

Town of Whitby Staff Report

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Report Title: Downtown Whitby Action Plan September 2020 Update

Report to: Committee of the Whole

Date of meeting: September 21, 2020

Report Number: CAO 19-20

Department(s) Responsible:

Office of the Chief Administrative Officer

Submitted by:

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Acknowledged by M. Gaskell, Chief Administrative Officer

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Downtowns and Culture

1. Recommendation:

1. That Report CAO 19-20, Downtown Whitby Action Plan September 2020 Update, be received as information.

2. Highlights:

This is the seventh progress report for the Downtown Whitby Action Plan since it was adopted by Council in October 2016. Of the 27 action items, 25 (93%) are in progress or have been completed. Highlighted action items include:

- Collaboration with the Downtown Whitby BIA to develop a pedestrian zone on Brock Street South to allow for physical distancing and delivery / pick-up on-street parking spaces throughout the downtown to support businesses throughout the pandemic in addition to free parking at municipal lots and on-street parking spaces;
- Total municipal investment of \$3.09 Million of the \$3.33 Million has been committed towards projects as part of the Downtown Whitby Community Improvement Plan (CIP);

- Funding approved through the Downtown Whitby CIP of \$1,167,500 and funding from the Region of Durham Regional Revitalization Program of \$625,580 allocated towards the redevelopment of the old firehall site;
- Retained a consultant and initiated Phase 1 background study and analysis for the Downtown Whitby Secondary Plan update. Stakeholder and public engagement planned for late Q3/Q4, 2020;
- As a result of the global pandemic, initiated the Economic Recovery Plan in Q1, 2020. A Project Steering Committee was formed to support the development of the recovery plan and an interim report [CAO 14-20](#) was provided to Council in Q2, 2020. One of the key priorities is to “Revitalize Whitby’s downtowns and manage the main street impact.” The final recommended Recovery Plan is to be presented to Council in Q4, 2020;
- Renovation initiated for 312 Colborne Street West to lease the building to 1855 Whitby to create a landing pad for accelerator companies Q4, 2020;
- Town staff attended Downtown Whitby BIA Board meeting in Q1, 2020 to discuss community led opportunities surrounding single-use plastics and cigarette butts;
- Parking Master Plan final recommendations were presented at the June 25, 2020 Special Council Meeting through Staff Report [PW 13-20](#). Between June 25 and September 15, 2020 the Parking Master Plan is available online for public review and input;
- The Downtown Pedestrian Safety Action Plan has been integrated into the Whitby Active Transportation Plan. The Active Transportation Plan has been circulated to stakeholders in Q2, 2020 and consultation is nearing completion (Q4, 2020);
- Full reconstruction of Centre Street South and Gilbert Street West (phased approach 2019/2020) is to be completed in 2020;
- Virtual on-line Farmer’s Market for part of 2020 (due to pandemic) with opening of market at Celebration Square on July 8, 2020; and
- Draft Culture Plan presented at a virtual engagement session and launched an online survey in Q1/Q2 2020. Final Culture Plan to be brought forward in Q4 2020.

3. Background:

The Downtown Whitby Action Plan identified all the municipal initiatives aimed at revitalizing Downtown Whitby. It is a comprehensive approach to action targeting

projects over the next several years with the goal of inspiring change so that together we can make Downtown Whitby a destination.

The vision is that “Downtown Whitby is a vibrant, viable, innovative and walkable urban destination that engages and inspires people to shop, live, work, play and connect”. To translate this vision into reality, implementation is focused on the following four key objectives:

1. Enable new opportunities for a prosperous and innovative downtown;
2. Create Downtown Whitby as a walkable pedestrian-focused destination;
3. Inspire and enhance cultural life; and
4. Cultivate downtown connections and promotion.

Successful implementation of the initiatives is being realized through collaboration across the organization, aligning financial and human resources.

4. Discussion:

4.1 Downtown Whitby Action Plan

The following provides an overview of the action items of the Downtown Whitby Action Plan (projects, studies, activities, and programming) that are being implemented and/or are completed. A detailed status and timing chart is included in Attachment #1.

Objective #1: Enable new opportunities for a prosperous and innovative Downtown:

- Launched the Downtown Whitby Community Improvement Plan (CIP) with a “toolbox” of incentive programs including:
 - Development Grants: Development Charge Full or Partial Exemption; Cash-in-lieu of Parking; Tax Increment Equivalent Grant. A total municipal investment of \$2,871,990 has been committed to date;
 - Maintenance and Improvement Grants: Façade Improvement Grant; Sign Grant; Interior Heritage Building Grant; and Design Grant. A total municipal investment of \$219,753 has been committed to date; and,
 - Overall municipal investment of \$3,091,743 (93%) of \$3.33 Million has been committed to date to support the various CIP projects in Downtown Whitby since the CIP was approved in 2018.

