purchases within 24 hours following the purchase(s).
- 15.4 Emergency Purchases in excess of \$100,000 will be reported to Council by the Department, as information, at the earliest opportunity to inform Council of the nature of the emergency and actions taken.

16. Limited Tendering - Direct Negotiations

- 16.1 Direct negotiations may be conducted through the Procurement Division under the circumstances identified in Schedule C.

17. Standardization

- 17.1 Standardization identifies specific procedures, documents, requirements, equipment, or manufacturers that best fits the Town's needs and may limit Suppliers.
- 17.2 All standardization recommendations must be approved in accordance with Schedule D and have a reasonable time limitation no longer than five (5) years before a re-evaluation.
- 17.3 Following approval of the standardization, procurements (including any Limited Tendering – Single Source or Sole Source procurements) may proceed with specific products, equipment, or Vendors within the time limitation no longer than five (5) years.

- 17.4 Authorization to Award Contracts related to a Procurement of standardized goods or services shall be in accordance with Schedule D (within the thresholds and method of procurement employed) and will be reported in accordance with Section 5.

18. Registry and Prequalification

- 18.1 Vendors may be placed on a Registry, or a Prequalification list, following an Open Competition in accordance with the Town's Open Competition Procedure for the provision of Goods or Services that are required on a regular basis or for a particular project.
- 18.2 If the Procurement Division has established a Registry, or a Prequalification list, of Vendors for a Good or Service in accordance with the requirements of the trade agreements, the Town may solicit a Bid directly from a Vendor or Vendors on the Registry, or Prequalification list.
- 18.3 Authorization to Award Contracts related to a Registry or Prequalification list shall be in accordance with Schedule D (within the thresholds and method of procurement employed) and will be reported in accordance with Section 5.

19. Request for Information and Expression of Interest

- 19.1 The Procurement Division may issue an Expression of Interest (EOI) or Request for Information (RFI) to determine potential vendors or products in the market that may be available to meet the Town's needs.
- 19.2 This is a non-binding process that does not result in an Award of Contract. Results from this process may be used to develop a scope of work, product specifications, or a list of vendors that have expressed their interest in a particular Town project.

20. Vendor Eligibility

- 20.1 As determined by the Department in consultation with the Purchasing Officer, Treasurer, and Solicitor, the Town reserves the right to not consider a Bid from, or Award a Contract to, a Vendor (including its employees, contractors and subcontractors) that;
- 20.1.1 has been terminated with cause by the Town;
- 20.1.2 has received an unsatisfactory or poor performance review on any previous or current Contract;
- 20.1.3 has a Conflict of Interest, as determined by the Town in its sole discretion;
- 20.1.4 is currently a party in any litigation involving the Town; or,
- 20.1.5 deemed by the Town to not be in the best interest of the Town to proceed with an Award.
- 20.2 No bid submission shall be accepted from any Vendor suspended in accordance with the Town's Vendor Performance Procedure, nor shall any Purchase Order be issued for payment during any term of a suspension.

- 20.3 All Vendors providing Goods or Services to the Town shall, within the stated timeframes, be in full compliance with Ontario Regulation 191/11, *the Integrated Accessibility Standards Regulation* under the AODA, both as amended. If requested by Town staff, an eligible Vendor shall provide proof of AODA training to the satisfaction of Purchasing Officer.
- 20.4 All employees of an eligible Vendor will be fully trained and compliant with all Provincial health and safety regulations as they relate to the work being completed.
- 20.5 All Vendors providing Goods or Services to the Town shall provide the requested insurance and ensure compliance with the requirements of the *Workplace Safety and Insurance Act*, S.O. 1997, c. 16, Sched. A, as amended, and maintain such coverage throughout any contract, as necessary.

21. Restricted Communication Period

- 21.1 All communications by any Bidder, or any subcontractor of the bidder, to or from any of the Town's elected or appointed officials, consultants, or employees with respect to any Bid or Open Competition are prohibited during the Restricted Communication Period.
- 21.2 Notwithstanding Section **Error! Reference source not found.**, should any communication between Bidders and the Town be necessary during the Restricted Communication Period, such communication will be made to, or initiated by, the Town's Procurement Division, and shall be limited to obtaining information or clarification necessary in order to ensure a proper and accurate evaluation of a Bid or Bids.
- 21.3 The Town shall not disclose any information related to any potential outcome of the evaluation of the submissions, or any information related to any content of the submissions, during the Restricted Communication Period.
- 21.4 Any communications initiated by Bidders regarding a bid during a Restricted Communication Period except as permitted in Sections 21. may be grounds for disqualifying the offending Bidder and corresponding Bid from consideration for the Award of a Contract and/or may result in a suspension of the Bidder from future Town bid processes.

22. No Lobbying

- 22.1 All prospective Bidders or potential Vendors are prohibited from lobbying any elected or appointed official (including any member of Council), employee, or consultant of the Town, as well as any appointed member or employee of any Town Board, to attempt to influence the Award of a contract or the conduct of a Procurement. The Town may reject any Bid by a Bidder, Supplier and/or Vendor that engages in such lobbying, without further consideration, and may terminate said the said Bidder, Supplier and/or Vendor's right to participate in the Procurement and/or provide Goods or Services to the Town.

- 22.2 Without limiting the generality of Section 22.1, all prospective bidders are prohibited from communicating with any elected or appointed official (including any member of Council), employee, or consultant of the Town, as well as any appointed member or employee of any Town Board, with respect to a Bid or Open Competition during the Restricted Communication Period. The Town reserves the right reject any Bid by a Bidder, Supplier and/or Vendor's that engages in such lobbying, without further consideration, and may terminate that Bidder, Supplier and/or Vendor's right to continue in the Procurement.

23. No Local Preference

- 23.1 All procurement processes are to be conducted so as not to unduly exclude local vendors, while at the same time maintaining the duty to be fair, open, and transparent to all Bidders in accordance with legislation, trade agreements, and best practices.
- 23.2 The Town endeavours to achieve the best value in its commercial transactions. Accordingly, the Town will not be bound to purchase Goods or Services based upon Canadian content, nor shall the Town practice local preference in Awarding contracts, unless specifically required to do so under the authority of an upper tier government body.
- 23.3 Ontario's *Discriminatory Business Practices Act*, R.S.O. 1990, c.D.12, as amended, has been established to prevent discrimination in of persons employed, or conducting business, in Ontario based on the grounds of race, creed, colour, nationality, ancestry, place of origin, sex, or geographical location.

Exceptions may be made for a Tie Bid situation as detailed under 5.2 Tie bids.

24. Supplier/Vendor Relations and Contract Management

- 24.1 Procurement Protests: Suppliers may formally protest the outcome of a procurement process in writing within 10 business days of being notified of a decision. Procurement Protests will be reviewed by the Procurement Review Committee. The committee will make a final decision respecting the matter under review. The decision of the Procurement Review Committee will be considered final and not subject to appeal.
- 24.2 Bid Debrief Requests: Bidders may request a debrief within 60 days following the date of contract Award notification of the successful proponent.
- 24.3 Contract Termination: A contract may only be terminated prior to its expiry date with the approval of the Department Head in consultation with the Purchasing Officer and the Town Solicitor.
- 24.4 Vendor Performance: The performance of a Vendor under contract must be monitored and tracked in accordance with the Vendor Performance Procedure. The summary results of any performance evaluation may be disclosed to other municipalities or government bodies upon request, where it can be demonstrated in writing that the Vendor has listed the Town as a work reference.

