



The Regional Municipality of Durham

Planning & Economic Development Committee Agenda

Council Chambers
Regional Headquarters Building
605 Rossland Road East, Whitby

Tuesday, June 4, 2019

9:30 AM

1. Declarations of Interest

2. Adoption of Minutes

- A) Planning & Economic Development Committee meeting
– [May 7, 2019](#)

Pages 4 - 15

3. Statutory Public Meetings

There are no statutory public meetings

4. Delegations

- 4.1 Johan van 't Hof, GTAA Board Member, and Lorrie McKee, Director, Public Affairs and Stakeholder Relations, Greater Toronto Airports Authority (GTAA), Re: Update on the activities at Toronto Pearson International Airport
- 4.2 Zac Cohoon, Chair, Durham Agricultural Advisory Committee, re: Durham Agricultural Advisory Committee 2018 Annual Report and 2019 Workplan (2019-P-28)
- 4.3 Geoff Carpentier, Chair, Durham Environmental Advisory Committee, re: Durham Environmental Advisory Committee 2018 Annual Report and 2019 Workplan (2019-P-29)
- 4.4 Anthony Caruso, Staff Liaison, Durham Active Transportation Committee, re: Durham Trail Coordinating Committee 2018 Annual Report and Durham Active Transportation Committee 2019 Workplan (2019-P-30)

- 4.5 Simon Gill, Durham Region; Kyle Benham, City of Oshawa; Sheila McGrory, Town of Whitby; and Bonnie Wrightman, Clarington Board of Trade and Office of Economic Development, re: Durham Economic Development Partnership (DEDP) Four-Year Strategic Priorities (2019-EDT-10)

5. Presentations

- 5.1 Brad Anderson, Principal Planner, re: Envision Durham – Growth Management – Urban System Discussion Paper (2019-P-31) [Item 6.2 D]]
- 5.2 Margaret Hastings, Clear Impact, re: Region of Durham Local Food Business Retention & Expansion Project Report and Action Plan (2019-EDT-11) [Item 7.2 B]]

6. Planning

- 6.1 Correspondence

- 6.2 Reports

- A) Durham Agricultural Advisory Committee 2018 Annual Report and 2019 Workplan (2019-P-28) 16 - 31
- B) Durham Environmental Advisory Committee 2018 Annual Report and 2019 Workplan (2019-P-29) 32 - 39
- C) Durham Trail Coordinating Committee 2018 Annual Report and Durham Active Transportation Committee 2019 Workplan (2019-P-30) 40 - 46
- D) Envision Durham – Growth Management – Urban System Discussion Paper (2019-P-31) 47 - 182

7. Economic Development

- 7.1 Correspondence

- 7.2 Reports

- A) Durham Economic Development Partnership (DEDP) Four-Year Strategic Priorities (2019-EDT-10) 183 - 235
- B) Region of Durham Local Food Business Retention & Expansion Project Report and Action Plan (2019-EDT-11) 236 - 292
- C) Funding Reallocation for Support and Creation of D-Hive Innovation Network (2019-EDT-12) 293 - 301

8. Advisory Committee Resolutions

8.1 Durham Environmental Advisory Committee

- A) [Potential Excess Inventory of Trees on Conservation Authority Lands](#) 302

Recommendation: Approval and subsequent recommendation to Regional Council

8.2 Durham Active Transportation Committee

- A) [Regional Trail Network – Endorsement of Meadoway-Durham Linkage](#) 302

Recommendation: Approval and subsequent recommendation to Regional Council

9. Confidential Matters

There are no confidential matters to be considered

10. Other Business

11. Date of Next Meeting

Tuesday, September 3, 2019 at 9:30 AM

12. Adjournment

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The Regional Municipality of Durham

MINUTES

PLANNING & ECONOMIC DEVELOPMENT COMMITTEE

Tuesday, May 7, 2019

A regular meeting of the Planning & Economic Development Committee was held on Tuesday, May 7, 2019 in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby, Ontario at 9:37 AM

Present: Councillor Ryan, Chair
Councillor Joe Neal, Vice-Chair
Councillor Bath-Hadden
Councillor Highet
Councillor Kerr
Councillor Lee
Councillor Yamada
Regional Chair Henry left the meeting at 10:58 AM

Also

Present: Councillor Dies
Councillor Wotten

Staff

Present: E. Baxter-Trahair, Chief Administrative Officer
B. Bridgeman, Commissioner of Planning and Economic Development
B. Anderson, Principal Planner
V. Chanthavong, Planner
S. Gill, Director, Economic Development and Tourism
C. Goodchild, Manager, Policy Planning & Special Studies
A. Luqman, Project Planner
G. Muller, Director of Planning
J. Paquette, Manager, Corporate Communications
B. Pickard, Manager, Tourism
S. Rashad, Systems Support Specialist, Corporate Services – IT
N. Rutherford, Manager, Economic Development, Agriculture and Rural Affairs
K. Ryan, Senior Solicitor, Corporate Services – Legal Services
L. Trombino, Manager, Plan Implementation
T. Fraser, Committee Clerk, Corporate Services – Legislative Services

1. Declarations of Interest

There were no declarations of interest.

2. Adoption of Minutes

Moved by Councillor Joe Neal, Seconded by Regional Chair Henry,
(44) That the minutes of the regular Planning & Economic Development
Committee meeting held on Tuesday, April 2, 2019, be adopted.

CARRIED

3. Statutory Public Meetings

3.1 Proposed Regional Official Plan Amendment – Rural Water and Sanitary Sewer
Service Connections, File: OPA 2019-001 (2019-P-22)

The Chair advised that this portion of the Planning & Economic Development
Committee meeting constitutes the Statutory Public Information meeting under
the Planning Act for a Regionally initiated amendment to the Durham Region
Official Plan. He noted that notice of the public meeting has been provided and
the purpose of the meeting is to provide information and hear any submissions.

A) Presentation

C. Goodchild, Manager, Policy Planning & Special Studies, provided a
presentation outlining the details of Report #2019-P-22 of the Commissioner of
Planning and Economic Development. She advised that in March 2019, Regional
Council directed staff to initiate a process to amend the Durham Regional Official
Plan to enable consideration of requests for service connections for properties
abutting existing municipal services outside the Urban Area. She explained that
Regional staff have received requests from property owners outside the Urban
Area to connect to existing municipal services that abut their property. She also
explained that the Region's current practice is to not allow rural municipal service
connections outside Urban Areas. C. Goodchild provided an overview of the land
use policy considerations and the proposed amendment. She also advised that to
date no submissions have been received.

The Chair asked if there were any persons in attendance who wished to make a
submission or ask any questions.

B) Delegations

1. Alan Schwarz, 95 Churchill Avenue, Oshawa, Ontario

Mr. Schwarz appeared before the Committee in support of the proposed
Amendment. He advised that he owns a farm property on Holt Road and 7
lots on Rundle Road in the Municipality of Clarington. He stated that there

are water and sanitary sewer services approximately 2 kilometers from the property and he would like the opportunity to bring water and sanitary sewer services to the lots and farm property. He noted that they have had the property since 1938 and he stated that it has been frustrating to see the growth in Courtice and Bowmanville and to be unable to connect to municipal services.

Mr. Schwarz responded to questions with respect to whether municipal services about his property; the status of his well; and the location of the lots on Rundle Road.

2. Ihor George Lysyk, 71 Southwood Street, Oshawa, Ontario

Mr. Lysyk appeared before the Committee in support of the proposed Amendment. He advised that he has spoken to Regional Chair Henry and the Commissioner of Planning and Economic Development about property located at 835 and 849 Townline Road North. He advised that the property is located on Townline Road North between Pebblestone Road and Taunton Road in the Municipality of Clarington. He explained that municipal services are available and that the subject site has been the subject of a Land Division Application. He also advised that the applicant lives on the property and the proposed severance is to the north. He further advised that there are currently no service connections to the three proposed lots and they cannot connect due to policy. He thanked the Regional Chair and Regional staff for bringing forward the proposed amendment.

C) Report

Staff responded to questions with respect to whether the proposed amendment would permit the extension of services to Rundle Road in the Municipality of Clarington or Ontoro Boulevard in the Town of Ajax; the wording of the proposed amendment; the preference for private services; and potential impacts of the current Municipal Comprehensive Review of the Regional Official Plan.

Moved by Regional Chair Henry, Seconded by Councillor Lee,

(45) A) That Report #2019-P-22 of the Commissioner of Planning and Economic Development be received for information; and

B) That all submissions received be referred to the Planning Division for consideration.

CARRIED

- 3.2 Application to Amend the Durham Regional Official Plan, submitted by Beverley Turf Farms Ltd., to permit the severance of a dwelling rendered surplus as a result of the consolidation of non-abutting farm parcels, in the Township of Brock, File: OPA 2019-002 (2019-P-23)
-

The Chair advised that this portion of the Planning & Economic Development Committee meeting constitutes the Statutory Public Information meeting under the Planning Act for a proposed amendment to the Durham Region Official Plan. He noted that notice of the public meeting has been provided and the purpose of the meeting is to provide information and hear any submissions.

A) Presentation

V. Chanthavong, Planner, provided a presentation outlining the details of Report #2019-P-23 of the Commissioner of Planning and Economic Development. She advised that an application has been submitted by Clark Consulting Services Ltd., on behalf of Beverley Turf Farms Ltd., to permit the severance of a dwelling rendered surplus as a result of the consolidation of non-abutting farm parcels in the Township of Brock. The subject site is municipally known as B1625 Regional Road 50 and is located on the north side of Regional Road 50, approximately one kilometer east of the Hamlet of Gamebridge. She provided an overview of the application and land use policy considerations. She also advised that to date no inquiries have been received from the public.

The Chair asked if there were any persons in attendance who wished to make a submission or ask any questions.

B) Delegations

There were no persons in attendance who requested to make a submission.

C) Report

Councillor Bath-Hadden advised that the Township of Brock supports the application and that there were no objections at their public meeting.

Moved by Councillor Bath-Hadden, Seconded by Regional Chair Henry,
(46) A) That Report #2019-P-23 of the Commissioner of Planning and Economic Development be received for information; and

- B) That all submissions received be referred to the Planning Division for consideration.

CARRIED

4. **Delegations**

There were no delegations to be heard.

5. Presentations

5.1 Cameron Richardson and Gary Bowen, Toronto and Region Conservation Authority, Re: Carruthers Creek Watershed Plan Update (2019-P-25)

Gary Bowen, Toronto and Region Conservation Authority, provided a PowerPoint presentation regarding the Carruthers Creek Watershed Plan Update. Highlights of his presentation included:

- Carruthers Creek Watershed
- Watershed Plan Update Process
- Introduction to Phase 2 of Watershed Plan Update
- Phase 2: Public and Stakeholder Consultation 2018 – 2019
- Communications and Consultation Summary
- Who was Consulted
- What was Done
- What we Heard
- Vision Statement – Feedback
- Next Steps – Communications and Consultation
- Phase 2 Technical Work
- Management Recommendations
- Next Steps – Technical Work

Mr. Bowen responded to questions with respect to the anticipated completion date; potential impacts of provincial planning changes; who would be responsible for management recommendations; and current outreach activities with schools.

With the consensus of the Committee, the order of the agenda was altered to consider Report #2019-P-25 at this time.

6.2 Reports

B) Carruthers Creek Watershed Plan Update (2019-P-25)

Report #2019-P-25 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

Staff responded to questions with respect to whether the watershed plan update will be included as part of the current Municipal Comprehensive Review of the Regional Official Plan; and the reasons for a four-year workplan.

Moved by Regional Chair Henry, Seconded by Councillor Hight,
(47) That Report #2019-P-25 of the Commissioner of Planning and Economic Development be received for information.

CARRIED

5.2 Aneesah Luqman, Project Planner, re: Envision Durham – Climate Change and Sustainability Discussion Paper (2019-P-26)

A. Luqman, Project Planner, provided a PowerPoint presentation outlining the details of Report #2019-P-26 of the Commissioner of Planning and Economic Development. Highlights of her presentation included:

- Provincial Planning Policy Context
- Regional Initiatives
- Provincial Plans Conformity
- Trends
- Policy Considerations
 - Built Form
 - Transportation
 - Energy
 - Natural Environment
- Policy Considerations
 - Adaptation
 - Mitigation
- Consultation and Engagement

Staff responded to questions with respect to the possibility of extending the commenting period; and why waste management was not included in the climate change and sustainability discussion paper.

With the consensus of the Committee, the order of the agenda was altered to consider Report #2019-P-26 at this time.

6.2 Reports

C) Envision Durham – Climate Change and Sustainability Discussion Paper (2019-P-26)

Report #2019-P-26 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

Moved by Councillor Lee, Seconded by Regional Chair Henry,
(48) That we recommend to Council:

- A) That Report #2019-P-26 of the Commissioner of Planning and Economic Development be received for information; and

- B) That a copy of Report #2019-P-26 be forwarded to Durham's area municipalities; conservation authorities; the Ministry of Municipal Affairs and Housing; the Ministry of Environment, Conservation and Parks; the Durham Region Roundtable on Climate Change; and the Durham Environmental Advisory Committee for review and comment.

CARRIED

6. Planning

6.1 Correspondence

There were no communications to consider.

6.2 Reports

- A) Durham Active Transportation Committee (DATC) Membership Appointment – Town of Whitby Nominee (2019-P-24)

Report #2019-P-24 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

Moved by Councillor Yamada, Seconded by Councillor Kerr,
(49) That we recommend to Council:

- A) That the appointment of Mr. Ron Lalonde, as Area Municipal Citizen Volunteer from the Town of Whitby, be confirmed;
- B) That Mr. Lalonde be advised of his appointment; and
- C) That a copy of Report #2019-P-24 of the Commissioner of Planning and Economic Development be forwarded to the Town of Whitby and to the Durham Active Transportation Committee.

CARRIED

- B) Carruthers Creek Watershed Plan Update (2019-P-25)

This item was considered earlier in the meeting. Refer to page 5 of these minutes.

- C) Envision Durham – Climate Change and Sustainability Discussion Paper (2019-P-26)

This item was considered earlier in the meeting. Refer to pages 6 and 7 of these minutes.

D) Proposed amendments to the Conservation Authorities Act and associated regulations (2019-P-27)

Report #2019-P-27 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

Discussion ensued with respect to proposed changes to the Conservation Authorities Act and the potential planning and financial implications. It was requested that a presentation be provided at the next Planning & Economic Development Committee meeting.

Moved by Councillor Lee, Seconded by Councillor Kerr,
(50) That we recommend to Council:

- A) That due to the short commenting window to submit comments to the Province of Ontario, staff be authorized to prepare and submit preliminary comments on Environmental Registry of Ontario posting #013-5018 and #013-4992 related to the Conservation Authorities Act and associated regulations on behalf of the Region of Durham;
- B) That staff be directed to report back to Planning and Economic Development Committee on June 4, 2019 to consider and if necessary, modify the submitted comments related to the Conservation Authorities Act and associated regulations for subsequent Council endorsement; and
- C) That the Province be advised that a 45-day comment period is insufficient and does not provide an adequate opportunity for proper or meaningful consultation.

CARRIED

7. Economic Development

7.1 Correspondence

There were no communications to consider.

7.2 Reports

A) Tribute Communities Centre Suite – Annual Usage Report and Lease Renewal (2019-EDT-6)

Report #2019-EDT-6 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

Staff responded to questions with respect to who pays additional costs related to food and beverages; and the usage of the suite for OHL playoff games.

Moved by Councillor Kerr, Seconded by Councillor Lee,
(51) That we recommend to Council:

- A) That the Regional Chair and the Regional Clerk be authorized to enter into a licence renewal agreement with Global Spectrum Facility Management L.P. for the Region's suite at the Tribute Communities Centre for a five-year period commencing September 1, 2019 and concluding on August 31, 2024;
- B) That an amount of \$50,000 for the next year of the term be included in the annual Business Plans and Budgets, with the inclusion of an annual increase in fees of 1.5%; and
- C) That fifty percent (50%) of the total amount be allocated from the Economic Development and Tourism budget and fifty percent (50%) from the Regional Chair's budget.

CARRIED

- B) Investment Attraction Statistics – 4th Quarter 2018 and Annual Review 2018 (2019-EDT-7)

Report #2019-EDT-7 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

Staff responded to questions with respect to the source of investment leads; if the number of new investments in 2018 met the Regional benchmark; and if inquiries generated from Toronto Global are included. It was requested that future reports include a glossary with an explanation of the source of the investment leads.

Moved by Councillor Lee, Seconded by Councillor Hight,
(52) That Report #2019-EDT-7 of the Commissioner of Planning and Economic Development be received for information.

CARRIED

- C) 2017 and 2018 Non-residential Development and Job Growth in Durham Region (2019-EDT-8)

Report #2019-EDT-8 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

Staff responded to questions with respect to whether the value of the investment was used as a threshold for highlighting investments in the report.

Moved by Councillor Hight, Seconded by Councillor Kerr,
(53) That Report #2019-EDT-8 of the Commissioner of Planning and Economic Development be received for information.

CARRIED

D) Bid for 2022 Ontario Summer Games (2019-EDT-9)

Report #2019-EDT-9 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

Staff responded to questions with respect to whether events would be held in areas throughout Durham Region; and who would be responsible for merchandising.

Moved by Councillor Bath-Hadden, Seconded by Councillor Kerr,
(54) That we recommend to Council:

- A) That Regional Council endorse a bid for the 2022 Ontario Summer Games to be developed and submitted by Sport Durham prior to the deadline of June 14, 2019;
- B) That Regional Council endorse and support in principle the hosting of this event, including the acknowledgement that if the Region is awarded a bid, accepts an award, and enters into a hosting agreement for these Games, the Region would bear the cost responsibility for any financial deficit resulting from the Games;
- C) That Regional Council approve in principle the Region's financial contribution for this bid in the amount of \$130,000 (\$50,000 cash and approximately \$80,000 in-kind for internal transportation); and
- D) That if the 2022 Ontario Summer Games are awarded to the Region, staff will report back to seek approval of the terms of the hosting agreement, prior to execution of the agreement.

CARRIED

8. Advisory Committee Resolutions

There were no advisory committee resolutions to be considered.

9. Confidential Matters

There were no confidential matters to be considered.

10. Other Business

10.1 Update on Provincial Changes Related to Land Use Planning

B. Bridgeman advised that on May 2, 2019, the Minister of Municipal Affairs and Housing released the following three documents:

- More Homes, More Choice: Ontario's Housing Supply Action Plan

- Bill 108, the More Homes, More Choice Act (first reading)
- A Place to Grow: Growth Plan for the Greater Golden Horseshoe

B. Bridgeman provided an overview of the planning related changes proposed in Bill 108 and the new Growth Plan for the Greater Golden Horseshoe. G. Muller provided a brief overview of the proposed changes in the More Homes, More Choice Housing Supply Action Plan.

Staff responded to questions with respect to proposed changes to the Development Charges Act; the proposed timelines for development applications; the new intensification targets; and the status of proposed changes to the Local Planning Appeal Tribunal process. It was requested that a written summary of the changes be provided to members of the Committee.

10.2 Metrolinx Town Hall Meeting in Whitby

Councillor Kerr advised that he attended the Metrolinx Town Hall meeting held in the Town of Whitby on May 2, 2019 and at the meeting there was discussion of four options being considered by Metrolinx for the proposed extension of GO Train services from Oshawa into Bowmanville. He stated that the preferred route appears to be below Highway 401 and he noted that the preferred route adopted by the City of Oshawa and Municipality of Clarington is north of Highway 401.

Discussion ensued with respect to the rationale for extending GO Rail service north of Highway 401 through Oshawa to Bowmanville; and the status of discussions between Metrolinx and the Region.

11. **Date of Next Meeting**

The next regularly scheduled Planning & Economic Development Committee meeting will be held on Tuesday, June 4, 2019 at 9:30 AM in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby.

12. **Adjournment**

Moved by Councillor Kerr, Seconded by Councillor Highet,
(55) That the meeting be adjourned.

CARRIED

The meeting adjourned at 11:37 AM

Respectfully submitted,

D. Ryan, Chair

T. Fraser, Committee Clerk



The Regional Municipality of Durham Report

To: Planning and Economic Development Committee
From: Commissioner of Planning and Economic Development
Report: [#2019-P-28](#)
Date: June 4, 2019

Subject:

Durham Agricultural Advisory Committee 2018 Annual Report and 2019 Workplan,
File:C07-02

Recommendation:

That the Planning and Economic Development Committee recommends to Regional Council:

- A) That Commissioner's Report #2019-P-28 be received as the Durham Agricultural Advisory Committee's 2018 Annual Report;
 - B) That the Durham Agricultural Advisory Committee's 2019 Workplan be approved, as outlined in Attachment #1, to Commissioner's Report #2019-P-28;
 - C) That the Durham Agricultural Advisory Committee's Terms of Reference be approved, as outlined in Attachment #2, to Commissioner's Report #2019-P-28;
 - D) That a copy of Commissioner's Report #2019-P-28 be forwarded to the Durham Agricultural Advisory Committee, the Durham Federation of Agriculture, the Golden Horseshoe Food and Farming Alliance and the Area Municipalities.
-

Report:

1. Purpose

- 1.1 The Durham Agricultural Advisory Committee (DAAC) Terms of Reference (ToR) requires the submission of an annual report to the Planning and Economic Development Committee summarizing the activities of the previous year. DAAC is

also required to prepare a proposed Workplan for the coming year and when necessary, recommend revisions to the ToR, for consideration and approval of the Planning and Economic Development Committee and Council.

1.2 The purpose of this report is to:

- Summarize the activities of DAAC from 2018;
- Present the proposed DAAC 2019 Workplan; and
- Propose a minor housekeeping change to the ToR.

2. 2018 Annual Report

2.1 DAAC is composed of sixteen members, including one member of the Planning and Economic Development Committee.

2.2 At the inaugural meeting of 2018, Zac Cohoon was elected Chair, Frazer Puterbough was elected 1st Vice-Chair and Tom Watpool was elected 2nd Vice-Chair.

2.3 Membership at the end of 2018 was:

- Zac Cohoon (Chair) (Durham Region Federation of Agriculture);
- Frazer Puterbough (1st Vice-Chair) (Member at Large – Farmer);
- Tom Watpool (2nd Vice Chair) (Brock);
- Buck Winter (Ajax);
- Eric Bowman (Clarington);
- Kevin Kemp (Scugog);
- John Henderson (Oshawa);
- Fuzz (Gord) Taylor (Pickering);
- Bryan Smith (Uxbridge);
- Hubert Schillings (Whitby);
- Vacant (Member At Large – Farmer);
- Keith Kennedy (Member At Large – Farmer);
- Ivan Bacon (Member At Large – Non-farmer);
- Brad Howsam (Member At Large – Non-farmer);
- Dave Risebrough (Member At Large – Non-farmer);
- Regional Chair Gerri Lynn O'Connor (Committee of the Whole); and
- Councillor Tom Rowett (Committee of the Whole – Alternate).

2.4 DAAC members who served during the previous Council Term were recognized and presented with certificates of appreciation at the December 11, 2018 DAAC Meeting. Members who were not returning, Eric Bowman (Clarington), John Henderson (Oshawa), and Ivan Bacon (Member At-Large, Non-farmer) were especially thanked for their contributions to the committee during their tenure.

Major Activities

2.5 The role of DAAC is to provide advice to the Region on agricultural and rural related planning matters. The Committee also has a role in implementing programs which enhance public awareness and knowledge of agriculture and rural related issues in the Region. During 2018, DAAC fulfilled this role by:

- Expanding its knowledge of agricultural related issues by receiving presentations and engaging in discussions on the following:
 - Durham Workforce Authority, Durham's workforce and meeting skill needs;
 - Region of Durham Bale Wrap Recycling Program Changes;
 - Ontario Centres of Excellence, Overview of Programs;
 - Parks Canada, Rouge Park Management Plan Update;
 - Durham Region Works Department, Update on Regional Roads;
 - Provincial Draft Agricultural Impact Assessment Guidance Document;
 - Toronto and Region Conservation Authority - Carruther's Creek Watershed Plan Update;
 - Ryerson University, Research Project, Farming on the urban fringe: understanding the challenges and opportunities;
 - Region of Durham Agricultural Strategy Update;
 - Central Lake Ontario Conservation Authority, Watershed Plan Updates; and
 - Exploring opportunities for collaboration with the Durham Active Transportation Committee.
- b. Providing advice on various Regional issues, including:
- Development of a Regional Agricultural Sector Climate Adaptation Strategy;
 - Local Food Business Retention and Expansion Project;
 - Update of the Agricultural Strategy 2013-2018;
 - Official Plan Amendment applications (OPA 2018-001 & OPA 2018-003);

- Regional Broadband Strategy;
 - Durham Community Energy Plan;
 - Business Count (Farm/Rural businesses);
 - Tree By-law – Five Year Review;
 - Support for the quarter horse racing industry and related businesses in Durham Region;
 - MPAC, On-farm Business Subclasses; and
 - Rural economic development needs and opportunities.
- c. Investigating and/or monitoring a number of issues by participating in the following:
- Stakeholder Engagement Process for the Regional Community Energy Plan;
 - Leadership Team for the Regional Local Food Business Retention and Expansion Project;
 - Agricultural Sector Expert Task Force for the development of a Regional Agricultural Sector Climate Adaptation Strategy;
 - Durham Region Federation of Agriculture (DRFA) feasibility study and business/marketing plan for an Agri-food Education and Event Centre sub-committee;
 - Investigating municipal fire regulations across the Region as it pertains to agricultural operations.
- d. Organizing and/or participating in the following educational/outreach initiatives:
- Farms at Work Event: Farmland: Using it, Losing it & Protecting it workshop on February 1, 2018 in Millbrook;
 - Hosted a joint symposium with Durham Environmental Advisory Committee and the Durham Region Roundtable on Climate Change (February 9, 2018, Scugog, refer to Report #2018-INFO-142);
 - Clarington Agricultural Summit (March 23, Clarington);
 - Durham Farm Connections Event (April 4, Whitby);
 - Hosted the 2018 DAAC Farm Tour (September 13, Scugog, refer to Report #2018-INFO-140);
 - NAFTA/Trade Roundtable hosted by The Honourable Jim Wilson, Minister of Economic Development, Job Creation and Trade (October 26, Durham Region Headquarters);

- Celebrating Agriculture Gala (October 25, Scugog);
- T.H.E.E (Tyrone, Haydon, Enniskillen, Enfield) Farmers Parade of Lights (December 5, Clarington); and
- Research on municipal agricultural advisory committees undertaken by the Greater Golden Horseshoe Food and Farming Alliance and the Friends of the Greenbelt.

3. Current Council Term DAAC Membership

3.1 In January 2019, Council appointed Councillor Debbie Bath-Hadden (Planning and Economic Development Committee) and Councillor Gord Highet (Planning and Economic Development Committee – Alternate) to serve on DAAC.

3.2 DAAC Membership for the 2019-2022 Council Term was confirmed by Council on March 27, 2019 (refer to Report #2019-P-10).

3.3 Returning members were reconfirmed and four new regular members were appointed. Membership for the current Council Term is as follows:

- Zac Cohoon (Chair) (Durham Region Federation of Agriculture);
- Tom Watpool (1st Vice Chair) (Brock);
- Frazer Puterbough (2nd Vice-Chair) (Member at Large – Farmer);
- Buck Winter (Ajax);
- Tom Barrie (Clarington);
- Kevin Kemp (Scugog);
- Paul MacArthur (Oshawa);
- Fuzz (Gord) Taylor (Pickering);
- Bryan Smith (Uxbridge);
- Hubert Schillings (Whitby);
- Neil Guthrie (Member At Large – Farmer);
- Keith Kennedy (Member At Large – Farmer);
- Gerri-Lynn O'Connor (Member At Large – Non-farmer);
- Brad Howsam (Member At Large – Non-farmer);
- Dave Risebrough (Member At Large – Non-farmer);
- Councillor Debbie Bath-Hadden (Planning and Economic Development Committee); and
- Councillor Gord Highet (Planning and Economic Development Committee – Alternate).

4. 2019 Workplan

- 4.1 The proposed 2019 DAAC Workplan (Attachment 1), represents activities which are considered to be a priority and achievable within the calendar year. The activities are divided into four categories:
- a. **Policy Development and Implementation**—Activities involve providing advice on the formulation and implementation of land use planning policies to the Planning and Economic Development Department and Planning and Economic Development Committee.
 - b. **Communication/Outreach/Educate**—Activities that support community knowledge and awareness such as farm tours or workshops (including the 2018 Farm Tour);
 - c. **Economic Development and Tourism**—Activities to encourage economic development research and implementation strategies to assist Durham’s agricultural sector; and
 - d. **Issues of Interest**—Activities related to the monitoring of issues that DAAC deems significant and may require further consideration.
- 4.2 Notable additions to the 2019 Workplan include: implementation of the Durham Region Agricultural Sector Climate Adaptation Strategy; Regional Cycling Plan Update; Regional Agricultural Strategy Update; Vibrant North Durham Plan Update; and addition of the Federal Oshawa Port as a matter of interest.

5. Terms of Reference

- 5.1 The DAAC is guided by Council approved Terms of Reference (ToR). The ToR outlines the goal, mandate and scope of activities for the Committee (Attachment 2).
- 5.2 In September 2018, Council approved changes to the Committee ToR as a result of the change from Committee of the Whole back to standing committees (refer to Report #2018-COW-159). However, Section 8.3 regarding quorum was inadvertently deleted from the Committee’s ToR. It is proposed that Section 8.3 be added back to the Committee’s ToR.

6. Conclusion

6.1 DAAC had many notable accomplishments in 2018, including hosting two successful events and playing a key role in the development of a Regional Agricultural Sector Climate Adaptation Strategy. Members should be commended for the time and commitment they have invested in the activities of the Committee. Kristy Kilbourne acts as the Planning and Economic Development Department staff liaison.

7. Attachments

Attachment #1: Proposed 2019 DAAC Workplan

Attachment #2: DAAC Terms of Reference

Respectfully submitted,

Original signed by

Brian Bridgeman, MCIP, RPP
Commissioner of Planning and
Economic Development

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer



DURHAM AGRICULTURAL ADVISORY COMMITTEE (DAAC) PROPOSED 2019 WORKPLAN

1. Advice on Policy Development and Implementation

a. Provide advice on:

- Proposed amendments to the Durham Region Official Plan.
- Agricultural and rural related planning matters, with a view to:
 - sustaining the viability of farming;
 - protecting and preserving agricultural land as a first priority; and
 - ensuring adequate separation between agricultural land uses and activities and urban residential areas.
- Envision Durham Regional Official Plan Update – Municipal Comprehensive Review.
- Implementation of the Regional Broadband Strategy.
- Durham Region Woodland Conservation and Management By-law.
- Durham Community Climate Adaptation Plan–Agriculture Task Force and ongoing implementation of the Agricultural Sector Climate Adaptation Strategy.
- Regional Cycling Plan Update.
- Durham Agricultural Strategy Update.
- Vibrant North Durham Plan Update.

2. Communicate/Outreach/Educate

a. Host the 2019 Farm Tour that will:

- assist Local and Regional Councillors, Provincial and Federal government officials as well as Conservation Authorities (including staff), to understand the concerns, opportunities and challenges of the agricultural community;
- reach key industry stakeholders whose mandate may impact the agricultural community;
- assist the educational sector (institutions, boards/superintendents), to understand the opportunities and challenges of the agricultural industry and community;
- emphasize the benefits of the agricultural industry to the Regional economy and the need for succession farming in the industry.

- b. Continue to work with Regional Departments including Planning and Economic Development, Works, Finance and Police Services where necessary to ensure agricultural interests are considered.
- c. Encourage participation of the Durham agricultural youth organizations.
- d. Investigate other outreach opportunities as they arise.
- e. Municipal representatives on the Committee will continue to dialogue with their respective municipalities including presentations to area municipal Councils on matters of interest where appropriate.
- f. Continue to establish a working relationship with the Durham Environmental Advisory Committee and other Regional Committees.

3. Economic Development and Tourism

- a. Continue to promote the agricultural sector and development of related industries in the Region.
- b. Assist in the update and implementation of the Region of Durham Agricultural Strategy Action Plan.
- c. Continue to promote the development of research and implementation strategies to assist Durham's agricultural/farming sector in achieving higher profitability, thereby ensuring its survival and long-term sustainability.
- d. Participate in the implementation of the Local Food Business Retention & Expansion project.

4. Issues of Interest

- Federal Pickering airport lands.
- Federal Oshawa Port.
- Alternative energy (e.g. solar farms, biomass, wind).
- Farm safety.
- Provincial and federal legislation and policy affecting agriculture (e.g. species at risk, provincial land use plans).
- Commercial fill.
- Aggregate matters, including aggregate pit rehabilitation.
- Implementation of source water protections plans.
- Farmland assessment and taxation.
- Farm animal health and wellness (e.g. DRPS)
- Natural Heritage System protection and construction of new farm infrastructure.

- Minimum Distance Separation Formulae.
- Water and waste water master planning.
- Biosecurity, trespassing and vandalism.
- Municipal Class EA's.
- Regional road projects.
- Conservation Authority matters.
- Energy-from-Waste implementation and monitoring.
- Region's waste diversion programs.
- Highway 407 East construction.
- Local food strategy.
- Agricultural training and employment, through continued work with the Durham Workforce Authority (DWA), Durham College, and Ontario Tech University.
- Activities of the Golden Horseshoe Food and Farming Alliance.
- Land use planning matters.
- Other matters affecting the agricultural industry (e.g. Municipal Fire Regulations, By-laws and Permits).

5. Meeting Schedule

- a. DAAC has scheduled 10 regular meetings for 2019. An additional meeting may be held in August, at the call of the Chair. Resources (Planning and Clerks) will be provided to accommodate this schedule and workload.

- January 15, 2019
- February 12, 2019
- March 12, 2019
- April 9, 2019
- May 14, 2019
- June 11, 2019
- September 10, 2019
- October 8, 2019
- November 12, 2019
- December 10, 2019

New wording is shown in **bold** and deleted wording in ~~strike through~~.

Draft Terms of Reference

Durham Agricultural Advisory Committee

1. **Goal**
 - 1.1 To provide advice to the Region of Durham on agricultural matters and rural matters as they relate to agriculture.
2. **Mandate**
 - 2.1 The Durham Agricultural Advisory Committee (DAAC) is a volunteer Advisory Committee established by Regional Council in accordance with these Terms of Reference. Committee members are guided by these Terms of Reference.
 - 2.2 The Terms of Reference provide for a balance between activities referred from the Planning and Economic Development Department or the Regional Planning and Economic Development Committee or Regional Council and an allowance for the DAAC to be proactive and advise on matters identified on its own initiative.
 - 2.3 Matters may be referred to the DAAC from the Regional Planning and Economic Development Department, the Regional Planning and Economic Development Committee, or Regional Council. The DAAC may report directly to the Regional Planning and Economic Development Committee on substantive matters as determined by the Planning and Economic Development Committee. Otherwise, the DAAC shall report through the Regional Planning and Economic Development Department.
3. **Scope of Activities**
 - 3.1 The scope of the DAAC may include activities such as:
 - a) Providing advice on issues and concerns of the agricultural community;
 - b) Providing advice on the implementation of Provincial and Federal legislation, policies, and guidelines related to the agricultural industry;
 - c) Providing advice on agricultural and rural policy directions pursued by the Region. This may include providing advice on Regionally-initiated official

plan amendments related to agricultural matters; on Regional agricultural matters through an official plan review; or, other policy directions pursued by the Region;

d) Providing advice on the identification and implementation of programs which encourage public awareness and education of agricultural and related rural issues; and

e) Providing advice on matters as they arise, at the request of the Region.

4. Composition

4.1 The DAAC will be comprised of sixteen members in total. Fourteen members will be private individuals who do not represent their respective employers or advocacy groups in their capacity as a DAAC member. An additional member will represent the Durham Region Federation of Agriculture. The above fifteen members shall not hold elected office (municipal, provincial or federal). Of these fifteen members; twelve will be bona fide farmers who are directly involved in the agricultural industry¹; and three will be residents who are not directly involved in the agricultural industry. The final member will be a representative of the Planning and Economic Development Committee whose role is to act as liaison.

4.2 Membership for regular members shall correspond with the term of Regional Council. At the end of each term, members will be asked to consider their interest in remaining for an additional term. If a member chooses to resign, a replacement will be sought in accordance with Section 5. However, members shall continue to serve until their replacements are appointed by Regional Council. At the discretion of the DAAC, non-attendance of three consecutive meetings will be sufficient grounds for replacement.

5. Membership Selection

5.1 For regular members, the Regional Planning and Economic Development Department will place a newspaper advertisement and/or issue a public service announcement to media within each area municipality requesting expressions of interest from individuals willing to volunteer for appointment to the DAAC. Interested individuals will be required to provide a brief resume and statement of interest. Responses from the advertisement will be forwarded to each respective area municipality with a request that the local Council nominate one representative from the applicants who are bona fide

¹ Note: Where an interested bona fide farmer cannot be found to represent an area municipality, as an exception, a non-farm rural resident may be substituted.

- farmers directly involved in the agricultural industry². The Regional Planning and Economic Development Department, from the remaining resumes received, will nominate three additional members at large who are bona fide farmers; and three members at large who are not directly involved in the agricultural industry, to bring the regular member complement to fourteen.
- 5.2 The Regional Planning and Economic Development Department will formally request the Durham Region Federation of Agriculture (DRFA) to nominate one person to represent the DRFA.
- 5.3 The Regional Planning and Economic Development Committee will recommend individuals for appointment to the DAAC by Regional Council.
- 5.4 Regional Council shall appoint a representative and an alternate to the DAAC from the members of the Planning and Economic Development Committee.
- 5.5 In nominating members to the DAAC, excluding the representative of the Planning and Economic Development Committee, regard shall be given to achieving a diversity of members engaged in varied disciplines of the agricultural industry and members living in the rural community with knowledge of agricultural and related rural issues. Availability to attend meetings will also be considered. All residents of Durham Region are eligible for membership.
- 5.6 In the case of a regular member vacancy, the approach described in Sections 5.1, 5.2 and 5.3 will generally be followed.
- 5.7 An elaboration of the selection criteria is provided in Appendix 1.
6. Officers
- 6.1 A chair and two vice-chairs (first and second) will be elected annually by the membership of the DAAC. The Planning and Economic Development Committee representative will chair the inaugural DAAC meeting.
7. Support Services
- 7.1 The Commissioner of Planning and Economic Development or designate, shall serve as staff liaison to the DAAC. The liaison will provide administrative, procedural and technical support to the DAAC.
- 7.2 The liaison will co-ordinate all requests for advice from the DAAC, through meeting agendas and addenda to meeting agendas. DAAC responses to such requests shall be co-ordinated by the liaison to the Planning and Economic Development Department.

² Same note as above

7.3 The Region will provide secretarial and other support services. Regional Council will provide a budget to cover the operational expenses of the DAAC, and this budget will be administered by the Planning and Economic Development Department.

8. Meetings

8.1 Regularly scheduled meetings of DAAC will be held at the Durham Regional Headquarters, unless otherwise stated. The DAAC, will establish a meeting schedule taking into account the business needs and the schedule of Council and the Planning and Economic Development Committee. The Planning and Economic Development Committee will be provided with a schedule of DAAC meetings each December for the following year. Special meetings may be held at the call of the Chair. The Planning and Economic Development Committee is to be kept informed of such meetings.

8.2 All meetings will be open to the public. As a formal advisory Committee to the Region, the DAAC is subject to the Regional Procedural By-law, unless otherwise specified in the Terms of Reference.

8.3 **Quorum shall consist of a majority of the sitting members.**

Delegations of Committee Meetings

8.4 Any person(s) wishing to appear before the DAAC as a delegation must submit a request to the staff liaison in the Regional Planning and Economic Development Department, advising of the topic or item to which they wish to speak. The Delegation process will be in accordance with the Regional Procedural By-law, with the following exception: All requests for delegations must be received by the staff liaison at least one week prior to the meeting to ensure that the delegation is included on the agenda.

9. Minutes and Agenda

9.1 The minutes of each DAAC meeting will be amended as necessary and approved at the following meeting. The unapproved minutes will be circulated to members of Council as part of the Council Information Package (CIP) prepared by the Clerk. When approved, any amendments will be forwarded to the Planning and Economic Development Committee. The DAAC agendas will be prepared by the staff liaison and the DAAC chair or vice chair with input from other DAAC members. Agendas will be distributed the week prior to the meeting.

10. Committee Resolutions

10.1 The DAAC will seek to achieve consensus on decisions. Recommendations are “carried” if supported by a majority, unless otherwise specified in these Terms of Reference or Regional Council Rules of Procedure. Only resolutions as they appear in the adopted Minutes may be considered as officially representing the position of the DAAC.

11. Annual Reports and Workplan

11.1 An annual report summarizing the activities completed in the previous year shall be prepared by the DAAC. The annual report shall be forwarded to the Planning and Economic Development Committee.

11.2 An annual workplan with an estimate of the resources necessary and any suggested revisions to the Terms of Reference for the coming year shall also be prepared by the DAAC for consideration and approval by the Planning and Economic Development Committee and Council.

11.3 An annual review of the DAAC by the Planning and Economic Development Committee will be completed to examine the effectiveness of the Committee and to ensure continued improvements.

Appendix 1

Membership Eligibility Criteria

To facilitate the nomination and appointment of new members to the DAAC, the following criteria will be considered. The aim is to achieve a diversity of members engaged in varied disciplines of the agricultural industry and community representation with knowledge of agricultural and related rural issues.

1. Residency

Members should reside in Durham Region³.

2. Agricultural Expertise and Knowledge

Applicants engaged in the agricultural industry having the following attributes would be considered as an asset:

- Demonstrated knowledge of agricultural and rural land use issues;
- Relevant farm experience;
- Involvement with activities of the agricultural community;
- Technical training in an agriculture-based field; and
- Knowledge of properties and farm operations within Durham.

3. Rural Experience

For applicants from the non-farm rural community consideration will be given to the duration of residency in the community and the individual's level of knowledge of agricultural related rural issues. The relevance of their interests to the mandate of the DAAC will also be an important consideration.

4. Availability

It is important that an applicant be able to attend as many DAAC meetings as possible and undertake work outside of the regular monthly meetings. An applicant should be able to be contacted or reached during the day in order for meetings to be arranged.

³ Note: Where person who resides in Durham cannot be found, a farmer who owns land in Durham Region may be substituted.



The Regional Municipality of Durham Report

To: Planning and Economic Development Committee
From: Commissioner of Planning and Economic Development
Report: [#2019-P-29](#)
Date: June 4, 2019

Subject:

Durham Environmental Advisory Committee 2018 Annual Report and 2019 Workplan,
File A01-37

Recommendation:

That the Planning and Economic Development Committee recommends to Regional Council:

- A) That Commissioner's Report #2019-P-29 be received as the Durham Environmental Advisory Committee's 2018 Annual Report;
 - B) That the Durham Environmental Advisory Committee's 2019 Workplan be approved, as outlined in Attachment #1, to Commissioner's Report #2019-P-29; and
 - C) That a copy of Commissioner's Report #2019-P-29 be forwarded to the Durham Environmental Advisory Committee and the Area Municipalities.
-

Report:

1. Purpose

- 1.1 The Durham Environmental Advisory Committee (DEAC) Terms of Reference (ToR) requires the submission of an annual report to Planning and Economic Development Committee summarizing the activities completed in the previous year. DEAC is also required to prepare a proposed Workplan for the coming year and when necessary, recommend revisions to the ToR, for consideration and approval of Planning and Economic Development Committee and Council.

1.2 The purpose of this report is to:

- Summarize the activities of DEAC from 2018; and
- Present the proposed DEAC 2019 Workplan.

1.3 There are no proposed changes to the Committee's Terms of Reference.

2. 2018 Annual Report – Membership

2.1 DEAC is composed of seventeen members, including one member of Planning and Economic Development Committee (formerly Committee of the Whole).

2.2 At the December 2017 meeting, Hida Manns was elected Chair, and Kim Sellers and Cria Pettingill were elected as first and second Vice-Chairs, respectively for 2018.

2.3 Membership at the end of 2018 was:

- Hida Manns (Clarington) (Chair);
- Kim Sellers (Ajax) (1st Vice-Chair);
- Matt Thompson (second Vice-Chair);
- Geoff Carpentier (Scugog);
- Dr. Ozair Chaudhry (Pickering);
- Wendy Moss-Newman (Oshawa);
- Gwen Layton (Uxbridge);
- Karen McDonald (Member at Large);
- Susan Clearwater (Member at Large);
- Kimberly Murray (Member at Large);
- Dimitri Stathopoulos (Member at Large)
- Connor Duffy (Post-Secondary Member);
- Councillor Steve Parish (Committee of the Whole); and
- Councillor John Henry (Committee of the Whole – Alternate).

2.4 Area municipal representatives Cria Pettingill (Brock) and Ellen McRae (Whitby), Hida Manns (Clarington representative), Wendy Moss-Newman (Oshawa representative), and Karen McDonald (Member At Large) resigned their positions over the course of 2018.

3. 2018 Annual Report – Major Activities

3.1 The role of DEAC is to provide advice to the Region on environmental matters. The Committee also has a role in implementing and participating in community outreach programs that support the growth of environmental awareness and appreciation in the Region. During 2018, DEAC fulfilled this role by:

- a. Expanding its knowledge by receiving presentations and engaging in discussion on:
 - Duffin Creek Water Pollution Control Plant Phosphorus Reduction Action Plan Study;
 - Invasive species (Phragmites);
 - Regional Tree Planting on Regional Roads;
 - Carruthers Creek Watershed Plan Update; and
 - Central Lake Ontario Conservation Authority (CLOCA) Watershed Planning Update.
- b. Providing advice to the Region on various issues including Regional Tree Planting on Regional Roads, Regional Tree By-law update, and the Regional Agricultural Sector Climate Adaptation Strategy.
- c. Administering the annual Environmental Achievement Awards Program to recognize and acknowledge environmental achievements of individuals and organizations in the public, private and non-profit sectors within Durham Region. The awards were presented at a reception on May 30, 2018.
- d. Participating on various stakeholder advisory committees and groups including the Durham Roundtable on Climate Change and Port Granby Project Citizen Liaison Group, and attending community events (including seminars, workshops, and symposiums, including the February 2018 Climate Change Symposium).

4. Current Council Term – Committee Membership

4.1 In December 2018, Council appointed Councillor Steve Yamada (Planning and Economic Development Committee) and Councillor Sterling Lee (Planning and Economic Development Committee – Alternate) to serve on DEAC.

4.2 DEAC Membership for the 2019-2022 Council Term was confirmed by Council on March 27, 2019 (refer to Report #2019-P-10).

4.3 Returning members were reconfirmed and four new regular members were appointed. Membership for the current Council Term is as follows:

- Geoff Carpentier (Chair) (Scugog);
- Keiko Lui (1st Vice-Chair) (Member At Large);
- Jay Cuthbertson (2nd Vice-Chair) (Clarington);
- Richard Dickinson (Brock);
- Dr. Ozair Chaudhry (Pickering);
- Gwen Layton (Oshawa);
- Bruce Foxtton (Uxbridge);
- Susan Clearwater (Whitby);
- Kimberly Murray (Member At Large);
- Dimitri Stathopoulos (Member At Large);
- Dennis Sallans (Member At Large);
- Matt Thompson (Member At Large);
- Connor Duffy (Post-Secondary Member);
- Dhruv Upadhyay (Youth Member);
- Councillor Steve Yamada (Planning and Economic Development Committee); and
- Councillor Sterling Lee (Planning and Economic Development Committee – Alternate).

5. 2019 Workplan

5.1 The proposed 2019 DEAC Workplan (Attachment 1), represents activities which are considered to be a priority and achievable within the calendar year. The activities are divided into four categories:

- a. **Policy Development and Implementation** – Activities involve providing advice on the formulation and implementation of land use planning policies to the Planning and Economic Development Department and the Planning and Economic Development Committee. This will include providing advice on the upcoming municipal comprehensive review through Envision Durham;
- b. **Community Outreach and Stewardship** – Activities that support community environmental awareness. This includes continuing to promote and implement the Environmental Achievement Awards Program, and the development of a homeowner's guide to climate change.

- c. **Committee Education and Development** – Activities, such as presentations and tours that enhance members’ knowledge of environmental issues; and
- d. **Issues of Interest** – Activities related to the monitoring of issues that DEAC deems significant and may require future consideration.

6. Conclusion

6.1 DEAC accomplished a great deal in 2018 and members should be commended for the time and commitment they have invested in the activities of the Committee. In 2018, Amanda Bathe acted as the Planning and Economic Development Liaison. Going forward in 2019, Aneesah Luqman will continue to act as the Planning and Economic Development Department staff liaison.

7. Attachments

Attachment #1: Proposed 2019 DEAC Workplan

Respectfully submitted,

Original signed by

Brian Bridgeman, MCIP, RPP
Commissioner of Planning and
Economic Development

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer



**DURHAM ENVIRONMENTAL ADVISORY COMMITTEE (DEAC)
PROPOSED 2019 WORKPLAN**

Item	Progress
1.0 Policy Development and Implementation	
Provide advice on	
<ul style="list-style-type: none"> • Regional Official Plan – input and advice on proposed amendments 	
<ul style="list-style-type: none"> • Municipal Comprehensive Review process 	
<ul style="list-style-type: none"> • Durham Community Energy Plan 	
<ul style="list-style-type: none"> • Provincial Climate Change guidance materials 	
<ul style="list-style-type: none"> • Environmental Assessment (EA) Studies 	
<ul style="list-style-type: none"> • Public and/or Stakeholder Advisory Committees 	
<ul style="list-style-type: none"> • Environmental Bill of Rights postings 	
2.0 Community Outreach and Stewardship	
High Priority	
<ul style="list-style-type: none"> • Promote and continue to implement the Environmental Achievement Awards. 	
<ul style="list-style-type: none"> • Participate in community environmental and stewardship events. 	
<ul style="list-style-type: none"> • Develop a home owner's guide to climate resilience. 	
<ul style="list-style-type: none"> • Update the Region of Durham Natural Features Map. 	
Medium Priority	
<ul style="list-style-type: none"> • Continue to foster a working relationship with the Durham Agricultural Advisory Committee, and Durham Active Transportation Committee. 	
<ul style="list-style-type: none"> • Participate in Climate Change outreach activities/events hosted by the Durham Region Roundtable on Climate Change. 	
3.0 Community Education & Development	
The Committee will expand its knowledge in some of the following issues:	
<ul style="list-style-type: none"> • Energy (e.g. sources, alternatives, producers, efficiency, etc.) 	
<ul style="list-style-type: none"> • Recreational uses in the natural environment 	
<ul style="list-style-type: none"> • Provincial Planning documents 	
<ul style="list-style-type: none"> • Water quality 	
<ul style="list-style-type: none"> • Human health and the environment 	
<ul style="list-style-type: none"> • Green infrastructure and low impact development 	
<ul style="list-style-type: none"> • Road salt 	
<ul style="list-style-type: none"> • Species at risk 	

• Waste reduction and management progress	
• Lifecycle assessment of products and packaging (e.g. plastics)	
• Microplastics	
• Forest, grassland, and wetland health	
• Active transportation	
• Climate change	
• Pesticides and alternatives	
• Invasive species	
• Native species	
• Biodiversity	
• Urban sustainability	
• Air quality	
• Food security	
• Community gardens	
• Aggregate pit rehabilitation	
• Peat moss and top soil removal and restoration	
• Biological and physical decomposition (e.g. incineration, gasification, carbonization, anaerobic digestion, waste, etc.)	
• Noise and light pollution	
4.0 Issues of Interest	
The committee will continue to monitor the following issues as prioritized by current events:	
• Conservation Authority initiatives and activities, such as Carruthers Creek Watershed Plan Update and McLaughlin Bay Restoration Strategy.	
• Provincial planning initiatives.	
• Oak Ridges Moraine.	
• Regional Official Plan Amendment applications.	
• Water – groundwater, surface water, watersheds.	
• Transportation developments.	
• Waterfront protection and development.	
• Nuclear Energy Management	
• Future airport lands.	
• Rouge National Urban Park.	
• Urban forest/naturalization strategies.	
• Trails.	
• Energy from Waste Facility.	

Meeting Schedule

Due to the Committee's workload, DEAC will schedule 9 meetings for 2019. In general, meetings will take place on the third Thursday of each month. Resources (Planning Division and Legislative Services) will be required to accommodate the schedule and workload.

The 2019 meeting schedule is as follows:

- January 17, 2019
- February 21, 2019
- March 21, 2019
- April 18, 2019
- May 16, 2019
- June 20, 2019
- September 19, 2019
- October 17, 2019
- November 21, 2019



The Regional Municipality of Durham Report

To: Planning and Economic Development Committee
From: Commissioner of Planning and Economic Development
Report: [#2019-P-30](#)
Date: June 4, 2019

Subject:

Durham Trail Coordinating Committee 2018 Annual Report and Durham Active Transportation Committee 2019 Workplan, File: A01-40

Recommendation:

That the Planning and Economic Development Committee recommends to Regional Council:

- A) That Commissioner's Report #2019-P-30 be received as the Durham Trail Coordinating Committee's 2018 Annual Report;
 - B) That the Durham Active Transportation Committee 2019 Workplan be approved, as outlined in Attachment 1, to Commissioner's Report #2019-P-30;
 - C) That a copy of Commissioner's Report #2019-P-30 be forwarded to the Durham Active Transportation Advisory Committee, Conservation Authorities and the Area Municipalities.
-

Report:

1. Purpose

- 1.1 On January 1, 2019, the Durham Trail Coordinating Committee (DTCC) was re-established as the Durham Active Transportation Committee (DATC).
- 1.2 The DTCC Terms of Reference (ToR) required the submission of an annual report to the Planning and Economic Development Committee summarizing the activities of the previous year. The new DATC requires a Workplan be prepared for the

coming year and when necessary, recommend revisions to the ToR for consideration and approval of the Planning and Economic Development Committee and Council.

1.3 As the DATC's Terms of Reference were formally updated in September 2018, no changes to the document are proposed at this time.

1.4 The purpose of this report is to:

- Summarize the activities of DTCC from 2018; and
- Present the draft DATC 2019 Workplan.

2. 2018 Annual Report

2.1 The DTCC was comprised of sixteen members, including one Council representative and one citizen volunteer from each area municipality. Membership at the end of 2018 was as follows:

- Shaun Collier (Regional Councillor, Ajax);
- Mark Weist (Ajax);
- Gord Lodwick (Municipal Councillor, Brock);
- Terry Clayton (Brock) – Chair;
- Joe Neal (Regional Councillor, Clarington);
- Constance Gray, (Clarington);
- Dan Carter (Regional Councillor, Oshawa);
- Keith Jones (Oshawa) – Vice-Chair;
- David Pickles (Regional Councillor, Pickering);
- Azmat Mujeeb (Pickering);
- Jennifer Back (Municipal Councillor – Scugog);
- Ian McDougall (Scugog);
- Elizabeth Roy (Regional Councillor – Whitby);
- Ron Lalonde (Whitby);
- Jack Ballinger (Regional Councillor – Uxbridge); and
- Phil Smith (Uxbridge).

2.2 The members who served during the previous Council term were recognized with certificates of appreciation for their contributions.

Major Activities

2.3 Following a review of its original mandate in 2018, the Durham Trail Coordinating

Committee successfully transitioned to become the Durham Active Transportation Committee with a focus on walking and cycling, inclusive of trails. The DATC fulfilled this role by:

- a. Receiving presentations and engaging in discussions on:
 - The development of trails as part of the Goodwood Resource Management Tract Plan by the Toronto and Region Conservation Authority (TRCA);
 - The Beaver River Wetland Trail maintenance challenges and opportunities;
 - The Strategic Road Safety Action Plan entitled “Vision Zero” undertaken by the Works Department;
 - Trail development work by the Durham Mountain Bike Association on the Dagmar Trail;
 - The Region’s work on cycling initiatives, including the implementation of the Regional Cycling Plan;
 - The Town of Ajax’s success in becoming a silver-level, Bike-Friendly Community under the Share the Road program;
 - Design standards for cycling infrastructure in the Region from Works Department staff; and
 - How the Region could advance the development of a “Made in Durham” Meadoway project similar to the successful Scarborough Meadoway initiative.

3. Current DATC Membership

- 3.1 On December 19, 2018, Council appointed Councillor Kerr (Oshawa) as its representative on the DATC and Councillor Lee (Ajax) as the alternate.
- 3.2 Seven of the eight citizen members were confirmed in March 2019 by Regional Council (refer to Report #2019-P-08).
- 3.3 The remaining citizen volunteer from Whitby received endorsement from Planning and Economic Development Committee at its May 7, 2019 meeting (refer to Report #2019-P-24).
- 3.4 The citizen volunteer members representing the eight area municipalities are;
 - Keith Haines (Ajax);
 - Jean Martin (Brock);

- Constance Gray (Clarington);
- James Bate (Oshawa);
- Aisha Heywood (Pickering);
- Marc Gibbons (Scugog);
- Phil Smith (Uxbridge); and
- Ron Lalonde (Whitby).

4. 2019 Workplan

4.1 The draft 2019 Workplan (Attachment 1), represents activities which are considered to be achievable and includes priorities identified in the Revised Terms of Reference, including;

- Providing advice on the identification and implementation of programs which encourage public awareness and education on Active Transportation (AT) matters, including supportive work to help achieve bronze-level Bike-Friendly status for the Region of Durham and any area municipalities not yet designated in Durham, in collaboration with the Works Department and other stakeholders;
- Continuing to advance the Regional Trail Network (RTN) as a key transportation and tourism component of the AT network based on various requests and initiatives in partnership with Planning and Economic Development, Health and Works Department staff and area municipal partners; and
- Supporting the development of multi-modal transportation options in the Region of Durham with a focus on advancing the Region's AT network as outlined in the Transportation Master Plan, including; providing input on the Regional Cycling Plan.

5. Conclusion

5.1 The DTCC was very active in supporting Regional AT initiatives and providing advice to Council throughout 2018. Members should be commended for the time and commitment they have invested in the activities of the Committee. Sandra McEleney acted as staff liaison to the DTCC throughout 2018 and Anthony Caruso will fulfill this role for the DATC in 2019.

6. Attachment

Attachment #1: Draft 2019 DATC Workplan

Respectfully submitted,

Original signed by

Brian Bridgeman, MCIP, RPP
Commissioner of Planning and
Economic Development

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer



DURHAM ACTIVE TRANSPORTATION COMMITTEE (DATC)

2019 WORKPLAN - DRAFT

Scope of Activities

The following areas of active transportation will act as a guideline for the committee's work throughout the year:

- *Provide advice on the identification and implementation of programs which encourage public awareness and education on Active Transportation (AT) matters, including the achievement of bronze-level Bike-Friendly status for the Region of Durham and any area municipalities not yet designated in Durham, in collaboration with the Works Department and other stakeholders.*
- *Continue to advance the Regional Trail Network (RTN) as a key transportation and tourism component of the AT network based on various requests and initiatives in partnership with Planning and Economic Development, Health and Works Department staff and area municipal partners.*
- *Support the development of multi-modal transportation options in the Region of Durham with a focus on advancing the Region's AT network as outlined in the Transportation Master Plan, including; providing input on the Regional Cycling Plan Update.*
- *Provide input and support for Active & Safe Routes to Schools, also known as Active Sustainable School Travel (ASST), in some jurisdictions.*
- *Assist in updating and implementing the Regional and Area Municipal Cycling Plans. This includes assisting in the planned update to the Regional Cycling Network (RCN).*
- *Promote the use of AT in the Region, especially the important role that it plays in connecting people to transit.*
- *Recognize and advance AT activities related to reducing greenhouse gas emissions in the Region of Durham.*
- *Recognize the differing AT needs of commuters and recreational users within the urban and rural areas.*
- *Coordinate efforts to advance the shared goals of the various area municipal AT committees.*

- *Identify and advance initiatives to improve communication and collaboration between the Region and the area municipalities' Active Transportation Committees.*
- *Collaborate with partners on active transportation initiatives occurring at all government levels, including: Lake Ontario Waterfront Blueway, Waterfront Regeneration Trust, Metrolinx Smart Commute, and Public Health.*
- *Provide advice to Regional Council on legislative matters, programming, and policies from all levels of government related to AT.*



The Regional Municipality of Durham Report

To: Planning and Economic Development Committee
From: Commissioner of Planning and Economic Development
Report: [#2019-P-31](#)
Date: June 4, 2019

Subject:

Envision Durham – Growth Management – Urban System Discussion Paper, File D12-01

Recommendation:

That the Planning and Economic Development Committee recommends to Regional Council:

- A) That a copy of Report #2019-P-31 be received for information; and
 - B) That a copy of Report #2019-P-31 be forwarded to Durham’s area municipalities; conservation authorities; and the Ministry of Municipal Affairs and Housing for review and comment.
-

Report:

1. Purpose

1.1 The purpose of this report is to present the Growth Management – Urban System Discussion Paper which is the third paper in a series to be released as part of Envision Durham, the Municipal Comprehensive Review (MCR) of the Regional Official Plan (ROP) (see Attachment #1).

1.2 Comments on this Discussion Paper are requested by September 2, 2019 (90-day commenting period).

2. Background

2.1 On May 2, 2018, Regional Council authorized staff to proceed with Envision

Durham, as detailed in [Commissioner's Report #2018-COW-93](#).

- 2.2 On February 5, 2019, the Planning Division initiated the first stage (“Discover”) of the public engagement program for Envision Durham by launching a project web page and public opinion survey, as detailed in [Commissioner's Report #2019-P-4](#). The Planning Division initiated the second stage (“Discuss”) on March 5, 2019, wherein participants are being asked to provide input on various theme-based Discussion Papers, of which the Growth Management – Urban System Paper is the third one.
- 2.3 The Discussion Paper topics are as follows:
- a. Agriculture and Rural System ([Commissioner's Report #2019-P-12](#), released March 5, 2019);
 - b. Climate Change and Sustainability ([Commissioner's Report #2019-P-26](#), released May 7, 2019);
 - c. Growth Management, including but not limited to reports on:
 - The Urban System;
 - Land Needs Assessment (LNA) and related technical studies, i.e. Employment Strategy, Intensification Strategy, Designated Greenfield Area Density Analysis, etc.; and
 - Additional feasibility studies, if required based on the results of the LNA.
 - d. Environment and Greenlands System;
 - e. Transportation System; and
 - f. Housing.
- 2.4 Each Paper will contain discussion questions, with a supplemental workbook, to help facilitate discussion and input.

3. Growth Management – Urban System Discussion Paper

- 3.1 The Discussion Paper is the first report to be released as part of the Growth Management Study for Envision Durham. This Paper provides an overview of the Region’s Urban System and the current Regional Official Plan policy framework. The Paper also discusses many of the issues and requirements affecting growth that the Region must consider. This includes:
- a. Provincial policies, plans, and requirements that the Region’s Official Plan must be consistent with and conform to, including recent amendments. Staff will continue to monitor the ongoing changes to Provincial policy and address any updated requirements through Envision Durham;

- b. The components and land use designations that comprise the Region's Urban System;
 - c. Important statistics, trends, and patterns in population and employment growth occurring in the Region;
 - d. The proposed approach to identifying and delineating Strategic Growth Areas (areas where growth should be directed and focused) in the Regional Official Plan;
 - e. The proposed approach to identifying and delineating Major Transit Station Areas, including the four existing and four proposed GO Train Stations on the existing/future Lakeshore East GO rail line¹;
 - f. The process and studies that make up the Land Needs Assessment;
 - g. The proposed process for assessing employment area conversions and settlement boundary expansions; and
 - h. Other growth management and policy topics that will be considered.
- 3.2 In 2016, approximately 92% of the region's residents resided within the Urban System². It was also home to roughly 94% of the region's jobs. The Urban System is also where the vast majority of future growth will occur.
- 3.3 The Discussion Paper serves as a starting point for stakeholder input and discussion. Following public input on the Urban System Discussion Paper, the next phase of the Growth Management Study will include the completion of a Land Needs Assessment (LNA) and related studies. The LNA is a comprehensive review of the Region's existing land supply and its ability to accommodate forecasted growth. Several related studies, including an Employment Strategy, Intensification Analysis, Designated Greenfield Analysis and Housing Analysis, must be completed to inform the LNA.
- 3.4 The LNA will determine whether any additional land is required to accommodate the Region's forecasted population and employment growth. Once a determination has been made on land needs (whether any is required, and at what quantum), the Growth Management Study may proceed to determine the most appropriate locations. During the feasibility assessment stage of the study, an evaluation process will be used to determine the most suitable locations for any required settlement boundary expansion(s) and/or employment area conversion(s).

1. The Discussion Paper and background work was completed prior to Metrolinx revealing alternative options to extend rail service to Bowmanville. The four station locations along the CP Rail line north of Highway 401 are based on the previously approved environmental assessment.

2. The Urban System includes lands within the Urban Area Boundary (Urban Areas) that will accommodate the majority of the Region's forecasted employment and population growth.

- 3.5 At its meeting on April 24, 2019, Regional Council awarded Urban Strategies Inc. and consultant team a contract to provide consulting and related services to assist the Region in the completion of the Growth Management Study.
- 3.6 This Discussion Paper was prepared by Regional planning staff in consultation with Regional staff from the Office of the CAO, Economic Development and Tourism Division, Corporate Services – Legal Services Division, Works Department, Finance Department, Envision Durham's Area Municipal Working Group, and Provincial staff from the Ministry of Municipal Affairs and Housing.
- 3.7 The Discussion Papers do not present positions on potential changes that may be part of the ROP, but rather provide information and pose questions for consideration.

4. Next Steps

- 4.1 Each of the Discussion Papers will be posted to the project web page at durham.ca/EnvisionDurham for public input. Interested parties are encouraged to subscribe for project updates and email notifications through this web page. The Discussion Papers will be announced by way of:
 - a. News releases and public service announcements;
 - b. Social media platforms, including Facebook, Twitter and LinkedIn;
 - c. Email notifications;
 - d. Publications in internal and external newsletters; and
 - e. Materials published online.
- 4.2 Comments on the Growth Management – Urban System Discussion Paper are requested by September 2, 2019 (90-day commenting period). Regional staff will report to Committee on the results of the Discussion Papers through future Policy Proposal Reports during the next stage of the public engagement process.
- 4.3 It is recommended that a copy of this report be forwarded to Regional Council for information and be forwarded to Durham's area municipalities, conservation authorities and the Ministry of Municipal Affairs and Housing for review and comment. In addition, the Building Industry and Land Development Association (BILD – Durham Chapter) and Durham Region Home Builders Association (DRHBA), as well as local Chambers of Commerce and Boards of Trade will be notified of this Discussion Paper's release.

5. Attachments

Attachment #1: Growth Management – Urban System Discussion Paper

Respectfully submitted,

Original signed by

Brian Bridgeman, MCIP, RPP
Commissioner of Planning and
Economic Development

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer



Growth Management

Urban System - Discussion Paper



June 2019
Durham Region
Planning and Economic
Development Department

This Discussion Paper is published for public and agency comment as part of Envision Durham, the Municipal Comprehensive Review of the Regional Official Plan.

Report contents, discussion questions, and proposed directions, where applicable, do not necessarily represent the position of Regional Council on changes that may be considered to the Regional Official Plan.

All information reported and/or collected through this Discussion Paper will help inform, and be used as part of the Municipal Comprehensive Review.

Please provide your comments on this Growth Management–Urban System Discussion Paper by September 2, 2019.

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About Durham Region

Durham Region is the eastern anchor of the Greater Toronto Area, in the Greater Golden Horseshoe area of Ontario. At over 2,590 square kilometres, Durham offers a variety of landscapes and communities, with a mix of rural, urban and natural areas. The southern lakeshore communities of Pickering, Ajax, Whitby, Oshawa and Clarington provide urban areas and a diverse employment base. The northern townships of Scugog, Uxbridge and Brock are predominantly rural, with a thriving agricultural sector. The Region is the home of the Mississaugas of Scugog Island First Nation and spans a portion of the territories covered by the Williams Treaties of 1923.¹

Over 80 per cent of the Region lies within the provincially designated Greenbelt, which also contains the environmentally significant Oak Ridges Moraine. With access to ample green space and lakes, rivers and urban amenities, Durham Region offers a high quality of life for both city and rural residents.

Today, Durham is home to just under 700,000 people. By the year 2041, our population is expected to grow to 1.2 million people, with over 430,000 jobs. Our vision is to create healthy and complete, sustainable communities, shaping Durham into a great place to live, work, play, grow and invest.

¹ The Williams Treaties include traditional territories of seven First Nations, including the Chippewas of Beausoleil, Georgina Island and Rama and the

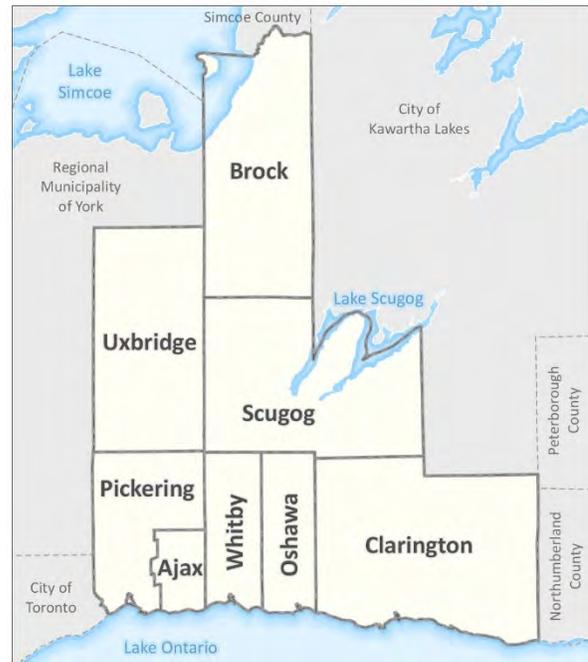


Figure 1: Map of the Region of Durham.

About Envision Durham

Envision Durham, the Municipal Comprehensive Review (MCR) of the Regional Official Plan (ROP), is an opportunity to plan for fundamental change, by replacing the current ROP and establishing a progressive and forward-looking planning vision for the Region to 2041.

Over the next few years, the Region is undertaking Envision Durham to review:

- How and where our cities and towns may grow.
- How to use and protect our land and resources.

Mississaugas of Alderville, Curve Lake, Hiawatha, and Scugog Island.

- What housing types and job opportunities are needed for our residents.
- How people and goods move within, across and beyond our region.

We're planning for an attractive place to live, work, play, grow and invest – and we're asking for your help.

Why review the Official Plan?

The ROP guides decisions on long-term growth, infrastructure investment and development – providing policies to ensure an improved quality of life – to secure the health, safety, convenience and well-being of present and future residents of Durham.

Under the Planning Act, there is a legislative requirement to review the existing ROP every five years. Since the approval of the last ROP update (January 2013), the Province of Ontario has completed several significant Provincial policy initiatives, including the co-ordinated review and update to the following provincial plans:

- The Growth Plan for the Greater Golden Horseshoe, 2017 (Growth Plan), which was replaced by A Place to Grow: Growth Plan for the Greater Golden Horseshoe (A Place to Grow) in May, 2019.
- The Greenbelt Plan, 2017.
- The Oak Ridges Moraine Conservation Plan, 2017 (ORMCP).

The Planning Act requires the Region to complete a Provincial Plan conformity exercise, to amend the ROP, to ensure that it:

- Conforms with provincial plans or does not conflict with them.
- Has regard to matters of Provincial interest.
- Is consistent with Provincial Policy Statements.

