



## The Regional Municipality of Durham

### Planning & Economic Development Committee Agenda

Council Chambers  
Regional Headquarters Building  
605 Rossland Road East, Whitby

**Tuesday, December 3, 2019**

**9:30 AM**

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**1. Declarations of Interest**

**2. Adoption of Minutes**

- A) Planning & Economic Development Committee meeting  
– November 5, 2019

Pages 4 - 10

**3. Statutory Public Meetings**

There are no statutory public meetings

**4. Delegations**

- 4.1 Dan Silverman, Executive Vice President, Investment Attraction,  
Toronto Global, re: Toronto Global Update and Annual Report  
(2019-EDT-18) [Item 7.2 A)]

**5. Presentations**

- 5.1 Mike Blake, Senior Planner, re: Envision Durham – Housing Policy  
Planning Discussion Paper (2019-P-47) [Item 6.2 C)]
- 5.2 Jacquie Severs, Manager of Economic Development Marketing  
& Cluster Development, re: Invest Durham Branding Refresh  
(2019-EDT-20) [Item 7.2 C)]

**6. Planning**

- 6.1 Correspondence

## 6.2 Reports

- |   |         |
|---|---------|
| A) Application to Amend the Durham Regional Official Plan, submitted by Jerrann Farms, 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 2019-004 ( <a href="#">2019-P-45</a> ) | 11 - 18 |
| B) Application to Amend the Durham Regional Official Plan, submitted by Daryl Phoenix, 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 2019-005 ( <a href="#">2019-P-46</a> ) | 19 - 26 |
| C) Envision Durham – Housing Policy Planning Discussion Paper ( <a href="#">2019-P-47</a> )   | 27 - 96 |

## 7. Economic Development

### 7.1 Correspondence

### 7.2 Reports

- |   |           |
|---|-----------|
| A) Toronto Global Annual Report 2018/2019 ( <a href="#">2019-EDT-18</a> )   | 97 - 142  |
| B) Financial Commitment to Host Federation of Canadian Municipalities Board Meeting ( <a href="#">2019-EDT-19</a> ) | 143 - 144 |
| C) Invest Durham Branding Refresh ( <a href="#">2019-EDT-20</a> )   | 146 - 155 |

## 8. Advisory Committee Resolutions

There are no advisory committee resolutions to be considered

## 9. Confidential Matters

There are no confidential matters to be considered

## 10. Other Business

## 11. Date of Next Meeting

Tuesday, January 7, 2020 at 9:30 AM



## **12. Adjournment**

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## **The Regional Municipality of Durham**

### **MINUTES**

#### **PLANNING & ECONOMIC DEVELOPMENT COMMITTEE**

**Tuesday, November 5, 2019**

A regular meeting of the Planning & Economic Development Committee was held on Tuesday, November 5, 2019 in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby, Ontario at 9:30 AM

Present: Councillor Lee, Acting Chair  
Councillor Highet  
Councillor Kerr  
Councillor Yamada  
Regional Chair Henry

Also

Present: Councillor Marimpietri

Absent: Councillor Bath-Hadden  
Councillor Joe Neal, Vice-Chair  
Councillor Ryan, Chair

Staff

Present: E. Baxter-Trahair, Chief Administrative Officer  
B. Bridgeman, Commissioner of Planning and Economic Development  
C. Boyd, Solicitor, Corporate Services – Legal Services  
S. Gill, Director, Economic Development and Tourism  
C. Goodchild, Manager, Policy Planning & Special Studies  
R. Inacio, Systems Support Specialist, Corporate Services – IT  
D. Pagratis, Project Planner  
G. Pereira, Manager, Transportation Planning  
B. Pickard, Manager, Tourism  
K. Ryan, Senior Solicitor, Corporate Services – Legal Services  
S. Salomone, Manager, Economic Development, Business Development and Investment  
J. Severs, Manager, Economic Development, Marketing and Cluster Development  
L. Talling, Sport Tourism Coordinator  
T. Fraser, Committee Clerk, Corporate Services – Legislative Services

In the absence of the Committee Chair and Vice-Chair, the Committee Clerk called for a motion to appoint an Acting Chair for the meeting.

Moved by Councillor Hight, Seconded by Councillor Yamada,  
(95) That Councillor Lee be appointed as Acting Chair of the Planning & Economic Development Committee for the November 5, 2019, meeting.  
CARRIED

Councillor Lee assumed the Chair for the remainder of the meeting.

**1. Declarations of Interest**

There were no declarations of interest.

**2. Adoption of Minutes**

Moved by Regional Chair Henry, Seconded by Councillor Kerr,  
(96) That the minutes of the regular Planning & Economic Development Committee meeting held on Tuesday, October 1, 2019, be adopted.  
CARRIED

**3. Statutory Public Meetings**

There were no statutory public meetings.

**4. Delegations**

**4.1 Greg Kaster, Kaster Logging Limited, re: Region of Durham Woodland Conservation and Management By-law (Regional Woodland By-law) (2019-P-44)**

Mr. Kaster appeared before the Committee to request an amendment to the proposed Regional Woodland By-law. Mr. Kaster advised that he supports keeping the good forestry practice requirements in the by-law and that he would like the proposed by-law amended to add a diameter harvest. He explained that the by-laws for the County of Simcoe, County of Northumberland and most counties in Ontario, include both options in their by-law.

Mr. Kaster requested that a diameter harvest be added with a minimum diameter of 57 inches and a minimum height of 18 inches for all hardwood trees. He referenced the table included in the County of Northumberland By-law as an example. He stated that they find the by-law works well in Northumberland County and he stated that James Rogers is also the enforcement officer for the Northumberland County by-law.

The Committee invited Mr. James Rogers, Kestrel Forestry Consulting, to appear before the Committee to respond to questions on this matter. Mr. Rogers advised that the Regional Tree By-law was changed to a good forestry practices model in

2008. He also advised that the good forestry practices model was recommended by the Province and the Ministry of Natural Resources does not recommend the diameter limit option. He stated that some municipalities do retain this option in their by-law and he noted that the diameter limit option is favoured by the logging industry. He added that there is a lot of science as to why this is no longer seen as a good practice.

B. Bridgeman responded to questions with respect to the lands the by-law applies to; enforcement of the by-law; and the location of such woodlands in the Region.

## **5. Presentations**

### **5.1 Dimitri Pagratis, Project Planner, re: Region of Durham Woodland Conservation and Management By-law (Regional Woodland By-law) (2019-P-44)**

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D. Pagratis, Project Planner, provided a PowerPoint Presentation outlining the details of Report #2019-P-44 of the Commissioner of Planning and Economic Development. Highlights of his presentation included:

- Tree By-Law Purpose
- Permit Applications
  - Good Forestry Practices Permit Application
  - Clear Cutting Permit Application
- Regional Tree By-Law History
- Consultation
- Proposed Amendment Areas
- Modernization
- Clarification
- Process Improvements
- Woodland Protection and By-Law Enforcement
- Improved Transparency
- Future Consideration
- Next Steps and Conclusion

Staff responded to questions with respect to the smallest size woodland the by-law would apply to; whether it applies to private property; the cumulative impact and application to incremental removal of trees; monitoring and enforcement practices; tree re-planting and compensation; and the waiving of permits within a wetland.

With the consensus of the Committee, the order of the agenda was altered to consider Report #2019-P-41 at this time.

## 6.2 Reports

### A) Region of Durham Woodland Conservation and Management By-law (Regional Woodland By-law) (2019-P-44)

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Report #2019-P-44 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

Moved by Councillor Yamada, Seconded by Councillor Highet,  
(97) That we recommend to Council:

- A) That the Regional Woodland By-law, as contained in Attachment #1 to Report #2019-P-44 of the Commissioner of Planning and Economic Development, be passed, with the Regional Woodland By-law coming into effect on the date of passing;
- B) That the Director of Legal Services be authorized to submit an application to the Regional Senior Justice of the Province of Ontario seeking Part 1 offences to this By-law for set fines and short form wordings; and
- C) That a copy of Report #2019-P-44 and the By-law be forwarded to the Ministry of Natural Resources and Forestry (MNR); the Region's Conservation Authorities; the Region's Area Municipalities including area municipal staff and By-law enforcement officers; the Durham Environmental Advisory Committee (DEAC); the Durham Agricultural Advisory Committee (DAAC); local forest practitioners; and members of the public who have expressed interest.

CARRIED

## 5. **Presentations**

### 5.2 Jacque Severs, Manager of Economic Development Marketing & Cluster Development, re: New Durham Region Economic Development Website (2019-EDT-16)

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J. Severs, Manager of Economic Development Marketing & Cluster Development, provided a PowerPoint Presentation outlining the details of Report #2019-EDT-16 of the Commissioner of Planning and Economic Development. Highlights of her presentation included:

- Investdurham.ca
- Key Elements
- Features
- Next Steps

J. Severs provided an overview of the new Economic Development website ([investdurham.ca](http://investdurham.ca)).

Staff responded to questions with respect to how the name investdurham.ca was selected; whether the website is accessible via link from the Region's Economic Development partners websites; next steps for lead-generation and content marketing activities; and who prepared the area municipal descriptions posted on the website.

## **6. Planning**

### **6.1 Correspondence**

There were no communications to consider.

### **6.2 Reports**

#### **A) Region of Durham Woodland Conservation and Management By-law (Regional Woodland By-law) (2019-P-44)**

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This item was considered earlier in the meeting. Refer to page 4 of these minutes.

## **7. Economic Development**

### **7.1 Correspondence**

There were no communications to consider.

### **7.2 Reports**

#### **A) New Durham Region Economic Development Website (2019-EDT-16)**

Report #2019-EDT-16 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

Moved by Regional Chair Henry, Seconded by Councillor Yamada,  
(98) That Report #2019-EDT-16 of the Commissioner of Planning and  
Economic Development be received for information.

CARRIED

#### **B) Durham Region 2019 Ontario Parasport Games Final Report and Legacy Fund (2019-EDT-17)**

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Report #2019-EDT-17 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

Staff responded to questions with respect to whether the Durham Region 2019 Ontario Parasport Games Infographic has been posted online; and key takeaways that could be used if hosting the 2022 Ontario Summer Games

It was requested that staff forward a copy of Report #2019-EDT-17 and Durham Region 2019 Ontario Parasport Games Infographic to the Area Municipal Accessibility Advisory Committees.

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

- A) That Durham Region 2019 Ontario Parasport Games Legacy Fund of \$111,900 be distributed as follows in support of the continued growth of parasport in the Region:
- i) Their Opportunity – \$30,000. This Oshawa-based registered national organization provides lower income families with the means to enrol their children in local sport and recreation programs. Their Opportunity will use these funds to provide grants that support youth participation in parasports;
  - ii) Parasport School Grow It Program – \$30,000. Sport Durham, together with the newly formed Durham Adaptive Sport Collective will partner with the Abilities Centre to develop and deliver a two-year school program;
  - iii) Parasport Festival – \$15,000. In collaboration with partners, a Parasport Festival will be developed to showcase parasport opportunities available in Durham Region. Leading up to the Festival, potential new parasport programs will be identified and established. As such, the Festival will not only foster the growth of existing programs but will also support the expansion of adaptive sport programming in the Region. These funds would support the Festival for two years;
  - iv) The Town of Whitby's Iroquois Park Sports Centre Arena 3 Sledge Hockey Accessibility Upgrades – \$30,000. Recommended upgrades will provide a premium playing experience for Sledge Hockey players, including the Durham Steelhawks and visiting teams; and
  - v) Durham Adaptive Sport Collective Initiatives – \$6,900. These funds would be kept in reserve by Economic Development & Tourism for future initiatives of the Collective and may also be directed toward one or more of the four initiatives above at the discretion of the Commissioner of Planning and Economic Development and Commissioner of Finance;
- B) That, prior to the distribution of funding from the 2019 Ontario Parasport Games Legacy Fund, the Region enter into Memorandums of Understanding with each agency receiving funding, which prescribe appropriate reporting requirements, and which are otherwise in a form satisfactory to the Commissioner of Finance; and

- C) That the Commissioner of Planning and Economic Development and the Commissioner of Finance be authorized to execute the necessary agreements.

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**

There was no other business to be considered.

**11. Date of Next Meeting**

The next regularly scheduled Planning & Economic Development Committee meeting will be held on Tuesday, December 3, 2019 at 9:30 AM in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby.

**12. Adjournment**

Moved by Regional Chair Henry, Seconded by Councillor Kerr, (100) That the meeting be adjourned.

CARRIED

The meeting adjourned at 10:30 AM

Respectfully submitted,

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S. Lee, Acting Chair

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T. Fraser, Committee Clerk





# The Regional Municipality of Durham Report

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To: Planning and Economic Development Committee  
From: Commissioner of Planning and Economic Development  
Report: [#2019-P-45](#)  
Date: December 3, 2019

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**Subject:**

Decision Meeting Report

Application to Amend the Durham Regional Official Plan, submitted by Jerrann Farms, 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 2019-004.

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**Recommendation:**

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

- A) That Amendment #176 to the Durham Regional Official Plan, to permit the severance of a dwelling rendered surplus as a result of the consolidation of non-abutting farm parcels, be adopted as contained in Attachment #3 to Commissioner's Report #2019-P-45; and
  - B) That "Notice of Adoption" be sent to the applicant, the applicant's agent, the Township of Brock, the Ministry of Municipal Affairs and Housing, and all other persons or public bodies who requested notification of this decision.
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**Report:**

**1. Purpose**

- 1.1 On July 25, 2019, Clark Consulting Services Ltd., on behalf of Jerrann Farms, submitted an application to amend the Regional Official Plan (ROP) to permit the severance of a 0.41 ha (1 acre) parcel of land containing an existing farm dwelling

from an 82.7 ha (204 acre) agricultural parcel.

## **2. Site Location/Description**

- 2.1 The subject site is located on the north side of Thorah Concession Road 1 at the north-west intersection of Thorah Concession Road 1 and Simcoe Street, west of the Brock/Kawartha Lakes municipal boundary. The parcel is municipally known as C2365 Thorah Concession Road 1, Part of Lot 1, Concession 1 in the Township of Brock (refer to Attachment #1).
- 2.2 The agricultural parcel is rectangular in shape and slopes downwards from south to north. A tributary of the Beaver River bisects the property flowing in an east to west direction. The northern portion of the site contains a dairy farm operation which includes silos, barn structures, and a dwelling. The southern portion of the property contains a second dwelling.
- 2.3 The surrounding uses located adjacent to the subject site include:
  - a) North - Thorah Concession Road 2, agricultural lands, and rural residences;
  - b) East - Simcoe Street, Brock/Kawartha Lakes municipal boundary, agricultural lands, and rural residences;
  - c) South - Thorah Concession Road 1, agricultural lands, and rural residences;  
and
  - d) West - agricultural lands, and rural residences.

## **3. Background**

- 3.1 A Planning Justification Report prepared by Clark Consulting Services has been submitted in support of the application. The Planning Justification Report concluded that the proposed amendment complies with the Provincial Policy Statement (PPS), the Greenbelt Plan and the ROP. The report also concluded that the proposed severance will comply with Minimum Distance Separation (MDS) requirements. The Site Screening Questionnaire completed by GHD identified no environmental site concerns on the subject site.

## **4. Provincial Plans**

- 4.1 The PPS and the Greenbelt Plan permit lot creation in prime agricultural areas for a residence surplus to a farming operation as a result of the farm consolidation, provided that the planning authority ensures that no new residential dwellings are permitted on the retained farm parcel created by the severance.

4.2 The PPS and the Greenbelt Plan also require the creation of lots to comply with MDS requirements.

## **5. Durham Regional Official Plan**

5.1 The subject site is designated “Prime Agricultural Areas” in the ROP. The southerly portion of the site contains Key Natural Heritage and/or Hydrologic Features. Severance applications for agricultural uses may be considered in accordance with the relevant policies of Sub-Section 9A of the ROP.

5.2 Policy 9A.2.10 of the ROP permits the severance of a farm dwelling rendered surplus as a result of the farmer acquiring a non-abutting farm, provided that:

- a) the dwelling is not needed for a farm employee;
- b) the farm parcel is a size which is viable for farm operations;
- c) for sites within the Protected Countryside of the Greenbelt Plan Area, the dwelling was in existence as of December 6, 2014; and
- d) the farm parcel is zoned to prohibit any further severances or the establishment of any residential dwelling.

No further severances shall be permitted from the acquired farm parcel.

## **6. Planning Analysis**

6.1 Jerrann Farms owns two farm properties in the Township of Brock (refer to Attachment #2). The residence on the subject site is not utilized by a farm employee and is surplus to the needs of the farm operation. The proposed retained farm parcel is an appropriate size and will remain viable for agricultural purposes.

6.2 The farm dwelling located on the subject site was built in 1991. The proposed amendment complies with the provisions of the PPS, the Greenbelt Plan, and the ROP. The proposed severed parcel will be limited in size to accommodate the surplus farm dwelling and the existing private well and septic systems.

6.3 The proposed severed parcel complies with the MDS requirements. The subject site will be appropriately rezoned to prohibit the development of a new residential dwelling on the proposed retained parcel. Any further severances and/or new residential dwellings on the retained farm parcel will be prohibited in accordance with Provincial and Regional policies.