- 24.5 Vendors can be suspended from participating in future procurement processes for a set time period in accordance with Vendor Performance Procedures.

25. Tendering Irregularities

- 25.1 A tendering irregularity is a variance between the requirements (terms, conditions, Specifications, special instructions) of a Bid request and the information provided in a Bid submission.
- 25.2 If, in the opinion of the Purchasing Officer, any Bidder has misrepresented the value of the Goods and/or Services to be provided as reflected in its Bid price/fee, the Purchasing Officer may reject the bid as unbalanced or not representative of the scope of the goods and/or services).
- 25.3 Common Tendering Irregularities are outlined Schedule B along with the Town's actions in addressing the common Tendering Irregularity.
- 25.4 The Purchasing Officer shall have the authority to determine the appropriate Town action for addressing a Tendering Irregularity not outlined in Schedule B.

26. Exemptions

Items listed in the schedule of exemptions, Schedule A, are excluded from the Procurement requirements of this Policy. These items shall have been provided for in the current Operating or Capital Budgets of the Department incurring the expense(s) and shall be subject to all other limitations and conditions within this Policy.

This Policy is hereby approved by Council Resolution #_____ on this _____ day of _____, 2023.

Schedule A - Exemptions

Exemptions from the requirements of the Procurement Policy

In consultation with the Purchasing Officer, it may be determined that a competitive bidding process is not required for the following categories:

1. Refundable Business Expenses (in accordance with Staff Expense Reimbursement policy/ Council Expense Policy)
 - a. Reimbursable business expenses
 - b. Meal allowances
 - c. Petty cash reimbursements (in accordance with Petty Cash Procedure)
2. Professional Development, Education, and Training
 - a. Conferences, seminars, courses, eLearning, memberships
 - b. Staff development
 - c. Subscriptions, periodicals, reference material, data source, market research
3. Corporate General Expenses
 - a. Payroll and Benefit Premiums and remittances
 - b. Workplace Safety and Insurance Board (WSIB) remittance
 - c. Insurance premium payments, claim settlements and adjuster Services, damage claims
 - d. Annual audit fees and related audit services
4. Human Resource related services
 - a. Employee medicals, counselling services for staff
 - b. Recruitment services (posting, recruitment fee, temporary staffing)
 - c. Honorarium(s) (upon the approval of both the Department Head, Financial Services and Treasurer and Head, Organizational Effectiveness)
5. Communications related services
 - a. Advertising,
 - b. Public relations services
 - c. Media and social media monitoring services
6. Charges from other government agencies, including but not limited to;
 - a. Regional Permits
 - b. Cross Boundary Agreements
 - c. Fire Dispatch Agreements
 - d. Radio Trunking License, radio system licensing
 - e. Vehicle Licensing
 - f. Police Services
 - g. Bank/ Financial Services, brokerage fees, commissions
 - h. Committee fees
 - i. Ontario Land Surveyor
7. Legal and related Services (as authorized by the Town Solicitor and/or Head, Organizational Effectiveness)

- a. Legal counsel, law clerk, notary, court services, and professional and expert Services, as required
 - b. Legal counsel, professional and expert services for employment and labour legal matters, as required
 - c. Arbitrators, mediators, and investigators, including those related to employment matters
8. Appraisal charges, real estate transactions, land transactions, environmental expertise related to the purchase or sale of property, acquisition or rental of land, existing buildings, or other immovable property
9. Renewals of Licenses and annual maintenance, support for procured software or application
10. Translation, interpretive services, Braille services, TTY
11. Development specific hiring of a Supplier or Vendor to complete project deficiencies related to a Developer, to complete work where a project has been abandoned, or where a Developer is negligent, all where funds to complete work are being drawn from deposits or financial securities held by the Town
12. Catering for staff functions or events
13. Providers of artistic, creative, and recreational instructors such as dance/yoga/gymnastic, leisure programs, historical experts, artistic designers, artist fees, procurement of art for public building or site, design contest winner
14. Utilities for which there exists a monopoly
15. Utility related:
 - a. Servicing, plant modifications, relocations by Utility when the work, or services of a specific vendor are deemed required by a Utility or regulated authority
 - b. Postage, courier services
 - c. Other regulated authorities operating within and across municipal right of ways (e.g. Rail, Transit, Bell Canada, 407 ETR, MTO, Metrolinx)
 - d. Elexicon Energy – as a major shareholder it may be permissible, for the Town to solely procure Goods and/or Services from Elexicon Energy, or its subsidiaries, when the Town's best interests are served
16. Procurements with non-profits, international aid, and government-to-government.
17. Any exemption and/ or non-application that can be established to be in accordance with applicable trade agreements, as amended.

These exemptions do not **preclude** a bid process where competition may exist. It is expected that the intent of the Policy is followed wherever possible to ensure the best interests of the Town are taken into consideration.

Approvals are to follow the Corporate Signing Authority by-law, financial control policies and practices. Proof of Insurance(s) and WSIB coverage as required wherever applicable.

Schedule B - Tendering Irregularities

The following Tendering Irregularities will be dealt with as specified below:

Tendering Irregularities - eBidding Submissions

In addition to any applicable irregularities noted in General Tendering Irregularities, the following Tender Irregularities specific to the eBidding process will be dealt with as specified below:

Irregularity	Response
Late bids.	Automatic rejection. Electronic Bidding System shall not accept late Bid Submissions.
Bid does not properly respond to Addenda.	Automatic rejection.
Bid Form Declaration not accepted.	The electronic Bidding System will not accept bids unless the Bidder has checked a box confirming authority to submit a bid
Bids received on documents other than those provided in the eBidding system.	Automatic rejection.
Bid submission is received in manner other than that indicated in Document.	Automatic rejection.
Bid received from a bidder who is not a Registered Plan Taker.	Automatic rejection.
Scanned page(s) are not legible or are blank.	Where page is identified as mandatory – automatic rejection.
Digital Bid security/ Bid bond <ul style="list-style-type: none">• Unable to digitally verify digital bond• Scanned digital bid bond	Automatic rejection.

Tendering Irregularities – General (if applicable)

Irregularity	Action
Late Bids or bids delivered to a location other than specified in the Bid document.	Automatic rejection and return to Bidder unopened.
Bids completed in pencil or illegible.	Automatic rejection.
Unsealed formal quotation, tender or Proposal.	Automatic rejection.
Agreement to Bond forms <ul style="list-style-type: none"> Bond company seal or equivalent proof of authority to bind company or signature missing Coverage amounts incorrect 	24 hours to correct.
Bid Bond <ul style="list-style-type: none"> corporate seal or equivalent proof of authority to bind the Bidder or the bonding company or missing signature of either the bonding company or the Bidder insufficient amount missing from submission when required not in format requested 	Automatic rejection.
Other Bid security <ul style="list-style-type: none"> uncertified cheque cheques drawn on other than an approved bank insufficient amount not provided when required 	Automatic rejection.
Proper response template or label not used	Acceptable only if received before closing in the stipulated location and the Bid envelope or wrapping includes all information to clearly and accurately identify the Bid and the Bidder.