Envision Durham constitutes Durham's Provincial Plan conformity exercise and its five-year review of the ROP, thus satisfying these legislative requirements.

How to get involved

Public input is integral to the success of Envision Durham—we want to hear from you!

Please use this opportunity to share your vision for Durham—tell us your thoughts and opinions on the key Discussion Questions raised throughout this document (Appendix A).

Join the conversation by visiting durham.ca/EnvisionDurham to submit your comments.

To receive timely notifications on the Envision Durham process, please visit durham.ca/EnvisionDurham to subscribe for project updates.

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Executive summary

The Urban System Discussion Paper is the first in a series of planned reports to be released as part of the Growth Management Study of Envision Durham. This Paper provides an overview of the Region's Urban System and the current Regional Official Plan (ROP) policy framework. It also discusses relevant changes to Provincial policies; helps visualize what future growth could look like; and reviews trends in demographic, economic, and development patterns. Finally, the paper outlines preliminary approaches to updating the Region's Urban System and poses a series of questions for discussion and feedback.

Durham's Urban System (refer to Urban System Map, page 20) is comprised of the following designations:

- **Urban Growth Centres:** focal points for intensive urban development and the main concentrations of urban activity.
- **Regional Centres:** the main concentrations of urban activity, but at a smaller scale than Urban Growth Centres.
- **Regional Corridors:** form key connections between Centres along certain Regional roads.
- **Waterfront Places:** focal points along the Lake Ontario waterfront.

- **Living Areas:** areas used predominately for housing purposes, including a diverse range of housing sizes, types and tenures.
- **Employment Areas:** lands set aside for businesses and industries that require separation from sensitive uses such as schools, churches and residential uses.

In 2016, approximately 92 per cent of the region's residents resided within the Urban System. It was also home to roughly 94 per cent² of the region's jobs, and is where the vast majority of the region's forecasted population and employment growth will occur.

This paper is intended to serve as a starting point for stakeholder input and discussion. Subsequent phases of the Growth Management Study for Envision Durham will include a detailed and comprehensive assessment of the region's current urban land supply. It will determine whether there is sufficient land to accommodate the 2041 population and employment forecast at the prescribed densities, and if not, how much additional urban land may be required.

The Region is committed to working collaboratively with all stakeholders, including Durham's area municipalities, conservation authorities, the Ontario Ministry of Municipal Affairs, the development community, other key stakeholders, and the public.

² The reported figure includes the Darlington Nuclear Generating Station, located in an employment related area outside of the Urban Boundary.

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How to get involved

Public input is integral to the success of Envision Durham—we want to hear from you!

Please use this opportunity to share your vision for Durham—tell us your thoughts and opinions on the key Discussion Questions raised throughout this document (Appendix A).

Join the conversation by visiting durham.ca/EnvisionDurham to submit your comments.

To receive timely notifications on the Envision Durham process, please visit durham.ca/EnvisionDurham to subscribe for project updates.

1.0 Introduction

The Urban System Discussion Paper is the first in a series of planned reports as part of the Growth Management Study for Envision Durham. This paper provides an overview of many of the issues affecting the growth of our Region and includes an overview of:

- Land use planning in Ontario.
- Provincial policies and plans that the Region’s Official Plan must be consistent with and conform to.
- The components and land use designations that comprise the Region’s Urban System.
- Statistics, trends and patterns in population and employment growth.
- Proposed approaches to delineating Strategic Growth Areas, including Major Transit Station Areas.
- The various studies that make up the Land Needs Assessment.
- The proposed process for assessing employment area conversions and settlement boundary expansions.

- Other growth management and policy topics that will be considered.

Staff will report to Regional Council and share the results of key milestones throughout the Growth Management Study, as anticipated in Figure 2 below.

Following public input on this Discussion Paper, the next phase of the Growth Management Study will include a Land Needs Assessment (LNA). Following the LNA, the Growth Management Study will recommend the most suitable locations for settlement boundary expansions and/or employment area conversions, if any are required.

Land Needs Assessment (LNA): the comprehensive assessment of existing land supply to accommodate forecasted growth. The completed LNA will determine if any additional land is required to accommodate forecasted residential and employment growth to the year 2041.



Figure 2: Anticipated reports as part of the Growth Management Study.

2.0 Ontario's planning hierarchy

Land use planning deals with how the use of land is managed and regulated. It allows communities to set goals, policies and approaches on how to grow and develop in an orderly manner. This includes directing where growth should occur, as well protecting areas where growth should not occur.

In the Province of Ontario, land use planning occurs within the hierarchy of provincial and municipal levels of government, with each level exercising a different degree of control and regulation. As a general rule, planning decisions must be consistent with and/or conform with the policy directions and plans set out by the province.

2.1 Provincial planning regime

The basis for all municipal land use planning starts with the Planning Act. This provincial legislation sets out the ground rules for land use planning, including how land uses may be controlled, who may control them, as well as the approval process that must be followed. The province denotes its interest in land use

planning by issuing provincial policy statements and by preparing provincial plans. Provincial policy statements set province-wide direction on land use planning matters, whereas provincial plans prescribe policies for specific geographic areas of Ontario. There are five provincial plans that apply to Durham Region, including:

- The Oak Ridges Moraine Conservation Plan (2002, updated 2017).
- The Greenbelt Plan (2005, updated 2017).
- The Growth Plan for the Greater Golden Horseshoe (2006, updated 2017, replaced by A Place to Grow: Growth Plan for the Greater Golden Horseshoe in May, 2019).
- The Central Pickering Development Plan (2006, updated 2012).
- The Lake Simcoe Protection Plan (2009).

Ongoing changes to provincial policy will be monitored and addressed through the Growth Management Study, to ensure that the Region conforms with any new or amended provincial policy.

The areas of the region to which provincial plans apply is shown in Figure 3 on page 10.

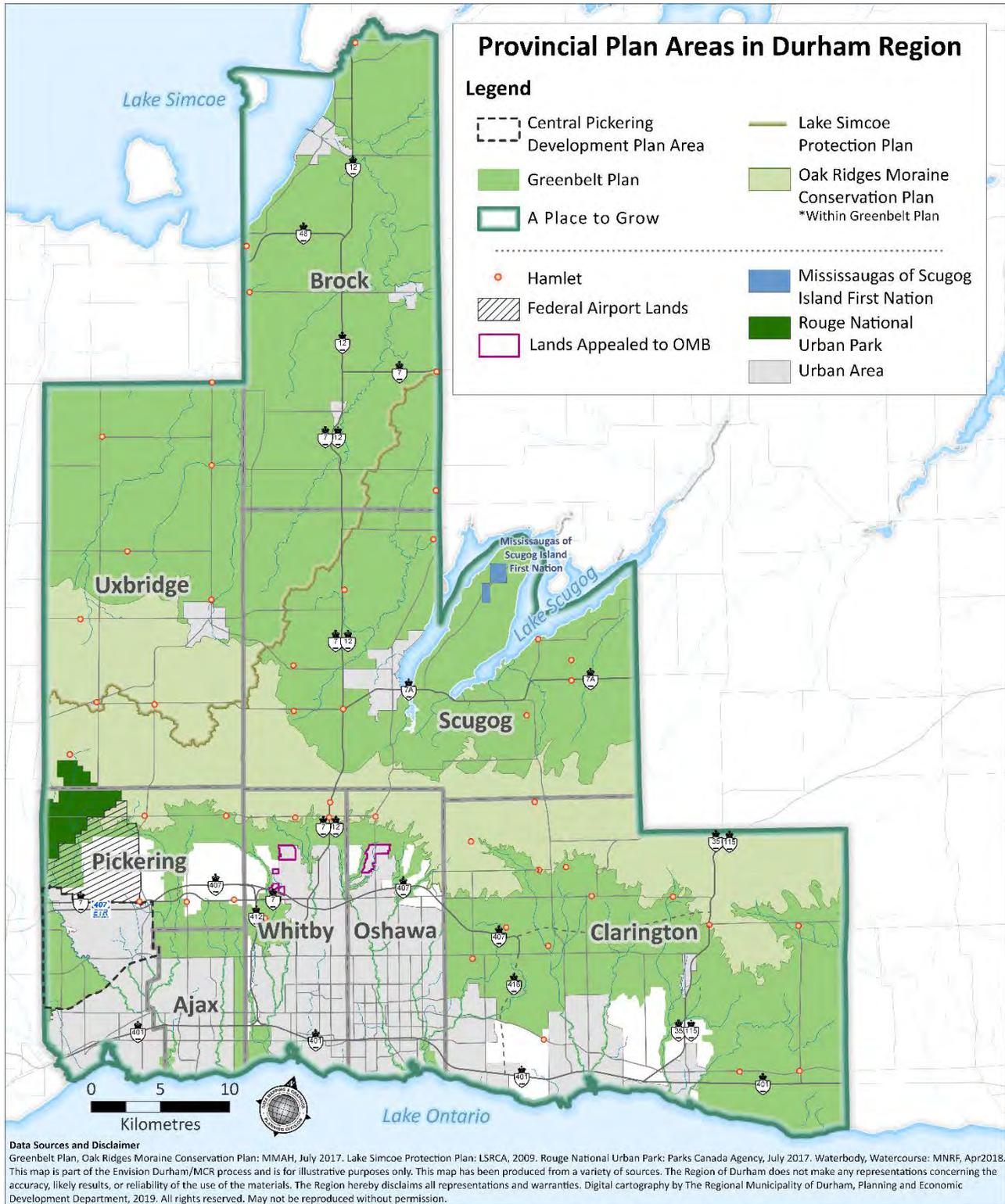


Figure 3: Provincial Plan Areas in Durham Region.

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2.2 Provincial policy that impacts growth management

Ontario's provincial policy statement and its provincial plans provide the framework of where and how growth should occur. They set a broad vision for municipalities to be strong, complete, and healthy communities; and also set specific and measurable requirements, such as the achievement of density and intensification targets.

Where lands are to be protected – for environmental or agricultural significance or other reasons – provincial policy may limit or even prohibit growth, directing it to more appropriate areas.

2.2.1 Provincial Policy Statement

The Provincial Policy Statement (PPS) sets the policy foundation for land use planning across Ontario. The PPS contains three major policy areas of: Building Strong and Healthy Communities, the Wise Management of Resources, and Protecting Public Health and Safety.

The PPS provides direction on development and land use patterns. This includes placing importance on urban and rural settlement areas as focal points for population and employment growth, while minimizing land consumption. An overarching theme of the PPS is to align growth in a manner that maximizes the efficient use of infrastructure and public service facilities.

2.2.2 Oak Ridges Moraine Conservation Plan, Greenbelt Plan and the Lake Simcoe Protection Plan

The Greenbelt Plan and Oak Ridges Moraine Conservation Plan (ORMCP) apply to landscapes that have agricultural and/or ecological significance. Together, these plans cover over 80 per cent of the Region's land base. In the context of growth management, the Greenbelt Plan and ORCMP protect these areas from urbanization and development.

The Lake Simcoe Protection Plan (LSPP) applies to lands within the Lake Simcoe watershed boundary. This accounts for roughly one third of the Region's geographic area, including parts of Brock, Scugog, and Uxbridge. The LSPP seeks to improve water quality, protect the watershed's natural heritage, and manage the effects of climate change.

The LSPP impacts growth by applying increased setbacks for development along the Lake Simcoe shoreline, regulates phosphorous loading caused by development, and restricts the establishment of new water pollution control plants within the Lake Simcoe watershed.

2.2.3 Central Pickering Development Plan

The Central Pickering Development Plan (CPDP) is a provincial land use plan for the Seaton community and Duffins Rouge Agricultural Preserve located in northwest Pickering. The CPDP includes planning, transportation, and design policies to accommodate a population of 61,000 residents and 30,500 jobs by 2031; and up to 70,000 residents and 35,000 jobs through

long-term intensification, while protecting the existing agricultural community and Natural Heritage System.

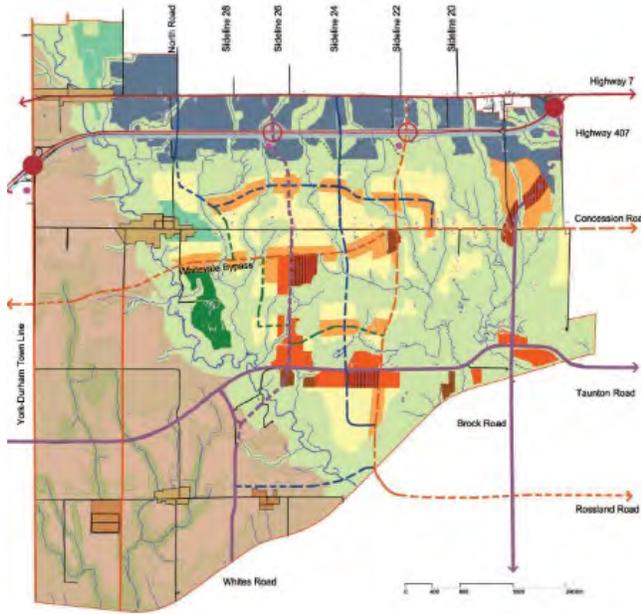


Figure 4: Land Use Schedule, Central Pickering Development Plan.

2.2.4 A Place to Grow

The Growth Plan is a provincial plan that establishes the long-term direction for where and how communities in the Greater Golden Horseshoe will grow. This includes allocating population and employment growth forecasts to the year 2041 that each of the upper- and single-tier municipalities must plan to accommodate, as well as specifying density and intensification targets.

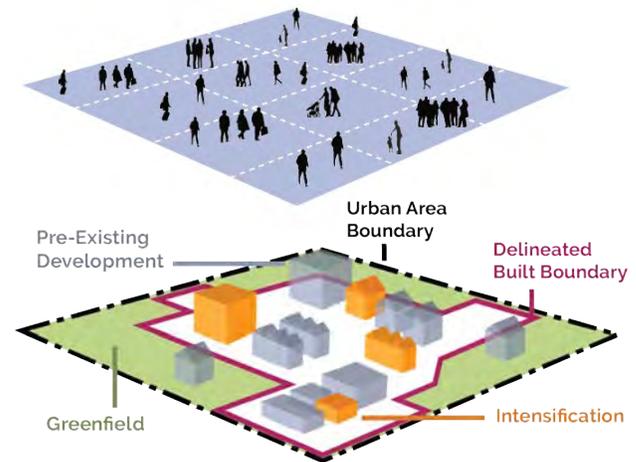


Figure 5: The Growth Plan outlines requirements that municipalities must meet when planning to accommodate growth. Two key measurements are density targets, measured in residents and jobs per hectares (top image); and intensification, measured by the rate at which development occurs within the delineated built boundary (bottom image).

The Growth Plan emphasizes the importance of intensification. Policy direction is to optimize the existing urban land supply through infill and redevelopment before considering further settlement area boundary expansions. Municipalities may only consider a settlement area boundary expansion once a Land Needs Assessment (LNA) has been completed.

Following a consultation process on proposed amendments to the Growth Plan, 2017, the Province released A Place to Grow: Growth Plan for the Greater Golden Horseshoe on May 2, 2019, effective May 16, 2019. A Place to Grow, 2019, includes a number of policy changes that will affect the Region’s Growth Management Study – both in how it is to be conducted and the potential outcome. This includes revisions to key intensification and density targets that the

Growth Management

Region must plan to achieve, as summarized in Table 1 below.

Table 1: Updated intensification and density targets³.

Requirement	Growth Plan, 2006 (currently reflected in the ROP)	Growth Plan, 2017	A Place to Grow, 2019
Population Allocation	960,000 (by 2031)	1,190,000 (by 2041)	1,190,000 (by 2041)
Employment Allocation	350,000 (by 2031)	430,000 (by 2041)	430,000 (by 2041)
Minimum Intensification Target	40%	Phased in over time at 50% and 60%	50%
Minimum Greenfield Density Target	50 residents and jobs per hectare	Phased in over time at 50, 60 and 80 residents and jobs per hectare	50 residents and jobs per hectare
Minimum Density Target: Urban Growth Centres	200 residents and jobs per hectare	200 residents and jobs per hectare	200 residents and jobs per hectare
Minimum Density Target: Major Transit Station Areas on Priority Transit Corridors served by Go Transit	N/A	150 residents and jobs per hectare	150 residents and jobs per hectare

Source: Durham Region Official Plan; Growth Plan, 2006; Growth Plan, 2017; A Place to Grow, 2019.

³ Municipalities may request alternate targets (with the exception of Urban Growth Centres), subject to demonstration that the prescribed Provincial target is not achievable.

2.3 Guidance documents

To support implementation of municipal growth management requirements, the Province released several guidance documents and resources.

2.3.1 Land Needs Assessment Methodology for the Greater Golden Horseshoe

A Place to Grow requires the completion of a Land Needs Assessment (LNA) to manage and plan for the Region's share of population and employment growth in the GGH to the year 2041. To provide guidance and achieve a consistent approach across the GGH for upper- and single-tier LNA exercises, the Province drafted a standardized methodology.

The LNA methodology outlines the series of steps required to mathematically determine the amount of land needed to accommodate forecasted growth. The methodology identifies the necessary steps, the variables, data, assumptions and related studies to evaluate intensification areas, employment areas, and designated greenfield areas. Only at the end of the LNA can the Region determine whether there is sufficient land within existing settlement areas to accommodate the 2041 forecast, or alternatively, if additional lands are required.

The Land Needs Assessment Methodology for the Greater Golden Horseshoe was released on May 4, 2018.

2.3.2 Application of the Intensification and Density Targets (draft, March 2018)

In March 2018, the Province released draft guidance materials to assist with the interpretation and application of certain policies related to growth management. This draft guidance document provides additional information and proposed directions specific to:

- The type and range of density and intensification targets, and the geographic areas to which they apply.
- The eligibility and criteria for requesting an alternative to minimum density and intensification targets.
- How to assess areas where multiple targets may apply and overlap.
- How to calculate the various targets.
- Identifies features that can be excluded from density calculations.
- Guidance on how to develop an Employment Area density target.
- Guidance on how to delineate Major Transit Station Areas (MTSAs).

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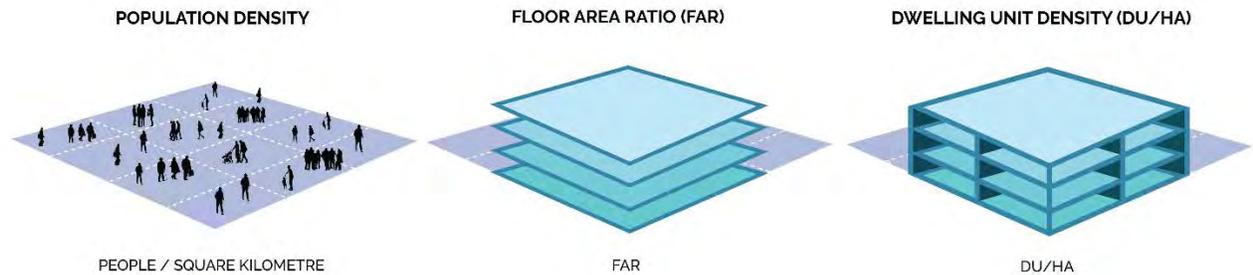


Figure 6: There are several ways to measure density. The three examples above are used in the current Regional Official Plan, which includes: the total number of residents and jobs per hectare (left image); the ratio of total floor area to land area (centre image); and the total number of dwelling units per hectare (right image).

At the same time, the Province also released a guidance document entitled *The Municipal Comprehensive Review Process*, which provides information on the sequencing and staging of an Official Plan Review. However, at the time of writing this paper, the draft Targets and MCR guidance documents have not been finalized by the Province. Other guidance materials that may have an effect on the LNA process will also be considered, including the draft *Watershed Planning in Ontario* and *Agricultural Impact Assessments* documents.

2.4 How upper-tier and lower-tier governments implement Provincial planning requirements

Within the Greater Golden Horseshoe, most municipalities in Ontario are organized into

Two-tier systems. Upper-tier municipalities, such as the Region of Durham, are comprised of several lower-tier municipalities. The role of regional government is to address issues and concerns that apply to broader geographic areas; crossing the borders of lower-tier municipalities.

For land use planning, regional government's primary planning tool is a Regional Official Plan (ROP). The ROP implements the requirements of any relevant provincial legislation, provincial plans, and the PPS. Area municipalities develop their own, more detailed Official Plans (and may include more detailed secondary plans, Part II Plans, or tertiary plans as the case may be), as well as implementing zoning by-laws. While the ROP is required to implement provincial policy, area municipal planning tools are required to conform with both Regional and provincial policy.



Figure 7: Ontario's land use planning hierarchy.

3.0 Evolution of the Durham Regional Official Plan

The first ROP was adopted by Regional Council in July 1976 and subsequently approved by the Province in March 1978. The 1978 ROP established a structural framework of Settlement Areas, Agricultural Areas, a Major Open Space System, a Transportation System, and essential utilities and services. To a large degree, the basis of the 1978 Regional Structure remains intact to this day.

The original ROP was repealed and replaced by a new Regional Official Plan in June 1991, which was subsequently approved by the Province in November 1993. The 1993 ROP applied a 30-year planning horizon to accommodate growth through urban area expansion, as well as through some intensification of existing Settlement Areas.

Through a series of amendments, the 1993 ROP was updated over time to incorporate the various provincial planning requirements. The Region's last Municipal Comprehensive Review (MCR) of the ROP took place in two parts – from early 2000 to 2013 – and resulted in two major amendments (Regional Official Plan Amendments #114 and #128). The current ROP reflects the requirements of the 2002 Oak Ridges Moraine Conservation Plan, the 2005 Provincial Policy Statement, the 2005 Greenbelt Plan, the 2006 Growth Plan, and the 2012 Central Pickering Development Plan.

Since the last MCR of the ROP, there have been substantial changes to provincial plans and policies. Following the Region's adoption of ROPA 128 in 2009, the Province released changes to the following plans and policy documents:

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- The Lake Simcoe Protection Plan, which applies to a significant portion of northern Durham, in 2009.
- An updated PPS in 2014.
- Four Source Protection Plans that apply to Durham in 2015.
- An updated Growth Plan, Greenbelt Plan, and ORMCP in 2017.
- A Place to Grow (replacing the 2017 Growth Plan) in May 2019.

Amendments to the ROP are required to implement updated provincial planning policy and requirements. In May 2018, Regional Council authorized staff to proceed with a Municipal Comprehensive Review (MCR) of the ROP. More than just a conformity exercise to update the existing Plan, Envision Durham will result in a new ROP that charts a vision and framework for how Durham will grow over the next 20 years.

3.1 Durham’s regional structure

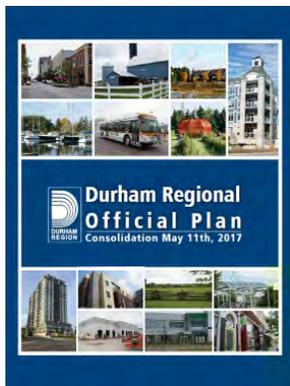


Figure 8: The Durham Region Official Plan.

The current ROP can be characterized as a structural plan comprised of Urban, Rural, Greenlands and Transportation Systems.

The **Urban System** includes lands within the Urban Area Boundary (Urban Areas) that will accommodate the majority of the Region’s forecasted employment and population growth. The Urban System includes a hierarchy of areas and designations, intended to evolve into healthy and complete communities that are compact and efficient.



Figure 9: Most of the region’s employment and population are planned to locate within the Urban System.

The **Rural System** supports and protects areas of the region with existing rural character (Rural Areas) and traditional rural industries, such as agriculture and aggregate extraction. Development within the Rural System is focused within existing Rural Settlements. A fundamental principle of the ROP is the distinction between the Urban and Rural System.



Figure 10: Durham’s Rural System includes a vibrant Agricultural Sector.

The **Greenlands System** follows natural features and functions that weave through and between the Urban and Rural Systems. Lands within the Greenlands Systems are generally meant to be preserved for their ecological and environmental benefits; providing opportunities for recreational activities where appropriate.



Figure 11: The Greenlands System follows natural features, such as watercourses.

The **Transportation System** also crosses the Urban and Rural Systems, providing access and connections across the region. The Transportation System is comprised of roads; active transportation networks (pedestrian routes, cycle paths and trails); transit priority networks; strategic goods movement networks, as well as other transportation-related infrastructure, such as airports, railways and ports.



Figure 12: The Transportation System provides connections through and across Durham Region.

3.2 The Urban System

The Urban System includes lands within the Urban Boundary that are planned to accommodate the vast majority of the Region's population and jobs. These Urban Areas range in size and function, and are organized as follows:

- The Whitby/Oshawa/Courtice Urban Area as the central anchor.
- The Bowmanville/Newcastle Village Urban Area as the eastern anchor.
- The Pickering/Ajax Urban Area as the western anchor.
- The smaller Urban Areas of Beaverton, Cannington, Sunderland, Uxbridge, Port Perry and Orono.

Growth Management



Figure 13: The Regional Official Plan recognizes the differing form and function of the Region's Urban Areas. Pictured above is Downtown Oshawa (Source: David Sappleton).



Figure 14: The Regional Official Plan recognizes the differing form and function of the Region's Urban Areas. Pictured above is Downtown Cannington in the Township of Brock.

The Urban System (see page 20) is intended to create distinct Urban Areas, balance population and employment growth, and function as healthy and complete communities. The Urban System designations generally separate incompatible uses; provide for focal points and concentrations of urban activities; and plan for essential connections. The land use designations that make up the Urban System are:

- **Living Areas:** areas used predominately for housing purposes, including a diverse range of housing sizes, types and tenures. Living areas also permit additional non-residential uses where such uses are compatible with their surroundings.
- **Employment Areas:** lands set aside for businesses and industries that require separation from sensitive uses, such as schools and residential uses. Employment Areas are characterized by their need to have access to highway, rail, and/or shipping facilities.
- **Urban Growth Centres:** focal points for intensive urban development and the main concentrations of institutional, public services, major office, commercial, recreational, residential, entertainment, and cultural land uses, and also serve as major employment centres.
- **Regional Centres:** the main concentrations of urban activity, but at a smaller scale than Urban Growth Centres, providing a fully integrated array of institutional, commercial, major retail, residential, recreational, cultural, entertainment, and major office uses.
- **Regional Corridors:** form key connections; provide for the movement of people and goods between Centres; and support public transit through mixed use development at higher densities.
- **Waterfront Places:** focal points along the Lake Ontario waterfront that integrate a range of residential, commercial, and recreational uses with the surrounding Greenlands System.

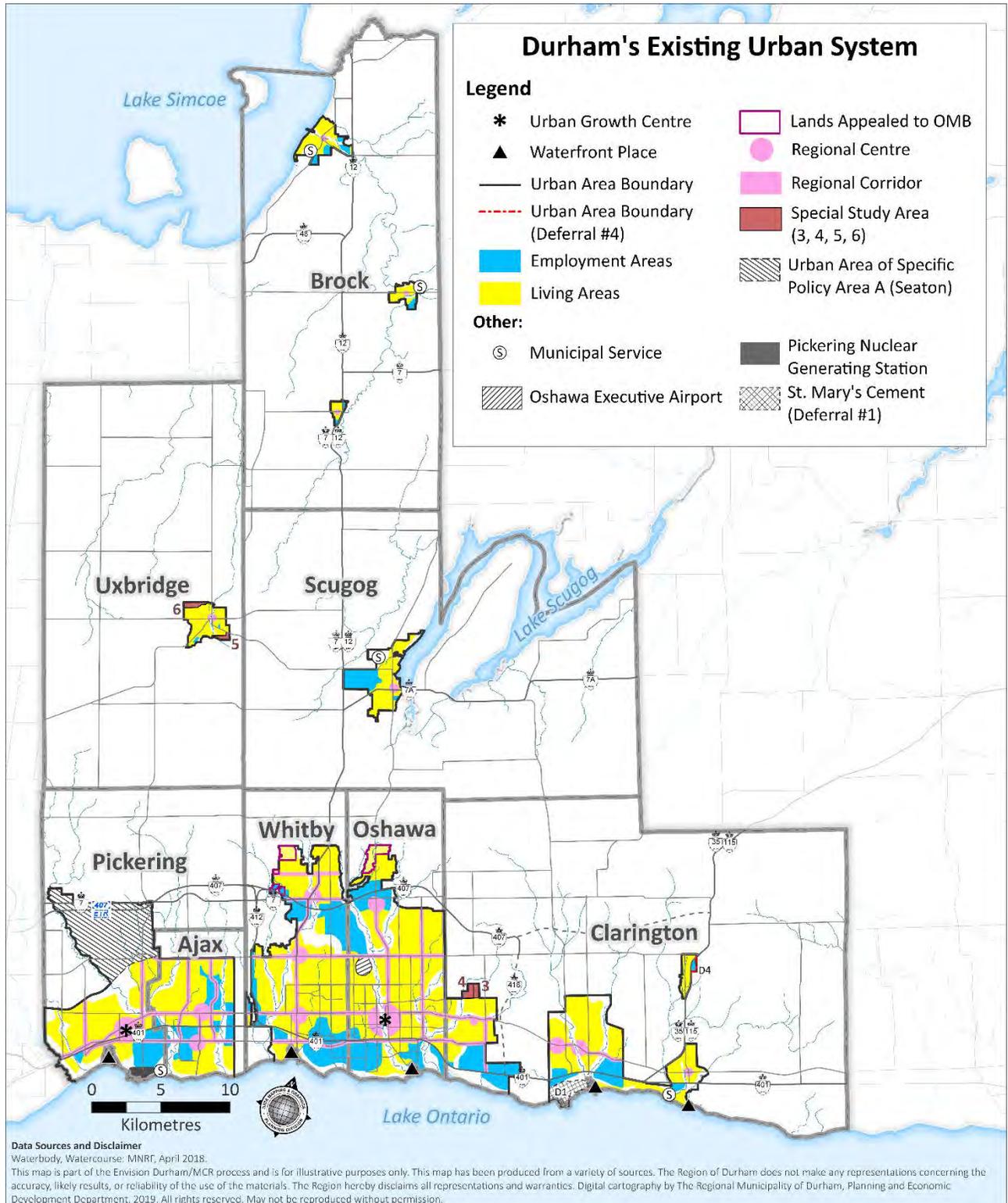


Figure 15: Durham Region's Existing Urban System.

Growth Management

Discussion Question:

Is the Urban System achieving the Regional Official Plan vision of creating distinct Urban Areas, balancing population and employment growth, and achieving healthy and complete communities?

The current ROP goals for the Urban System are:

- To establish an Urban System of distinct Urban Areas that are adaptable and able to evolve into healthy and complete sustainable communities that balance population growth with employment growth.
- To create distinct Urban Areas that relate to each other within the Region.
- To provide diverse Urban Areas to meet the various needs of present and future residents of the Region.
- To develop people-oriented Urban Areas that create a sense of community, promote social interaction, and remain aesthetically pleasing.
- To provide compact, efficient and accessible Urban Areas comprised of mixed uses.
- To protect key natural heritage or hydrologic features and functions located within or outside of Urban Areas from the impacts of urbanization.
- To integrate nature into the urban fabric of the Region.
- To provide convenient access to fresh locally grown produce and other healthy food from sources such as farm markets, community gardens and grocery stores.

Additional goals are also set out for the various components/designations of the Urban System, including Centres, Corridors, Waterfront Places, Living Areas and Employment Areas.

Discussion Question:

Are there any additional goals for the Urban System that should be included in the Regional Official Plan?

4.0 Demographic, development and employment trends in Durham Region

Key indicators can measure how a community is performing. The following sections examine a series of population and employment indicators, providing insight of how Durham Region is growing and evolving.

Demographic, development and employment trends reported in this paper use a variety of data sources. Statistics Canada provides extensive information on population and employment trends. The most recent Census occurred in May 2016. Other data sources, including Durham's annual Employment Survey (or Business Count), Municipal Property Assessment Corporation (MPAC) data, the Region's building permit database and subdivision activity reports, have also been considered.

Further Analysis of population and employment trends will take place through the Land Needs Assessment and its related studies, as described in Section 8.1 of this paper.

4.1 Population trends

Durham’s population has increased significantly from 247,473 in 1976 to 645,862⁴ in 2016. Growth was highest during the period from 1986 to 1991, when the population increased by over 25 per cent. As of May 2019, it is estimated that 697,800 people live in Durham, occupying 238,220 households⁵. Oshawa continues to be the largest municipality by population, followed by Whitby and Ajax.

The focus of growth in Durham has been predominately in Urban Settlement Areas, with the greatest concentration of population in the lakeshore municipalities of Pickering, Ajax, Whitby, Oshawa, and Clarington as shown in Figure 17 on page 23. Low-density (specifically single-detached) housing continues to be the most common form of housing, but there has been a clear shift towards more medium- and high-density forms of housing in recent years, including townhouses and apartments.

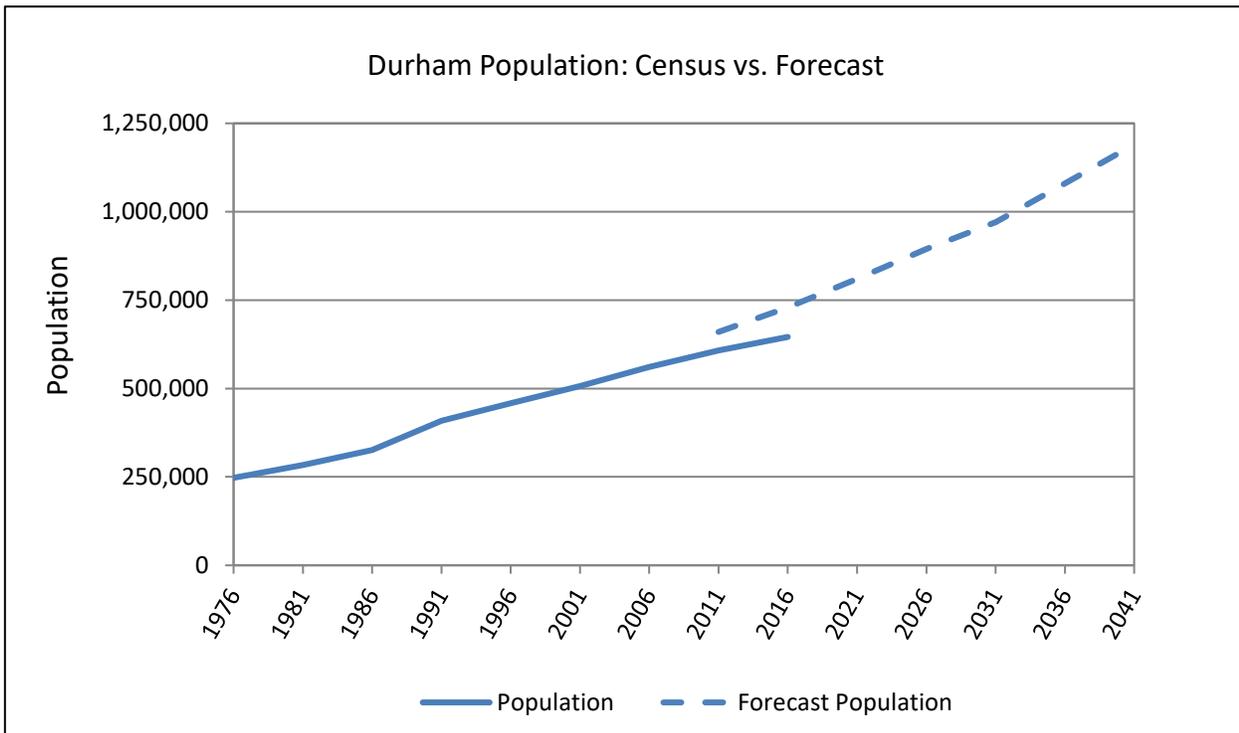
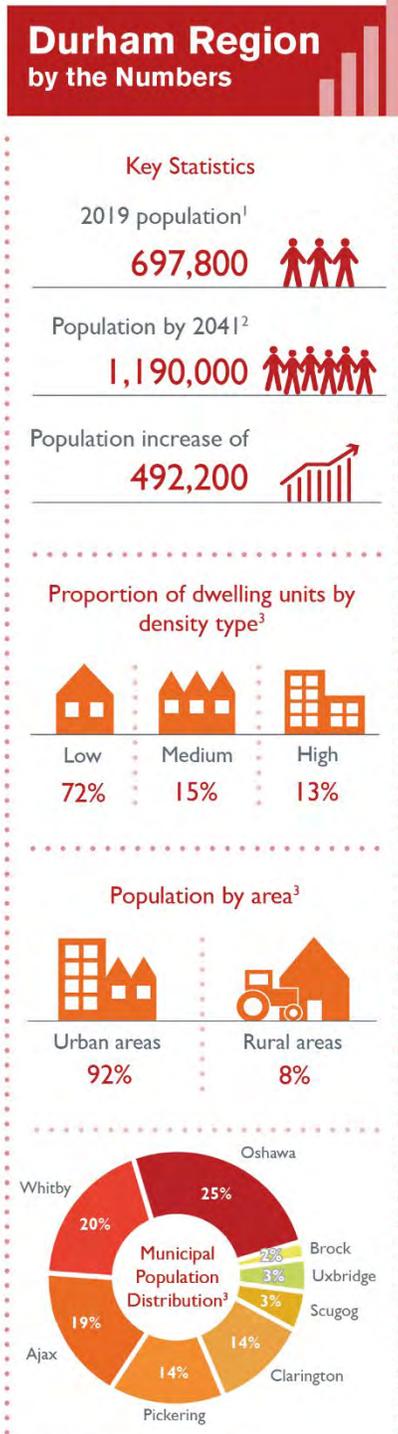
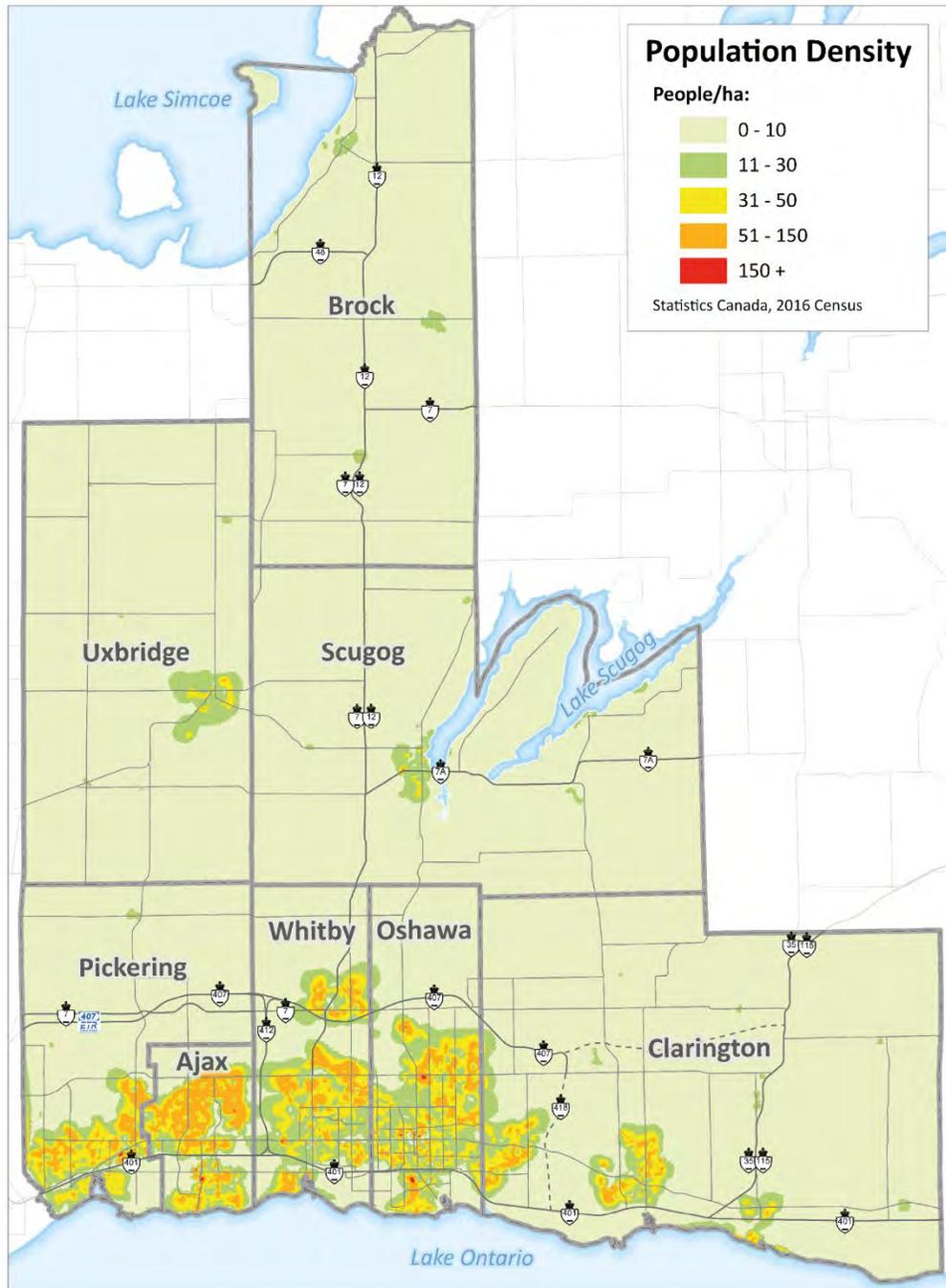


Figure 16: Historical growth and forecasted growth in Durham (source: Statistics Canada and A Place to Grow, 2019).

⁴ For the purpose of comparison with historical population, this 2016 population figure does not include an undercount adjustment (Census population may be adjusted to account for the number of

Canadian residents that are not recorded/missed during the Statistics Canada Census).
⁵ 2018-INFO-149, Monitoring of Growth Trends (November 16, 2018).

Growth Management



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1. 2018-INFO-149 Monitoring of Growth Trends.
2. Growth Plan Schedule 3.
3. Statistics Canada 2016 Census

Figure 17: Highlighted trends in population growth, concentration and distribution, 2016.

4.2 Actual and forecasted population growth

The Greater Toronto and Hamilton Area (GTHA) will need to grow by 1.6 per cent per year between July 2018⁶ and 2021 to meet their population forecasts⁷. By comparison, the rate of population growth in the GTHA

was approximately 1.2 per cent per year between 2011 and 2016. Among all GTHA municipalities, Durham will require the greatest rate of population growth, at 5.8 per cent per year, to meet the 2021 forecast that was allocated to the Region. The focus of population growth will be within the Region's Urban System.

Table 2: Required growth to achieve forecasted 2021 population targets for the GTHA.

Municipality	2018 estimated population (Statistics Canada)	2021 allocated population	Percentage of 2021 growth forecast achieved by 2018
Durham	683,604	810,000	84.4%
Halton	580,014	650,000	89.2%
Peel	1,477,196	1,490,000	99.1%
Toronto	2,956,024	2,930,000	100.9%
York	1,150,596	1,300,000	88.5%
Hamilton	567,979	590,000	96.3%
GTHA Total	7,415,773	7,770,000	95.4%

Sources: Statistics Canada Annual Demographics Estimates; A Place to Grow, 2019.

⁶ Statistics Canada Annual Demographics Estimates: Subprovincial Areas, July 1, 2018.

⁷ Growth Plan for the Greater Golden Horseshoe, 2006.

Growth Management

Although Durham has not kept pace with the Growth Plan forecasts, some local municipalities are likely to meet and exceed their allocated population forecasts set out in the ROP. According to the Region's short-term growth forecasts⁸ – based on monitoring of development application activity, housing completions, and building permit activity – both Ajax and Oshawa should exceed their 2021 population forecasts; while Brock, Clarington, and Scugog are close to meeting their forecast.

Slower than expected growth in Pickering (in particular the timing of development in Seaton) is the primary reason for a slower rate of growth regionally.

However, the pace of growth in Pickering has increased significantly in recent years and will continue due to developments in its Urban Growth Centre, the Duffin Heights neighbourhood, and the Seaton community.

Table 3: Short-term population estimate versus ROP population forecast for 2021.

Municipality	ROP 2021 forecast Population	Estimated actual population by 2021	Population Difference	Percentage Difference
Ajax	132,325	133,800	1,475	1.1%
Brock	12,810	12,400	-410	-3.3%
Clarington	108,100	107,800	-300	-0.3%
Oshawa	174,695	178,400	3,705	2.1%
Pickering	177,915	111,600	-66,315	-59.4%
Scugog	23,415	22,900	-515	-2.2%
Uxbridge	23,740	22,400	-1,340	-6.0%
Whitby	156,915	144,800	-12,115	-8.4%
Durham	809,990	734,000	-75,990	-10.4%

Sources: 2018-INFO-149, Monitoring of Growth Trends (November 16, 2018).

⁸ 2018-INFO-149, Monitoring of Growth Trends (November 16, 2018).

4.3 Regional Official Plan 2031 Forecast

The current ROP includes forecasted growth by area municipality to the year 2031. By 2031, the ROP forecasts that the population of Pickering will increase to 225,670, becoming the most populated municipality in the Region. Within the same timeframe, Oshawa is forecast to have the second largest population, followed by Whitby and

Clarington. More modest rates of growth are forecasted for Ajax, as well as in Durham’s northern municipalities of Brock, Scugog, and Uxbridge.

A Place to Grow requires the Region to plan and allocate population growth to the planning horizon of 2041. Through Envision Durham, the Region will review and update population allocations among the area municipalities.

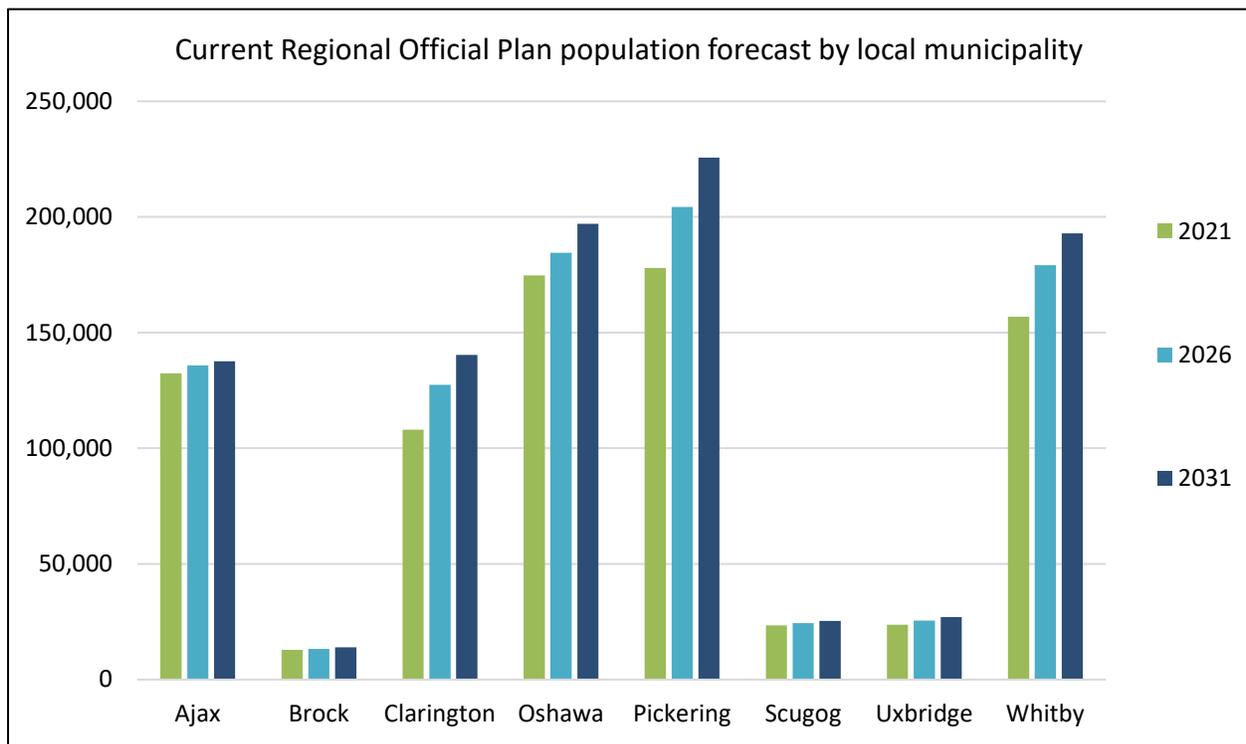


Figure 18: Forecasted area municipal population growth (source: Durham Regional Official Plan).

Growth Management

4.4 Household size (people per unit) and housing mix

Over time, there has been a growing trend toward fewer people living within households. In 2016, there were approximately the same number of one and two-person households (113,925) in Durham compared with those occupied by three or more people (113,975). Over time, the average household size has steadily decreased from 3.5 persons in 1976 to less than three people per household in 2016.

Historically, the most common form of housing in Durham has been single-detached dwellings with multiple bedrooms. The existing supply of housing in Durham remains predominantly low-density, specifically in the form of single-detached dwellings. However, the recent trend for new home construction has shifted toward more townhomes and apartment units. Given the trend towards households with fewer people, many household can now be accommodate in smaller units within higher-density housing developments.

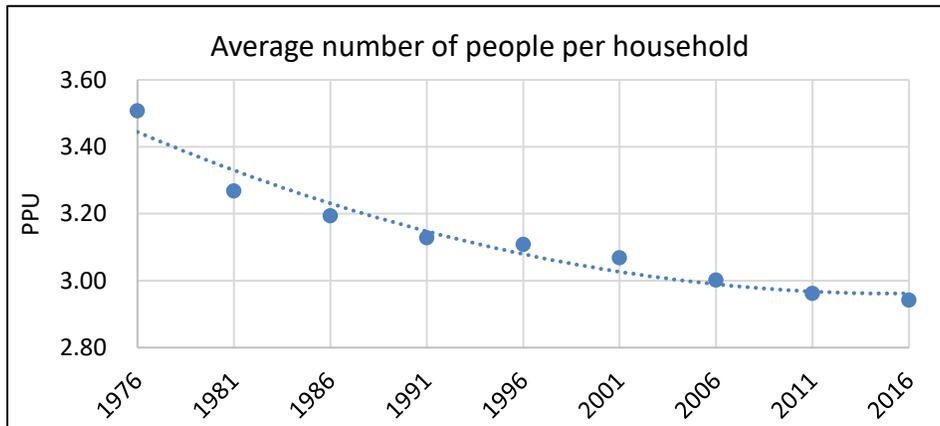


Figure 19: Trends in population per household in Durham (source: Statistics Canada).

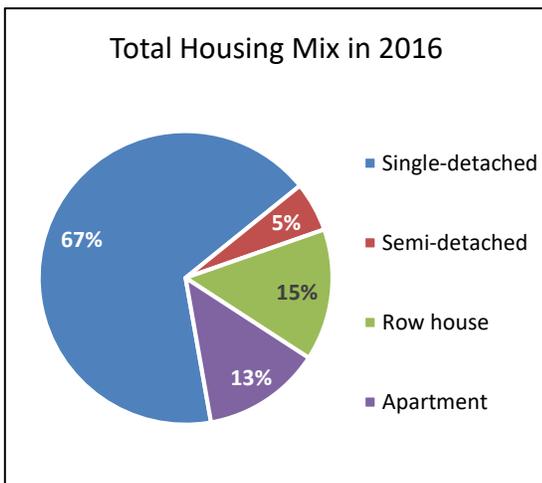


Figure 20: Total Housing Mix in 2016 (source: Statistics Canada).

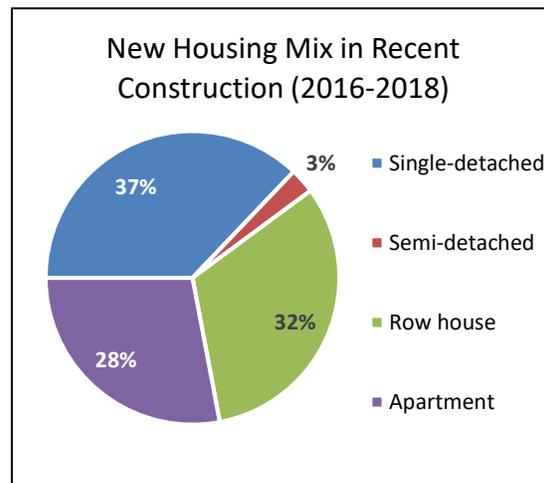


Figure 21: New Housing Mix (source: Durham Planning Division).



Figure 22: Recently constructed single-detached dwellings.



Figure 23: Recently constructed townhomes.

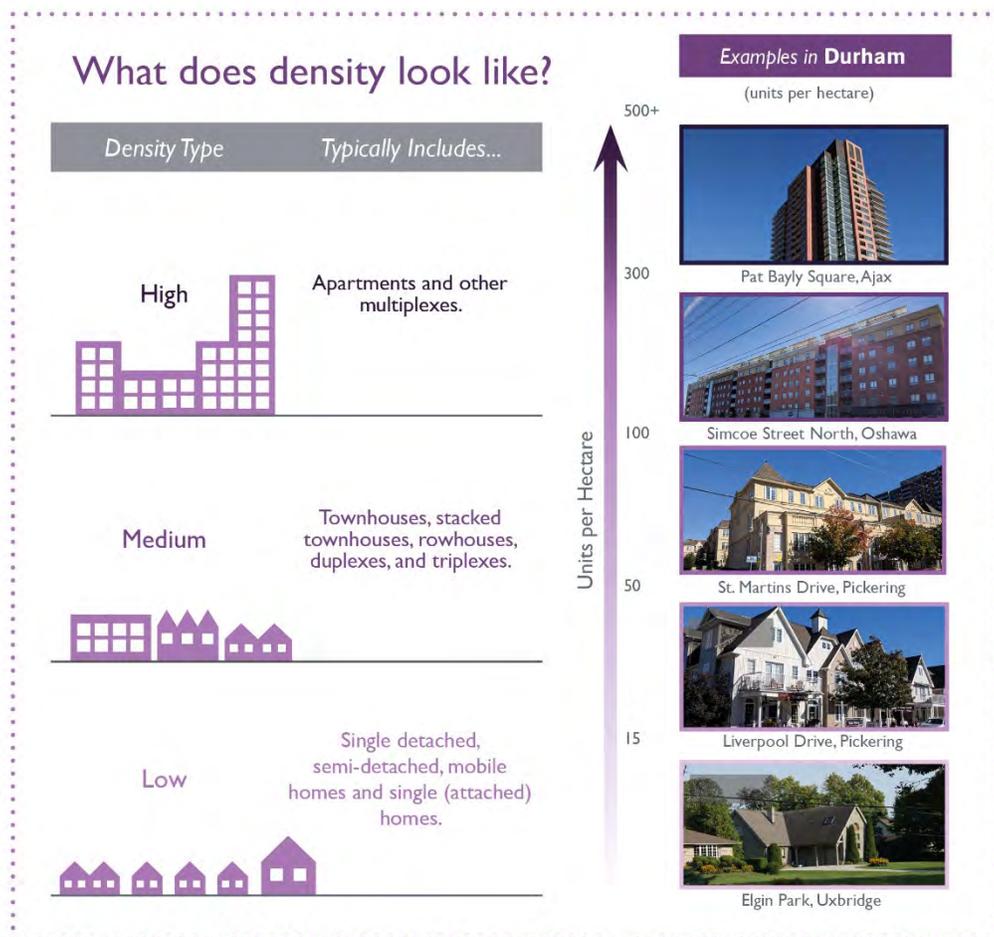


Figure 24: Examples of low, medium and high-density homes, based on classifications contained in Durham Regional Development Charge Background Study, 2018.

Growth Management

4.5 Net migration

Migration continues to be a significant contributor to growth in the GTHA. In Durham, over two-thirds of population growth, in the last five years, has been in the

form of migration from foreign countries or from other areas of Ontario and Canada. In the five years from July 2013 to July 2018, over 33,000 people migrated to Durham. The role of migration on population growth will be further considered as part of Envision Durham and the LNA.

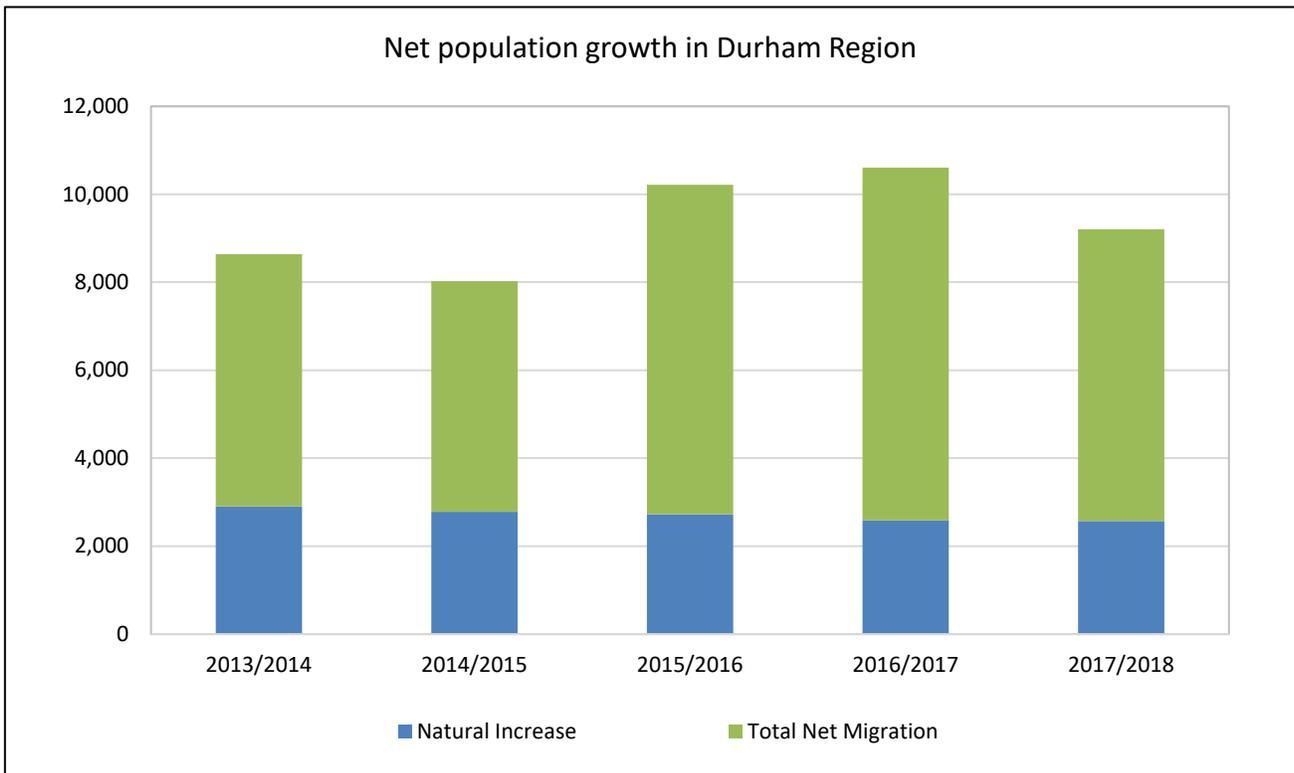


Figure 25: Migration versus natural population increase in Durham from 2013 to 2018 (source: Statistics Canada Annual Demographics Estimates: Subprovincial Areas, July 1, 2018).

4.6 Age structure

Another significant demographic trend occurring in Durham is that of an aging population. Since 2001, the percentage of seniors (aged 65 years and older) has risen from 9.8 per cent to 14.4 per cent of the Region’s total population. This trend is expected to continue, with the Ministry of Finance projecting that by 2041, nearly a quarter of Durham’s population will be 65 years old or older (23.8 per cent) ⁹.

includes developing its [Age-Friendly Durham Strategy and Action Plan \(April 2017\)](#). The strategy provides a series of actions intended to respond to the needs of older adults. Through Envision Durham, the Region will consider policies that support an aging population.

Discussion Question:

How can Regional Official Plan Policies support the needs of an aging population?

The Region has taken a proactive approach to planning for an aging population. This

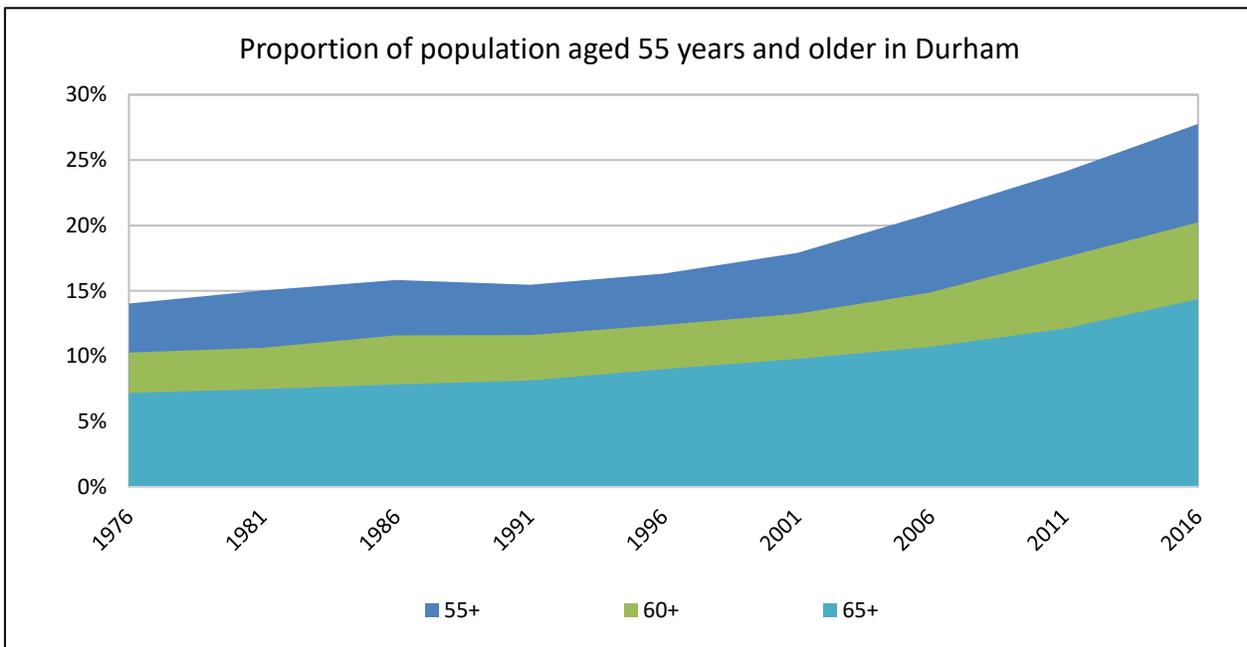


Figure 26: Trends in average age in Durham (source: Statistics Canada).

⁹ Ministry of Finance, Ontario’s Population Projection Update – Spring 2018.

Growth Management

4.7 Current and forecasted employment growth

The 2016 Census reported a total of 236,760 jobs¹⁰ in Durham. Durham has experienced steady employment growth over the past 15 years. The most pronounced period of employment growth occurred between 2001 and 2006, which resulted in 23,795 additional jobs, or an increase of 12 per cent. The Region saw more modest growth of 4,320 jobs (two per cent) between 2006 and 2011 and 13,640 jobs (six per cent) from 2011 to 2016.

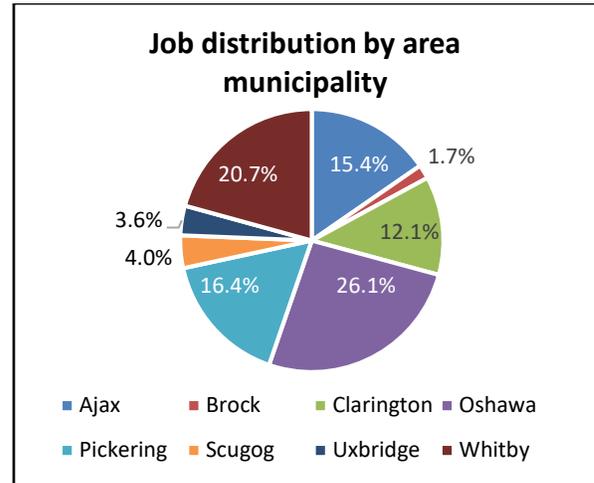


Figure 27: Job distribution by area municipality (source: Statistics Canada).

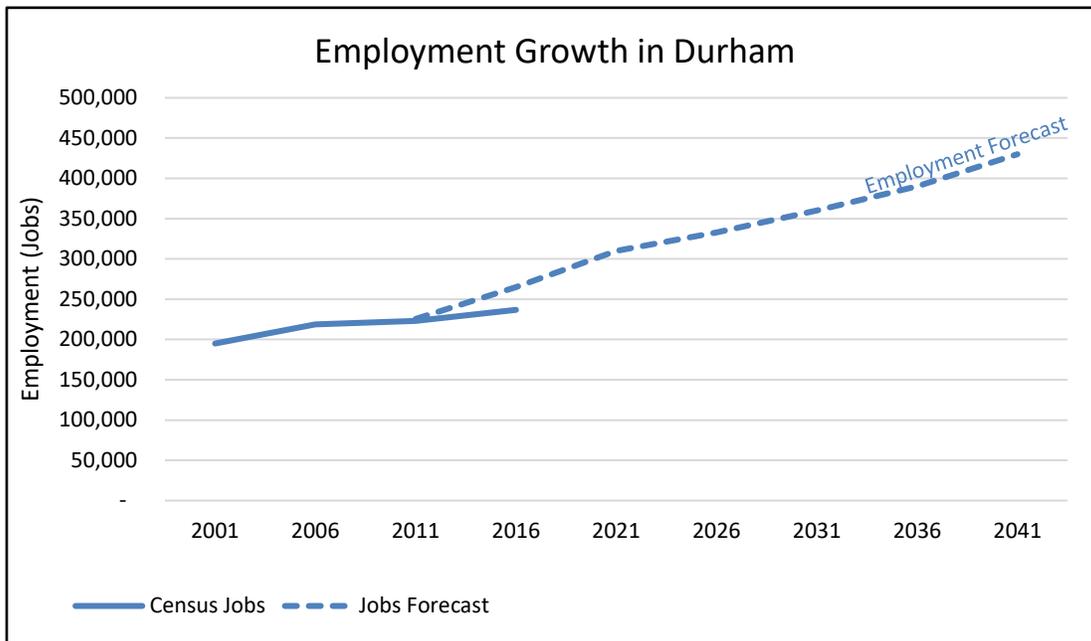


Figure 28: Durham employment growth from 2001 to 2016 and forecasted growth to the year 2041 (sources: Statistics Canada, Durham Regional Official Plan, A Place to Grow, 2019).

¹⁰ The Census measurement of jobs applies to the portion of the Durham population that is 15 years and older.

Although there has been steady employment growth in Durham, job creation has not kept pace with the employment forecast contained in the current ROP (based on the Growth Plan, 2006). For example, the ROP forecasted that by 2016 there would be a total of 265,115¹¹ jobs in Durham. The actual number of jobs in 2016 was 236,760, equating to a shortfall of 28,355 jobs (approximately 11 per cent).

Significant job creation in Durham is required to catch up and achieve the employment forecast. Notably, an additional 73,220 jobs are required to meet the 2021 forecast, an

increase of 31 per cent. Over the longer term, a total of 193,240 additional jobs are required to achieve the 2041 employment forecast contained in A Place to Grow. This would require annual growth of roughly 7,730 jobs to achieve.

Approximately 85 per cent of survey respondents think that increasing job opportunities in Durham is "very" to "extremely important."

(Based on the Envision Durham public opinion survey results, 391 respondents).

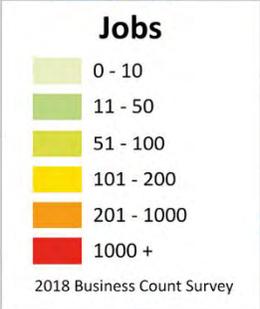
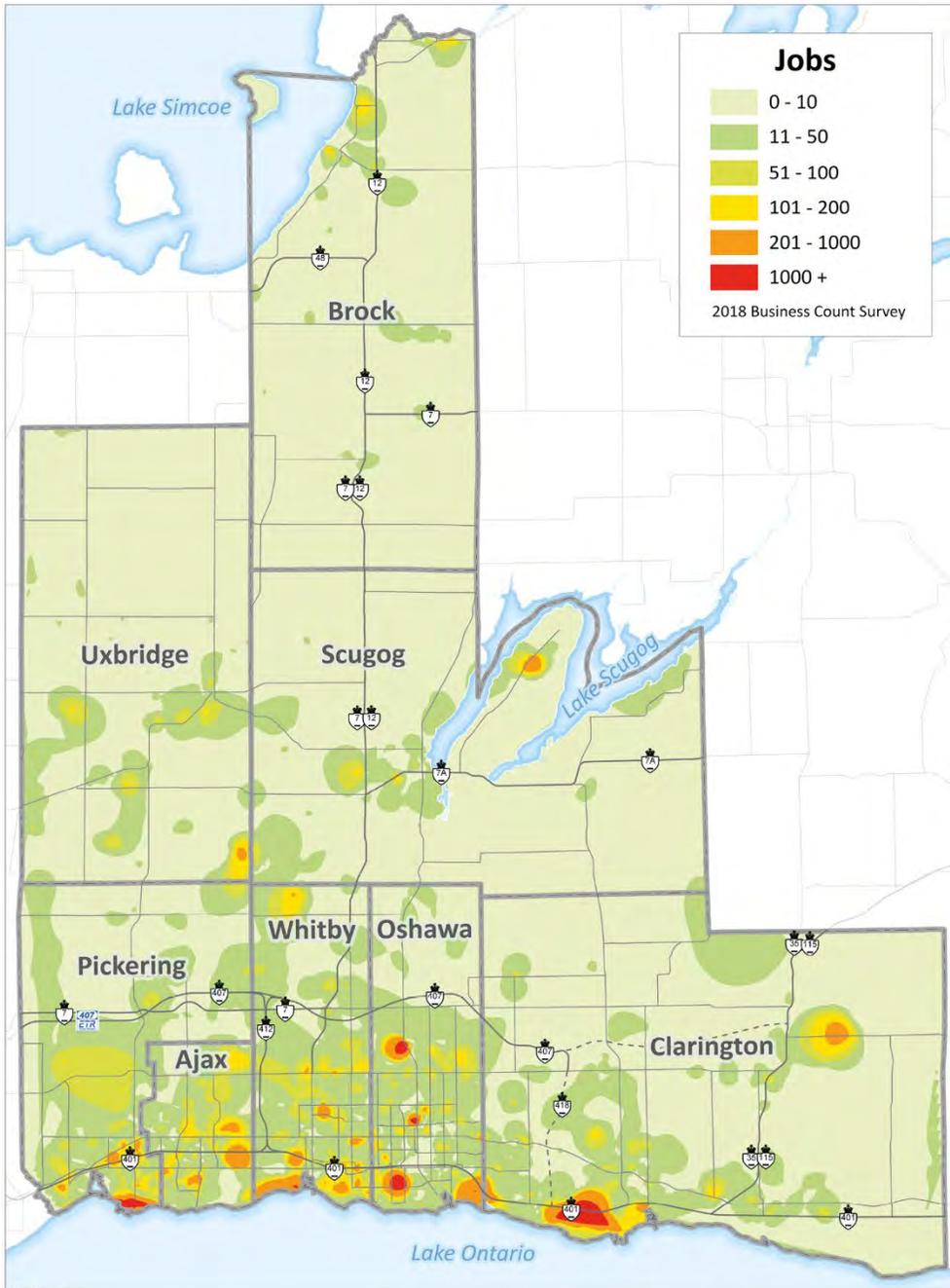
Table 4: Required job creation to achieve forecasted employment growth.