## **7. Consultation**

- 7.1 On September 16, 2019, the Council of the Township of Brock adopted a resolution supporting the approval of the application to amend the ROP and the related Zoning By-law Amendment application. The zoning by-law amendment contains zoning restrictions on the retained farm parcel to prevent any further severances and/or a new dwelling to be constructed in the future.
- 7.2 The Ministry of Municipal Affairs and Housing, Lake Simcoe Region Conservation Authority, the Regional Health Department, and the Regional Works Department have no concerns with the approval of the proposed application.

## **8. Public Meeting and Submissions**

- 8.1 In accordance with the Planning Act, a notice of public meeting regarding this application was published in the appropriate newspapers, mailed to those who own land within 120 metres (400 feet) of the subject site, and a public meeting was held on October 1, 2019. Commissioner's Report #2019-P-38 provides information on the application.
- 8.2 The Region did not receive any written submissions from the public concerning this application.

## **9. Notice of Meeting**

- 9.1 Written notification of the meeting time and location of the Planning and Economic Development Committee was sent to all that requested notification, in accordance with Regional Council procedure.
- 9.2 The recommendation of the Planning and Economic Development Committee is scheduled to be considered by the Regional Council on December 18, 2019. If Council adopts the proposed Amendment, notice will be given by the Regional Clerk and Council's decision will be final unless appealed to the Local Planning Appeal Tribunal (LPAT).

## **10. Conclusion**

- 10.1 The proposed amendment is consistent with the PPS and conforms with the policies of the Greenbelt Plan and the ROP. It has been demonstrated that the dwelling is surplus to the needs of the farming operation. Zoning restrictions on the retained farm parcel will prohibit any further severances and/or a new dwelling to be constructed. The proposal maintains the intent of the ROP to preserve agricultural

lands for agricultural purposes in the long-term. Accordingly, it is recommended that Amendment #176 to the ROP, as shown in Attachment #3, be adopted.

**11. Attachments**

Attachment #1: Location Sketch

Attachment #2: Jerrann Farms' Agricultural Land Holdings

Attachment #3: Amendment #176 to the Regional Official Plan

Respectfully submitted,

Original signed by

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

Recommended for Presentation to Committee

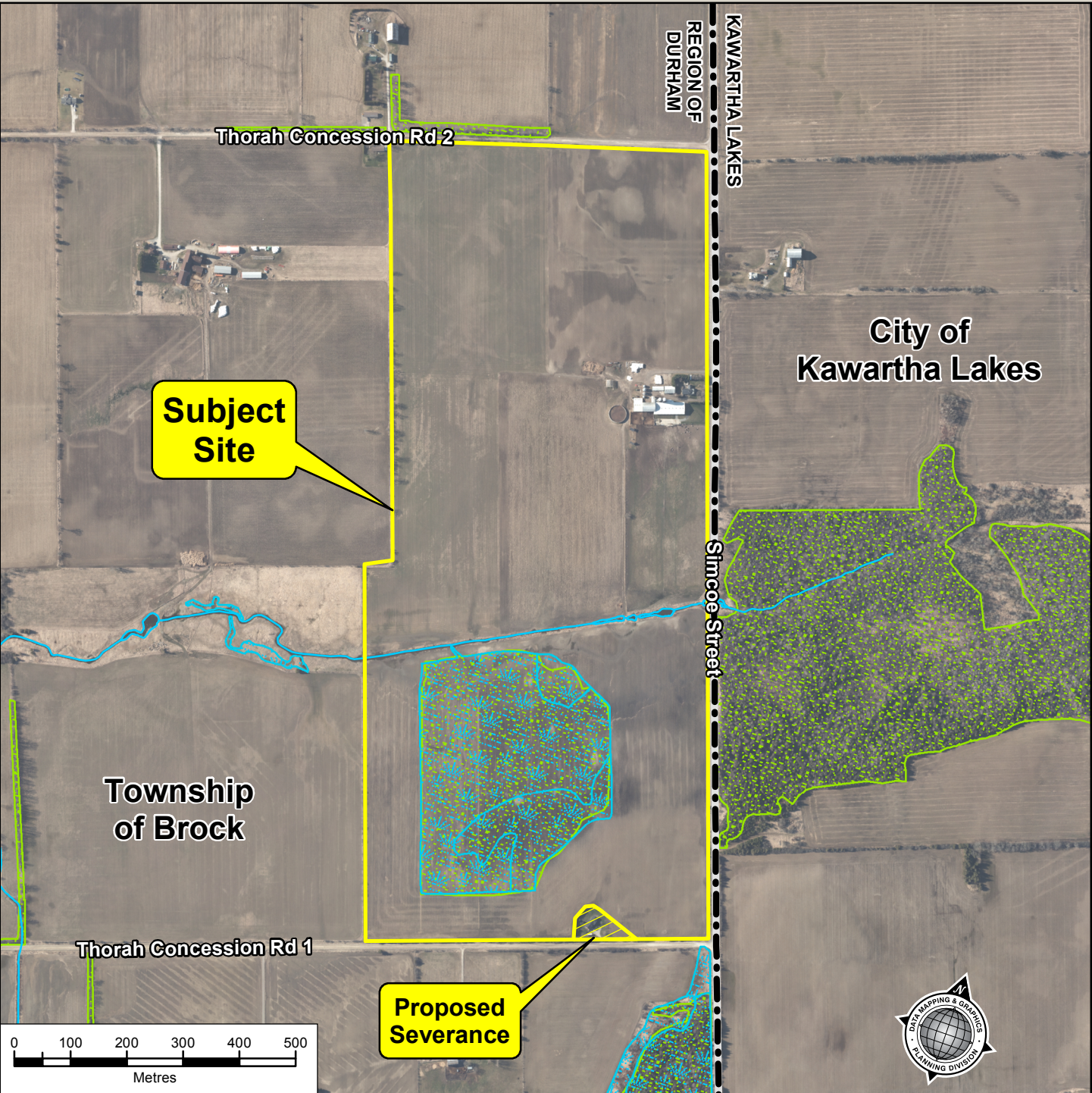
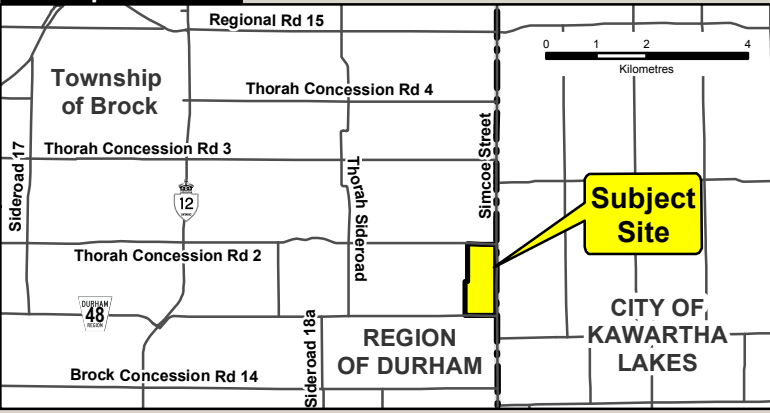
Original signed by

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Elaine C. Baxter-Trahair  
Chief Administrative Officer



**Municipal Context**

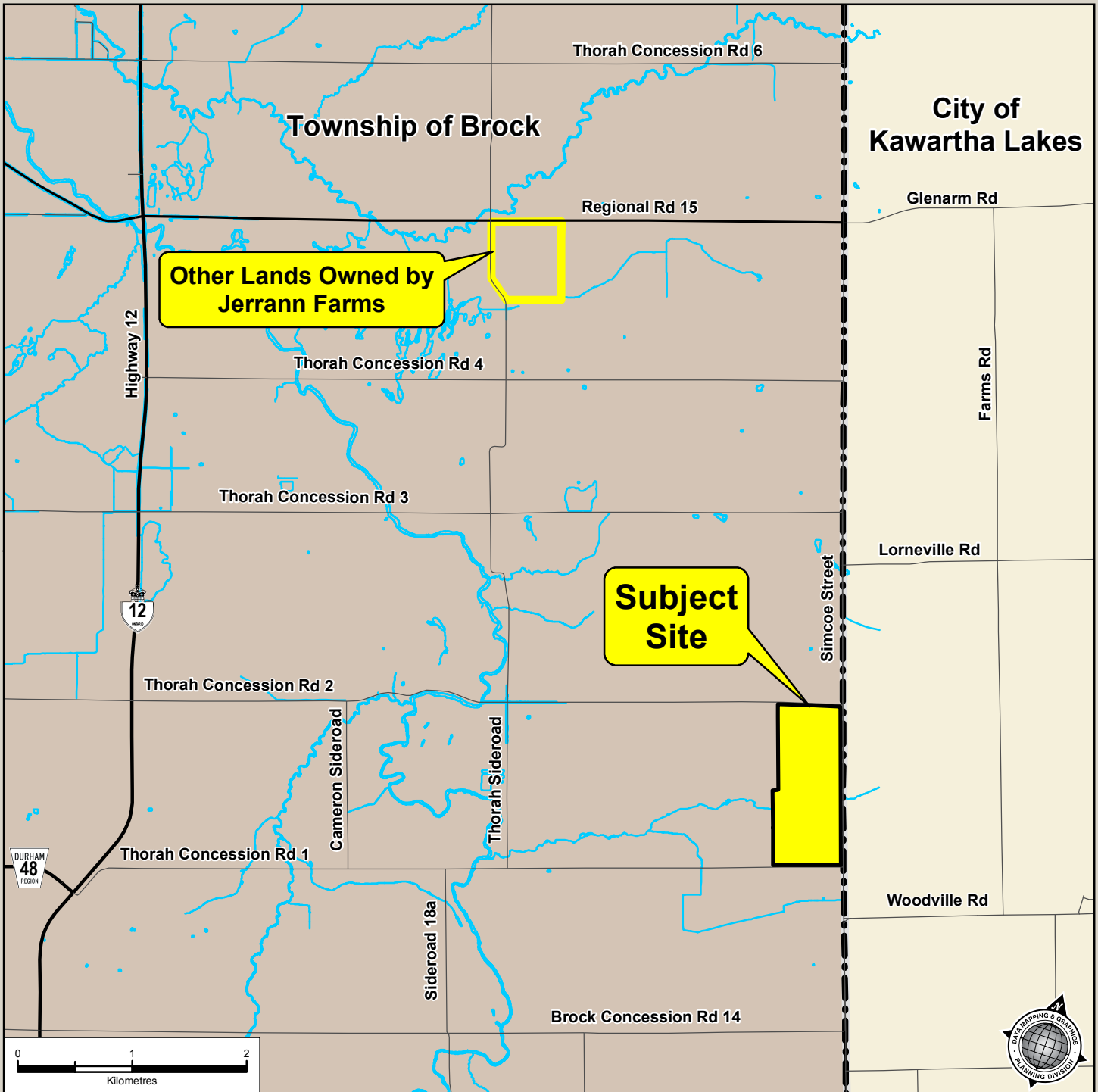
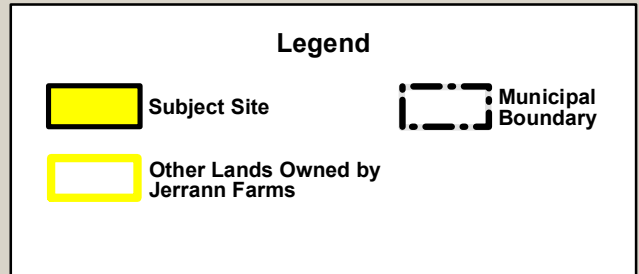


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**Municipal Context**



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### Amendment #176 to the Durham Regional Official Plan

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- Purpose and Effect:** The purpose of this Amendment is to permit the severance of a residential dwelling rendered surplus as a result of the consolidation of non-abutting farm parcels on lands designated “Prime Agricultural Areas,” in the Township of Brock.
- Location:** The subject site is located on the north side of Thorah Concession Road 1, at the northwest intersection of Thorah Concession Road 1 and Simcoe Street, west of the Brock/Kawartha Lakes municipal boundary, in the Township of Brock. The site is legally described as C2365 Thorah Concession Road 1, Part of Lot 1, Concession 1, in the Former Township of Thorah.
- Basis:** The subject site has been consolidated with another non-abutting farm parcel owned by the applicant. The residential dwelling on the subject site is not required by, and is surplus to, the farm operation. This amendment conforms with the Durham Regional Official Plan, the Greenbelt Plan, and the Growth Plan for the Greater Golden Horseshoe and is consistent with the Provincial Policy Statement.
- Amendment:** The Durham Regional Official Plan is hereby amended by adding the following policy exception to Section 9A.3.2:
- “9A.3.2 vv) A surplus dwelling is severed from the parcel identified as Assessment No. 18-39-030-004-00100 located in Part of Lot 1, Concession 1, former Township of Thorah, in the Township of Brock, subject to the inclusion of provisions in the zoning by-law to prohibit the construction of any dwelling on the retained parcel. In accordance with Provincial and Regional policies, no further severances of the property are permitted.”
- Implementation:** The provisions set forth in the Durham Regional Official Plan regarding the implementation of the Plan shall apply in regards to the Amendment.
- Interpretation:** The provisions set forth in the Durham Regional Official Plan regarding the interpretation of the Plan shall apply in regards to this Amendment.





# The Regional Municipality of Durham Report

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To: Planning and Economic Development Committee  
From: Commissioner of Planning and Economic Development  
Report: [#2019-P-46](#)  
Date: December 3, 2019

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**Subject:**

Decision Meeting Report

Application to Amend the Durham Regional Official Plan, submitted by Daryl Phoenix, 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 2019-005.

---

**Recommendation:**

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

- A) That Amendment #177 to the Durham Regional Official Plan, to permit the severance of a dwelling rendered surplus as a result of the consolidation of non-abutting farm parcels, be adopted as contained in Attachment #3 to Commissioner's Report #2019-P-46; and
  - B) That "Notice of Adoption" be sent to the applicant, the applicant's agent, the Township of Brock, the Ministry of Municipal Affairs and Housing, and all other persons or public bodies who requested notification of this decision.
- 

**Report:**

**1. Purpose**

- 1.1 On July 25, 2019, Clark Consulting Services Ltd., on behalf of Daryl Phoenix, submitted an application to amend the Regional Official Plan (ROP) to permit the

severance of a 0.61 ha (1.5 acre) parcel of land containing an existing farm dwelling, from a 54 ha (133 acre) agricultural parcel.

## **2. Site Location/Description**

- 2.1 The subject site is located on the north side of Concession 6 and west of Simcoe Street. The parcel is municipally known as S2165 Concession 6, Part of Lot 22, Concession 6 in the Township of Brock (refer to Attachment #1).
- 2.2 The agricultural parcel is irregular in shape and contains an existing dwelling. A woodlot and wetland are located on the proposed retained parcel. The parcel slopes downward gently to the north towards a tributary of the Layton River.
- 2.3 The applicant is a private farm corporation which owns a total of six farm properties, that encompass over 250 ha (618 acres) and farms crops including corn, soy beans and wheat. The subject site was acquired by Daryl Phoenix in November 2018.
- 2.4 The surrounding uses located adjacent to the subject site include:
  - a) North - woodland, wetland, Trans-Canada Trail, tributary of Layton River;
  - b) East - agricultural lands woodlands, wetlands;
  - c) South – Concession 6, agricultural lands; and
  - d) West - agricultural lands and Simcoe Street.

## **3. Background**

- 3.1 A Planning Justification Report prepared by Clark Consulting Services has been submitted in support of the application. The Planning Justification Report concluded that the proposed amendment complies with the Provincial Policy Statement (PPS), the Greenbelt Plan and the ROP. The report also concluded the proposed severance will comply with Minimum Distance Separation (MDS) requirements. The Site Screening Questionnaire completed by GHD identified no environmental concerns on the subject site.

## **4. Provincial Plans**

- 4.1 The PPS and the Greenbelt Plan permit lot creation in prime agricultural areas for a residence surplus to a farming operation as a result of a farm consolidation, provided that the planning authority ensures that no new residential dwellings are permitted on the retained farm parcel created by the severance.

4.2 The PPS and the Greenbelt Plan also require the creation of lots to comply with MDS requirements.

## **5. Durham Regional Official Plan**

5.1 The subject site is designated “Prime Agricultural Areas” and “Major Open Space” in the ROP. The northerly portion of the site contains Key Natural Heritage and Hydrologic Features. Severance applications for agricultural uses may be considered in accordance with the relevant policies of Sub-Section 9A of the ROP.

5.2 Policy 9.A.2.10 of the ROP permits the severance of a farm dwelling rendered surplus as a result of a farmer acquiring a non-abutting farm, provided that:

- a) the dwelling is not needed for a farm employee;
- b) the farm parcel is a size which is viable for farm operations;
- c) for sites within the Protected Countryside of the Greenbelt Plan Area, the dwelling was in existence as of December 16, 2004; and
- d) the farm parcel is zoned to prohibit any further severances or the establishment of any residential dwelling.

No further severances shall be permitted from the acquired farm parcel.