Irregularity	Action
Counter-offer bids: bids that have been restricted by a strikeout, added statement that contradicts, limits, or changes the intent of the Bid document. A conditional offer that modifies or limits the terms, conditions, or specifications of the bid request.	Automatic rejection unless allowed or instructed through addenda.
Bids received on documents other than those issued with the Bid.	Automatic rejection unless otherwise instructed in the Bid document or by addenda.
Corporate Seal missing	<p>Other proof of authority to bind is acceptable</p> <ul style="list-style-type: none"> • signature of witness or notary; and, • statement of Authority to Bind included with signature (e.g., Corporate indoor management statement at signing line) <p>One business day to correct.</p>
Pages missing	<p>If unit price pages are missing, the Bidder will be allowed twenty-four (24) hours from date and time of notification to provide the missing pages. No alternation of submitted total tender price will be permitted.</p> <p>If mandatory pages are missing – automatic rejection.</p>
Part Bids, not all items Bid	Automatic rejection unless specifically allowed by either the Bid document or addenda.
Bids containing minor clerical errors that have no impact on Bid price	Two (2) business days after notification of error correction to initial change or provide written agreement of change acceptance. The Purchasing Officer may waive this requirement.
Bidder corrections not initialed	<p>Two (2) business days after notification to initial corrections or provide written acknowledgement of correction.</p> <ul style="list-style-type: none"> • No change of pricing permitted

Irregularity	Action
	Purchasing Officer may waive this requirement.
Alternate items Bid, in whole or in part	Automatic rejection unless specifically allowed by either the Bid document or addenda.
Mathematical errors not consistent with unit pricing.	Purchasing Officer may not change unit price. Purchasing Officer may correct only if the intent of the Bidder is clear. If the intent is ambiguous or unclear the Bid must be rejected.
Obvious Mistake in Bid pricing	Where the Purchasing Officer has determined that there is an obvious mistake in pricing provided by the Bidder, the Bidder advise the Town in writing within twenty-four (24) hours after being notified of the mistake that the Bidder will withdraw their Bid OR allow their Bid to stand unaltered. Should the Town not receive a response from the Bidder within twenty-four (24) hours after being notified of the obvious mistake, the Bid may be rejected.
Addenda not acknowledged	Automatic rejection.
Bid received from a disqualified bidder or bidder not approved in a prequalification process	Automatic rejection.

Schedule C - Limited Tendering: Single / Sole Source

Provided that the intent is not to avoid competition among Vendors, Single and Sole source suppliers may be used when the Purchasing Officer and Department Head jointly determine that one or more of the following circumstances apply:

- a) When the goods or services are in short supply due to abnormal market conditions until fair market conditions are restored.
- b) When the extension of an existing contract would prove more cost-effective or beneficial if the change of supplier would cause significant inconvenience or duplication of costs.
- c) Where it is necessary or in the best interests of the Town to acquire non-standard items.
- d) When the procurement is for technical services in connection with the assembly, installation, or servicing of highly technical or specialized equipment or infrastructure.
- e) When the procurement is for replacement parts, components or services used in support of equipment specifically designed by the manufacturer; compatibility required and/or avoids duplication of costs.
- f) In situations of extreme urgency to limit the Town's liability or meet contractual timelines due to unforeseen circumstances.
- g) Exceptionally advantageous conditions that arise in very short term, non routine purchase e.g., liquidation, receivership, or bankruptcy.
- h) Procurement is confidential or privileged in nature and disclosure through open process would compromise government security, confidentiality, cause economic disruption and be contrary to the best interests of the Town.
- i) Where there is only one source of supply for the Goods or Services to be purchased or supply of Goods or Services are controlled (e.g., monopoly).
- j) The expertise of an individual organization or individual is deemed specifically required by the municipality.
- k) Patents, copyrights, control of raw material or other such conditions preclude competition.
- l) Health and Safety.
- m) Design contests or Municipal challenges approved by Council

Limited Tendering - Direct Negotiations

Provided that the requirements of the documentation are not unreasonably restrictive, Direct Negotiations with suppliers may be used when the Purchasing Officer, Solicitor, and Department Head jointly determine that one or more of the following circumstances apply:

- When bids have been solicited and no responsive bid has been received; or
- When the lowest bid received substantially exceeds the estimated budget; or
- When all bids fail to comply with the Specifications or conditions; and
- When it is impractical to recall the bid process.

Schedule D – Procurement Methods and Authority / Delegated Authority

**Approver listed and Purchasing Officer must jointly agree on Contract Awards and compliance to the Policy and Procedures;

Good and Services:

Total Procurement Value	Type of Procurement	Procurement Process By	Authorization to Approve Contract Award / Execute Contract**
< \$10,000	Direct Award	Department	Department Approver
= \$10,000 < \$25,000	Informal Quote	Department	Department Approver
= \$25,000 < \$100,000	Quote/ RFP	Purchasing	Department Approver
= \$100,000 +	Tender / RFP	Purchasing	Department Head

Professional Services:

Total Procurement Value	Type of Procurement	Procurement Process By	Authorization to Approve Contract Award / Execute Contract**
< \$25,000	Direct Award	Department	Department. Approver
= \$25,000 < \$50,000	Informal Quote	Department	Department Approver
= \$50,000 < \$100,000	Quote/ RFP	Purchasing	Department Approver
= \$100,000 +	Tender / RFP	Purchasing	Department Head

Cooperative Purchasing (Town not leading procurement):

Within Approved Budget	Co-op Purchasing	Purchasing	Department Head
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Acquisition of Goods/Services from other Government bodies:

Within Approved Budget		Purchasing	Department Head
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Limited Tendering/Non-Competitive - Single/Sole Source*

= \$10,000 < \$50,000	Single/Sole Source	Purchasing	Department Head
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=\$50,000 < \$100,000	Single/Sole Source	Purchasing	Department Head, Treasurer
\$100,000 to current trade agreement limit: Goods and Services \$121,200* Construction \$302,900* *CFTA Jan 1/22 to Dec.31/23 Annex 504.4		Purchasing	Department Head, Treasurer and CAO
Greater than Trade Agreement limit	Single/Sole Source	Department	Council

Limited Tendering/Non-Competitive - Emergency Procurement:

Total Procurement Value	Type of Procurement	Procurement Process By	Authorization to Approve Contract Award / Execute Contract**
Subject to Emergency situation as defined within this Policy	Emergency Procurement	Department	Department Head

Standardization

> \$100,000	Standardization	Purchasing	Council
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Exempt Items (Schedule A):

Within Approved Budget	Exemption	Department	Department Head
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Change Order within Approved Budget (cumulative)

=\$25,000,< \$50,000	Change Order	Department	Dept. Approver
=\$50,000 < \$100,000		Department	Department Head
=\$100,000+		Department	Department Head and CAO***
Not within Budget		Department	Council