- Firehall redevelopment (201, 209, 211 Brock Street South and 208 Green Street): municipal approval of \$1,167,600 as part of the Downtown Whitby CIP (Q4, 2019) and Durham Region Regional Revitalization Program approval of \$625,580 (Q2, 2020) for Brookfield Residential. Proposed redevelopment into a mixed-used 6 storey, 160 unit building with 911 m² of ground floor commercial space.
- Downtown Whitby Secondary Plan: consultant retained in Q1, 2020 to begin the Phase 1 background study and analysis. Stakeholder and public engagement planned for late Q3/Q4, 2020.
- Economic Recovery Plan: as a result of the global pandemic, an Economic Recovery Plan was initiated in Q1, 2020. A Project Steering Committee was formed to support the development of the recovery plan and an interim report [CAO 14-20](#) was provided to Council in Q2, 2020. One of the key priorities is to “Revitalize Whitby’s downtowns and manage the main street impact.” The final recommended Recovery Plan is to be presented Q4, 2020.
- Renovation of 312 Colborne Street West to lease the building to 1855 Whitby to create a landing pad space for companies graduating from the technology accelerator.

Objective #2: Create Downtown Whitby as a walkable pedestrian-focused destination:

- Free municipal and on-street parking introduced in March 2020 to support main street businesses during the pandemic.
- Creation of 15 minute delivery / pick up on-street parking zones to support businesses during the pandemic.
- Parking Master Plan: presented final recommendations at June 25, 2020 Special Council Meeting through Staff Report [PW 13-20](#). Between June 25 and September 15, 2020 the Parking Master Plan is available online for public review and input.
- The Downtown Pedestrian Safety Action Plan has been integrated into the Whitby Active Transportation Plan. The Active Transportation Plan has been circulated to stakeholders in Q2, 2020 and consultation is nearing completion (Q4, 2020).
- Streetscape enhancements (full road reconstruction) of Centre Street South and Gilbert Street West (phased 2019/2020).

- Town staff attended Downtown Whitby BIA Board meeting in Q1 2020 to discuss community led opportunities surrounding single-use plastics and cigarette butts.

Objective #3: Inspire and enhance cultural life:

- Collaboration with the Downtown Whitby BIA on the installation of a pedestrian zone / street-side patio on Brock Street South, June 2020. BIA helped to facilitate discussions with adjacent business owners and donated four Adirondack Chairs and picnic tables to create an attractive sitting/pedestrian area in the downtown.
- Implementation of a streamlined patio approval process to support restaurants during the pandemic.
- Town is working with a property owner to lease a vacant lot in Downtown Whitby to create additional seating areas / pop-up space.
- Launch of Virtual Farmer's Market in May 2020 with in person market opened at Celebration Square on July 8, 2020.
- Additional Town programming was scheduled for 2020; however due to the pandemic, all programs cancelled until September 19, 2020. Lights and large tree to be installed at Celebration Square for 2020; however Town is currently reviewing Christmas event due to COVID pandemic.
- Updates to the Special Events User Guide and Policy will reflect COVID-19 guidelines and protocols to be available for November 2020.
- Phase 3 Draft Culture Plan initiated in Q1/Q2 2020 with virtual engagement session and online survey. Final Culture Plan to be presented to Council in Q4 2020 with implementation of pilot projects thereafter.
- Hometown Hockey and Paint the Town Red launch events in Downtown Whitby and community engagement (Q4, 2019).

Objective #4: Cultivate downtown connections and promotion:

- Currently developing a Standard Operating Procedure with the Downtown Whitby BIA to align BIA Budget review with the Town's Budget Process.
- Region of Durham final [Broadband Strategy](#) released in February 2019 outlining recommended actions for the Region within immediate and longer terms implementation.

4.2 Benchmarking Data Report

The initial benchmarking data analysis was undertaken in 2017 based on the previous five years of activity and development in the Downtown Whitby Secondary Plan Area (SPA) and the Business Improvement Area (BIA) – see Figure 1. This information is being reviewed annually as new census, economic and building permit data becomes available. The following information provides the latest snapshot (2019 – 2020) of various data indicators being tracked.

One notable difference between this report and the report published in 2019 is the impact of the COVID-19 pandemic. Though the pandemic began in March 2020, public health measures and other factors have had an impact on previous methodology including the pedestrian traffic counts and others.