5.3 It may be noted on Attachment 1 that three residential lots have previously been created from the larger farm parcel. These residential lots were created prior to the approval of the Region’s current Official Plan in 1993 and, therefore, predate the “no further severances” policy which enables this application to be considered.

## **6. Planning Analysis**

6.1 Daryl Phoenix owns a total of six farm properties in the Township of Brock (refer to Attachment #2). There are four houses on the six properties; three are rented to tenants with no interest in the farm business and one is vacant. The residence on the subject site is currently vacant and is not required for the farm operation. The proposed retained agricultural parcel is of a size that will remain viable for farming.

6.2 The farm dwelling located on the subject site was built in 1978. The proposed amendment complies with the provisions of the PPS, the Greenbelt Plan, and the

ROP. The proposed severed parcel will be limited in size to accommodate the surplus farm dwelling and the existing private well and septic systems.

- 6.3 The proposed severed parcel complies with MDS requirements. The subject site will be appropriately rezoned to prohibit the development of a new residential dwelling on the proposed retained agricultural parcel. Any further severances and/or new residential dwellings on the retained farm parcel will be prohibited in accordance with Provincial and Regional policies.

## **7. Public Meeting and Submissions**

- 7.1 In accordance with the Planning Act, a notice of public meeting regarding this application was published in the appropriate newspapers, mailed to those who own land within 120 metres (400 feet) of the subject site, and a public meeting was held on October 1, 2019. Commissioner's Report #2019-P-39 provides information on the application.
- 7.2 The Region did not receive any written submissions from the public concerning the application.

## **8. Consultation**

- 8.1 On September 16, 2019, the Council of the Township of Brock adopted a resolution supporting the approval of the application to amend the ROP and the related Zoning By-law Amendment application. The proposed Zoning By-law Amendment prohibits the development of a residential dwelling on the retained agricultural parcel, and livestock to be housed within the existing shed located on the proposed rural residential parcel.
- 8.2 The Ministry of Municipal Affairs and Housing, Kawartha Conservation, the Regional Health Department, and the Regional Works Department have no concerns with the approval of the amendment application.

## **9. Notice of Meeting**

- 9.1 Written notification of the meeting time and location of the Planning and Economic Development Committee meeting was sent to all that requested notification, in accordance with Regional Council procedure.
- 9.2 The recommendation of the Planning and Economic Development Committee is scheduled to be considered by Regional Council on December 18, 2019. If Council adopts the proposed Amendment, notice will be given by the Regional Clerk and

Council's decision will be final unless appealed to the Local Planning Appeal Tribunal (LPAT).

## 10. Conclusion

10.1 The proposed amendment is consistent with the PPS and conforms with the policies of the Greenbelt Plan and the ROP. It has been demonstrated that the dwelling is surplus to the needs of the farming operation. The proposed Zoning By-law Amendment will set restrictions to prohibit any further severance and/or a new dwelling to be constructed and the proposal maintains the intent of the ROP in protecting agricultural lands for agricultural purposes. Accordingly, it is recommended that Amendment #177 to the ROP, as shown in Attachment #3, be adopted.

## 11. Attachments

Attachment #1: Location Sketch

Attachment #2: Daryl Phoenix Agricultural Land Holdings

Attachment #3: Amendment #177 to the Regional Official Plan

Respectfully submitted,

Original signed by

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

Recommended for Presentation to Committee

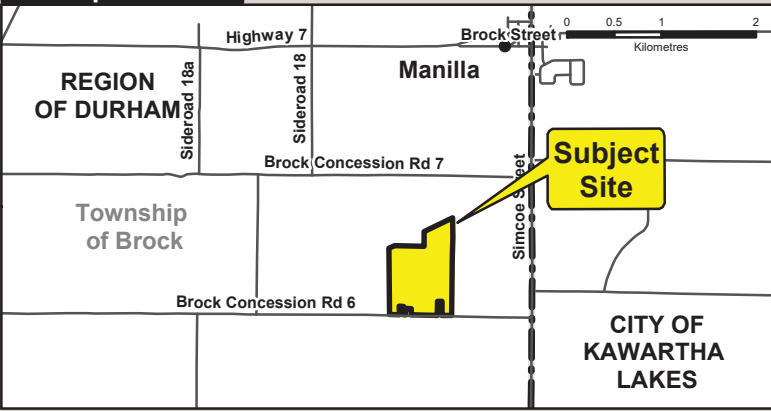
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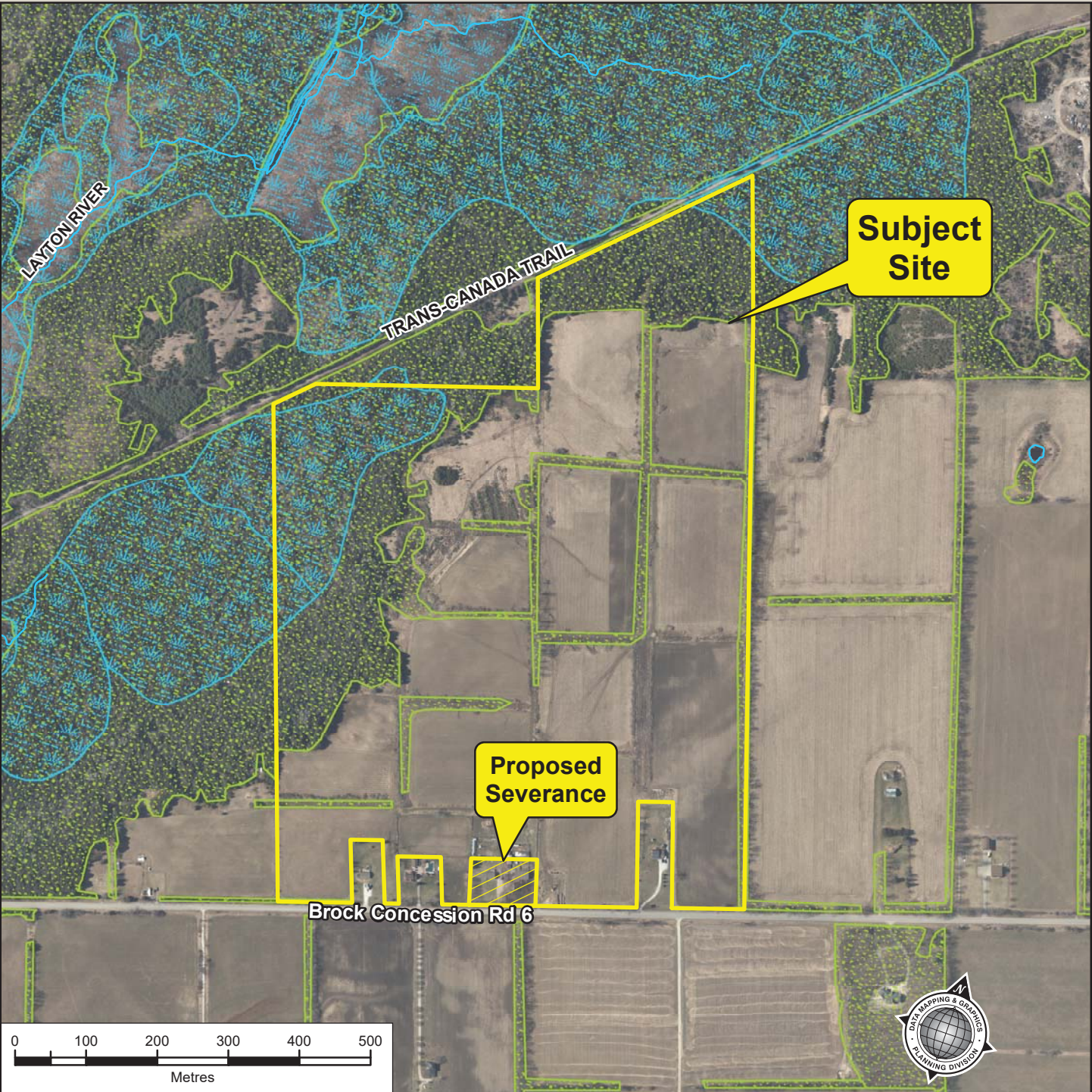
Elaine C. Baxter-Trahair  
Chief Administrative Officer



**Municipal Context**



**Attachment #1**  
**Commissioner's Report: #2019-P-46**  
**File: OPA 2019-005**  
**Municipality: Township of Brock**



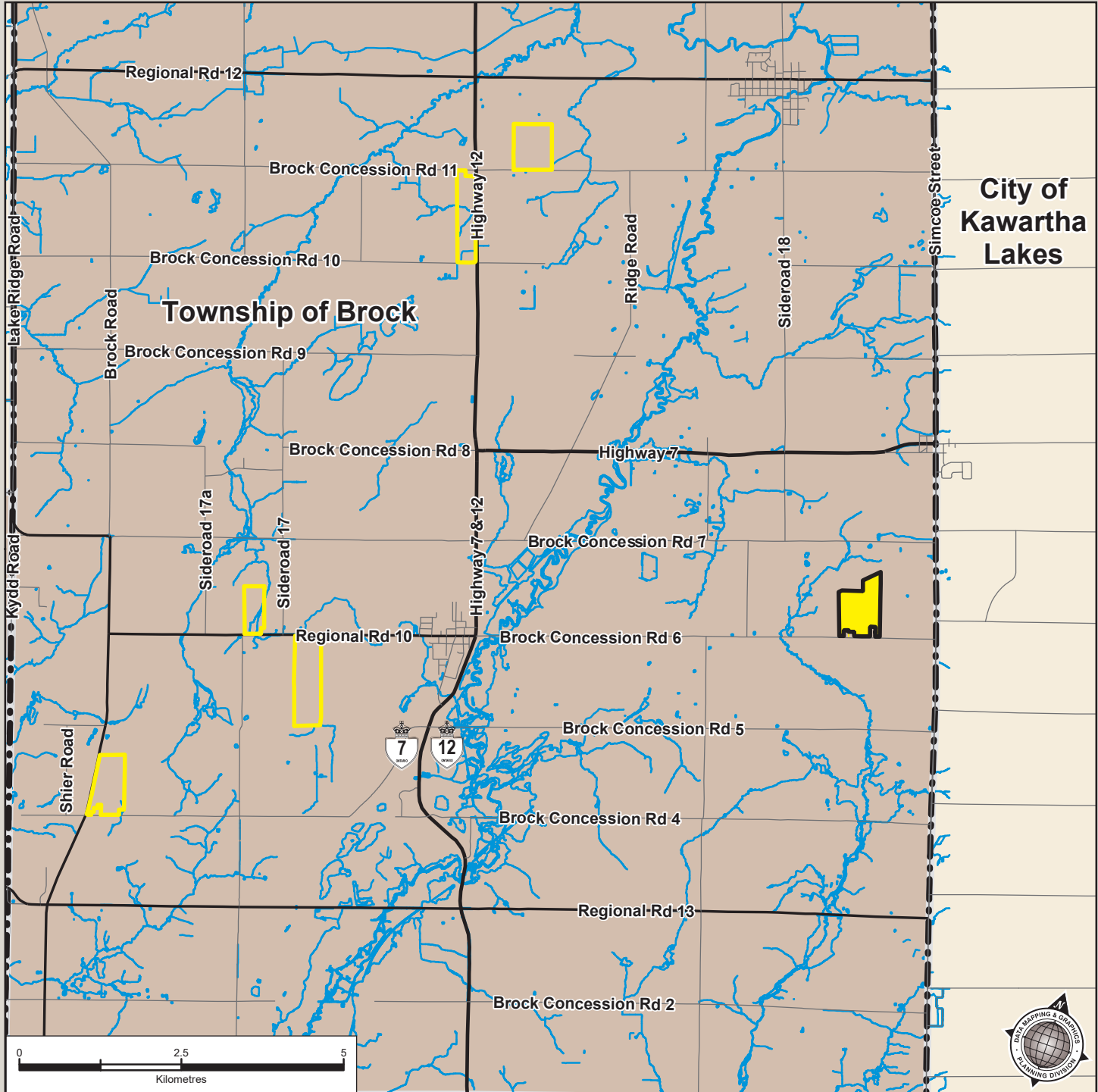
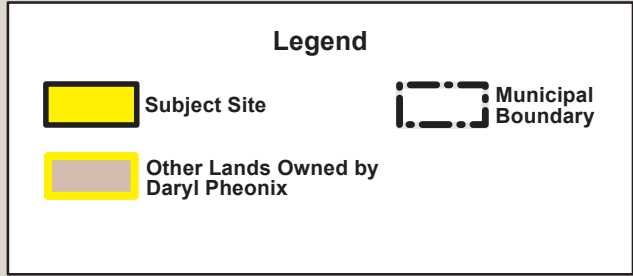
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**Municipal Context**



**Attachment #2**  
**Commissioner's Report: #2019-P-46**  
**File: OPA 2019-005**  
**Municipality: Township of Brock**



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 The Region hereby disclaims all representations and warranties.





### Amendment #177 to the Durham Regional Official Plan

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- Purpose and Effect:** The purpose of this Amendment is to permit the severance of a residential dwelling rendered surplus as a result of the consolidation of non-abutting farm parcels on lands designated “Prime Agricultural Areas,” and “Major Open Space” in the Township of Brock.
- Location:** The subject site is located on the on the north side of Concession Road 6 and west of Simcoe Street. The parcel is municipally known as S2165 Concession Road 6, Part of Lot 22, Concession 6, in the Township of Brock.
- Basis:** The subject site has been consolidated with other non-abutting farm parcels owned by the applicant. The residential dwelling on the subject site is not required by, and is surplus to, the farm operation. This amendment conforms to the Durham Regional Official Plan, the Greenbelt Plan, and the Growth Plan for the Greater Golden Horseshoe and is consistent with the Provincial Policy Statement.
- Amendment:** The Durham Regional Official Plan is hereby amended by adding the following policy exception to Section 9A.3.2:  
*“9A.3.2 ww) A surplus dwelling is severed from the parcel identified as Assessment No. 18-39-050-008-08100 located in Part of Lot 22, Concession 6, in the Township of Brock, subject to the inclusion of provisions in the zoning by-law to prohibit further severances, the construction of any dwelling on the retained parcel; and the use of the existing shed for housing livestock.”*
- Implementation:** The provisions set forth in the Durham Regional Official Plan regarding the implementation of the Plan shall apply in regards to the Amendment.
- Interpretation:** The provisions set forth in the Durham Regional Official Plan regarding the interpretation of the Plan shall apply in regards to this Amendment.





# The Regional Municipality of Durham Report

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To: Planning and Economic Development Committee  
From: Commissioner of Planning and Economic Development  
Report: [#2019-P-47](#)  
Date: December 3, 2019

---

**Subject:**

Envision Durham – Housing Policy Planning 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-47 be received for information; and
  - B) That a copy of Report #2019-P-47 be forwarded to Durham’s area municipalities; Clarington Task Force on Affordable Housing; Scugog Housing Advisory Committee; Durham Advisory Committee on Homelessness; Social Housing Advisory Committee; BILD; 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 Housing Policy Planning Discussion Paper which is the last paper in a series of discussion papers that are released as part of this phase of Envision Durham, the Municipal Comprehensive Review (MCR) of the Durham Regional Official Plan (ROP) (see Attachment #1).
- 1.2 Comments on this Discussion Paper are requested by March 2, 2020 (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 Housing Policy Planning Discussion Paper is the sixth 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 ([Commissioner's Report #2019-P-31](#), released June 4, 2019);
  - 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 ([Commissioner's Report #2019-P-36](#), released September 3, 2019);
- e. Transportation System ([Commissioner's Report #2019-P-41](#), released October 1, 2019); and
- f. Housing Policy Planning, which is the subject of this report.

2.4 Each Paper contains discussion questions, with a supplemental workbook, to help facilitate discussion and input.

## 3. Housing Policy Planning Discussion Paper

3.1 The Discussion Paper provides an overview of how land use planning can influence housing choice and affordability in Durham. There is a review of trends

and an overview of the housing spectrum in Durham. For context, there is also a discussion regarding federal, provincial, regional and local interest in housing.

3.2 The housing policy themes that have been reviewed in this paper include:

- a. Secondary units;
- b. Inclusionary zoning;
- c. Rental housing conversion;
- d. Demolition control;
- e. Short-term rental housing;
- f. Special needs housing;
- g. Housing for seniors; and
- h. Shared living.

3.3 The housing spectrum ranges from homelessness to market ownership and rental housing. It includes housing that is appropriate for residents at various stages in their life cycle and abilities. It is defined by of housing needs that often reflect income and the need for supports. Although planning policy can affect housing across the spectrum, it has its greatest influence on market housing and affordable housing.

3.4 In the last decade home prices and rents have increased significantly. Although Durham has traditionally been amongst the most affordable places to live in the GTHA, affordability is now a concern for many households. In 2018, less than 25 per cent of new and resale homes sold in Durham were affordable. The average monthly rent for a one-bedroom apartment listed in Durham is now over \$1,500.

3.5 In recent years there has been greater diversity in the forms of housing being constructed, with more medium- and high-density forms of housing, such as townhouses and apartments. Second units (such as basement apartments) are also becoming more prominent. Smaller residential units can be less expensive; offsetting higher prices in other segments of the housing market.