***Add Treasurer if CAO is also Department Head

Town of Whitby

Staff Report

whitby.ca/CouncilCalendar



Report Title: Revision to Council Expense Policy (G 050)

Report to: Committee of the Whole

Date of meeting: March 6, 2023

Report Number: FS 10-23

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:

Fuwing Wong, 905.430.4314

Ruby Zhang, Senior Manager, Treasury Services, 905.444.2801

1. **Recommendation:**

1. **That the revised Council Expense Policy (Policy # G050), Attachments 1 and 2 to Report FS 10-23, be approved.**

2. **Highlights:**

- Revisions and updates to the Council Expense Policy are summarized in this report;
- The proposed policy is included as Attachment 1 with updated guidelines included as Attachment 2

3. **Background:**

The Town's Council Expense Policy (Policy # G 050) is meant to provide consistent rules and guidelines for Members of Council on expenditures that support Members of Council in fulfilling their duties as elected officials. The Policy was last updated December 16, 2019 and is comprised of two documents:

- 1) The main policy document; and
- 2) Guidelines for Expenses for Members of Council (Appendix A to the Policy)

The proposed updates consider common issues and questions related to Council business expenses over recent years and incorporates best practices / policy wording from other Durham Lakeshore municipalities at this time. Further, draft changes to the Policy were presented at a Council Education Session held on February 13, 2023. The attached Policy also incorporates feedback from the February 13th Council Education Session.

4. Discussion:

A revised Council Expense Policy is included in Attachment 1 and 2 to this report. Below is a summary of some of the key changes:

- Updated Special Election Year rules in the policy:
 - New definition of Election Period (being the first day prescribed for the filing of nominations in accordance with the Municipal Elections Act and ending when the new Council takes office) was added as the period in which there would be restrictions for Council business expense reimbursements;
 - Specifically, no reimbursements under the Communications, Advertising, and Constituency Meetings category of expenses and no Ward Town Hall Meetings, and no Annual Publication/Magazine costs to be incurred during the Election Period;
 - Previously the restrictions applied for the “Election Year” which was defined as January 1 to December 31 of the year in which there is a municipal election;
 - Annual Expense Budgets will be pro-rated in an Election Year (11/12 months for Members of Council to the end of the term and 1/12 months for Members of Council starting the new Council term);
- Removed option to use personal cell phones and the associated \$60/month reimbursement;
- Clarified the following for event tickets:
 - Ineligible expenses include event tickets that are for a raffle, silent auction costs, and event tickets where each ticket holder is guaranteed a prize or gift other than token gifts, such as a souvenir or memento or a commemorative gift that is given in recognition of attending the event.
 - For clarity, event tickets where all tickets are entered into a draw where the number of gifts/prizes is less than the total number of tickets entered into the draw are Eligible Expenses.
 - Also added a condition that event tickets must be purchased from an organization not a “reseller”/individual;
- Updated the training, seminars, and conferences section to:
 - Clarify that eligible reimbursements may be provided in advance to encourage Members to book in advance and take advantage of “early bird discounts”;
 - Added a condition to place an onus on Members of Council to reimburse the Town for discounts or refunds received (e.g., if a Member received

reimbursement prior to the event but is not able to attend and subsequently receives a refund directly from the hotel or organization hosting the training, seminar, or conference);

- Updated provisions to allow for mileage claims (on a per kilometre basis) for business travel outside of Town limits; and
- Updated eligible expenses under books & subscriptions and constituency meetings to include electronic subscriptions and cost of hybrid meetings, respectively.

5. Financial Considerations:

Annual expense budgets for Members of Council are as follows:

- \$13,000 for Ward and Regional Councillors;
- \$17,000 for the Mayor

Further, a budget of \$25,000 will be included in the 2024 budget for the annual publication and \$300 will be included in the 2024 budget for the Ward Town Hall meetings (e.g., \$75 per meeting for refreshments x 4 meetings per year). For the 2023 year, these expenditures will be offset by other operating budget savings across the Town.

As noted in the draft policy, the budgets noted above will be indexed annually based on the Consumer Price Index (Ontario – All Items).

6. Communication and Public Engagement:

Not Applicable.

7. Input from Departments/Sources:

The proposed revisions include research on Council Business Expense policies/guidelines in place at other Durham Lakeshore municipalities and incorporates feedback received at the February 13, 2023 Council Education meeting.

8. Strategic Priorities:

Not Applicable.

9. Attachments:

Attachment 1 - Policy G 050 – Council Expense Policy

Attachment 2 – Guideline for Expenses for Members of Council (Appendix A to the Council Expense Policy)



Town of Whitby Policy

Policy Title:	Council Expense Policy
Policy Number:	G 050
Reference:	Municipal Act, Municipal Elections Act, Council Remuneration By-law #6500-11, as amended. Council Resolution #467-16, #526-17, #91-18, and #353-19
Date Originated:	October 11, 2016
Date Revised:	March 6, 2023
Review Date:	Not applicable
Approval:	Council
Point of Contact:	Commissioner of Financial Services/Treasurer

Policy Statement

The Council Expense Policy provides Members of Council with guidelines for eligible expenses incurred while fulfilling the Member's duties.

Purpose

The purpose of this policy is to provide consistent rules and guidelines for Members of Council on expenditures that support Members of Council in fulfilling their duties as elected officials.

Scope

This policy applies to the Mayor and Members of Council.

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1 Definitions

- 1.1 **Election Year** shall mean the calendar year (January 1st to December 31st) during which a regular municipal election is held in accordance with the Municipal Elections Act.
- 1.2 **Election Period** shall mean the first day prescribed for the filing of nominations in accordance with the Municipal Elections Act and ending when the new Council takes office.
- 1.3 **Eligible Expense** means an expense that the Town will reimburse or pay directly.
- 1.4 **Ineligible Expense** means an expense that is not provided for in this Policy and will not be reimbursed or paid by the Town.
- 1.5 **Members** shall include the Mayor and all Members of Council.

2 Responsibilities

- 2.1 Members are to:
 - a) Adhere to this policy;
 - b) Sign-off on all expenses submitted or paid by the Town directly; and,
 - c) Meet all financial, legal, and income tax obligations.
- 2.2 Chief Administrative Officer to:
 - a) Support the implementation of this policy.
- 2.3 Treasurer (or designate) to:
 - a) Approve expenditures in accordance with this policy;
 - b) Advise Members of the status of their budget, and if budget is exceeded, require Members to personally pay the over-expenditure;
 - c) Advise Members if any submitted or proposed expenditures are ineligible or breach this policy; and
 - d) Make sure that supporting documentation is in place, and that expenditures conform to this policy.

3 Annual Budget

- 3.1 Each Councillor will have an annual expense limit of \$13,000 and the Mayor will have an annual expense limit of \$17,000.