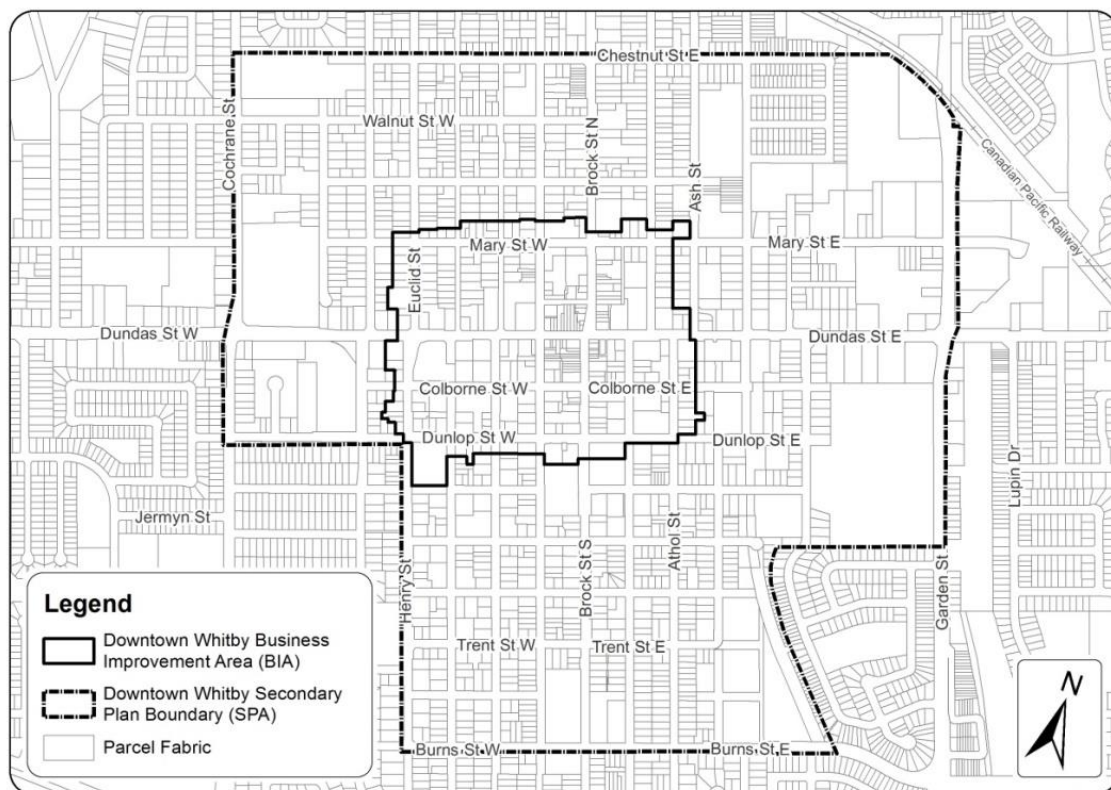


Figure 1: Map of SPA and BIA Boundaries

Indicators: Demographic Data; Number of Firms by NAICS (North American Industry Classification System) Code; Number of Employees by NAICS Code; Total Floor Space by NAICS Code; Vacancy Rate; Asking Rent; Absorption Rate; Number of Building Permit Applications; Number of Planning Applications; Pedestrian Counts.

Data Sources: Census 2016; Durham Region Business Count Data; CoStar Reality Information Inc.; Town of Whitby Building Permits; Town of Whitby Planning Applications; Pedestrian Count Data from staff counts over two days.

The following section provides a summary of the 2020 Benchmarking Data Report.

Summary of Demographic Data:

- Downtown residents represent approximately 19% of Whitby's population.
- The average household income of Town of Whitby residents is significantly higher than the residents located in Downtown Whitby SPA. This trend is similar when looking at Median Household Income, which is more than double for residents located outside of the SPA.
- The median age of the population in the Downtown SPA is almost 10 years older than the Town of Whitby.
- The Town of Whitby has a greater number of persons per household than Downtown SPA. The average persons per household along with the high median age may be an indicator that the Downtown area is over represented by empty-nesters and retirees.
- There are 66% more renters than owners in the Downtown SPA. In comparison to the Town of Whitby, there is approximately 5 times more owners than renters.
- Apartments make up approximately 62% of all dwelling types in the Downtown SPA whereas Singles, Semis and Links (SSLs) make up approximately 36% of all dwelling types. This is in comparison to the overall Town of Whitby, where apartments represent only 15% of all dwelling types and SSLs represent 73% of all dwelling types.
- Educational attainment in Downtown Whitby is relatively similar to the Town of Whitby.
- 11% of SPA residents are employed in Retail Trade, 10% in Healthcare and Social Assistance and 9% in construction. This trend is similar to the Town of Whitby.

Table 1: Demographic Data Summary Table

Metric	Secondary Plan Area	Whitby	Difference
Population	6,879	128,380	-
Median Age	49	40	+9
Median Household Income	\$44,800	\$103,809	-\$59,009
Average Household Income	\$70,315	\$121,180	-\$50,865
Average Persons Per Household	1.9	2.9	-1
Number of Households	3,460	43,525	-
Lone Parent Families	415	5890	-
Avg. Persons per Family	2.66	3.1	-0.44
Number of Dwellings	3,490	43,525	-
Number of Singles, Semis Links	1,270 (36%)	31,650 (73%)	-
Number of Townhomes	45 (1%)	5,530 (13%)	-
Number of Apartments	2,160 (62%)	6,315(15%)	-
Average Workforce Participation Rate	56%	69%	-13%
Employment Rate	51%	64%	-13%

Summary of Business and Economic Profile:

- The majority of firms in Whitby specialize in Retail Trade, Health Care and Social Assistance, Accommodation and Food Services, and Other Services. This trend is consistent in the Downtown SPA.
- In both the SPA and BIA, Healthcare and Social Assistance occupies the most floor space on a square footage basis. The next closest for floor space occupied in the SPA and BIA is Other Services and Professional and Technical Services.
- Generally, there are more full-time jobs than part-time jobs in the SPA and BIA. The largest amount of full-time jobs are found in Retail Trade, Professional, Scientific and Technical Services, and Health Care and Social Assistance.