Year	Forecasted Employment (Jobs)	Required Growth (total jobs)	Required Growth (percentage increase)
2021	309,980	73,220	30.9%
2026	332,915	22,935	6.9%
2031	360,000	27,085	7.5%
2036	390,000	30,000	7.7%
2041	430,000	40,000	9.3%

Sources: Durham Regional Official Plan, A Place to Grow, 2019.

¹¹ Region of Durham Official Plan.

Growth Management



Durham Region by the Numbers

Key Statistics

2016 Employment¹
236,760

Employment by 2041²
430,000 **x1.8**

An increase of
193,240

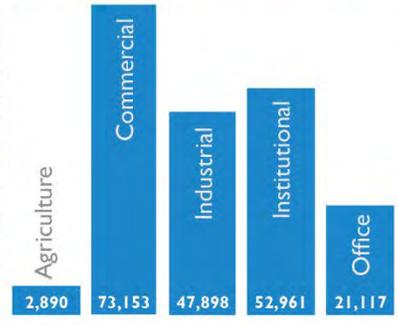
2016 jobs to people
1:2.831

2016 total businesses³
13,994

Jobs by Policy Area³



Total jobs by key employment sector³



¹ Census 2016, Statistics Canada
² Schedule 3, Growth Plan (May 2017), page 95
³ Durham Business Count 2018

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Figure 29: Highlighted trends in employment growth, concentration, and distribution.

4.8 Jobs to population ratio

The ratio of jobs to population speaks to a Regional objective to achieve a more balanced rate of employment growth relative to population growth. There are three job-to-population policies that currently apply in Durham Region:

- The 2041 forecast of roughly one job for every 2.77 persons contained in A Place to Grow.
- Section 7.3.3 of the ROP, which forecasts one job for every 2.77 persons to 2031 and is in keeping with the 2006 Growth Plan.
- Section 3.2.2 of the ROP, which indicates that Regional Council has established a target of one job for every two persons (50 per cent).

Over 80 per cent of survey respondents think that promoting a balance of jobs and population in Durham is "very" to "extremely important."

(Based on the Envision Durham public opinion survey results, 389 of 391 respondents).

Durham’s actual job-to-population ratio has fluctuated over the past 15 years. In 2016, the Region’s job to population ratio was one job for every 2.83 persons. This is approaching the forecast of one job for every 2.77 persons contained in A Place to Grow but falls far short of achieving Council’s target of one job for every two persons.

Discussion Question:

Are there specific policies or other measures that are needed to enable the achievement of employment forecasts and/or the Regional Council target of one job for every two persons?

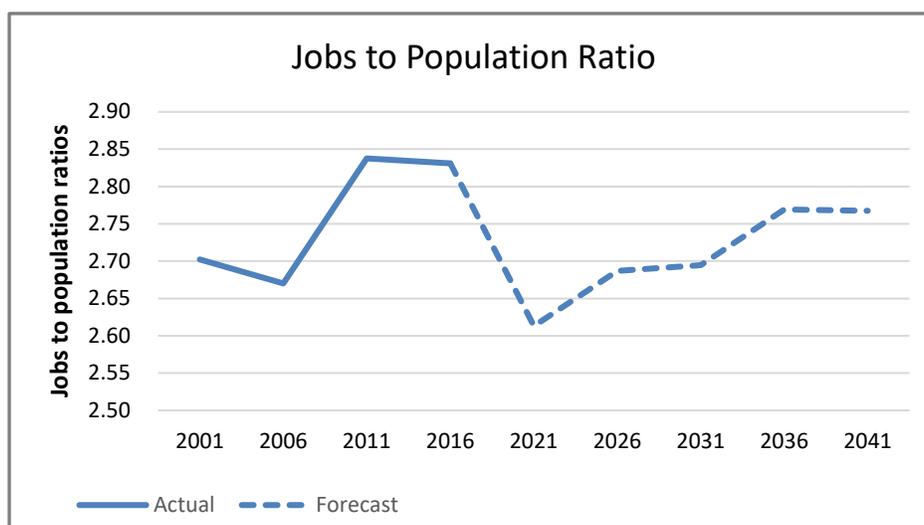


Figure 30: Historic trends (2001 to 2016) and forecasted job to population ratio in Durham (sources: Statistics Canada, and A Place to Grow, 2019).

Growth Management

4.9 Durham employment in the Greater Toronto and Hamilton Area context

In 1996, the Region of Durham had a total of 163,850 jobs, representing seven per cent of the GTHA job market. Since then, Durham

has experienced steady job growth, comparable to Halton Region. In 2016, there were a total of 236,760 jobs in Durham, maintaining approximately seven per cent of the total GTHA job market. A Place to Grow forecasts that Durham's share of the GTHA job market will increase from seven per cent to nine per cent during the period from 2031 to 2041.

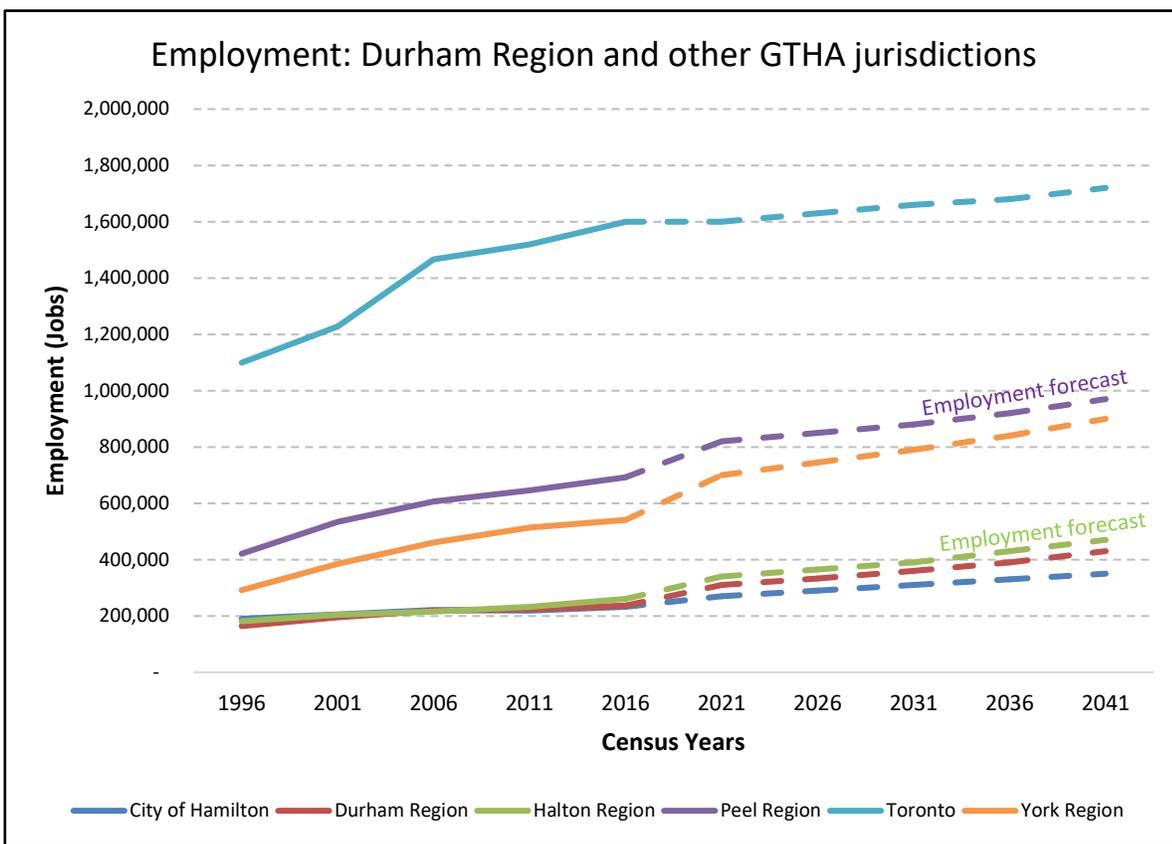


Figure 31: Durham Region's employment (job) growth within the Greater Toronto and Hamilton Area context (sources: Statistics Canada, A Place to Grow, 2019).

4.10 Durham employment by type

Durham’s total employment can be further assessed by Census categories. The categories are usual place of work, those who work at home (such as farmers and teleworkers), and those with no fixed place of work (such as contractors, travelling sales people, and truck drivers).

All three employment categories have experienced growth during the last 10 years. However, there is a shift occurring in the proportional share among the three categories:

- Those with a usual place of work, which accounted for 78 per cent of jobs in 2006, decreased to 74 per cent by 2016.
- Overall, those who work at home has remained relatively stable at roughly nine per cent.
- Those with no fixed place of work has seen the greatest increase from 13 percent in 2006, to nearly 17 per cent in 2016.

Discussion Question:

How can Regional Official Plan policies recognize and support the changing pattern of where and how people work?

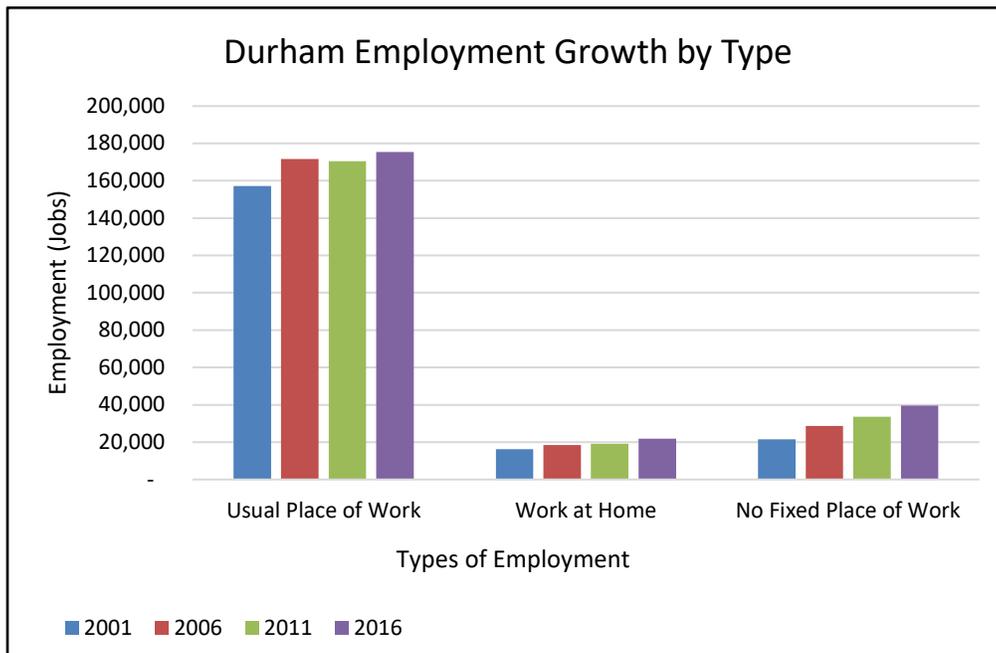


Figure 32: Durham Employment by type: usual place of work, work at home, no fixed place of work (source: Statistics Canada).

Growth Management

4.11 Jobs and businesses by sector

Durham's jobs fall into five general categories: agricultural, commercial, industrial, institutional and office. In 2018, the Region's Business Count reported that the largest share of jobs were in the commercial sector. Durham's jobs can be further broken down by sub-category, as provided in Figure 34.

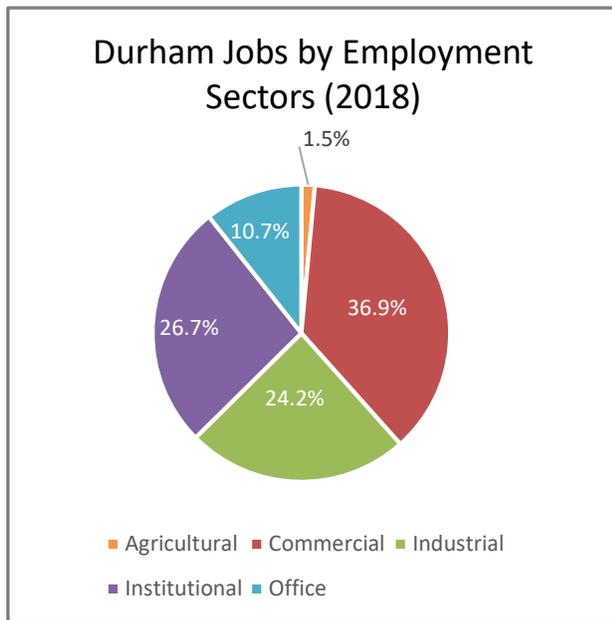


Figure 33: The classification of jobs in Durham Region by major sector (source: Durham Region Business Count, 2018).

Over 70 per cent of survey respondents think that diversifying the region's employment base is "very" to "extremely important."

(Based on the Envision Durham public opinion survey results, 389 of 391 respondents).

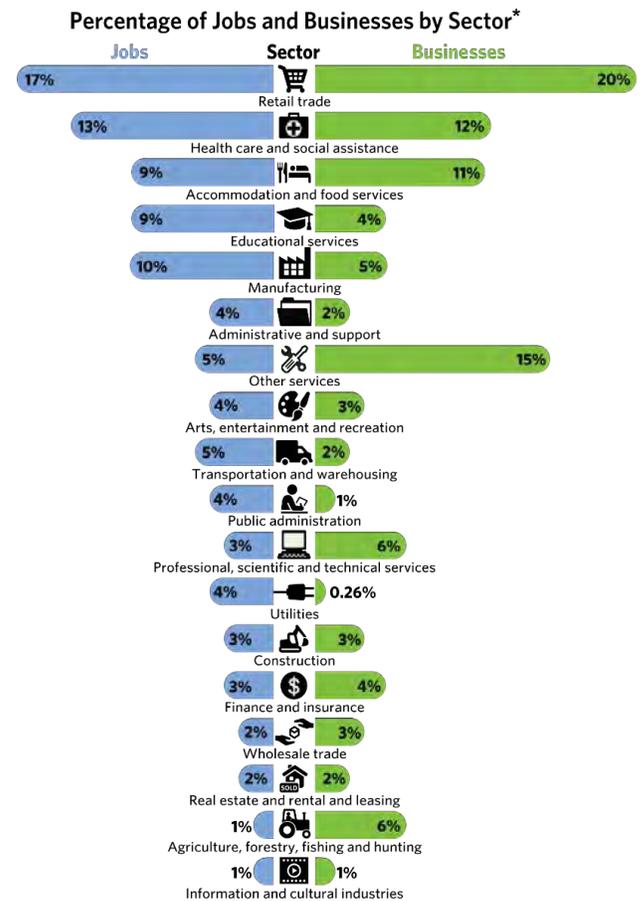


Figure 34: Durham jobs classification by NAICS codes (source: Durham Region Business Count, 2018).

4.12 Durham's large employers

top 17 employers provide nearly 25 per cent of all jobs in Durham

There are 17 employers in Durham that provide 1,000 or more jobs in the region. The

Table 5: Durham's Largest Employers in 2018.

Employer / Company	Total Business Locations	Total Jobs
Ontario Power Generation (OPG)	13	9,133
Durham District School Board	125	7,001
Lakeridge Health	12	6,715
Regional Municipality of Durham	58	4,370
General Motors of Canada ¹²	3	3,723
Tim Hortons	67	2,417
Durham Catholic District School Board	49	2,222
Ontario Tech University (formerly UOIT)	2	2,203
McDonalds	24	2,004
Durham College	2	1,996
Walmart	7	1,733
Municipality of Clarington	22	1,334
City of Oshawa	25	1,285
Concentrix	1	1,222
Town of Ajax	17	1,059
Metro	8	1,054
Ministry of Finance	1	1,000

¹² Further details related to the status of the General Motors Assembly Plant in Oshawa can be found in section 9.8.

Growth Management

Source: Durham Region Business Count, 2018

4.13 Job distribution by area

Durham's job distribution is split between community areas, employment areas, employment related areas, rural employment areas, and rural areas.

Policy 7.3.9 c) of the ROP requires that the region "accommodate a minimum of 50 per cent of all forecast employment in designated Employment Areas." In 2018, the Business Count reported that 31 per cent of all jobs were located within designated Employment Areas. In addition, four per cent of jobs are located within Employment Related Areas, such as the Pickering and Darlington¹³ nuclear generating stations, and the Oshawa Airport. Community Areas, comprised of the Region's Urban Growth Centres, Regional Centres, Regional Corridors, Waterfront Places and Living Areas designations, accommodate 59 per cent of all jobs. The remaining six per cent of jobs are located within the Rural System.

Policy Areas: The following areas are used for assessing job distribution.

Employment Areas (Urban): lands inside the Urban Area Boundary that are designated as Employment Areas.

Community Areas: lands inside the Urban Area Boundary, other than Employment Areas, that may be used for residential, commercial purposes and/or other purposes.

Employment Related Areas: employment generators that are uniquely identified on Schedule "A" of the Regional Official Plan. This includes the Pickering and Darlington nuclear generating stations and the Oshawa Airport.

Rural Employment Areas: areas within the Rural System that are designated as Rural Employment Areas. There are three designated Rural Employment Areas in Durham (two in Uxbridge and one in Brock).

Rural Areas: lands located outside Urban Area Boundary. Includes Prime Agricultural Areas (farms) and Rural Settlement Areas, such as hamlets.

¹³ The Darlington Nuclear Generating Station is located within an employment related area outside of the Urban Area Boundary.

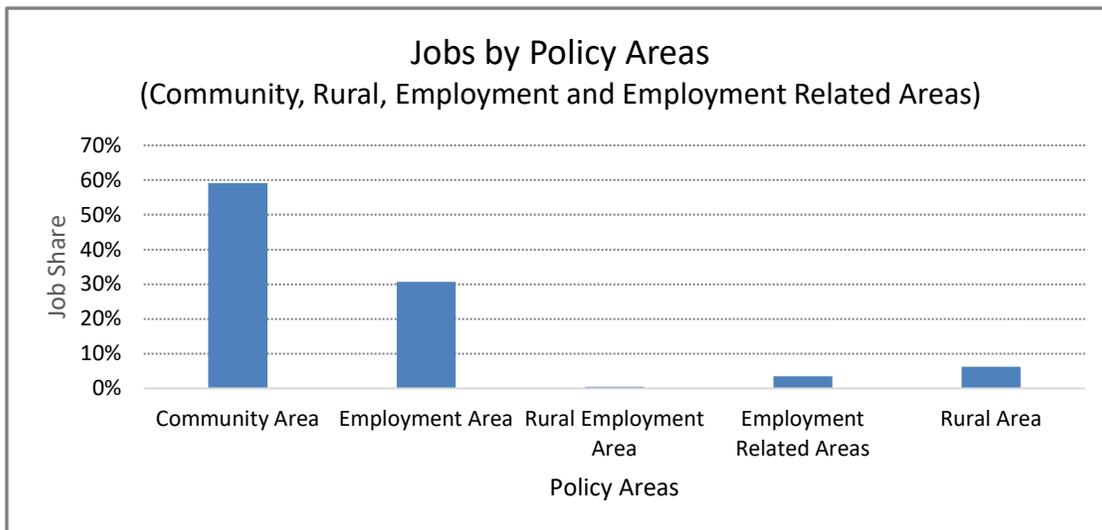


Figure 35: The location of jobs in Durham Region by Policy Areas (source: Durham Region Business Count).

Discussion Question:

What Regional policies and approaches could assist in achieving the Regional Official Plan target that 50 per cent of all jobs be in designated Employment Areas?

4.14 Designated employment areas

A Place to Grow and ROP policy requires the Region to maintain a sufficient supply of employment lands, in appropriate locations, to accommodate forecasted employment growth. In 2018, there were 6,252 hectares of land designated as Employment Area within the Urban System. In addition, there were 116 hectares of rural employment area (part of the Rural System), and 871 hectares of employment-related areas.

Growth Management

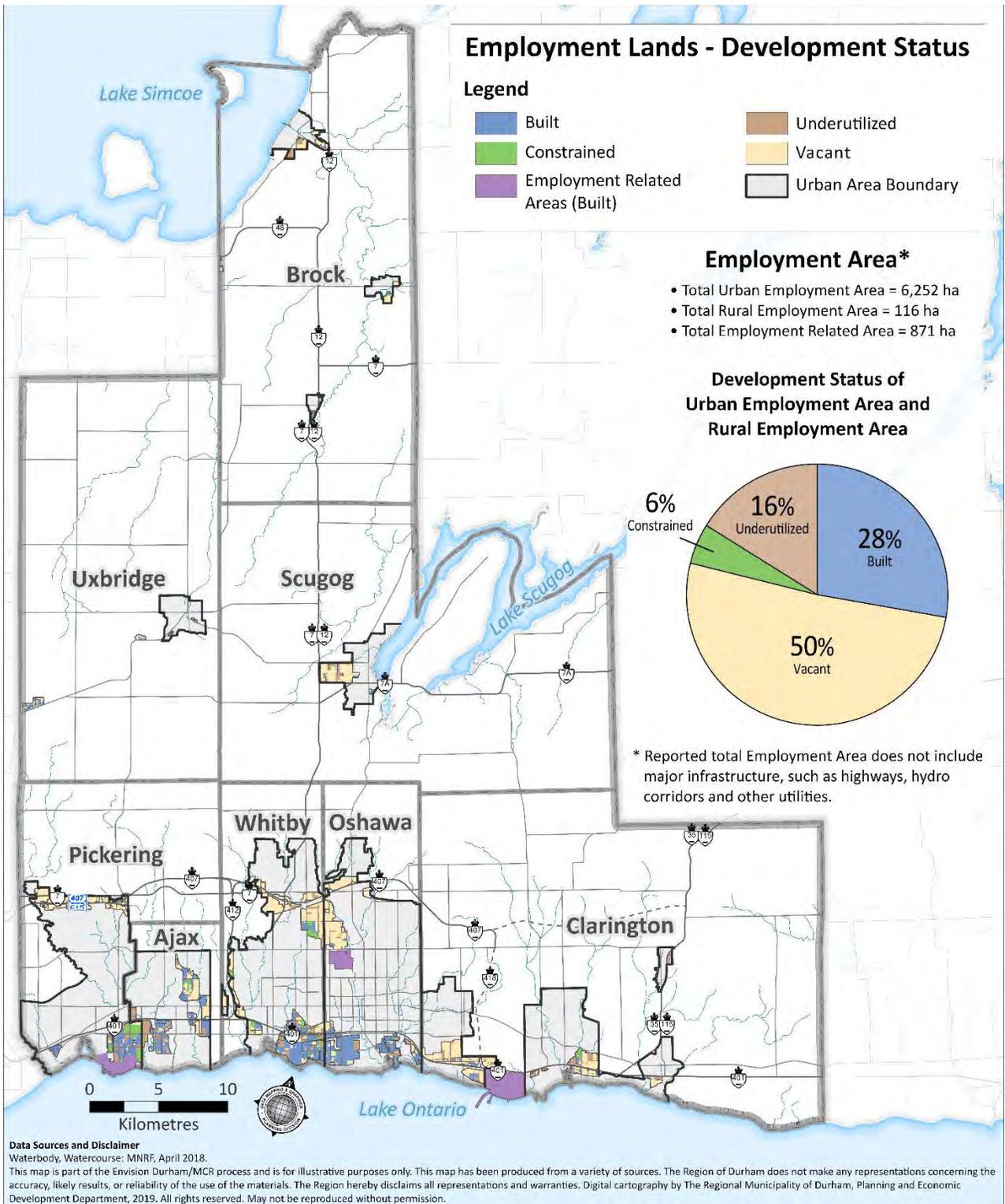


Figure 36: Status of Employment Area Lands.

4.15 State of designated employment areas

Durham’s Employment Areas can be classified as either built, vacant, underutilized or constrained and are distributed as follows:

Table 6: Development status of Employment Areas.

Urban and Rural Employment Area Status	Total Land Area ¹⁴ (Hectares)	Percentage
Built	1,696.5	28.1%
Constrained	339.3	5.6%
Underutilized	963.5	16.0%
Vacant	3,039.9	50.3%

Source: Employment Land Inventory (ELI), 2018 updated by the Durham Regional Planning Division in collaboration with area municipalities.

Employment Area Classifications:

Built: the property is occupied by a constructed building, with no obvious opportunity for further development.

Constrained: refers to situations where the development of the property is limited due to factors such as environmental features and protection.

Underutilized: the property has the opportunity for further development. This may include properties with no structures but are used for employment uses (such as truck parking, parking lots and outdoor storage); properties that are designated for employment uses but are currently occupied by non-conforming uses (such as a residential dwelling); or properties that are partially built but remain suitable for additional development

Vacant: properties that have not yet been developed.

¹⁴ Employment Area reported in this table does not include local roads (329 hectares).

Growth Management

The ROP requires the Region to ensure that “an adequate supply of vacant, serviced land is maintained within designated Employment Areas to achieve the employment forecasts”

(Policy 8C.1.4). The supply of vacant and underutilized employment lands that may be suitable for development is summarized as follows:

Table 7: Servicing status of Urban Employment Areas.

Employment Area Development Status	Fully Serviced (water and sewage services are available at the property)	Potentially Serviceable (water and sewer services within 500 metres of the property)	Potentially Serviceable (water only) (water service within 500 metres of the property)	Not Serviced (water and sewage services are not within 500 metres of the property)
Underutilized	624.9 ha (66.3%)	10.8 ha (1.1%)	101.2 ha (10.7%)	206.1 ha (21.9%)
Vacant	1022.1 ha (34.4%)	161.1 ha (5.4%)	162.2 ha (5.4%)	1,289.3 ha ¹⁵ (42.9%)

Source: Employment Land Inventory, 2018 updated by the Durham Regional Planning Division, in collaboration with area municipalities and the Durham Region Works Department.

What will growth look like?



Figure 37: An example of an employment development proposal for 1121 & 1147 Thornton Road South. It includes 99,440 square metres of warehouse space in three buildings (Source: Battaglia Architect Inc., courtesy of the City of Oshawa).

¹⁵ 370 hectares of employment land in Seaton has been excluded from this figure, due to rapidly evolving servicing status.

5.0 Where to grow

Growth within the Urban System may occur either through intensification or through the development of greenfield areas. Intensification refers to the infilling and redevelopment of existing urban areas. Greenfield development refers to

development taking place outside of the delineated built boundary, and is commonly associated with the development of new subdivision communities.

Reducing "urban sprawl" was specifically identified in the public opinion survey as one of the most important land use planning issues in Durham Region today.

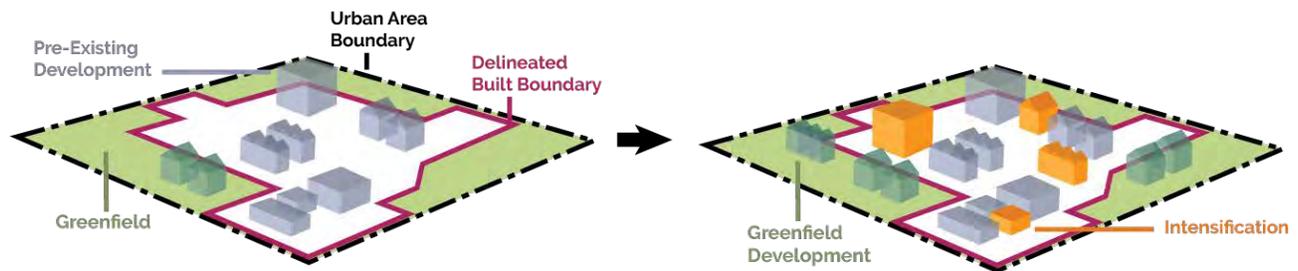


Figure 38: Intensification is measured by the rate of residential unit construction occurring within the existing delineated built boundary. Any development taking place outside of the delineated built boundary is considered greenfield development.

Growth Management

5.1 Intensification

Intensification is measured by the rate of residential development that occurs within the delineated built boundary. Both A Place to Grow and the ROP provide direction on where and how intensification should occur, including a region-wide intensification target. Currently, the ROP requires that a minimum of 40 per cent of annual residential development be through intensification.

Intensification generally results in higher densities than what currently exists. There are varying scales and degrees in which intensification may occur, including:

- Modest intensification through the addition of secondary suites to existing dwellings.
- Infill development, which may include severing or subdividing larger lots in existing communities for additional ground related housing at higher densities.
- The addition of new residential development on vacant or underutilized sites.
- High-density development on vacant lands.
- Redevelopment of brownfield sites.

Over the last five years, roughly 1,000 **secondary suites** have been created in Durham Region.

Intensification involving multiple units typically entails the detailed evaluation of sites, building placement, parking, site layout, engineering and design elements through the site plan approval process. Related planning

processes for these types of proposals may include official plan amendments, zoning by-law amendments and draft plans of condominium.

What will growth look like?



Figure 39: An example of an intensification project, Douglas Crossings, retirement residence consisting of 150 units, Uxbridge (Source: PDS Design Studio, courtesy of the Township of Uxbridge).

Rates of intensification have varied across the region and its area municipalities. Since 2014, the Region (as a whole) has exceeded its current minimum intensification requirement of 40 per cent as prescribed by the 2006 Growth Plan and current ROP policy. Intensification has been most pronounced in the region's southern municipalities and in the Township of Uxbridge.

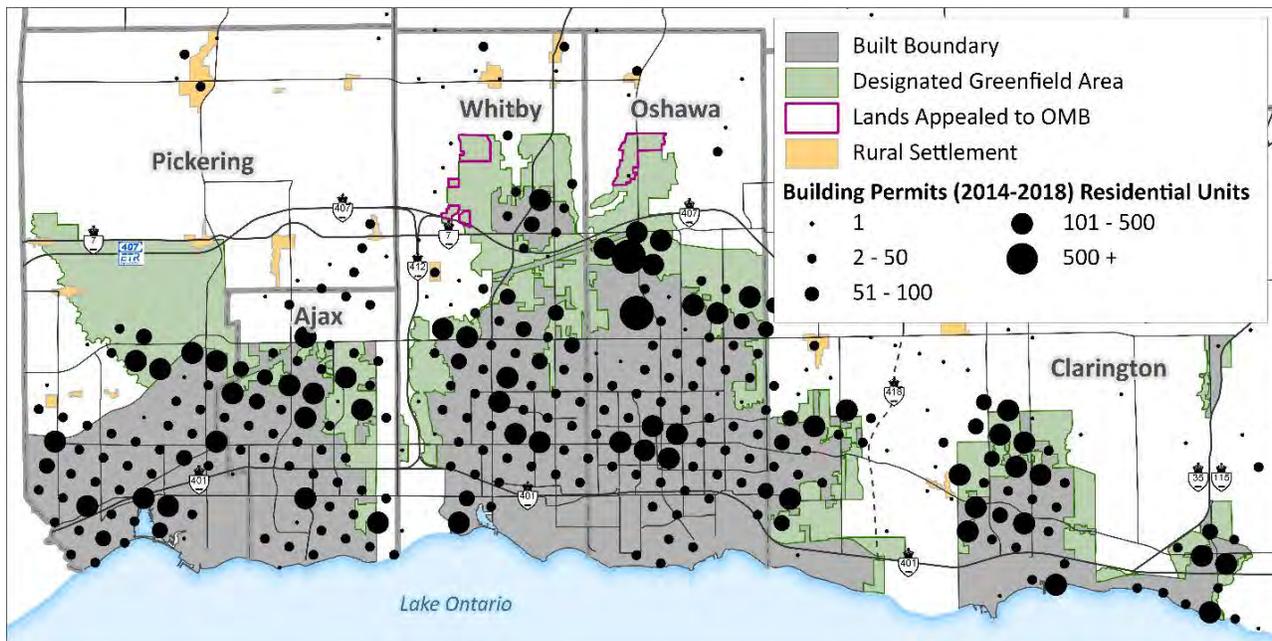


Figure 40: Approximate location of 2014 to 2018 building permit activity across Durham’s southern municipalities (source: Durham Region Planning Division).

Table 8: Region and area municipal intensification rates based on Durham Region Building Permit Data.

Municipality	2014	2015	2016	2017	2018	5-year average	Table “E9” of ROP
Ajax	26.8%	13.8%	65.7%	28.8%	89.8%	49.3%	54.0%
Brock	10.7%	23.8%	14.3%	2.3%	46.2%	21.5%	23.0%
Clarington	10.2%	36.2%	40.2%	53.8%	48.1%	39.3%	32.0%
Oshawa	29.6%	35.5%	15.8%	35.5%	54.2%	35.7%	39.0%
Pickering	98.0%	95.8%	97.7%	62.0%	50.6%	67.9%	40.0%
Scugog	15.4%	38.9%	14.3%	20.8%	14.6%	19.5%	30.0%
Uxbridge	29.0%	62.0%	30.1%	14.8%	25.0%	39.6%	36.0%
Whitby	77.5%	69.9%	84.4%	91.9%	30.7%	69.1%	45.0%
Durham	37.3%	44.7%	52.2%	48.0%	52.3%	47.8%	40.0%

Growth Management

5.2 Greenfield development

Any urban area development that takes place outside of the delineated built boundary, but within the urban boundary, is considered greenfield development. Greenfield development often involves larger tracts of land, where planning and engineering takes place across multiple properties before development can occur.

Greenfield development often proceeds through planning processes that can include secondary plans and background studies, such as Master Environmental Servicing Plans, sub-watershed plans, and associated studies and plans.



Figure 41: Greenfield development often occurs over large tracts of land.

Greenfield development generally involves the creation of new neighbourhoods and infrastructure, usually at lower densities than what would occur through intensification. Greenfield development can include:

- New lots or blocks to accommodate ground related forms of development, such as single-detached, semi-detached

and townhouse dwellings, and may accommodate higher density forms of residential development.

- New roads and related works.
- New commercial sites and/or places of employment.
- New parks, schools or other public services and amenities.
- New stormwater management ponds, or related drainage improvements for multiple properties.
- The extension of linear public infrastructure including watermains and sanitary sewers.

What will growth look like?



Figure 42: An example of a greenfield development proposal, consisting of 150 units on Cemetery Road, Uxbridge (Source: Stamp & Hamer, courtesy of the Township of Uxbridge).

As previously noted, greenfield development occurs following a series of planning approval processes, which may include municipally initiated secondary plans (for areas over 20 hectares) and draft plans of subdivision and/or condominium. There are several large secondary plan areas across Durham that are either in process, or recently completed. These areas will contribute to the Region's long-term greenfield housing supply.

For example, in 2018, the City of Oshawa initiated an integrated Part II Plan (Secondary

Plan) study and Municipal Class Environmental Assessment for the Columbus area. The study area is bounded by Howden Road to the north, the Oshawa-Whitby boundary to the west, Winchester Road to the south, and the east branch of the Oshawa Creek to the east. The secondary plan includes the employment area along Highway 407 and greenfield residential north of the employment area.

A new Clarington Official Plan was adopted by Council (November 2016) and subsequently approved on June 19, 2017 by the Region. Since that time, Clarington has been working to implement the newly adopted plan through new and updated secondary plans in Courtice, Bowmanville and Newcastle. There are currently 20 secondary plans being prepared or updated. These include:

- Seven new residential secondary plans.
- Seven existing secondary plans to be updated to conform to the new Official Plan (including Employment Area secondary plans).
- Six existing neighbourhood design plans to be converted to secondary plans.

The Town of Whitby has recently completed a Brooklin Community secondary plan, which was substantially approved by the Region in 2018. This provides urban land use designations and policies for the expanded

Brooklin Urban Area, including the new employment lands along Highway 407 and the new residential neighbourhood at Conlin Road and Anderson Street.



Figure 43: Land preparation taking place in the West Whitby Secondary Plan Area.

As approval of secondary plans advance, detailed draft plans of subdivision and condominium typically follow.

The majority of Durham's greenfield residential development that is currently in the subdivision and condominium approval process is occurring in the southern municipalities. This includes significant growth approved and underway for Seaton (Pickering), West Whitby, Kedron (Oshawa), and in Bowmanville and Newcastle within Clarington.

Growth Management

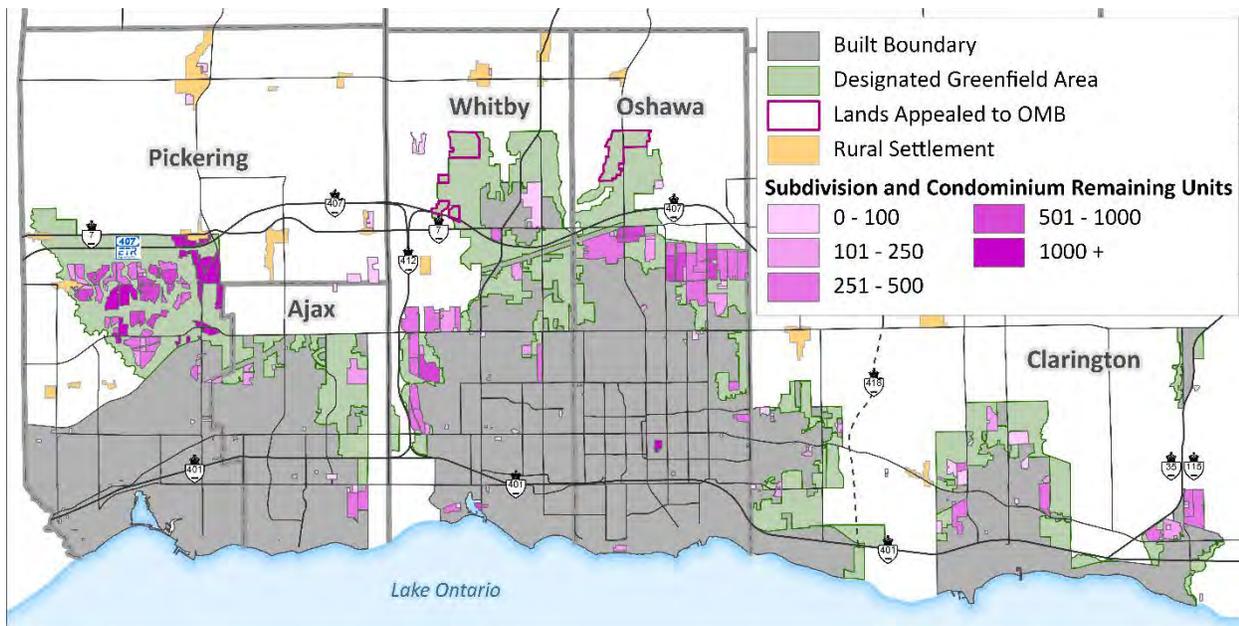


Figure 44: Remaining units in plans of subdivision and condominium (source: Durham Region Planning Division).

Table 9: Remaining unit supply in draft approved plans of subdivision and condominium.

Municipality	Built Boundary	Designated Greenfield Area	Rural Settlements	Rural Area	Total
Ajax	731	586	N/A	7	1,324
Brock	695	236	N/A	N/A	931
Clarington	1,196	2,457	28	34	3,715
Oshawa	868	3,092	N/A	N/A	3,960
Pickering	491	14,081	N/A	14	14,586
Scugog	286	197	66	30	579
Uxbridge	51	72	30	49	202
Whitby	1,172	4,203	N/A	N/A	5,375
Durham	5,490	24,924	124	134	30,672

Source: Durham Region Planning Division.

The Provincial Policy Statement requires that planning authorities maintain a three-year supply of residential units, available through land in draft approved plans, and lands suitably zoned to facilitate residential intensification and redevelopment. Throughout the region, there are more than 30,000¹⁶ units in draft-approved and registered plans of subdivision and condominium, that have not been built. This does not include pending unit supply occurring through freestanding site plan applications that are approved by area municipalities.

The Region has averaged roughly 4,000 building permits for new residential units for each of the last five years.

Some units in draft approved plans will not be constructed in the next three years, as full buildout for large planning areas will take 10 or more years. Further, some developers can take decades to build approved developments. For example, there are currently 3,834 units remaining in draft approved plans that were originally proposed in the 1980s and 1990s.

5.3 Increased Intensification and importance of Strategic Growth Areas in A Place to Grow, 2019

A Place to Grow supports the better use of land and infrastructure by directing growth to settlement areas and prioritizing

intensification. The Plan places emphasis on optimizing existing urban land and making better use of existing infrastructure and public service facilities, while focusing less on settlement area expansion. Along with an increased intensification rate, A Place to Grow requires more detailed planning be undertaken to focus growth in strategic growth areas (SGAs).

Strategic growth areas: within settlement areas, nodes, corridors and other areas that have been identified by municipalities or the province to be the focus for accommodating intensification and higher-density mixed uses in a more compact built form. Strategic growth areas include urban growth centres, major transit station areas, and other major opportunities that may include infill, redevelopment, brownfield sites, the expansion or conversion of existing buildings, or greyfields. Lands along major roads, arterials, or other areas with existing or planned frequent transit service or higher order transit corridors may also be identified as strategic growth areas.

A Place to Grow, 2019

The Urban System is currently illustrated conceptually in the ROP, with further refinement and detail provided in area municipal official plans. To implement the minimum intensification and density targets, A Place to Grow requires that the Region delineate the boundaries of SGAs in the ROP. At a minimum, this includes Urban Growth

¹⁶ Pending units supply is subject to verification through the Land Needs Assessment.

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Centres, Major Transit Station Areas, and may also include other areas, as identified as appropriate by the Region.

6.0 Approach to delineating strategic growth areas

The Region's Urban System includes areas that meet the definition of an SGA and will require delineation in the ROP. This includes Urban Growth Centres and Major Transit Stations Areas. Other areas that may also be appropriate for delineation in the ROP include Regional Centres, Regional Corridors and Waterfront Places (see Figure 15, page 20 for further reference). The ROP currently assigns long-term density targets to these areas as follows:

- Urban Growth Centres: 200 people and jobs per hectare and a minimum floor space index of 3.0.

- Regional Centres: 75 units per gross hectare and a minimum floor space index of 2.5.
- Regional Centres (Brock, Uxbridge and Scugog): 15 units per gross hectare.
- Regional Corridors: 60 units per gross hectare with a minimum floor space index of 2.0.
- Waterfront Places: 60 units per gross hectare with a minimum floor space index of 2.0.

As part of Envision Durham, the current minimum density targets for these areas will be evaluated and updated, as appropriate.

Discussion Question

How should density (gross or net) be measured in the Regional Official Plan?

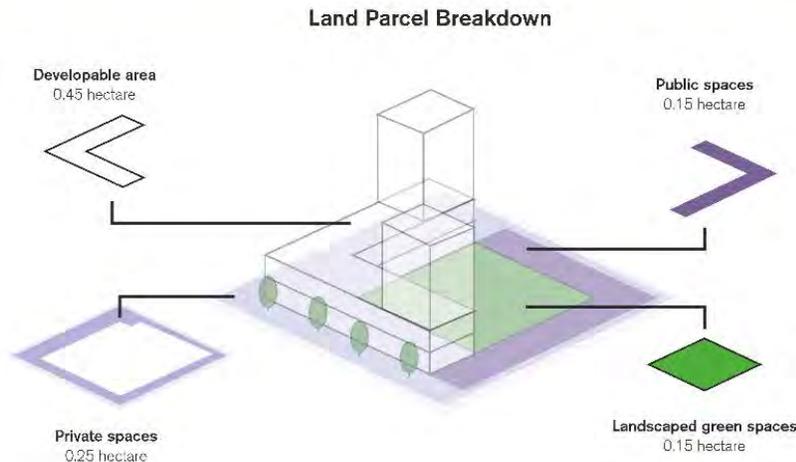
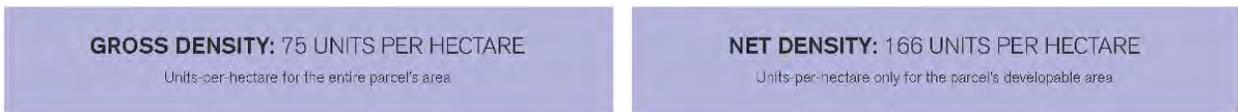


Figure 45: There are different ways to measure density. Gross density generally refers to the measure of the total number of dwelling units over a given land area. Net density typically refers to the total number of dwelling units over land area, after a series of non-developable areas have been excluded. The definition and application of gross and net density varies by jurisdiction.

6.1 Urban Growth Centres

There are two Urban Growth Centres (UGC) in Durham – one in the City of Pickering and one in the City of Oshawa (see Figure 15, page 20). A Place to Grow requires UGCs to achieve a density target of 200 residents and jobs per hectare by 2031, or earlier. The Region is also required to delineate the boundaries of UGCs in the ROP to allow for the implementation and monitoring of the prescribed density target.

The ROP designates UGCs as the dominant centres within the Region. They are planned as focal points for region-wide public services, major office, commercial, recreational, cultural, entertainment and residential uses. UGCs are intended to accommodate significant intensification and achieve a minimum density target of 200 residents and jobs per hectare and a floor space index of 3.0.

What will growth look like?



Figure 46: An example of Urban Growth Centre development – Phase 2 shown, consisting of 234 units and 389 square metres of commercial space, Pickering City Centre (source: Kirkor Architects and Planners, courtesy of the City of Pickering).

The Pickering and Oshawa UGCs are among the highest density locations in the Region (see Table 10, page 53). Recent development activity indicates that there will be significant intensification within UGCs. As part of Envision Durham, the Region will delineate the detailed boundaries of UGCs in the ROP and consider any required policy updates to support the development of these areas.

What will growth look like?



Figure 47: An example of Urban Growth Centre development – Phase 1 shown, consisting of 509 apartment units. Oshawa Urban Growth Centre (source: IBI Group Architects, courtesy of the City of Oshawa).

6.2 Regional Centres

The ROP designates Regional Centres as the main concentrations of urban activities in the Region, but generally at a smaller scale than UGCs. Regional Centres are intended to provide a full array of institutional, commercial, major retail, recreational, cultural, major office, residential and entertainment uses.

There are 17 Regional Centres designated in the ROP, including five in northern Durham (see Figure 15, page 20). The ROP requires Regional Centres in southern Durham to achieve a long-term density target of at least 75 residential units per gross hectare and a

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floor space index of 2.5. For Regional Centres in northern Durham, the density target is 15 residential units per gross hectare. Given the planned density and function for Regional Centres, they appear to meet the definition of an SGA and would be suitable for delineation in the ROP.

What will growth look like?



Figure 48: An example of a Regional Centre mixed-use development consisting of 1,606 units and 4,179 square metres of commercial space over three phases – Downtown Ajax Regional Centre (source: IBI Architects, courtesy of the Town of Ajax).

What will growth look like?



Figure 49: An example of a Regional Centre development consisting of 440 units. Clarington Boulevard, Bowmanville West Regional Centre (source: Chamberlain Architect Inc., courtesy of the Municipality of Clarington).

The table below summarizes the existing and planned densities for the Region’s Urban Growth Centres and Regional Centres. Further details, including the detailed boundaries of these areas, can be found in Appendix C.

As part of Envision Durham, the Region will delineate the boundaries of Regional Centres in the ROP and consider any required policy updates to support the development of these areas.

Table 10: Summary Statistics (estimated) for Urban Growth Centres and Regional Centres in 2016.

Strategic Growth Area Name	Status in Regional Official Plan	Total Area (Hectares)	Current Density (Residents and Jobs per Hectare)	Current Density (Units per Hectare)	Planned Density Target (current ROP)
Ajax - Uptown Regional Centre	Regional Centre	106.4	45	4.2	75 units per gross hectare, FSI 2.5

Strategic Growth Area Name	Status in Regional Official Plan	Total Area (Hectares)	Current Density (Residents and Jobs per Hectare)	Current Density (Units per Hectare)	Planned Density Target (current ROP)
Ajax Downtown Regional Centre	Regional Centre	144.6	68	16.5	75 units per gross hectare, FSI 2.5
Brock - Beaverton Regional Centre	Regional Centre	17.3	33	8.6	15 units per gross hectare
Brock - Cannington Regional Centre	Regional Centre	7.7	45	10.4	15 units per gross hectare
Brock - Sunderland Regional Centre	Regional Centre	11.4	22	6.4	15 units per gross hectare
Clarington - Courtice Urban Centre	Regional Centre	20.0	4	0.8	75 units per gross hectare, FSI 2.5
Clarington - Bowmanville West Urban Centre	Regional Centre	121.4	20	3.0	75 units per gross hectare, FSI 2.5
Clarington - Bowmanville East Urban Centre	Regional Centre	59.9	78	12.0	75 units per gross hectare, FSI 2.5
Clarington - Newcastle Village Centre	Regional Centre	18.5	38	9.1	75 units per gross hectare, FSI 2.5
Oshawa – Downtown Urban Growth Centre	Urban Growth Centre	101.9	105	19.9	200 people and jobs per hectare, FSI 3.0

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Strategic Growth Area Name	Status in Regional Official Plan	Total Area (Hectares)	Current Density (Residents and Jobs per Hectare)	Current Density (Units per Hectare)	Planned Density Target (current ROP)
Oshawa - Downtown Main Central Area	Regional Centre (surrounds the UGC)	296.2	41	11.2	75 units per gross hectare, FSI 2.5
Oshawa - Windfields Main Central Area	Regional Centre	84.2	5	1.7	75 units per gross hectare, FSI 2.5
Pickering - City Centre	Urban Growth Centre (Regional Centre coincides with UGC boundary)	138.6	82	15.4	200 people and jobs per hectare, FSI 3.0
Scugog - Port Perry Main Central Area	Regional Centre	32.8	65	9.8	15 units per gross hectare
Downtown Uxbridge	Regional Centre	61.6	32	8.0	15 units per gross hectare
Whitby - Downtown Whitby Major Central Area	Regional Centre	229.6	46	14.1	75 units per gross hectare, FSI 2.5
Whitby - Brock/Taunton Major Central Area	Regional Centre	129.3	51	5.8	75 units per gross hectare, FSI 2.5

Strategic Growth Area Name	Status in Regional Official Plan	Total Area (Hectares)	Current Density (Residents and Jobs per Hectare)	Current Density (Units per Hectare)	Planned Density Target (current ROP)
Whitby-Baldwin/ Winchester Major Central Area	Regional Centre	79.7	28	5.4	75 units per gross hectare, FSI 2.5

Sources: Area Municipal Official Plans, Statistics Canada, Municipal Property Assessment Corporation, and Durham Region Planning Division.

6.3 Regional Corridors

Regional Corridors form key connections between UGCs, Centres and other locations, providing for the movement of people and goods. They are also intended to be higher density mixed-use areas that support higher order transit services and pedestrian-oriented development.

Regional Corridors are represented as an overlay in the ROP, with the relevant policies of the underlying designation remaining applicable. Where appropriate and

implemented in area municipal official plans, portions of Regional Corridors are intended to support an overall, long-term density target of at least 60 residential units per gross hectare and a floor space index of 2.5.

There are 13 Regional Corridors in the ROP (see Figure 50, page 57). Preliminary discussions with staff of the area municipalities indicate that not all Regional Corridors are equal in terms of their ability to accommodate intensification, nor will they share an equal level of current and planned transit service.

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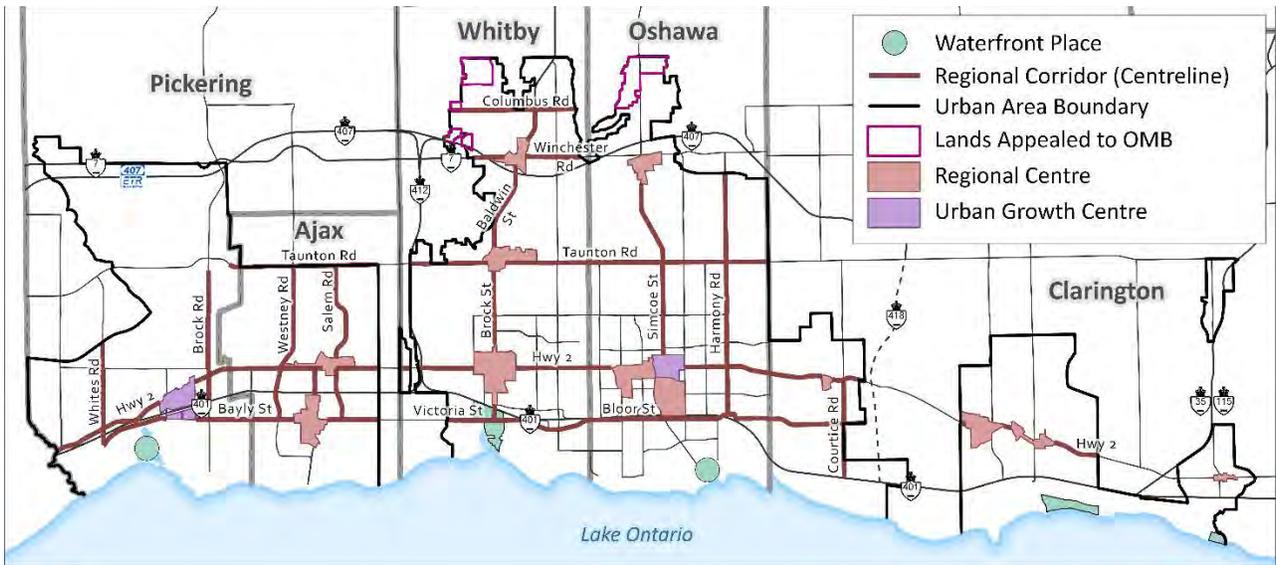


Figure 50: Many Regional Corridors provide connections to, and between, Regional Centres and Urban Growth Centres.

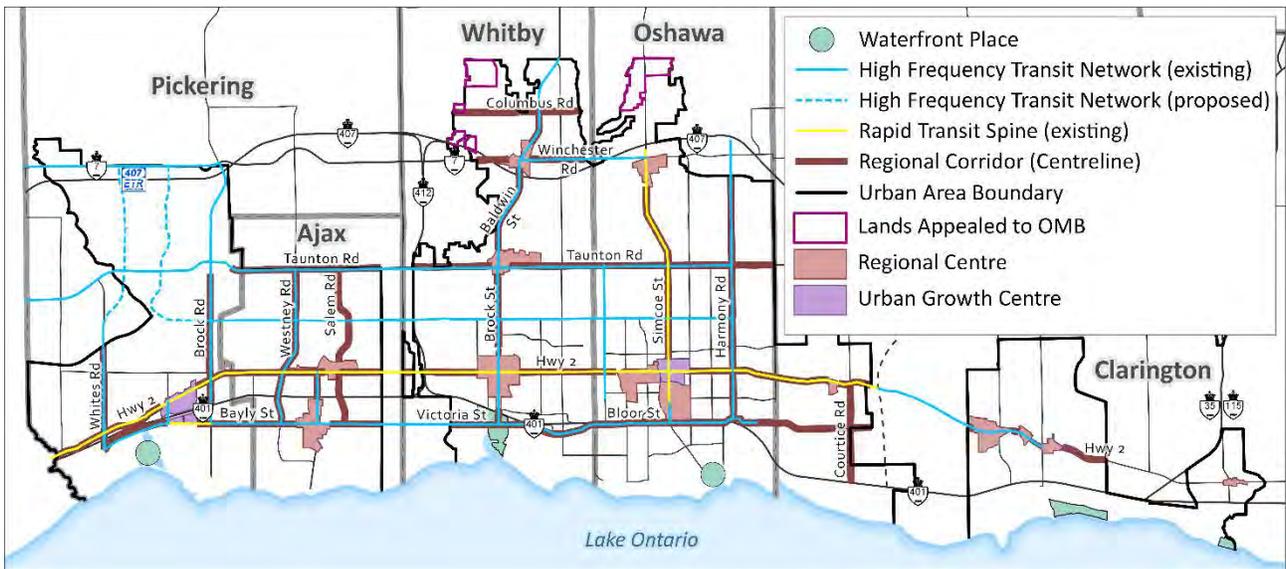


Figure 51: The rapid transit spine and existing and future high frequency transit network.

The Region completed a Transportation Master Plan (TMP) in late 2017, which sets out a Higher Order Transit Network (see Figure 51). The Higher Order Transit Network identifies the main arteries of the Region’s transit system, comprised of rapid transit spines, high frequency bus routes, and other connections. This network was incorporated

into the current ROP through Amendment #171 in July 2018. The majority of the network is planned to be implemented by 2031.

While there is general alignment between the Higher Order Transit Network and the Regional Corridors in the ROP, there are

certain sections of Regional Corridors that do not correspond to the Higher Order Transit Network. In addition, there are Regional Corridors that may be unsuitable or unable to accommodate intensification. In these cases, certain segments of the Regional Corridor appear to be unable to achieve their intended function as outlined in the ROP.

Discussion Question:

Should the Region delineate only those corridors with significant intensification potential that are also within the Higher Order Transit Network?

Certain Regional Corridors correspond with rapid transit spines which are planned to have the highest-level service and include Bus Rapid Transit in dedicated lanes (see Figure 51, page 57). This is the case for sections of Highway 2 and Simcoe Street, which are identified as Rapid Transit Spines as follows:

- On Highway 2 from the Toronto-Durham boundary, east to Simcoe Street in Oshawa, with protection for future extension to Highway 418 in Clarington.
- On Simcoe Street in Oshawa from Olive Avenue, north to Highway 407.

Currently, Durham Region Transit's PULSE service operates along Highway 2 with frequent service and has several sections with dedicated bus lanes. Simcoe Street also has high frequency service and provides an important connection between downtown Oshawa and Ontario Tech University (formerly UOIT)/Durham College.

What will growth look like?



Figure 52: An example of mixed-use Regional Corridor development consisting of 60 residential units and 900 square metres of ground floor commercial. Kingston Road Regional Corridor, Ajax (Source: Partick, Markus, Luckie Architect, courtesy of the Town of Ajax).



Figure 53: An example of Regional Corridor development consisting of 227 residential units. Whites Road Regional Corridor, Pickering (Source: SRM Architects Inc., courtesy of the City of Pickering).

A Place to Grow requires lands adjacent to, or near, existing and planned frequent transit to be planned as transit-supportive. This includes planning for compact, mixed-used development at higher densities. Accordingly, certain Regional Corridors may meet the definition of an SGA. Through Envision Durham, the Region will consider the delineation of Regional Corridors that meet the definition of a Strategic Growth Areas

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and consider policies that support the development of these areas.

Discussion Question:

Should Regional Corridors that are intended to be priority areas for the highest level of transit service (Highway 2 and Simcoe Street) be delineated in the ROP and assigned an increased minimum density target?

6.4 Waterfront Places

Waterfront Places are intended to be developed as focal points along the Lake Ontario waterfront with a mix of uses integrated with the Greenlands System. Uses may include residential, commercial, and recreational uses, as well as marinas, tourist establishments, and cultural and community facilities. There are five Waterfront Places identified in the ROP (see Figure 15, page 20).

The ROP recognizes that each Waterfront Place has unique characteristics and permits development to occur at a scale appropriate for the area. Accordingly, while the ROP establishes a minimum density target of 60 units per gross hectare, it only applies where appropriate as determined in the applicable area municipal official plan.



Figure 54: Waterfront Places integrate components of the Urban System and Greenlands System. Pictured above is the Newcastle Waterfront Place in Clarington.

What will growth look like?



Figure 55: An example of Waterfront Place mixed-use development consisting of up to 1,637 units. Port Whitby Waterfront Place (Source: DTAH Architects, courtesy of the Town of Whitby).



Figure 56: An example of Waterfront Place mixed-use development consisting of 157 residential units and 1,056 square metres of ground floor commercial space, Port Whitby Waterfront Place / Victoria Street Regional Corridor, Whitby (Source: ABA Architects Inc., courtesy of the Town of Whitby).

Given the flexibility afforded by the ROP, implementation of Waterfront Place policies varies by area municipality. Preliminary discussions with area municipal staff indicates a preference for continued flexibility to implement Waterfront Places, as opposed to delineating boundaries for inclusion in the ROP. In addition, area municipal staff noted that not all Waterfront Places will continue to meet the definition of SGAs, as some are nearing build out with limited future intensification potential.

Discussion Question:

Should Waterfront Places be specifically designated in the Regional Official Plan?

6.5 Local Centres and Local Corridors

The ROP recognizes and enables the designation of Local Centres and Local Corridors in area municipal official plans. Local Centres and Local Corridors also play an important role in accommodating intensification and will be assessed as part of the Land Needs Assessment exercise. However, it is not anticipated at this time that Local Centres and Local Corridors will be delineated in the ROP as SGAs.

What will growth look like?



Figure 57: An example of mixed-use development taking place in a Local Corridor consisting of 229 units and 500 square metres of commercial space. King Street West Local Corridor, Newcastle, Clarington (Source: Romanov Romanov Architects Inc., courtesy of Municipality of Clarington).

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7.0 Approach to delineating Major Transit Station Areas

Major Transit Station Areas (MTSAs) were identified as places for intensification and increased densities in the 2006 Growth Plan. MTSAs, constituting the area in and around existing or planned higher order transit, were required by the 2006 Growth Plan to be designated in official plans and be planned to achieve a higher density mix of uses, where appropriate.



Figure 58: Major Transit Stations Areas around higher-order transit.

The current ROP implements the 2006 Growth Plan by requiring that development adjacent to Transportation Hubs and Commuter Stations be at higher densities and optimize walkability to the transit facilities. The ROP also requires that delineated boundaries be identified in area municipal official plans on the basis of an approximate 500 metre radius of the station.

A Place to Grow, 2019 elevated the significance of MTSAs and further prioritized intensification and increased planned densities in these areas. This includes identifying priority transit corridors (PTC) and specifying prescribed density requirements for any MTSA that is located along a PTC.

Major Transit Station Area: The area including and around any existing or planned *high order transit* station within a *settlement area*; or the area including and around a major bus depot in an urban core. *Major transit station areas* generally are defined as the area within a 500 to 800 metre radius of a transit station, representing a 10-minute walk.

A Place to Grow, 2019

In the context of Durham Region, the Lakeshore East GO Transit rail line, up to its current termination point at the existing Oshawa GO train station, is the only PTC located within the region. As a result, the existing GO train stations – located in Pickering, Ajax, Whitby and Oshawa – must meet the prescribed requirements of A Place to Grow, including the following:

- The detailed boundaries of the MTSA must be delineated in the ROP in a manner that maximizes the size of the area and the number of potential transit users that are within walking distance to the station.
- Each MTSA must be planned to achieve a minimum density target of 150 residents and jobs combined per net hectare.
- If the minimum density target cannot be achieved, the Region must request an alternative density target from the Minister of Municipal Affairs.

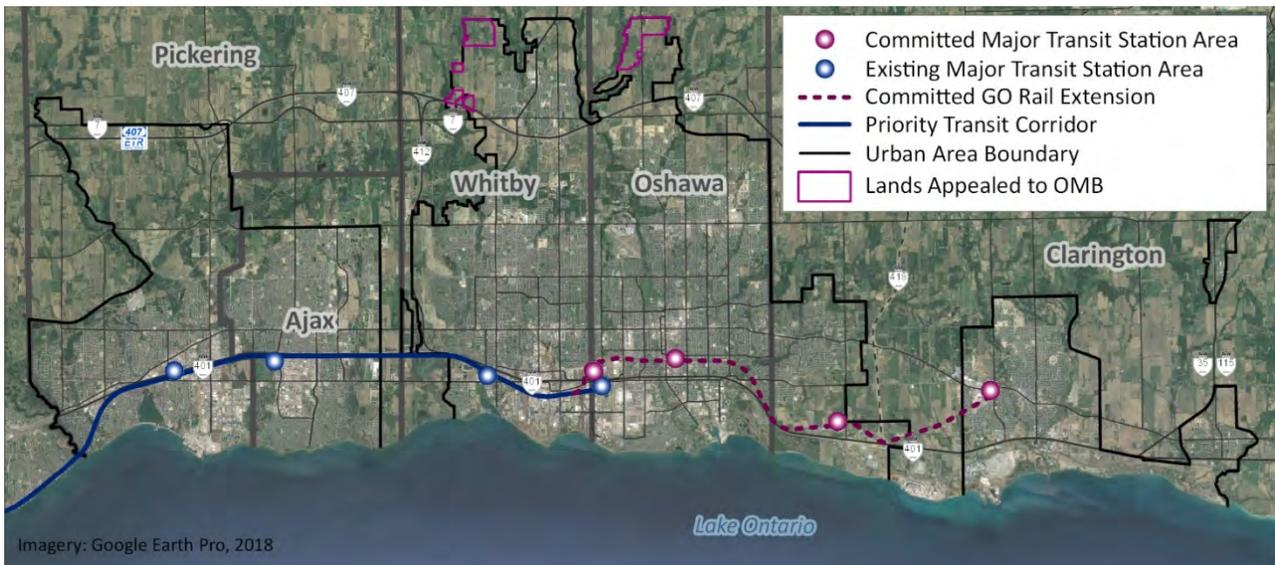


Figure 59: Major Transit Station Areas in Durham Region

In 2016, the province committed to extend the existing GO Transit service from its current termination point in Oshawa to Downtown Bowmanville by 2024. The extension is currently illustrated on Schedule 5 of A Place to Grow on the north side of Highway 401. The planned extension would create four new station stops in Durham, located at Thornton Road South, north of the 401 (referred to as the Thornton Corners Station), downtown Oshawa, Courtice Road, north of Highway 401, and downtown Bowmanville.

The four future MTSAs, located along the committed GO Transit rail line extension, represent significant opportunities to direct intensification and growth in a manner that maximizes the benefits of being within proximity to higher-order transit. Accordingly, through the Envision Durham process the four future MTSA sites – located at Thornton Corners, downtown Oshawa, Courtice Road, and downtown Bowmanville – are recommend for delineated in the ROP

with an assigned a minimum density target. Other potential MTSAs subject to further study, approval and financial commitment, such as the potential GO train stations in Uxbridge and Seaton, as well as stations along Regional higher order transit, will be recognized and protected through policy and other approaches, but are not proposed for delineation with assigned density targets.



Figure 60: Planned GO Train Station in Downtown Bowmanville.

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A summary of the proposed approach to implement MTSA requirements through Envision Durham is provided below:

Table 11: Proposed approach to delineate Major Transit Station Areas.

MTSA Type	Number of Stations and their location	A Place to Grow requires delineation and prescribes a minimum density target:	Recommended Approach through Envision Durham
Existing stations along the PTC	4: Pickering, Ajax, Whitby, Oshawa	Yes	Implement A Place to Grow requirements
Future stations along the committed GO Transit rail extension	4: Thornton Corners, Downtown Oshawa, Courtice Road, Downtown Bowmanville	No	Delineate and assign minimum density requirements
Potential future GO Transit Stations	2: Uxbridge and Seaton	No	Recognize and protect through policy
Future stations located along Regional higher order transit, such as Bus Rapid Transit	To be determined through Environmental Assessment	No	Recognize and protect through Regional Corridor Policy

Discussion Question:

Is the proposed approach for delineating and assigning density targets to existing and future Major Transit Station Areas appropriate?

7.1 Principles for delineating Major Transit Station Areas

Regional staff have undertaken research and preliminary area municipal consultation to develop an approach to delineated MTSAs in the Regional Official Plan. The following was considered:

- The requirements of A Place to Grow, 2019.
- The direction outlined in the Province's Draft Guidance: Application of the Intensification and Density Targets, May 2018.
- Practices being employed by other jurisdictions.
- Feedback from consultations held with employees of area municipalities and the province.

The result of the employee research and consultation resulted in the following high-level methodology, outlining the principles and steps for delineating MTSA.

- A 500- and 800-metre radius from the centre of the rail platform was applied, to identify a generalized walking distance of approximately 10 minutes.
 - An actual walking distance was mapped, based on applying existing and planned pedestrian infrastructure of 500 and 800 metres to identify a true walking distance of approximately 10 minutes.
 - Other planning boundaries (such as other SGAs and Secondary Plans) within proximity were identified. Wherever possible, the MTSA boundaries were aligned with existing and/or other boundaries identified in area municipal planning documents (including Official Plans and Secondary Plans).
 - Non-developable areas were avoided, wherever possible (such as natural areas, highways, utilities, rail corridors, etc.).
- Non-developable areas were used to form the outer boundaries of the MTSA, wherever appropriate.
- Existing and/or planned pedestrian connections across non-developable areas were identified. If a connection does not exist or is not planned, the area beyond the non-developable area was not included in the MTSA.
 - Areas unsuitable and unplanned for significant intensification, such as stable neighbourhoods that are intended to remain as low density, were identified. Areas that are not intended to be redeveloped were excluded from the MTSA.
 - Employment Areas were identified and a determination was made as to whether there is redevelopment potential.
 - If development potential exists, it was included in the MTSA.
 - If development potential does not exist, then a determination of impact on the density target will inform whether an alternative target should be requested from the Province.
 - Boundaries were adjusted, and in some cases extended beyond the 800-metre walkshed to include underutilized or vacant lands that were viewed as ideal for redevelopment and/or intensification.
 - Logical planning boundaries were used (such as property lines, centrelines of roads, natural features, etc.) to delineate the MTSA boundary.

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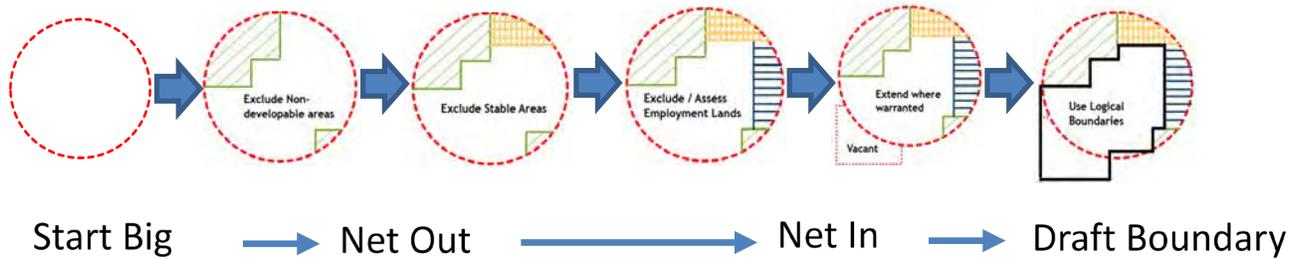


Figure 61: Conceptual process for delineating Major Transit Station Areas.

In January 2019, Regional employees conducted workshops with area municipal staff. The workshops resulted in the delineation of draft MTSAs boundaries for further consultation and discussion (see Appendix “D”)

Discussion Question:

Do you have any feedback or input on the proposed draft Major Transit Station Area delineations?

8.0 Growth management study process

Following public input on this Discussion Paper, a Land Needs Assessment (LNA) will be conducted to plan for growth through intensification and determine the need for any settlement boundary expansions and/or employment area conversions. Staff will report to Council and share the results of key milestones in the Growth Management Study (as described in Figure 2 on page 8).

8.1 Land Needs Assessment

The LNA is a comprehensive review to determine the amount of land required to

accommodate the 2041 population and employment forecast. To complete the LNA, several related studies will be undertaken:

- **An Intensification Strategy:** to assess the ability of the Region’s existing delineated built-up area to achieve the intensification target and specific density targets as outlined in A Place to Grow.
- **A Designated Greenfield Area (DGA) Analysis:** to assess lands between the Built Boundary and the Urban Boundary (including existing, approved and pending secondary plans, plans of subdivision etc.) to accommodate growth in conformity with the target contained in A Place to Grow.
- **An Employment Analysis:** to understand employment trends and opportunities in the Region, develop an Employment Area density target, and assess the ability of the Region, and especially its Employment Areas, to accommodate the employment forecast.
- **A Housing Analysis:** to evaluate the anticipated composition of households, housing mix, affordability and demographic trends.



Figure 62: Required analysis and outcomes of the Land Needs Assessment (Source: Land Needs Assessment Methodology for the Greater Golden Horseshoe).