- 3.2** A corporate budget will be established for one Ward Town Hall meeting per ward per year in the amount of \$300 (or \$75 per Ward Town Hall meeting x 4 meetings hosted by a Ward and Regional Councillor team) for refreshments. Expenditures beyond the \$75 per Ward Town Hall meeting or in addition the Corporate support to be provided by staff referenced in the Ward Town Hall Meetings Policy will be allocated evenly to each Ward and Regional Councillor's Annual Budget, in accordance with this Policy, following each event. For clarity, for an expenditure of \$85 at a Ward Town Hall meeting, the \$10 in excess of the corporate budget will be allocated \$5 to the Ward Councillor and \$5 to the Regional Councillor hosting the Ward Town Hall meeting.
- 3.3** A corporate budget of \$25,000 will be established for one annual publication, organized by the Mayor's Office, to communicate the Town's achievements, current projects, and the Town of Whitby, overall.
- 3.4** Budget amounts noted in this Section shall be indexed annually, based on the Consumer Price Index (Ontario – All Items) in April of the previous year, and rounded to the nearest dollar starting in 2024. For clarity, 2024 budgets indexed based on April 2023 CPI.
- 3.5** Each Member may choose how to allocate their expenses within the limit established, based on their business needs, in accordance with what constitutes an eligible expense as per this policy.
- 3.6** Allocations are not transferrable between calendar years and cannot be accumulated and carried over.
- 3.7** If a Member exceeds their annual expense limit, the over-expenditure is the personal responsibility of the Member.

4 Excluded Expenses

- 4.1** Council remuneration in the form of salary, benefits, and vehicle allowances are excluded from this policy as these items are accounted for through other Town of Whitby corporate policies, by-laws, or budget provisions.
- 4.2** Defence of court action brought against a Member, as such expenses are subject to and in accordance with the Indemnification By-law and/or the Town's insurance coverage.

5 Expense Guidelines

- 5.1** Appendix 1 - Guidelines for Expenses for Members of Council forms part of this policy and provides Members with detailed guidelines of what expenses are eligible and ineligible.

- 5.2** Reimbursement or payment by the Town for an expense will not be made if it is not specifically provided for in this policy.
- 5.3** Expense reimbursements submitted by Members or expenditures incurred by the Town on behalf of Members will be charged to the Members' budget.
- 5.4** Member of Council claims for expenses must follow basic accounting and audit principles:
 - a) Expenses must relate to the business of the Town of Whitby;
 - b) A Member or the Town must directly incur the expense. Expenses incurred by third parties cannot be claimed;
 - c) Expenses must be consistent with what is permitted in this policy (see Appendix 1 – Guidelines for Expenses for Members of Council);
 - d) Members must provide proper documentation, including detailed original receipts, invoices, or e-bills for all expense claims. Credit card receipts or statements alone are not sufficient and will not be accepted.
 - e) Invoices must include a description of the goods purchased or services rendered, the cost, taxes and HST registration number, if applicable;
 - f) Expenses must be charged for the year in which they were incurred; Expenses cannot be carried forward to subsequent years; and,
 - g) Expenses must be submitted for reimbursement as soon as reasonably possible.

6 Election Year and Election Period Restrictions

- 6.1** In accordance with the Municipal Elections Act, the Town cannot provide a subsidy to any candidate's election campaign. Therefore, special conditions for expense reimbursement for all Members of Council apply during an Election Year and, in the event of a by-election, for sitting Members of Council who are nominated in a by-election.
- 6.2** Members of Council shall adhere to the Use of Corporate Resources for Election Purposes Policy G 070 and shall not use corporate resources for campaigning as defined and specified therein.
- 6.3** In an Election Year or in the event that a by-election is held and a sitting Member of Council is nominated to run in the by-election, the following conditions shall apply to all Members of Council during an Election Year and to sitting Members who are nominated in a by-election effective at the start of the nomination period until the day after Election Day:
 - a) Annual budgets noted in Sub-Section 3.1 of this policy will be pro-rated for each term in an Election Year (11/12 months for Members of Council to the end of the term and 1/12 months for Members of Council starting the new Council term) or in the event of a by-election; and
 - b) Other expense restrictions may apply as specified within Appendix 1.

6.4 During an Election Period:

- a) Eligible Expenses under the heading “Communications, Advertising and Constituency Meetings” in Appendix 1 will not be paid or reimbursed by the Town;
- b) Ward Town Hall meetings will not be held and no annual printed publication, noted in Section 3 of this policy, will be produced and distributed.

7 Interpretation

- 7.1** Members of Council may consult with the Treasurer for guidance with respect to the eligibility of an expense and/or any interpretation on the application of this policy.

8 Reporting

- 8.1** Eligible expenses annually incurred by each Member shall be reported publicly in accordance with the requirements of the Municipal Act, as amended.

9 Policy Review

- 9.1** This policy shall be reviewed every four years prior to the budget meetings that follow the general municipal election, or as directed by Council.

10 Related Documents

- Council Code of Conduct
- Purchasing Policy
- Council Remuneration By-law #6500-11
- Ward Town Hall Meetings Policy
- Use of Corporate Resources for Election Purposes Policy G 070

Appendices

Appendix 1 Guideline for Expenses for Members of Council

This Policy is hereby approved by Council Resolution # XXX-23 on this XX day of March 2023.



Guidelines for Expenses for Members of Council

March 2023

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CORPORATE EXPENSES:	
Resources Available to Council – Items in this category are resources provided and paid for directly by the Town in order to facilitate the necessary conditions for Members to exercise their duties and are not considered to be expenses and will not be reported as such.	
Office Space, Equipment, and Operations	
Office Space	<ul style="list-style-type: none"> Office space for the Mayor and shared office space for Members of Council in the Mayor and Councillors' Office.
Office Supplies	<ul style="list-style-type: none"> General office supplies for use by the Mayor and Councillors' Office that are not intended for the exclusive use of a particular Member.
Office Furniture	<ul style="list-style-type: none"> Office furniture for use at Town Hall.
Mobile Phone and Portable Computing Device	<ul style="list-style-type: none"> Members of Council will be issued one Corporate Mobile phone and one Corporate Computing Device at the start of each term which may be replaced during the term based on the Town's standard replacement schedule to protect Town networks from obsolete/insecure devices. In an Election Year and at the end of each Council Term, Members of Council will have the option to purchase their mobile phone and/or portable computing device, at values based on the greater of: <ol style="list-style-type: none"> any outstanding hardware balance owed to the mobile phone carrier; or the unamortized value, calculated based on Revenue Canada's Capital Cost Allowance (Class 10) rates, for campaign use or personal use in accordance with this Policy. Any Member who resigns, is disqualified, not re-elected or dismissed from Office shall have the option of transferring ownership of Town issued computing device(s) and/or mobile phone, eligible software and accessories as a taxable benefit, calculated as outlined above, at that time. Mobile Phone and Portable Computing Device will be installed with Corporate Software and Applications, such as the electronic agenda management application and the Microsoft Teams messaging and virtual meeting platform Only Corporate Software and Applications installed by the Town will be supported by Town Technology and Innovation Services (TIS) staff
Council Courier	<ul style="list-style-type: none"> Courier service is provided to Member's home address as scheduled by the Office of the Town Clerk.
Staffing	<ul style="list-style-type: none"> Administrative support for Members is provided through the