Summary of Commercial Real Estate (Office and Retail):

- Office vacancy rates have slightly increased in comparison to last year for both the BIA (2019 vacancy rate 4% vs YTD at 7%) and the SPA (2019 vacancy rate 3.9% vs YTD at 4.6%) in comparison to the whole Town of Whitby which has maintained a vacancy rate of 2.7% for 2019 and YTD.
 - There has been a noticeable increase Year to Date (YTD) office vacancy rates (e.g. Q1 2020 and Q2 2020) for Downtown Whitby BIA and SPA. This is likely due to the COVID-19 pandemic, the resulting public health provisions and changing demand for office (e.g. remote work, etc.). This will be an important trend to monitor moving forward.
- There has been a steady decline in retail vacancy in SPA and BIA since 2017 (vacancy rate less than 3%). This may indicate a relatively strong demand for retail in Downtown Whitby.
 - COVID-19 pandemic has had little to no impact on the YTD retail vacancy rate in SPA and BIA (e.g. Q1 2020 and Q2 2020). This will be an important trend to monitor moving as consumer behaviours change.
- There has generally been a positive absorption rate of retail space in Downtown Whitby (i.e. absorption rate is the amount of floor space that is occupied by a specific firm or a specific use).
- The YTD market absorption rate for office (e.g. Q1 2020 and Q2 2020) for Whitby is negative (e.g. more supply than demand). This could be an extension of the 2019 trend or could likely be caused by the COVID-19 pandemic. This will be an important trend to monitor moving forward as more firms re-evaluate their office needs and embrace flexible work arrangements.
- Average cost to rent retail space is: \$20.69 per square foot in the SPA, \$21.86 in the BIA and \$21.47 in the Town of Whitby.
 - This is a slight increase from 2019 which is likely due to a low retail vacancy rate and demand of prime retail location which has slowly increased prices.
- Average cost to rent office space is: \$24.79 per square foot in the SPA, \$22.15 per square foot in the BIA and \$28.32 per square foot in the Town of Whitby.

- Generally speaking, the office rent prices have increased since 2014, aside from a decrease in 2019 which may have been tied to the positive net absorption rate mentioned previously.
- Overall, it is cheaper to rent Office Space and Retail Space in the SPA and BIA than in all of Whitby even when factoring for Additional TMI (Taxes, Maintenance and Insurance) costs.

Summary of Purpose Built Residential:

- The average rent for bachelor (\$1,528) and 1 bedroom (\$1,509) units are trending upwards, whereas asking rent for 2 bedroom (\$1,311) and 3 bedroom (\$1,261) units are decreasing in the SPA.
 - Historically from 2013 to 2018, asking rents for 2 bedroom and 3 bedroom units have been higher than bachelor and 1 bedroom units.
 - Overall the price of renting in the SPA and all of Whitby has increased by about 2-3% every year since 2013.
- In comparison for the Town of Whitby, average rent for bachelor is \$2,699 (*could be skewed by outliers such as The Court at Pringle Creek), 1 bedroom (\$1,604), 2 bedroom (\$1,576) and 3 bedroom (\$1,494).
- Vacancy rates in the SPA and Town of Whitby for all bedroom types continue to be below 1% since 2016.
 - According to the Canadian Mortgage and Housing Corporation, a “healthy” vacancy rate is 3%. A vacancy rate of 3% or lower tends to result in an increased cost of rent, which has been observed through this analysis.

Summary of Planning Applications and Building Permits:

- So far in 2020, there are just under 15 planning applications (i.e. Site Plan, Minor Variance, Heritage Permits etc.) in the SPA for Downtown Whitby. This is around average in comparison to previous years in terms of development applications.
- The total value of building permits in the SPA in 2019 was \$864,645. This is significantly lower than \$5,714,784 in 2018 and \$12,520,950 in 2017.
- Overall 2019 has seen a low amount of building permit activity in the Downtown SPA. However, staff anticipate higher values in the following years as a result of new residential and mixed use development applications such as the Station No. 3 at the former fire hall site and several residential development applications along Dundas Street East.

Pedestrian Data Count

- Unfortunately due to the pandemic, the pedestrian data count was not undertaken in 2020 but is intended to resume in 2021.
- From the 2019 data, the intersection with the highest volume of pedestrians included Brock and Dundas Streets (2,557) and Brock and Colborne Street (2,359).

- From the 2019 data, the highest number of individuals who used assistive devices were at the Brock and Dundas Street intersection (76).
- From the 2019 data, the highest number of cyclists were at Dundas and Henry Street intersection (172). This likely indicates the connection for cyclists to access the waterfront trail.

5. Financial Considerations:

Financial resources to implement the Downtown Whitby Action Plan have been included in the Town's approved budget. Any additional new projects will need to be considered and reviewed through future budget review process.

6. Communication and Public Engagement:

The Downtown Whitby Development Steering Committee, Downtown Whitby BIA, Chamber of Commerce, the Olde Whitby Neighbourhood Association, Whitby Public Library and Station Gallery are regularly updated on progress of initiatives in the Downtown Whitby Action Plan.

In addition, specific projects within the Action Plan (i.e. Parking Master Plan) include public consultation and engagement initiatives as part of the respective project. Staff work together to ensure appropriate scheduling of community meetings to avoid overlap and conflicts

7. Input from Departments/Sources:

An interdepartmental team was established to work collaboratively on the initiatives of the Downtown Whitby Action Plan. The team includes representatives from Strategic Initiatives, Planning and Development, Public Works, Community Services, Corporate Services and Corporate Communications.