3.6 Land use policy can enable and support the delivery of various forms of housing including affordable and seniors' housing; however, financial and other decisions regarding funding allocations, subsidies, rental supplements, income supports, and other tools fall outside of the purview land use planning and are dealt with through governmental and corporate budgetary decisions.

3.7 The Discussion Paper is intended to serve as a starting point for stakeholder input on policy considerations for Housing Policy Planning, and to foster discussion on

how it can be better integrated with land use change and development to establish housing policies that will enable greater housing choice and affordability in Durham.

- 3.8 This Discussion Paper was prepared by Regional planning staff in consultation with Regional staff from the Office of the CAO, Social Services – Housing Services, and Envision Durham’s Area Municipal Working Group.
- 3.9 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 have been posted to the project web page at [durham.ca/EnvisionDurham](http://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 have been 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 Housing Policy Planning Discussion Paper are requested by March 2, 2020 (90-day commenting period). Regional staff will report to Committee on the results of the Discussion Papers through future 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 and relevant stakeholders and the Ministry of Municipal Affairs and Housing for review and comment. In addition, other key stakeholders will be notified of this Discussion Paper’s release. The Discussion Paper will also be provided to interested Indigenous communities and others who may have an interest in the Envision Durham study process.

#### **5. Attachments**

Attachment #1: Housing Policy Planning Discussion Paper

Respectfully submitted,

Original signed by

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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



# Housing Policy Planning

Discussion Paper



**December 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 comments on this Housing Policy Planning Discussion Paper by March 2, 2020.**

## 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.<sup>1</sup>

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.

<sup>1</sup> 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, which was replaced by A Place to Grow: Growth Plan for the Greater Golden Horseshoe in May 2019.
- The Greenbelt Plan, 2017.
- The Oak Ridges Moraine Conservation Plan, 2017 (ORMCP).
- Provincial Policy Statement, 2014 (PPS).

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, 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](http://durham.ca/EnvisionDurham) to submit your comments.

To receive timely notifications on the Envision Durham process, please visit [durham.ca/EnvisionDurham](http://durham.ca/EnvisionDurham) to subscribe for project updates.

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## Executive summary

This discussion paper is the last in the series of papers that have been released for this part of the Envision Durham exercise. Discussion papers have been released on the following topics:

- Agriculture & Rural System
- Climate Change & Sustainability
- Growth Management – Urban System
- Environment & Greenlands System
- Transportation System

This discussion paper provides an overview of Durham’s current Regional Official Plan (ROP) policy framework, identifies provincial policy requirements and trends since the last ROP review, and identifies preliminary approaches and questions for discussion and feedback as it relates to housing choice and affordability in Durham.

The housing spectrum ranges from homelessness to market ownership and rental housing. It includes housing that is appropriate for residents at various stages in their life cycle and abilities. It is defined by housing needs that often reflect income and the need for supports. Although planning policy can affect housing across the spectrum, it has its greatest influence on market housing and affordable housing.

In recent years there has been greater diversity in the forms of housing being constructed, with more medium- and high-density forms of housing, such as townhouses and apartments.

The housing policy themes that have been reviewed in this discussion paper include:

- Secondary units
- Inclusionary zoning
- Rental housing conversion
- Demolition control
- Short-term rental housing
- Special needs housing
- Housing for seniors
- Shared living

Land use policy can enable and support the delivery of various forms of housing including affordable and seniors’ housing; however, financial and other decisions regarding funding allocations, subsidies, rental supplements, income supports, and other tools fall outside of the purview of land use planning and are dealt with through governmental and corporate budgetary decisions.

The Region is committed to working collaboratively with all stakeholders, including Durham’s area municipalities, community partners, stakeholders, and the public, to develop policies that implement provincial direction and strengthen Durham’s housing system.

Many of Durham’s area municipalities have also recently completed reviews and updates of their local official plans. The Region will be considering recent updates and resulting policy in the Envision Durham exercise, as well as tracking ongoing changes and proposed changes to land use planning policy at the provincial level.

### **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](https://durham.ca/EnvisionDurham) to submit your comments.

To receive timely notifications on the Envision Durham process, please visit [durham.ca/EnvisionDurham](https://durham.ca/EnvisionDurham) to subscribe for project updates.

# Housing

## 1.0 Introduction

Over the last two decades, housing prices have increased significantly across Canada, and Durham is no exception. Housing has become a top priority for all levels of government.

- The federal government is implementing the National Housing Strategy with the Canada Mortgage and Housing Corporation (CMHC).
- The province has made a commitment to improve housing with Ontario's Housing Supply Action Plan and the Community Housing Renewal Strategy.
- The Region is implementing At Home in Durham, Durham Region Housing Plan 2014-2024 (At Home in Durham), the recommendations of the Affordable Rental and Seniors' Housing Task Force and is initiating the preparation of a Master Housing Strategy in 2020.
- Many area municipalities in Durham have also prioritized improving housing choice and affordability within their communities.

The Housing Policy Planning Discussion Paper is focused on land use planning and how it can influence housing choice and affordability. It identifies housing policies that can be specified in the ROP, which is the Region's primary planning tool. Further, it indicates how housing policies could be implemented through local Official Plans (OPs) and zoning.

Within the context of Envision Durham, this paper is concerned with shaping housing policy. Discussion of program funding,

financial incentives and community housing are provided for context but represent a range of separate initiatives beyond the scope of land use planning. Complementary planning policy enables and supports other housing and homelessness programs.

Proactive and supportive land use policy can enable the delivery of various forms of housing, including affordable housing, but financial and other decisions regarding funding allocations, subsidies, rental supplements, income supports, and other tools fall outside of the purview of land use planning and are dealt with through governmental and corporate budgetary decisions.

The housing spectrum ranges from homelessness to market ownership and rental housing. It includes housing that is appropriate for residents at various stages in their life cycle and abilities. It is defined by housing needs that often reflect income and the need for supports. Although planning policy can affect housing across the spectrum, it has its greatest influence on market housing and affordable housing.

A healthy housing system should provide people at all income levels with access to safe and stable housing. Housing affordability is a multi-faceted issue that requires partnerships between different levels of government, agencies and stakeholders.

Over 65 per cent of survey respondents think that increasing opportunities for affordable housing is "very" to "extremely important."

(Based on the Envision Durham Public Opinion Survey results, 390 of 391 respondents).

## 2.0 Housing trends

Durham has experienced strong population growth over the last 40 years, increasing by over 160 per cent from 1976 to 2016. The rate of growth was highest between 1986 and 1991, when the population increased by more than 25 per cent. Nearly 700,000 people now live in Durham, occupying almost 240,000 households.

Durham is forecast to grow to almost 1.2 million people by 2041. Most of this growth will be focused in urban settlement areas, with the greatest concentration of population in the municipalities of Pickering, Ajax, Whitby, Oshawa and Clarington.

### 2.1 Housing mix

Given its development history, it is not surprising that low-density housing is the most common form of housing in Durham, with single-detached dwellings accounting for about two-thirds of all dwelling types.

Existing housing supply

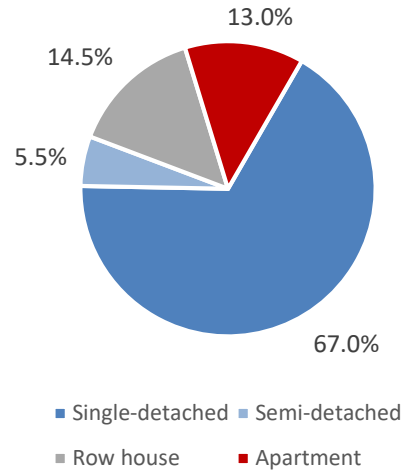


Figure 2: Existing housing supply in May 2016.

However, in recent years there has been greater diversity in the forms of housing being constructed, with more medium- and high-density forms of housing, such as townhouses and apartments. Second units (such as basement apartments) are also becoming more prominent.

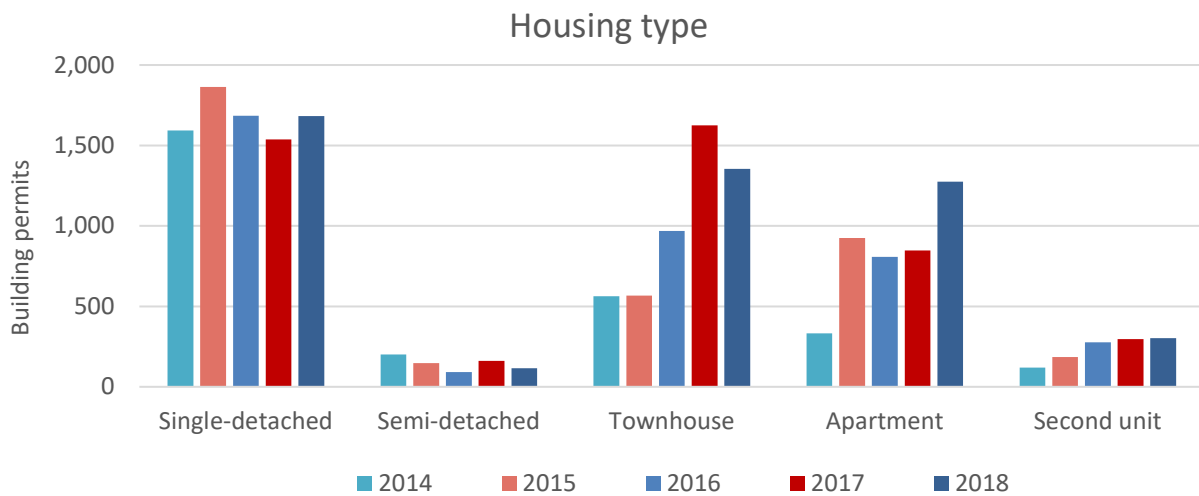


Figure 3: Durham building permits issued for new residential units from 2014 to 2018.



# Housing

In 2016, more than 80 per cent of households in the region owned their homes while nearly one-fifth rented their homes. By comparison, Durham had a lower percentage of renters than Ontario (near 30 per cent) and the Greater Toronto and Hamilton Area (GTHA) (about one-third are renters).

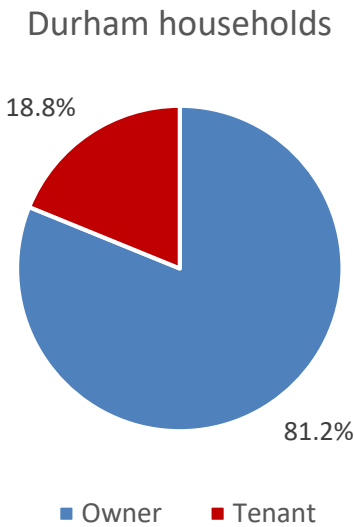


Figure 4: Percentage of households in Durham that own and rent their homes.

## 2.2 Demographics

Demographics has a direct effect on housing need and housing options. One of the most significant demographic trends occurring in Durham is that of an aging population. Since 2001, the percentage of seniors (aged 65 years and older) has risen from nearly 10 per cent to more than 14 per cent of the region’s total population.<sup>2</sup>

<sup>2</sup> Statistics Canada Census of Population (2001, 2016)

## Aging population

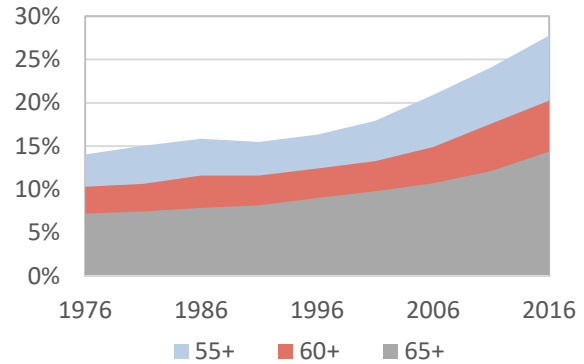


Figure 5: Percentage of people living in Durham that are 55, 60 and 65 years of age and older.

The Ministry of Finance projects that by 2041, nearly a quarter of Durham’s population will be 65 years of age or older (23.8 per cent).<sup>3</sup>

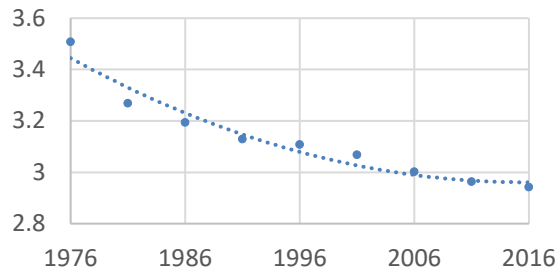
Migration continues to be a significant contributor to growth in the GTHA. In Durham, over two-thirds of population growth in the last five years has been through migration from other countries, other provinces, or other areas of Ontario. In the five years from July 2013 to July 2018, over 33,000 people migrated to Durham.

Over time there has been an overall trend toward fewer people on average residing in each household in Durham. This means that many residents may be “over-housed” with more bedrooms in their homes than they may require.

<sup>3</sup> Ministry of Finance, Ontario’s Population Projection Update – Spring 2018.



### Persons per household



**Figure 6:** Over time, there has been an overall trend toward fewer average numbers of people living in each household.

The future housing mix is also expected to be more diverse, with a greater variety of housing forms as well as increasing densities for new development within the built-up area. Housing demand will also be driven by the needs of an aging population, affordability factors, smaller household sizes, and the needs of a growing population.

## 3.0 The housing spectrum

A healthy housing system offers a diverse mix of forms that can accommodate a variety of individual and family needs. The range of housing needs often reflects income and the need for supports.

Planning has its greatest influence on market housing and affordable housing.

Homelessness programs and transitional housing require operational funding. Similarly, the supply of community housing is also dependent on government support.

A balanced housing market should include both rental and ownership options, giving people at all income levels access to safe and stable housing.

## 3.1 Homelessness

The term “homelessness” describes a range of housing and shelter circumstances, including:

- Unsheltered—living on the streets or in places not intended for human habitation.
- Emergency sheltered—overnight shelters for people who are homeless or victims of family violence.
- Provisionally accommodated—accommodation that is temporary or lacks security of tenure.
- At risk of homelessness—people whose current economic and/or housing situation is precarious or does not meet public health and safety standards.

Durham has a lower incidence of unsheltered and emergency sheltered households when compared to more urbanized areas in Canada. On average approximately 1,400 households have used emergency shelters annually since 2014.

Provisionally accommodated households face increasing pressure of finding and maintaining affordable rental accommodation in their communities.

About 21 per cent of the 6,555 applicants on the Durham Access to Social Housing (DASH) wait list live in temporary accommodation or live without security of tenure (such as staying with family and friends, temporary accommodation in motels, staying in public institutions, like hospitals), and a further 12 per cent live in insecure rooming situations, which are often unregulated and may not be

# Housing

safe, suitable or protected under the Residential Tenancies Act.

## 3.2 Community housing

There were 6,555 households on the DASH waitlist at the end of 2018. In the last decade, the DASH waitlist has increased 67 per cent (from 3,926 in 2009). The increase reflects the limited supply of community housing and low turnover rates. It is also indicative of the shortage of affordable housing in the private market.

About two-thirds of applicants on the DASH wait list are renters and almost half of these are likely to be at risk of homelessness as they pay more than 50 per cent of their income on rent.

Single non-seniors continue to face the greatest challenges with homelessness. They represent over 90 per cent of emergency shelter users, have few options in the private rental market and face the longest wait times.

Single non-seniors with special priority (SPP) wait upwards of two years for community housing, and non-priority, single non-seniors are unlikely to be housed before they turn 60 years of age as very few one-bedroom, non-senior vacancies become available annually.

## 3.3 Rental housing market

Most renters in Durham have significantly less income, face greater affordability issues, and have fewer housing options than homeowners. On average, renters have less than half the income of owners.

**Table 1:** Percentage of tenants spending greater than 30 per cent, 50 per cent and 70 per cent of their income on shelter costs.

Year	Over 30%	Over 50%	Over 70%
2011	42.1%	18.9%	10.2%
2016	47.7%	20.6%	10.5%

Nearly half of renters in Durham spent more than 30 per cent of income on housing.<sup>4</sup> The percentage of people paying unaffordable rents is increasing. For some renters, the cost of rent can be over half their income.

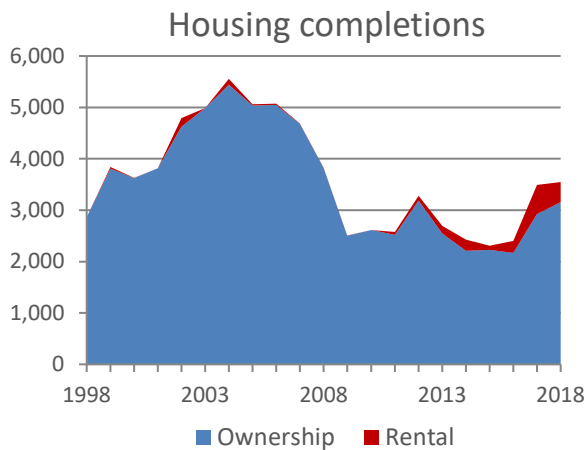
In 2018, average market rent in Durham was \$1,223.<sup>5</sup> Half of renters in Durham can afford average market rent, and about 63 per cent are receiving Ontario Works (OW) or Ontario Disability Support Program (ODSP) payments.