	Mayor and Councillors' Office at a level that is in accordance with the annual operating budget and staffing resources allocated on that basis.
Corporate Training	<ul style="list-style-type: none"> Corporate Training, including municipal conflict of interest and Council Orientation/education sessions, made available to all Members of Council and co-ordinated by the Chief Administrative Officer's or Town Clerk's office.
Corporate Subscriptions	<ul style="list-style-type: none"> Subscriptions made available to all Members of Council where the Town pays a set fee (e.g., based on population) and there are no incremental costs to add Members of Council
Advice from the Integrity Commissioner	
Corporate Expenses	<ul style="list-style-type: none"> Advice to a Member respecting their obligations under a procedure, rule or policy of the Town, governing the ethical behaviour of Members, including the Council Code of Conduct. Advice to a Member respecting their obligations under the Municipal Conflict of Interest Act.
Ineligible Expenses	<ul style="list-style-type: none"> Advice is not available from the Integrity Commissioner if it pertains to a matter that is already being investigated by the Commissioner, is under review by a court, or is about an issue for which a formal complaint has been received.
Conditions	<ul style="list-style-type: none"> Expenses associated with advice from the Integrity Commissioner to a Member shall be incurred corporately and not through a Member's expense allowance. The total aggregated cost for advice provided by the Integrity Commissioner to Members shall be reported within the Integrity Commissioner's Annual Report.

Event Tickets	
Town Organized Event Tickets	
Eligible Expenses	<ul style="list-style-type: none"> A ticket for a Member and one ticket for the Member's spouse or guest which shall be recorded as an expense based on the face value of the ticket.
Ineligible Expenses	<ul style="list-style-type: none"> Additional tickets other than those for the Member and their spouse or guest.
Conditions	<ul style="list-style-type: none"> Tickets must be purchased through the Mayor and Councillors' Office.

Community Event Tickets	
Eligible Expenses	<ul style="list-style-type: none"> A ticket for a Member and one ticket for the Member's spouse or guest to attend a charitable or fund-raising event organized by a charitable/non-profit organization where funds raised will support services provided to the residents of Whitby and/or the Region of Durham.
Ineligible Expenses	<ul style="list-style-type: none"> Additional tickets other than those for the Member and their spouse or guest. Raffle tickets, silent auction costs, and event tickets where each ticket holder is guaranteed a prize or gift other than token gifts, such as a souvenir or memento or a commemorative gift that is given in recognition of attending the event. For clarity, event tickets where all tickets are entered into a draw where the number of gifts/prizes is less than the total number of tickets entered into the draw are Eligible Expenses.
Conditions	<ul style="list-style-type: none"> Members should provide a copy of the event notice/flyer/e-mail/correspondence with information on the purpose of the event and event organizer. Events where there are no formal notices, flyers, or advertisements are readily available (such as dinner tickets in support of Legions) will be reviewed based on whether it is common knowledge that such an event was held by the reputable organizer in support of the community. Proof of ticket payment directly to the organization hosting the event when seeking reimbursement.

Administrative Expenditures	
Council Portraits	
Eligible Expenses	<ul style="list-style-type: none"> Resitting for a Member's portrait if the Member is not satisfied with the original portrait.
Ineligible Expenses	<ul style="list-style-type: none"> Portraits that do not use the photography services procured and approved by the Town for all Members.
Conditions	<ul style="list-style-type: none"> Council portraits are generally taken once per Council term, but may be retaken to accommodate a new Member during the Council term, with the cost for such sittings being borne by the Town as a corporate expense. Members may use their Council portrait for communications and duties related to their role as a Member of Council; however, in accordance with the Use of Corporate Resources for Election Purposes Policy G 070, Members are prohibited

	from using their Council portrait for Campaigning or inclusion on Campaign Materials.
Books and Subscriptions	
Eligible Expenses	<ul style="list-style-type: none"> Books, magazines, newspapers and periodicals (physical or electronic) that are related to the business of the Town or municipalities in general, or support Members in serving as elected officials.
Ineligible Expenses	<ul style="list-style-type: none"> Books, magazines, newspapers and periodicals that have no demonstrated relation to municipal affairs, the Town, or to the role of Members as elected officials. Examples of ineligible books and subscriptions may include lifestyle or entertainment magazines such as sports, cooking, fashion, celebrity, and travel.
Conditions	<ul style="list-style-type: none"> Title of the publication should be included on the invoice. Members shall identify the business purpose for the book, magazine, newspaper and/or periodical when the business reason is not evident. Delivery address should be Town Hall or the Member's home address. For electronic subscriptions, the Members Corporate email address should be used. Members shall provide an original subscription invoice or renewal notice indicating delivery address of publication.
Office Supplies, Business Cards/Signs	
Eligible Expenses	<ul style="list-style-type: none"> Letterhead, signs, and business cards where design and content is in accordance with the Town's standards for accessibility and branding. General office supplies such as pens, paper clips, envelopes and notepads, if ordered for a Member's exclusive use and ordered through the Mayor and Councillors' Office.
Ineligible Expenses	<ul style="list-style-type: none"> Stationary and office supplies for personal use or campaign use
Conditions	<ul style="list-style-type: none"> Where procurement practices or procedures are in place, or when a preferred vendor has been identified, Members shall where applicable conform to such general practices when purchasing office supplies.
Town Attire	
Complimentary	<ul style="list-style-type: none"> Clothing widely distributed to a group for the purpose of attending or organizing a Town event (i.e., staff, volunteers, Members of Council) shall not be recorded as an expense against the Member.
Eligible Expenses	<ul style="list-style-type: none"> Up to two pieces of Town logoed or branded clothing per calendar year for use by the Member at official functions or

	events.
Ineligible Expenses	<ul style="list-style-type: none"> • Additional clothing beyond the two pieces per calendar year.
Conditions	<ul style="list-style-type: none"> • Clothing will be provided through the promotional attire inventory held by the Town, or ordered based on pre-defined catalogue of available garments sourced by the Town through a preferred supplier without incurring additional setup and/or design fees.

Training, Seminars, and Conferences	
Eligible Expenses	<ul style="list-style-type: none"> • Registration cost. • Transportation (air, train or bus) to/from the training, conference, or seminar and ground transportation (car rental, taxi or transit) when there. • Mileage at the Canada Revenue Agency rate for mileage if the training, conference, or seminar, is outside of the Town of Whitby limits. • Parking. • Hotel at a single or double occupancy room rate. • Per diem for meals starting in 2022 are as follows: <ul style="list-style-type: none"> - Breakfast - \$16.52 - Lunch - \$27.55 - Dinner - \$38.58 - Per diem rates for meals shall be increased annually at the rate of inflation, as established by Statistics Canada • Supplementary medical insurance for out of country travel. • Individual training for Members (e.g., media relations, leadership training, etc.) • Costs paid in advance to take advantage of early booking discounts. It is incumbent upon the Member of Council to reimburse the Town should the booking be cancelled and a refund was provided directly to the Member of Council
Ineligible Expenses	<ul style="list-style-type: none"> • Personal or spousal expenses. • Sightseeing expenses. • Mileage within the Town of Whitby.
Conditions	<ul style="list-style-type: none"> • A portion of expenses can be shared with a municipal, local or regional body to which the member is also appointed or elected. • Mileage is claimed in addition to any vehicle allowance provided through the Council Remuneration By-law or as otherwise approved by Council. Highway tolls may be claimed in addition to the per kilometer Canada Revenue Agency rate. • An original hotel invoice itemizing room costs and other incidentals must be submitted. Where a Member has requested a room above the double occupancy rate, the Town shall only