8. Strategic Priorities:

This report addresses several of the Town's Strategic Priorities including Council's Goals to accelerate the pedestrian focus of the historic downtown core; leverage municipal tools and resources to generate downtown supportive investments; to facilitate the continued growth of our Innovation District and to manage parking in our downtowns and develop complete communities by moving forward several specific action items that implement these ideas. The report addresses the Corporate Strategic Plan by delivering services that are having a positive impact in Downtown Whitby by engaging key partners, residents and property owners and ensuring these actions are accounted for through the annual benchmarking analysis. The report also takes into consideration accessibility planning by ensuring both the public and private developments in the downtown incorporate accessible principles. Furthermore, sustainable practices through environmental, social and economic pillars are used to develop and implement the action items. The Downtown Whitby Action Plan is a collaborative project that ensures we are an accountable organization that continues to be engaged with the community.

9. Attachments:

Attachment #1: [Downtown Whitby Action Plan September 2020 Update](#)



Downtown Whitby Action Plan

September 2020 Update

WHITBY
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Objective 1

Enable new opportunities for a prosperous and innovative Downtown

Action Item	Timing	Project Collaborators	Resources	Progress
1.1 Update the Downtown Whitby Community Improvement Plan (CIP) with improved financial incentives for development/ redevelopment projects including expanding the CIP boundaries.	Complete Q2 2018	Strategic Initiatives; Planning and Development; Corporate Services	Staff Resources Consultant (Financial Analysis)	Final Report approved by Council June 25, 2018. Total Municipal Investment for the CIP to date = \$3,091,743 (93%) of the \$3.33 Million
1.2 Work towards the redevelopment of 201 Brock Street South (the Old Fire Hall site) and adjacent lands into a mixed used, pedestrian friendly development.	In-progress	CAO in consultation with all departments	Staff Resources	Received Downtown Whitby CIP Funding of \$1,167,500 and funding from the Region of Durham Regional Revitalization Program of \$625,580. Demolition of old fire hall and IOOF building (July 2019). Sale of lands to Brookfield Residential (January 2019). Public Meeting on proposed redevelopment application March 25, 2019 PL 30-19 for a 6 storey mixed use development, comprised of 160 residential units, 911 m2 of ground floor commercial space and 184 parking spaces.
1.3 Streamline the development review process for Planning and Development applications (i.e. delegate Site Plan Review to staff).	Complete Q2 2018	Planning and Development; Public Works; Corporate Services; CMS	Staff Resources Service Delivery Review	Delegation of Site Plan Approval to the Commissioner of Planning and Development approved by Council June 25, 2018.

Objective 1

Enable new opportunities for a prosperous and innovative Downtown

Action Item	Timing	Project Collaborators	Resources	Progress
1.4 Update the Downtown Whitby Secondary Plan to review land uses, identify intensification areas, provide urban design policies and review transportation needs.	In-progress 1.5 – 2 year duration	Planning and Development; Strategic Initiatives; Public Works, in consultation with the public and BIA	Staff Resources Capital Forecast 2019 \$500,000	Consultant retained in Q1 2020. Phase 1 background study and analysis underway. Stakeholder and public engagement planned for late Q3 and Q4 2020.
1.5 Update the Economic Development Strategy for Downtown Whitby inclusive of attracting desired businesses (i.e. innovative sector).	Start Q1 2020 -18 months for Economic Recovery Plan Q3 2021 – Initiate Economic Development Strategy	Strategic Initiatives; Planning and Development; Whitby Chamber of Commerce; Downtown Whitby BIA; Project Steering Committee	Economic Recovery Plan completed in house by staff Capital Forecast 2021 \$50,000 for Economic Development Strategy SDR	As a result of the global pandemic, this project was shifted to an Economic Recovery Plan initiated in Q1 2020. A Project Steering Committee was formed to support the development of the recovery plan and an interim report CAO 14-20 was provided to Council in Q2, 2020. One of the key priorities is to “Revitalize Whitby’s downtowns and manage the main street impact.” The final recommended Recovery Plan to be presented Q4, 2020. A 5 year Economic Development Strategy will be initiated in 2021.
1.6 Review the Town’s Municipal real estate assets, gaps and opportunities within the downtown (i.e. community facilities, parking, parks etc.) and create a strategy to manage, grow and develop the assets moving forward.	In-progress Q1 2018 1 – 2 year duration	Corporate Services; Strategic Initiatives; Planning and Development; Public Works; Legal	Staff Resources SDR TBD	The following initiatives are currently planned or underway: <ul style="list-style-type: none"> Renovation of 312 Colborne St. W. for lease to 1855 Whitby to create a landing pad for companies Q4 2020. Launch of the BDO Accelerator (400 Centre St. S.) Q1 2019.

Objective 1

Enable new opportunities for a prosperous and innovative Downtown

Action Item	Timing	Project Collaborators	Resources	Progress
				<ul style="list-style-type: none"> Council approved the issuance of an Expression of Interest for the redevelopment of 128 Brock St. S. in Q1 2019 CMS 07-19. The EOI is being reviewed to ensure alignment with Town vision.
<p>1.7 Review servicing requirements to ensure that development sites have appropriate infrastructure (i.e. servicing, storm water management etc.).</p>	Ongoing through development applications	Public Works; Region of Durham; Planning and Development; Utility Companies	Staff Resources	On water, sanitary and storm sewer capacities, both the Region and Town advises there are no major service gaps in Downtown. Detailed review is required with formal submissions of development applications. Continuing to work with Elexicon to ensure hydro capacities are available for redevelopment sites.