Rental affordability is particularly acute for single non-seniors, who are often provisionally accommodated (in temporary accommodation or lacking security of tenure) and are increasingly using emergency shelters.

<sup>4</sup> Statistics Canada 2016 Census of Population.

<sup>5</sup> CMHC Rental Market Survey of purpose-built rental apartments. New listings surveyed in 2018 for one bedroom apartments averaged over \$1,500.

A healthy housing mix should include a balance between home ownership and rental tenure. There is a need to create more affordable purpose-built rental housing in Durham Region, as demand is far outpacing supply and costs have increased well above inflation and income growth over the past decade.



**Figure 7:** Housing completions in Durham from 1997 to 2018 reported by CMHC.

There has been a decline in the construction of purpose-built rental housing in Durham Region since the 1980s and very little rental housing has been developed in the last two decades. Between 1997 and 2018 only 2.7 per cent of housing completions consisted of rental units.

The last five years has seen a slight increase in rental supply, particularly in higher end rentals where rents are more than double the average market rent in the region. Much of the new affordable units developed since

the mid 2000s have been as a result of federal-provincial investment programs.

It is estimated that about 47 per cent of renters in Durham are housed in the secondary market (such as basement apartments, private condominiums for rent, etc.), but there is limited information about the suitability and affordability of these units.

Rental vacancy rates in Durham have declined significantly in the last ten years. Although currently at 2.4 per cent, the vacancy rate has remained close to two per cent or lower since 2011 and monthly rents are beginning to increase significantly.

### 3.3.1 Affordable rental housing

Most renters in Durham have low to moderate income, and there is a gap between the rent they can afford to pay, and the rents required to support the cost of new rental housing development/investment.

Average shelter costs for renters increased by nearly 20 per cent from \$955 in 2011 to \$1,142 in 2016. Durham’s Average Market Rent (AMR)<sup>6</sup> in 2018 was \$1,223.

Affordable rental housing is defined in the ROP as the lower of: spending 30 per cent or less of gross income on shelter (the income threshold); or AMR (the market threshold). Affordable housing must be affordable for low and moderate income households, which is defined as renters with income at or below

<sup>6</sup> Average Market Rent is determined using data from CMHC annual rental market survey of purpose-built rental apartments.

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the 60<sup>th</sup> percentile of income of all rental households in Durham.

The ROP definition for affordable rental housing is comparable to most single and upper-tier municipalities in the GTHA and is consistent with the Provincial Policy Statement (PPS).

Other affordability measures that could be considered would be using a higher ratio such as 35 per cent of income spent on rent, measuring income at the 50<sup>th</sup> percentile to reflect the median, or measuring income at the 40<sup>th</sup> percentile to reflect a lower-range of low and moderate incomes.

Funding for affordable housing units can use alternative definitions to provide further affordability. For example, funding for

provincial and federal funding programs generally require that new rental housing units be set at 80 per cent of AMR.

### Discussion Question:

**Should the Region maintain its definition for affordable rental housing to be consistent with other municipalities in the GTHA and the PPS?**

It would cost more than 50 per cent of income for a single person working 40 hours a week at minimum wage to pay average market rent. Although we measure affordable housing for low to moderate income households, this does not reflect the ability of some workers to pay their rent.

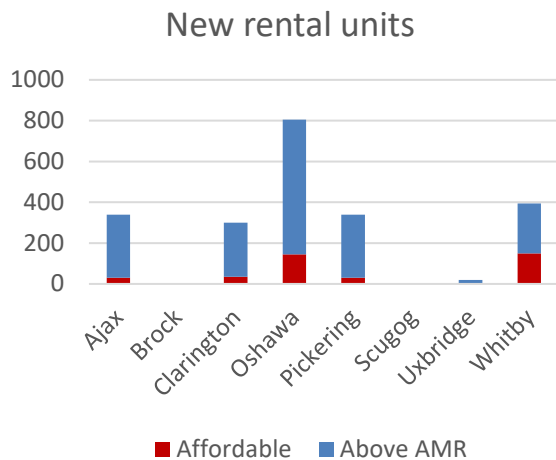


Figure 8: Spending 30 per cent of income on shelter costs is typically considered affordable.

### 3.3.2 Monitoring affordable rental housing

Affordability thresholds for Durham are calculated using the ROP definition noted in section 3.3.1. For rental housing, the income threshold for 2018 was \$1,385.<sup>7</sup> The market calculation was \$1,223.<sup>8</sup> The market threshold was used to define affordable rental housing in 2018 since it was lower.

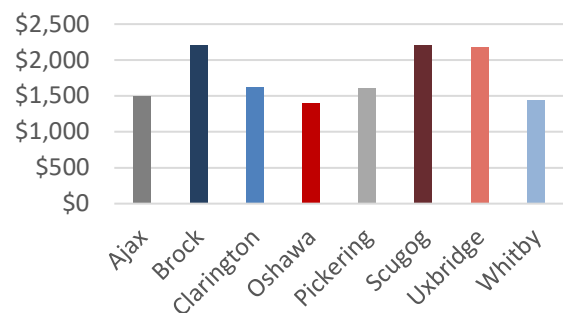
Of the newly built rentals between 2011 and 2016, only 18 per cent were affordable (395 of 1,790 were at or below AMR).



**Figure 9:** Rental housing units that were constructed between 2011 and 2016.

The results of a recent Regional survey<sup>9</sup> indicate that an average one-bedroom apartment in Durham is listed for \$1,518—far more than the posted CMHC average market rent of \$1,223. Only 14 per cent of the listings surveyed were affordable.

Average rents for a one bedroom apartment



**Figure 10:** Average rent for online rental listings surveyed between September and October 2018.

Over 65 per cent of survey respondents think that increasing opportunities for affordable housing is “very” to “extremely important.”

(Based on the Envision Durham Public Opinion Survey results, 390 of 391 respondents).

<sup>7</sup> The affordable rent income threshold is calculated using average tenant household income from the 2016 Census of Population, indexed to inflation.

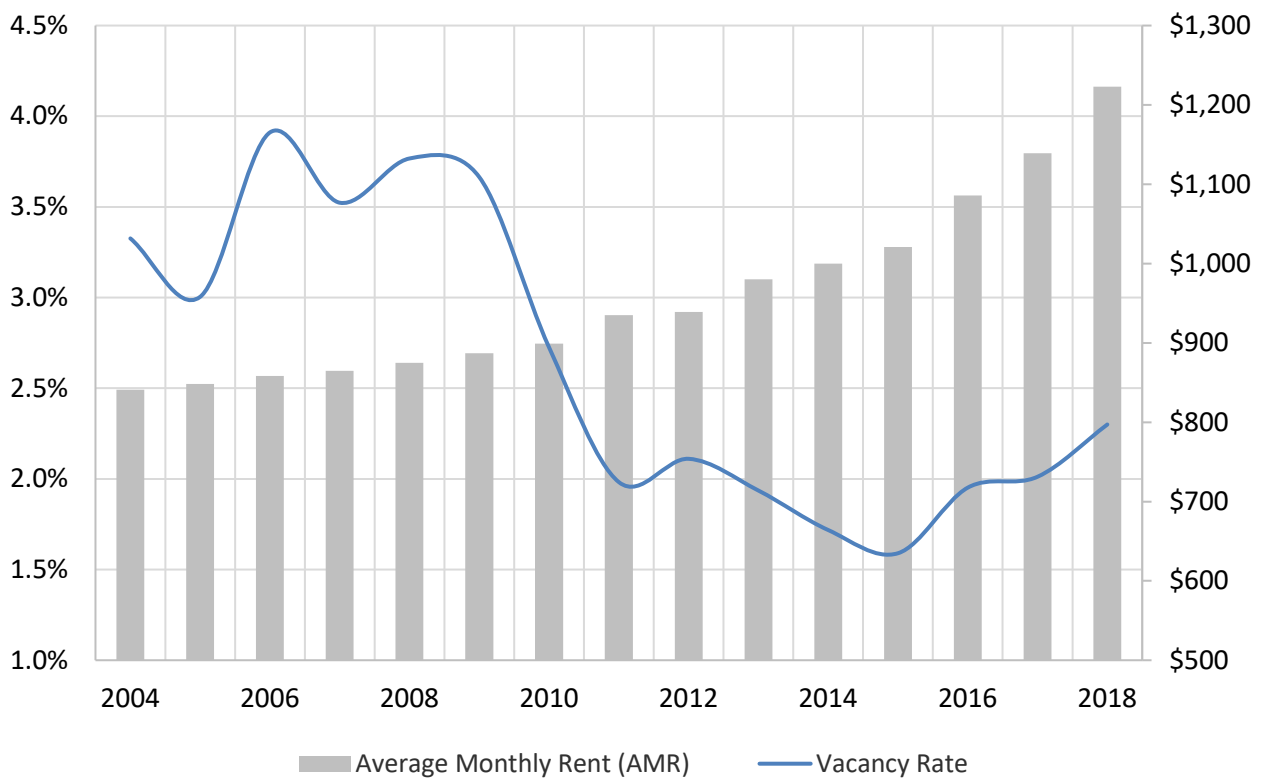
<sup>8</sup> The affordable rent market threshold is the average market rent (AMR) surveyed in the annual Canada

Mortgage Housing Corporation (CMHC) survey of purpose-built rental apartments.

<sup>9</sup> 833 rental listings were surveyed through September and October of 2018.

# Housing

### Vacancy rates vs. rent in Durham



**Figure 11:** Low vacancy rates in the last few years have been correlated with a significant increase in rents.



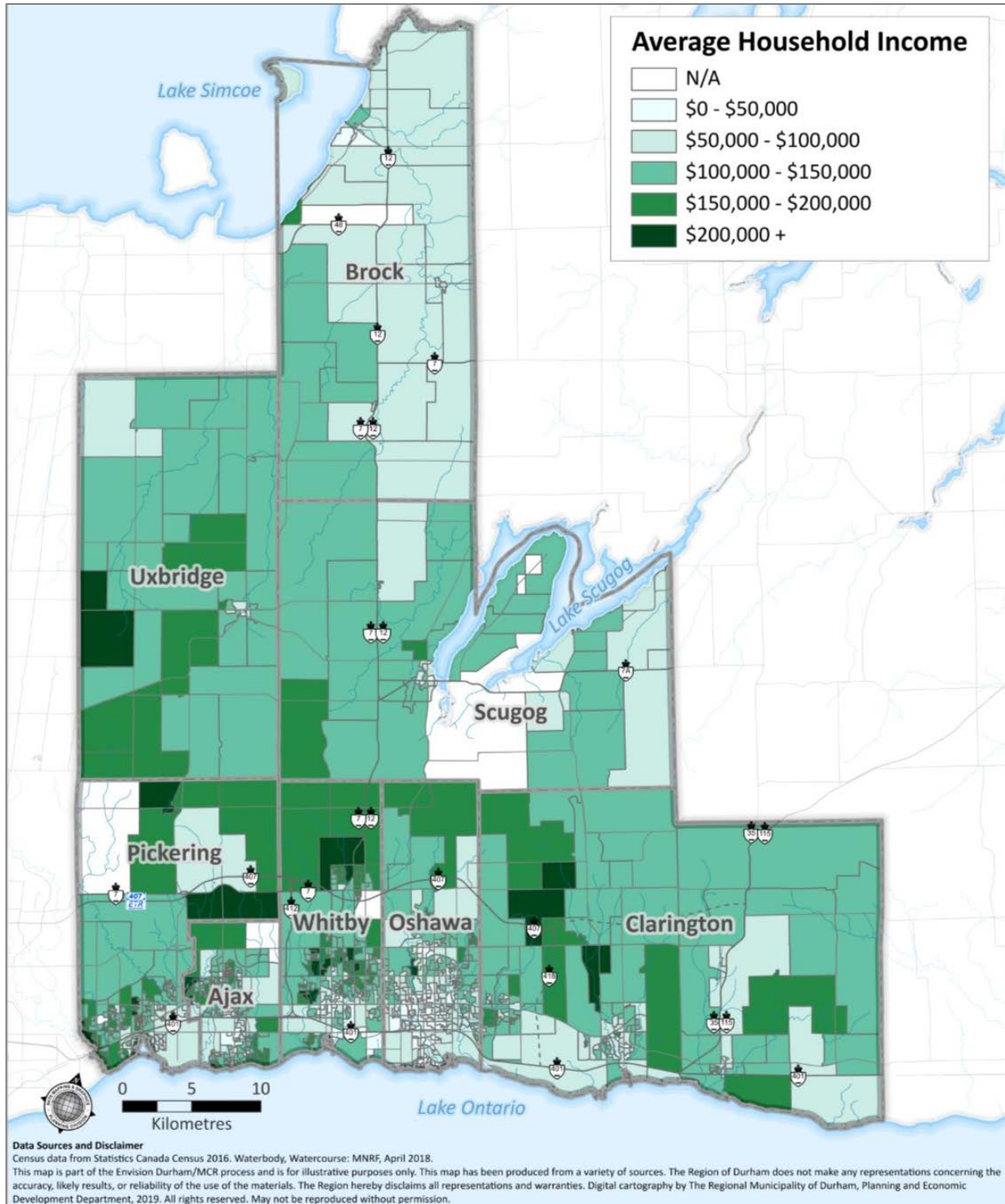
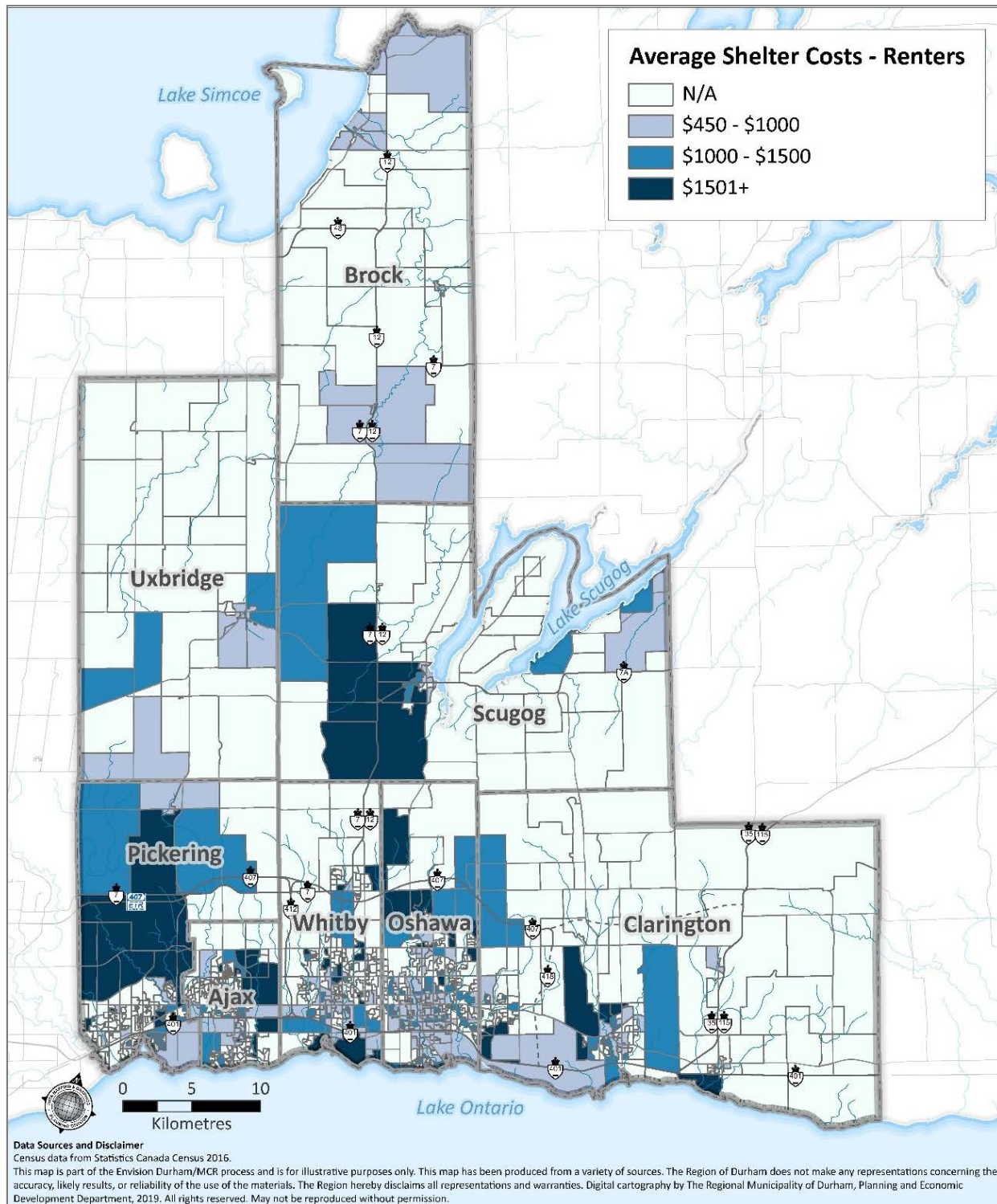


Figure 12: Average household incomes reported in the 2016 Census of Population.