The objective of these assessments is to determine how the 2041 population and employment forecast will be accommodated through intensification and through the development of the existing DGA. This will also address how the Region can plan for future growth, including:

- Whether the Region’s existing structure can accommodate the 2041 growth forecast.
- Whether any additional Community Areas or Employment Areas are required.
- Whether there are surplus Community Areas or Employment Areas.
- Whether any of the prescribed targets in A Place to Grow cannot be met, and whether alternative targets are justified.
- How the Region’s structure can accommodate the prescribed growth.

The LNA will provide an updated accounting of existing and required land uses within the Urban System and will inform the next stages

in the process. This may include a settlement boundary expansion analysis and/or recommended employment area conversions.

8.2 Settlement boundary expansion analysis

Should the LNA determine that additional land within Community Areas or Employment Areas are needed beyond the existing urban boundary, then a settlement boundary expansion analysis is required. The analysis will form the basis for identifying the most appropriate location(s) of any boundary expansion. Candidate areas will be evaluated based on the criteria prescribed by A Place to Grow. Based on the evaluation, any potential candidate areas would be ranked or prioritized.

Criteria for evaluating settlement area boundary expansions outlined in A Place to Grow includes:

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- There is sufficient capacity in existing or planned infrastructure and public service facilities.
- The infrastructure and public service facilities are viable over their full life cycle.
- The proposed expansion would be informed by applicable water and wastewater master plans or equivalent and stormwater master plans or equivalent, as appropriate.
- The proposed expansion, including the associated water, wastewater and stormwater servicing, would be planned and demonstrated to avoid; or if avoidance is not possible, minimize and mitigate any potential negative impacts on watershed conditions and the water resource system.
- Key hydrologic areas and Natural Heritage System for the Growth Plan should be avoided where possible.
- For non-Great Lake water/wastewater-based services, the service has capacity to accommodate the expansion.
- Prime agricultural areas should be avoided where possible. The expansion should minimize the impact on the agricultural system and its operations and conform with the minimum distance separation formulae.
- The expansion complies with the ORMCP, Greenbelt Plan, Lake Simcoe Protection Plan, and Source Protection Plans.

For further/complete requirements, see subsection 2.2.8.3 of A Place to Grow, 2019.

Discussion Question:

Are there any other criteria that should be considered when evaluating Settlement Area Boundary Expansions?

8.3 Employment area conversion analysis

The conversion of Employment Areas to non-employment uses will be considered if, for example, the LNA concludes there is a surplus of Employment Lands. Conversion requests would be evaluated against several criteria, including the requirements of A Place to Grow, to determine the suitability of non-employment uses.

Additional criteria for employment conversions may include proximity to transit, availability of infrastructure, land use compatibility, the characteristics of the surrounding area, as well as the existing health and long-term viability of the surrounding employment area. Based on the evaluation, any potential candidate areas would be ranked or prioritized.

A Place to Grow criteria for evaluating Employment Area conversions includes:

- There is a need for the conversion.
- The lands are not required over the horizon of the Plan for the employment purposes for which they are designated.
- The municipality will maintain sufficient employment lands to accommodate forecasted employment growth to the horizon of this Plan.

- The proposed uses would not adversely affect the overall viability of the employment area or the achievement of the minimum intensification targets in the Plan, or its other policies.
- There are existing or planned infrastructure and public service facilities to accommodate the proposed uses.

Additionally, A Place to Grow, 2019 introduces Provincially Significant Employment Zones (PSEZs), including three such zones within Durham and include the Employment Areas generally along Highway 401 in Ajax/Pickering, Whitby/Oshawa, and Clarington. Requests for exclusions and additions to the PSEZs will be required to follow the Province’s “Request for Reconsideration” process released in May 2019 and will need to be considered as part of the LNA.

Discussion Question:

Are there other criteria that should be considered when evaluating Employment Area conversions?

9.0 Additional growth management considerations

The following Growth Management considerations and themes will also be addressed through Envision Durham.

9.1 Servicing growth

A Place to Grow requires the Region to take an integrated approach to land use planning and infrastructure investment. This includes

leveraging existing infrastructure, directing growth to appropriate areas to optimize infrastructure investment, providing sufficient infrastructure capacity in strategic growth areas, considering full life cycle costs, and considering the impact of a changing climate.

The Region of Durham provides municipal water and wastewater (sewage) services across its jurisdiction. Communities along the Lake Ontario shoreline and Beaverton are serviced by lake water with treated discharge returned to the lakes. Communities in northern Durham are primarily serviced by groundwater with treated water discharged to surface water streams.

Some of the components of the water system include:

- Water supply plants and wells.
- Water pumping and water storage facilities.
- Large feeder mains and local distribution water mains.
- Service connections to property lines.

Some of the components of the wastewater system include:

- Water pollution control plants.
- Sanitary sewage pumping stations and forcemains.
- Large trunk sanitary sewers.
- Local collection sanitary sewers.
- Service connections up to property lines.

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Figure 63: The Nonquon Water Pollution Control Plant, which serves the Port Perry Urban Area

9.1.1 Financing services through growth¹⁷

To keep pace with provincially mandated growth, major water and wastewater infrastructure projects are reviewed at least every five years as part of the Regional Development Charge By-law renewal approved by Regional Council. The infrastructure requirements are also reviewed annually in the servicing and financing studies and business plan and budget process. The Region of Durham has two different types of infrastructure, each with its own financing mechanisms:

- **Development charge funded projects:** The Region designs, constructs and funds, primarily through Development Charge receipts, the major sanitary sewer and water supply infrastructure (the backbone of the system) required to service land. This includes the funding and construction of water supply and water pollution control plants, pumping

stations, reservoirs, trunk sewers and feeder mains. Once the Development Charge capital infrastructure is constructed, the land is considered “serviced” from a Regional perspective.

- **Local services:** The developers or end users construct and fund the smaller “local” works (the extensions of the sanitary sewers and water mains from the trunk sewers and feeder mains) required to service their individual land parcels.

Development Charges (often referred to as DCs) are fees that are paid by new development to fund new infrastructure and services.

Regional staff monitor and review pending development activity to determine which projects will be required to create the “backbones” of the system. This determination is made every five years as part of the Regional Development Charge By-law renewal process and as part of the annual business plan and budget process.

The forecast of capital works projects is based upon the principle of sequential development. Progressive extension/ expansion of the Regional system occurs as development proceeds within urban areas.

9.1.2 Servicing development: the difference between greenfield and intensification

Once Development Charge funded servicing projects are complete, greenfield

¹⁷ The implications of the changes obtained within Bill 108: More Homes, More Choice Act, 2019, if passed,

may impact how the Region finances servicing through growth.

development is generally serviced by individual developers, or groups of developers, who enter into agreements with the Region to construct the required works. The overall servicing concept for an area is often developed through a Master Environmental and Servicing Plan (MESP) as part of a secondary planning process. Generally speaking, there is more control over when and how land is serviced, in a greenfield setting, compared to lands that are already developed and awaiting intensification. This is because the capacity of greenfield systems are pre-designed for the planned build-out of the greenfield area.

Intensification areas typically do not have a MESP or similar study to inform the amount of infrastructure needed for future development. In addition, the number, size and development aspirations that are within intensification areas can vary greatly and change quickly. Often it can be difficult to develop workable solutions for multiple properties, especially if they are in competition for a finite amount of servicing supply, or if an overall servicing plan does not account for unforeseen intensification or infill opportunities.

Forecasted growth is based on an average density of an area and is not site specific. Sometimes, development of a site is beyond the forecasted average density, which requires additional servicing costs by a developer. The Region has several funding programs to help to support intensification projects that are eligible for financial incentives, including:

- Intensification servicing policy.

- Development Charge credits for existing uses.
- Regional revitalization program.
- Affordable housing.

Discussion Question:

Are additional strategies or solutions required to support development in Strategic Growth Areas?

9.1.3 Servicing employment lands

The amount of serviced employment lands in Durham Region is important to expand industry, increase employment opportunities, and ensure employment is located in proximity to Durham's labour force. The development of employment lands is often dependent on the availability of water supply and sanitary sewage services. Other services that are not provided by the Region of Durham but that are important to develop employment lands may include, but is not limited to:

- Municipal roads.
- Storm sewers.
- Stormwater management facilities.
- Electrical power.
- Natural gas.
- Telecommunication/Broadband services.
- Green Infrastructure.

The Region of Durham supports the servicing of Employment land in the same manner as the servicing of residential land. Projects are funded through Regional Development Charges for the major sanitary sewer and water supply infrastructure (the backbone of the system). Developers or end users are

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required to construct and fund the smaller “local” works.

9.2 Limited expansion for Urban Areas in the Greenbelt Plan and ORMCP

Durham’s Urban System includes six urban areas located entirely within the Greenbelt Plan Area. These are the Uxbridge, Port Perry, Sunderland, Cannington, Beaverton, and Orono Urban Areas. In the case of the Uxbridge Urban Area, a portion of the southern boundary is also within the boundaries of the ORMCP.

A Place to Grow, the Greenbelt Plan and the ORMCP limit the amount of settlement area expansion that may be permitted in Durham’s northern Urban Areas. Any proposed expansion must be modest in size, representing no more than a five per cent increase in the geographic size of the urban area, up to a maximum of 10 hectares. In addition, only 50 per cent of any proposed expansion may be for residential purposes. The following requirements also apply:

- Expansion into the Greenbelt Plan Natural Heritage System is prohibited.
- Expansion into the ORMCP’s Natural Core Areas or Natural Linkage Areas is prohibited.
- Any proposed expansion must be serviced by existing municipal water and wastewater systems without impacting future intensification opportunities in the existing Urban Area.
- Any expansion must meet the requirements of any applicable Source Protection Plans. In the case of the Uxbridge Urban Area, which is within the

boundaries of a moderately stressed aquifer, any proposed expansion must consider the impact on the aquifer.

As a component of the LNA, the Region will determine if any urban area boundary expansions within northern Durham are warranted.

What will growth look like?



Figure 64: An example of development proposed in northern Durham, mixed-use development consisting of 248 units and 9,100 square metres of commercial and office space. Oyler Drive, Scugog (Source: Flanagan, Beresford and Patteson Architects Inc., courtesy of the Township of Scugog).

What will growth look like?



Figure 65: An example of development proposed in northern Durham, consisting of 18 units, McKay Street, Cannington, Brock (Source: Natale Architect Inc., courtesy of Durham Region Non-Profit Housing Corporation).

9.3 Growth outside of the Urban System

Provincial policies control the amount of growth that may occur in areas outside of the Urban System, such as in rural settlements and other rural lands (the Rural System). For example, the “minor rounding out” of hamlets inside the Greenbelt Plan area is no longer permitted. This solidifies the boundaries of 51 out of 53 hamlets within Durham that are either fully or partially within the Greenbelt Plan area, limiting growth in these areas to appropriate forms of infill and intensification.

Notwithstanding the policy restrictions that apply to the expansion of rural settlement areas, they will continue to accommodate a small portion of the region’s overall growth. A recent review of rural lot potential reveals that there is the potential for approximately 2,245 additional residential dwellings across Durham’s entire Rural Area. This includes vacant lots within Country Residential Subdivisions, Hamlets, Shoreline Residential areas and vacant rural lots of record. The majority of these lots (nearly 1,800) are located outside of rural settlement areas. The greatest potential for rural residential development exists in Clarington, Scugog and Brock.

Table 12: Estimated rural residential development potential.

Type of Rural Residential Development	Regional Total
Country Residential Subdivision – partially developed	67
Country Residential Subdivision – undeveloped	109
Hamlet	132
Shoreline Residential	139
Vacant lots of record	1,798
Total	2,245

Source: Durham Region Planning Division.

Through Envision Durham and as part of the LNA, the Region will further consider development trends and potential in the Rural System.

9.4 Northeast Pickering, north Whitby and north Oshawa

In 2009, Council adopted Regional Official Plan Amendment #128 (ROPA 128). The amendment implemented the Region’s growth management study as part of the Region’s 2006 Growth Plan conformity exercise. The Region’s Land Needs Assessment that was undertaken at that time recommended an urban boundary expansion of approximately 1,500 hectares of land in northeast Pickering. These lands were included to accommodate the Region’s 2031 population and employment forecast.

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The Ministry of Municipal Affairs and Housing issued its decision on ROPA 128 in 2010, which removed the northeast Pickering urban expansion area. This decision was subsequently appealed to the Ontario Municipal Board (OMB). The Minister’s decision and the subsequent settlement of the OMB appeals on ROPA 128 removed the northeast Pickering lands from the Urban Boundary, but the municipal overall population and employment allocations remained.

As part of the settlement, ROPA 128 Policy 7.3.11 (p) was added to the ROP. The policy requires that the amount and rate of development in Seaton be evaluated, and that the watershed plans for Carruthers Creek and East Duffin Creek be updated, should Urban Area expansion be considered in this area during a future municipal comprehensive review. For context, it should be noted that an update to the Carruthers Creek Watershed Plan is underway, with an expected completion date of December 2019.

Portions of urban expansion areas in north Whitby (Brooklin) and north Oshawa (Columbus) that were adopted by Regional Council through ROPA 128 were also not approved by the Province, including approximately 174 hectares in Whitby and 236 hectares in Oshawa (see Figure 66). These areas are subject to policy 14.13.7 of the ROP, which indicates that the OMB may resume consideration of the proposed Urban Area expansion and designations in north Whitby and north Oshawa – once a municipal comprehensive review has been completed by the affected area municipalities that demonstrates the need for part or all the

lands, including demonstration of conformity with the growth management provisions of the ROP.

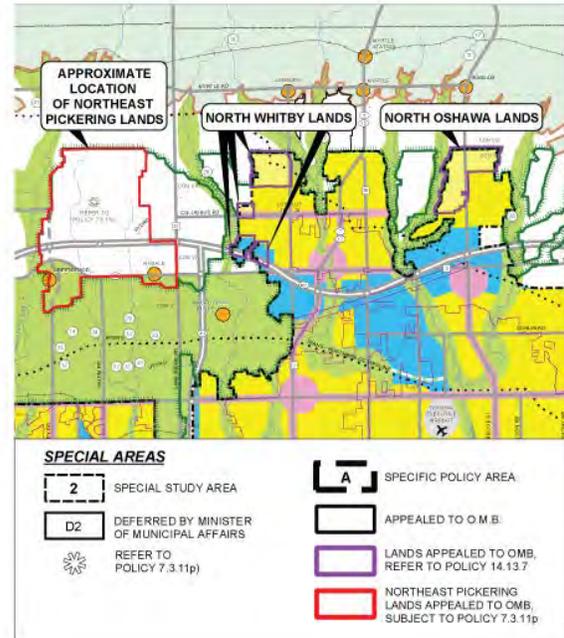


Figure 66: Extract of Regional Official Plan Schedule “A”, illustrating northeast Pickering, north Whitby, and north Oshawa lands appealed to the Ontario Municipal Board.

In this regard, the City of Oshawa completed a municipal comprehensive review and adopted Official Plan Amendment #179 (OPA 179). OPA 179 addressed conformity to the Provincial Greenbelt Plan, Provincial Growth Plan for the Greater Golden Horseshoe, and the Regional Official Plan. Additionally, the Amendment implemented environmental policies stemming from the Black/Harmony/Farewell Creek and Oshawa Creek Watershed Plans. The Region approved OPA 179, deferring the lands in north Oshawa subject to Policy 14.13.7. The Region’s decision was subsequently appealed to the OMB. The background work that supported OPA 179 identified that the lands in north Oshawa should be brought into the Urban Area

Boundary. In April 2019, a settlement hearing before the Land Use Planning Appeal Tribunal (LPAT) was held to consider the designation of these lands. A decision of the LPAT has not yet been rendered.

The north Whitby lands were considered as part of Whitby's Official Plan Amendment #105 (OPA 105) and the Brooklin Secondary Plan (OPA 108). OPA 105 was the town's municipal comprehensive review to be consistent with the Provincial Policy Statement, and to conform to the Greenbelt Plan, Provincial policy directions, and the ROP. Through the Region's approval of both OPA 105 and OPA 108, the north Whitby lands subject to Policy 14.13.7 of the ROP were deferred, pending a resolution from the Land Use Planning Appeal Tribunal. A resolution has not yet been reached.

Envision Durham will consider the currently unallocated population and employment forecasts in Pickering – and the status of the appealed lands in north Whitby and north Oshawa – as part of the overall LNA process.

9.5 Special Study Areas 5 and 6

In 1999, lands in southeast and northwest Uxbridge were added to the Urban Area and were identified as Special Study Areas 5 and 6 respectively, but remained designated as Prime Agricultural in the ROP. Policy 12.1.3 of the ROP requires that an amendment to the ROP to designate the lands for development must consider the amount and rate of development that has occurred in the area designated "Living Area", and the availability of servicing capacity.

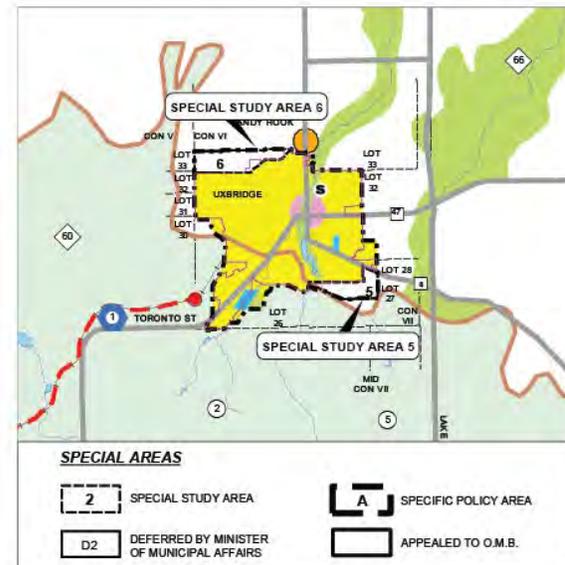


Figure 67: Extract of Regional Official Plan Schedule "A", illustrating Special Study Areas 5 and 6 of the Uxbridge Urban Areas.

In recent years, there has been a growing interest to explore development in Special Study Areas 5 and 6. The availability of sufficient sanitary sewer services, and the timing of planned upgrades to the local water pollution control plant, remain limiting factors.

Through Envision Durham, staff will consider any submissions and technical analysis filed in keeping with Policy 12.1.3, including whether official plan amendment processes are advanced related to these Special Study Areas

9.6 Airports

Airports, and the employment clusters that surround them, are important economic drivers and job generators that can have substantial local, regional and national economic benefits. As a component of a global transportation network, airports

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provide passenger and goods movement focal points for passengers and businesses who are increasingly dependent on air travel.

The Oshawa Executive Airport is the only public airport in Durham Region. It is an executive-level regional airport, owned and operated by the City of Oshawa. It supports business travel, emergency services, general aviation and other aviation-related businesses. Annual aircraft movements at the airport are expected to increase with the eventual closure of Buttonville Airport in Markham.



Figure 68: Configuration of the Oshawa Executive Airport (source: Oshawa Airport Business Plan 2015-2019).

9.6.1 Pickering Federal Airport Lands

Roughly 3,885 hectares (9,600 acres) of land owned by the federal government is protected for an airport and related

economic and employment uses in Pickering. The original land holding was acquired by the federal government in 1972. In 2013 and 2015, the portions of the site that were not required for airport use were set aside, and formed part of the federally owned Rouge National Urban Park.

In 2015, the federal government initiated the process to update the Airport Site Order (ASO) and Pickering Airport Site Zoning Regulations (PASZR). The updates are intended to reflect the required airport site and runways, and apply the appropriate protections and restrictions on surrounding lands. To date, a decision has not yet been made by the federal government regarding whether or not to proceed with an airport in Pickering. In April 2015, Regional Council confirmed its support, in principle, for the development of airport in the City of Pickering.

Lands immediately surrounding airports, as well as takeoff and landing paths, must be protected from incompatible land uses. This includes building height restrictions to ensure the safe operation of aircrafts, as well as locating sensitive uses outside of areas that may experience unacceptable levels of aircraft related noise. Through Envision Durham, the overall impact of airports will be considered.

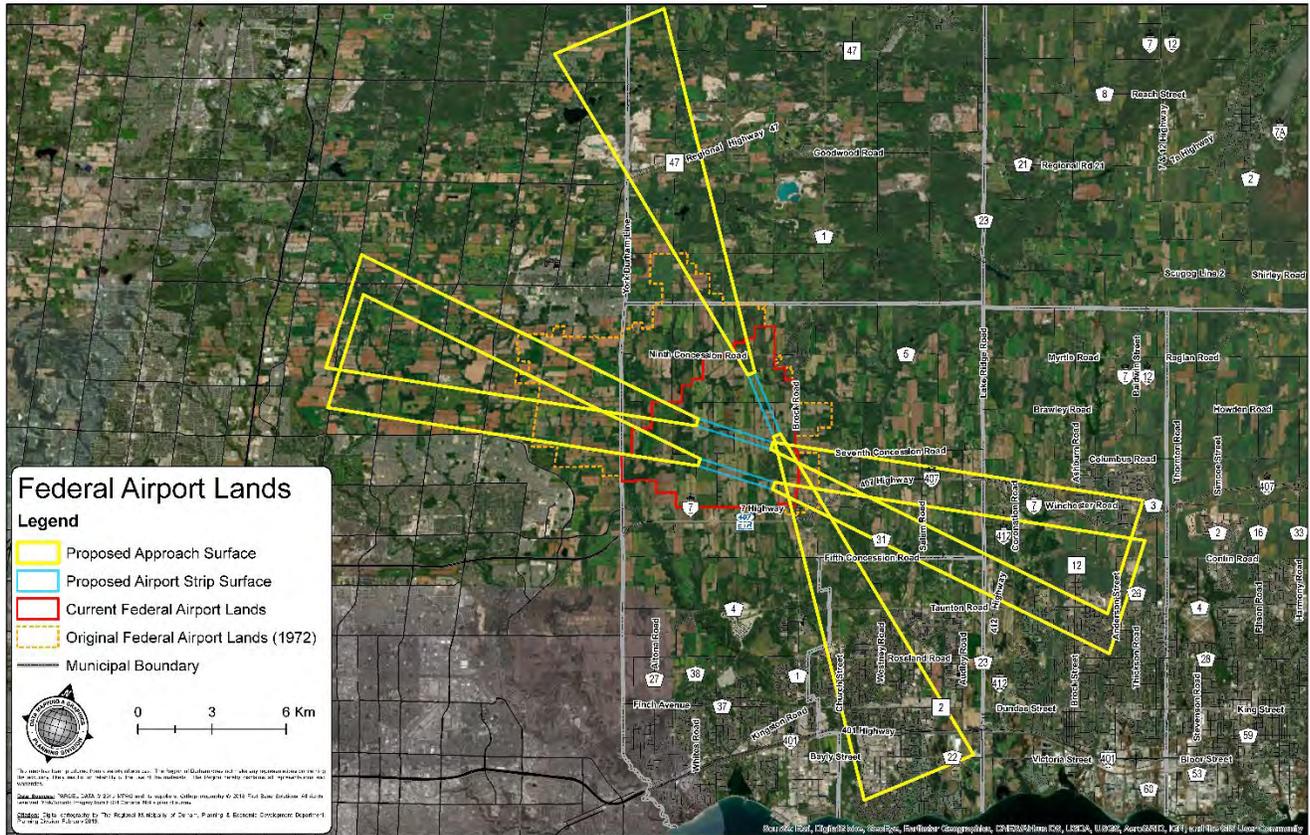


Figure 69: Proposed Pickering Airport and runway orientation.

9.7 Nuclear generating stations

There are two nuclear generating stations located within Durham Region, one in the City of Pickering¹⁸, and one in the Municipality of Clarington. The first four reactors at the Pickering nuclear generating station became operational in 1971 (Pickering A), with four additional reactors added in 1983 (Pickering B). The four Darlington reactors became operational

between 1990 and 1993. Together, Pickering and Darlington have a generating capacity of roughly 6,600 megawatts, providing approximately 34 per cent of Ontario’s electricity needs.¹⁹

Direct and indirect employment related to the Pickering Nuclear Generating Station has been estimated at 7,500 jobs, of which 4,500 jobs are in Durham.²⁰ Commercial power generation at the Pickering station is expected to cease in 2024. The plant will

¹⁸ The Pickering Nuclear Generating Station is technically considered two separate nuclear plants – Pickering A and Pickering B.

¹⁹ Ontario Power Generation
<https://www.opg.com/generating->

[power/nuclear/stations/pickering-nuclear/pages/pickering-nuclear.aspx](https://www.opg.com/generating-power/nuclear/stations/pickering-nuclear/pages/pickering-nuclear.aspx)

²⁰ From economic impact study done for City of Pickering, HDR, City of Pickering, Economic and Financial Impact of the Retirement of the Pickering Nuclear Generating Station, June 2015.

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then undergo a decades-long process of decommissioning. There will be an associated decline in job opportunities, with a certain level of staff required to carry out the decommissioning, eventual demolition and site restoration.

The Darlington nuclear generating station is currently undergoing a phased refurbishment of all four reactors, with a planned completion date of 2026. The refurbishment has a total project cost of \$12.8 billion and creates 8,800 jobs per year in Ontario.²¹ The refurbishment project directly employs about 2,600 workers and contractors. Previous plans to build additional reactors at the Darlington nuclear generating station, which received federal approval to proceed in 2012, are currently on hold.

The 2014 PPS provides policy direction to ensure that major facilities, including energy generation facilities, be separated from sensitive land uses. Accordingly, development within proximity of the Pickering and Darlington nuclear generating stations must consider and be aware of the risks and impacts of these facilities, including appropriate separation and necessary improvements to the road network to ensure the ability to safely and quickly evacuate in the case of an emergency.

Through Envision Durham, the Region will consider land use compatibility between major facilities (including energy generation facilities) and sensitive land uses, the closure of the Pickering station expected in 2024, and

the ongoing refurbishment and potential expansion to the Darlington Nuclear Generating Station.

9.8 General Motors Assembly Plant in Oshawa

In late 2018, General Motors (GM) announced that it would be closing five North American facilities in 2019, including the assembly plant in Oshawa. At the time of the announcement, GM was one of the Region's largest employers, providing over 3,700 jobs in the region²².

In a subsequent announcement on May 8, 2019, GM provided details about the future use of their manufacturing facilities in south Oshawa. GM will invest \$170 million to transition the plant from vehicle assembly to a stamping operation. The stamping operation will retain 300 of the 2,600 vehicle assembly jobs. A test track for autonomous and advance technology vehicles will also be installed at the Oshawa site.

Through Envision Durham, the Region will consider the impact of these events.

21 According to the Conference Board of Canada 2015 economic analysis of the refurbishment project, <https://www.conferenceboard.ca/temp/f5b1880e->

a4a2-43c4-8318-501471e70d3c/Darlington_BR_7529.pdf
22 2018 Durham Region Business Count

10.0 Policy considerations

The following policy topics and themes will be further considered through Envision Durham.

10.1 Specific Policy Area A—Central Pickering Development Plan Area

In the early 1970s the Province of Ontario acquired lands in north Pickering for the purpose of developing a new community with a population of 150,000 to 200,000 people. Over the ensuing 30 years, an array of consultations, development concepts and plans were undertaken for how these lands could be developed.

In 2006, the Province issued the Central Pickering Development Plan (CPDP), outlining the vision, goals, objectives and policies for how these lands will develop. This included planning, transportation and design policies to accommodate the planned 70,000 population and 35,000 jobs in the Seaton community, while protecting the existing Natural Heritage System and the agriculture community west of Duffin, currently known as the Duffins Rouge Agricultural Preserve.

Currently, the ROP identifies the lands subject to the CPDP as Specific Policy Area A, and is shown on Schedules “A”, “B”, and “C”. The policies contained in subsection 13.2 provide high-level direction on how development in the Seaton Urban Area will occur, including the requirement that all development be in accordance with the policies of the CPDP.

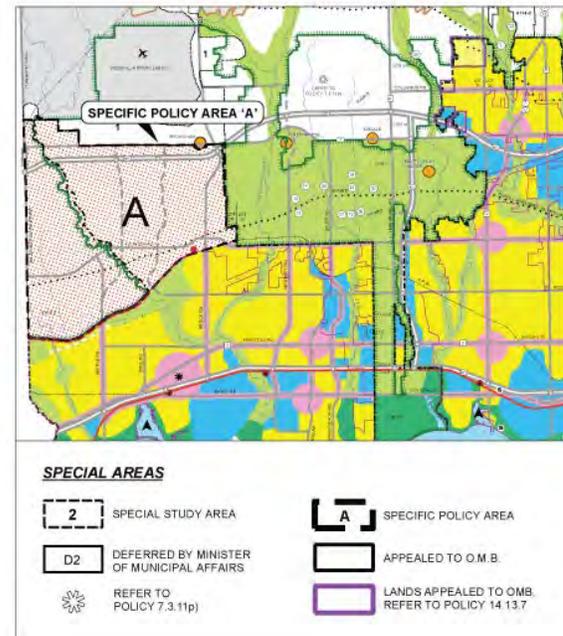


Figure 70: Lands subject to the Central Pickering Development Plan are currently shown as Specific Policy Area “A” in the ROP.

In recent years, there has been significant progress in the planning and development of Seaton. In 2014, Amendment 22 to the Pickering Official Plan was approved through various Ontario Municipal Board decisions which were confirmed by the Lieutenant Governor by Order-in-Council. In addition, detailed planning approvals, neighbourhood plans, the approval of draft plans of subdivision and zoning by-laws have been granted, along with agreements to provide servicing to this area.

Given that the requisite planning approvals are in place to enable development, the Region will consider whether it is appropriate to include land use designations with the Seaton Urban area, similar to that which exists within the balance of the Region.

Growth Management

Discussion Question:

Should a Regional structure, consisting of appropriate Regional land use designations, be applied to lands located within the Central Pickering Development Plan Area?

10.2 Economic Development Strategy and Action Plan (2017-2021)

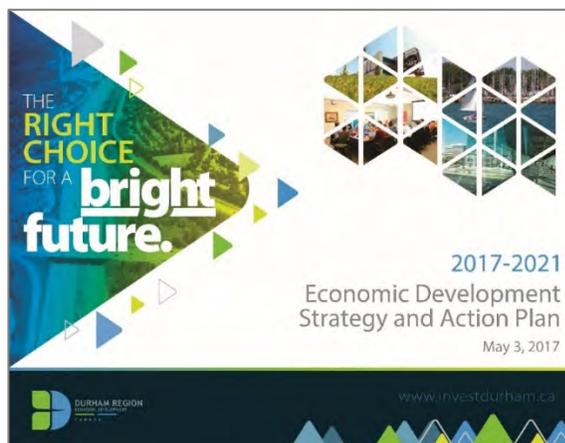


Figure 71: Economic Development Strategy and Action Plan.

[The Region's Economic Development Strategy and Action Plan](#) was endorsed by Regional Council in May 2017. The strategy outlines a series of actions intended to promote economic development in the region and identifies the six key sectors which will be the focus of Durham Region's economic development efforts, which are:

- Agri-Business.
- Energy, Environment & Engineering.
- Health Sciences.
- Innovative Technology.
- Manufacturing.
- Tourism.

Close to 80 individual actions, designed to achieve the vision, goals, and objectives of the strategy are outlined. Several of the actions relate to land use planning, specifically:

- 2.1.1: Review the current Employment Land inventory to identify the actual acreage and location of shovel ready employment lands across the Region.
- 2.1.3: Undertake an inventory of potential redevelopment sites in Durham Region.
- 3.1.2: Examine community patterns based on the 2016 Census to identify prevailing trends, issues and opportunities.

Through Envision Durham, the Region will consider policies that would operationalize any relevant aspects of the Economic Development Strategy and Action Plan. In addition, an evaluation of Employment Areas and potential redevelopment sites will be considered as part of the LNA.

10.3 Telecommunications and broadband

In February 2019, Regional Council endorsed in principle [Connecting our Communities: a Broadband Strategy for Durham Region](#) which describes and recognizes the growing reliance on high-speed broadband services for community quality of life and economic competitiveness. Ten actions were identified to support improved broadband connectivity throughout the region, including that ROP policies be considered that would support broadband infrastructure deployment during new development.

Discussion Question:

What type of Regional Official Plan policies should be provided to support the deployment of broadband infrastructure?

10.4 Complete communities

The term “Complete Communities” is woven throughout A Place to Grow and other provincial policy documents, and refers to communities that provide access to jobs, services, and retail while offering a diverse mix of housing, transportation, and public service options to people of all ages, abilities, incomes and household sizes. It often incorporates characteristics of a compact built form, as well as climate change adaptation and mitigation measures to ensure a sustainable community for future generations.

Complete communities can be achieved through various policy approaches. Key

directions identified in A Place to Grow include:

- Intensifying existing built-up areas.
- Optimizing infrastructure along transit and transportation corridors.
- Co-locating public service facilities, retail, recreation, and other infrastructure in community hubs.
- Leveraging the Region’s housing strategy to provide a mix of housing options.

Over 85 per cent of survey respondents think that creating healthy and sustainable complete communities is "very" to "extremely important."

(Based on the Envision Durham public opinion survey results, 387 of 391 respondents).

Achieving complete communities is already a goal of the current ROP. The ROP sets a policy foundation of the key elements that contribute to complete communities, such as a mix of housing, compact built form, provisions for public and active transportation, and co-locating public service facilities. Through Envision Durham, the Region will review and update policy language to address the priority of achieving complete communities.

10.5 Community hubs

Community hubs are central access points that make it easier for residents to access multiple public services in one place. They can include health, social, cultural, educational, recreational, and other services/resources, based on the needs of the local community in both urban and rural areas.²³

The preferred location for community hubs is near SGAs, where they are easily and broadly accessible by active transportation and public transit. The concept of concentrating public service facilities and co-locating infrastructure is a key theme of a Place to Grow for growing and achieving complete communities.

The co-location of public service facilities and infrastructure is important for cost effectiveness, optimizing long-term viability of public investments, and making use of the new and existing transportation investments around SGAs, while providing the opportunity for collaboration between various sectors.

The current ROP includes policies specific to cultural, health and community facilities and directs public services to appropriate areas. The need for any updated policies related to community hubs will be considered as part of Envision Durham.

10.6 Strong and vibrant downtowns

Downtowns are vibrant urban centres that are characterized by compact development and higher densities. They provide a diversity of opportunities for living, working, and enjoying culture, while serving as a catalyst for economic development within the region. Downtowns serve as the focal point for growth, including public investment in services, employment, recreation, and entertainment. A downtown may coincide with an Urban Growth Centre or another SGAs and can also include the characteristics of a community hub.

There is an emphasis in A Place to Grow on including policies that support the intensification and revitalization of existing urban areas into destinations that include employment, cultural facilities, services, meeting places, transit hubs, as well as a mixed-use environment that includes residential growth and higher population densities.



Figure 72: Downtown Port Perry, Township of Scugog.

²³ Ministry of Infrastructure, 2019. *Community Hubs*. <<https://www.ontario.ca/page/community-hubs>>

The existing ROP considers downtowns though a tiered approach. It recognizes UGCs and Regional Centres as a key area of focus for intensification within the Regional Structure. Existing policies promote a mix of uses, active transportation, cultural heritage preservation, and growth related to employment and housing within these centres. It further enables the designation of local centres in area municipal Official Plans.

Through Envision Durham, the Region will consider policies to further support the achievement of strong and vibrant, healthy downtowns.

Discussion Question:

How can Regional Official Plan policies support the achievement of strong, vibrant, and healthy downtowns?

10.7 Places of worship in employment areas

Places of worship are locations where individuals or groups of people come together to perform acts of devotion, veneration, or religious study. Historically, places of worship were found in a stand-alone institutional building. However, over time, as the faith base has diversified and the availability of institutionally zoned lands have decreased, the request for this use to be permitted in other zones and designations has grown, including designated Employment Areas.

Through the Region's last Municipal Comprehensive Review, the Province required the ROP to prohibit places of

worship within Employment Areas (reflected in policy 8C.2.2), as places of worship are sensitive land use that require separation from noise, odour, and other impacts normally found within Employment Areas. According to the Region's 2018 Business Count, there are a total of 37 places of worship within Employment Areas.

Discussion Question:

Should places of worship be permitted in Employment Areas?

10.8 Transportation Master Plan (TMP)

[The Durham Transportation Master Plan \(TMP\)](#) is a strategic planning document

designed to identify transportation facilities and services required to meet future transportation needs. The TMP was approved by Regional Council in December 2017 and defines the policies, programs and infrastructure modifications needed to manage anticipated transportation demands. The TMP has a horizon year of 2031 and is intended to support the development pattern designated in the ROP.

The TMP is a multi-modal plan focusing on all modes of transportation, including walking, cycling, public transit, auto and goods movement. Through Envision Durham, the Region will consider the relationship between transportation and growth management, including the implementation of the relevant requirements of the TMP. Implementation of the TMP will be further reviewed in the Transportation Discussion Paper.

Growth Management

Other Growth Management Topics that will be reviewed:

- The effects of Climate Change on the Built Environment.
- Removal of Special Study Areas 3 and 4, to reflect Urban Structure implemented by Clarington Official Plan Amendment 107.
- Separation of incompatible uses within the Urban System.
- Protection of archaeological significant artifacts during development within the Urban System.
- The redevelopment of Brownfield sites.
- Policy that supports Transit Oriented Development.

questions to gather opinions and to help shape future policy.

Your feedback is important to us. The Regional Planning Division appreciates your interest and encourages your participation throughout the Envision Durham process. To submit your comments, please visit durham.ca/EnvisionDurham.

Following the release of these discussion papers, interested parties will also have opportunities to provide feedback on theme-based policy proposals and, a future draft Regional Official Plan.

To stay up-to-date on Envision Durham, please visit durham.ca/EnvisionDurham and subscribe to receive email updates.

Discussion Question:

Are there any other trends or topics you feel should be reviewed and considered as part of the review of the Urban System and the Growth Management Study component of the MCR?

Next steps

This Discussion Paper is the third in a series of papers being released over the course of 2019. These discussion papers provide an overview and background on theme-based land use planning matters and pose various

Appendix A: Discussion questions workbook

Discussion questions are posed throughout the Growth Management Discussion Paper. We are interested in hearing from you on these topics or any others that are important to you, and which have not been addressed. The following is a summary of the questions contained within this discussion paper:

- 1. Is the Urban System achieving the Regional Official Plan vision of creating distinct Urban Areas, balancing population and employment growth, and achieving healthy and complete communities?**

- 2. Are there any additional goals for the Urban System that should be included in the Regional Official Plan?**

- 3. How can Regional Official Plan Policies support the needs of an aging population?**

Growth Management

4. Are there specific policies or other measures that are needed to enable the achievement of employment forecasts and/or the Regional Council target of one job for every two persons?

5. How can Regional Official Plan policies recognize and support the changing pattern of where and how people work?

6. What Regional policies and approaches could assist in achieving the Regional Official Plan target that 50 per cent of all jobs be in designated Employment Areas?

7. How should density (gross or net) be measured in the Regional Official Plan?

8. Should the Region delineate only those corridors with significant intensification potential that are also within the Higher Order Transit Network?

9. Should Regional Corridors that are intended to be priority areas for the highest level of transit service (Highway 2 and Simcoe Street) be delineated in the ROP and assigned an increased minimum density target?

10. Should Waterfront Places be specifically designated in the Regional Official Plan?

11. Is the proposed approach for delineating and assigning density targets to existing and future Major Transit Station Areas appropriate?

Growth Management

12. Do you have any feedback or input on the proposed draft Major Transit Station Area delineations?

13. Are there any other criteria that should be considered when evaluating Settlement Area Boundary Expansions?

14. Are there other criteria that should be considered when evaluating Employment Area conversions?

15. Are additional strategies or solutions required to support development in Strategic Growth Areas?

16. Should a Regional structure, consisting of appropriate Regional land use designations, be applied to lands located within the Central Pickering Development Plan Area?

17. What type of Regional Official Plan policies should be provided to support the deployment of broadband infrastructure?

18. How can Regional Official Plan policies support the achievement of strong, vibrant, and healthy downtowns?

19. Should places of worship be permitted in Employment Areas?

Growth Management

20. Are there any other trends or topics you feel should be reviewed and considered as part of the review of the Urban System and the Growth Management Study component of the MCR?

Appendix B: Glossary

Brownfield Sites: Undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant (PPS, 2014).

Compact Built Form: A land use pattern that encourages the efficient use of land; walkable neighbourhoods; mixed land uses (residential, retail, workplace, and institutional) all within one neighbourhood; proximity to transit; and reduced need for *infrastructure*. *Compact built form* can include detached and semi-detached houses on small lots, as well as townhouses and walk-up apartments, multi-storey commercial developments, and apartments or offices above retail. Walkable neighbourhoods can be characterized by roads laid out in a well-connected network; destinations that are easily accessible transit and *active transportation*; sidewalks with minimal interruptions for vehicle access; and a pedestrian-friendly environment along roads to encourage *active transportation* (A Place to Grow, 2019).

Complete Communities: Places such as mixed-use neighbourhoods or other areas within cities, towns, and *settlement areas* that offer and support opportunities for people of all ages and abilities to conveniently access most of the necessities for daily living, including an appropriate mix of jobs, local stores, and services, a full range of housing, transportation options and *public service facilities*. *Complete communities* are age-friendly and may take different shapes and

forms appropriate to their contexts (A Place to Grow, 2019).

Delineated Built Boundary: The limits of the developed urban area, as defined by the Minister in consultation with affected municipalities for the purpose of measuring the minimum intensification target in this Plan (A Place to Grow, 2019).

Delineated Built-up Area: All land within the *delineated built boundary* (A Place to Grow, 2019).

Designated Greenfield Area: Lands within *settlement areas* (not including *rural settlements*) but outside of *delineated built-up areas* that have been designated in an official plan for development and are required to accommodate forecasted growth to the horizon of this Plan. *Designated Greenfield areas* do not include *excess lands* (A Place to Grow, 2019).

Employment Area: Areas designated in an official plan for clusters of business and economic activities including, but not limited to, manufacturing, warehousing, offices, and associate retail and ancillary facilities (PPS, 2014).

Higher Order Transit: Transit that generally operates in partially or completely dedicated rights-of-way, outside of mixed traffic; and therefore can achieve levels of speed and reliability greater than mixed-traffic transit. *Higher order transit* can include heavy rail (such as subways and intercity rail), light rail, and buses in dedicated rights-of-way (A Place to Grow, 2019).

Growth Management

Intensification: The development of a property, site or area at a higher density than currently exists through:

- a) *Redevelopment*, including the reuse of *brownfield sites*.
- b) The development of vacant and/or underutilized lots within previously developed areas.
- c) Infill development, and
- d) The expansion or conversion of existing buildings (PPS, 2014).

High-density: Includes the following Census structure types: apartments, multiplexes other than duplex or triplex, other mixed-use (Durham Regional Development Charge Background Study, 2018).

Low-density: Includes the following Census structure types: single-detached, semi-detached, links, mobile homes, and single-attached (attached to a building) (Durham Regional Development Charge Background Study, 2018).

Major Office: Freestanding office buildings of approximately 4,000 square metres of floor space or greater, or with approximately 200 jobs or more (A Place to Grow, 2019).

Major Transit Station Areas: The area including and around any existing or planned *higher order transit* station or stop within a *settlement area*, or the area including and around a major bus depot in an urban core. *Major transit station areas* generally are defined as the area within an approximate 500- to 800-metre radius of a transit station, representing about a 10-minute walk (A Place to Grow, 2019).

Medium-density: Includes the following Census structure types: townhouses, stacked townhouses, row houses, duplexes, and triplexes (Durham Regional Development Charge Background Study, 2018)

Priority Transit Corridors: Transit corridors shown in Schedule 5 of A Place to Grow or as further identified by the Province for the purpose of implementing this Plan (A Place to Grow, 2019).

Provincially Significant Employment Zones: Areas defined by the Minister in consultation with affect municipalities for the purpose of long-term planning for job creation and economic development. *Provincially significant employment zones* can consist of *employment areas*, as well as mixed-use areas that contain a significant number of jobs (A Place to Grow, 2019).

Settlement Areas: Urban areas and rural *settlement areas* within municipalities (such as cities, towns, villages and hamlets) that are:

- a) Built up areas where development is concentrated and which have a mix of land uses. and
- b) Lands which have been designated in an official plan for development in accordance with the policies of this Plan. Where there are no lands that have been designated for development, the *settlement area* may be no larger than the area where development is concentrated.

(Based on PPS, 2014 as modified by A Place to Grow, 2019).

Strategic Growth Areas: Within *settlement areas*, nodes, corridors and other areas that

have been identified municipalities or the Province to be the focus for accommodating *intensification* and higher-density mixed uses in a more *compact built form*. *Strategic growth areas* include *urban growth centres*, *major transit station areas*, and other major opportunities that may include infill, *redevelopment*, *brownfield sites*, the expansion or conversion of existing buildings, or greyfields. Lands along major roads, arterials, or other areas with existing or planned *frequent transit service* or *higher order transit corridors* may also be identified as *strategic growth areas* (A Place to Grow, 2019).

Transit-supportive: Relating to development that makes transit viable and improves the quality of the experience of using transit. It often refers to compact, mixed-use development that has a high level of employment and residential densities. *Transit-supportive* development will be consistent with Ontario’s Transit Supportive Guidelines (based on PPS, 2014 and modified for A Place to Grow, 2019).

Urban Growth Centres: Existing and emerging downtowns, as identified in Schedule 4 of the A Place to Grow, 2019. In the context of Durham Region, downtown Pickering and downtown Oshawa are Urban Growth Centres.

Urban Area: Refers to lands located within the Urban Area Boundary, as shown on Schedule “A” of the Regional Official Plan.

Urban System: Refers to lands located within the Urban Area that are appropriately designated to accommodate population and employment uses. This includes the Lake

Ontario shoreline Urban Areas in Pickering, Ajax, Whitby, Oshawa, and Clarington, as well as the smaller Urban Areas of Beaverton, Cannington, Sunderland, Uxbridge, Port Perry and Orono.

Acronyms

ASO: Airport Site Order

CPDP: Central Pickering Development Plan

DCs: Development Charges

DGA: Designated Greenfield Area

GGH: Greater Golden Horseshoe

GTHA: Greater Toronto and Hamilton Area

LNA: Land Needs Assessment

LPAT: Local Planning Appeal Tribunal

LSPP: Lake Simcoe Protection Plan

MTSA: Major Transit Station Areas

ORMCP: Oak Ridges Moraine Conservation Plan

OMB: Ontario Municipal Board

PASZR: Pickering Airport Site Zoning Regulations

PPS: Provincial Policy Statement

PTC: Priority Transit Corridor

ROP: Regional Official Plan

SGA: Strategic Growth Areas

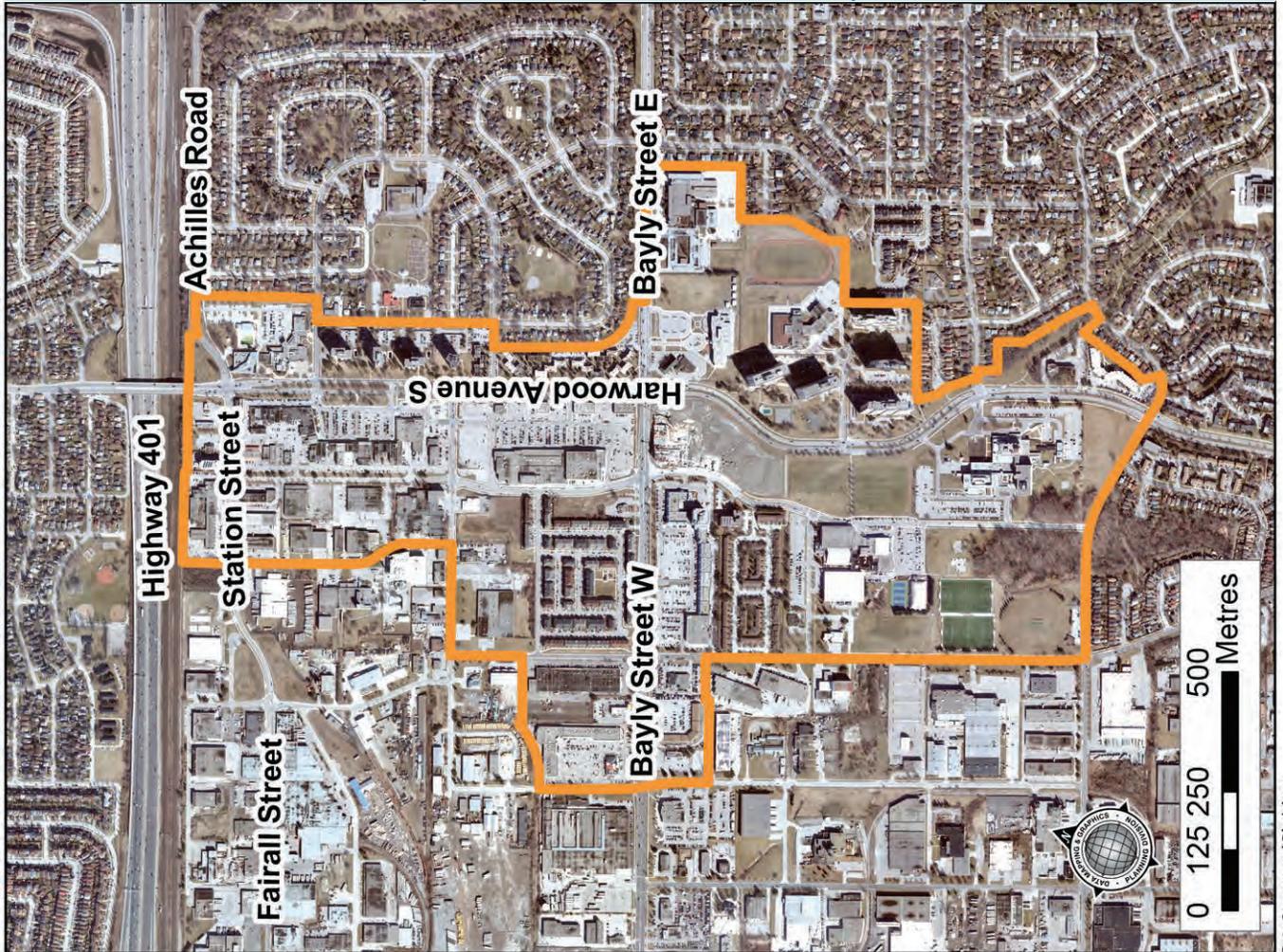
UGC: Urban Growth Centre



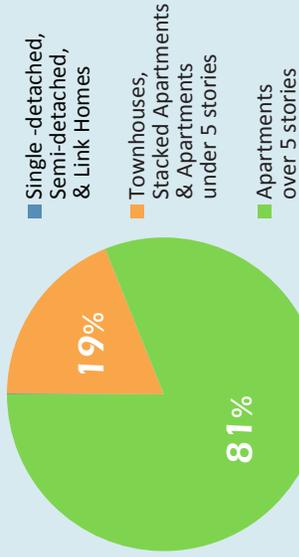
Growth Management

Appendix C: Urban Growth Centres and Regional Centres – Mapping and Key Statistics

Ajax Downtown Regional Centre (2016 Base Year Analysis)

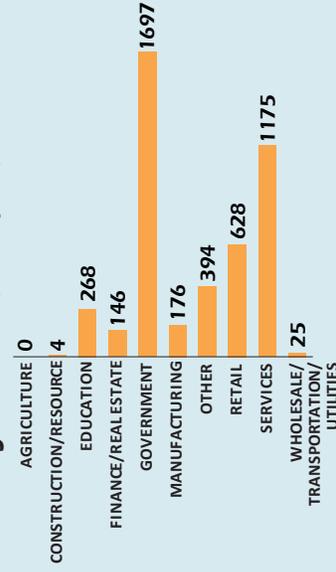


Residential Land Uses (2,386 units)



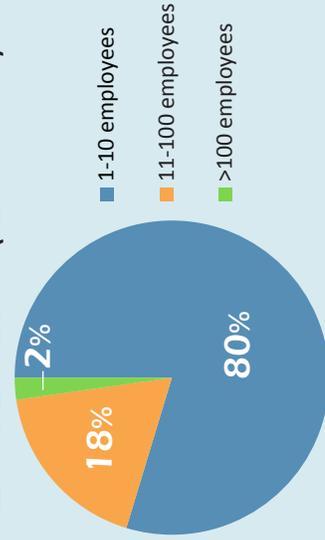
Source: Stats Canada, MPAC, Region of Durham Planning Division.

Jobs By Sector (4,513 jobs)



Source: 2018 Business Count

Size of Business (310 businesses)



Source: 2018 Business Count

145
HA

5,298
People

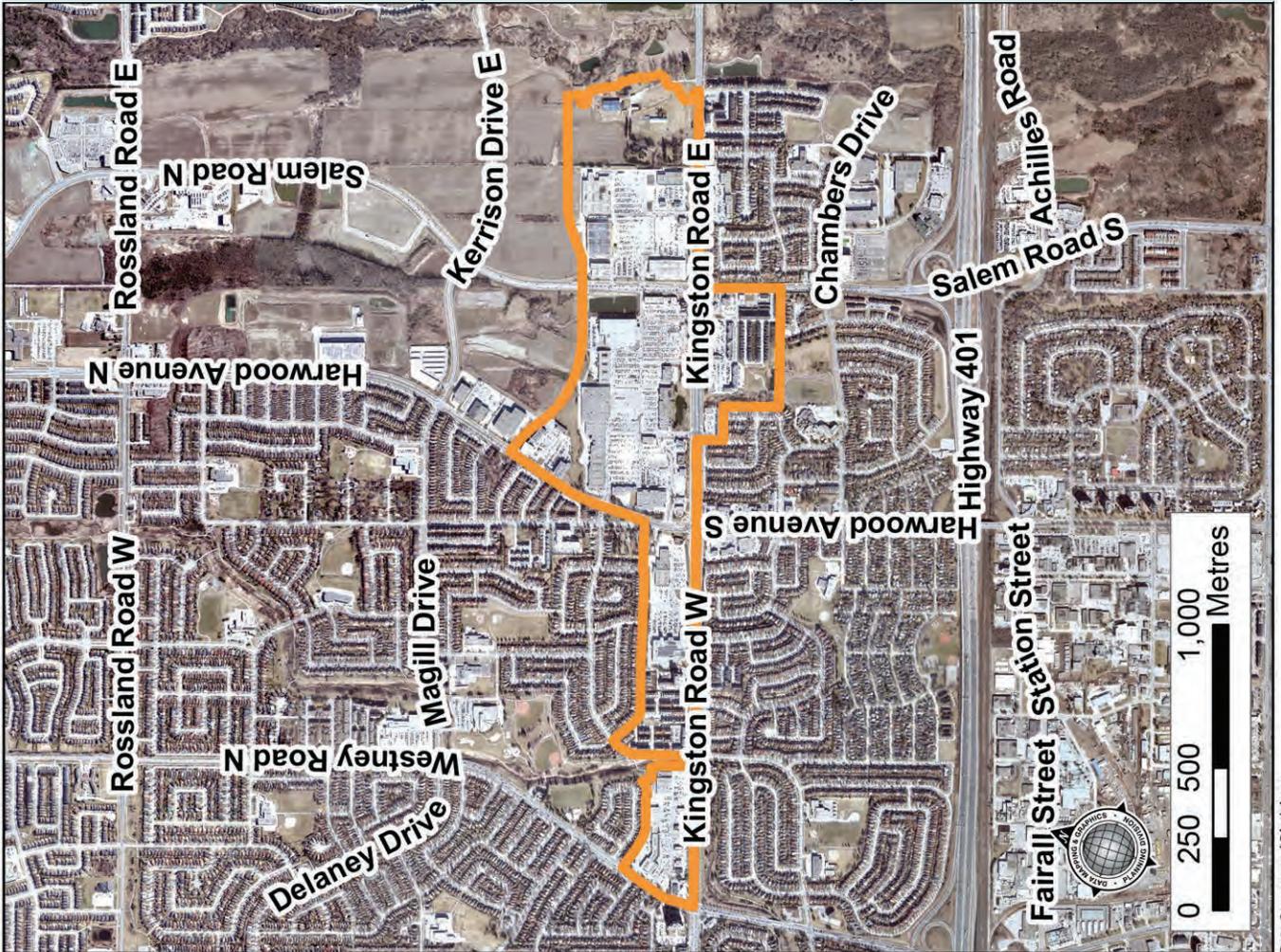
4,512
Jobs

17
Units/HA

68
Jobs +
People/HA

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Ajax Uptown Regional Centre (2016 Base Year Analysis)



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106
HA

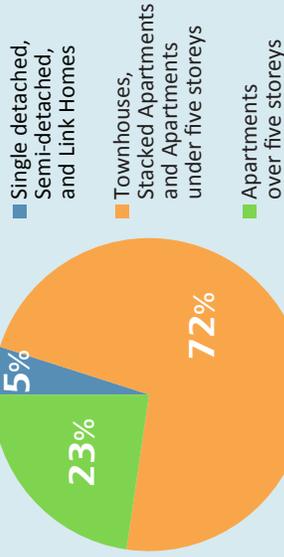
1,211
People

3,549
Jobs

4
Units/HA

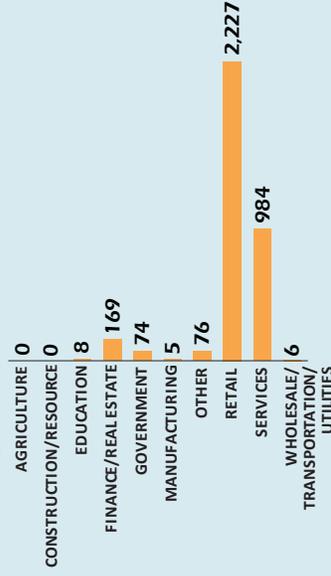
45
Jobs +
People/HA

Residential Land Uses (445 units)



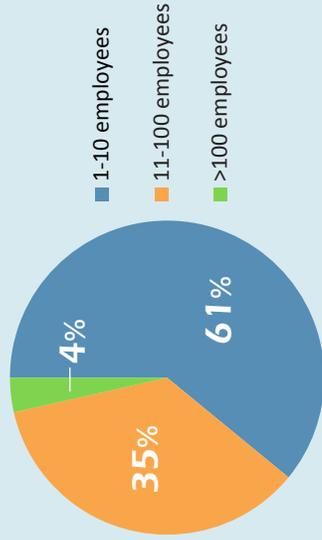
Source: Stats Canada, MPAC, Region of Durham Planning Division.

Jobs By Sector (3,549 jobs)



Source: 2018 Business Count

Size of Business (169 businesses)

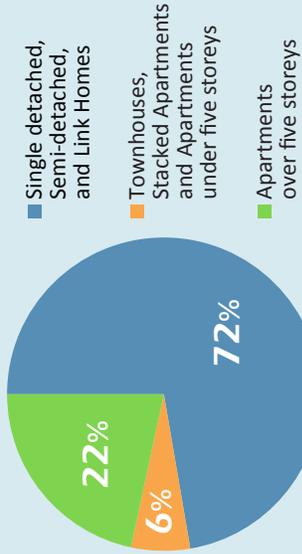


Source: 2018 Business Count

Brock - Beaverton Regional Centre (2016 Base Year Analysis)

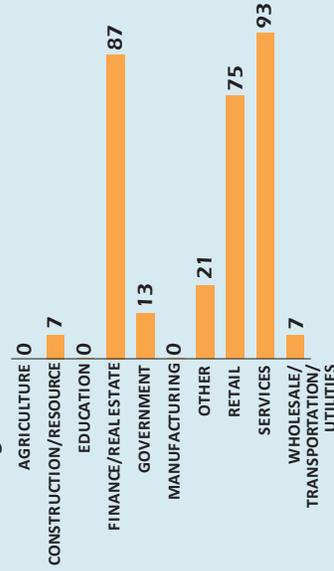


Residential Land Uses (148 units)



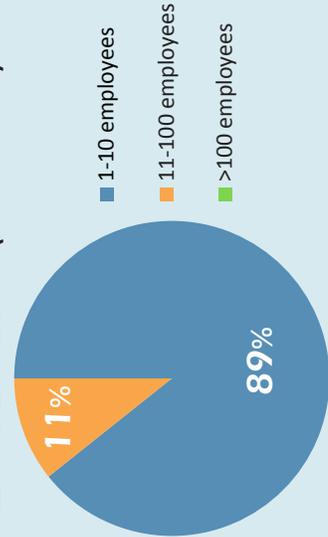
Source: Stats Canada, MPAC, Region of Durham Planning Division.

Jobs By Sector (303 jobs)



Source: 2018 Business Count

Size of Business (56 businesses)



Source: 2018 Business Count

17
HA

261
People

303
Jobs

9
Units/HA

33
Jobs +
People/HA

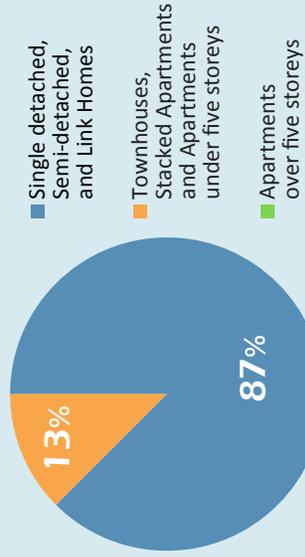
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Brock - Cannington Regional Centre (2016 Base Year Analysis)



8
HA

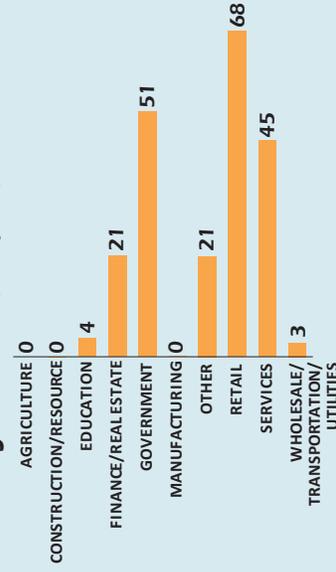
Residential Land Uses (80 units)



Source: Stats Canada, MPAC, Region of Durham Planning Division.

132
People

Jobs By Sector (213 jobs)

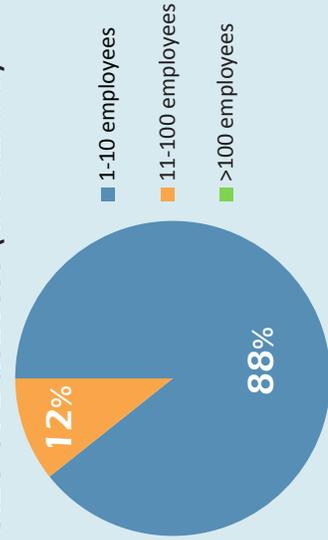


Source: 2018 Business Count

213
Jobs

10
Units/HA

Size of Business (43 businesses)

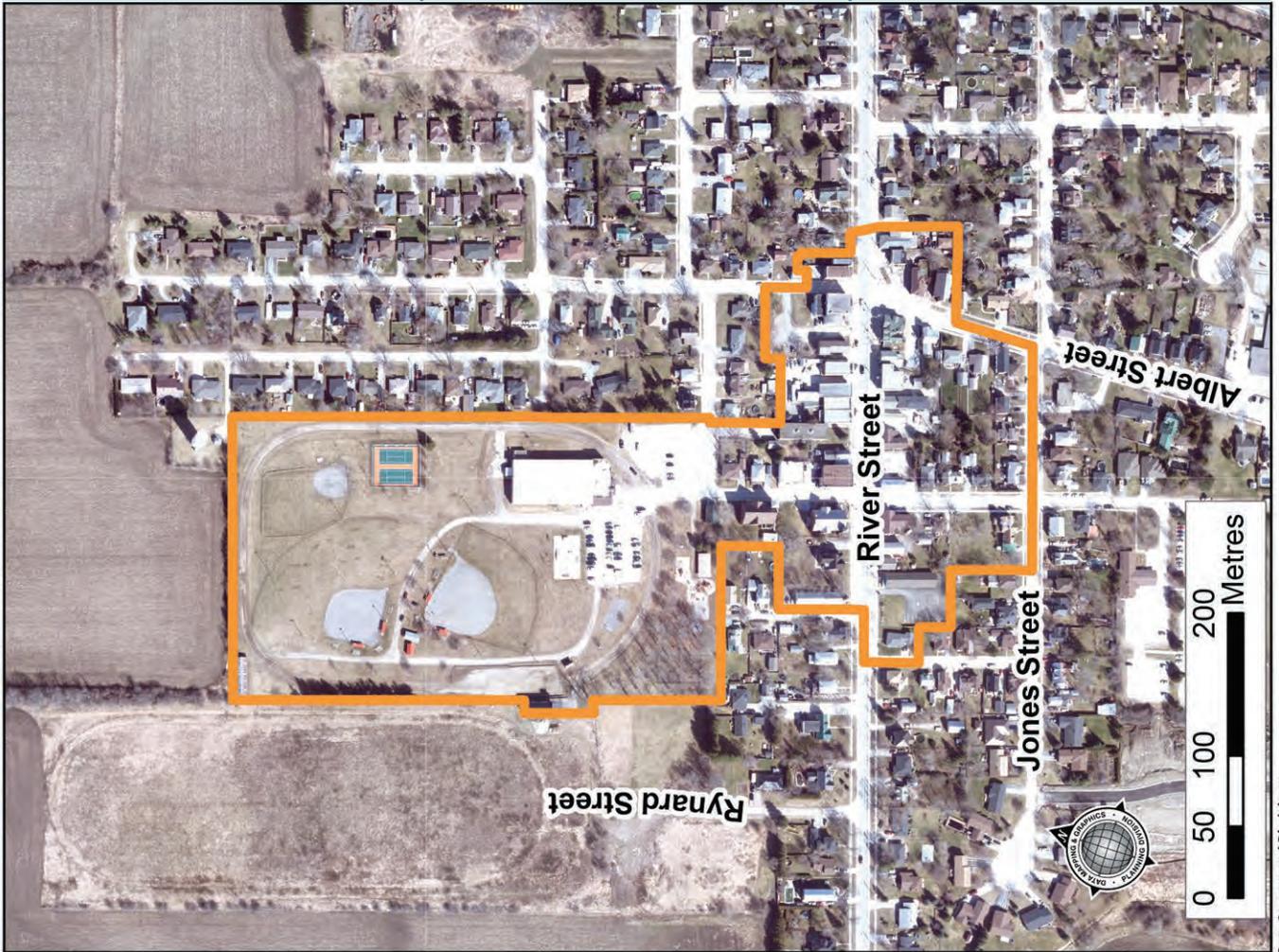


Source: 2018 Business Count

45
Jobs +
People/HA

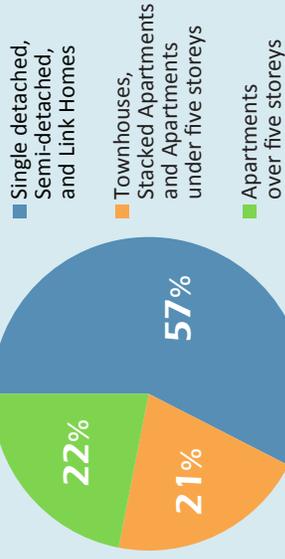
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Brock - Sunderland Regional Centre (2016 Base Year Analysis)



11
HA

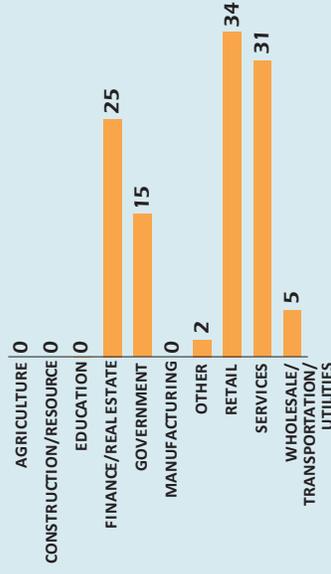
Residential Land Uses (73 units)



Source: Stats Canada, MPAC, Region of Durham Planning Division.

141
People

Jobs By Sector (112 jobs)

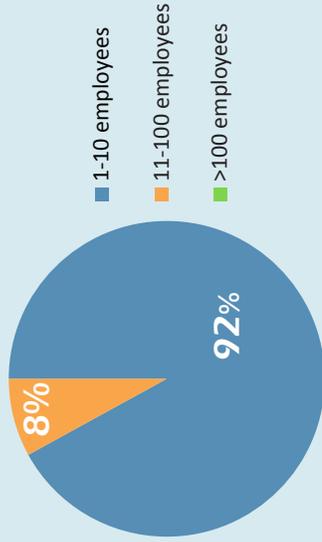


Source: 2018 Business Count

112
Jobs

6
Units/HA

Size of Business (25 businesses)



Source: 2018 Business Count

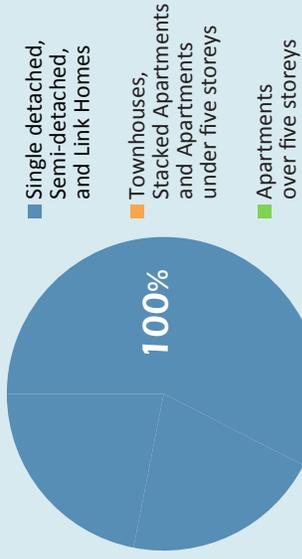
22
Jobs +
People/HA

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Clarington - Courtyce Urban Centre (2016 Base Year Analysis)

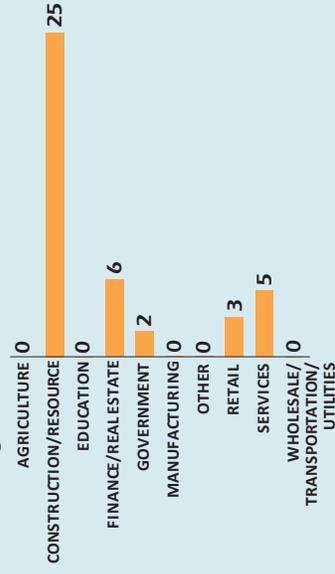


Residential Land Uses (16 units)



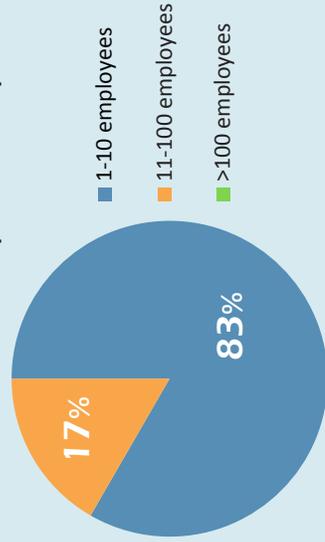
Source: Stats Canada, MPAC, Region of Durham Planning Division.