Objective 2

Create Downtown Whitby as a walkable pedestrian-focused destination

Action Item	Timing	Project Collaborators	Resources	Progress
<p>2.1 Review current and future municipal parking demands in Downtown Whitby and develop a Parking Master Plan (PMP) to meet these demands.</p>	<p>In-progress Completion Q4 2020</p>	<p>Public Works; Planning and Development; Strategic Initiatives</p>	<p>Capital Forecast 2017 \$150,000</p>	<p>PW 13-20 presented final recommendations at June 25, 2020 Special Council Meeting.</p> <p>Between June 25 and September 15, 2020 the Parking Master Plan is available online for public review and input.</p> <p>Parking Master Plan Report PW 26-19 presented at June 17, 2019 COW recommending several new parking opportunities in Downtown Whitby.</p> <p>PW 14-19 to the May 13, 2019 COW recommending consultation with the public in June 2019 on key findings in addition to some immediate solutions.</p> <p>Installation of new smart metres on Centre St N that are user friendly and accept credit cards in addition to coins, Q2 2019.</p>
<p>2.2 Develop a Streetscape Improvement Master Plan for roads, sidewalks, pedestrian crossings, street furniture, trees, lighting, cycling, signage and connectivity in Downtown Whitby with specific focus along the Brock Street spine; and develop related engineering design standards.</p>	<p>Start Q1 2021 – Terms of Reference Start 2022 - construction 1 – 1.5 year duration</p>	<p>Strategic Initiatives; Planning and Development; Public Works</p>	<p>Capital Forecast 2022 \$100,000 2018 \$123,157 – Provincial Main Street Revitalization Program funding (Tree Lights)</p>	<p>Full Road Reconstruction of Centre St S and Gilbert St W 2019 / 2020 (phased approach).</p> <p>Installation of tree lights in Downtown Whitby Q1, 2019.</p>

Objective 2

Create Downtown Whitby as a walkable pedestrian-focused destination

Action Item	Timing	Project Collaborators	Resources	Progress
				Terms of Reference for Brock Street Streetscape Improvement Master Plan Q1, 2021 with detailed construction drawings in 2022 and construction in 2023.
<p>2.3 Develop a Downtown Transportation and Pedestrian Safety Action Plan to support a pedestrian friendly historic core around Brock and Dundas Streets. The Plan shall address the need for pedestrian crossings and the need to redirect truck and commuter traffic to other roads while reducing the traffic impact on adjacent residential neighbourhoods.</p>	<p>In-progress Completion Q4 2020</p>	<p>Public Works; Planning and Development; Strategic Initiatives</p>	<p>Capital Forecast 2018 \$100,000</p>	<p>The Downtown Pedestrian Safety Action Plan has been integrated into the Whitby Active Transportation Plan. The Active Transportation Plan was circulated to stakeholders in Q2 2020 and consultation is nearing completion.</p> <p>Q3 2019 Status Report to Council.</p> <p>June 2019 Pedestrian Counts undertaken to understand pedestrian / cyclist volume's in Downtown Whitby.</p> <p>Q2 2018 stakeholder consultation.</p> <p>Q2 2018 status report to Council PW 21-18.</p> <p>Celebrated cycling through pop-up breakfast event in Downtown Whitby during Bike Month. Bike to Work Day kick off from Celebration Square - May 2019.</p>

Objective 2

Create Downtown Whitby as a walkable pedestrian-focused destination

Action Item	Timing	Project Collaborators	Resources	Progress
2.4 Review services (i.e. snow and waste collection) in Downtown Whitby in order to implement improvements and efficiencies.	Ongoing	Public Works; Strategic Initiatives	Staff Resources SDR	<p>Town staff attended Downtown Whitby BIA Board meeting in Q1 2020 to discuss community led opportunities surrounding single-use plastics and cigarette butts.</p> <p>Campaign development to engage downtown local businesses to expand awareness of the Town's litter services.</p> <p>Distribution of flyers to property owners / business owners / residents and the Downtown Whitby BIA regarding the waste / recycling pick-up along Brock St S from Dundas St E to Colborne St E (2019).</p> <p>Winter control services are reviewed following each winter season.</p> <p>Report on Solid Waste Services Review Q1, 2019 PW 1-19 which outlined several recommendations to reduce waste diversion, enhance public education and consider service efficiencies.</p>
2.5 Work with business and property owners to provide opportunities to create accessible entrances to their building.	Ongoing through Façade Grant Program and/or streetscape improvements	Strategic Initiatives; Planning and Development; Town's Accessibility Advisory Committee; Downtown	Various Capital Projects \$135,000 Façade Grant Program Annual Budget	Ongoing through annual Façade Grant Program and streetscape improvements.