# Housing



**Figure 13:** Average shelter costs for tenant households reported in the 2016 Census of Population. New rental listings are often more expensive average monthly rents.



### 3.4 The home ownership market

Following the housing boom of the late 1980s and the recession of the early 1990s, pent-up demand fueled residential construction in the early 2000s.

Mortgage amortizations were extended in 2007, making monthly payments less expensive for homebuyers, and further stimulating demand. Demand for housing fell briefly following the US financial crisis in late 2008.

Since 2008, home prices in the GTA have more than doubled, due in large part to the response of central banks to lower interest rates to historic levels.

Since 2008, resale home prices in Durham increased by 115 per cent (7.2 per cent per year). Across the GTA, average prices increased by 108 per cent (6.9 per cent per year) over that period.<sup>10</sup>

Interest rates vs. Durham resale prices

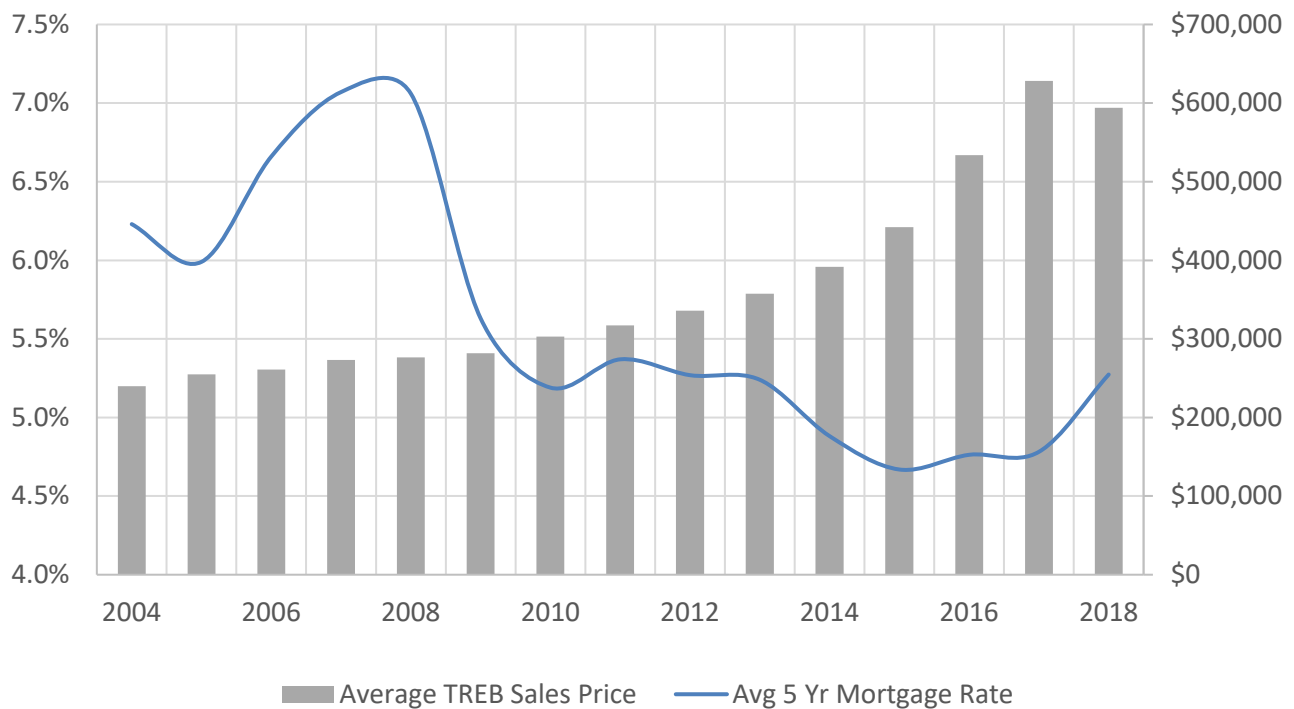


Figure 14: Low interest rates have increased demand for housing in Durham over the last decade.

<sup>10</sup> Toronto Real Estate Board—Market Watch, average annual resale home prices.

# Housing

On December 6, 2018, Bank of Canada Governor Stephen Poloz affirmed that, “Interest rates have been extraordinarily low for an extraordinarily long time. The inevitable result has been strong demand for housing, rising house prices and an accumulation of household debt.”<sup>11</sup>

Investors made up over 16.5 per cent of all low-rise home purchases in the GTA. By comparison, in 2012 the proportion of sales by investors was closer to eight per cent.<sup>12</sup>

At the peak of home price appreciation in 2017, the province introduced a new 15 per cent Non-Resident Speculation Tax (NRST) to mitigate the influence of foreign ownership in the Greater Golden Horseshoe (GGH) housing market. Similar to British Columbia, which introduced its own foreign buyers tax

in 2016, Ontario’s housing market cooled off for a short period of time.

Between April 2017 and April 2018, the average price of a resale home in the GTA decreased from \$920,791 to \$804,584 (down 12.6 per cent).<sup>13</sup> The ownership housing market appears to have stabilized over the last two years. From April 2018 to April 2019 the average price of a resale home increased by 1.9 per cent to \$820,148.

### 3.4.1 Affordable home ownership

When At Home in Durham was developed, it was determined that home ownership was relatively affordable in Durham, particularly when compared with other GTHA municipalities. However, the housing market has changed significantly since then.

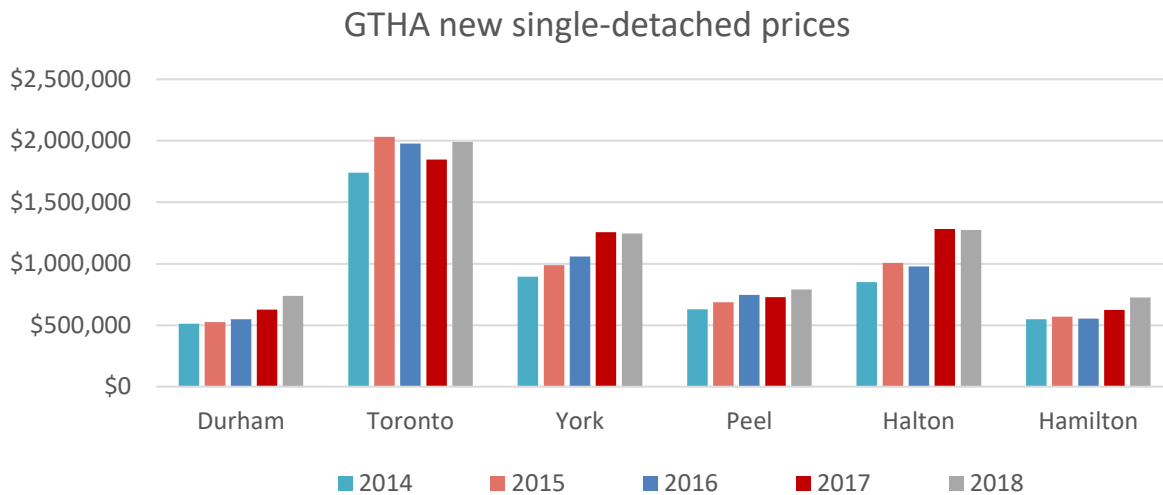


Figure 15: The price of a new single-detached home has increased across the GTHA since 2014.

<sup>11</sup> Bank of Canada Year-End Economic Progress Report, December 6, 2018

<sup>12</sup> Realosophy Special Report – A Sticky End, April 2018

<sup>13</sup> Toronto Real Estate Board-Market Watch, average monthly resale home prices

Average shelter costs for homeowners increased 12.4 per cent from \$1,443 in 2011 to \$1,622 in 2016. Average monthly shelter costs for homeowners in Durham was higher than the Ontario average (\$1,463), but was still lower than the GTHA average (\$1,704).

In Durham, affordable ownership housing is defined in the ROP as the lower of 30 per cent of income or 10 per cent below the average price of a resale home. Affordable housing is meant to be housing that is affordable to low and moderate income households, which are defined by the 60th percentile of income.

Other measures which could be used to calculate affordability include CMHC's Gross Debt Service ratio which is 35 per cent of income spent on mortgage, property taxes and heat. Affordability could also be calculated measuring income at the 50th percentile to reflect the mid-range for low and moderate incomes.

Most upper- and single-tier municipalities in the GTHA use a similar definition for affordability. The Region's current definition is also consistent with the PPS.

#### **Discussion Question:**

**Should the Region maintain its definition for affordable ownership housing to be consistent with other GTHA municipalities?**

<sup>14</sup> The income threshold is calculated as 30 per cent of average household income from 2016 Census, indexed to inflation. Mortgage payments assume a five per cent down payment, and a five-year conventional

### **3.4.2 Monitoring affordable ownership housing**

Affordability thresholds for Durham are calculated using the ROP definition as set out in section 3.4.1. For ownership housing, the income threshold for 2018 was \$407,667.<sup>14</sup> It was used to define affordable home ownership in 2018 since it was lower than the market calculation.<sup>15</sup> For 2018, a home would be considered affordable if it sold at or below \$407,667.

There are two important trends indicated by the sales of affordable housing in Durham. First, home ownership is becoming less affordable in Durham.

Up until recently, over 25 per cent of new and resale homes were considered affordable across the Region. In the last five years, home prices increased significantly and fewer affordable homes were sold in Durham. Sales of new affordable housing throughout the region was less than 25 per cent over the last two years.

The second trend is more positive. The resale market is dominated by single-detached homes, which are generally the most expensive housing type. Recently, the new homes market has shifted toward smaller units in higher-density developments. This has meant that new homes have become relatively more affordable than resale homes in the last few years.

interest rate. Shelter costs for owners also include property taxes.

<sup>15</sup> The market calculation was \$534,512, which was 10 per cent below the price of an average resale home in Durham.

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Financial incentives may be an option to increase affordable housing options. Requiring a greater proportion of smaller residential units within developments could also reduce cost and the price of home ownership.

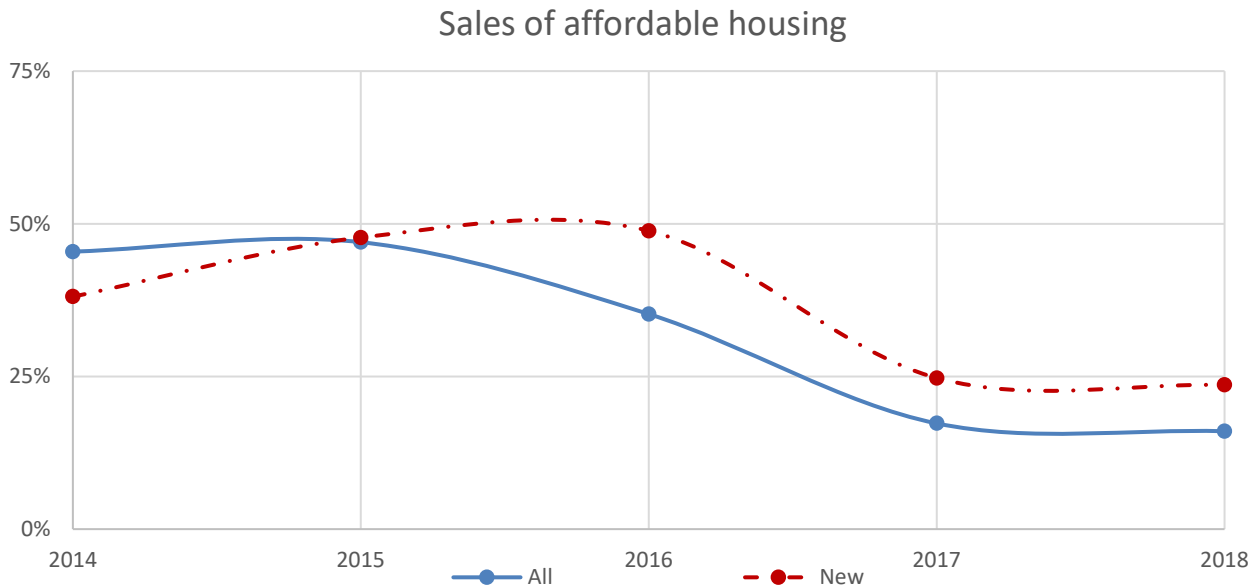
### 3.4.3 Affordability and diverse housing types

Many people are choosing to live in higher-density housing. Housing affordability is supported by smaller, less expensive units. In Durham, construction of townhomes and apartments has increased significantly in the last five years.

Between 2014 and 2018, the share of townhomes and apartments increased from 20 per cent and 12 per cent to 29 per cent and 27 per cent respectively. In 2018, the average price of a new single-detached home was over \$700,000<sup>16</sup> while new townhomes and apartments were less than \$500,000<sup>17</sup> on average.

#### Discussion Question:

**Should the Region take a more active role to increase affordable home ownership options?**



**Figure 16:** On average new homes have tended to be more affordable than resales in the last 4 years.

<sup>16</sup> In 2018 the price of a new single-detached home was \$739,821 as reported by CMHC (Housing Now—Greater Toronto Area).

<sup>17</sup> The average price of a new townhouse and apartment were \$458,773 and \$443,118. Calculated from MPAC and Altus sales data.

## 4.0 Housing policy planning

### 4.1 Durham Regional Official Plan

An ROP typically designates land-use categories at a high-level. ROPs provide policies for Area Municipal Official Plans (AMOPs) to incorporate when planning communities. ROP policies are approved by the Province of Ontario and are required to be consistent with, and conform to provincial policies and plans respectively.

The ROP must be consistent with the provincial Growth Plan’s requirement that upper-tier municipalities plan for a mix of housing options, including a range of affordable housing. Currently, a goal of the ROP is to provide a wide diversity of residential dwellings by type, size and tenure.

Over 65 per cent of survey respondents think that providing a wide range of residential dwellings by type, size and tenure (that is ownership and rental, etc.) is “very” to “extremely important.”

(Based on the Envision Durham Public Opinion Survey results, 389 of 391 respondents).

The ROP provides policies which permit residential uses in the following designations: Urban Growth Centres; Regional Centres; Living Areas; Hamlets; Shoreline Residential; and Country Residential Subdivisions.

The ROP currently requires at least 25 per cent of all new residential units to be

affordable to low and moderate income households.<sup>18</sup> Recent changes to the provincial Growth Plan require municipalities to establish targets for affordable ownership and rental housing.

Some GTHA municipalities require more than the minimum requirement that 25 per cent of all new residential units across their communities be affordable. For example, the Halton’s ROP requires that a minimum of 30 per cent of new housing units in that region consist of affordable or assisted housing.

#### Discussion Question:

**Should the Region consider increasing or decreasing its affordable housing targets?**

Some municipalities define areas where affordable housing should constitute a higher proportion of new residential units. For example, York’s ROP requires that its Regional Centres and key development areas contains at least 35 per cent of its new housing units as affordable, with some accessible unit options.

#### Discussion Question:

**Should Durham consider higher affordable housing targets within specific locations, such as within Strategic Growth Areas that are near key transit corridors?**

The Durham ROP currently requires that the Region maintain a minimum ten-year supply

<sup>18</sup> Consistent with the Land Use Planning for Housing Policy Statement (2014)

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of land that is designated and available for residential development. Proposed changes to the PPS would require the ROP to provide a minimum 12-year supply of land be available for housing. The Envision Durham Growth Management Study will review the supply of land required to accommodate growth to 2041.

The ROP also requires a three-year supply of residential units that are draft approved. The PPS also allows the three-year supply to include lands suitably zoned to facilitate residential intensification and redevelopment. Proposed changes to the PPS would allow municipalities to increase this supply to five years. Throughout the region, there are more than 30,000<sup>19</sup> units in draft-approved and registered plans of subdivision and condominium, that have not been built.

The ROP supports opportunities for growth through intensification. This can include redevelopment of commercial and industrial buildings into residential units. The ROP also promotes the creation of second units within single-detached dwellings.

## 4.2 Area Municipal Official Plans

Area Municipal Official Plans refine and provide detail to Regional Plans and polices, are typically approved by the upper-tier Region. AMOPs should conform with the ROP and provide general guidance on neighbourhood development through Secondary Plans.

AMOPs typically include detailed policies for required densities, floor space indexes, affordable housing, and general location and characteristics of built forms. As such, AMOPs assist in the implementation of zoning by-law provisions and requirements.

AMOPs typically define various housing needs, which include special needs, assisted, attainable, social, seniors, universal physical access, and priority. Housing need can include:

- Accessible—housing to accommodate persons with physical or sensory disabilities.
- Adaptable—housing that supports basic universal housing features to accommodate persons with mobility challenges.
- Convertible—housing that is designed for easy modification to suit the needs of an occupant with mobility challenges.
- Aging in Place—housing that is designed and built to accommodate some accessibility features with the consideration of incorporating additional accessibility features over time.
- Barrier Free—housing designed and built for universal access at the time of construction for the owner/occupant with mobility challenges.
- Visitability—housing to accommodate visitors with mobility challenges to enter a unit.

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<sup>19</sup> Pending units supply is subject to verification through the Land Needs Assessment.