Jobs By Sector (41 jobs)



Source: 2018 Business Count

Size of Business (6 businesses)



Source: 2018 Business Count

20
HA

32
People

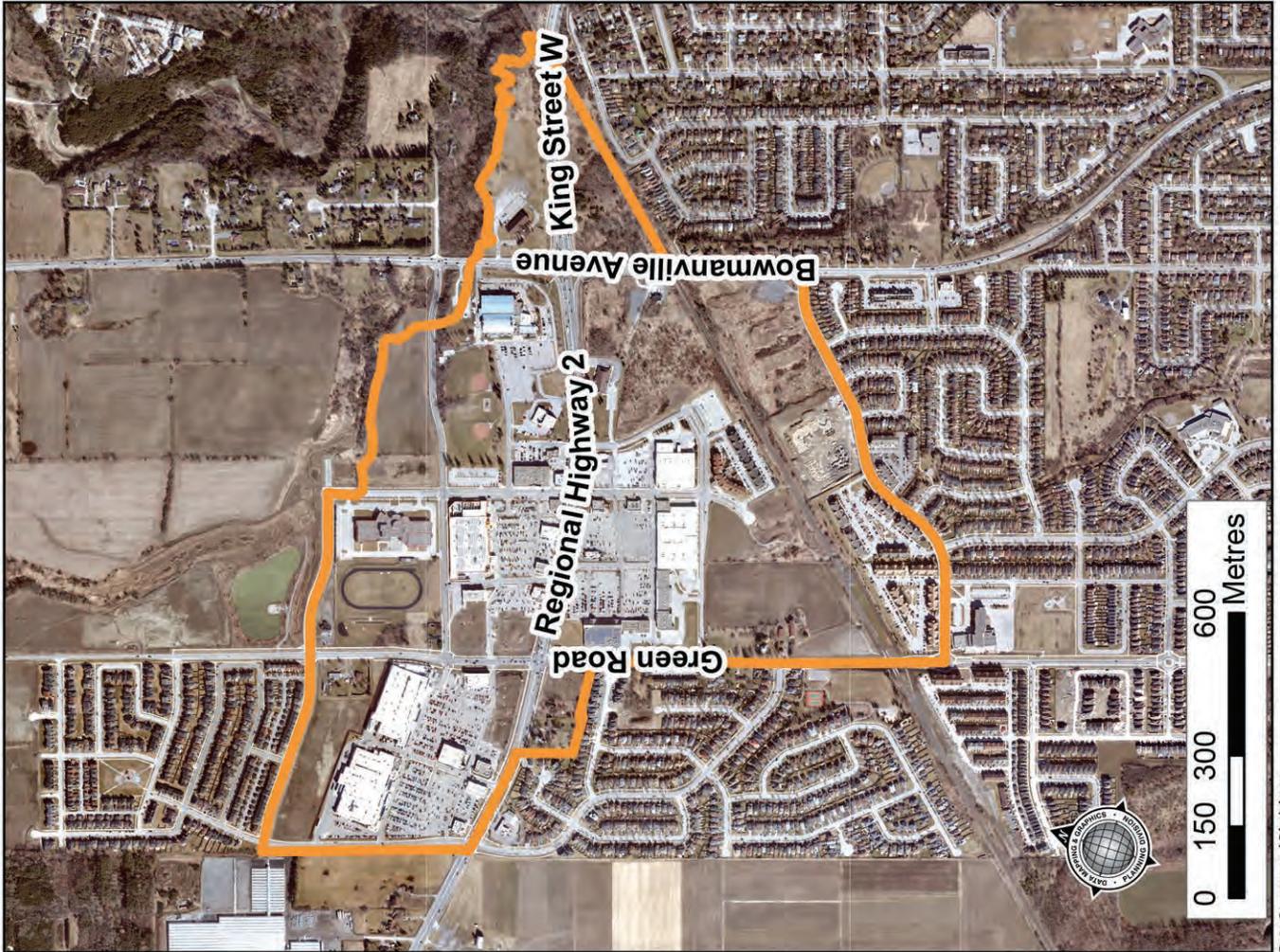
41
Jobs

1
Units/HA

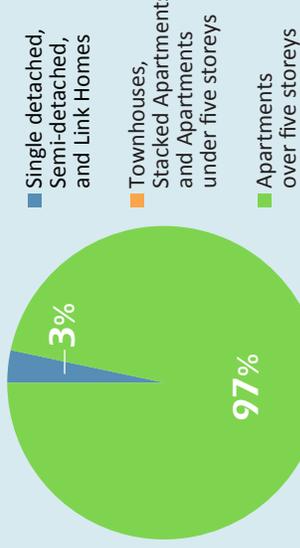
4
Jobs +
People/HA

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Clarington - Bowmanville West Urban Area (2016 Base Year Analysis)

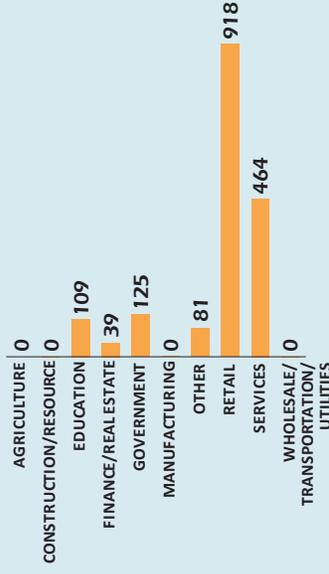


Residential Land Uses (360 units)



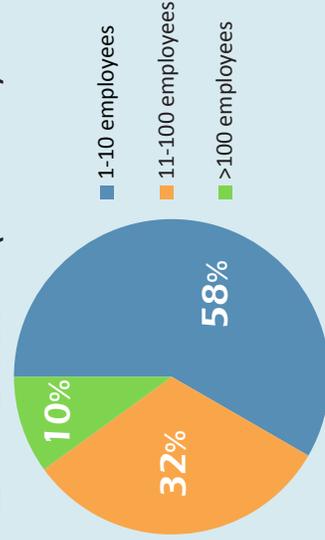
Source: Stats Canada, MPAC, Region of Durham Planning Division.

Jobs By Sector (1,736 jobs)



Source: 2018 Business Count

Size of Business (6 businesses)



Source: 2018 Business Count

121
HA

750
People

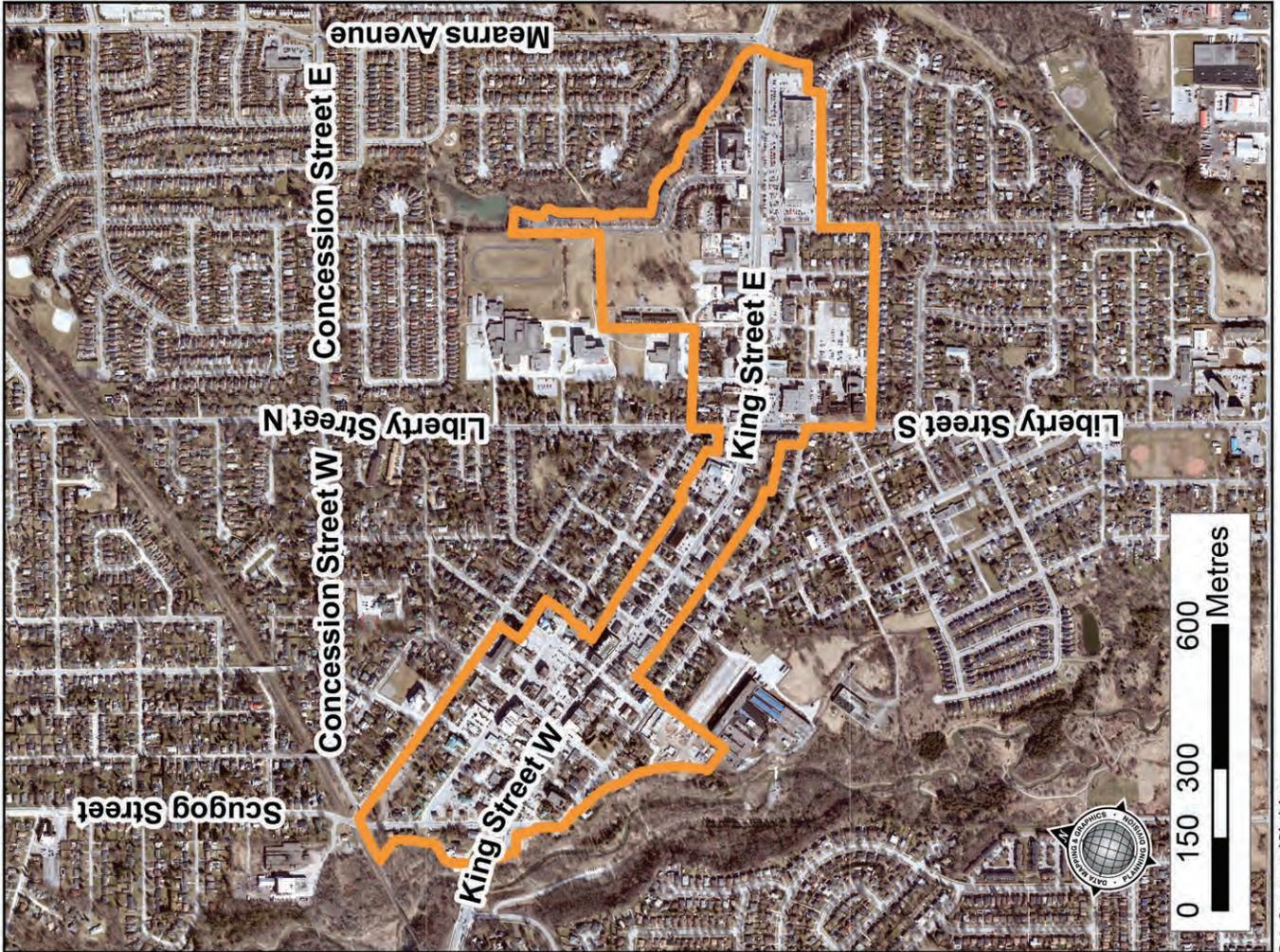
1,736
Jobs

3
Units/HA

20
Jobs +
People/HA

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Clarington - Bowmanville East Urban Area (2016 Base Year Analysis)

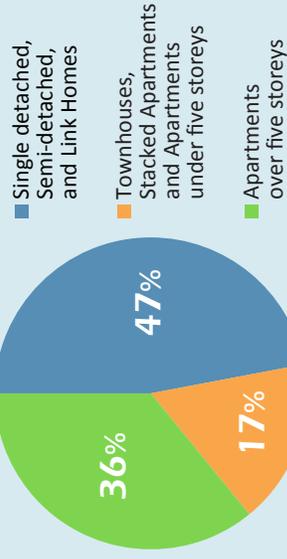


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60
HA

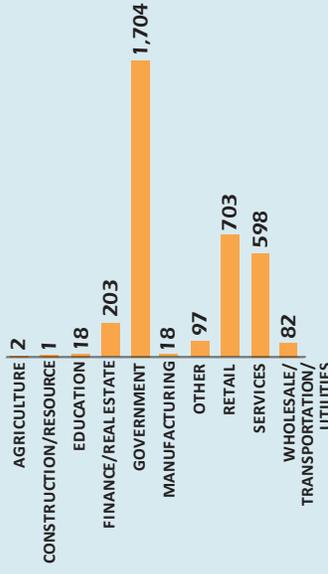
Residential Land Uses (719 units)



Source: Stats Canada, MPAC, Region of Durham Planning Division.

1,256
People

Jobs By Sector (3,426 jobs)

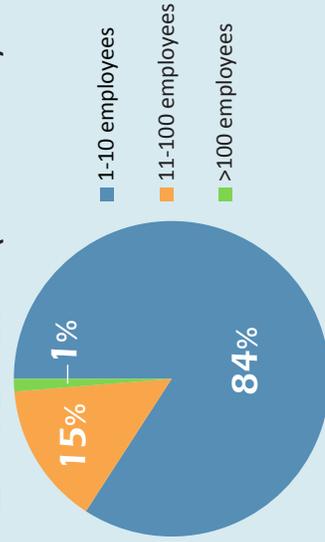


Source: 2018 Business Count

3,426
Jobs

12
Units/HA

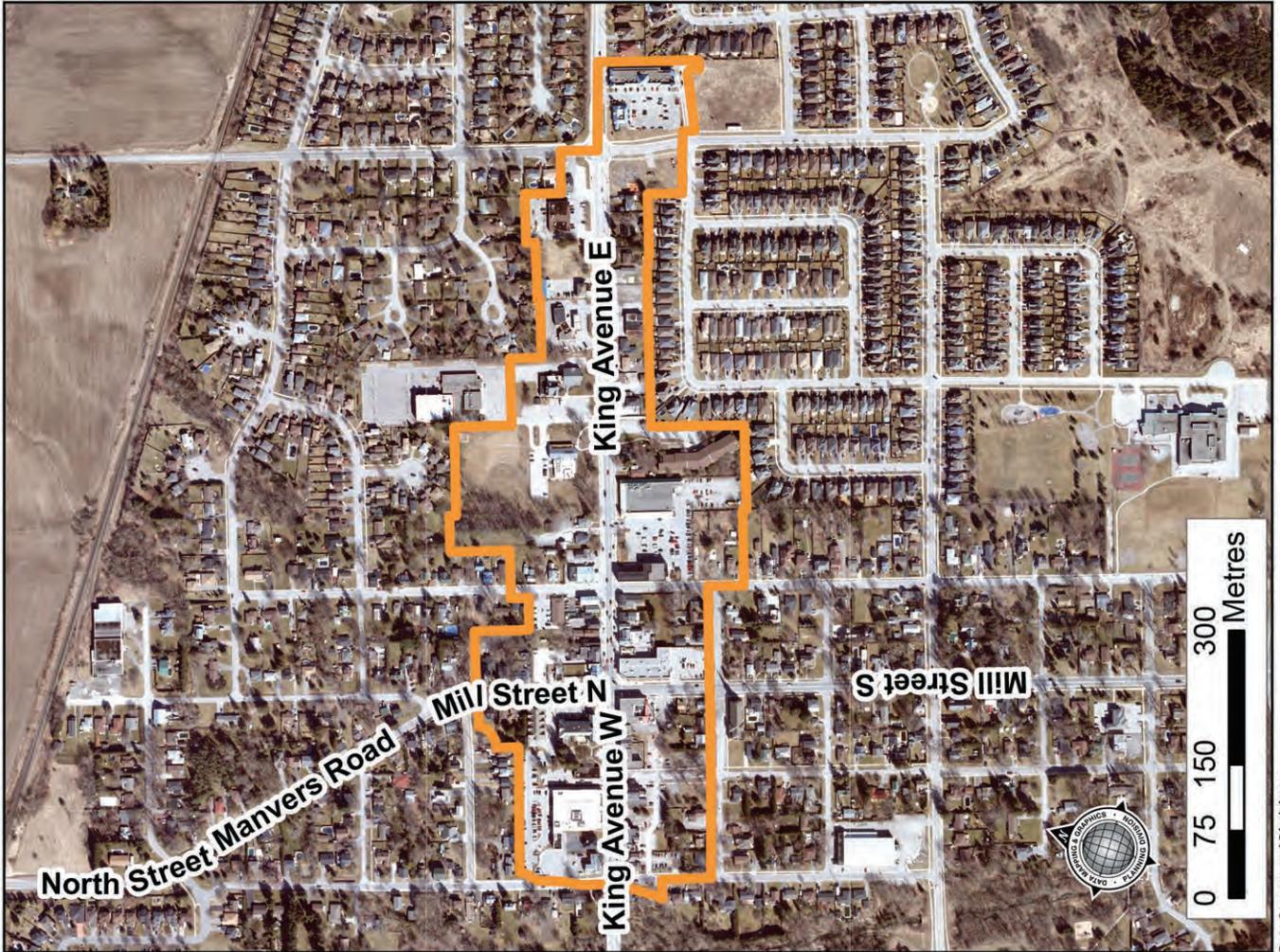
Size of Business (309 businesses)



Source: 2018 Business Count

78
Jobs +
People/HA

Clarington - Newcastle Village Centre (2016 Base Year Analysis)



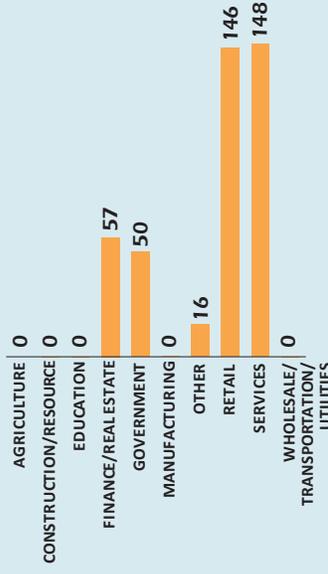
19
HA

Residential Land Uses (168 units)



Source: Stats Canada, MPAC, Region of Durham Planning Division.

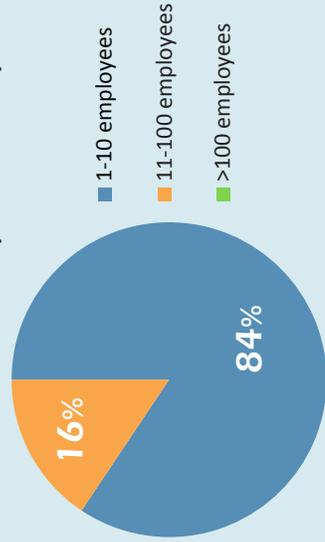
Jobs By Sector (417 jobs)



Source: 2018 Business Count

9
Units/HA

Size of Business (64 businesses)



Source: 2018 Business Count

295
People

417
Jobs

38
Jobs +
People/HA

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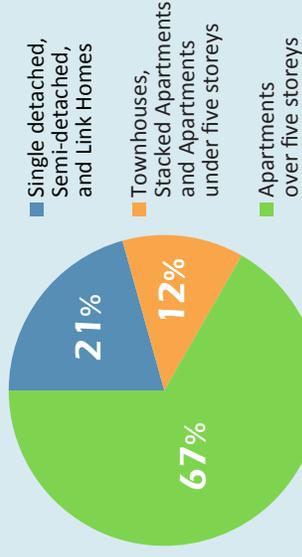
Downtown Oshawa Urban Growth Centre (2016 Base Year Analysis)



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102
HA

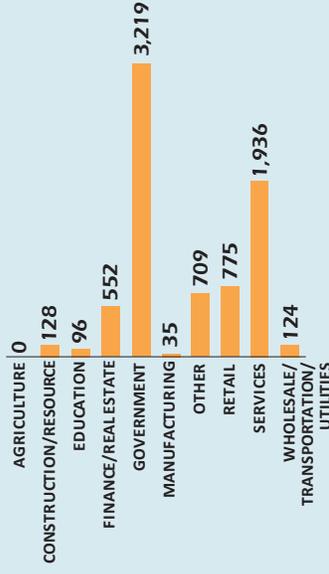
Residential Land Uses (1,994 units)



3,085
People

Source: Stats Canada, MPAC, Region of Durham Planning Division.

Jobs By Sector (7,574 jobs)

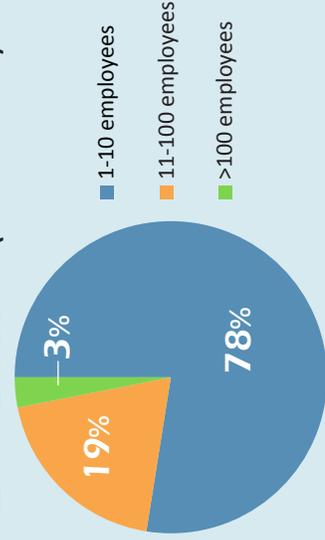


Source: 2018 Business Count

7,574
Jobs

20
Units/HA

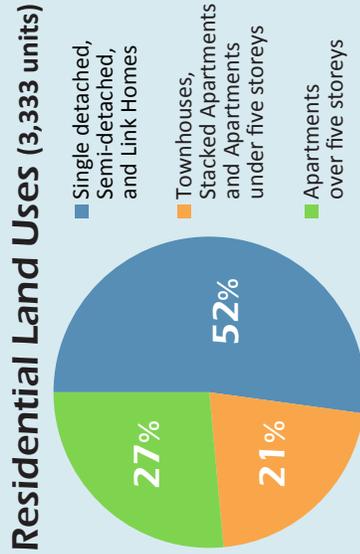
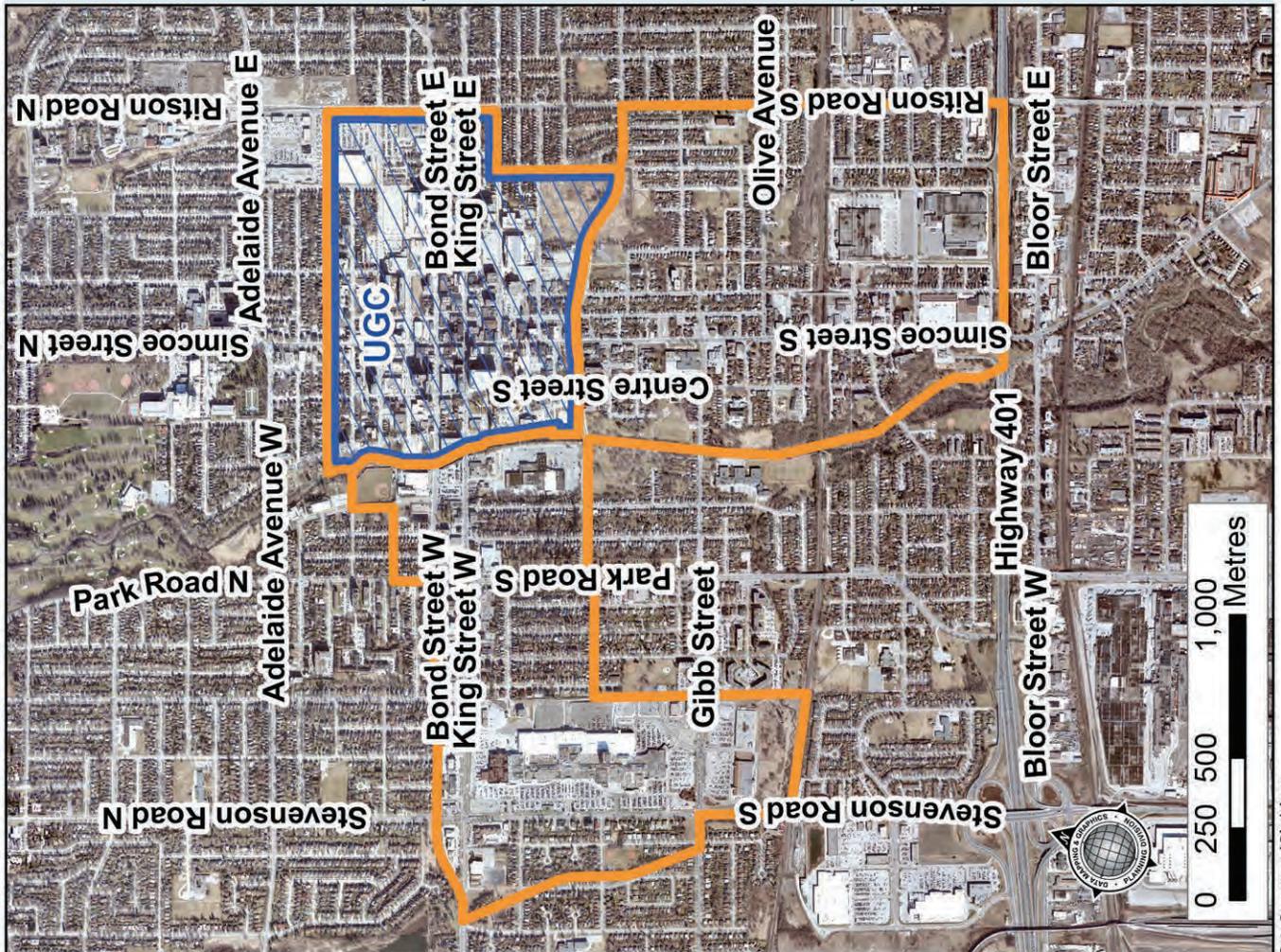
Size of Business (449 businesses)



Source: 2018 Business Count

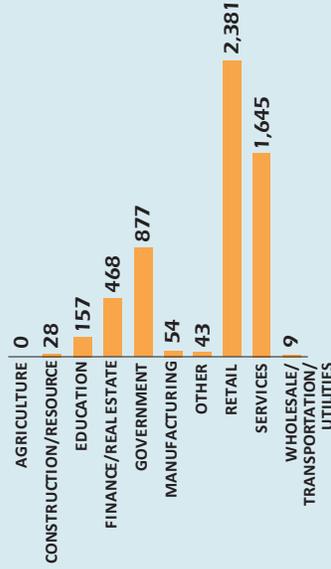
105
Jobs +
People/HA

Oshawa - Downtown Main Central Area (2016 Base Year Analysis)



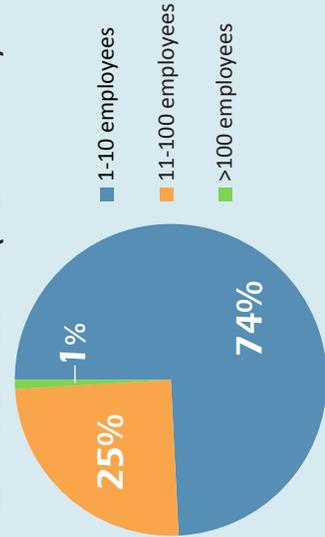
Source: Stats Canada, MPAC, Region of Durham Planning Division.

Jobs By Sector (5,662 jobs)



Source: 2018 Business Count

Size of Business (531 businesses)



Source: 2018 Business Count

296
HA

6,391
People

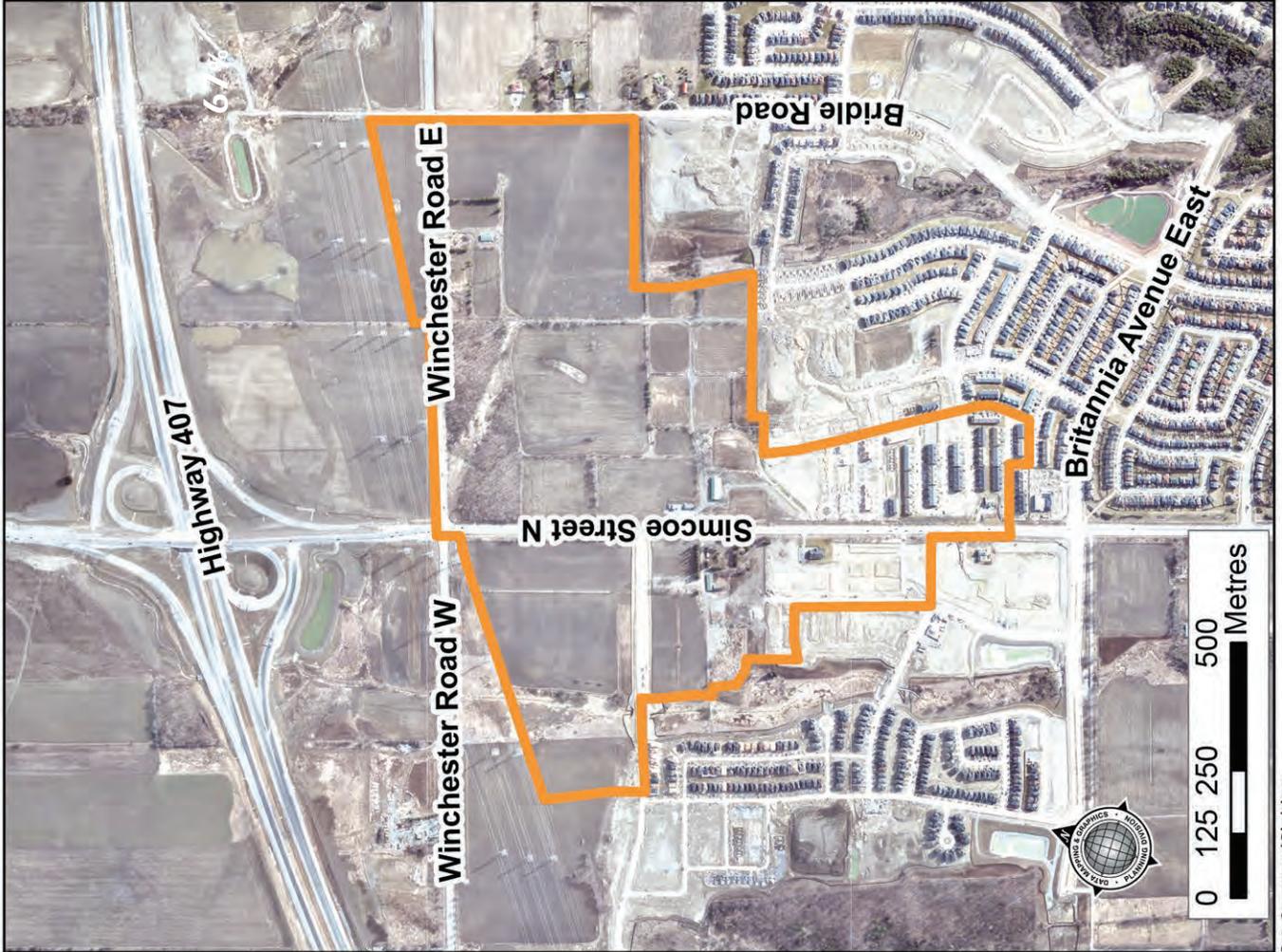
5,662
Jobs

11
Units/HA

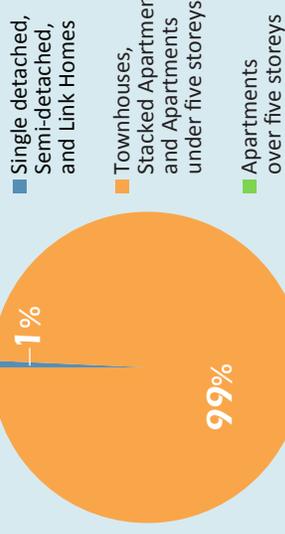
41
Jobs +
People/HA

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Oshawa - Windfields Main Central Area (2016 Base Year Analysis)



Residential Land Uses (144 units)



Source: Stats Canada, MPAC, Region of Durham Planning Division.

84
HA

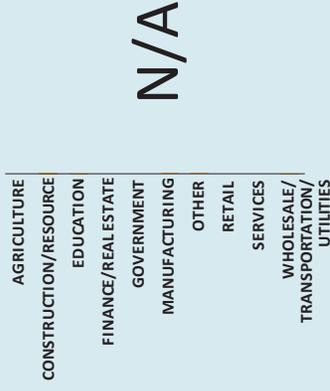
409
People

0
Jobs

2
Units/HA

5
Jobs +
People/HA

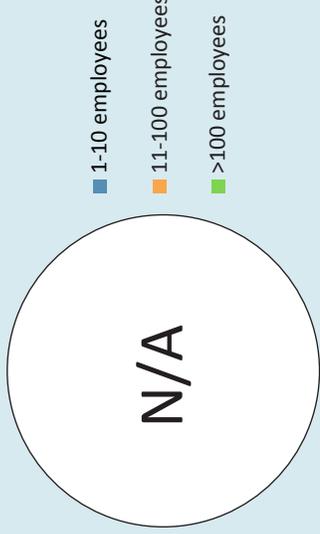
Jobs By Sector (0 jobs)



Source: 2018 Business Count

N/A

Size of Business (0 businesses)

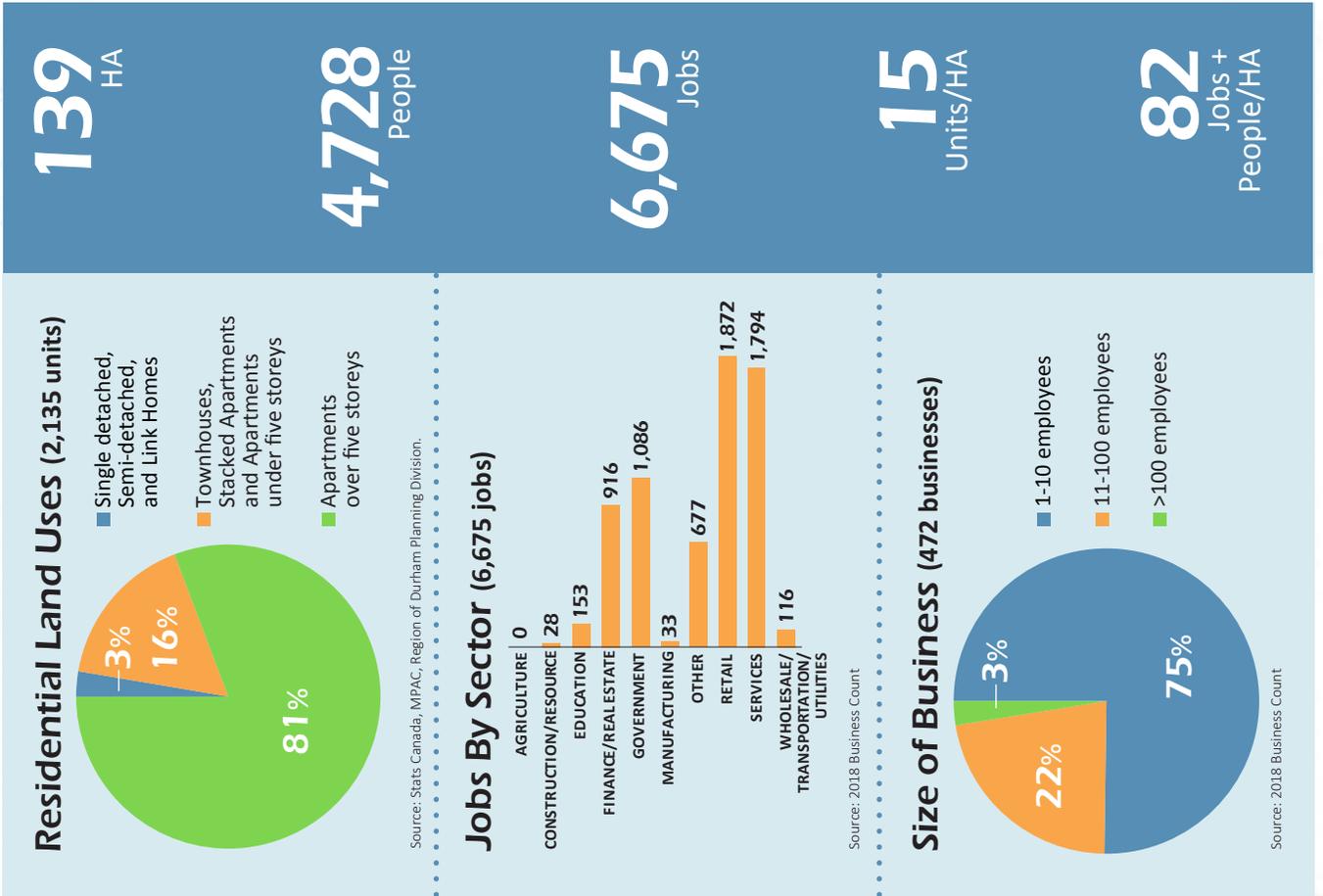
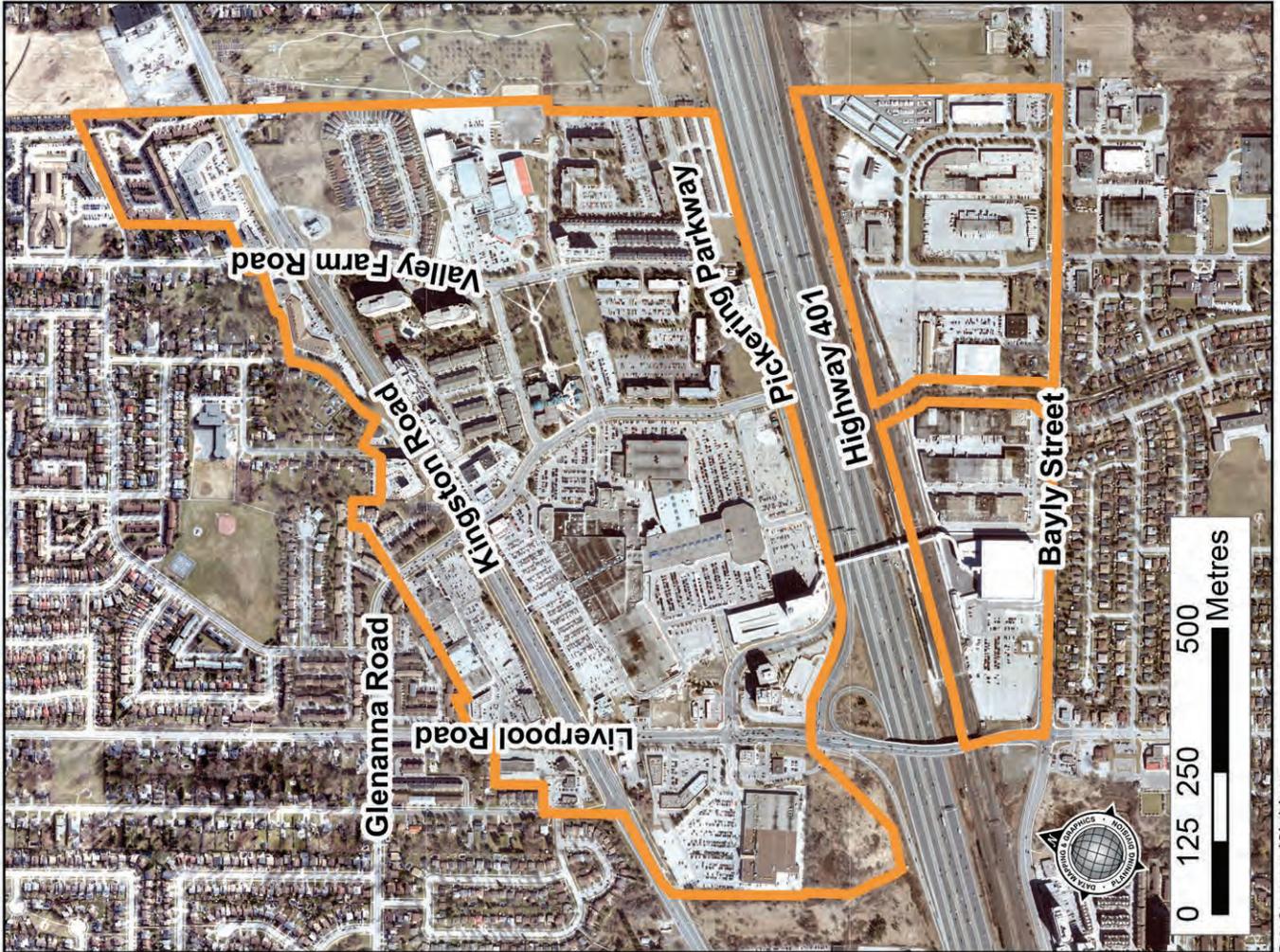


Source: 2018 Business Count

N/A

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Pickering City Centre - Urban Growth Centre (2016 Base Year Analysis)



139
HA

4,728
People

6,675
Jobs

15
Units/HA

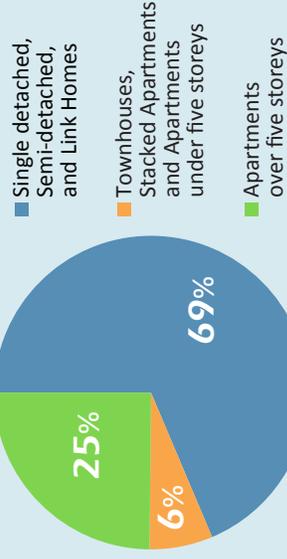
82
Jobs +
People/HA

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Scugog - Port Perry Main Central Area (2016 Base Year Analysis)

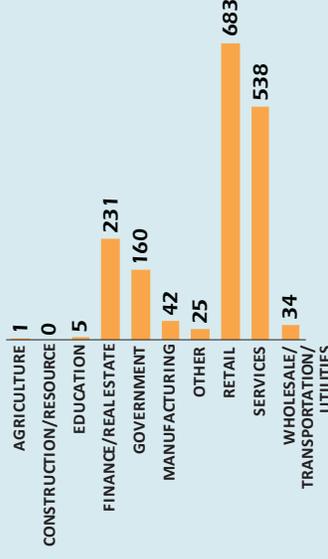


Residential Land Uses (322 units)



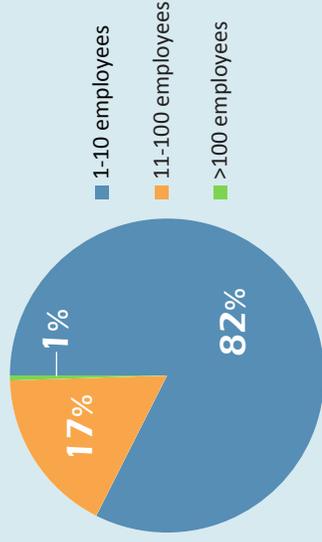
Source: Stats Canada, MPAC, Region of Durham Planning Division.

Jobs By Sector (1,719 jobs)



Source: 2018 Business Count

Size of Business (205 businesses)



Source: 2018 Business Count

33
HA

420
People

1,719
Jobs

10
Units/HA

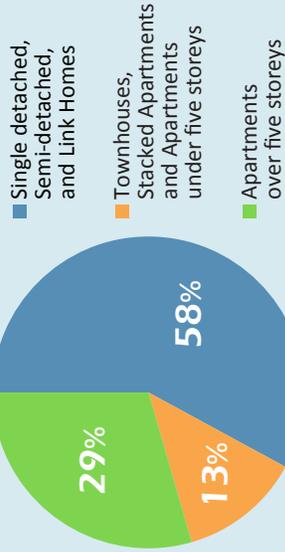
65
Jobs +
People/HA

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Uxbridge Downtown (2016 Base Year Analysis)

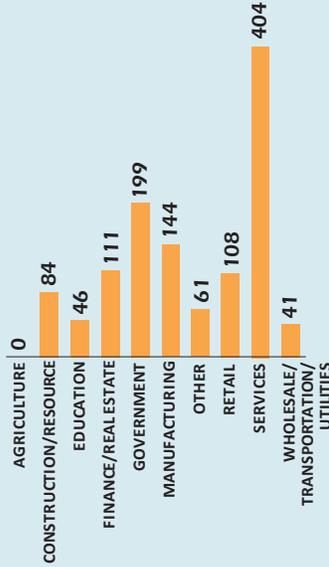


Residential Land Uses (492 units)



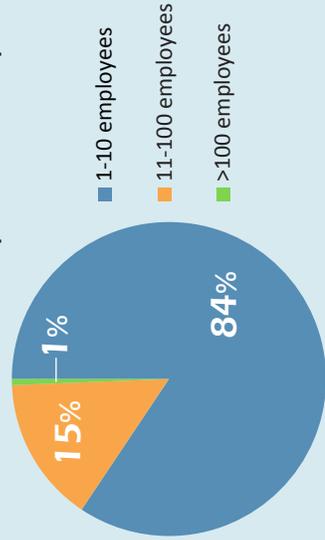
Source: Stats Canada, MPAC, Region of Durham Planning Division.

Jobs By Sector (1,198 jobs)



Source: 2018 Business Count

Size of Business (160 businesses)



Source: 2018 Business Count

62
HA

776
People

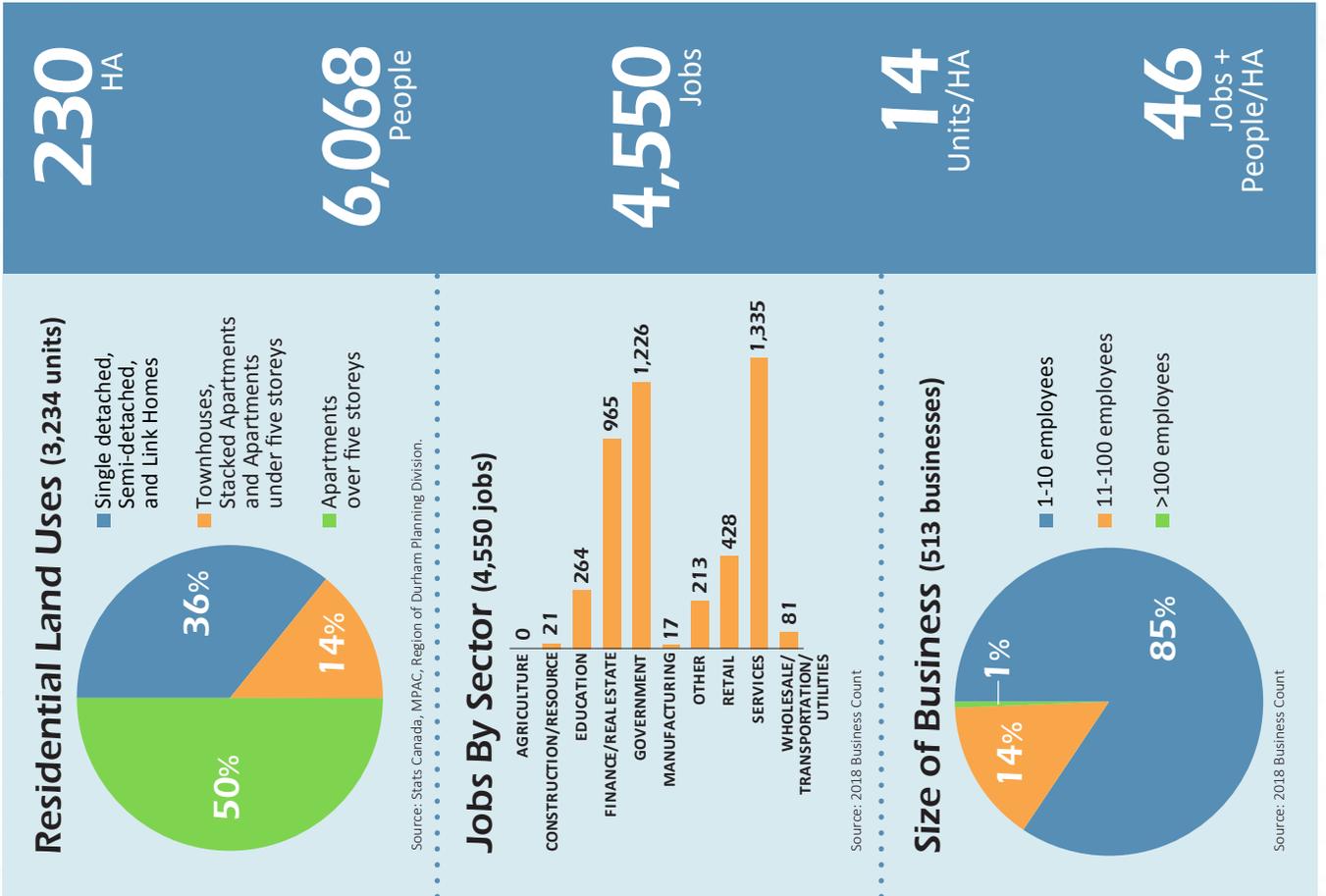
1,198
Jobs

8
Units/HA

32
Jobs +
People/HA

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Downtown Whitby Major Central Area (2016 Base Year Analysis)



230
HA

6,068
People

4,550
Jobs

14
Units/HA

46
Jobs +
People/HA

Source: Stats Canada, MPAC, Region of Durham Planning Division.

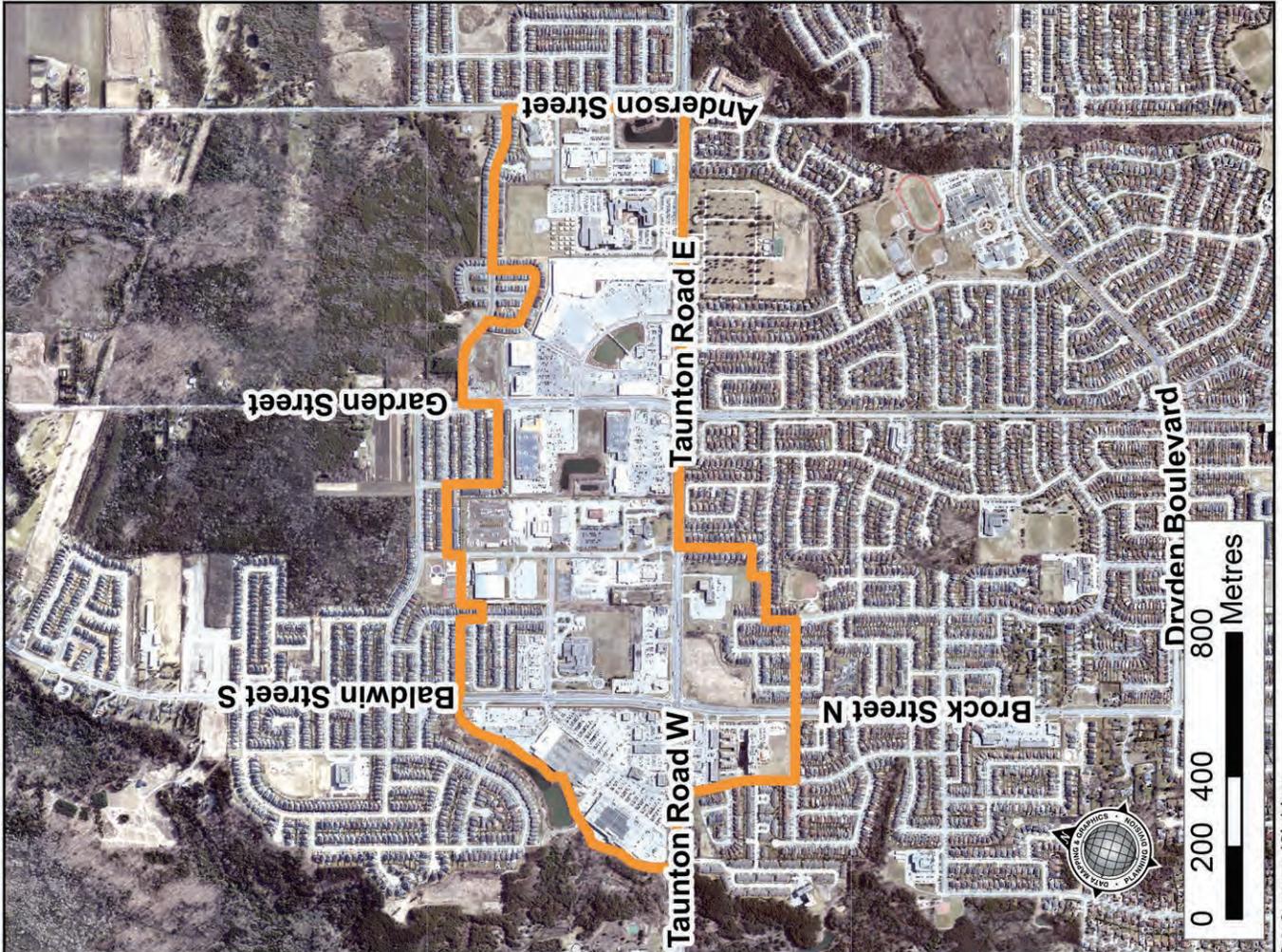
Source: 2018 Business Count

Source: 2018 Business Count

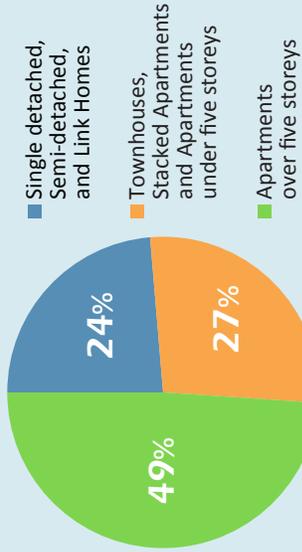
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Whitby - Brock/Taunton Major Central Area

(2016 Base Year Analysis)



Residential Land Uses (752 units)

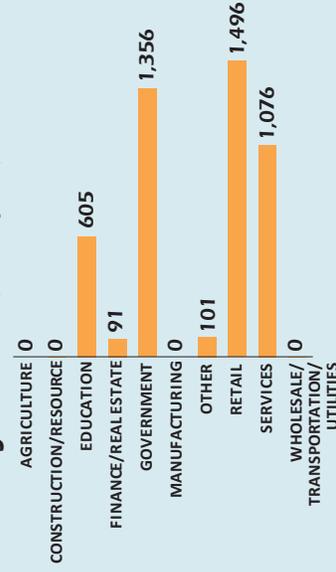


129 HA

1,811 People

Source: Stats Canada, MPAC, Region of Durham Planning Division.

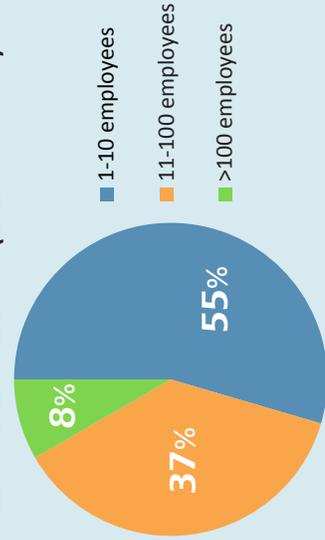
Jobs By Sector (4,725 jobs)



4,725 Jobs

Source: 2018 Business Count

Size of Business (132 businesses)



6 Units/HA

51 Jobs + People/HA

Source: 2018 Business Count

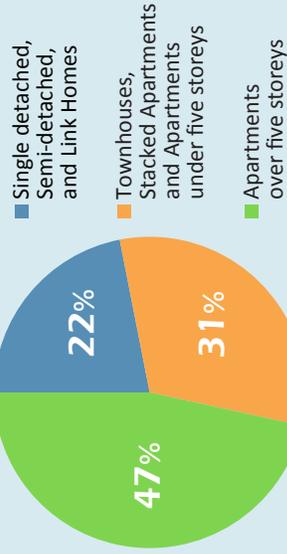
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Whitby - Baldwin/Winchester Major Central Area (2016 Base Year Analysis)



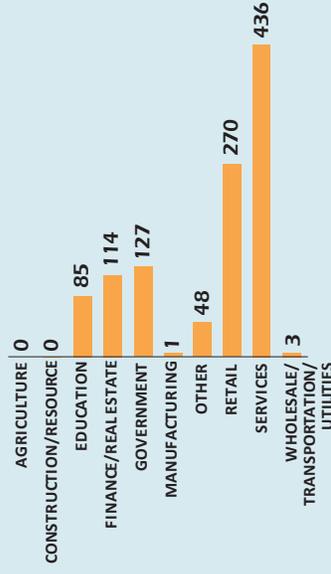
80
HA

Residential Land Uses (438 units)



Source: Stats Canada, MPAC, Region of Durham Planning Division.

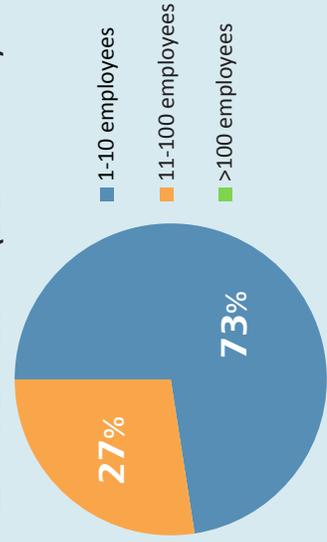
Jobs By Sector (1,084 jobs)



Source: 2018 Business Count

5
Units/HA

Size of Business (102 businesses)



Source: 2018 Business Count

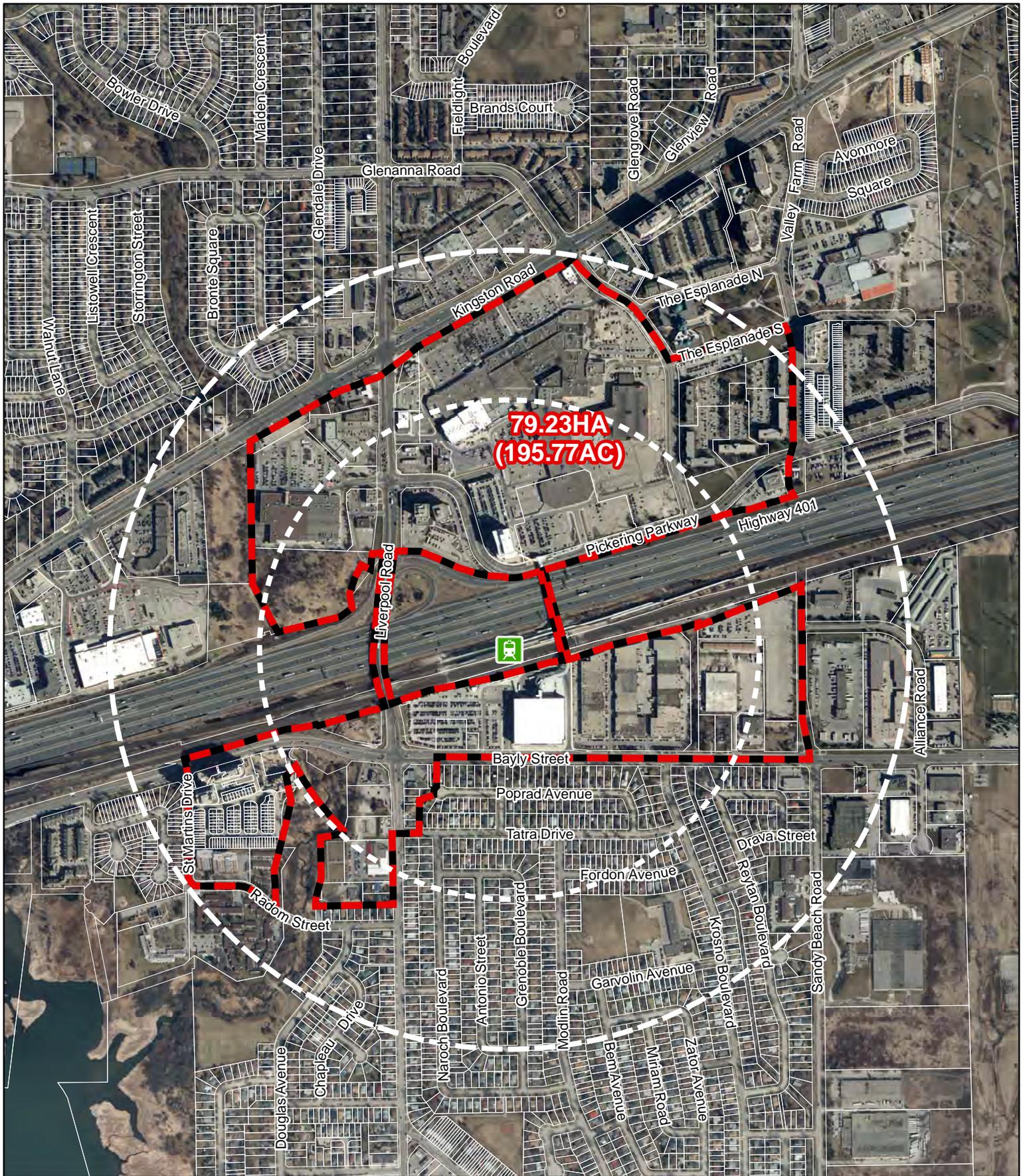
1,173
People

1,084
Jobs

28
Jobs +
People/HA

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Appendix D: Major Transit Station Areas: draft delineations for discussion



**79.23HA
(195.77AC)**

Draft Delineation Map-Pickering MTSA

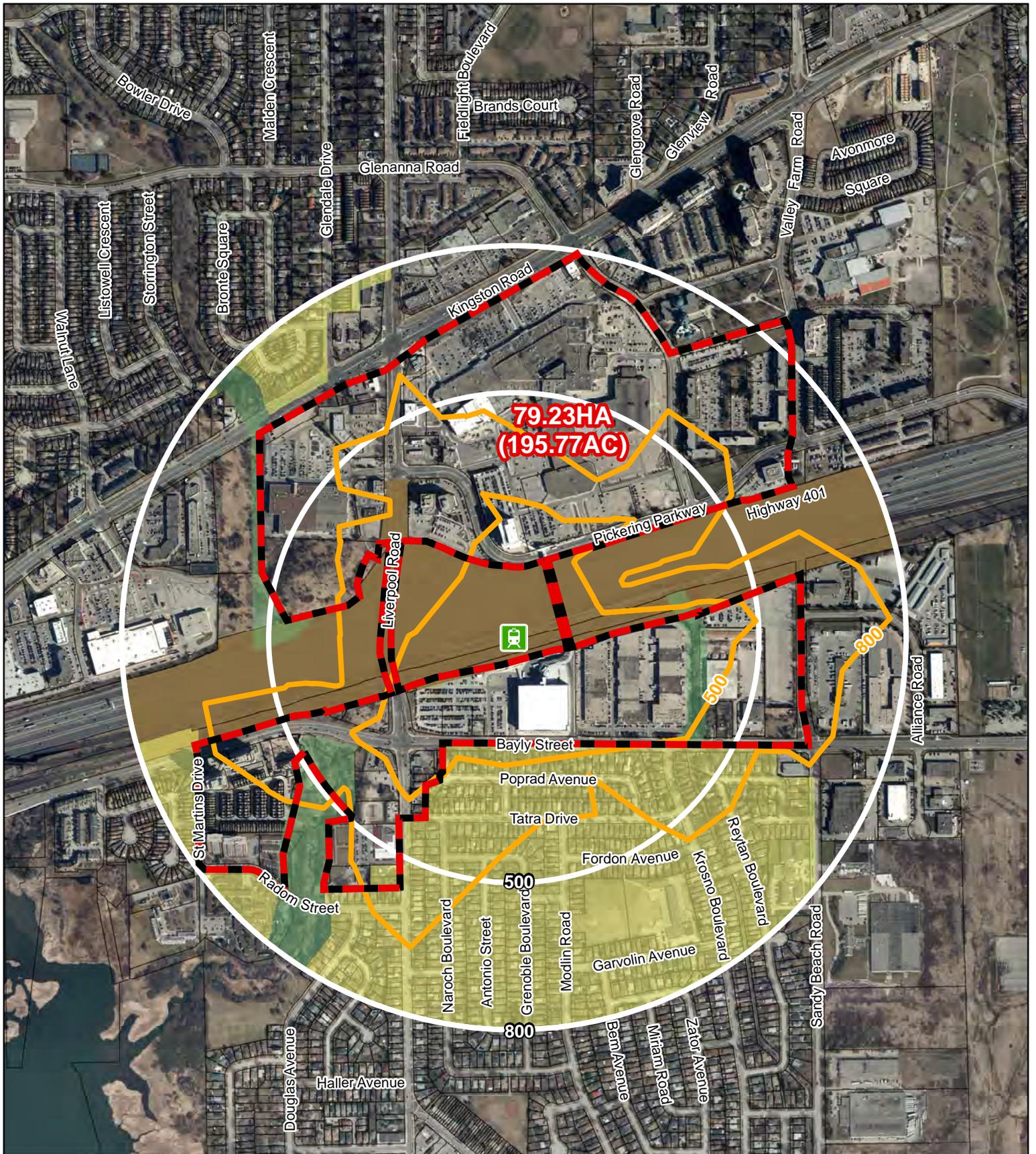


Proposed MTSA Draft Boundary GO Platform

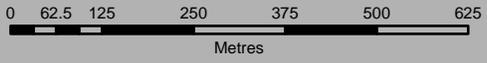
Growth Plan Walkshed Buffer (500m) Region's TMP Walkshed Buffer (800m)



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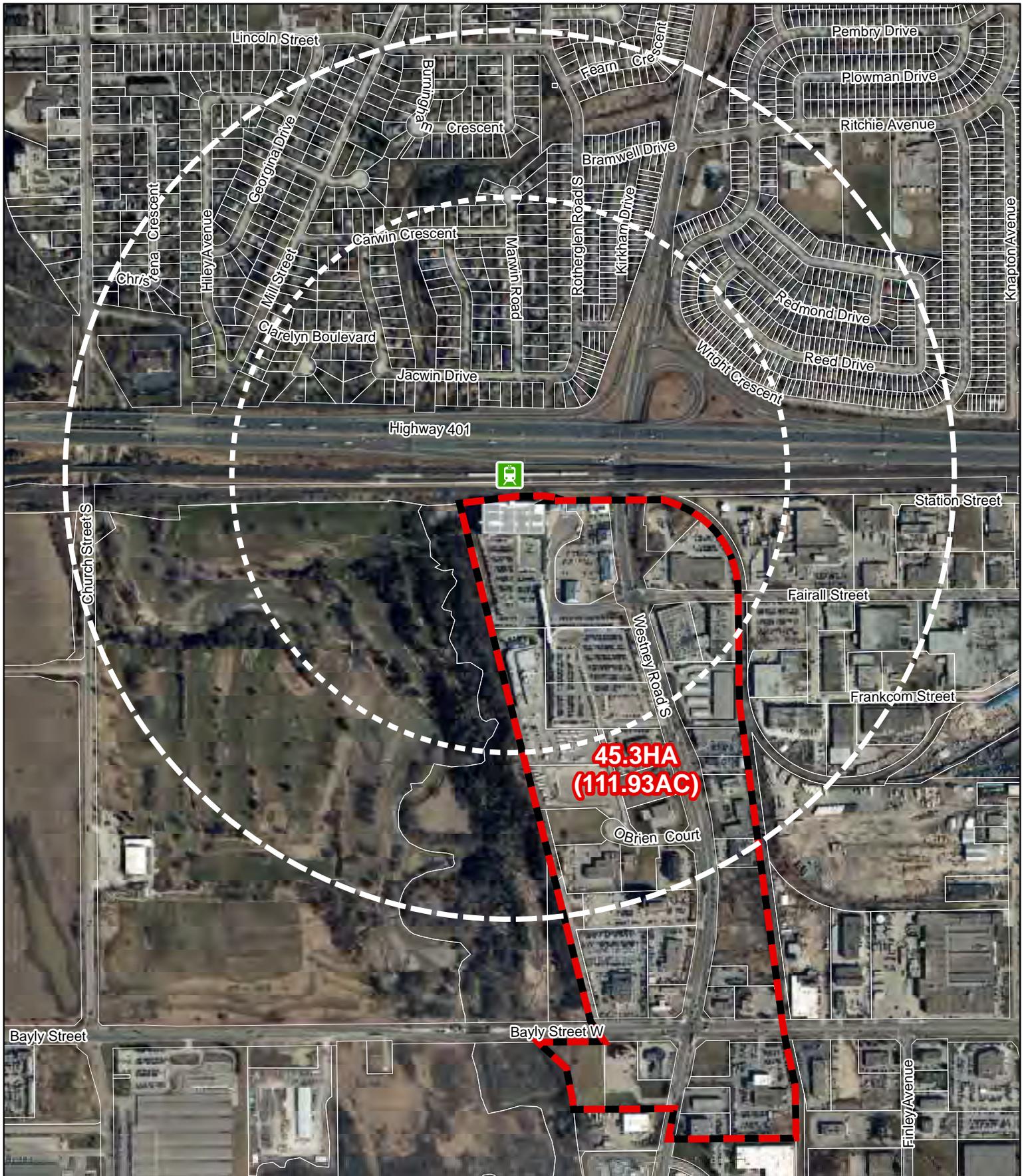


Area Municipal Analysis of Pickering's MTSA Draft Delineation



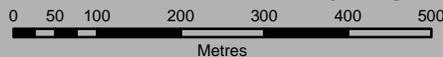
-  Environmental Features
-  Stable Neighbourhoods
-  Linear Takeouts
-  Draft Boundary
-  GO Platform
-  Buffers
-  Walkshed





**45.3HA
(111.93AC)**

Draft Delineation Map-Ajax MTSA

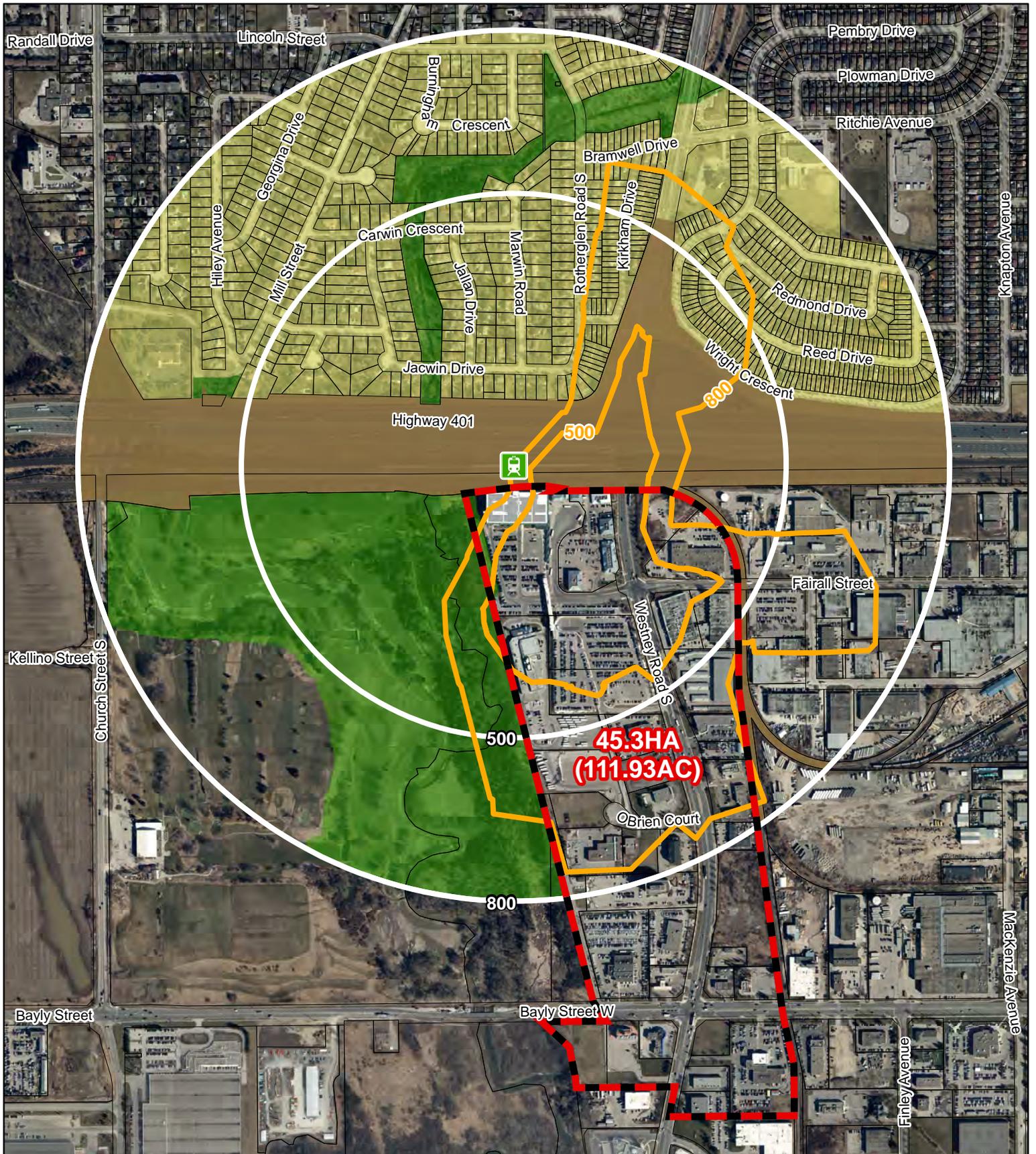


Proposed MTSA Draft Boundary GO Platform

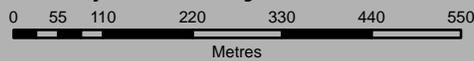
Growth Plan Walkshed Buffer (500m) Region's TMP Walkshed Buffer (800m)



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Area Municipal Analysis of Ajax's MTSA Draft Delineation



-  GO Platform
-  Buffers
-  Walkshed
-  Environmental Features
-  Stable Neighbourhoods
-  Linear Takeouts
-  Draft Boundary





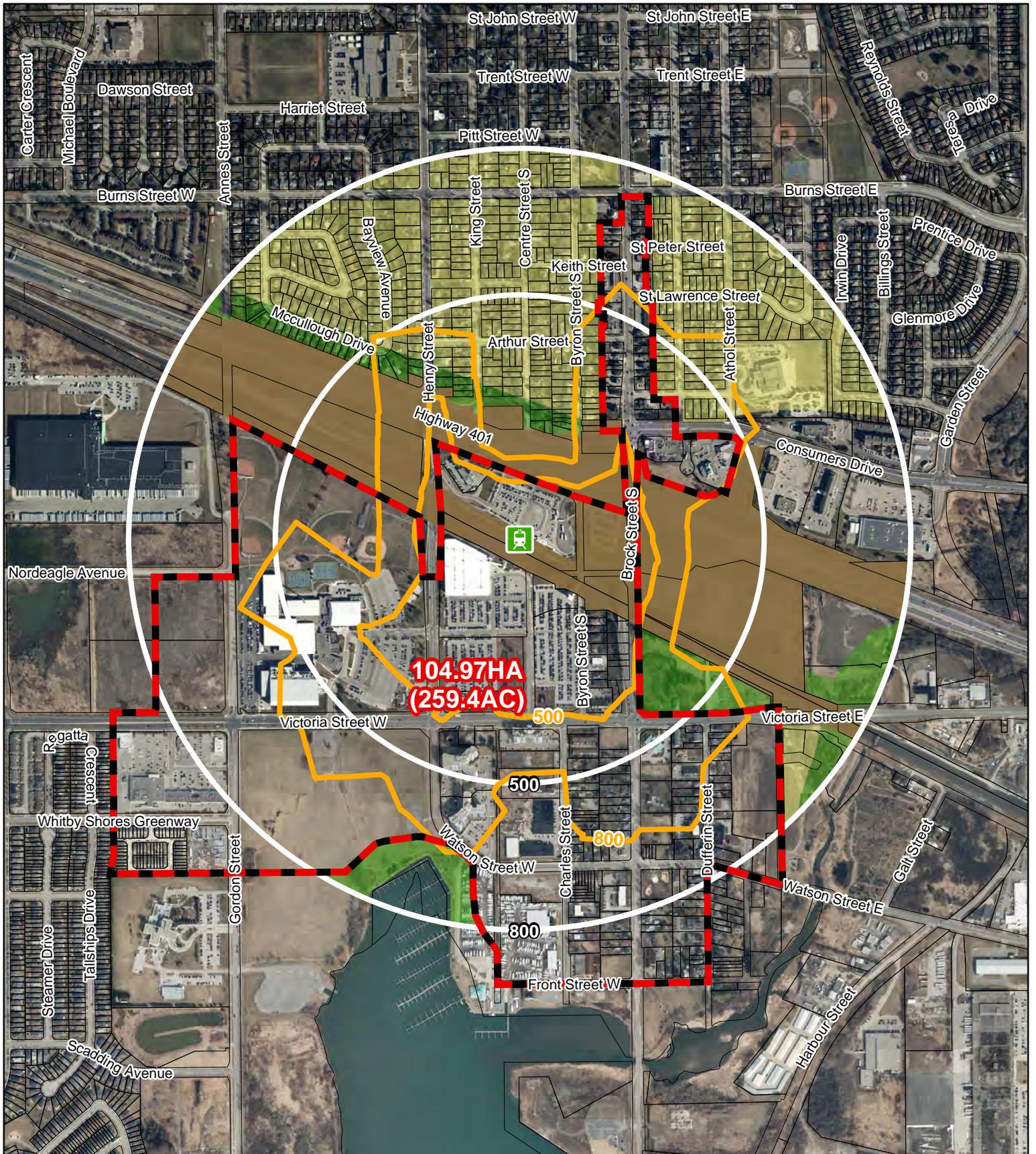
Draft Delineation Map-Whitby MTSA



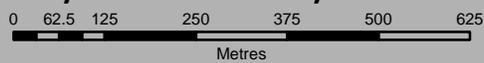
Proposed MTSA Draft Boundary GO Platform

Growth Plan Walkshed Buffer (500m) Region's TMP Walkshed Buffer (800m)





Area Municipal Analysis of Whitby's MTSA Draft Delineation

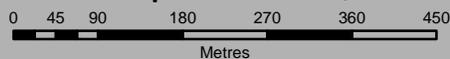


-  GO Platform
-  Buffers
-  Walkshed
-  Environmental Features
-  Stable Neighbourhoods
-  Linear Takeouts
-  Draft Boundary





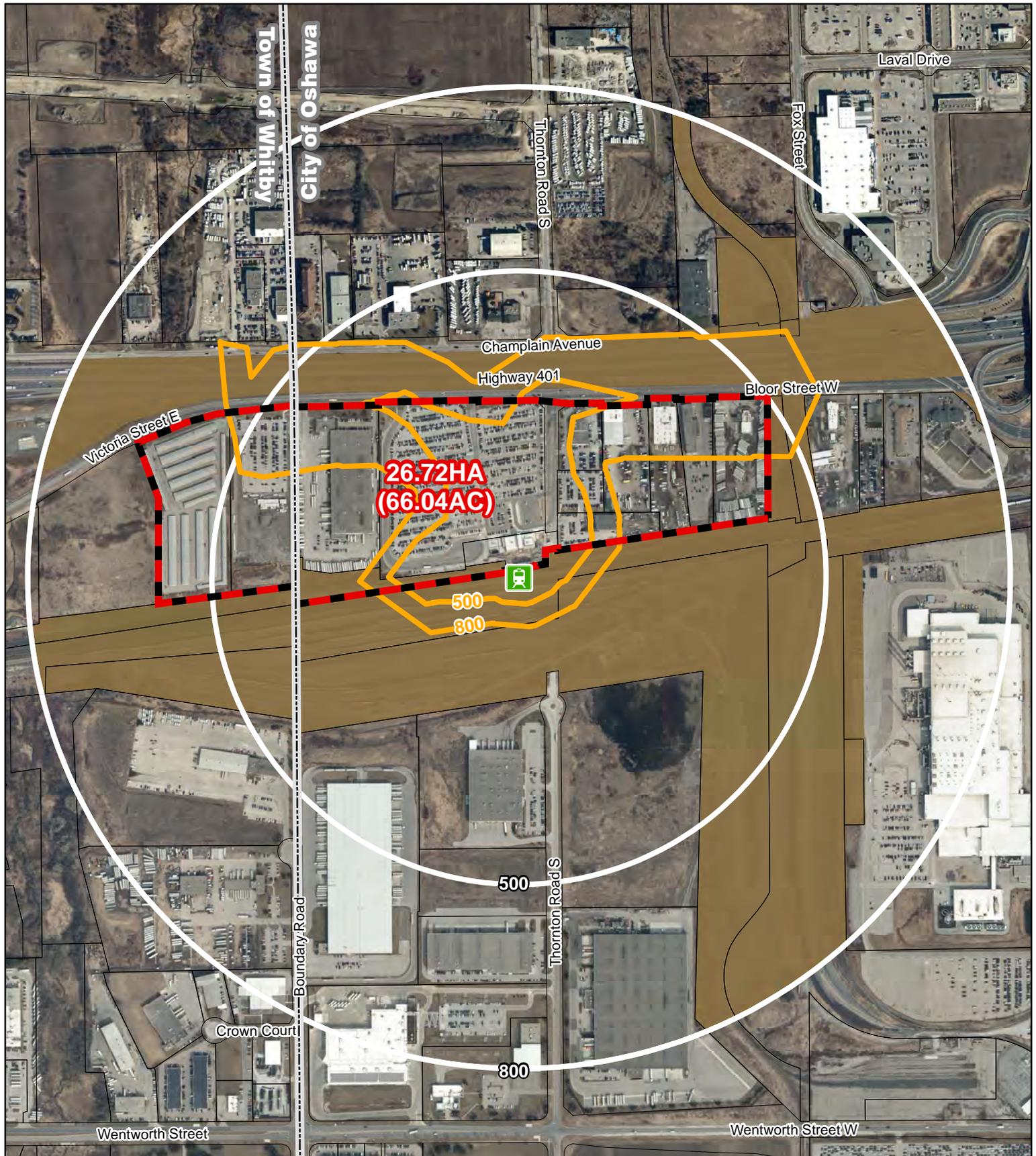
Draft Delineation Map-Oshawa, Bloor Street's MTSA



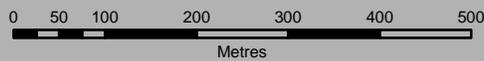
 Proposed MTSA Draft Boundary  GO Platform

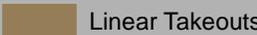
 Growth Plan Walkshed Buffer (500m)  Region's TMP Walkshed Buffer (800m)





Area Municipal Analysis of Oshawa Bloor Street's MTA Draft Delineation



-  GO Platform
-  Buffers
-  Walkshed
-  Linear Takeouts
-  Draft Boundary



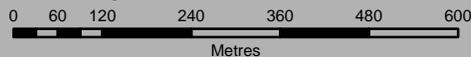


Candidate MTSA lands, subject to feasibility study for the extension of Laval Drive.