Objective 2

Create Downtown Whitby as a walkable pedestrian-focused destination

Action Item	Timing	Project Collaborators	Resources	Progress
		business/property owners; Downtown Whitby BIA		
2.6 Evaluate the urban forest canopy and natural environment to better understand the most appropriate tree species and landscape materials suitable for various locations in Downtown Whitby.	Ongoing through streetscape improvements and/or development applications	Public Works; Strategic Initiatives; Planning and Development; Community Services	Staff Resources SDR	Urban Forestry Strategy is included in the 2020 Capital Budget. Terms of Reference to be completed in Q4 2020.
2.7 Continue to work collaboratively with Durham Regional Police Service and By-law Services to proactively mitigate vandalism and illegal activity in Downtown Whitby.	Ongoing 2016 Graffiti Mitigation Program	Durham Regional Police Service; By-law Services; Downtown Whitby BIA	Staff Resources Capital One-Time Reserve 2016 \$10,000	One-on-one discussions about the Town's Graffiti Mitigation Program with property / business owners who have been tagged with graffiti, July/August 2019. Camera's purchased and Graffiti Mitigation Program implemented. Installed "No Dumping" signs on Elm Street and removed weeds / long grass along streetscape.

Objective 3

Inspire and enhance cultural life

Action Item	Timing	Project Collaborators	Resources	Progress
<p>3.1 Collaborate with Downtown Whitby businesses and property owners on pilot projects to test the market for creative ideas and proposals (i.e. sidewalk cafes, pop-up shops, incubator spaces).</p>	<p>Ongoing Streetside Patio Project Complete</p>	<p>Downtown business/ property owners; Strategic Initiatives; Planning and Development; Public Works; Corporate Communications; Downtown Whitby BIA</p>	<p>Staff Resources \$15,000 Streetside Patio Project</p>	<p>Installation of a pedestrian zone / streetside patio along Brock St S (east side) in collaboration with the Downtown Whitby BIA who provided Adirondack Chairs and helped facilitate discussions with business / property owners June 2020 in response to creating more pedestrian space due to pandemic.</p> <p>Implementation of a streamlined patio approval process to support restaurants during the pandemic.</p> <p>Town is working with a property owner to lease a vacant lot in Downtown Whitby to create a public seating area / pop-up space in collaboration with Downtown Whitby BIA.</p> <p>Hometown Hockey and Paint the Town Red launch events in downtown and community engagement (December 2019).</p> <p>Streetside Patio Project with KB Food (2017/2018).</p>

Objective 3

Inspire and enhance cultural life

Action Item	Timing	Project Collaborators	Resources	Progress
<p>3.2 Create opportunities to animate and cultivate a ‘people place’ at Celebration Square at the Whitby Public Library (i.e. develop a strategy and live testing of pilot projects).</p>	Ongoing	Strategic Initiatives; Whitby Public Library; Corporate Communications; Community Services	<p>Capital Forecast 2016 \$20,000 – Strategy</p> <p>2017 \$22,000 – Pilot Projects</p> <p>2018 \$5,000 – Provincial Main Street Revitalization Program funding (Noise Barrier Trees)</p>	<p>Additional programming was scheduled for 2020; however due to the pandemic, all programs cancelled until September 19, 2020. Lights and large tree to be installed at Celebration Square for 2020; however Town will be reviewing Christmas event due to the pandemic.</p> <p>Installation of Noise Barrier Trees at Celebration Square Q3, 2018.</p>
<p>3.3 Establish a new permanent location for the Whitby Farmer’s Market.</p>	Completed Q2 2017	Planning and Development; Corporate Communications; Whitby Farmer’s Market; Public Works	Staff Resources	<p>Virtual on-line Farmer’s Market for part of 2020 (due to pandemic) with opening of market at Celebration Square on July 8 2020.</p> <p>Relocation launch at Celebration Square October 2017. Farmer’s Market signed a three year agreement for Celebration Square in 2019.</p>
<p>3.4 Develop a streamlined and pre-packaged event policy with special considerations for road closures, fee schedule and licensing requirements for downtown events (both Town run and private events).</p>	Completed Q1 2019	Clerks; Corporate Communications; Public Works; Community Services; Planning & Development; Legal & By-	Staff Resources	<p>Updates to the Special Events User Guide and Policy will reflect COVID-19 guidelines and protocols to be available for November 2020.</p>

Objective 3

Inspire and enhance cultural life

Action Item	Timing	Project Collaborators	Resources	Progress
		law Services; Strategic Initiatives		<p>Staff Report CAO 07-19 for the Special Events Policy was approved at Council on April 15, 2019 and is in effect May 1, 2019.</p> <p>A community Open House will occur twice a year to help event organizers to understand the procedures and processes and ensure consistent implementation of the policy.</p>
<p>3.5 Conduct a cultural mapping exercise and create a Culture Plan with specific input/ideas for Downtown Whitby.</p>	<p>In-progress Q3/Q4 2020 Completion</p>	<p>Community Services; Strategic Initiatives; Corporate Communication/Events; Downtown Whitby BIA; Station Gallery</p>	<p>Capital Forecast 2018 \$110,000 SDR</p>	<p>Phase 4 – Final Report to be completed and presented to Council in Q4 2020. Implementation of pilot projects thereafter.</p> <p>Phase 3 – Draft Culture Plan Directions and Actions. Presented to a virtual engagement session and launched online survey Q1/Q2 2020.</p> <p>Phase 2 – Background Report completed and available on Town website Q3 2019; Community engagement activities Q3, 2019.</p> <p>Phase 1 - Retained consultant Q3, 2018 to undertake research, SWOT analysis, best practices and cultural mapping.</p>