Municipalities such as Clarington include policies which focus on supplying additional affordable housing units throughout their respective Regional Centres.

Municipalities can offer incentives to encourage affordable housing, which may include development of air rights at transit stations, financial incentives, reduced parking requirements, expedited development applications and donation of surplus land.

### 4.3 Municipal zoning by-laws

Although zoning is not a Regional responsibility, OP policies are implemented through zoning by-laws. Zoning provides site specific land use provisions and performance standards for how a property can be used and developed. Zoning by-laws build off Secondary Plans, AMOPs, ROPs as well as provincial policy.

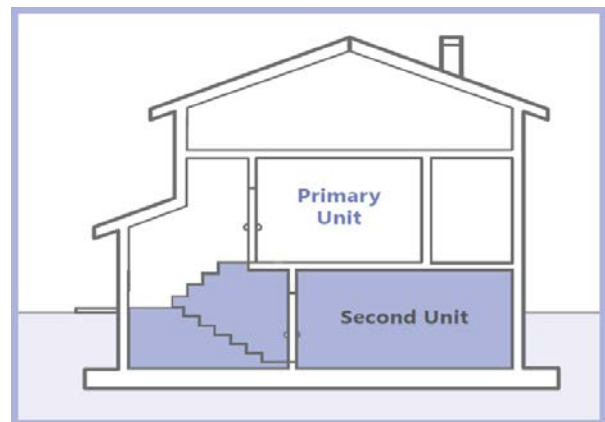
Zoning by-laws are not intended to “people zone,” by regulating who and how many people live in a dwelling, including their socioeconomic status. Ultimately, zoning by-laws are designed to permit various housing types and help define the neighbourhood character (such as density, building height and placement). Zoning by-laws can also assist in reducing land consumption and site development costs.

Zoning by-laws can restrict the type of housing that is permitted on a given site. Performance standards can include minimum lot size and minimum floorspace requirements. More permissive zoning may encourage the development of affordable housing options.

Affordable housing generally requires provisions to include additional parking spaces (generally at least one parking space per dwelling unit). In some cases, such as areas that are in close proximity to transit, reduced parking standards may be allowed.

### 4.4 Second units

Second units are self-contained residential units with a private kitchen, bathroom facilities and sleeping areas within dwellings or within structures ancillary to a dwelling (such as above laneway garages).



**Figure 17:** Second units like basement apartments are often affordable because they are less expensive to build. (Source: MMAH Second Units Info Sheet - Spring 2017).

Second units can increase the supply and range of affordable rental accommodation and can:

- Allow homeowners to earn additional income to help meet the cost of homeownership.
- Provide more housing options for extended families or elderly parents, or for a live-in caregiver.
- Help create mixed-income communities

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- Create gentle density within existing communities.
- Make more efficient use of existing services and public transit and can help reduce greenhouse gas emissions.

Second units are also referred to as secondary suites, basement apartments or accessory apartments. Garden suites, granny flats, in-law apartments, or nanny suites are also forms of secondary units, but tend to be temporary in nature.

Second units are typically less expensive to develop and are generally considered to be amongst the most affordable of rental housing options. They are also considered to be a very effective way to boost the supply of rental housing.

Section 16.3 of the Planning Act requires municipal OPs to authorize second units in detached, semi-detached and row houses. Second units can also be in a building or structure ancillary to these housing types.

Section 35.1 requires local municipalities to ensure that their zoning by-laws give effect to the policies described in Section 16.3.

In 2019 the province introduced More Homes, More Choice: Ontario's Housing Supply Action Plan. The Act made several changes to provincial regulations that will require municipalities to update the policies, processes and regulations to support second units. Some of the changes introduced through Bill 108 included:

- Municipalities are required to permit additional residential units (second units) for detached, semi-detached

and row houses in primary dwellings and ancillary buildings or structures (such as within garages, laneway units, etc.).

- Municipalities cannot apply a development charge (DC) for secondary units above garages or in laneways. Changes to regulation also exempt DCs for second units that are built in new homes.
- Regulations to exempt second units in new homes from development charges, subject to prescribed restrictions including the size of units and classes of buildings to which the exemption applies.
- Require municipalities to permit two units in either the primary dwelling unit and/or in any ancillary building. This effectively permits up to three units on a single lot where there is an appropriate ancillary building.

Municipalities generally define second units and other similar built forms such as secondary suites, coach houses, garden suites and granny flats the same way, permitting a second dwelling within the principal dwelling, subject to compliance with specific zoning criteria. Ajax and Clarington also considered second units within an associated accessory structure (such as detached garage) in accordance with updated provincial affordable housing legislation.

Second unit zoning provisions generally permit one additional accessory dwelling unit for a property with maximum floor areas generally not exceeding half the floor area of the principal dwelling subject to satisfying various criteria. However minimum floor



areas are also required in some cases. Zoning by-law provisions can include:

- Which zones permit second units throughout a municipality.
- Minimum and/or maximum requirements on amenity/landscaped areas, driveway widths, lot frontage, and second unit size.
- Prohibit home-based businesses where a second unit exists and vice versa.
- Requirement of a separate entrance to serve the second unit.



**Figure 18:** Second units can come in various forms. (Source: MMAH Second Units Info Sheet - Spring 2017).

Parking requirements for second units generally require a minimum of one additional parking spot (consistent with provincial regulations). Two area municipalities in Durham require second units to accommodate a minimum of two parking spaces. These municipalities will have to update their zoning by-laws to meet provincial requirements for a maximum of

one parking space per second unit. Conversely, the City of Toronto does not require a parking space for second units.

**Discussion Question:**

**Should the ROP encourage municipalities to reduce parking requirements for second units in areas that are well served by transit?**

More permissive policies for second units could encourage additional supply of affordable rental housing in Durham. Locations that are in proximity to transit and amenities can be attractive for those without a car.

**Discussion Question:**

**What other barriers should be removed to make it easier to build second units, such as basement apartments?**

### 4.5 Inclusionary zoning

Inclusionary zoning (IZ) allows municipalities to require that some residential units in a development be affordable housing.

In April 2018, the Province of Ontario adopted regulations to allow municipalities in Ontario to develop IZ policies. Since there is no Regional zoning by-law, the Region does not have the authority to implement IZ; however, it can put in place IZ policies that could be implemented at the local level. Area municipalities in Durham may be able to develop area specific zoning by-laws to

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ensure affordable housing is a requirement of new developments.

Many North American cities, including New York, San Francisco, Boston, and Vancouver have implemented IZ with positive results. For example, after New York City adopted Mandatory Inclusionary Zoning in 2016, over 1,500 permanently affordable homes were approved in the first nine months of the program. The City of Toronto is currently in the process of developing OP policies to implement IZ.

The Planning Act was amended in 2017 to provide a framework for IZ. This land-use planning tool can be implemented by single-tier or lower-tier area municipalities to require affordable housing units (IZ units) as part of the consideration of development applications.

Single-tier and area municipalities now have the flexibility to establish IZ on matters including:

- **Thresholds**—IZ can be applied only to residential developments containing 10 units or more, but municipalities can set higher thresholds.
- **Affordability period(s)**—municipalities can set the length of time in which an IZ unit must be maintained as affordable.
- **Units set aside**—municipalities can determine the number of units within each development to be set aside as IZ units.
- **Requirements and standards**—municipalities can set standards for IZ units.
- **Administration and monitoring**—municipalities can set procedures for the stewardship of IZ units to ensure long-

term affordability (for example, eligibility requirements, pricing of units (either ownership and rental), and enforcement of requirements).

In 2019, Ontario's Housing Supply Action Plan amended the Planning Act to allow IZ policies to apply only within areas that are generally high-growth areas and are in proximity to higher order transit. The Minister of Municipal Affairs and Housing has the authority to exercise an order for an area to be subject to IZ.

The Planning Act, as amended by Bill 108, permits the use of IZ under specified circumstances, including within major transit station areas. IZ has the potential to be an effective tool to create affordable housing.

IZ by-laws could require new residential developments to include affordable housing units, enabling mixed-income housing within MTSAs and areas where a development permit system is in place.

Provincial regulations allow for IZ to require up to 10 per cent of housing units sold within a development to be affordable. The Regional housing corporation or non-profit housing providers may be able purchase blocks of IZ units and operate them as rental units.

To implement an IZ system, a single- or lower-tier municipality must complete an assessment report to understand local housing supply and demand, as well as potential impacts which might arise from IZ, and then implement OP policies and pass a zoning by-law guiding where and how IZ will be implemented.

The municipal assessment report is to be used to inform decisions for enabling OP policies. These assessment reports must analyze:

- Demographics and population.
- Household incomes.
- Housing supply by housing type that is both existing and planned for in the OP.
- Housing types and sizes needed as IZ units.
- Current average market price and rent for each housing type.

The information in the assessment reports must be considered when developing OP policies. OP policies authorizing IZ could include the following criteria:

- The minimum size of a development, not to be less than 10 units, to which IZ requirements apply.
- Range of household incomes for which IZ units would be provided.
- Range of housing types and sizes to be authorized as IZ units.
- Affordability periods.
- How affordable price or rent would be determined.
- What areas that IZ policies would apply.

Once OP policies are in effect, municipalities intending to implement IZ would then need to pass a zoning by-law under section 34 of the Planning Act to implement and bring effect to their IZ policies.

Once implemented, the municipality is responsible for monitoring the IZ units and reporting on outcomes. A public report is required at least every two years that will

monitor the number, type and location of affordable units; as well as information about tenants and sales for IZ units.

#### Discussion Question

**Should the ROP include policies on inclusionary zoning?**

### 4.6 Rental housing conversion

Many single- and upper-tier municipalities have policies that discourage or prohibit the conversion of rental housing to ownership units. In general, municipalities in the GTHA discourage such conversions, where a minimum of six rental housing units will be removed because of the development. Rental housing conversion is only considered, subject to criteria, which may include:

- A tenant relocation and assistance plan.
- Confirmation that the vacancy rate is at least three per cent (two per cent for the City of Hamilton) for at least one calendar year (four calendar years for the City of Toronto).
- A rental housing replacement strategy.
- Majority tenant support of the proposed conversion.

Among the regional municipalities in the GTHA, Durham is the only one that specifically combines area municipalities as part of its required three per cent rental vacancy rate (Pickering and Ajax; Whitby and Oshawa; and Scugog, Uxbridge and Brock).

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## Discussion Question:

**Should Durham continue to combine certain area municipalities as a part of its required three per cent vacancy rate for rental conversion?**

The City of Hamilton's OP has rental housing policies that consider conversions only if it is demonstrated to the City's satisfaction that imminent repairs to an existing rental building are required, and that the income received for its upkeep is not capable of supporting the required repairs.

The City of Toronto's OP has a policy to refuse any approvals that results in the loss of rental housing, unless certain criteria are met. For example, developers must have a tenant relocation and assistance plan, and must replace the same number, size and type of rental housing units and maintain rents like those in effect at the time the redevelopment application is made.

In Toronto, the proponent must demonstrate that all rental housing units have rents that exceed mid-range rents at the time of application. Finally, the proponent must demonstrate that the supply and availability of rental housing in the City will remain in a healthy state (supports a minimum rental vacancy rate of three per cent for four consecutive years).

## Discussion Question:

**Should Durham consider reviewing its rental conversion policies to consider exceptions under certain circumstances?**

## 4.7 Demolition control

Many municipalities either discourage or prohibit demolition of rental housing. In municipalities that enact demolition control by-laws, they may only be permitted if certain criteria are met, such as:

- Assurance that the minimum CMHC rental vacancy rate for the area municipality is three per cent over a specific length of time.
- A tenant relocation plan.
- Providing sufficient tenant notification
- Right-of-first-refusal for existing tenants to rent replacement units.
- Free rent for a specified period for long-standing residents.

At Home in Durham and the Task Force recommendations seek to preserve purpose-built rental through demolition control. Demolition control could be implemented through local zoning by-laws. Currently, none of the eight area municipalities in Durham are developing such by-laws.

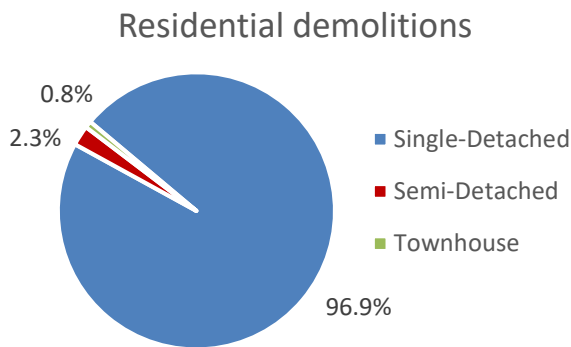
Larger cities like Toronto and Vancouver, and even smaller cities like Kitchener, have demolition control by-laws to protect existing rental supply and the tenants who live there.

Demolition control can require approval by the Chief Building Official receiving a permit to demolish a residential unit. There may be a requirement to replace rental units with rental units at similar rents. There may also be protections for tenants like financial compensation, relocation and right to return to the replacement rental unit.



Demolition control by-laws may allow municipalities to manage the demolition of residential units and maintain the integrity of neighbourhoods. It can also prevent parcels of land from becoming vacant for long periods of time before new uses have been considered and constructed.

Although demolition control by-laws could prevent the loss of rental housing in Durham, purpose-built rental apartments have not been subject to demolition recently. A sample of building permit records from 2014 to 2018 found that nearly 97 per cent of residential demolitions were for single-detached homes, and none were for apartments.



**Figure 19:** The majority of residential demolitions are single-detached homes.

Residential demolitions have increased in recent years, with an average of 230 per year in the last five years. In some instances, homes were demolished to make way for infrastructure like the Highway 407 East extension, or they have been replaced with multiple units in new subdivisions and infill developments. Many older homes are also being demolished and replaced by larger and more expensive homes.



**Figure 20:** An example of a single-detached home which was demolished and rebuilt.

**Discussion Question:**

**Should the ROP encourage municipalities to enact demolition control by-laws to preserve existing rental housing?**

# Housing

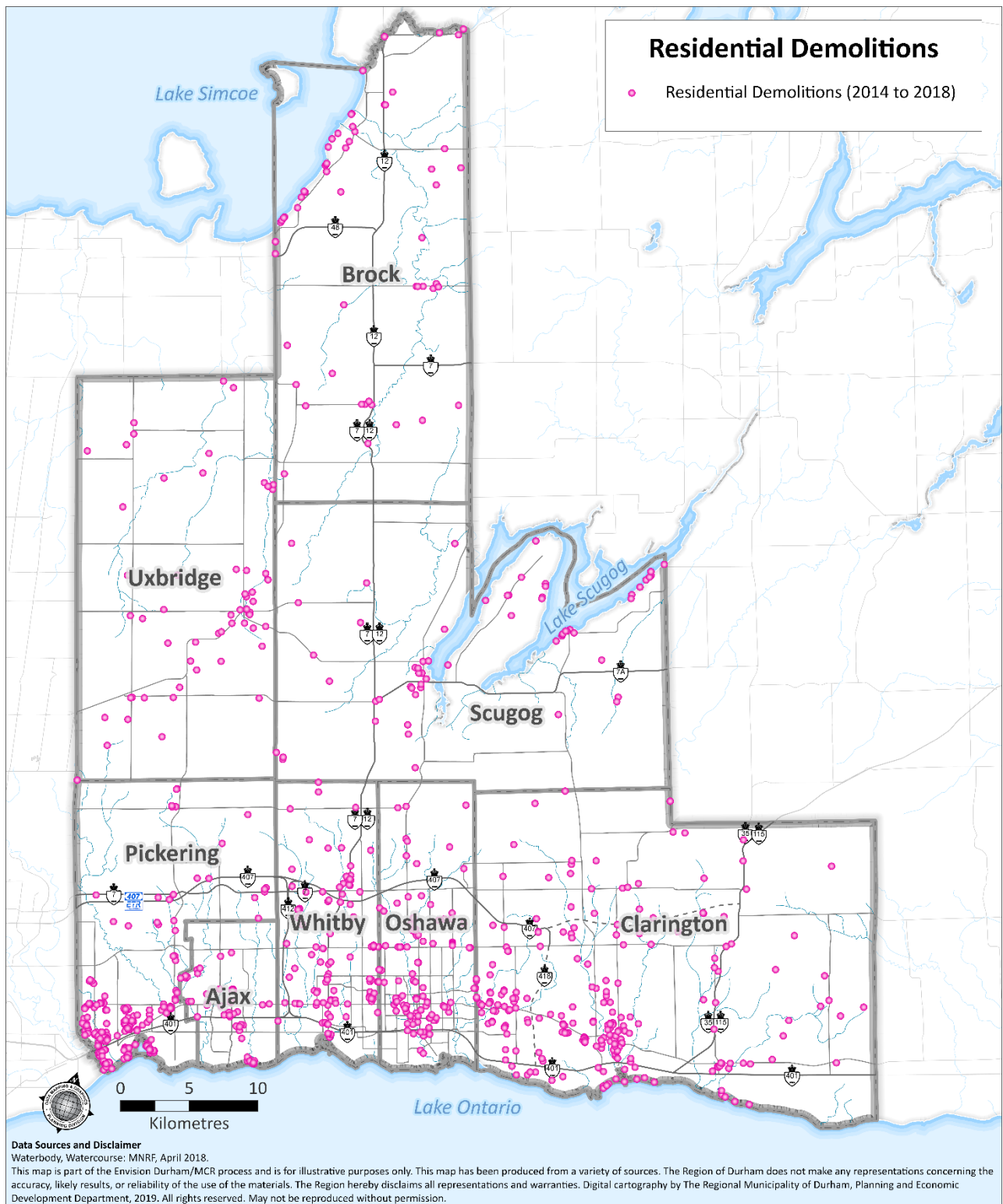


Figure 21: Map of building permits issued for residential demolitions between 2014 and 2018.