**69.41HA
(171.51AC)**

**37.38HA
(92.36AC)**

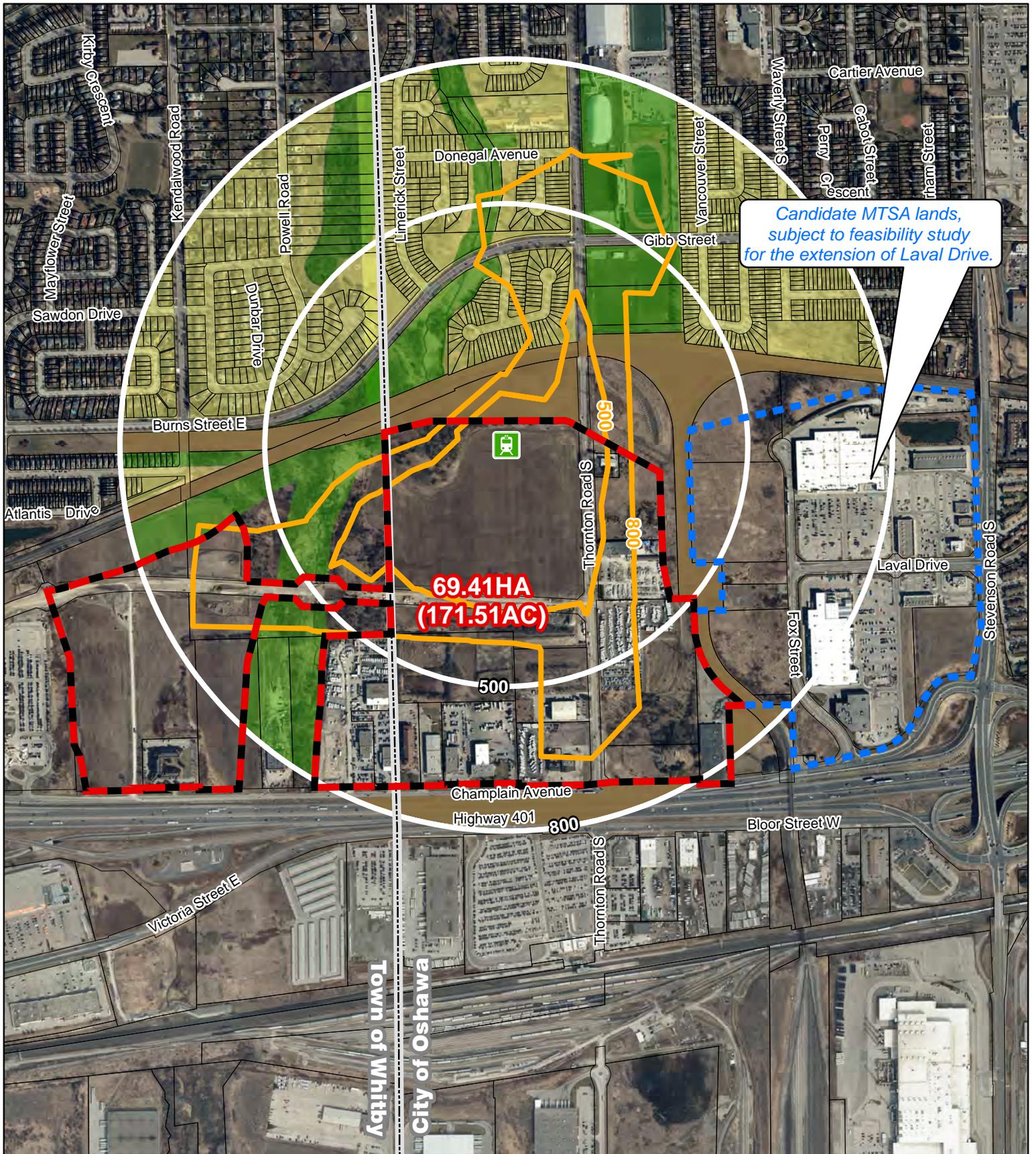
Draft Delineation Map-Oshawa, Thornton Corners MTSA



- Proposed MTSA Draft Boundary
- GO Platform
- Future Commuter Rail
- Growth Plan Walkshed Buffer (500m)
- Region's TMP Walkshed Buffer (800m)



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Candidate MTSA lands, subject to feasibility study for the extension of Laval Drive.

**69.41HA
(171.51AC)**

Area Municipal Analysis of Oshawa Thornton Corners MTSA Draft Delineation



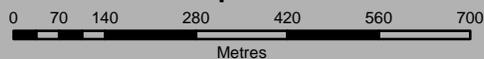
- GO Platform
- Buffers
- Walkshed
- Environmental Features
- Stable Neighbourhoods
- Linear Takeouts
- Draft Boundary





**151.87HA
(375.27AC)**

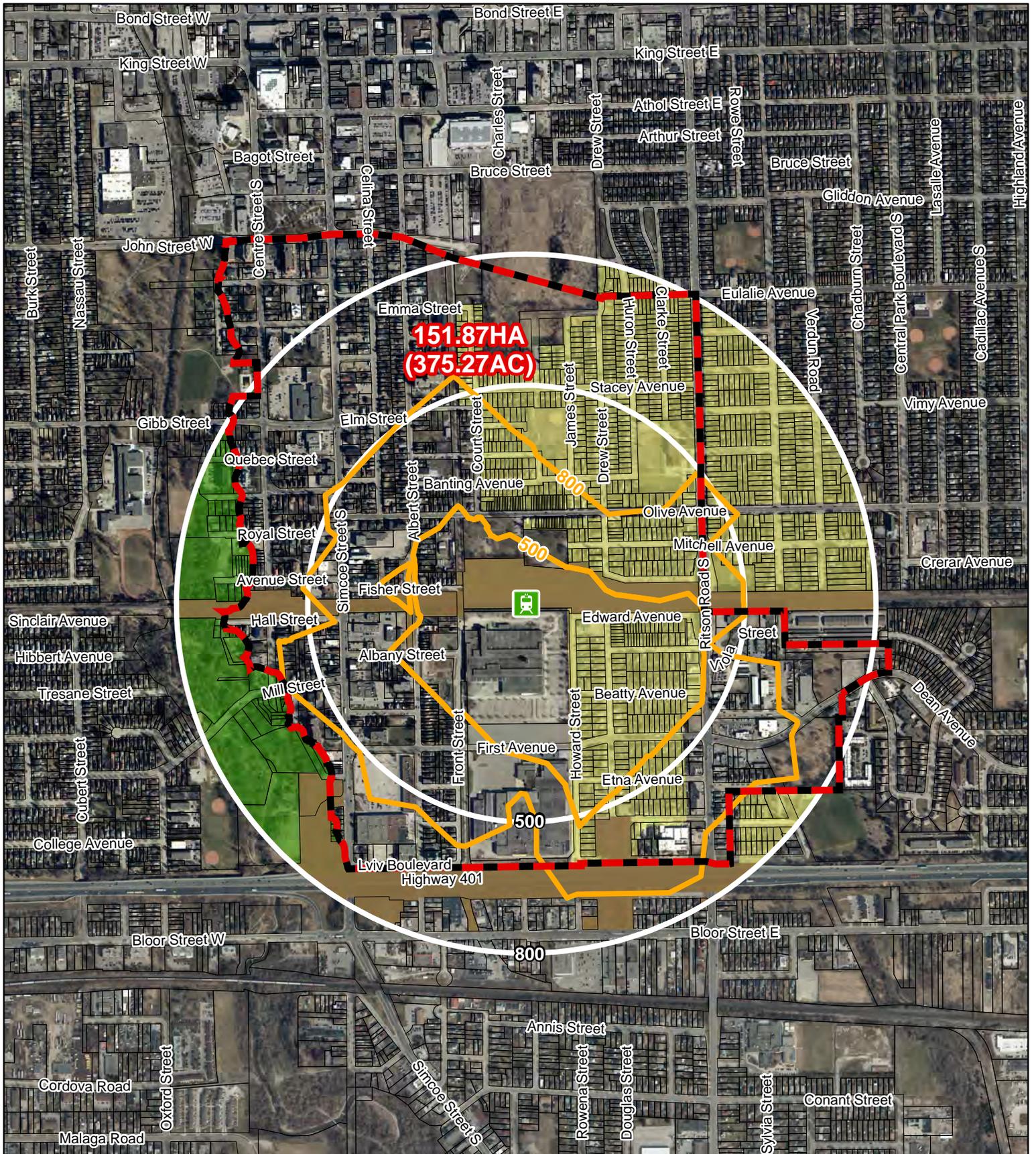
Draft Delineation Map-Central Oshawa MTSA



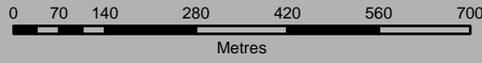
Proposed MTSA Draft Boundary GO Platform

Growth Plan Walkshed Buffer (500m) Region's TMP Walkshed Buffer (800m)

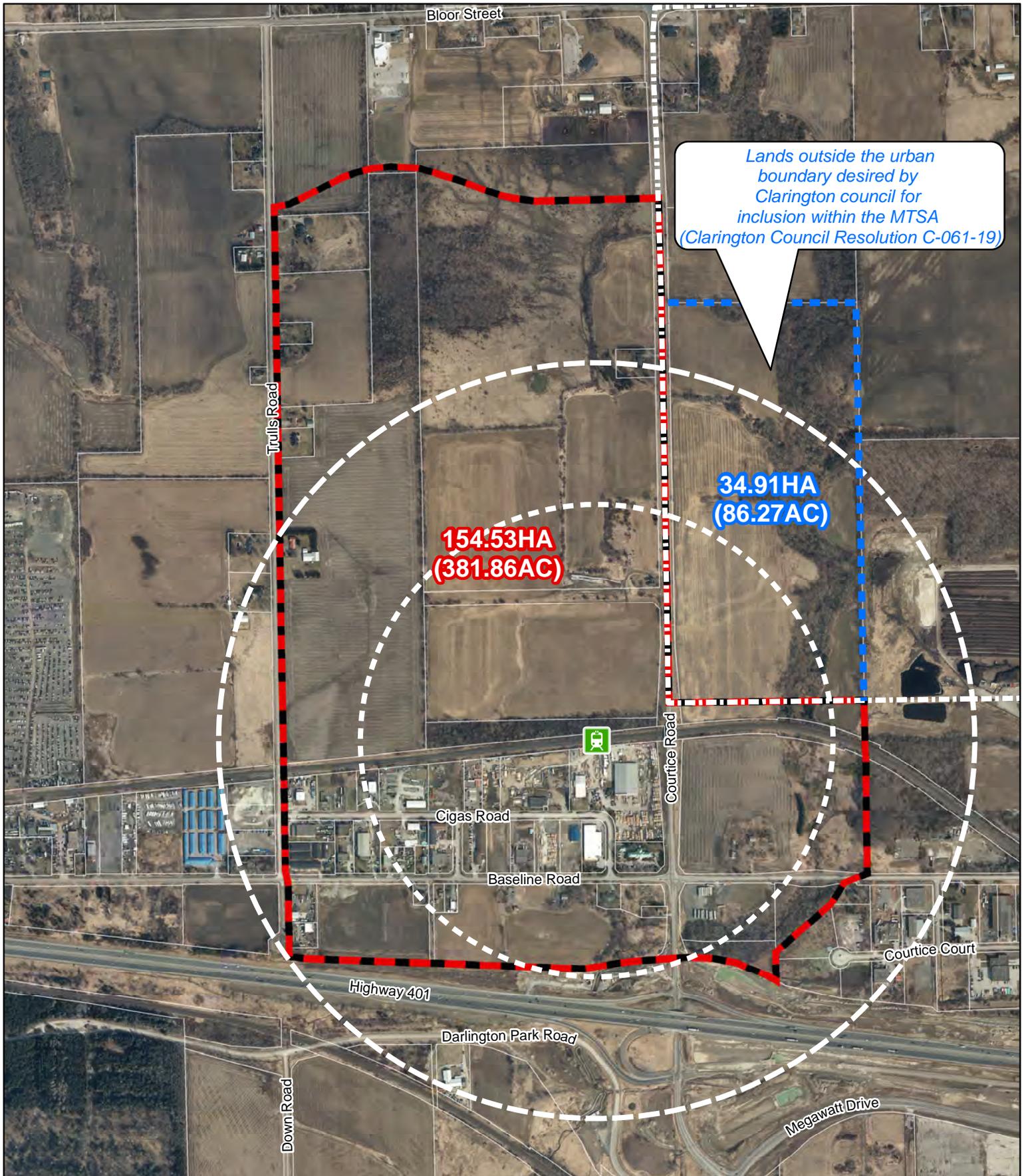




Area Municipal Analysis of Central Oshawa's MTSA Draft Delineation



-  GO Platform
-  Buffers
-  Walkshed
-  Environmental Features
-  Stable Neighbourhoods
-  Linear Takeouts
-  Draft Boundary

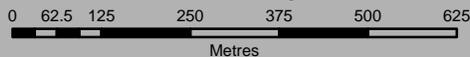


Lands outside the urban boundary desired by Clarington council for inclusion within the MTSA (Clarington Council Resolution C-061-19)

**154.53HA
(381.86AC)**

**34.91HA
(86.27AC)**

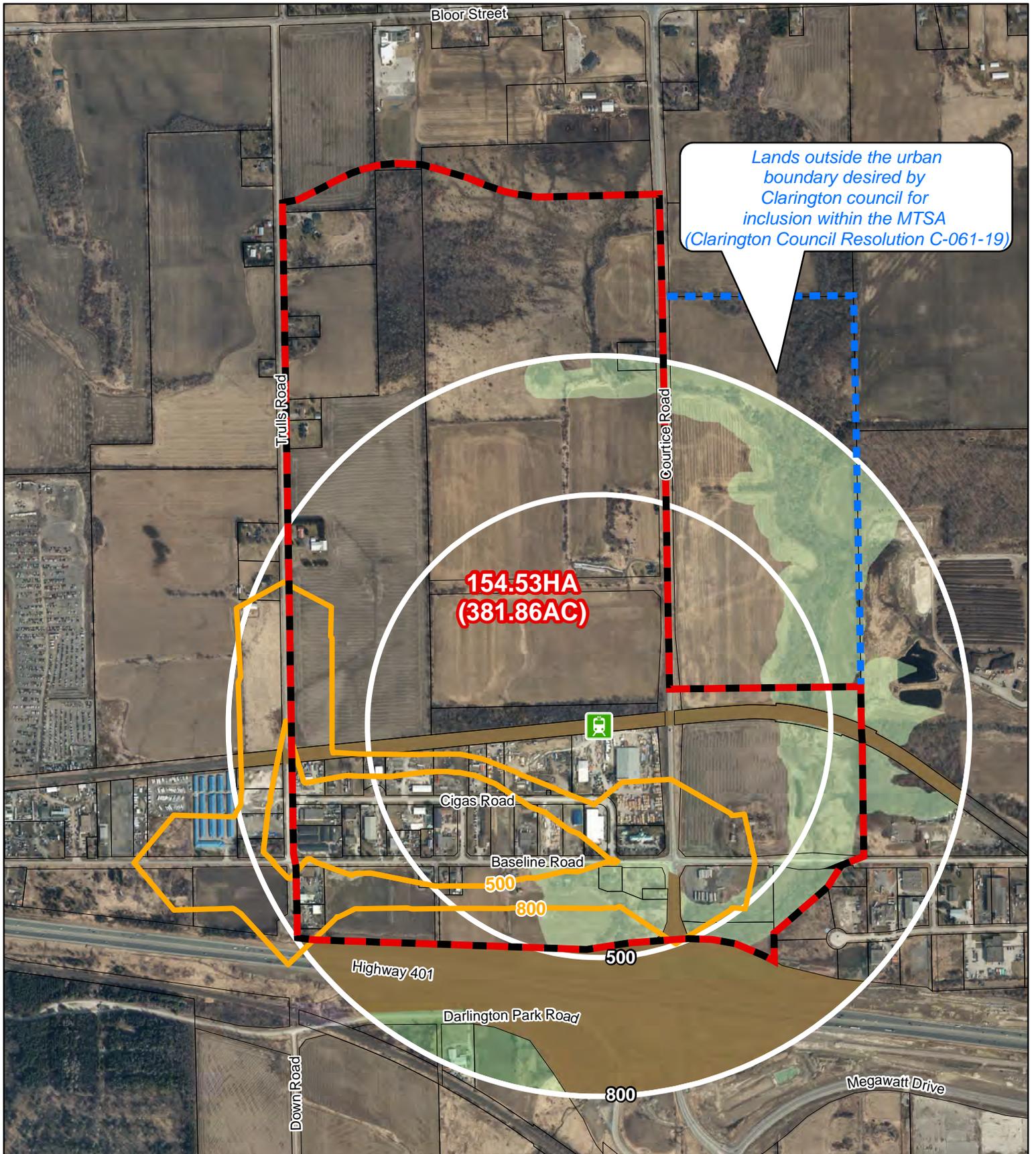
Draft Delineation Map-Courtice MTSA



Proposed MTSA Draft Boundary GO Platform

Urban Area Boundary Growth Plan Walkshed Buffer (500m) Region's TMP Walkshed Buffer (800m)

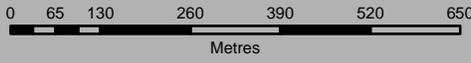




Lands outside the urban boundary desired by Clarington council for inclusion within the MTSA (Clarington Council Resolution C-061-19)

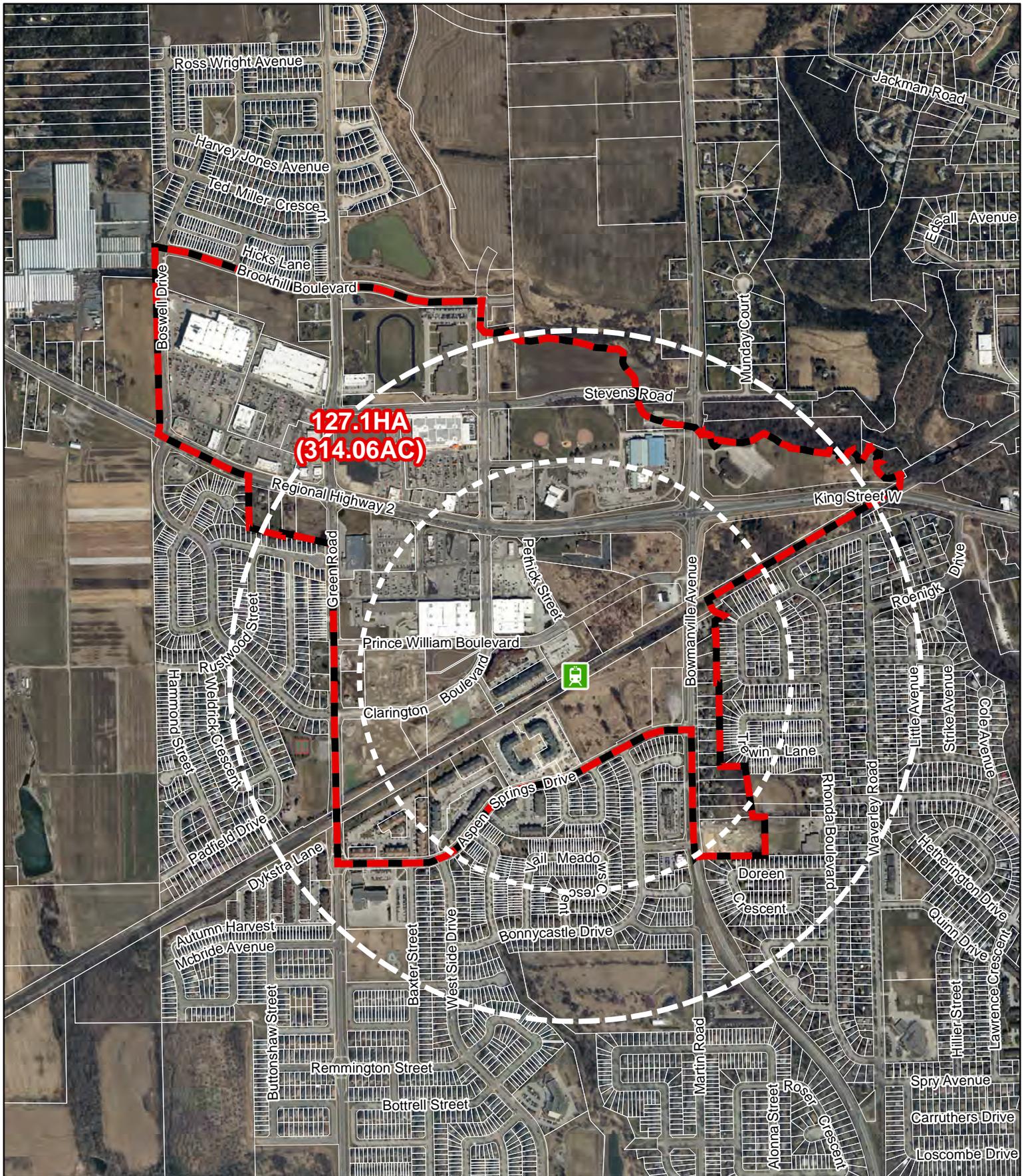
**154.53HA
(381.86AC)**

Area Municipal Analysis of Courtice's MTSA Draft Delineation



-  GO Platform
-  Buffers
-  Walkshed
-  Environmental Features
-  Linear Takeouts
-  Draft Boundary





**127.1HA
(314.06AC)**

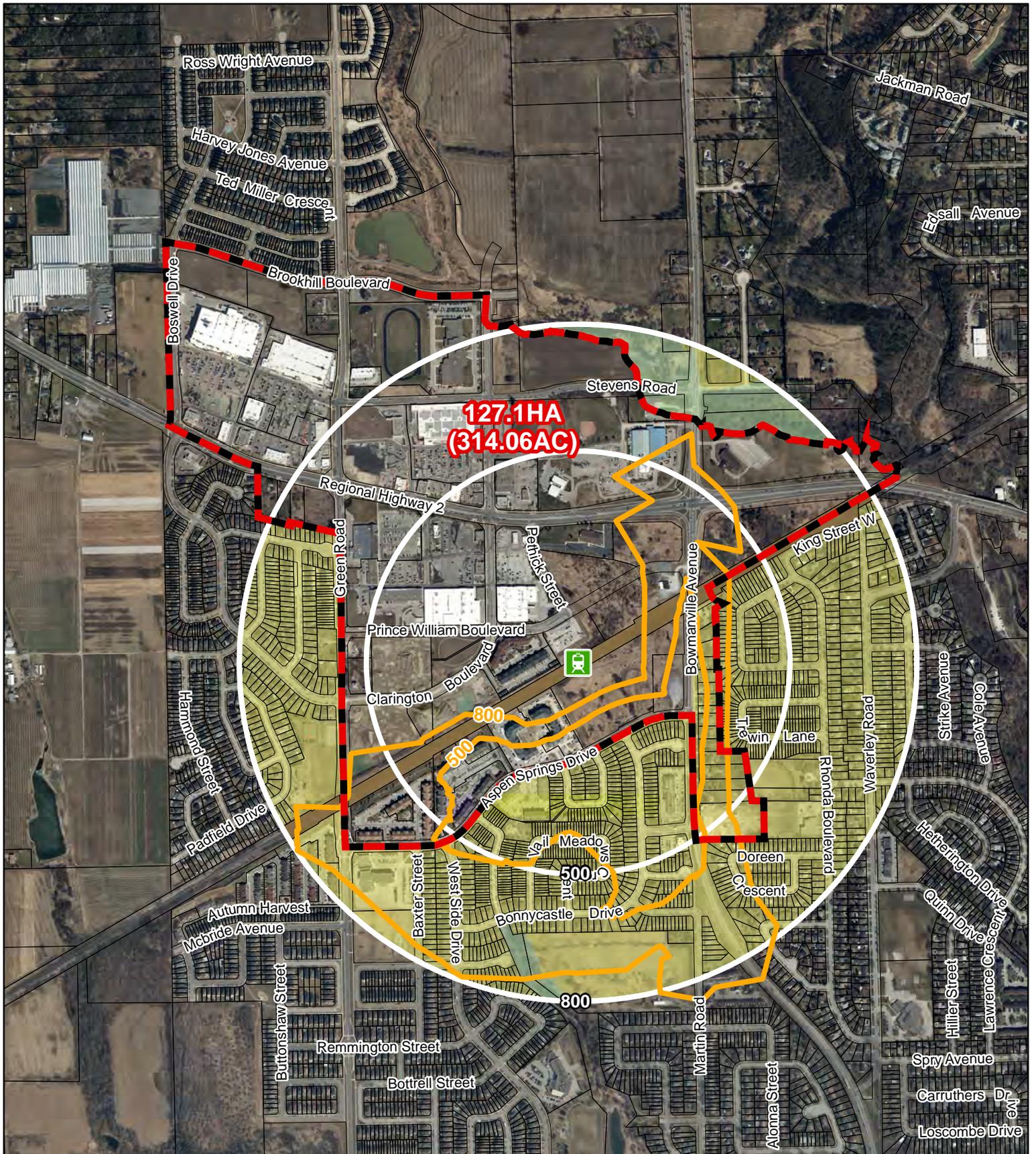
Draft Delineation Map-Bowmanville MTSA



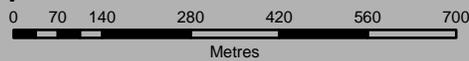
 Proposed MTSA Draft Boundary  GO Platform

 Growth Plan Walkshed Buffer (500m)  Region's TMP Walkshed Buffer (800m)





Area Municipal Analysis of Bowmanville's MTSA Draft Delineation



- Environmental Features
- Stable Neighbourhoods
- Linear Takeouts
- Draft Boundary
- GO Platform
- Buffers
- Walkshed



The Regional Municipality of Durham
605 Rossland Road East, Whitby, Ontario L1N 6A3
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www.durham.ca



The Regional Municipality of Durham Report

To: Planning and Economic Development Committee
From: Commissioner of Planning and Economic Development
Report: [#2019-EDT-10](#)
Date: June 4, 2019

Subject:

Durham Economic Development Partnership (DEDP) Four-Year Strategic Priorities

Recommendation:

That the Planning and Economic Development Committee recommends to Regional Council:

That this report be received for information.

Report:

1. Purpose

1.1 The purpose of this report is to inform members of the Planning and Economic Development Committee and Council of the outcomes of the Durham Economic Development Partnership (“DEDP”) facilitated session March 7, 2019 to refresh their strategic priorities, as well as to share the newly-drafted 2019-2022 DEDP Action Plan Goals.

2. Background

2.1 The DEDP is a group of Regional and Area-Municipal economic development staff which has been meeting formally since 2006 and collaborating to deliver joint and coordinated economic development programming.

2.2 It was determined that a facilitated session, which included area municipal Mayors, CAOs, the DEDP and the Regional Chair, would be beneficial for gathering valuable input toward the creation of strategic priorities for the DEDP’s

joint and coordinated programming delivery.

3. Facilitated DEDP Session March 7, 2019

3.1 On March 7, 2019 members of the DEDP met in the morning to develop a recommended Plan of Action for joint programming designed to effectively position Durham Region's economy for the future. This proposed Plan of Action was shared during the afternoon session with the Regional Chair, municipal Mayors, and CAOs, who in turn provided comments and input on the Plan by identifying several critical imperatives and refinements to the strategic priorities. The need to work together in partnership and collaboration was a broadly-supported message and against this backdrop of even greater collaboration, elected officials, senior executives and economic development staff finalized a path forward for 2019.

3.2 Included as Attachment #1 is the DEDP Facilitated Session Proceedings Report which captures the salient points of discussion and specific terms of agreement that were reached by those in attendance. The consensus was that the session offered a unique opportunity to convene a collective dialogue across municipal boundaries, and to jointly define strategic priorities that would provide broad benefit across Durham. In closing the session, Regional Chair Henry's remark that "A win for one is a win for all" captures the overall theme of the resulting Action Plan.

4. Action Plan

4.1 The outcome of the March 7th session is the 2019 to 2022 DEDP Action Plan Goals (included as Attachment #2) which outlines nine strategic priorities for joint and collaborative program design and delivery, namely:

1. Culture Shift, Customer Service, Common Strategic Plan objective;
2. Employment Land Servicing;
3. Marketing Initiatives (Competitiveness and Talent Recruiting);
4. Innovation and Entrepreneur Support;
5. Investment Attraction to Support Business Retention and Expansion;
6. Broadband;
7. Workforce: Support Sector Profile and Workforce Events;
8. Transit Service Gaps Identification for Workforce; and
9. Recommendations to Increase Financial Competitiveness for Investment.

4.2 The term of this Action Plan coincides with the current term of Regional Council and incorporates the guidance and feedback from the Regional Chair, Area Municipal Mayors and CAOs, and sets the strategic priorities of the DEDP to build economic prosperity for the Region as a whole.

5. Conclusion

5.1 The March 7 strategic planning session of the DEDP has enabled the finalization of a 2019 to 2022 DEDP Action Plan which sets strategic priorities for the DEDP to work together on programming that advances Regional economic prosperity.

5.2 Implementation of this Action Plan will include the development and execution of specific projects and programs jointly and in collaboration by the DEDP to create and retain jobs, increase our investment-readiness, support and grow our talented workforce, and market all of the competitive attributes that make Durham Region a great place to live, work and grow.

6. Attachments

Attachment #1: DEDP Facilitated Session Report Proceedings

Attachment #2: 2019 to 2022 DEDP Action Plan Goals

Respectfully submitted,

Original signed by

Brian Bridgeman, MCIP, RPP
Commissioner of Planning and
Economic Development

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer

Differentiating Durham: Leveraging Regional Assets & Building Economic Development Opportunities for Durham Region¹



Regional Chair, Durham Mayors, CAOS & Members of the Durham Economic Development Partnership (DEDP)

Oshawa Convention Centre
67 Simcoe Street North – Hall B
Oshawa, Ontario
Thursday, March 7, 2019
9:00 am – 4:30 pm

¹ Photo Credit: K. Wianecki. March 7, 2019. Front Row (L to R): Marilyn Crawford, Town of Ajax Deputy Mayor & Regional Councillor; Bobbie Drew, Mayor, Township of Scugog; Adrian Foster, Mayor, Municipality of Clarington John Henry, Chair & CEO Regional Municipality of Durham; Dave Ryan, Mayor, City of Pickering; Don Mitchell, Mayor, Town of Whitby; Dave Barton, Mayor, Township of Uxbridge; Dan Carter, Mayor, City of Oshawa; Back Row (L to R): Ingrid Svelnis, Uxbridge CAO; Elaine Baxter-Trahair, Durham Region CAO; Daniel Van Kampen, Economic Development Officer, Town of Whitby; Kyle Benham, Director of Economic Development, City of Oshawa; Sheila McGrory, Economic Development Officer, Town of Whitby; Simon Gill, Director of Economic Development and Tourism, Durham Region; Sheila Hall, Executive Director Clarington Board of Trade; Bonnie Wrightman, Manager of Business Development, Clarington Board of Trade; Brian Bridgeman, Commissioner of Planning & Economic Development, Durham Region; Lisa Hausz, Manager of Economic Development and Tourism, Town of Ajax; Stacey Jibb, Economic Development Officer, Durham Region; Aneesa Haniff, Economic Development Officer, Durham Region; Paul Allore, CAO, Township of Scugog; Andy Allison, CAO, Municipality of Clarington; Eileen Kennedy, Economic Development Officer, Durham Region; Nancy Rutherford, Manager Economic Development, Durham Region; Shane Baker, CAO, Town of Ajax; Thom Gettinby, CAO Brock Township; Matt Gaskell, CAO Whitby; Fiaz Jadoon, Manager Economic Development, City of Pickering. Session Attendees Absent From Photo: Peter LeBel, Commissioner, Town of Whitby; Paul Ralph, Commissioner of Development Services, City of Oshawa. Others who contributed to the collaboration but were unable to attend the session: Andrew Poray, Senior Economic Development Officer, Town of Ajax; Tony Prevedel, CAO Pickering, Shaun Collier, Mayor, Town of Ajax; Debbie Bath-Hadden, Mayor, Township of Brock; Brandon Pickard, Manager, Tourism, Durham Region.

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If this document is required in an accessible format, please call 1-800-706-9857 ext. 2619.

Foreword

As one of Canada's fastest growing regions, Durham is forecast to grow to 960,000 residents and 350,000 jobs by 2031. This reflects an increase of 270,000 new residents and 110,000 new jobs from current 2018 population and 2017 employment estimates. By 2041, the Region's population is forecast to grow to 1.2 million, and employment to 430,000 as forecast in the 2017 Growth Plan.

Durham is entering a period of high growth and in accommodating the demands that will accrue as a result of this exponential growth, community leaders and senior managers are turning their attention to strengthening Durham's assets and differentiating Durham in order to sustain and attract new opportunities.

Durham Region has long recognized that economic advantage and opportunity are essential tenets of thriving, healthy and prosperous communities. Jobs and employment are the sustenance upon which a high quality of life depends. There are many attributes that set Durham Region apart from others which is the diversity that is Durham:

- rural and urban fabric;
- affordable and innovative housing;
- two deep-water ports;
- 401, 412, 418 and 407 infrastructure enhancements that make the Region readily accessible;
- nuclear innovation in both Clarington and Pickering;
- logistics innovation that is evident in Ajax;
- agri-food and agri-tourism opportunities that are driving economic growth in Scugog, Uxbridge and Brock as well as Clarington;
- existing cells of innovation that exist in the form of the SPARK Centre and D-Hive;
- strength of the academic community;
- and the access to a ready supply of professionals skilled in many fields.

These attributes set Durham apart. The presence of unique industry in Durham provides firm evidence that business leaders and innovators have recognized the value of investing here. More investment is coming. The largest residential build-out in Canadian history is unfolding at Seaton and the traction that is emerging for the Toronto East Aerotropolis may be expected to drive economic growth to unprecedented levels across the Region. [Note also the future GO East Extension through to Bowmanville]

Durham Region is committed to building a prosperous future and not only a high but an enviable quality of life for all who live, work, play and learn here. Building on its already well-established commitment to leveraging success and creating economic advantage, the Regional Chair, Durham Mayors, CAOs and economic development at the Region and Area Municipal level met to consider the collective opportunities to build sustained economic advantage together.

On March 7th, members of the Durham Economic Development Partnership (DEDP) met in the morning to develop a recommended Plan of Action to successfully and

effectively position Durham Region for the future. This proposed Plan of Action was shared with the Regional Chair, Municipal Mayors and CAOs who in turn embellished the Plan by identifying a number of critical imperatives for action. The need to work together in partnership was a broadly supported message and against this backdrop of even greater collaboration, elected officials, senior executives and economic development staff developed a path forward for 2019.

The session consisted of two separate meetings: a morning session for DEDP Members as well as the CAOs of Brock, Scugog and Uxbridge Townships who were invited to attend; and an afternoon session that included the DEDP as well as the Regional Chair, Mayors, and CAOs from across Durham Region.

This document captures the salient points of discussion and specific terms of agreement that were reached by those in attendance. A practical and pragmatic Plan of Action for 2019 was developed, and broadly supported. It was agreed by those in attendance that the session had offered a unique opportunity to convene a collective dialogue across municipal boundaries and to define a go forward strategy that will provide broad benefit across Durham. As Regional Chair John Henry so aptly summarized in his opening and closing remarks, "A Win For One Is A Win For All."

Executive Summary

In order to remain at the forefront of innovation and opportunity, public and private sector organizations must remain strategic and forward thinking. In today’s globally connected economy, it is imperative that service remain top draw and that consideration be given to strengthening existing assets and building on new attributes.

Durham Region is committed to innovation and building a quality of life that is envied by others. This commitment necessitates a collaborative approach; one that acknowledges the value of working together as a whole team. Durham Region Mayors, CAOs, senior and operational staff from all eight municipalities are aligned and unwavering in their commitment to build opportunity and economic advantage for all who live, work, play and learn in Durham Region.

Durham Region recognizes that economic development by its very nature is competitive. There is an overt recognition across Durham Region however that economic advantage necessitates not only a competitive spirit and a commitment to service excellence, but an alignment of thinking and a consistency in approach and philosophy across the eight municipalities that comprise the Region. In order to ensure that Durham Region remains ‘The Right Choice for a Bright Future’, community leaders and senior economic development staff have reaffirmed their collective commitment to creating collective advantage.

Durham Region is already unique. Strategically positioned on the ‘right side’ of the GTA, Durham enjoys a strategic geographic location, some of the most affordable housing in the Greater Golden Horseshoe, thriving industry and business, a solid research and development sector, not to mention the investments that have been realized from an academic lens in the form of the many academic partners that have recognized the value that Durham offers for learning and skills building. Apart from its many attributes, Durham is different. Unlike other jurisdictions, Durham has taken an enlightened approach to economic development through the creation of the Durham Economic Development Partnership (DEDP) that focuses on creating connections and building partnerships across the eight Durham Region municipalities, and beyond.

On March 7, the Mayors, CAOs and economic development staff met to develop a collaborative Six-Point Plan of Action.



Building on the collective assets that define Durham Region, this Plan of Action recognizes the need for a comprehensive and multi-faceted approach to economic development. The agreed-upon Plan of Action calls for:

- A culture shift across Durham with an emphasis on efficiency and effectiveness improvements and top-down leadership that makes job creation a priority;
- Being business ready by proactively identifying employment areas in need of servicing;
- Building labour force resilience and supporting new growth sectors by attracting, retaining and showcasing Durham talent;
- Amplifying Durham's Regional assets and effectively addressing the barriers that inhibit investment across Durham;
- Enabling innovation by promoting entrepreneurs and importantly, supporting those who are already invested in Durham; and
- Ensuring Regional services are aligned and integrated and singularly focuses on building a bright future for Durham Region.

There are many opportunities waiting for Durham Region. Community leaders and senior staff across all eight municipalities are committed to action and to ensuring that Durham Region's future is bright with promise.

1.0 Welcome and Introductory Remarks

Brian Bridgeman, Commissioner of Planning and Economic Development, Region of Durham

The DEDP is a unique collective that plays an inherently important role in advancing economic development across Durham Region. Those who live, work, play and learn here are counting on us to build a prosperous future and Council has made it clear that Durham needs to secure its fair share. There is an opportunity to refresh, rebuild and strengthen the work that the DEDP has been focused on since 2016. Securing opportunity takes work and it will take the combined efforts of all moving forward to ensure that an enviable quality of life exists for all. The new Council had adopted economic development and job growth as a predominant focus and at a Special Meeting of Council held on March 1st there was resounding support from Council to build and strengthen Durham's assets. Reference was made to the GO East extension to Bowmanville, the Toronto East Aerotropolis, ensuring the Region has a ready supply of serviced shovel-ready land, that existing businesses are supported and strengthened and that the region-wide economy is strengthened. We are working together and there is evidence already of a culture shift at the Region. We have a new CAO, new Commissioner of Finance, new Director of Economic Development and Tourism and many new Councillors. We will need to continue to work hard to realize results. Today provides us with an exceptional opportunity to consider what needs to be done and what we can focus on together that we cannot do alone. We will be looking for guidance and direction from the Regional Chair, Mayors and CAOs in the afternoon and they too will be looking to us for sage advice, and a collective and pragmatic plan of action.

2.0 Meeting Purpose & Objectives

Karen Wianecki, Planning Solutions Inc.

Reference was made to the Agenda and pre-meeting materials. The meeting purpose and objective was confirmed as follows and a brief discussion of the session structure and meeting deliverables were addressed:

1. To refine the DEDP draft economic development Operational Action Plan for 2019² for presentation to the Mayors and CAOs in the afternoon.
2. To explore additional opportunities to strengthen the role of the DEDP.

3.0 Embracing Change and Opportunity

Karen Wianecki, Planning Solutions Inc.

The Region is embarking on a process to refresh and renew and revitalize its Strategic Plan. At a Special Meeting of Council, many critical messages emerged about strategic priorities, specifically:

Special Meeting of Regional Council March 1 – Key Messages

- Durham needs to ‘Lead, Achieve & Innovate’
- Durham needs to celebrate its success as a global leader
- Specific priorities for Durham Region include:
 - Job creation and economic development – this needs to factor prominently in the new Strategic Plan
- Build on and amplify the assets we already have (GO Transit, downtown intensification, deep-water ports); support business retention and attract new opportunities; emphasize innovation (Durham as an emerging technological powerhouse); embrace Smart Cities technology
- Be Development Ready – service employment lands
- Two main economic drivers in the North = tourism and agriculture
- Recognize that there are different needs north and south
- Support new and traditional industry
- Enhance incubators (e.g. Super hospital close to a University – teaching hospital, medical school)
- More affordable housing choices – affordable housing and seniors’ housing
- Efficiency and effectiveness improvements (reduce red tape; eliminate barriers to development approvals)

² A series of DEDP pre-meetings was held prior to the March 7 session. These pre-meetings allowed DEDP Members to develop an initial draft Action Plan which was further refined at the March 7 session.

In addition to sharing Regional Council key learnings, the facilitator provided a summary of the 30+ interviews that were conducted with attendees as part of the preparatory work leading up to the March 7th session. A synopsis of the key learnings that emerged from these one-on-one interviews was shared, as follows:

Key message from the Regional Chair, Mayors, CAOs & DEDP Members:

We need a Commitment to Action;

We need a Practical & Pragmatic Plan of Action.

We need action now.

The Region has many strengths. There is a need to recognize these strengths and also the challenges that Durham Region faces so that the challenges can be turned into opportunities. Those interviewed shared the following:

Strengths:

- Durham is and needs to be ‘different from others.’
- Durham needs to be a benefit builder and leader. We need to know what we are selling and where we will win.
- We must look at how we can lead, achieve and innovate.

Challenges:

- We need serviced employment lands – we need to be ‘development ready.’
- We need to be integrated and aligned – we need to row in the same direction.
- Our investments must offer value for money (e.g. Toronto Global and Foreign Direct Investment).
- Growth constraints are hampering the ability of some (Northern) municipalities to deliver services on a sustained basis. The special circumstances and challenges facing the three northern municipalities must be recognized.

Those who participated in the DEDP preparatory interviews suggested that there are a constellation of opportunities for Durham Region. Many suggested that efforts need to be aligned. Some of the common messages that emerged during the one-on-one interviews included the following:

- **Amplify Our Assets, Build on the Best, Drive Innovation** – build critical mass around components that already set us apart (Nuclear Innovation (Pickering); Logistics Innovation (Ajax); Agri-food Innovation (Clarington, Scugog, Brock, Uxbridge), existing cells of innovation (SPARK, D-Hive); explore tourism as an ecdev lever; Deep water port (Oshawa), Mosport (Clarington), Toronto East Aerotropolis (Pickering)

- **Business Retention** – support existing business base and diversify – invest in those who are invested in us
- **Implement** the Broadband Strategy
- **Build A Whole Team** – Create Collective Buy In; Differentiate Durham... Together
- **Develop a Domestic Business Strategy** – focus inward – target investment (Fortune 500 and Fortune1000 Companies)
- **Advance Efficiency & Effectiveness Improvements** – expedite approvals; initiate and ignite growth; look at opportunities to enhance goods movement
- **Assess the Impacts of Policy and Legislation** – how can policies support economic development
- **Improve Durham ‘lines of sight’** – enhance Durham’s visibility – tell our story, market Durham, build momentum, create commitment
- **Support a Long-term Resourcing Commitment for the North** – dedicated resources (human and fiscal)
- **Clarify Roles** – Be clear who does what; strengthen the connections; how can the Region offer more support; how can the area municipalities support one another better

Those in attendance, at the suggestion of Ingrid Svelnis, introduced themselves and their affiliation. Karen took the opportunity to introduce Simon Gill who reviewed the draft Action Plan of Action for 2019.

4.0 The 2019 DEDP Proposed Plan of Action & Recommended Priorities

Simon Gill, Director of Economic Development

The proposed Plan of Action and recommended priorities were shared. A robust conversation ensued with many stellar suggestions being presented. Some of the salient suggestions included the following

- The Greenbelt presents constraints to growth for the three northern municipalities. The Townships of Brock, Scugog and Uxbridge are faced with providing the same services but with limited opportunity to finance these services as a result of the geo-spatial constraints to growth.
- Dedicated resources are needed for the North to address the special challenges.
- Tourism = Economic Development in the north. Agri-tourism is particular factors prominently. Recognizing the importance of value-added agriculture and agri-tourism to North Durham is essential, as is the unique differences that set the north and south apart.
- There is an opportunity to re-examine current policy and existing tools to ensure they are driving economic development:

- Serviced Land: At the present time, current policy with respect to pre-servicing land is presenting challenges. An inventory and a ready supply of pre-serviced land is needed across Durham as Durham needs to be nimble and anticipatory and ready for development.
 - The Region has a ready supply of reserve funds. These need to be used to build economic advantage.
 - Regional Revitalization Plan: Examining the Regional Revitalization Plan and associated criteria would also be of benefit to ensure it is even more aligned to support the needs of the local area municipalities.
 - Incentives & Tools: There are many tools that are available that could be strengthened and used to advantage. Examining the existing suite of tools would be particularly beneficial.
 - Enhanced Communication: There is an opportunity to share more, in more ways and a tremendous opportunity to open the lines of communication to advance a 'whole team' approach.
- Durham needs to consider how to generate growth organically. Durham needs to be 'On Mission.'
 - There are many assets and many opportunities, both evident and hidden, that set Durham apart. The nuclear file generates \$18 billion annually in economic value. There is tremendous opportunity to strengthen the assets Durham has and to use these to leverage additional growth and development.

How is Durham Region enabling innovation and entrepreneurship? How are we collectively targeting the engines of growth? The DEDP is a catalyst for growth.

Durham Region must be 'investment ready.' We must build labour force resilience through workforce development, attraction and retention and succession. We must focus on leading, achieving and innovating: grow our competitiveness, foster innovation, create opportunity and deliver results.

5.0 The DEDP: Supporting Durham Region's Success & Doing Things Right

Building economic advantage and a strong future for Durham Region requires the DEDP to:

- Do The Right Things; and
- Do Things Right

Having developed a list of 'the right things' and the 2019 Action Plan specifics, participants focused on doing things right. In particular they considered the composition of the DEDP and whether the current meeting structure was optimal.

Agreement: Expand and diversify the DEDP membership, as follows:

- Adopt a more organic and fluid structure with a core group. (the current DEDP members) but with the ability to include others. Allow for the ebb and flow of additional attendees.
- Brock, Scugog and Uxbridge CAO to have standing invitation to attend. They are to be encouraged to attend. DEDP meetings moving forward, as their schedules permit.
- Stacey Jibb to be included as a formal DEDP member moving forward.
- Brandon Pickard, Manager of Tourism to be included as a formal DEDP member moving forward.

Agreement: We will focus on working better together

- There is a need for an opportunity to focus on collective wins.
- The Action Plan reflects a high-level approach.
- A tactical plan will require work. The DEDP is committed to developing this tactical plan.
- We are taking a very different view of how we position Durham by focusing on the differentiators that make Durham unique.
- It will take time to realize the outcomes we are striving for but we are committed to work together.
- It will be important for us to monitor our progress and report to Regional Council on our collective results.

Agreement: The presentation to the Regional Chair, mayors and CAOs will be collaborative.

6.0 Recap, Wrap Up and Next Steps

Karen Wianecki, Planning Solutions Inc.

A number of lessons learned were shared by the facilitator, as follows:

- The Action Plan is a high-level approach. A tactical plan will be needed and there is a broad base of commitment by the DEDP to develop this tactical plan, to ensure it aligns with the term of Council and to monitor and report on results.
- Specific recommendations have been developed to guide the Regional Chair, Mayors and CAOs.
- A collaborative presentation will be made by members of the DEDP to delegates attending for the afternoon session.

7.0 Closing Remarks

Brian Bridgeman, Commissioner of Planning and Economic Development

Thanks were extended to all for an extremely positive and productive session. A draft Action Plan and playbook has been developed to position Durham for economic development and future success.

Morning Session Concluded: 12 Noon

Afternoon Session (12 to 4:30 p.m.)

The Regional Chair, Municipal Mayors, Municipal & Region CAO, DEDP Members

1.0 Official Welcome

Regional Chair John Henry

The global economy is changing. Some sectors are contracting; others are growing. New sectors are emerging. We are facing and embracing the Fourth Industrial Revolution. The contraction of manufacturing jobs is affecting all of us. Collectively, our purpose is to coordinate our efforts to build and sustain a globally competitive economy. We are anticipating exponential population growth across the Region. New jobs are needed. It is vital that we align our efforts to bring prosperity, opportunity and economic advantage to Durham. How can we guide our economy through the Fourth Industrial Revolution? How can we implement the new drivers of urbanization? How can we ensure that our workforce matches the needs of business? It doesn't matter where in the Region the win happens. Any win is a Regional win. Guidance and support is needed to create these wins. Silos are disappearing. A whole team approach is emerging and there is already solid evidence of a culture change across Durham. We are, together, building a culture of innovation, investment and entrepreneurship. This collaborative meeting of Mayors and CAOs and economic development staff is a first for Durham. These are challenging times but at the same time, we have the ability to ignite and inspire change; change that makes a difference for all who live, work, play and learn here.

Meeting delegates were invited to introduce themselves and their respective affiliation. Chair Henry introduced the facilitator.

2.0 Meeting Purpose & Objectives

Karen Wianecki, Director of Practice, Planning Solutions Inc.

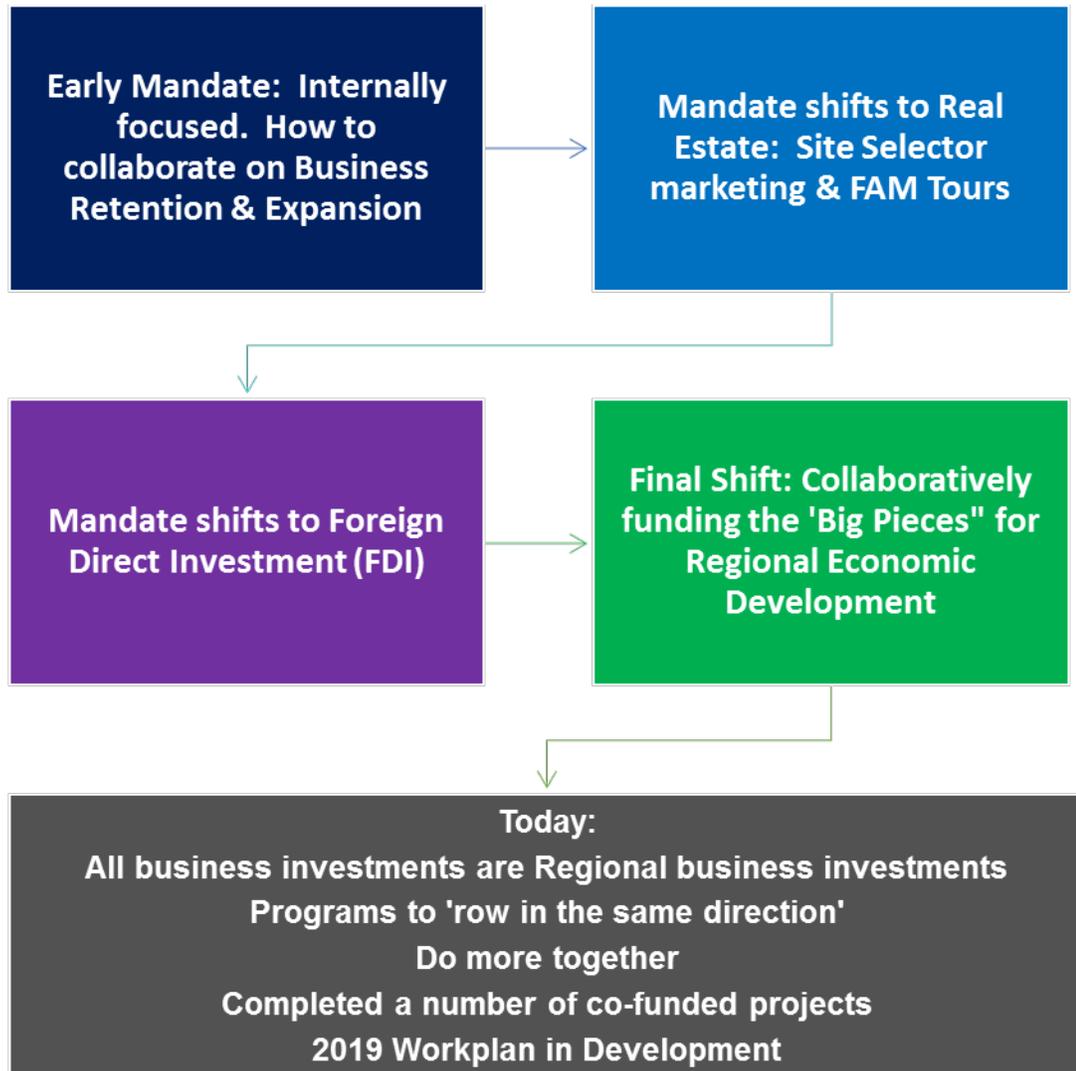
Reference was made to the Agenda, meeting structure and desired outcomes as follows:

- To define collective strengths, attributes, differentiators and key opportunities to allow Durham Region to outperform others.
- To define a practical and pragmatic Plan of Action to achieve results.

3.0 A New Year & New Opportunities

DEDP Collaborative Presentation: Simon Gill, Sheila McGrory, Lisa Hausz, Bonnie Wrightman, Kyle Benham & Fiaz Jadoon

Members of the DEDP presented an overview of the history and purpose of the DEDP and highlighted its evolution since its inception in 2006. In advancing economic development together, the mandate of the DEDP has continued to change, as evidenced by the following schematic:



The functional split between the Region and the area municipalities was shared, as follows:

Region	Lower-Tier
<ul style="list-style-type: none"> • Enable Innovation & Entrepreneurship • Event & Sport Tourism • Tourism Marketing & Advertising • Agricultural Programming & Northern BR&E • Developing and Marketing Broadly the Regional Value Proposition to Key Audiences • Investment Attraction (foreign & domestic; Toronto Global, Ontario, Fed.) 	<ul style="list-style-type: none"> • Business Retention & Expansion • Enable Local Innovation • Business Services; Site Selection • Real Estate • Downtown Revitalization • Local Value Proposition Development & Marketing • Investment Attraction

The DEDP aligns and integrates with Regional and Lower-Tier Responsibilities in four key ways:

- Pursue and co-fund larger projects outside the scope of each municipality
- Guide direction of Investment Attraction based on local needs & value propositions
- Address competitiveness gaps together
- Establish protocols for separate responsibilities to work together (e.g. The Lead Protocol)

The DEDP is premised on a partnership approach. Some of the strategic partners who work with the DEDP include:



The DEDP recognizes that there are many collaborative initiatives that must be undertaken together. In 2018, DEDP efforts included:

- an Employment Lands Inventory was developed to promote and support Investment Readiness;
- completion of the Competitiveness Study;
- Lead Tracking & Protocol development;
- Labourshed Study;
- Nuremberg Economic Development Partnership.

Despite progress on many fronts, Durham Region lags behind our peers in volume of new industrial and office development and value-added job growth. New and different strategies are needed to differentiate Durham. The following questions have offered a frame of reference for the DEDP to develop its collaborative work plan.

- What servicing projects will make us more investment-ready?
- Competitiveness Study Next Steps: What can the DEDP do?
- How can the DEDP enable emerging growth sectors?
- How can the DEDP enable and support innovation?
- What can the DEDP do with respect to workforce attraction and retention?

Committed to continuous progress, and in an interest to building on the traction that exists across the Region, members of the DEDP have developed a practical and pragmatic Plan of Action for 2019 and beyond. The 2019 Proposed Six-Point Plan of Action is designed to strengthen Durham Region assets and, through a multi-faceted and collaborative approach, position the Region for future success.

The Six-Point Plan of Action:³



The details and specific initiatives that will support this comprehensive Plan of Action are outlined below.

³ The DEDP will review and potentially refine this workplan at its April 18th meeting.

Details of the Six-Point Plan of Action were shared:

Action Plan Specifics		Focus/Objective	Detailed Tasks
Culture Shift	Enhancing Efficiency & Effectiveness	<ul style="list-style-type: none"> • Top-down leadership on prioritizing job creation; Cross-Regional 'Job Lens' • Coordinated 'Priority Path' business services from Region and lower-tier municipalities • Dedicated program to increase communication between all departments at both levels • DEDP encourage further Regional support for Northern municipal Economic Development & Tourism 	
Employment Lands	Anticipate Opportunity and Advance Investment Readiness Through Servicing	<ul style="list-style-type: none"> • Proactive identification of Employment Areas in need of servicing • Workshops with upper & lower-tier finance, works, planning, economic development to develop area-level execution plan • Business case development and area servicing prioritization • Propose front-ending and/or pre-servicing solutions, and identify short-term wins 	
Workforce	Build Labour Force Resilience and Enable New Growth Sectors	<ul style="list-style-type: none"> • Programs to develop, attract & retain • Develop programs, and information / resources (e.g. career fairs, professional groups, employer connections) • Initiatives & promotion that showcases existing Durham talent and attracts talent • DEDP to advocate for expansion to skills training facility at Durham College and DWA 	
Competitiveness	Amplify Regional Assets (The Competitiveness Study – Next Steps)	<ul style="list-style-type: none"> • Coordinated effort to develop Regional value proposition; joint marketing efforts • Address barriers to new investment identified in Competitiveness Report • Identify possible incentive programs (through DCs or CIPs) • Identifying opportunities for DEDP actions to enable growth sectors • Competitive-Ready Designations 	
Grow Innovation & Entrepreneurship	Target & Enable Innovation & Creativity	<ul style="list-style-type: none"> • Programs to grow and support Innovation Region-wide as an economic driver 	

Action Plan Specifics	Focus/Objective	Detailed Tasks
		<ul style="list-style-type: none"> • Support for the entire innovation ecosystem across the Region, (incl. 1855 Whitby and the Innovation Station) • Agricultural Educational & Event Centre • Programs and advocacy for small and home-based business
Join Investment Attraction with BR&E	Integrate Regional Services with Business Expansion Efforts	<ul style="list-style-type: none"> • Regional IA Strategy currently near completion, with strong collaboration from DEDP • 'Key Account': local subsidiary support from Region for increased allocation from foreign HQ, or for new business lines • Encourage expansion into Durham by GTHA businesses • Identification of Prov. / Fed. IA Incentives

General Questions, Comments & Observations:

A number of suggestions, thoughts and observations were shared following the presentation. These included the following:

Continue to Collaborate	Recognize that economic development is shared responsibility. When we work together we all benefit.
Exemplary Customer Service	Customer service must be top of mind – we must be seen as open for business but also easy to work with – Durham must be known for its ‘Top Drawer’ Customer/Client Service
Build Capacity Across Durham	We need to know about all of the assets in Durham Region. It would be beneficial to arrange Familiarization Tours for Mayors and CAOs to visit each municipality to better understand the suite of differentiators and assets that exist so that we can speak to these assets as informed ambassadors and community leaders. These FAM Trips could be a highly effective lever to change the culture and advance a different way of doing business.
Northern Municipal Engagement Needed	<p>Invitations need to be extended to the three northern municipalities (CAOs) with an offer to attend and participate in the DEDP meetings whenever they are available.</p> <p>The North is facing a number of special issues in relation to employment lands. The work that the DEDP is doing with respect to servicing land must engage the three north municipalities directly.</p>
Amplify Durham’s Story – Communicate Key Messages	There is a need for better communications. Durham Region needs to be promoted better. There is a need to focus on selling Durham and our assets collectively. We need to build on our best and demonstrate that Durham is the best. “It is the right choice for a bright future.” Capitalize on the partnerships that we have, recognize that we have the labour force to support business and industry growth and

that we have a growing but a diverse and well-qualified population.

Seize Opportunities

Capitalize on the opportunity that exists right now for Canada to enter into agreements with Japan that the US currently cannot – build on this selective importing advantage that exists at present.

Build Resilience

Recognize that we need to invest in greenhouse research and development in order to build resiliency across Durham Region.

Be Anticipatory

Durham has all of the pieces – we need the servicing to support this. Recognize that the servicing issues has an impact on downtown areas and is not limited to areas on the outskirts of a community. Servicing in fact can be an important lever in promoting downtown intensification and revitalization

4.0 Defining Our Economic Development Focus – Global Café

A collective dialogue took place through a Global Café conversation. Four table topics provided delegates with an opportunity to define the practical and pragmatic elements that will differentiate Durham from others. The four table topics included:

- Topic 1: Strengths & Attributes
- Topic 2: Outperforming Others
- Topic 3: Leveraging Opportunity & Building Durham's Advantage
- Topic 4: Building Support & Doing Things Right

All participants rotated through all four topic areas, building collective intelligence and sharing observations and suggestions. In addition, each rotation ensured that all delegates had an opportunity to work with a new group of colleagues at each rotation.

Table Hosts convened the dialogue at each table and detailed notes were prepared. These have been included in Appendix A attached hereto. A summary of the salient points raised by delegates has been captured. A summary of the salient points raised during the Global Café is reflected in the following tables:

Topic 1: Strengths and Attributes

Key Questions

What attributes make Durham Region unique? What are our key differentiators?
What are our strengths? What are our Region-wide assets – both obvious and less than obvious? What are we selling in Durham Region?

Thoughts, Comments & Observations:

Key Durham Region Attributes, Differentiators & Strengths:

- Durham has many assets upon which to build a solid, prosperous future including the existing airport, future airport, an integrated transit system with two deep water ports, a growing tourism industry, extensive sector diversity, access to a ready supply of labour among other attributes
- Durham offers exceptional value for money in government services
- Durham is underdeveloped and there are many opportunities for future growth and development
- Our AAA Credit Rating can be used to leverage advantage
- Solid medical and education support facilities already exist here

What are we selling?

- Durham has many assets in its portfolio including a number of important assets that set us apart from others including tourism and a high quality of life. Durham Region has an array of accessible housing and remains more affordable than other jurisdictions in the Greater Toronto Area.
- Durham's proximity to Toronto and its spatial location east of the GTA is an inherent advantage and key selling feature.
- Access to a diverse population base and talented and skilled labour force
- The financial strength of the Region
- The accessibility of the Region (as a result of infrastructure investments and enhancements – GO Train expansion, 407, 412, 418, 401)

Seizing the Opportunity:

- There is an opportunity for Durham Region to reposition itself, building a stronger image and branding. "We need to swagger more."
- There are many opportunities that can be seized to work with residential developers in Toronto who are coming to Durham that also do commercial and industrial and encourage them to bring jobs

Topic 2: Outperforming Others

Table Host: Karen Wianecki, Facilitator

Key Questions

Where can Durham Region truly lead? Where can we compete?
Where will new jobs and new opportunities come from?
Where are the areas of anticipated high growth?

Thoughts, Comments & Observations:

Durham has many differentiators that make the Region unique.

1. Nuclear Energy

Durham can lead on the nuclear portfolio. There are attributes here that set the Region apart globally. There are jobs that are connected to the nuclear industry both in the host communities but also across the Region. The OCNI is located in Pickering.

2. Agriculture

Durham can lead value-added and spin-off agriculture. There is an opportunity to think about the role Durham Region plays from the lens of food security and food processing. Technology in agriculture is driving change and there is evidence across Durham of agriculture innovation. There is also a solid agri-tourism sector and in the north, tourism and agriculture are the drivers that support economic growth.