Objective 3

Inspire and enhance cultural life

Action Item	Timing	Project Collaborators	Resources	Progress
<p>3.6 Continue working on creating a Heritage Conservation District (HCD) Plan for Perry's Plan and the Four Corners.</p>	<p>Subject to future Council direction following a review of the implementation outcomes of Werden's HCD</p>	<p>Planning and Development; Heritage Whitby Advisory Committee; Downtown Whitby BIA</p>	<p>Capital Forecast Budget if HCD's proceed: 2021 (Perry's Plan) \$103,000 2023 (Four Corners) \$103,000</p>	<p>Werden's Neighbourhood Heritage Conservation District (HCD) Plan – Approved by LPAT May 2019 (Council approval June 2017) and now in full force and effect.</p> <p>Newsletter distributed to property owners and residents in June 2019 advising of LPAT decision and providing direction / information.</p> <p>Werden's Plan will be monitored before initiating Perry's Plan.</p>
<p>3.7 Update the public art policy and develop a municipal policy to acquire, fund and promote public art at key locations within the municipality including Downtown Whitby.</p>	<p>Relates to Item 3.5 Culture Plan</p>	<p>Community Services; Planning and Development; Strategic Initiatives; Clerks; Public Works; Whitby Station Gallery</p>	<p>Staff Resources</p>	<p>Not initiated. Relates to Item 3.5 Culture Plan.</p>

Objective 4

Cultivate Downtown connections and promotions

Action Item	Timing	Project Collaborators	Resources	Progress
<p>4.1a) Review and establish the boundaries for Historic Downtown Whitby.</p> <p>b) Report back to Council on options for gateway features at each boundary of the Historic Downtown and that the gateway features be respectful and adhere to heritage characteristics.</p>	<p>Completed Boundaries Q1 2017</p> <p>Complete – concept designs Q3 2018</p> <p>Detailed designs – Q3/Q4 2021</p>	<p>Strategic Initiatives; Planning and Development; Public Works; Downtown Whitby BIA</p>	<p>Staff Resources</p> <p>Consultant</p>	<p>4.1a) Completed (PL 13-17 Report February 2017).</p> <p>4.1b) Consultant retained Q3 2017; design options and meeting with stakeholders Q2 2018; final report on concept designs approved by Council PL 60-18, Q3 2018. Terms of Reference for Detailed Designs to be initiated in Q3 2021 with construction in 2022.</p>
<p>4.2 Review and establish boundaries for Downtown Whitby and identify brand areas/districts (Werden’s, Perry’s, Innovation etc).</p>	<p>In-progress</p>	<p>Strategic Initiatives; Planning and Development; Downtown Whitby BIA</p>	<p>Staff Resources</p>	<p>1855 Whitby Accelerator launched in Q2, 2019.</p> <p>Werden’s Plan HCD Signage / Commemoration 2021.</p>
<p>4.3 Support and enable the establishment of a Downtown Whitby Business Improvement Area (BIA) or similar type of business model to support downtown initiatives, events and activities.</p>	<p>Completed Q2 2017</p>	<p>Downtown business/property owners; Clerks; Strategic Initiatives; Legal</p>	<p>Staff Resources</p>	<p>Completed - By-law to form BIA approved by Council April 10, 2017; Completed Memorandum of Understanding (MOU) Q2 2018 and updated MOU through report CS 38-19 to provide support for in-kind request up to \$5,000. Developing a Standard Operating Procedure to ensure BIA budget review process and submission aligns with Town’s Budget Process.</p>

Objective 4

Cultivate Downtown connections and promotions

Action Item	Timing	Project Collaborators	Resources	Progress
4.4 Establish key locations for entrance features into the downtown and work towards creative designs to welcome people to the area.	Completed locations Q1 2017 Designs tied to Item 4.1 b) Q3/Q4 2021	Strategic Initiatives; Planning and Development; Public Works; Downtown Whitby BIA	Staff Resources Consultants (for designs and future construction)	Council approved concept designs for Downtown Whitby Historic Gateways PL 60-18 . Detailed designs will be initiated in Q3 2021 and include further details for entrance features.
4.5 Enhance storefront signage by updating the Town's Sign By-law, providing design guidance and financial incentives.	Completed Q1 2018	Strategic Initiatives; Planning and Development; Downtown business/property owners; Downtown Whitby BIA	Staff Resources	Staff report LS 01-18 on the Town's Permanent Sign By-law to permit projecting signs and prohibit new internally illuminated signs in Downtown Whitby adopted by Council March 2018. Staff in conjunction with Downtown Whitby BIA developed a signage inventory for use as part of the CIP Program, Q3, 2018.
4.6 Create opportunity to provide Wi-Fi and improve broadband connectivity in Downtown Whitby.	Ongoing	Corporate Services; Strategic Initiatives; Planning and Development; Community Services; Chamber of Commerce	TBD	Region of Durham Broadband strategy initiated in Q3 2017. Town of Whitby staff provided feedback to Region on strategy to help increase connectivity in Whitby in Q2 2018. Region's final Broadband Strategy Report released in Q1 2019, outlined recommended actions for the Region within immediate and long term implementation.