	<p>reimburse the portion of costs associated with the advertised double occupancy rate (i.e. where a Member requests a suite to accommodate their accompanying family, the cost difference between the suite rate and the advertised double occupancy room rate shall be the responsibility of the Member).</p> <ul style="list-style-type: none"> • No receipts are required to claim a per diem for meals. The meal per diem may only be claimed when a meal is not provided as part of the seminar or conference package or registration. • A Member of Council shall reimburse the Town for any discounts or refunds received, including refund of early booking costs, for which the Member of Council has received eligible business expense reimbursement for.
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Communications, Advertising, and Constituency Meetings	
Eligible Expenses	<ul style="list-style-type: none"> • Design, production and mailing of constituent newsletters, neighbourhood letters, and cooperative letters. • Creation and maintenance of a constituent website and social media accounts. • Advertising through print media, radio or television stations that have general circulation, listeners or viewership in the Town for the purpose of supplementing advertising by the Town to promote specific programs or events. • Meeting rooms to conduct constituency meetings. • Pay-per-use or subscription application/software costs related to conducting virtual/hybrid constituency meetings. Note: Microsoft Teams is the standard Town-issued and supported software for messaging and virtual meetings. Town TIS staff cannot provide technical support for third-party applications, including other virtual meeting platforms. • The catering of light snacks and refreshments, venue set-up fees, and additional cleaning charges for constituency meetings. • Costs may be shared between Members of Council.
Ineligible Expenses	<ul style="list-style-type: none"> • Advertising or communications, regardless of the media, that promotes organizations, political parties and candidates or is partisan in nature. • Advertising or communications found to be in violation of the Council Code of Conduct as determined by an Integrity Commissioner appointed by Council. • Advertising or communications that criticize Members of Council or the decisions of Council.
Conditions	<ul style="list-style-type: none"> • A newsletter shall not be mailed or otherwise distributed beyond

	<p>the boundaries of the constituency of a Member except where postal codes cross beyond such boundaries.</p> <ul style="list-style-type: none"> • Members shall provide a copy of the communication or advertisement as an attachment to the expense submission. • Members should identify the business purpose of the advertisement or communication or show that it promotes specific Town programs or events. • Use of the Town logo or branding shall be approved by the Corporate Communications Division. • Town Staff and internal resources shall not be used to assist the Member with preparing and/or distributing advertising or communications. • Election Period Restrictions outlined in Council Expense Policy are applicable. Specifically, in an Election Year, expenses within this category are not reimbursable/not eligible expenses from the first day prescribed for the filing of nominations in accordance with the Municipal Elections Act and ending when the new Council takes office.
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Mobile Phone Expenses	
Eligible Expenses – Corporate Devices and Phone Plans	<ul style="list-style-type: none"> • Peripherals such as additional chargers or carrying cases. • Mobile phone plan to meet the Member’s communication needs, including data. • Roaming charges, where not incurred for personal use, or add-on travel plans. • Replacement Corporate Phones and Corporate Portable Computing Devices outside of the Town’s Standard Replacement Schedule subject to the Conditions in this section.
Corporate Expense - Corporate Devices	<ul style="list-style-type: none"> • A mobile phone in accordance with a predetermined list of mobile phone options made available through the Town’s selected supplier.
Ineligible Expenses – Corporate Devices and Phone Plans	<ul style="list-style-type: none"> • Pay-per use calls. • Personal usage that incurs additional fees. • Charges related to the use of personal phones. • Campaign or election related usage.
Conditions – Corporate Devices and Phone Plans	<ul style="list-style-type: none"> • No replacement mobile phone shall be purchased or leased for a Member unless it is lost or stolen, or no longer operates and cannot be repaired at a reasonable cost to its initial operating specifications. The old equipment must be returned, and/or written confirmation provided that the equipment has been lost or stolen. • Device support is limited to the business functions for which the device is intended to be used (i.e., sending/receiving emails and

	<p>use of the e-agenda app) and support will not be provided for personal use (i.e., third party apps and personal email).</p> <ul style="list-style-type: none"> • The Member agrees to the application of established security protocols for mobile devices. • The Member agrees to follow all relevant Town-wide IT policies (including 500-050-01 Mobile Device Usage Policy). • Occasional or incidental personal use that does not incur additional fees is expected within reasonable limits. Members of Council are responsible for exercising good judgement regarding the reasonableness of personal use. • If, from the day of filing their nomination until Election Day, the Member wishes to use their corporate phone for campaign or election related purposes, the Member shall reimburse the Town for all costs associated with their corporate mobile phone for that period, and purchase the Town issued device based on the calculations outlined in the Corporate Expenses section of this Policy, as of the time of nomination. • If the Member is not re-elected or did not seek re-election, the Member shall have the option of paying to transfer the corporate phone number and/or plan for the Member's personal use at the end of the Council term and receive as a taxable benefit the value of the mobile phone and peripherals, (see Corporate Expenses section for the taxable benefit calculation).
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Computer Hardware, Software and Accessories	
Corporate Expense	<ul style="list-style-type: none"> • Town issued computing devices, software and accessories in accordance with a predetermined list of computing device options made available through the Town's selected supplier.
Ineligible Expenses	<ul style="list-style-type: none"> • Personal computing devices, hardware, software and accessories not issued through the Town's Technology and Innovation Services (TIS) Division or acquired by a Member outside of the Town's purchasing processes and procedures.
Conditions	<ul style="list-style-type: none"> • The Member agrees to follow all relevant Town-wide IT policies (including 500-040-01 Technology Resource Acceptable Use Policy). • No replacement computer hardware, software and accessories shall be purchased or leased for Member unless it is lost or stolen, or no longer operates and cannot be repaired to its initial operating specifications. The old equipment must be returned, and/or written confirmation provided that the equipment has been lost or stolen. Replacement equipment issued in the fourth year of the Council term must be returned to the Town at the end of the Council term and may not be used for

	<p>campaigning or election purposes.</p> <ul style="list-style-type: none"> • Configuration of devices, including software, security and ongoing patching and management will be performed by the Technology and Innovation Services (TIS) Division. Device support is limited to the Town business functions for which the device is intended to be used (i.e., sending/receiving emails and use of the e-agenda software/app) and support will not be provided for personal use (i.e., third party software/apps and personal email). TIS will continue to support devices after they are transferred to a sitting Member up to the end of the Council term. • Occasional or incidental personal use that does not incur additional fees is expected within reasonable limits. Members of Council are responsible for exercising good judgement regarding the reasonableness of personal use. • If, after the day of filing their nomination, a Member wishes to use their Town device (e.g., iPad) for campaign or election related purposes, the ownership for such Town issued computing device(s), eligible software and accessories shall be transferred from the Town to the Member. If the Member chooses to exercise this option, the Member may purchase the Town issued device based on the calculations outlined in the Corporate Expenses section of this Policy, as of the time of nomination. • Computing devices, software and accessories remaining in Town ownership during the Election Period (i.e., when the Member elects not to transfer ownership) shall not be used for campaigning or election related purposes. • Software must be eligible to be transferred from a corporate account to a private account. • Any Member who resigns, is disqualified, not re-elected or dismissed from Office shall have the option of transferring ownership of Town issued computing device(s), eligible software and accessories as a taxable benefit at that time (see Corporate Expenses section for the taxable benefit calculation).
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Business Meetings and Hospitality	
Eligible Expenses	<ul style="list-style-type: none"> • Mileage at the Canada Revenue Agency rates for mileage if the business meeting is outside of the Town of Whitby limits. • Food and non-alcoholic beverages when attending a business meeting for the purpose of discussing matters of official Town business. • Food and alcoholic beverages for Economic Development