3. We Are 'Workforce Ready'

Durham has access to a diverse population and to a ready supply of workers.

4. One Set of Rules for Development

Durham Region can be known as an open for business, easy place to build opportunity. The Region can be known for its alignment – one set of rules for development that build on the Priority Path. A consistent mindset and methodology for making the development process easy and simple and straightforward. Also, a triage approach to development proposals that will advance economic development.

5. Health Care

Healthcare is a big sector in Durham Region. There is a great institutional infrastructure already in place. Lakeridge Health is currently developing a Master Plan and there is some consideration being given to new hospital investments in the Region. Given the aging population, this is a decided advantage and key differentiator.

6. Research & Education

An important research and education platform already exists here. The existing commitment to skills building and learning offers an important platform to foster a culture of entrepreneurialism and innovation.

In addition, Durham has two deep water ports, Toronto East Aerotropolis, four 400 series highways and a recognition that connectedness is a key differentiator. There is the opportunity to develop greenfield transportation systems and a solid infrastructure platform from which to build. In addition, Durham has the funds to service employment lands and the fiscal resources to be “Business Ready.” There are many additional hidden gems in Durham and importantly, Durham is customer service driven. **We can promote a customer-first environment.**

Topic 3: Leveraging Opportunity and Building Durham’s Advantage

Table Host: Simon Gill, Director of Economic Development, Durham Region

Key Questions

How are we going to compete? How will we build our assets and move forward?
How can we strengthen what we have?
What can we do to support those who are already invested in our community?
How can we achieve better results?

Thoughts, Comments & Observations:

There are opportunities to improve accessibility across the Region by focusing on the efficient movement of goods and services. More flexible funding solutions are needed with respect to employment land servicing. There is evidence already of a culture shift at the Region and a drive to develop a playbook that defines a number of broadly supported priorities. The Region needs to deliver impeccable customer service - customer service is a key point of leverage for achieving better results. Removing barriers to development approval and opportunity and focusing on supporting those elements that offer a critical foundation for success at the area municipal level will also be important. Durham can also focus on showcasing ‘our wins’ and to explore the success that others are having (e.g. looking across the lake to build partnerships; exploring why opportunity has gone elsewhere so we know for next time).

Overwhelmingly, the objective is to create jobs. There is a need to consider what is important at the local municipal level and to ensure that there is support and a true partnership approach. The time is right for a culture shift. Priority Path should be pursued and seamless customer service must be the norm. There is an opportunity to revisit current programs including the Regional Revitalization Program to determine how this can be better aligned with municipal needs and interests. Some degree of delegation should be explored to advance efficiency and effectiveness improvements. There are also opportunities to leverage the business community as brand ambassadors. There is an opportunity to ensure that doing business in Durham is better (and easier) than doing business elsewhere.

Topic 4: Building Support and Doing Things Right

Table Host: Brian Bridgeman, Commissioner of Planning and Economic Development

Key Questions

Can we work better together? If so, how?

Are there broader conversations that need to take place (e.g. Ontario's competitiveness? Canada's competitiveness?)

Do we need support from others?

Thoughts, Comments & Observations:

There is volatility and uncertainty at the Province. The Action Plan should be revisited annually and Durham's story communicated more broadly. There is tremendous potential to brand this initiative "Facing the Future Together." The key to working better together is better, stronger and more effective communication. Durham needs to be known as 'The Best.' Focus on enhancing inter-departmental communication and cooperation. We have an opportunity to work better together.

There are tremendous opportunities to build partnerships beyond the Region. Working with upper levels of government and tapping into the provincial civil service provides a key area of opportunity for the Region. It is imperative that Durham Region recognize the importance of exceptional customer service – we are and must continue to be in the customer service business. Durham Region must be known as open and easy to work with – this will set Durham apart from others. There is always an opportunity to advance more inter-department collaboration and cooperation not only across the municipal landscape but also between regional departments. Recognizing that Durham is part of the GTA is also an important point of leverage moving forward.

5.0 Maximizing Results: Validating A Practical & Pragmatic Collaborative Plan of Action

Karen Wianecki, Facilitator

A number of suggestions were made to enhance the draft Plan of Action presented by the DEDP. These included the following:

- Enhance the emphasis on communication
- Promote the notion that economic development is a shared responsibility
- Emphasis exemplary customer service – Durham is the best in the business
- Get to know one another's assets, attributes and differentiators

Those in attendance agreed that the Action Plan reflects a robust and comprehensive approach and one that is premised on a full partnership paradigm.

6.0 Recap, Wrap Up & Next Steps

Karen Wianecki, Facilitator

The meeting generated many stellar suggestions, observations and insights. The facilitator shared some of the key messages that had been articulated as follows:

1. Our collective purpose is to coordinate, build prosperity and secure a globally competitive position for Durham.
2. Durham needs to be in a position where we anticipate both existing and future needs. We need to be anticipatory, not reactive.
3. There is a tremendous opportunity to collaborate and coordinate our efforts to enable economic growth.
4. There is broad support for the Six-Point Plan of Action that focuses specifically on:
 - Culture Shift
 - Employment Lands
 - Labour/Workforce
 - Competitiveness
 - Innovation & Entrepreneurship
 - Targeted Marketing
5. The Plan of Action offers a high-level approach. Development of a tactical plan of action will require work but there is an affirmed commitment to move forward together. The Plan aligns with the term of Council. It focuses on what differentiates Durham from others. It defines a set of priorities, key areas of focus as well as a commitment to monitor progress and report on results.

6. There is a broad recognition that Durham needs to focus on:
 - Anticipating opportunities and positioning Durham for success
 - Being investment ready
 - Amplifying our existing assets
 - Targeting creativity, innovation and entrepreneurship
 - Leveraging regional assets to support area municipalities
 - Targeting the engines of growth – The Asset Portfolio
7. Recognize that there are many hidden gems across Durham, unique attributes that do not exist elsewhere (i.e. Safran Landing Systems that design and develop fully integrated landing gear systems and are located in Ajax).
8. There are many attributes in host communities and across Durham that bring benefit. Consider for example how OPG and the nuclear sector could bring benefit to the general community. Recognize that there are many assets that will bring even greater benefit to the Greater Golden Horseshoe and beyond (i.e. the Toronto East Aerotropolis will provide a transportation nexus that in turn will support a multi-modal hub and could create additional connections to agriculture, value-added agriculture, food processing and the like.)
Recognize the systemic opportunities that come from asset development.
9. We don't 'sell our story' well enough. We need to profile where we lead more effectively. We need to 'swagger' more.
10. We need to turn our attributes, assets and differentiators into opportunities.
11. Durham...it is 'the perfect commercial.' It is the best place to live and run a business. We can offer it all here.
12. Emphasize even more exemplary customer service. Promote the fact that 'we are the best in the business.'
13. Identify opportunities for enhanced communication – better understanding of what the area municipalities need; better inter-departmental communication and collaboration and better connections between the area municipalities and the region. Finally, there is an opportunity to create better understanding across the area municipal landscape by hosting Fam Tours (familiarization tours) to ensure Mayors and CAOs and staff from each municipality are aware of the assets in other municipalities. Create collective intelligence about the differentiators we have across the Region; build capacity and understanding and knowledge so that we can all speak to 'The Durham Advantage.'
14. Look to Others. Consider best practices 'across the lake and get the answers. Understand the rationale behind the location of jobs elsewhere – get to 'The Why.'
15. Create contagious commitment and recognize that economic development will depend on creating an interconnected web of partners. There are many stakeholders who can and should be engaged in promoting Durham and many opportunities to work more effectively with our business community.
16. Last but not least, realize results. Commit to measure outcomes, document progress and report on results. Share this progress at the regional level but also with our area municipalities.

7.0 Closing Remarks

Elaine Baxter-Trahair, CAO, Region of Durham

There is a recognizable culture shift at the Region and a commitment, as exemplified by the meeting today, to focus on what we can do better together. There is an acknowledged recognition that the Region needs to rethink key issues like broadband and servicing employment lands and an overt recognition that area municipalities must continue to focus on those priorities that are top of mind for them. The framework that has been developed will establish a firm foundation from which to build ongoing success...for all of us.

Regional Chair John Henry

Thanks were extended to the DEDP and the facilitator for a productive and positive session. “If you want to go quickly, go alone. If you want to go far, go together.” The Team Playbook that has been developed creates a foundation for collective opportunity. Durham is the best place to be to live, work, play and learn. There are so many exceptional assets that place Durham in an enviable position on the global stage from the cold roll steel press facility in Uxbridge that supplied product for Terminal 3 at the Beijing Airport, to the Port Perry mushroom farm and robotic milking operations across North Durham to blueberries and honey as well as nuclear facilities in Clarington, Whitby’s Lasco Steel and Gordon Foods in Ajax. Chair Henry noted that everyone is a champion and an ambassador for Durham Region. We have the ability to ignite and act as transformative catalysts of change. It is Durham’s time.

Session Concluded: 4:30 pm

Appendix A: Global Café – Table Host Detailed Notes

Table 1: Strengths & Attributes of Durham Region

Table Host: Elaine Baxter-Trahair

Scribe: Emily Barker

Conversation Summary

Strengths & Attributes:

- Employment land opportunities/servicing
- Underdeveloped which makes us different than the west, unspoiled
- Existing airport and Toronto East airport
- Diversity between urban and rural mix
- Our transit is very integrated with two deep sea ports
- Canadian Tire Motorsport Park
- DEDP an asset
- Ski-hills tourism
- We have three lakes, good for tourism and servicing/waste
- Rouge park
- Only region in GTA with dedicated greenfield airport site
- Unique locations for filming
- Diversity in sectors (nuclear, agriculture)
- Important solution to food security issue. Ag. is Durham's biggest economic driver. Our ag. sector is far more advanced.
- Our taxation levels are a strength compared to York and Peel
- Reactor site and refurbishment and huge future opportunity (SMRs, medical isotopes)
- Our workforce is our strength
- Development charges are lower too
- Financial strength of Region, triple A credit rating, large reserves
- New council and new leadership across the Region
- Go train expansions
- Attainable housing and real estate greenfield development available
- Congestion is an opportunity, people are tired of commuting. But because of congestion, Ajax and Whitby are getting distribution centres because of congestion. (Gordon Food Service (GFS), Flanagan Foodservice, Sobeys, Toyota)
- Growing recognition that Toronto is overly dense and that leads to opportunities outside to grow
- Need for incentives
- Open space and parks, waterfront, trails, the moraine, greenspace, ski resorts

Assets:

- Education level is high in Durham
- Presence of high-quality recreation facilities and sports tourism
- Our collective tourism package

What are we selling?

- Sell transit infrastructure to maximize value

- Need to highlight tourism
- Reposition ourselves to Province with “common speak”
- Quality of life high here, small town experience
- “Run your business in the best place to live”
- We need to sell our proximity to Toronto and fix the bad identification with the “east side”
- Workforce availability
- Diversity: workforce, industry, types of sectors
- Sell great things that are happening in the Region
- Existing businesses in community are very talented
- Opportunity to innovate
- Co-operation between Region and municipalities for collaboration and lead sharing
- Educating local municipal ratepayers about the services offered by the Region
- Quality of life, diversity of urban and rural
- Good service/value for the money
- Customer experience, welcoming place
- Give priority to employer development applications
- We need to swagger more, particularly when it comes to engaging with the Province

General Notes:

- Expectation that developers with residential developments here in Durham Region must also build/do commercial/industrial development
- With new communities, what are we going to do differently when developing?

Conversation Summary

There are many attributes and differentiators in Durham and about Durham Region that present a constellation of opportunities to allow the Region to outperform others. There are eleven areas through which Durham can truly lead. These are captured below:

1. Nuclear Energy

- two host communities with significant nuclear investments as well as many communities that benefit from ancillary services that are part of the supply chain
- There are a number of niche markets in Durham including medical isotopes as well as products associated with nuclear medicine
- Darlington is the only site that is ready
- Most of the nuclear industry is located on the west side of the GTA
- 500+ jobs in Whitby that are connected to the nuclear sector
- This is not just about the host communities benefitting; it is about all of Durham benefitting
- National Organization OCNI is located in Pickering
- Durham's nuclear attributes are huge and they are globally unique

2. Agriculture

- Commodity Value Agriculture, value added agriculture and spin off agricultural activities offer a key focus for Durham Region
- Food Processing – think about the systemic connections between the Toronto East Aerotropolis and a Food Terminal...
- Extensive network of services and support facilities (i.e. grain mills)
- Nexus between technology and agriculture – robotic milking facilities, grain silos, etc. Firm evidence that technology in Durham is being used to advantage to modernize the agricultural sector
- Cannabis potential and the connection to the medical community
- Agri-tech opportunities and the ability to anticipate and address issues around food security

3. We are 'Workforce Ready'

- We have access to a ready supply of workers
- Existing academic training and learning facilities exist here.

4. A Commitment to Consistency – One Set of Rules for Development

- Priority Path that is already in place in Ajax
- Commitment to improve efficiencies and effectiveness from a process improvement lens
- Commitment to one set of rules – consistency, predictability
- Durham is open for business but also easy to work with
- We are an 'easy, open place to do business'

- Can we consider a triage approach to approving development applications that have an economic stimulus component?

5. Health Care

- The aging population across southern Ontario and the existing health care services and facilities will enable Durham to position itself effectively to address the existing but also anticipated demands for quality care
- Lake Ridge Health completing a Master Plan (not much disclosed about this to date) but there are rumors of a new hospital (super Hospital) under consideration

6. Research & Education

- Important education and learning platform already exists
- Commitment to research and skills building
- Ability to build on this by fostering a culture of innovation – build an entrepreneurial spirit

7. Exceptional Infrastructure

- Durham has many assets and unique attributes – two deep water ports; improved 401, 407 and 412; the only greenfield airport site in southern Ontario; four 400 series highways
- Connectivity is a key point of leverage and a key differentiator
- Need to think about moving goods and people as efficiently as we move information (instantaneous)
- Ability to design and develop a greenfield transportation system
- Transit system particularly within Durham needs to be enhanced

8. A Solid Financial Platform to Leverage Opportunity

- Triple A Credit Rating and significant reserves suggest Durham has the financial solvency to make choices; we have the foundation to be business ready; we have the funds to be able to service employment lands

9. Tourism

- The Regional asset for tourism is agri-tourism.
- Tourism = Economic Development in the North
- Focus on the product side

10. Globally Unique Companies Area Already Part of Our Business Community

- There are many companies that offer unique services and products
- Many hidden gems across Durham (i.e. Safran Landing Systems)

11. Customer Service First Philosophy

- Strengthen our already solid customer-service focus
- Be even more customer-service driven

Other Thoughts:

- Need to understand why business located elsewhere – conduct analyses and share the results – What can we learn? What can we do to address any identified issues?
- What are others doing? What are existing and emerging best practices?
- Focus on the identified and broadly supported priorities.
- Recognize that smaller companies will be responsible for more growth moving forward – target these smaller companies – support organic economic development

Conversation Summary

- The Split of activities performed by Upper-Tier and Lower-Tier Economic Development: lines are more blurry than presented.
- Greenbelt community
- Stacey to join DEDP going forward
- Road network is a barrier that can be fixed by the province. Congestion between Brock Rd and Brock St are major drains on productivity and investment readiness
- Moving people and goods along the 401 should be a priority
- Relentless demand for residential growth, we need that growth to pay for servicing employment lands. We cannot run around pre-servicing land, need to have other growth pay for employment land servicing
- Get to staff level for interim solutions or quick wins
- Open-mindedness at Regional level for more flexible funding solutions. How to pay for servicing lands without using reserves? What financial options are at our disposal?
- Why do we need a AAA credit rating, when we are not investment ready with serviced lands?
- How do we differentiate ourselves?
- Simon to take the lead on culture shift. Break down the silos between departments to advance our investment readiness and focus on job creation
- Need to get consensus internally among Regional departments regarding top priorities for the region
- Needs political "oomph" to advance major issues like employment lands servicing
- Region is too comfortable in the course it is on, needs to start thinking out of the box
- Incumbent on Ec. Dev. to take the lead on making these recommendations
- Have DEDP bring actions items to CAOs, to help the culture shift, updates to council on progress
- Revisit the plan annually, adjust as necessary
- Goal for DEDP is coordinated customer service excellence to remove barriers
- Overwhelming goal is jobs
- What is important to the local municipalities?
- Find way to get communication flowing
- Region's role as more as a participant
- True partnership
- Perfect opportunity to change the culture
- Priority Path at the Region should be pursued, similar to Ajax Priority Path. A seamless customer service between Region and Lower-Tier would benefit
- DCs, section 27 agreement. Make this available.
- Regional Revitalization Plan needs to be tweaked significantly
- For road reconstruction Region has to be at the table to put in servicing. 'Dig Once'.
- Servicing agreements need to be delegated to staff
- "Business case" is code for "we're going to burry this" – the Region can get stuck in analysis paralysis when it comes to planning employment land servicing projects

- Need to identify key areas to service with the lower-tier municipalities
- What does it look like? You can't make the business case. It won't work. Have to look at viability of all.
- Start working better beyond our borders, Toronto especially.
- Tension can be cohesive outside Regional border (specifically with respect to advancing the Toronto East Aerotropolis)
- Creating the right atmosphere to not drive prospective investors away: need serviced land to be investment-ready
- Transit needs to be in there. Major transit stations right in urban cores is critical
- Balance the growth
- Metrolinx – needs to create what works in Durham
- Recruiting doctors, GPs, working with Lakeridge to tell that story
- Aligning zoning terminology at local level for industrial/office lands would help prospective investors
- Leveraging business for marketing as a brand ambassador
- Asset: newcomers to the community – immigration provides a competitive advantage compared to the US
- Diversity is an asset
- Leverage alumni network
- Next step should be the consolidation of all the notes for everyone at this refresh session, then the DEDP team to bring all the action items together to create key messages
- We need a game plan to celebrate the wins, and share good news stories
- Needs to be a structure for reaching stakeholders with these stories
- “Where are we going?”
- “Who do we want to be?”
- Housing critical to retain workforce.
- Work plan – need places for STEM grads to work
- DEDP coordinated marketing effort: contribute to external marketing efforts.
- Tell everyone of the good news puzzle pieces to create a full picture
- Cyber security: massive demand, creating courses that aren't offered at the local university
- Directly across Lake Ontario, look to them to partner with us (Up-State New York)
- 100,000,000 people with 600 km
- Linking everything together. Need to talk about co-ordination – youth talent
- Opportunity, environment and culture are what young people are looking for
- A program for follow-up with local businesses would help keep and grow companies
- Need to make sure that doing business in Durham is better than doing business elsewhere – customer service excellence
- If we hear about difficulties about doing business here, we need to do something to correct it ASAP
- Want/expect a good experience (business services)
- “Welcome Centre” in Ajax.
- Priority Path at Regional level needs a culture shift at the department-head level

Overall plan:

- Measurement. Particularly for FDI
- Employment lands – need to look at downtown
- Region needs to continue to remove barriers (broadband, industrial park expansion)
- How will this come back to council (reg. and local)

Conversation Summary

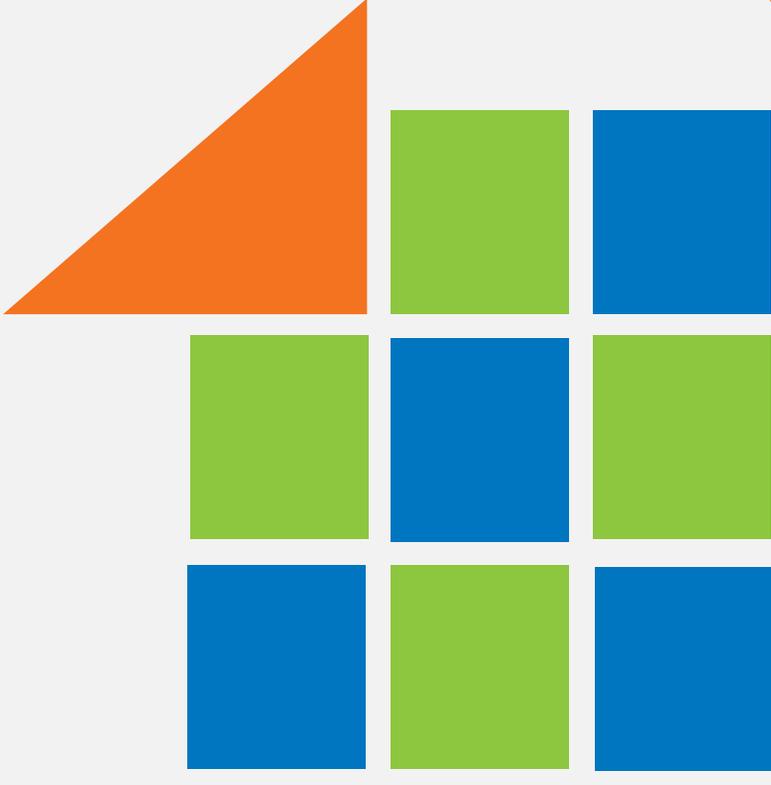
- Durham workforce authority and BACD needs funding from province. Everything is on hold at the province.
- Off to a great start working together, increase communication. More communication with Northern CAOs
- DEDP rep at CAO meeting, maybe presentation at Council
- Revisit plan annually
- Communication is key, encouraged by today to see EDOs working together
- What we have together not only to Region, but to Province
- Get out to tell story, remind people of what we're doing
- Maybe we should brand... "Facing the Future Together"
- Partnership – no hierarchy
- Not a regional initiative, a community initiative
- Ontario Investment Office – we don't hear where investments go
- Politicians need the right information to go to provincial politicians
- Need to have a collective perspective
- Silos keep us from being as effective as possible
- Use – tap into civil services at Province, they know how to work system, they ask "how can we help?"
- Priority path – customer service, be known as the best, working together
- We are in the customer service business
- Doing business here is easy
- First circle, but much broad group of partners. Use this forum to create economic development leadership
- Can we work better inter-department collaboration e.g. Works Depot giving DEDP a voice
- Like idea of a aligned plan sharing marketing process
- Do we need support from others, anything that streamlines process, such as be open for business process?
- Critical juncture with DEDP, need to get at low hanging fruit.
- Critical to show community that collaborative effort, there will be some wins
- Need a plan, work the plan
- Perception that we don't get along, work to do to change
- Needs to be sung, now is the plan to make the plan and make it work. Will go a big way to change perceptions
- Build support by taking the message to Queen's Park
- Be relentless, but tactful
- Shed the poor cousin narrative
- Threat: inactivity, keep the pedal momentum
- Celebrate successes
- Need to promote that we are part of the GTA
- Reflective of previous message
- Communicate better with others

- Matt not getting agendas
- Dept. Heads at CAO, Ingrid can help
- Way we are viewed will take a long look, conscious effort to improve
- Drive federation effort
- Opportunity with Strat. Plan, build in language, consider impact to local municipality
- Revisit – what are list of concerns from the governance meeting. Ask for notes
- Perception is that we fight amongst ourselves
- Have we ever done an inventory of who we know at province? Tighten up relationship, there if going to speak to an issue.
- Broaden conversations: Rossland Road required 75 permits
- What can we do, to remove impediments to make it easy for development?
- Key industry groups to be more vocal, nuclear, R and D, be champions, we need them to identify us as an area of potential
- Ec. Dev. in past has been too focused on the big win
- Real jobs being created by local quality of place
- Regional revitalization program needs an overhaul
- Regime change, need to see better cooperation at the Region amongst departments
- Need better recognition or priorities
- Finance not cooperating re: incentive
- Perception that dept. do not talk to each other
- Negativity around financial assistance from Region
- Have not worked well together. Gordon Food Services is a good example
- Local businesses are expanding, telling the stories, generator of economic development in the North
- Province needs to have a look at its documents.
- Scrap the Regional Revitalization program, consider Region CIP
- Build relationships with provincial staff
- Local municipalities need full control

DURHAM

**ECONOMIC DEVELOPMENT
PARTNERSHIP**

2019 to 2022 Action Plan



2019 to 2022 DEDP Action Plan Goals

1. Culture Shift / Customer Service / Common Strategic Plan Objective

2. Employment Lands Servicing

3. Marketing Initiatives (Competitiveness & Talent Recruiting)

4. Innovation and Entrepreneur Support

5. Investment Attraction to Support Business Retention and Expansion

6. Broadband

7. Workforce: Support Sector Profile and Workforce Events

8. Transit Service Gaps Identification for Workforce

9. Recommendations to Increase Financial Competitiveness for Investment

Culture Shift / Customer Service

- Top-down leadership on prioritizing job creation; Regional/Municipal 'Job Lens'
- Coordinate streamlined business services (i.e.: PriorityPATH) between Region and Lower-tier municipalities.
- Coordination of common messaging and communication points for CAOs/Councils.
- Coordinate in pursuit of a common strategic objective for all councils in Durham

Employment Lands

Anticipate opportunity and advance investment readiness through servicing

- Proactive identification of Employment Areas in need of servicing
- Workshops with upper & lower-tier finance, works, planning, ec. dev. to develop area-level execution plans
- Business case development and area servicing prioritization
- Propose front-ending and/or pre-servicing solutions, and identify short-term wins



Marketing Initiatives

- Support Regional digital marketing of competitiveness attributes
- Marketing for talent recruitment
- Cross-promotion for realtor/developer marketing events
- Events in West GTHA (2020) for key audiences:
 - Realtor/Developer Community
 - Key Sectors (from Business Community)

Innovation and Entrepreneur Support

- Innovation cell development
- Applications for funding for Regional innovation networks
- Ongoing ecosystem support
- Private sector engagement

Investment Attraction to support BR&E

Integrate Regional Services with Business
Expansion Efforts

- Regional IA Strategy with support from DEDP
- Durham Key Account Program – encouraging further investment in Durham from existing Foreign-owned companies
- Encourage expansion into Durham by GTHA businesses
- Nuremberg Partnership



Broadband

Implement the Regional Broadband Strategy

- Work collectively to develop broadband connectivity in Durham Region
- Identifying opportunities for broadband expansion through existing and future developments
- Define broadband needs of major employers and work to address service gaps



Workforce

Support sector profile and workforce events

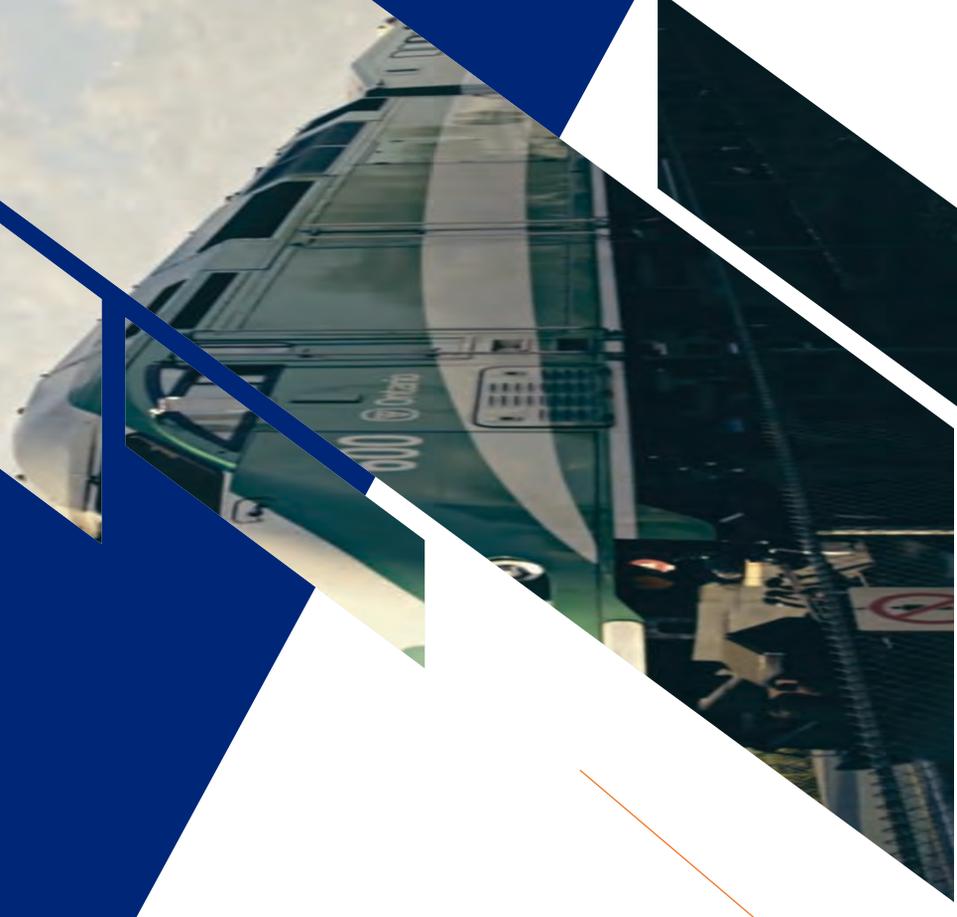
- Programs to develop, attract & retain
- Collaborate on programs, and informational resources (e.g. career fairs, professional groups, employer connections)
- Initiatives & promotion that showcases existing Durham talent and attracts talent
- DEDP to advocate for expansion to skills training facility at Durham College and DWA



Transit Service Gaps

Identify existing transit service gaps for local employers and workforce

- Identify transit needs of major employers and collaborate to recommend routes to under-serviced areas
- Grow support for the Toronto East Aerotropolis
- Grow support for the extension of GO train service from Oshawa to Clarington



Grow Competitiveness

The Competitiveness Study "Next Steps":
Amplifying Regional Assets

- Coordinated effort to develop Regional value proposition; joint marketing efforts
- Collectively address barriers to new investment identified in Competitiveness Report
- Identify possible incentive programs (through DCs or CIPs)
- Identifying opportunities for DEDP actions to enable growth sectors
- Pursue 'Competitive-Ready' Designations





The Regional Municipality of Durham Report

To: Planning and Economic Development Committee
From: Commissioner of Planning and Economic Development
Report: [#2019-EDT-11](#)
Date: June 4, 2019

Subject:

Region of Durham Local Food Business Retention & Expansion Project Report and Action Plan

Recommendation:

That the Planning and Economic Development Committee recommends:

That this report be received for information.

Report:

1. Purpose

1.1 The purpose of this report is to provide Planning & Economic Development Committee an overview of the Durham Region Local Food Business Retention & Expansion (“BR+E”) Project. A copy of the final Project Report is attached (see Attachment #1).

2. Background

2.1 On July 24, 2017, the Region received notice from the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) that the application made under the Rural Economic Development (RED) Program was successful, and that Durham was eligible to receive up to \$12,500.00, to cover 50 percent of the eligible costs of the Local Food BR+E Project.

3. Introduction

- 3.1 The Durham Local Food BR+E Project was led by the Region's Economic Development & Tourism Division (Agriculture & Rural Affairs Section). This project was undertaken in co-operation with the Durham Farm Fresh Marketing Association and The Durham Workforce Authority with support from the Durham Agricultural Advisory Committee (DAAC) and the Durham Region Federation of Agriculture (DRFA).
- 3.2 Over 60 Durham Region local food businesses participated in the BR+E surveys in the spring of 2018. These businesses spanned multiple components of the local food value chain including primary producers, distributors and wholesalers, food manufacturers, food service providers, and support organizations. The surveys were designed to identify opportunities, desires and limitations for both producers and suppliers; ideas for creating a system-wide approach to accessing local food; and ideas for supporting local food and agri-businesses and enhancing food literacy.
- 3.3 By gathering information directly from local businesses, key challenges and opportunities for growth have been identified and used to build an action plan.
- 3.4 Three priority themes were identified through the research and will be incorporated in the forthcoming Agricultural Strategy. The following is the list of themes and recommendations that have been identified through the Local Food BR+E Project:
- a. Regulations & Approvals
 - Help businesses navigate regulations and layers of approval.
 - Encourage and enable on-farm value-added activities.
 - b. Engagement & Education
 - Build connections between businesses.
 - Improve consumer and producer understanding of local food.
 - Enhance promotion and marketing efforts of Durham Region focused on local food.
 - Improve distribution system.
 - Attract a skilled workforce.

c. Infrastructure Support

- Strengthen infrastructure.
- Improve processing capabilities.
- Establish viability of a year-round farmers market.

4. Funding

- 4.1 Cost-share funding for this project was provided by the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA). The total cost of the project was \$18,306; OMAFRA will pay 50 per cent of the total cost to the Region.
- 4.2 Finance staff have submitted the final invoice to OMAFRA.

5. Conclusion

- 5.1 The Local Food BR+E report and action plan will be implemented by the Region's Economic Development Division (Agriculture & Rural Affairs Section) in partnership with many of our key agriculture sector stakeholders.
- 5.2 The findings and recommendations from the Local Food BR+E report will be incorporated into the Region's Agricultural Strategy that is currently in process.

6. Attachments

Attachment #1: Durham Region Local Food Business Retention & Expansion (BR+E) Project Report

Respectfully submitted,

Original signed by

Brian Bridgeman, MCIP, RPP
Commissioner of Planning and
Economic Development



Durham Region Local Food Business Retention & Expansion (BR&E) Project Report

May 2019

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 2600.



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Introduction and Executive Summary Recommendations



The Region of Durham (the Region) is made up of eight area municipalities ranging from large urban centres to small towns, hamlets and villages. The cities of Oshawa and Pickering; towns of Ajax and Whitby; Municipality of Clarington; and the townships of Brock, Scugog and Uxbridge all offer a highly skilled labour force, diverse economic base, superior quality of life and competitive business costs.

Predominantly located within the Greenbelt, there is a strong emphasis on protecting and preserving agricultural and natural system areas within the protected areas of Durham Region. There is a long history of supporting rural and agriculture economic development; through the Planning and Economic Development Department several strategies and task forces have been put in place to support this key business area.

They include:

- Growing Together Reaching Further Aspiring Higher – A New Strategic Plan for Durham Region: 2015-2019
- Durham Regional Official Plan
- 2017-2021 Durham Region Economic Development Strategy and Action Plan
- Region of Durham Agricultural Strategy
- Vibrant North Durham Plan
- Agriculture and Rural System Discussion Paper as part of the Municipal Comprehensive Review of the Regional Official Plan
- Draft Durham Region Agriculture Sector Climate Change Adaptation Strategy
- Connecting our Communities: A Broadband Strategy for Durham Region

The key Regional objectives with respect to the Agriculture and Rural Affairs portfolio are to:

- Support the agricultural community by partnering in programs that promote the agricultural industry.
- Support the rural community by promoting local business retention and expansion, as well as new investment opportunities.
- Inform the public about the various industry and business activities and projects taking place in the rural areas of the region.

The Local Food Business Retention & Expansion (BR+E) project was conducted by the Region to strengthen the local food value chain by identifying the opportunities, desires and limitations for both producers and suppliers; creating a system-wide approach for accessing local food, supporting local food agri-businesses and enhancing food literacy.

In gathering information directly from local businesses, key challenges and opportunities for growth have been identified and used to build an action plan. Through the action plan, the Region, working in collaboration with its eight municipalities and stakeholders, can work together to enhance and support the local food industry in the region.

More than 60 Durham local food businesses participated in the BR+E surveys in 2018, leading to a very successful project. These businesses spanned multiple components of the food value chain, including primary producers, distributors and wholesalers, food manufacturers, food service providers and support organizations.

The aggregated results of the study, and ensuing recommendations and action items, have been compiled in this document.

Thank you to the businesses for taking the time to provide feedback for this project. It is appreciated.

The Durham Local Food BR+E was led by The Regional Municipality of Durham's Economic Development Division (Agriculture and Rural Affairs Section), in co-operation with the Durham Farm Fresh Marketing Association and the Durham Workforce Authority. Support was also provided by the Durham Agricultural Advisory Committee (DAAC) and Durham Region Federation of Agriculture.

Funding for this project was provided by the Ontario Ministry of Agriculture, Food and Rural Affairs ("the Province"). The views expressed in this report are the views of the Region of Durham and do not necessarily reflect those of the Province.

Leadership Team

A leadership team was formed, comprised of representatives from partner organizations, as well as farm and agri-food business representatives to help guide the project. A total of 23 volunteers conducted confidential interviews.

Thank you to the members of the leadership team for your hard work and dedication to this project.

Butchie's Restaurant - Andrea Nicholson
Clarington Board of Trade - Bonnie Wrightman, Jessica Sommerville
Dare2Dream Farm - Steve Lawrence
Durham Farm Fresh Marketing Association - Tracey Werry
Durham Workforce Authority - Paige Marlow
Gallery on the Farm - Eric Bowman
Ontario Ministry of Agriculture, Food and Rural Affairs - Carolyn Puterbough
Willowtree Farm - Kelty McKay
Region of Durham - Emily Barker, Kristyn Chambers, Stacey Jibb, Kristy Kilbourne, Lisa MacKenzie and Nancy Rutherford

Executive Summary

The local food sector in Durham Region is diverse and growing. Overall, the business climate is positive, with 86 per cent of businesses indicating that it is a good or excellent place to do business. Businesses are also very positive about their future with more than half of survey respondents indicating they are planning to expand.

During these consultation sessions, participants were taken through the survey results and were able to comment on the results and implications, as well as provide further insight into the data from the research. Time was spent discussing regulatory issues, fostering scale, advancing added value, cultivating collaboration and improving connections with consumers.

Durham Region is however facing challenges related to local food infrastructure; this includes a lack of food hubs, distribution networks, abattoirs and cold storage facilities.

Priorities from the task force retreat were identified and reviewed by the leadership team and condensed into three overarching themes.

The survey highlighted numerous opportunities for local food in Durham Region. As the local food market is a fragmented market, the outcomes of the Local Food BR+E project need to consider both strategic alternatives for businesses competing in that environment; namely to either foster a competitive advantage through increasing scale of operations, or alternatively, to foster a competitive advantage through differentiation and adopting a niche strategy.

Three priority themes have been identified.

These priority areas serve as the foundation for the local food goals and action plan contained in this document.

Following an analysis of the aggregate data, two task force retreat sessions held on December 4, 2018 were conducted with survey participants and members of the leadership team.

Priority Themes

Regulations & Approvals

Regulatory issues rose to the surface as the most significant barrier to supplying locally and to business expansion. This is especially relevant to farm gate sales and on-farm value added.

There were two components to regulatory barriers: the first pertained to regulations that impeded businesses from expansion, and the second pertained to the complexity in navigating regulatory approvals.

Engagement & Education

Businesses are deeply engaged, however they have identified an opportunity to improve connections between businesses. 77 per cent of businesses felt the best way to assist the local food economy is through connecting food producers to processors, retailers and restaurants.

Businesses also identified that consumers have a lack of knowledge around local food, and similarly, that businesses could improve their understanding of consumers.

Businesses are interested in assistance with marketing and joint marketing initiatives.

Infrastructure Support

A lack of distribution and management systems were identified as barriers to local supply and purchasing.

Businesses expressed interest in co-operative delivery systems, a food hub and a year-round farmer's market.

Producers identified poor internet primarily in rural areas as a significant barrier.



Why Local Food? Economic Impact of Agriculture in Durham Region

The agriculture and agri-food industry in Durham Region is very robust and diverse; and is vital to Durham's economic health. It must not only be preserved but enhanced to ensure long-term diversity of the regional economy. Agriculture and agri-food are also part of the social, health and environmental fabric of Durham. Environmental stewardship, economic prosperity; and the health and security of the food supply are staples of a thriving agricultural community.

Agriculture is one of the largest primary goods producing sector in Durham Region.

247

The region is home to **1,323 farms** covering **292,815 acres of land.**

Its diverse agri-business industry includes over **4,000 agriculture-related businesses** with a skilled agricultural and agri-business **labour force of over 6,000.**

Durham Region is a leading producer contributing **\$321.7 million** to Ontario's total farm production, and representing 37 per cent of the Greater Toronto Area's total farm production.

Producers represent a wide range of commodities.

Number of Farms in Durham Region by Industry Group, 2016





Durham Region Local Food BR+E Project

Why Local Food? Economic Impact of Agriculture in Durham Region

The local food sector in Durham Region is diverse and growing. Survey responses indicate that businesses are engaged, healthy and positive. Durham Region is facing some challenges related to local food infrastructure; this includes a lack of food hubs, distribution networks, abattoirs and cold storage facilities.

While there has been a rise in interest from consumers for locally sourced food and value-added agriculture products, there appeared to be a challenge in Durham Region to get local food products from the farms into restaurants and grocery stores; and at culinary tourism events, festivals and attractions.

Past consultations with the farming community indicated that there is a desire to supply their products more widely in addition to existing distribution networks such as farmers markets, community supported agriculture (CSA) programs, and farm gate sales.

Some initial feedback gathered included:

- Interest in a local co-op or food hub for local businesses and restaurants to purchase products.
- Interest in promoting local farm products through Durham Farm Fresh and other means to restaurants, school boards, other industries and markets.
- Interest in local food options in long-term care facilities.
- The components of the value chain examined in this study span from producers to food service providers.

Scope of Local Food Value Chain



Project Objectives and Methodology

Project Objectives

The Local Food BR+E is intended to:

- Validate the need for distribution from the farmer's perspective and determine if there is a need for additional access to these products from the buyer's perspective.
- Address gaps between each stage of the value chain, as well as gaps in agri-food assets.
- Identify opportunities to strengthen distribution networks to allow for a stronger value chain for producers and consumers.
- Create a business case for attracting and encouraging investment in rural Durham.

As an outcome this Local Food BR+E project is intended to benefit Durham Region by:

- Assessing gaps in the workforce and creating jobs.
- Increasing investment in agri-food assets.
- Assisting local food producers, distributors, and retailers by creating more streamlined access to local food.
- Fostering stronger collaboration between businesses, municipalities and support organizations.

Methodology

This project was guided by and followed the four-stage approach outlined by the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) as best practices for a BR+E.



Project Stages

Stage I included assessing community readiness and forming the leadership team (composed of representatives from a broad range of stakeholders). The project was coordinated by the Region of Durham.

Stage II had 23 volunteers survey a cross-section of local food-related businesses and organizations from across the region. Over 150 businesses in all eight municipalities were invited to participate in the survey. The 64 businesses that agreed to participate took part in structured business interviews and surveys, as per the OMAFRA program.

Four surveys were administered to all participants. They are the Retention survey, Downtown survey (one question), Local Food survey and Local Food Durham survey. The Agricultural survey was administered to businesses identified as a primary producer. Questions were derived from the OMAFRA Retention, Agriculture, Local Food and Downtown Revitalization surveys. Additionally, Durham Region-specific questions were developed by the leadership team and added to the pre-existing BR+E survey. These questions pertained to distribution and purchasing methods and the level of awareness of buyers and sellers.

Each business survey was conducted from February through April 2018. All interviewers completed a BR+E training session provided by OMAFRA, which included interviewers signing a confidentiality agreement prior to conducting business interviews.

Stage III involved an in-depth analysis of the data from the surveys. Businesses with immediate concerns or issues, such as closures or relocation plans, were identified as red flags. These concerns were followed up by Region and/or township staff. Businesses needing assistance were identified as green flags and were also followed up with by Region and/or township staff.

Aggregate data, in addition to secondary research, was provided for analysis and planning. Once the data was analyzed and grouped into general themes, two BR+E planning retreats were conducted.

Following an analysis of the aggregate data, two task force retreat sessions were held on December 4, 2018, with survey participants and members of the leadership team.

During these consultations, participants were taken through the survey results and were able to comment on the results and implications, as well as provide further insight into the data from the research.

To ensure a thorough interpretation of the research results, secondary research -- around best practices in local food and other regional local food strategies -- was also conducted.

This research included analyses of the Golden Horseshoe Agriculture and Agri-Food Strategy, the Halton Rural Agri Strategy, the Hamilton Agri-Business and Agri-Food strategy, Deloitte’s “Best Practices in Local Food – a Guide for Municipalities” and an interview with a producer that works with the Seasonal Agriculture Workers program.

Based on the learnings from the secondary research, the survey results, the task force retreat and input from the leadership team, the three overall themes of regulations and approvals, engagement and education and infrastructure support were identified along with 10 recommendations and 42 action items.

Stage IV involves implementation of the goals and actions items in this report. During implementation, actions items, a lead/partners, and a timeline have been identified for each recommendation. Progress of these action items will be ongoing and tracked.

A key factor for success in the implementation of these recommendations and action items is the involvement of all of Durham’s local-tier municipalities and support organizations, such as the Durham Workforce Authority, Durham Farm Fresh Marketing Association, Durham Region Federation of Agriculture, and boards of trade, among others.



Participating Businesses and Organizations

A total of 64 businesses throughout Durham Region completed the survey across varying sectors of the value chain, including producers, food manufacturers, distributors/wholesalers, food service providers, and support organizations.

Each business was categorized -- some in more than one category, such as producer and food service provider.

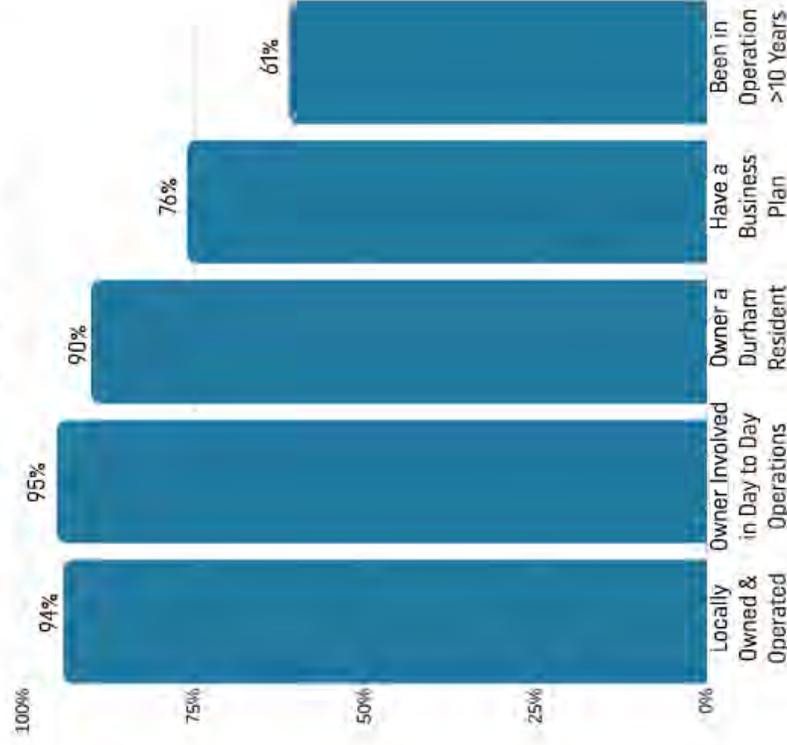
A total of 23 businesses also completed an agriculture survey. These businesses included the 19 producers, as well as four businesses that were primarily identified as food service or manufacturers, but also operate as producers.

It should be noted that the data collected in this study is not statistically significant, however the mix of businesses surveyed is a good representation of the local food businesses in Durham Region.

- **19 Producers**
- **14 Food manufacturers**
- **26 Food service providers**
- **Two Distributor / wholesalers**
- **Three Support organizations**

The data indicated that these businesses were healthy, with deeply engaged owners. 86 per cent of businesses felt that Durham Region was either a good or excellent place to do business.

Business Engagement



Summary of Key Learning

Local food businesses in Durham Region are healthy, growing and have a positive outlook

About 86 per cent of businesses see Durham Region as a good or excellent place to do business.

Of the 64 businesses surveyed, 46.9 per cent have added employees (202 employees in the past three years).

Businesses see a bright future, with 50.8 per cent of them planning to expand over the next 18 months.

Durham's top three advantages as a place to do business are location, quality of life and access to a large, growing population.

While businesses are mostly optimistic, they still see opportunities for improvement

The community's top three disadvantages as a place to do business were weak infrastructure, bureaucracy and high costs (a GTA wide issue not specific to Durham Region).

The biggest issue with infrastructure is internet service for producers, with 72.2 per cent of producers rating it as fair or poor. Outside of rural internet, there was no other focal area for other infrastructure issues.

The most significant changes businesses would like to see in the next five years are improved infrastructure, more growth in the region's downtowns, and streamlined government.

While 50.8 per cent of businesses are planning to expand over the next 18 months, they are facing challenges attracting a skilled workforce

50.8 per cent of businesses have difficulty hiring. Businesses attribute hiring challenges to lack of applicants, or lack of skills/relevant experience. This difficulty spans all five sectors, with producers having the most difficulty. Producers' difficulties may be linked to having more seasonal workers.

Regulatory issues rose to the surface as the most significant barrier to supplying locally and to expansion. This is especially relevant to farm gate sales and on-farm value added

Producers' top barrier to supplying locally was regulatory barriers, and bureaucracy was cited as one of the top three disadvantages and top three most important issues to address by all types of businesses.

95 per cent of primary producers include farm retail or farm gate sales, and 68 per cent feel there are barriers to these types of sales. The most often cited barriers, for on-farm and farm gate sales, were regulatory.

The most significant issues with barriers to expansion appear to be navigating the complexity of regulations, as well as by-laws and zoning impacting producers' ability for on-farm value-added activities.

Food manufacturers have also experienced barriers to expansion pertaining to delays in approvals or being denied approvals.

Businesses saw an opportunity to improve the connections between businesses

Only 35.8 per cent of producers are very aware of and currently use a buyer or distributor and only 38.5 per cent of processors, distributor and food service providers are very aware of and currently use a local producer or supplier.

About 77 per cent of businesses felt the best way to assist the local food economy is through connecting food producers to processors, retailers and restaurants, followed by a Buy Local campaign (65 per cent).

About 77.8 per cent of primary producers have the capacity and interest to increase production to supply local markets if additional buyers were identified.

There is a desire to improve the distribution system in Durham Region

About 64 per cent of businesses were interested in supplying to local markets if a distribution and management system was in place and 70.6 per cent of producers expressed interest. About 89 per cent of non-producer businesses would be interested in purchasing locally grown products if the distribution and management systems were in place.

Almost 71 per cent of processors, distributors and food service providers would buy more local products if a co-operative or private delivery truck was available, and 63.4 per cent would buy more if there was a food hub.

About 54 per cent of primary producers are interested in selling at a food hub and 43.4 per cent are interested in supplying large retail markets if the distribution and management systems were in place.

About 47 per cent of primary producers are interested in participating in a year-round farmers market.

There is an opportunity to improve the processing capabilities for local food

About 77.3 per cent of primary producers have considered pursuing niche/specialty market opportunities. The ideas fell into four broad areas: product expansion, more processing, food service and agri-tourism.

About 50 per cent currently utilize a commercial kitchen. Of those businesses, 89 per cent were on site. Producers are the least likely to be using a commercial kitchen.

About 37 per cent of those who utilize a certified commercial kitchen would consider using one more often, and 33.3 per cent of those who do not utilize a certified commercial kitchen would consider using one.

Businesses recognize that they may not have a strong understanding of consumers, and similarly, that consumers may not have a strong understanding of local food

While there is recognition that the local food movement has increased over past 10 years, when asked what the three greatest barriers are to grow economic activity around local food in the region, the top barrier was consumer related.

Comments about consumers as a barrier fell into four broad areas:

- Knowledge: Consumers are far removed from farming and do not understand seasonality.
- Awareness: Many do not know about local produce.
- Price sensitivity: People want to support “local” if it doesn’t cost more.
- Trends/diversity: Consumer needs of diverse cultures are not well understood. The greatest barriers to capitalizing on new opportunities for Ontario’s diverse culture centre around market intelligence/consumer demand, labelling requirements and meeting buyers.

Businesses have a strong interest in improving the marketing of local food

Three of the top five most frequent suggestions for assistance/opportunities pertain to marketing. Businesses are interested in more assistance with their own marketing materials and skills.

About 61 per cent of businesses are interested in joint marketing efforts. Other areas of interest included a Buy Local marketing campaign and workshops to improve marketing skills.

The appendix contains a detailed summary of results by survey section.



Looking Forward: Recommendations and Actions



Looking Forward: Recommendations and Actions

The completion of this report marks the onset of **Stage IV** of the Local Food BR+E, which is **Implement and Monitor**.

This stage includes implementing the action plan and selecting performance measures to monitor and track progress and positive impacts that have occurred in the community related to the Local Food BR+E project.

A key factor for success in the implementation phase will be the adoption of these recommendations by Durham-area municipalities, partner organizations, and stakeholders.

Additionally, as parallel projects take place it is essential that they incorporate the learnings from this study.

Parallel projects include:

- Durham Region Federation of Agriculture Event and Education Centre feasibility study and business case
- Connecting our Communities: A Broadband Strategy for Durham Region
- Durham Region Climate Change Agriculture Sector Expert Task Force
- Durham Region Climate Change Food Security Expert Task Force
- Durham Region Agriculture and Rural System Discussion Paper as part of the Municipal Comprehensive Review of the Regional Official Plan
- Golden Horseshoe Food and Farming Alliance Local Food Procurement Project

This feedback will also be incorporated into the updated Region of Durham Agricultural Strategy for the next five years (2019-2024).

Recommendations and Actions

The following is a list of themes and recommendations that have been identified as outcomes of the research.

1. Regulations & Approvals

1. Help businesses navigate regulations and layers of approvals.
2. Encourage and enable on-farm value-added activities.

2. Engagement & Education

1. Build connections between businesses.
2. Improve consumer and producer understanding of local food.
3. Enhance promotion and marketing efforts on local food in Durham Region.
4. Improve distribution system.
5. Attract a skilled workforce.

3. Infrastructure Support

1. Strengthen infrastructure.
2. Improve processing capabilities.
3. Establish viability of a year-round farmers' market.

Regulations and Approvals

Regulatory issues rose to the surface as the most significant barrier to supplying locally and for expansion. This is especially relevant to farm gate sales and on-farm value added.

There were two components to regulatory barriers: the first pertained to regulations that impeded businesses from expansion, and the second pertained to the complexity in navigating regulatory approvals.

Recommendation: Help businesses navigate regulations and layers of approval

Actions	Lead / Partners
1. Create a “concierge” approach to facilitate navigation of regulations across all regional and municipal departments to enable food and farming businesses to succeed.	Durham Region Economic Development
2. Gather staff to review regional and municipal approaches to policy, regulations and approvals to identify best practices that should be adopted throughout the region. Consider by-laws for value-added agriculture development on farms and provide a development/permitting charge incentive or discount for agri-tourism.	DAAC/Agriculture Program co-ordinator
3. Create a checklist that lays out processes and key departments that can be used as a “one-stop” resource for businesses.	Durham Region Economic Development
4. Work with Regional and municipal planning staff to include Economic Development/ Planning staff as part of consultations around business proposals where appropriate.	Durham Region Economic Development
5. Encourage a consistent approach across municipalities for permitting/license needs for normal farm practises (such as burn permits).	Durham Region Economic Development/ Durham Region Planning

Regulations and Approvals

Recommendation: Encourage and enable on-farm value-added activities

Actions	Lead / Partners
1. Update the Regional Official Plan to include appropriate policy support for agriculture, agriculture-related on-farm diversified uses.	Durham Region Planning
2. Recommend area municipalities consider Community Improvement Plan (CIP) policies to support agriculture and rural business development growth, where appropriate.	Durham Region Planning/Durham Region Economic Development
3. Work with local tier municipal staff to establish consistent processes across municipalities for on-farm events (health department, planning approvals, by-law, emergency services) and develop communication materials for businesses with information.	Durham Region Economic Development/Durham Region Planning/lower tier municipalities

Engagement & Education

Businesses are deeply engaged however, they have identified an opportunity to improve connections between businesses. 77 per cent of businesses felt the best way to assist the local food economy is through connecting food producers to processors, retailers and restaurants.

Businesses also identified that consumers have a weak understanding of local food, and similarly, that businesses could improve their understanding of consumers.

Businesses are interested in assistance with marketing, as well as joint marketing initiatives.

Recommendation: Build connections between businesses

Actions	Lead / Partners
1. Work with existing organizations, including the Durham Agricultural Advisory Committee, Durham Farm Fresh Marketing Organization and other interested organizations to establish priorities and agree on strategies and roles for improving the agri-food system on a yearly basis.	Durham Region Economic Development
2. Facilitate connections between producers and post-secondary institutions to guide the development of new research and testing programs for sustainable growing practises, food processing, and production and workforce considerations.	Durham Region Economic Development
3. Host education workshops on topics such as navigating regulations and gather input from businesses on reducing barriers to foster business growth in Durham Region.	Durham Region Economic Development
4. Bring together players in the agri-food system at a Durham Local Food Showcase to foster connections, showcase innovation and enable access to tools to enhance the local food system.	Durham Region Economic Development / OMAFRA / Durham Farm Fresh / Durham College

Engagement & Education

Recommendation: Improve consumer and producer understanding of local food

Actions	Lead / Partners
1. Track and share population trends and shopping behaviours of consumers (including ethnic populations) including food preferences and emerging food trends.	OMAFRA (Foodland Ontario) / Durham Region Economic Development / Durham College
2. Research new crop opportunities that can be grown in Durham Region.	OMAFRA/Durham College
3. Develop resources to help producers tie into various cultural celebrations (such as date calendar, translated signage).	Durham Region Economic Development
4. Encourage food service providers to indicate, on their menus, which food items are made with local ingredients.	Durham Tourism
5. Continue to grow local food procurement in long-term care facilities.	Golden Horseshoe Food and Farming Alliance / Durham Region EcDev / Durham Region Social Services
6. Encourage businesses/chambers to adopt local food week and foster relationships between food service providers and local producers and food manufacturers.	Durham Region Economic Development/ local economic development and tourism

Engagement & Education

Recommendation: Enhance promotion and marketing efforts of Durham Region focused on local food

Actions	Lead / Partners
1. Provide businesses with improved marketing skills and tools to promote their businesses through workshops and training sessions.	Durham Tourism and Central Counties Tourism / Canadian Agricultural Partnership program / Durham Farm Fresh
2. Include regular local food updates and tips in bi-monthly agriculture and rural affairs e-newsletter.	Durham Region Economic Development
3. Create a branding and marketing strategy (including logo, images, hashtags) that will make Durham Region a local food destination for the community and tourists (ensure consistent messaging across organizations).	Durham Farm Fresh Marketing Association/Durham Tourism
4. Add a banner to durham.ca during peak growing season to promote local food and direct residents to local farms and Durham Farm Fresh.	Durham Region Economic Development
5. Collaborate with local chefs/restaurants and farms and direct farm markets to provide on-farm experiences that showcases local food.	Durham Tourism
6. Build capacity for businesses to host on-farm events through training, tools and municipal subject matter experts.	Durham Region Economic Development
7. Increase prominence of agri-tourism on Durham tourism website, including profiling local producers and destinations.	Durham Tourism

Engagement & Education

Recommendation: Improve distribution system

Actions	Lead / Partners
1. Compile list of existing platforms for joint selling and engage producers and buyers to participate (such as a closed Facebook group or messaging app).	Durham Region Economic Development
2. Host workshops featuring existing distribution models used by companies such as GFS, Flanagans, 100 KM foods, Local Line, and Fresh Spoke to determine if there is an opportunity for Durham businesses (highlight pros and cons).	Durham Region Economic Development
3. Investigate deeper into the barriers for businesses to scale-up and provide tools, training or resources to address the barriers (such as food safety, minor processing, storage).	Durham Region Economic Development

Engagement & Education

Recommendation: Attract a skilled workforce

Actions	Lead / Partners
1. Research different models (such as online) to create a youth and young-adult mentoring program to match young entrepreneurs with experienced businesses in the agri-food sector.	Durham Workforce Authority/academic institutions including Durham College
2. Provide agri-businesses information on how to participate in co-op and apprenticeship programs.	Durham Region Economic Development
3. Compile information around seasonal farm worker statistics in Durham Region and develop fact sheets (such as how many, how many hours).	OMAFRA/Durham Region Economic Development
4. Collaborate with post secondary educational institutions to create templates to facilitate job postings. Match job postings with student skill sets and detail how the job will further career objectives.	Durham College Employment Services/ Durham Workforce Authority/School Boards
5. Provide agriculture and agri-food employers with information on Durham College programs so they can better leverage the talent.	Durham College Employment Services
6. Provide educators with immersed experience to build awareness of local food system workforce needs and connect to co-op and internship programs.	Durham Workforce Authority

Infrastructure Support

A lack of distribution and management systems were identified as barriers to both supplying and purchasing locally. Businesses expressed interest in co-operative delivery systems, a food hub and a year-round farmer’s market.

Producers identified poor internet in rural areas as a problem.

Recommendation: Strengthen infrastructure

Actions	Lead / Partners
1. Build awareness on agri-food infrastructure needs such as broadband, roads to accommodate equipment, access to natural gas and three phase power.	Durham Region Economic Development/ Durham Region Planning/Durham Region Works
2. Update agri-food asset mapping to identify clusters and support infrastructure improvements.	Durham Region Economic Development
3. Explore opportunities through the Regional Revitalization Program or development of a Regional CIP to support infrastructure.	Durham Region Economic Development/ Durham Region Planning

Recommendation: Improve processing capabilities

Actions	Lead / Partners
1. Create a database/list of commercial kitchens in Durham Region (institutions, food service establishments, co-packing facilities) available for rent/lease.	Durham Region Economic Development
2. Create awareness of the Ontario Agri-Food Venture Centre in Colborne and its services to support Durham agri-businesses.	Durham Region Economic Development
3. Develop a list of available properties for food processing and update it quarterly.	Durham Region Economic Development

Infrastructure Support

Recommendation: Establish viability of a year-round farmers market

Actions	Lead / Partners
1. Compile an inventory of underutilized Regional or municipal-owned buildings that could be repurposed.	Durham Region Economic Development
2. Engage with and provide support to the Durham Region Federation of Agriculture Event and Education Centre Steering Committee.	Durham Region Economic Development

Appendix: Detailed Survey Results

Summary of Results – Business Retention Survey

This section of the report is a summary of the BR+E Retention survey. The questions were answered by all of the organizations participating in the survey.

Business Climate

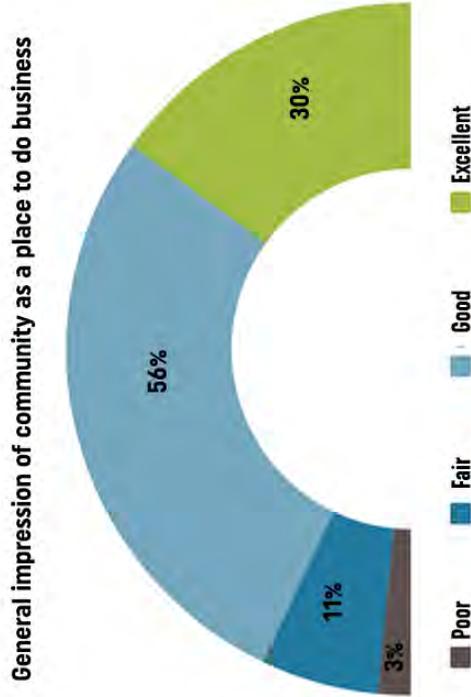
Business climate refers to the conditions in a community that have an effect on local business operations.

Overall, the business climate in Durham Region is positive, with 86 per cent of participants indicating that Durham Region is a good or excellent place to do business.

In the past three years, 77 per cent of businesses have had either no change in their attitude or are feeling more positive about doing business in Durham Region. For those businesses feeling more positive, the most commonly cited reasons were growth, support and people.

For businesses feeling more negatively, the most commonly cited reasons were lack of government support, urban sprawl and increased competition.

Participants were generally positive about factors that impact their ability to conduct business in Durham Region.



Change in attitude about doing business in the community in the past three years

In the past 3 years, has your attitude about doing business in this community changed?

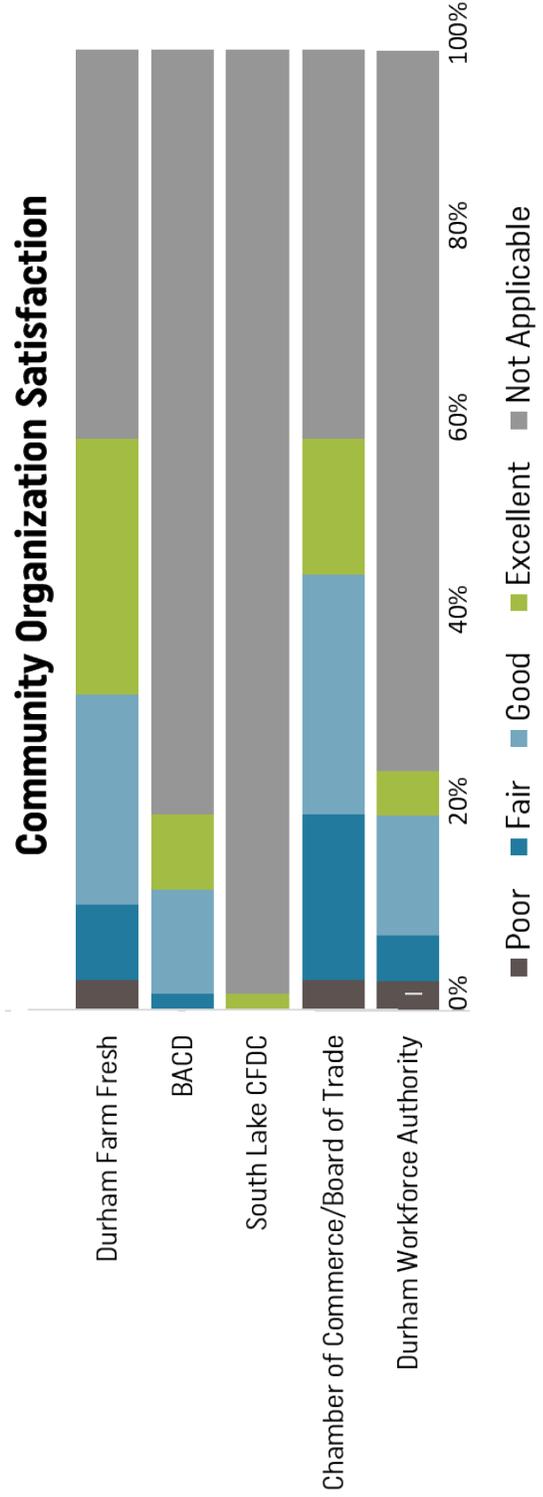
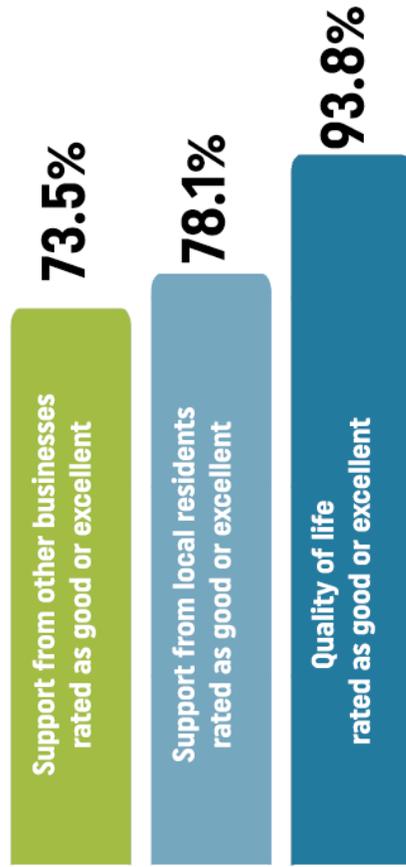


When asked about support from the municipality as a factor in doing business, 51.6 per cent rated it as good or excellent, 23.4 per cent rated it as fair and 20.3 per cent rated it as poor. Just under five per cent of the participants did not provide an answer.

Other themes captured included:

- Land costs seen as high.
- Internet service rated as poor or fair by 72 per cent of producers.

With the exception the Durham Farm Fresh Marketing Association -- which 48.5 per cent of participants rated as good or excellent, and the Chamber of Commerce/Board of Trade, which 39.1 per cent rated as good or excellent -- there was a high level of not applicable responses when asked about satisfaction with community organizations. This data will be shared with the community organizations.

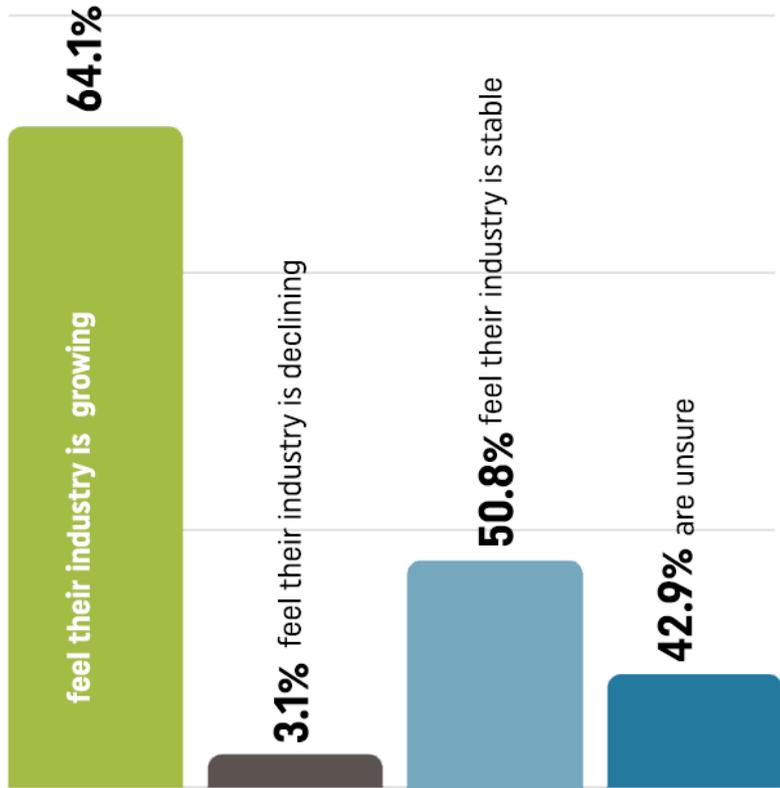


Business Development

Understanding what happens within a business or organization helps identify opportunities to enhance business success.

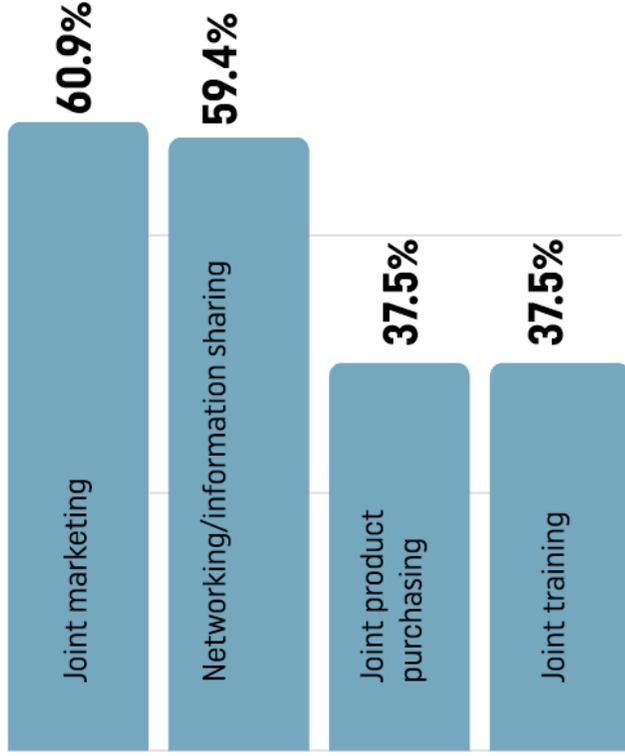
When asked about the outlook for their industry, 64.1 per cent of businesses felt it was growing. Food service was the least optimistic about the future, with 23 per cent of food service respondents either unsure or reporting their industry as declining.

What is the outlook for your industry?



Respondents are interested in working co-operatively with other businesses/organizations in the community, with the highest interest being in joint marketing and networking/information sharing.

Are you interested in working cooperatively with other businesses to pursue any of the following?



Future Plans

Questions related to future plans provide an insight into the short-term future plans of local businesses and organizations, and the implications on the future retention of local food businesses.

Overall, businesses are very positive about their future plans, with **93.7% either planning to expand or stay the same.**

No businesses are planning to close, and the number of businesses planning to sell, relocate or downsize is minimal.

The businesses that were planning to expand include: producers, food manufacturers, food service and distributors/wholesalers.

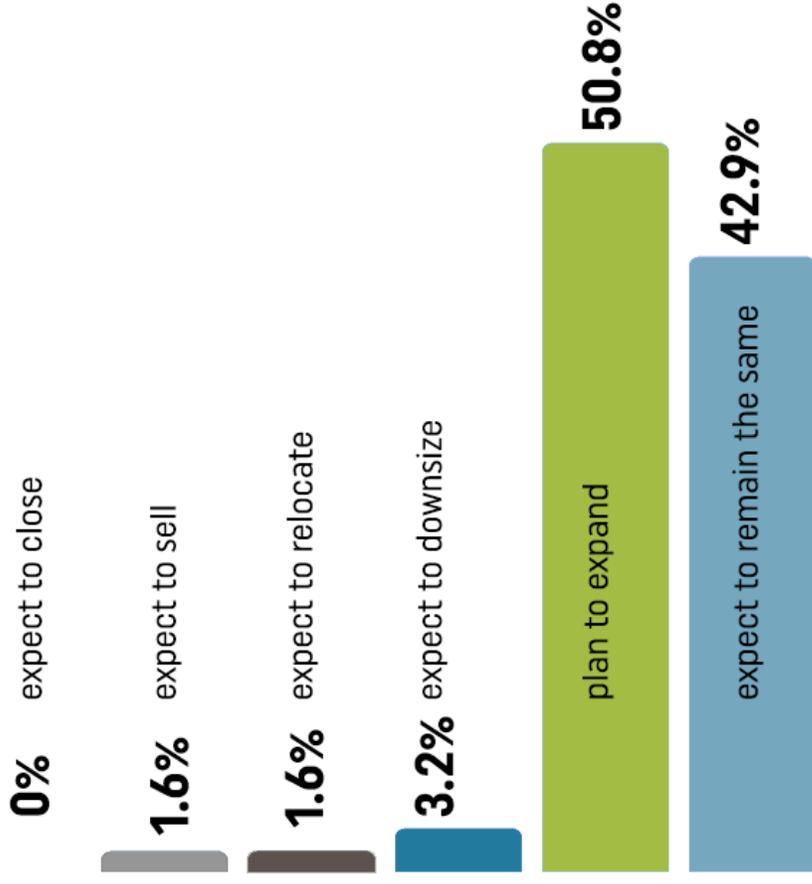
Main reasons for remaining the same

- Content with the status quo.
- Imminent retirement or succession planning.

Main reasons for businesses expanding

- Increased demand.
- Interest in expanding into new markets.
- Interest in expanding product offerings.

Future plans in the next 18 months



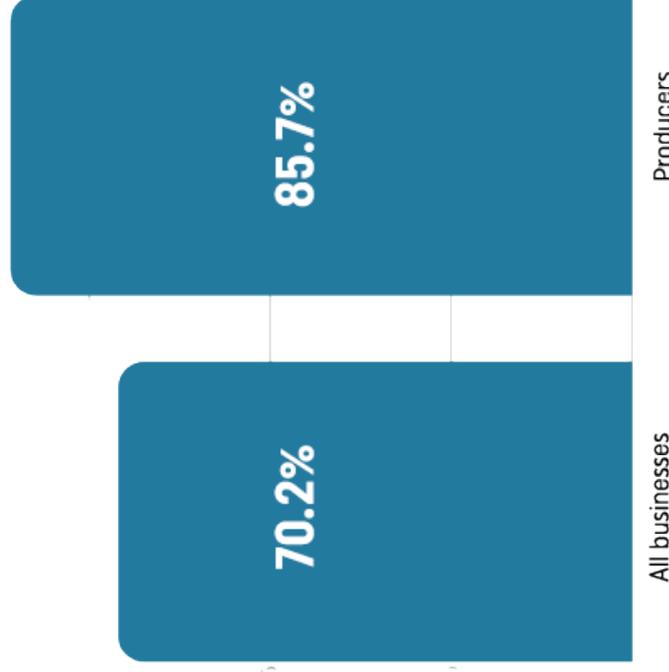
Workforce

A strong local economy is driven by a workforce that can meet the needs of businesses and organizations. Almost 47 per cent of businesses, that participated in the survey, indicated that their workforce had increased in the past three years. With 50.8 per cent of businesses planning to expand, the ability to attract new employees will be critical to achieving their growth plans.

However, businesses are having difficulty attracting new employees, with **70.2 per cent describing the availability of a qualified workforce as fair or poor.**

This rises to 85.7 per cent of producers and may be attributable to their greater reliance on temporary and seasonal workers.

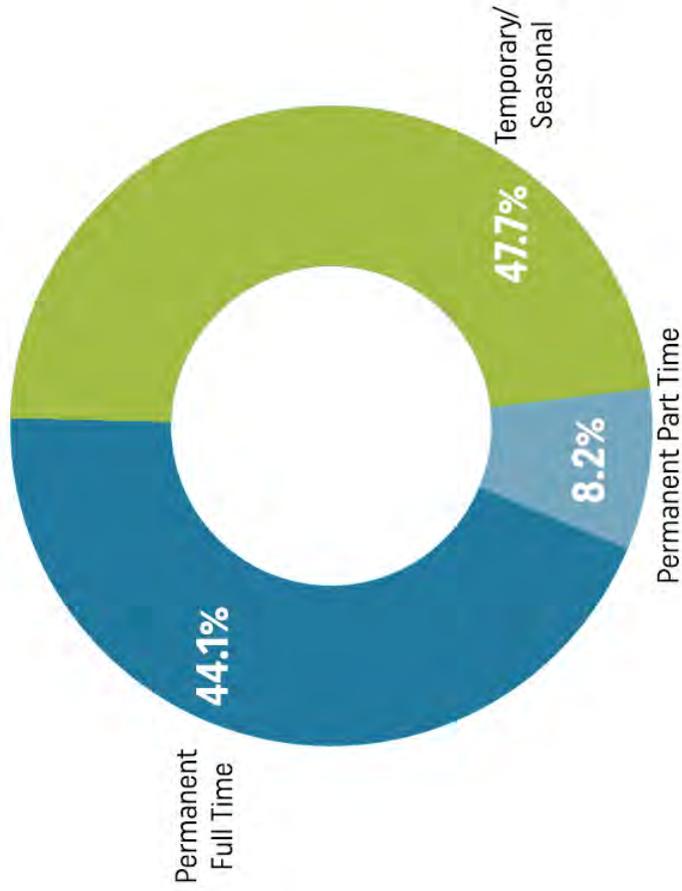
Businesses Rating Availability of Qualified Workers as Fair or Poor



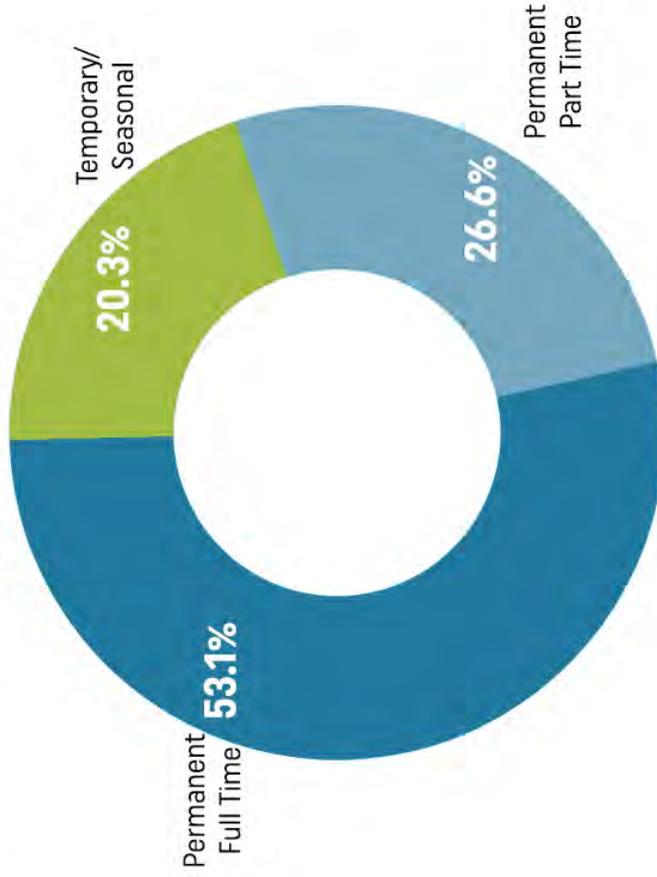
Producers' heightened lack of availability of a qualified workforce may be attributable to their greater reliance on temporary seasonal workers, at 47.7 per cent of employees.

Types of Employees

Producers



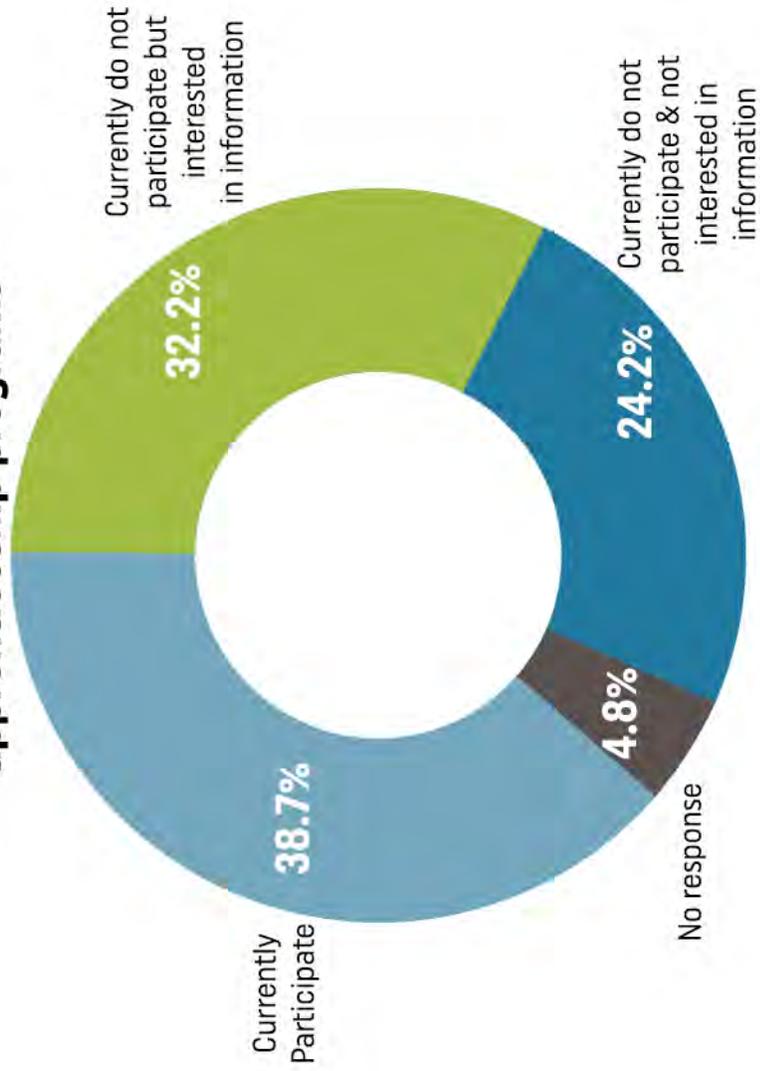
All Other Businesses



Once employees are hired, most companies are able to retain them, as only 24.5 per cent of businesses indicated they have difficulty retaining employees. The greatest challenges reported during the task force retreat pertained to lack of public transportation for employees and long hours.

Co-op, apprenticeship and internships represent an area of opportunity for local business, with 38.7 per cent of businesses currently participating in this type of program, and 32.2 per cent of businesses not currently participating but interested in information about them.

Participation in co-op, internship or apprenticeship programs

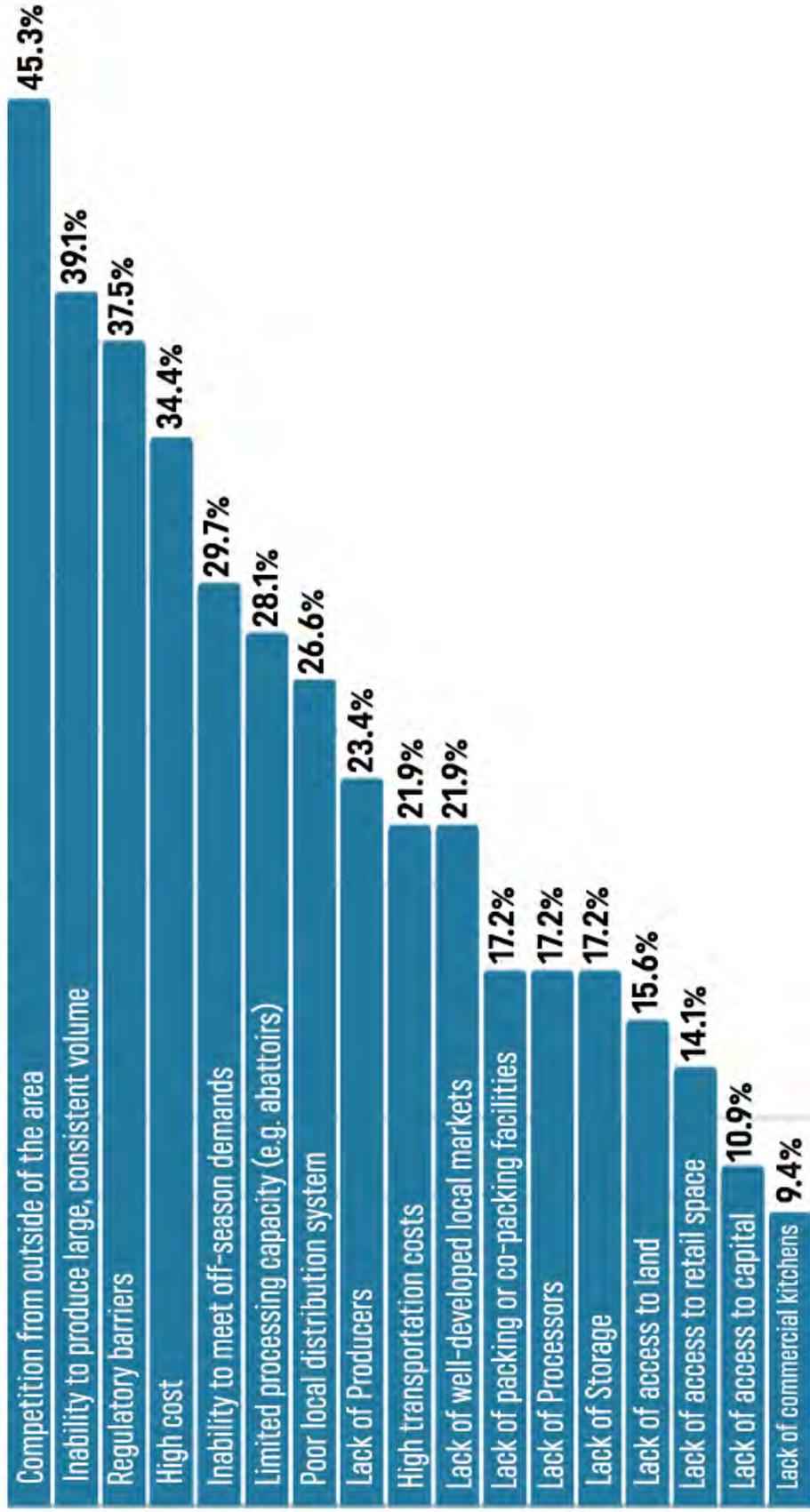


Summary of Results – Local Food Survey

This section of the report is a summary of the BR+E Local Food and Local Food Durham questions. These questions were answered by all 64 survey participants and will help drive further insight into local food and growth in the industry.

All respondents answered the first question, which identified the top three barriers to supplying locally as competition from outside the area, the inability to produce large consistent volumes, and regulatory barriers.

The greatest barriers to supplying locally



Respondents were then asked to self identify as either producers of local food, processors; or distributors or retailers of local food. Producers were asked a series of questions pertaining to their interest and ability in selling local food and processors/distributors, and retailers were asked a parallel series of questions pertaining to their interest and ability in purchasing local food. In some cases, businesses identified themselves as both a producer and a processor/food service and answered questions for both sides.

This allowed comparison of the supply side of the value chain - both the supply and demand sides of the industry.

The responses indicated there is a strong interest in supplying more food to the local value chain by producers, and there is a strong interest in purchasing local food, if the distribution and management systems were put in place.

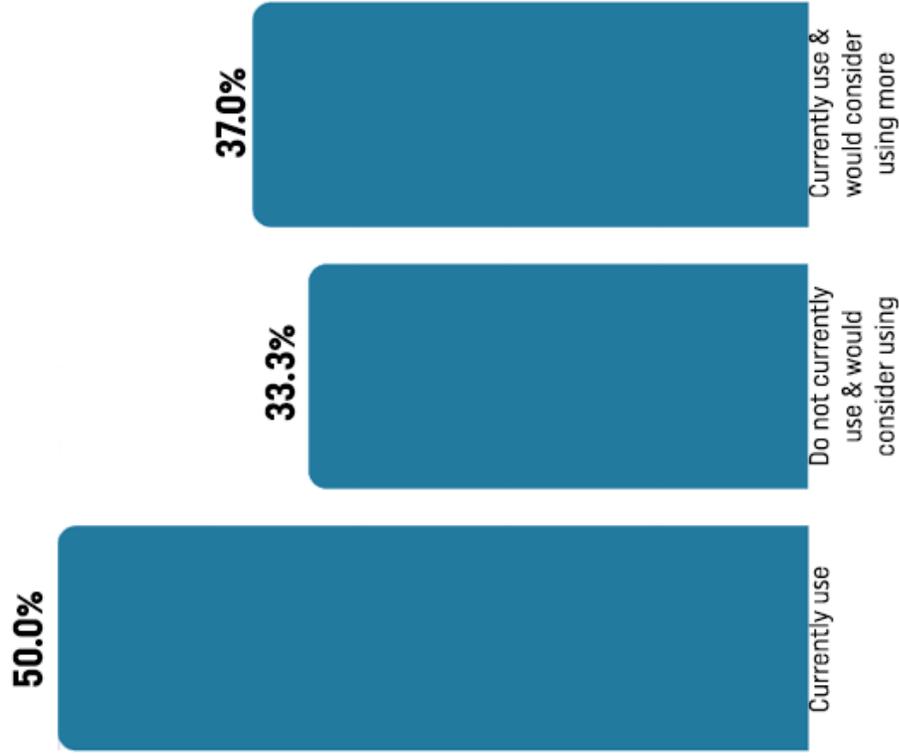


Topics Covered in Questioning	Primary Producers (PP)	Processors (P) / Distributors (D) & Food Service (FS)
PP - Interested in supplying local markets if a management system were in place. P/D/FS - Interested in purchasing locally grown food if a management system were in place.	64% interesting in supplying	88.9% interested in purchasing
PP - Have the capacity to increase production if additional buyers were identified. P/D/FS - Have the ability to purchase more if more supply were available.	77.8% have the capacity	92.8% have the capacity
PP - Is very aware/currently uses a local buyer or distributor. P/D/FS - Is very aware/currently uses a local producer.	38.5% are very aware or currently uses a local buyer	38.5% are very aware or currently uses a local producer
PP - Interest in selling if a co-operative or private delivery distribution system specializing in local food were in place. P/D/FS - Interest in purchasing if a co-operative or private delivery distribution system specializing in local food were in place.	34.6% would sell through a co-operative or private delivery distribution system	70.7% would purchase through a co-operative or private delivery distribution system
PP - Interest in selling if an aggregator/food hub were located in Durham Region. P/D/FS - Interest in purchasing if an aggregator/food hub were located in Durham Region.	53.8% interested in selling at a food hub	63.4% interested in purchasing from a food hub
PP - Interest in selling at a year-round farmers market if one was located in Durham Region. P/D/FS - Interest in selling/purchasing from a year-round farmers' market if one was located in Durham Region.	46.2% interested in selling at a year-round farmers market	58.5% interested in purchasing from a year-round farmers market
PP - Interest in selling at a seasonal produce auction market if one were located in Durham Region. P/D/FS - Interest in purchasing from a seasonal produce auction if one were located in Durham Region.	30.8% interested in selling at a seasonal produce auction	39% interested in purchasing from a seasonal produce auction

Based on this data, there is strong mutual interest in working together, however the low level of awareness between Primary Producers (PP) and Processors/Distributors/Food Service (P/D/FS) must be overcome.

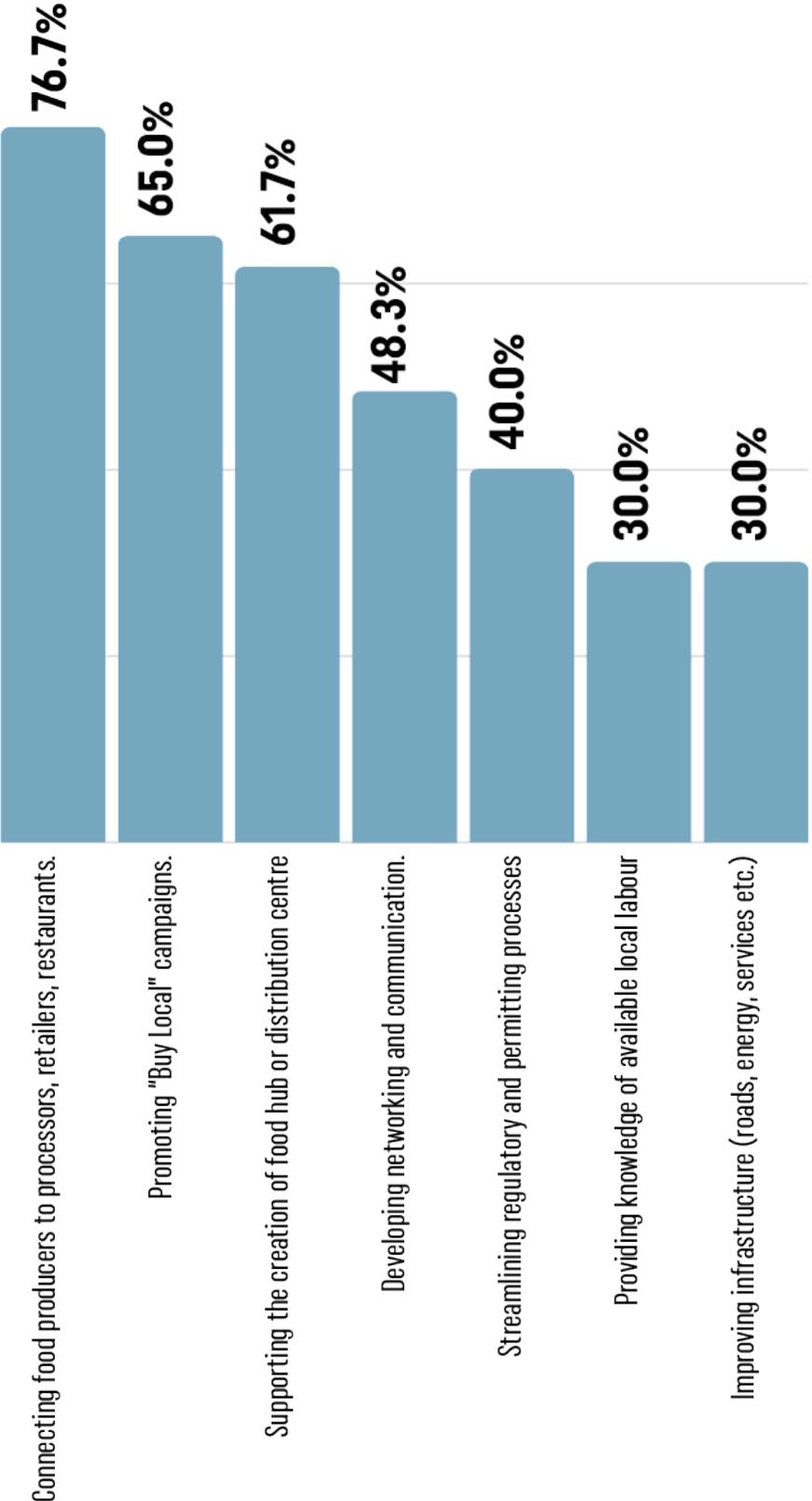
50 per cent of businesses currently use a commercial kitchen. Of those, 37 per cent of them are interested in using one more often. Of those that do not currently use a commercial kitchen, 33.3 per cent would consider using one.

Commercial Kitchen Use



Processors, distributors and wholesalers felt the best ways the local food economy could be assisted is through connecting food producers to processors, retailers and restaurants, followed by a Buy Local campaign and a food hub or distribution centre.

In what way could local/regional organizations and municipalities assist in enhancing the local food economy?



While there is recognition that the local food movement has increased over past 10 years, when asked what the three greatest barriers are to grow economic activity around local food in the region, the top barrier was consumer related.

Many of the open-ended responses related to optimizing the food chain also felt that getting local food to retail, driving demand and improving distribution were opportunities.

41.9 per cent of processors, distributors and food service organizations would pay a 10 per cent premium for local food.

Comments About Consumers as a Barrier Fell into 4 Broad Areas

Knowledge

Far removed from farming and many do not understand seasonality.

Awareness

Many do not know about local produce.

Price Sensitivity

People want to support “local” if it doesn’t cost more.

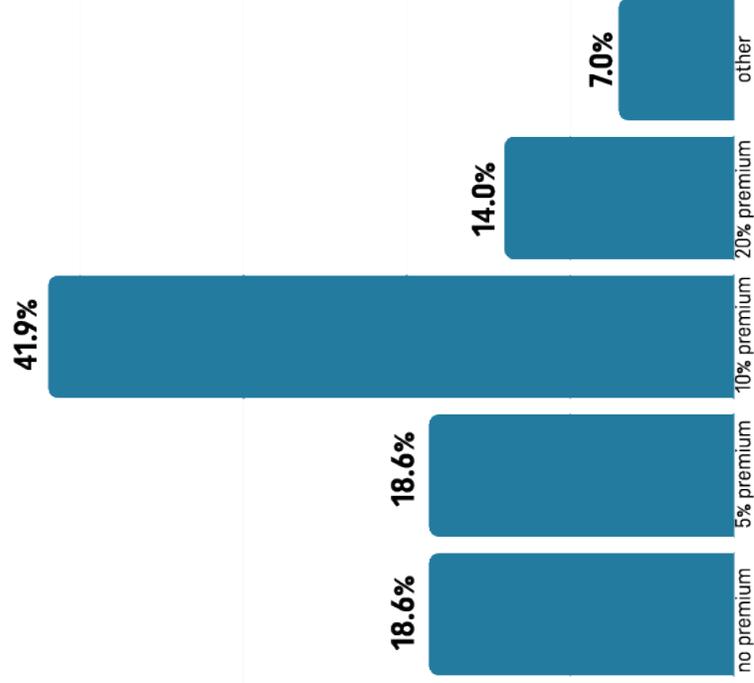
Trends/Diversity

Consumer needs of diverse cultures are not well understood.

Other barriers relate to distribution, year-round supply/seasonality, and general costs.

These same respondents felt that our greatest opportunity for growth centered around our location/proximity to a large market.

What premium would you pay to purchase local food?

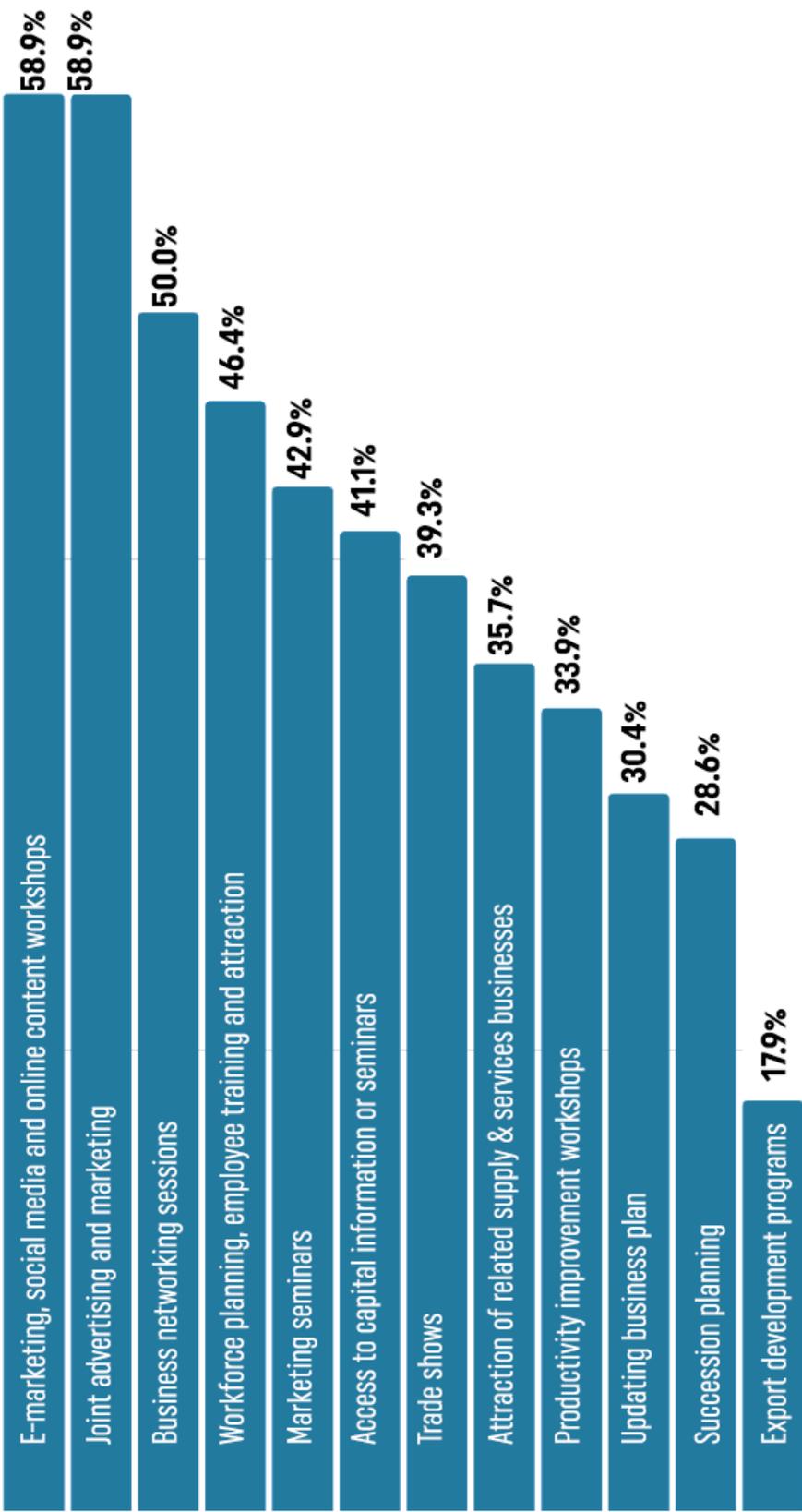


Summary of Results - Community Development & Downtown Survey

Community engagement can help drive successful economic development initiatives, particularly in small communities. This can be accomplished through co-operation with local business, support organizations, and municipal/regional governments.

Three of the top five areas of assistance or opportunities -- that businesses identified as being beneficial -- pertained to marketing.

Assistance or opportunities that would be beneficial



Advantages

Businesses identified the top three advantages of doing business in Durham Region: an excellent location (specifically proximity to Toronto and major highways), high quality of life, and opportunities presented by a large, growing population.

Disadvantages

This list pertained to infrastructure, with rural internet most often cited. Other disadvantages were bureaucracy (including both regulations and navigating the approval process) and general high costs of doing business.

The most significant changes businesses would like to see in the next five years involve improving infrastructure, streamlining government processes, and more business development in downtown areas.

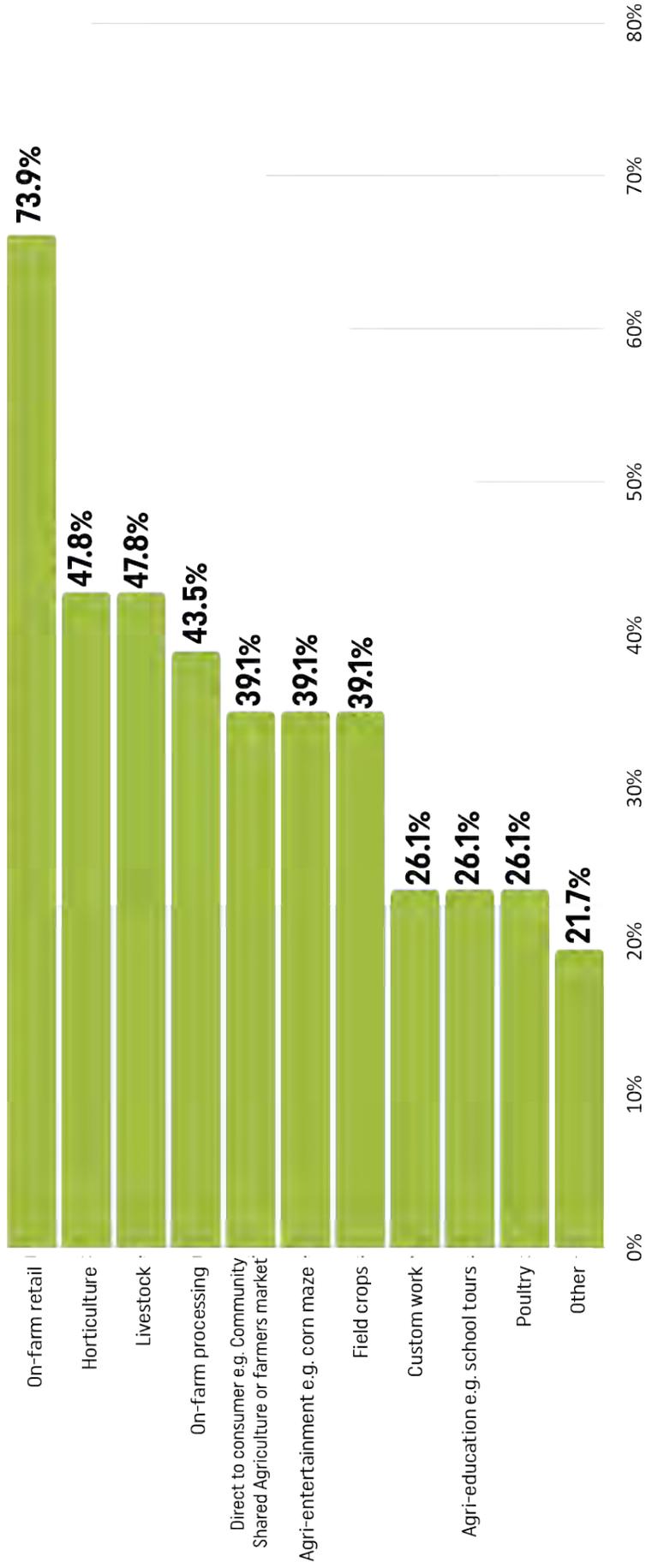
There was one downtown revitalization question in the survey. When asked what three community assets you would most like to see developed in the region, the top answer was a food hub, followed by a year-round farmers' market.



Summary of Results – Agriculture Survey

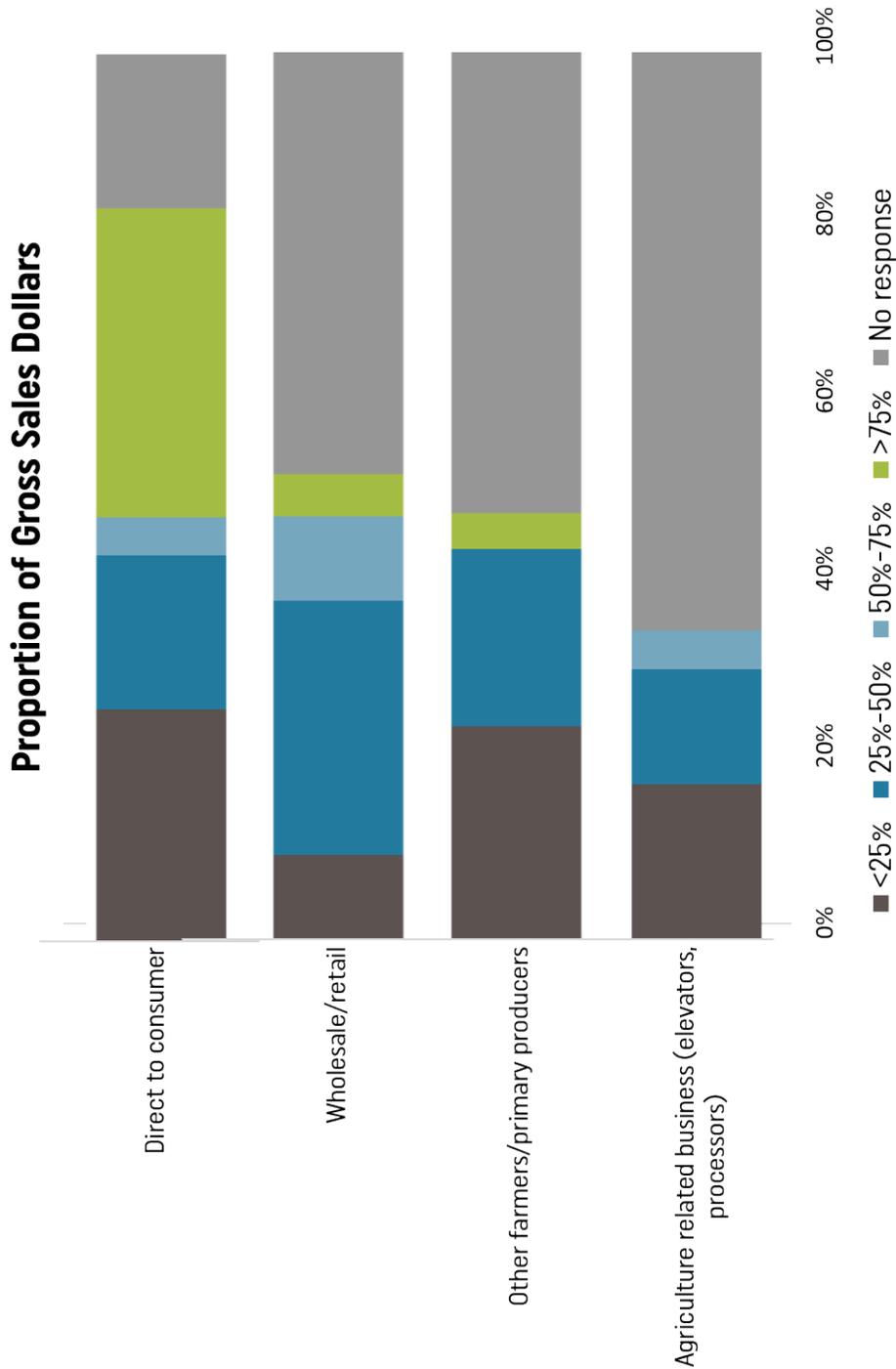
Twenty-three businesses participated in the agriculture study; describing their operations in a variety of ways the largest descriptor was on-farm retail. Businesses also came into direct contact with consumers through agri-entertainment, agri-education and direct-to-consumer sales.

Which of the following best describes your agricultural business?



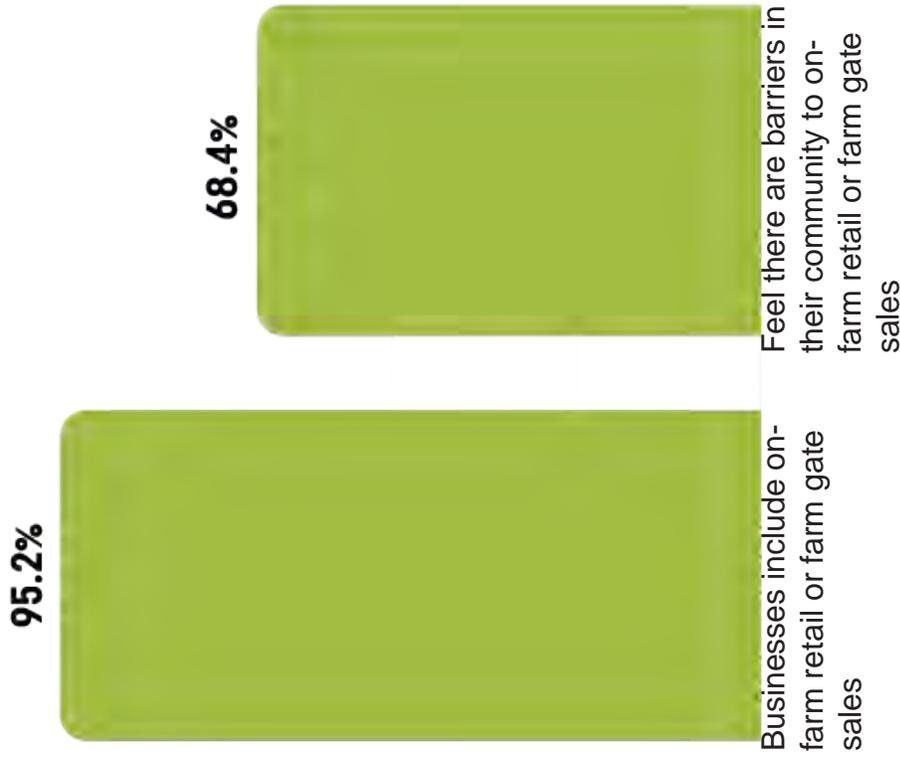
Farms were most likely to rely on consumers for their gross sales

About 35 per cent of farms indicated that consumers accounted for 75 per cent or more of their gross sales. While less dominant, farms also sold to wholesale/retail, other primary producers, and agriculture-related businesses.

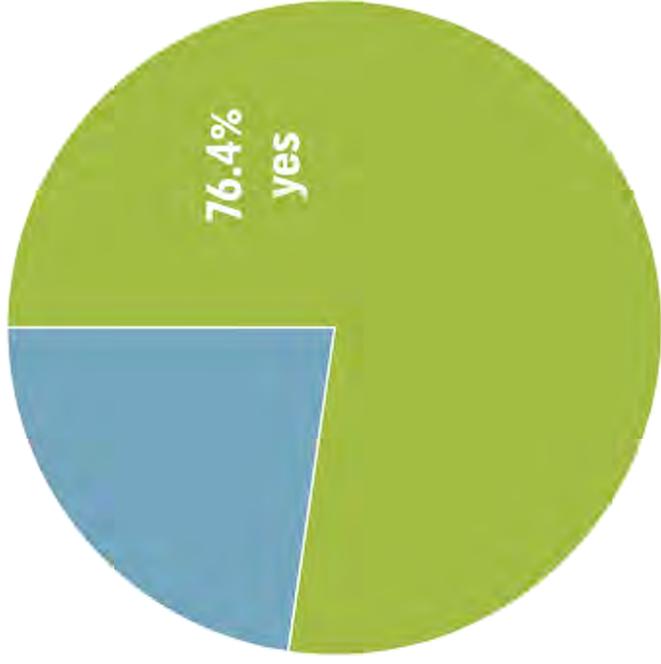


95.2 per cent of businesses include on-farm retail or farm gate sales

68.4 per cent of businesses felt there were barriers in their community to these types of sales. The most frequently cited barriers were regulatory in nature, and related to building permits and fees, planning policies and taxation.



Businesses that have considered pursuing niche/specialty market opportunities

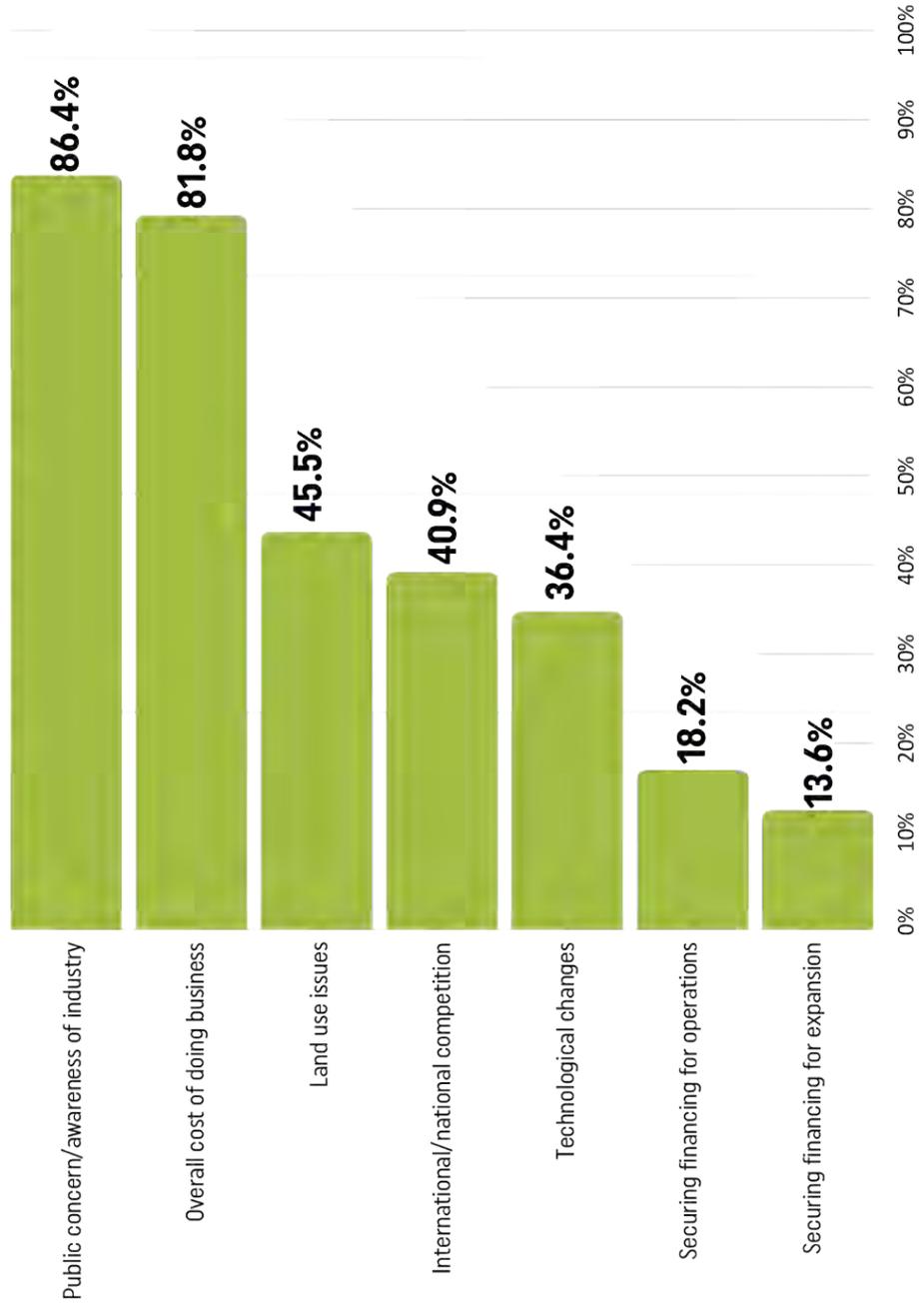


76.4 per cent of businesses have considered pursuing some form of niche/specialty market opportunity

Areas of interest were broad, ranging from flowers and artisanal chickens, to microgreens and wine.

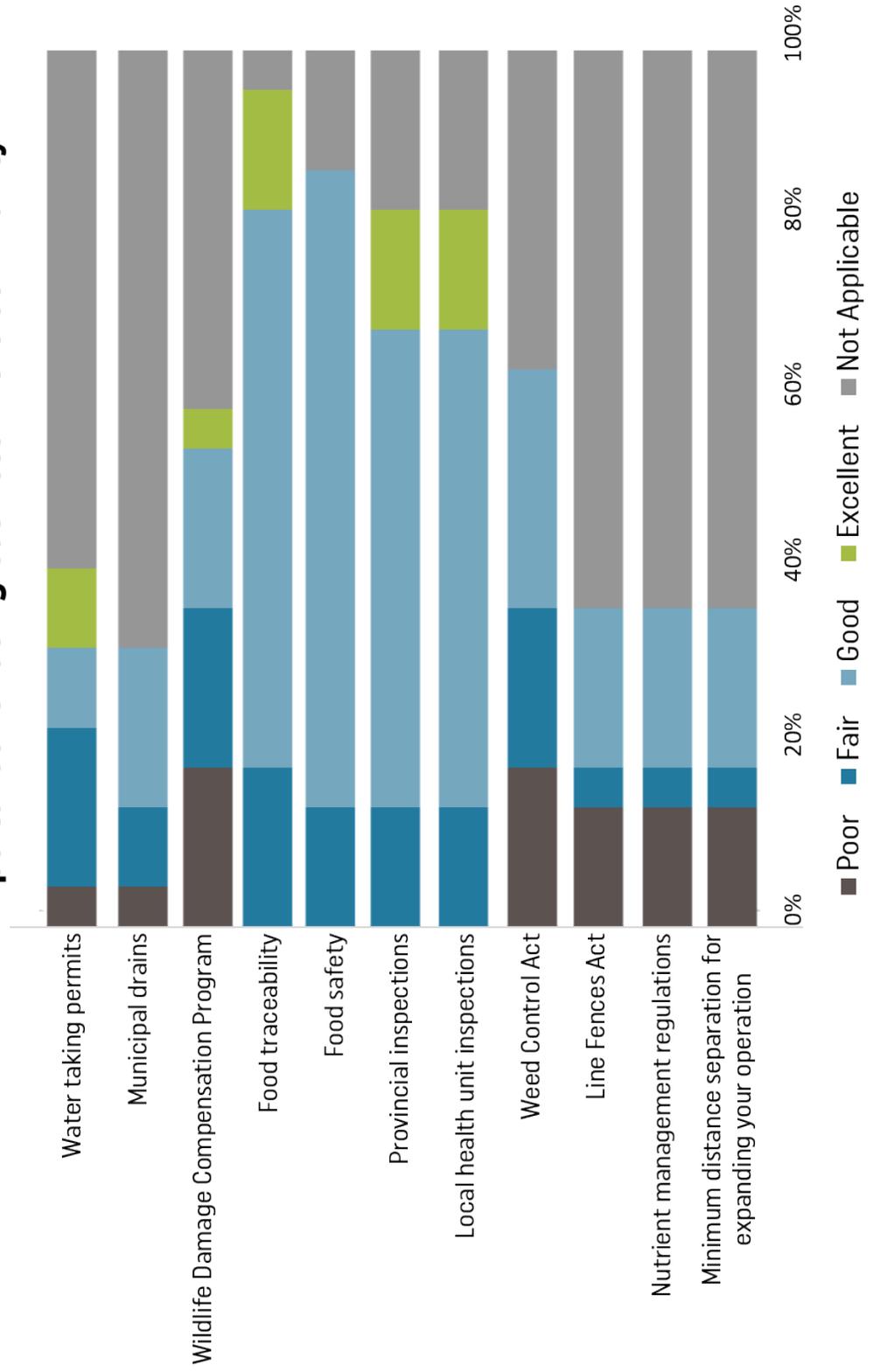
When asked to rate a series of factors, impacting their business over the next 18 months, 86.4 per cent of businesses rated public concern/awareness of industry as very important, and 81.8 per cent rated the overall cost of doing business as very important.

% businesses rating following factors as very important during the next 18 months



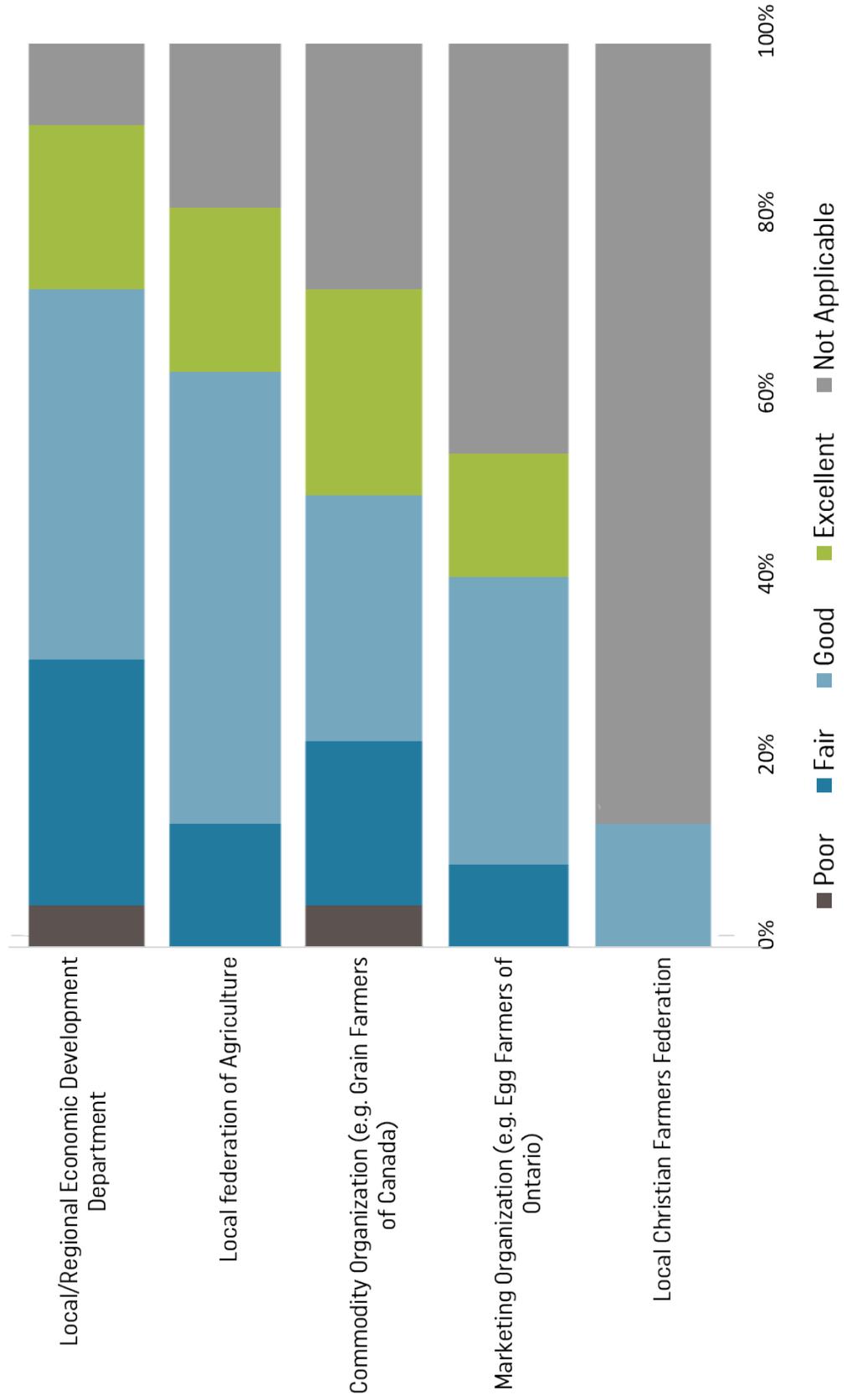
When asked to rate factors that impact doing business in the community, businesses gave generally good ratings for food safety, food traceability, provincial inspections and local health unit inspections. Businesses gave the lowest ratings to the Weed Control Act and the Wildlife Damage Compensation program.

Importance for doing business in the community



Businesses indicated general overall satisfaction with the organizations that assist agriculture related businesses.

Satisfaction with organizations that assist agriculture related businesses

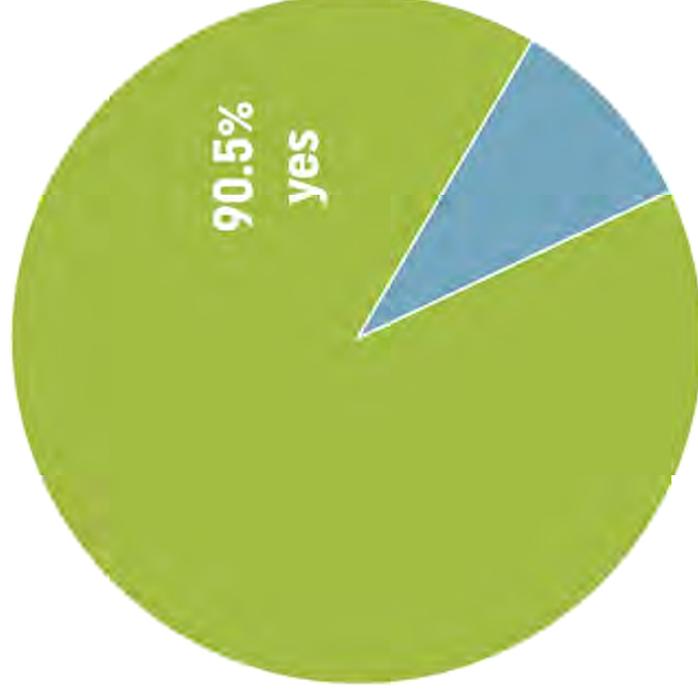


When asked what assets and infrastructure should be developed, to support agriculture, 10 of the 26 suggestions pertained to the value chain. In particular, it was food hubs or distribution, farmers' markets and an abattoir.

90.5 per cent of businesses anticipate changing their production practises to respond to changes in the climate or environment. Changes included managing soil erosion, watering and extending the growing season.

A survey respondent stated: **“Seasons are changing and there are concerns about it - it’s very real.”**

Businesses that anticipate changing production practices to respond to changes in climate or environment





DURHAM REGION
AGRICULTURE AND RURAL AFFAIRS
ECONOMIC DEVELOPMENT

More information:

For more information on the agriculture and local food sector in Durham Region, please visit durham.ca/Agriculture.

Please direct any questions or comments to:
agriculture@durham.ca

Connect with the Region of Durham:





The Regional Municipality of Durham Report

To: Planning and Economic Development Committee
From: Commissioner of Planning and Economic Development
Report: [#2019-EDT-12](#)
Date: June 4, 2019

Subject:

Funding Reallocation for Support and Creation of D-Hive Innovation Network

Recommendation:

That the Planning and Economic Development Committee recommends to Regional Council:

- A) That, to support the FedDev funding application, up to \$100,000 of the approved one-time 2019 funding for the Spark Centre for the Pilot Launch Phase of the Innovation Station Project be retained by the Region of Durham to engage the appropriate professional services to:
 - a. develop a detailed plan outlining the programming or support needed from a central hub through a D-Hive innovation network for the Region's existing accelerators and innovation spaces, and
 - b. develop business cases and project execution plans for the creation of various industry-specific or stage-specific innovation spaces within the Region of Durham to support the FedDev funding application;
 - B) That Council endorse and support-in-principle the Spark Centre and Idea Summit funding application to FedDev for the D-Hive Network; and
 - C) That staff report back to the Planning and Economic Development Committee on the progress of this initiative at the appropriate time.
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Report:**1. Purpose**

- 1.1 At its meeting on January 8, 2019, the Planning and Economic Development Committee received a presentation from Sherry Colbourne, CEO of the Spark Centre, and Laura O'Blenis, President and CEO of Stiletto Consulting. Ms. Colbourne and Ms. O'Blenis provided information to Committee regarding the establishment of an "Innovation Station" and "D-Hive" innovation network in Durham and requested financial support from the Region (\$325,000 in 2019), to bring the project closer to reality. Committee also had before it Report #2019-EDT-2, "Durham Region Idea Summit and D-Hive Tech Hub" which provided background on the Idea Summit and this initiative. Following Committee's consideration of the delegation, Staff were instructed to report back to Committee with additional details regarding the funding request, at the earliest opportunity.
- 1.2 Regional Council, as part of the 2019 Regional Business Plans and Budget (Report 2019-F-11), approved one-time funding up to a maximum of \$325,000 for the Pilot Launch phase of the Innovation Station Project subject to the due diligence and review of the Spark's Centre proposal, an executed funding agreement, and a final accountability statement.
- 1.3 Subsequent to the approval of the 2019 Regional Budget, meetings and strategic planning sessions were held between Regional Economic Development staff, Sherry Colbourne from the Spark Centre, Stiletto, and all members of the Durham Economic Development Partnership ("DEDP") to develop the scope of this project, and the cost of each component.
- 1.4 The purpose of this report is to advise Planning and Economic Development Committee and Council that Planning and Economic Development staff have completed the due diligence process and finalized the scope for this phase of the project and based on this work recommend a shift in the allocation of the approved 2019 one-time funding of \$325,000 to enable the collaborative effort necessary to create and advance a Regional innovation support network (the "D-Hive").

2. Background

- 2.1 Initial planning envisioned an "Innovation Station", which would be a large, physical location designed to unite industry, entrepreneurs, funding agencies and

academic institutions in one collaborative space to catalyze research, development and commercialization. Through consultation, the vision grew to encompass a larger Innovation District. The District would still house an Innovation Station (home to the D-Hive Network), providing centralized services to strategic accelerators (Cells) located throughout the Region. The District will also serve as the catalyst for re-imaging and re-branding Durham Region as a leader in research, entrepreneurship, and innovation. Models employing the Hub/Station alone include “Communitech” in Waterloo, and “Invest Ottawa”, however a successful application of the District model would be the Paris Saclay Innovation District in Paris.

2.2 The potential economic benefits of the Innovation Station for Durham include:

- enabling the sharing of talent and ideas across teams and industries to make young tech companies more effective and grow faster;
- injecting innovation into Durham’s key sectors, enabling them to modernize, adapt to disruptive technologies, and become more globally competitive and expand; and
- enabling a space where talented new Science, Technology, Engineering and Math (STEM) graduates can find work and grow their ideas close to home.

All of this activity can significantly enhance the Region’s economic competitiveness and the value proposition for attracting innovative and sustainable jobs to Durham.

2.3 Since the date of the request received by Committee in January, the Spark Centre has made inquiries to FedDev (the Federal Government agency that evaluates grant applications and provides funds for innovation-enabling projects and programs) regarding whether an application for capital funds to establish this Innovation Station would be successful. FedDev responded that grant funding may not be used for any capital purpose; rather that it must be used for programming development and delivery. As a result, the priority to establish a new Innovation Station was de-emphasized and will be a medium-term objective.

2.4 With clear direction on the type of FedDev application that could be successful, Stiletto has identified short-term objectives of:

- Establishing a “D-Hive” innovation support network using a “Central Hub and Cell” model; and
- Developing and submitting an application for program development funding to FedDev, to create and launch this D-Hive innovation network.

The Central Hub would temporarily be the Spark Centre, with a medium-term goal of establishing and relocating to a new, larger Innovation Station (60,000+ sq ft). The Cells will be the various industry-specific accelerators or incubators that exist, or are in the process of originating, throughout the Region and possibly beyond.

2.5 The potential benefits of the D-Hive Innovation Network for Durham and the area municipalities include:

- The development of valuable support programming for incubation and early acceleration-stage innovative companies in the high-growth and strategic sectors of the Durham Regional economy;
- The delivery of these support programs to the resident companies of the various Cells of innovation throughout the Region;
- A model that enables the established high-priority clusters of our economy to tap into emerging technology and, as a result, grow more rapidly through innovation and become more globally competitive; and
- Geographically distributed high-value job growth throughout the Region.

2.6 Critical and central to the success of the FedDev funding application, are the Cells. The Cells are smaller, physical spaces (<10,000sq ft approx.) for the co-location of technology innovators which are industry-specific, and which are geographically distributed throughout the D-Hive innovation network area.

3. Discussion

3.1 Staff have met and consulted with all area municipal economic development teams through the DEDP, Sherry Colbourne from the Spark Centre, and Stiletto Consulting. It was determined by staff, that the following allocation of the approved one-time 2019 funding of \$325,000 would result in the highest likelihood of success in advancing this D-Hive initiative:

- Execute a funding agreement with the Spark Centre (which acts on behalf of the Idea Summit) for up to \$150,000 to prepare and submit a FedDev funding application to establish the D-Hive Innovation Network; and

- Retain \$100,000 for the Region to engage the appropriate professional services to develop business cases / project plans for establishing industry-specific Cells, and to develop the desired scope of support services from the central hub, as part of the D-Hive, for existing Cells (accelerators and innovation spaces) within Durham Region.
- The remaining \$75,000 would be retained until after the FedDev application has been submitted, and then, as necessary, be used to support the creation of the D-Hive Innovation Network.

3.2 The funding of \$150,000 being provided to the Spark Centre will be used to undertake the following components and activities:

Components:

- Project Management & Application Drafting;
- Government and Public Relations;
- Communications;

Activities:

- Finalize plans for both the Innovation Station and D-Hive innovation network, as well as the first accelerators;
- Prepare and submit comprehensive funding applications to FedDev, and other potential funding partners;
- Secure support from each of the Cells and member geographies for the FedDev Application;
- Develop a marketing and communications strategy to manage overall public relations and government relations (including approach, timing and messaging);
- Identify and confirm the interim governance structure; and
- Continue to onboard key stakeholders and finalize potential applications for investment into the D-Hive;

Draft Breakdown:

- \$90,000: Consulting services for drafting the FedDev application
- \$30,000: Contract staff for project management support, PR/GR Strategy
- \$30,000: Development and deployment of communications materials

3.3 The \$100,000 of funding being retained by the Region of Durham will be used to engage the appropriate professional services to:

- develop a detailed plan outlining the programming or support needed from a central hub through a D-Hive innovation network for existing accelerators and innovation spaces. These programming support plans will form part of the FedDev application and ensure that existing Regional 'Cells' will be supported effectively by the D-Hive network; and
- develop business cases and project execution plans for the creation of industry-specific or stage-specific innovation spaces (such as a logistics accelerator, or a landing pad space for companies that 'graduate' from the accelerators). The development of these materials will be in support of the overall D-Hive innovation network and will contribute to the FedDev application.

The Region will be responsible for retaining the professional services, including setting the scope and terms of reference. The Region will consult with the DEDP and the Spark Centre in the creation of the priorities and scope of work.

3.4 The remaining \$75,000 of approved funds will be retained until the FedDev application has been submitted, and then, as necessary, be used to for the following activities:

- Develop and launch a campaign to source matching funds (from private, academic, and public-sector sources);
- Develop technical responses to the requests for additional information from FedDev;
- Finalize the governance model and establish governance.

3.5 The preparation of a FedDev application is a considerably sizable project. A great deal of detailed and well-researched information is required (100+ pages), and there are specific firms that specialize in developing these applications. The amount of funding to be requested from FedDev is still being considered but is expected to be greater than \$5M.

3.6 Eventually, in the medium-term when the Innovation Station is established, the Economic Development impact of the Innovation Station is projected by Stiletto to be significant:

- The Innovation Station would house approximately 400 net new employees;
- The job creation multiplier for high-tech jobs is conservatively 2.3 times;

- The average annual salary of high-tech jobs ranges from \$75,000 to \$100,000+;
 - The total annual impact of the Innovation Station alone (direct and indirect) will be in the range of \$80 million per year.
- 3.7 A support letter or endorsement from the Region for the D-Hive Innovation Network initiative and FedDev application has also been requested by the Spark Centre. Staff recommend that Council support this initiative in principle, and the Regional Chair provide a letter to the Spark Centre on behalf of the Region to accompany the FedDev application.
- 3.8 Sherry Colbourne from the Spark Centre has also indicated that FedDev will likely require matching funding, and that if a favourable response is received from FedDev for the application, a fundraising campaign will be launched to source matching funds for the FedDev grant as well as for the future Innovation Station, including potentially a request for Regional funding. Regional staff are not recommending any further contributions at this time, and approval of the recommendations in this Report do not reflect an agreement in principle to fund any further amounts.
- 3.9 Preliminary business planning identified an Innovation Station project cost of approximately \$20.2M in the launch year: \$18M for the building purchase and renovation, and \$2.2M for accelerator capital seed funding and core operations, with annual funding of \$1.2M thereafter for core operations and accelerator capital. It is expected that the Idea Summit will request a Regional contribution of some part of this initial cost; however, Regional staff are not recommending these contributions at this time, and approval of the recommendations in this Report do not reflect an agreement in principle to fund any further amounts.

4. Financial Implications

- 4.1 Regional Council, as part of the 2019 Regional Business Plans and Budget (Report 2019-F-11), approved one-time funding up to a maximum of \$325,000 for the Pilot Launch phase of the Innovation Station Project subject to the due diligence and review of the Spark's Centre proposal, an executed funding agreement and a final accountability statement.
- 4.2 As part of the funding agreement Spark Centre will be required to prepare a final accountability statement.

5. Conclusion

- 5.1 The Idea Summit, a group of CEOs from the private and academic sector in Durham, are pursuing the creation of an Innovation Station and D-Hive Innovation Network, to employ a Central Hub and Cell model, with the execution led by Sherry Colbourne of the Spark Centre.
- 5.2 The Innovation Station (the central hub) would be a large, physical location designed to unite industry, entrepreneurs, funding agencies and academic institutions in one collaborative space to catalyze research, development and commercialization. The Cells would be smaller existing and planned industry-specific or stage-specific innovation co-location spaces. The D-Hive Innovation Network is a model to develop and offer valuable programming and services through the Innovation Station to the various Cells.
- 5.3 There is an immediate-term opportunity to prepare and submit a funding application to FedDev for the creation of the D-Hive Innovation Network. The success of the FedDev application is dependent upon support from, and the inclusion of, the Regional Cells. Once the D-Hive innovation network is created, the Idea Summit will pursue the medium-term goal of creating the Innovation Station.
- 5.4 To support the FedDev application, staff are recommending that \$100,000 of the approved one-time funding of \$325,000 for the Spark Centre for the Pilot Launch Phase of the Innovation Station Project be retained by the Region of Durham to engage the appropriate professional services to develop the unique scope of services that the existing area accelerators and innovation spaces (the Cells) will require from the D-Hive Innovation Network, and also develop project plans and businesses cases for the creation of industry-specific or stage-specific innovation spaces, to become Cells of the planned D-Hive.
- 5.5 With the approved 2019 one-time Regional funding of \$150,000, the Spark Centre, acting on behalf of the Idea Summit, will advance the Innovation Station & D-Hive Innovation Network project and prepare and submit a FedDev funding application.
- 5.6 This report has been reviewed by the Commissioner of Finance who concurs with the report's recommendations.

Respectfully submitted,

Original signed by

Brian Bridgeman, MCIP, RPP
Commissioner of Planning and
Economic Development

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer

Resolutions from Advisory Committees

Durham Environmental Advisory Committee

1. Potential Excess Inventory of Trees on Conservation Authority Lands

That we recommend to the Planning & Economic Development Committee for approval and subsequent recommendation to Regional Council:

That the Durham Environmental Advisory Committee (DEAC) requests Regional Chair Henry's support in contacting the Conservation Authorities (CA) in Durham Region regarding a potential excess inventory of trees on CA lands and the possibility of these trees being re-planted in Durham Region.

Durham Active Transportation Committee

1. Regional Trail Network – Endorsement of Meadoway-Durham Linkage

That we recommend to the Planning & Economic Development Committee for approval and subsequent recommendation to Regional Council:

That the concept for a Meadoway-Durham trail network system, to promote active transportation in The Regional Municipality of Durham be endorsed, in principle.