	<p>purposes or hosted events by the CAO or Treasurer.</p> <ul style="list-style-type: none"> • Meeting rooms to conduct official Town business. • The catering of light snacks and refreshments, venue set-up fees, and additional cleaning charges for business meetings or for hospitality at municipal events (i.e., annual AMO Conference).
Ineligible Expense	<ul style="list-style-type: none"> • Business meeting expenses of a personal nature and/or social meals or events. • Alcohol other than as noted above. • Mileage within the Town of Whitby.
Conditions	<ul style="list-style-type: none"> • Aside from mileage, where the expense is for a business meeting, the full names of all participants attending the meeting, the date of the meeting and the purpose/circumstances of the meeting must be recorded and submitted. • Trade missions or research/study trips shall be approved by Council and associated costs shall be in accordance with those allocated by Council for that purpose. General practices regarding expenses (hotel rooms, mileage, etc.) shall be followed where applicable.

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	08 May 2023	
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	20 Nov 2023	Community Services staff expect to engage a consultant for the Master Plan this spring to begin the Master Plan. The results will be brought forward for approval in Q4 of 2023.
GG 0004	Correspondence # 2020-77 from Karey Anne Large, Executive Director, Downtown Whitby Business Improvement Area, dated January 2, 2020 regarding the Downtown Whitby Business Improvement Area's Annual Report, the 2020 Proposed Budget, and Disbursement Schedule.	That the Commissioner of Corporate Services/Treasurer be directed to report back on the development of a policy to deal with grant and in-kind requests, including predetermined criteria and scoring, in order to ensure grants are based on needs and targeted outcomes.	9-Mar-20	21 Sep 2020	06 Mar 2023	

New and Unfinished Business – General Government

Item Number	Description	Resolution	Meeting Date	Due Date	Revised Date	Explanation/Comments
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	12 Jun 2023	
GG 0006	Financial Services Department Report, FS 37-21 Re: Town-Owned Land Strategy	That the properties at Part of Lot 25, 26, Conc. 4, Portion of PIN 26569 0285 (LT), Broadleaf and McKinney, as shown on Attachment #15 and Part Lot 25, Con. 2, now 40R-1655, Part 6, PIN 26532 0244 (LT), known municipally as 500 Garden Street, as shown on Attachment #3 be referred to staff to investigate zoning opportunities that would maximize the land value.	27 Sep 2021	05 Jun 2023		
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	23 Oct 2023	
GG 0008	Public Works (Operations) Department Report, PW 35-21 Re: Proposed New Waste Collection By-law	3. That Staff report to Council on townhouses, multi-residential and other properties that are not currently serviced for waste collection by the Town of Whitby and report on the feasibility and cost implications of including these properties in the Town's waste collection service to ensure that there are no gaps with respect to the implementation of upcoming extended producer responsibility legislation from the Province of Ontario.	29 Nov 2021	13 Jun 2022	05 Dec 2022	

New and Unfinished Business – General Government

Item Number	Description	Resolution	Meeting Date	Due Date	Revised Date	Explanation/Comments
GG-0009	Participatory Budgeting	That the Town of Whitby staff report back on a participatory budget pilot project in 2022 to be implemented in the 2023 budget process.	29 Nov 2021	06 Jun 2022	13 Jun 2022	
GG-0010	Memorandum from C. Harris, Town Clerk, dated November 10, 2021 regarding Whitby Diversity and Inclusion Advisory Committee Request to Rename Dundas Street	2. That Town of Whitby staff be directed to prepare a report for Council for Q2 that will identify a process to begin community engagement including consultation with the advisory committees and stakeholders on the question of renaming Dundas Street through the Town of Whitby, and highlight the public and private sector cost implications.	31 Jan 2022			
GG-0012	Legal and Enforcement Services Department Report, LS 04-22 Re: Amendments to Property Standards By-law # 6874-14, Hedge Heights and Management of Vermin	That Report LS 04-22 with respect to hedge heights, be referred back to Staff for a report to Council in Q2 to review and propose changes to the Property Standards By-law including the definition relating to hedges and best practices with respect to hedge heights restrictions and best practices with respect to the removal of hedge heights according to arborists.	07 Mar 2022	13 Jun 2022	08 May 2023	

New and Unfinished Business – General Government

Item Number	Description	Resolution	Meeting Date	Due Date	Revised Date	Explanation/Comments
GG-0013	Correspondence # 2022-133 received by C. Harris, Town Clerk, from John Semjan dated February 28, 2022 regarding Dry Saw Cutting Asphalt, Stone, and Concrete on Residential Home Improvement Projects	2. That Council shall direct staff to further investigate and research to determine best practices in neighbouring municipalities and report back to Council through a report on the merits and financial implications of a residential construction dust permit system.	11 Apr 2022	19 Sep 2022		
GG-0014	Legal and Enforcement Services Department Report, LS 05-22 Re: Noise By-law Review and Proposed Amendments	4. That Staff report back to Committee on the success/outcome of the pilot project by Q2 of 2023.	11 Apr 2022	19 Jun 2023		
GG-0015	Fire and Operational Services (Fire and Emergency Services) Department Report, FOS(FES) 02-22 Re: Report and Recommendations of Changes to the Bylaw to Regulate the Sales and Discharge of Fireworks	2. That Council direct staff to review By-law # 6339-10, in consideration of the Connect Whitby fireworks public survey results, and provide recommendations in the first quarter of 2023 for further revisions to the by-law.	16 May 2022	06 Mar 2023		
GG-0016	Community Services Department Report, CMS 08-22 Re: Update on the Construction Cost Estimate for the Whitby Sports Complex (WSC) Project	3. That Staff report back to Council for direction, following completion of the detailed design and construction documentation, including final construction cost estimates, prior to issuing construction tender documents.	20 Jun 2022	23 Jan 2023	27 Feb 2023	

New and Unfinished Business – General Government

Item Number	Description	Resolution	Meeting Date	Due Date	Revised Date	Explanation/Comments
GG-0017	Office of the Chief Administrative Officer Report, CAO 18-22 Re: Climate Emergency Response Plan Phase 2: Mitigation-Interim Report	2. That Council direct staff to bring back a detailed implementation strategy in 2023 for Council consideration that demonstrates the actions that allow the community to achieve these targets.	26-Sep-22	30 Oct 23		