#### 4.8 Short-term rental housing

Short-term rentals, like Airbnb, are often used by travellers as a substitute for hotel accommodations.

One important consideration is the effect that these short-term rentals can have on housing supply which could have otherwise provided permanent housing. Entire apartments and houses that are used for short-term rentals reduce the supply of rental housing. When rental demand is not balanced by supply, monthly rents will increase over time.

A recent study conducted by Ryerson University students on behalf of the Region concluded that Durham should develop a regional monitoring framework and assess the impact of short-term rental housing on Durham.<sup>20</sup>

In the spring of 2019, the study found that 71 per cent of these short-term rentals were private rooms. However, more than 100 entire houses or apartments that were used for short-term rental accommodations (about half of a per cent of the rental housing supply). Although this may not be a significant share of the housing market, the effect of short-term rental units on housing supply should continue to be monitored.

Municipalities in Durham would benefit from using a consistent approach to regulating

short-term rental units. The City of Oshawa has already taken measures to mitigate the impacts of short-term rental housing, and other municipalities could consider following a similar process.

In Oshawa, short-term rentals shall be used to provide temporary accommodation for any rental period that is less than 28 consecutive days and not exceeding a combined total of 180 days in a calendar year. Furthermore, short-term rentals shall be located in homes that are the owner's principal residence. This means the owner must live at the property.

**Table 2:** Short-term rental units surveyed in 2019.

Municipality	Airbnb units
Ajax	68
Brock	8
Clarington	49
Oshawa	96
Pickering	44
Scugog	29
Uxbridge	12
Whitby	50
Durham	356

<sup>20</sup> Short-term housing study completed on behalf of the Region completed in April 2019.

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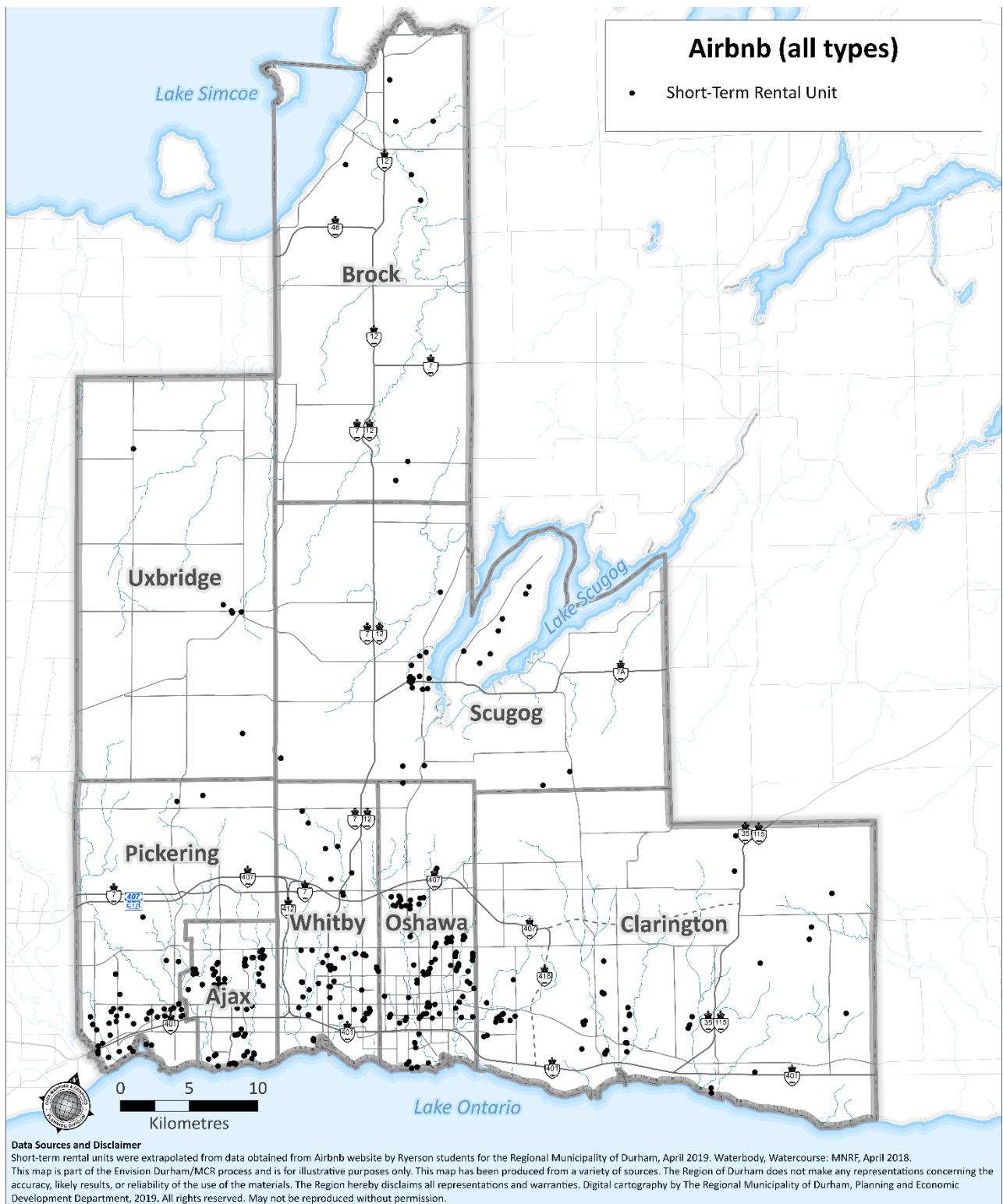


Figure 22: Map of Airbnb units surveyed in 2019. Approximate location based on postal code data.



Urban and rural communities are likely to face some different challenges with regard to short-term rental housing. For example, in Durham’s northern townships, there is a greater need to enable tourism activities like fishing and hunting, and there are fewer hotel accommodation options.

**Discussion Question:**

**Should the ROP include policies regarding the regulation of short-term rental housing?**

## 4.9 Rural housing

The predominant form of housing in rural areas is single-detached houses. This in part reflects the limitations for private well and septic systems building higher-density forms of housing.

Over 98 per cent of residential units in rural areas of Durham were single-detached dwellings. Over 97 per cent of new units were also single-detached in hamlets.<sup>21</sup>

From 2001 to 2017, the proportion of building permits issued for construction of residential units within Durham’s Rural Area has been relatively consistent, accommodating between one and four per cent of all permits issued and averaging 121 new units/year. Between 2001 and 2017, approximately 2,062 new residential units were built in the Rural Area.

It is estimated that there is the potential for approximately 2,245 additional residential

dwellings in the Rural Area. The majority of vacant lots (nearly 1,800) which could accommodate a new dwelling are located outside of rural settlement areas. This would represent an additional population of approximately 6,800 in Durham’s Rural Area.

Through the Land Needs Assessment (LNA) and as part of the Envision Durham Growth Management Study, the Region will consider development trends and potential in the rural system.

## 4.10 Tiny houses

Tiny homes are smaller homes that typically include a kitchen, bathroom, living room, and sleeping quarters. Tiny houses could provide more affordable home ownership options too. As these units are smaller, they could be less expensive to build and maintain.



**Figure 23:** An example of a 353 square foot “tiny house” that was listed in Oshawa for \$200,000 in 2019.

Tiny houses can also be ancillary structures, such as garden suites, granny flats, laneway houses or converted detached garages. These

<sup>21</sup> Based on year-end 2018 MPAC assessment data.

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types of homes would be considered detached second units and would increase rental housing supply.

Some tiny homes are built on a chassis or frame so they are portable. They are regulated by the Ministry of Transportation and can be considered a mobile home. Although they may not require a building permit and are not subject to the Ontario Building Code, zoning by-laws will not permit mobile homes in most areas outside of mobile home parks.

## Discussion Question:

**Should the Region encourage the development of tiny homes to enable more affordable housing options? If so, where?**

## 4.11 Six-storey wood-frame construction

In 2015, the province amended the Ontario Building Code (OBC) to enable six-storey wood-frame construction. Due to the cost savings from this form of development over typical concrete and steel construction, they can enable greater housing choice.

The use of six-storey wood-frame construction permissions in the OBC creates opportunities for intensification, and more efficient cost-effective development within growth areas where higher-density residential development may not have been otherwise economically viable.

<sup>22</sup> Statistics Canada, 2017 Canadian Survey on Disability

## Discussion Question:

**Where are the most appropriate locations to build mid-rise apartments in Durham?**

## 4.12 Special needs housing

Accessible housing enables independent living for persons with disabilities. Improvements to accessibility can be achieved through architectural design and integration of accessibility features such as modified furniture, appliances, shelves and cupboards.

### 4.12.1 Mobility

It is estimated that one in five Canadians aged 15 years and over have one or more mobility challenges that limit their daily activities.<sup>22</sup> In Durham, approximately 70,000 residents are living with a disability.<sup>23</sup>

Physical disabilities can present a unique set of challenges. Individuals who rely on wheelchairs or have limited mobility are a growing segment of the community, and housing designs where physical access does not involve stairs, and units that are barrier-free will be in higher demand.

Adapting a home to fit the needs of people with mobility challenges can also create opportunities for residents to age in place, without the need to disrupt existing living patterns, access to services, access to family and loved ones, or established social circles.

<sup>23</sup> Durham Multi-year Accessibility Plan (2016-2021)

#### 4.12.2 Mental health

Adequate, suitable and affordable housing contributes to physical and mental well-being. It leads to increased personal safety and helps decrease stress, leading to improved sleep and diet. These factors result in better mental health outcomes. When housing is inadequate or unavailable, personal as well as community well-being can suffer.

A growing shortage of affordable rental housing has been identified by the Canadian Mental Health Association as a key contributor to homelessness.<sup>24</sup> Mental health concerns can be a significant challenge for an individual to secure safe and affordable housing and negatively impacts a person's ability to respond with life changes.

Having a mental health issue or addiction can be a risk factor of homelessness. Fifty-eight per cent of Durham's homeless identified having a mental illness and 31 per cent were struggling with an addiction or substance abuse.<sup>25</sup>

There is a need for a range of housing options for people with serious mental health problems who wish to live in the community. Supportive housing can range from minimal to high levels of support. Rent supplement programs can assist people with mental health challenges to secure housing that is

safe and affordable. There is also a need for programs to help people to overcome specific mental health and addiction issues. Access to wrap-around services combined with safe and affordable housing can help people overcome their challenges.

#### Discussion Question:

**What should the Region do to help people with mental health concerns secure safe and affordable housing?**

#### 4.13 Housing for seniors

People are living longer, and over the next few decades there will be significant demographic change. The Ministry of Finance projects that by 2041, nearly a quarter of Durham's population will be 65 years of age or older (23.8 per cent).<sup>26</sup> Durham seniors aged 90 and older are projected to increase by 274 per cent, from over 4,600 in 2018 to over 17,000 in 2041.

As people age, their physical and cognitive needs and abilities may also change. It is estimated that close to 10,000 Durham residents are living with Alzheimer's disease or related dementia,<sup>27</sup> and that one in ten Canadian adults over the age of 65 will develop some form of dementia over their lifetime. Older adults are also more likely to have a physical disability.

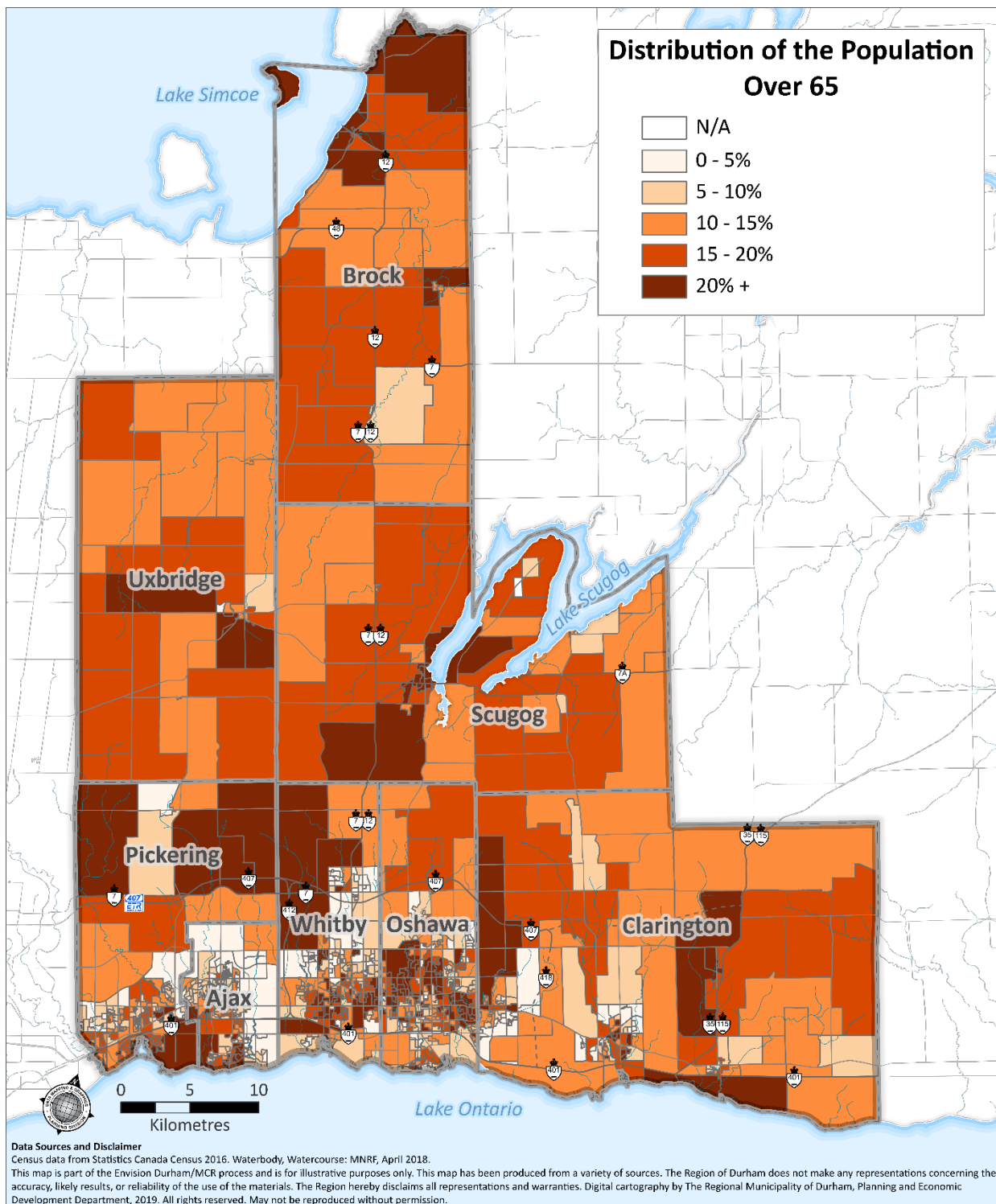
<sup>24</sup> Ontario Mental Health and Housing Background

<sup>25</sup> Durham 2018 Point-in-Time (PIT) Count Report

<sup>26</sup> Ministry of Finance, Ontario's Population Projection Update – Spring 2018.

<sup>27</sup> 9,722 persons living with dementia and care partners, Alzheimer Society of Durham Region.

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**Figure 24:** Seniors make up over a fifth of the population in some areas in Durham. Map based on 2016 Statistics Canada Census of Population data aggregated at the Dissemination Area level of geography.



Many seniors need housing that is better suited to their needs. Accessibility and home-maintenance can also be a challenge for older adults.

For some, bungalows can be an attractive option because they have fewer stairs, are directly accessible at ground level and accommodate day-to-day living on one floor. For others, apartments (either condominium or rental) can offer security, centralized maintenance, and weather protected access to units.



**Figure 25:** Condominium apartments can provide accessible options suitable for seniors who want to remain in their community.

Others prefer to “age in place” and remain in their home, perhaps later transitioning to housing within their community.

Retirement communities, multi-generational and shared-ownership homes are other options to help seniors continue living independently.

Seniors may need support to live in their communities. For example, Local Health Integration Networks (LHINs) co-ordinate

government-funded health care services for people living at home in partnership with a number of community service providers. With an aging population, there will be a need for more long-term care facilities in the future as well.

The Region, in its [Age-Friendly Durham Strategy and Action Plan \(April 2017\)](#), provides a series of actions intended to respond to the needs of older adults.

The Region seeks to incorporate best practices from other jurisdictions into Durham’s local age-friendly planning process. Age-friendly planning involves multi-level collaboration and collective action, to improve quality of life and the livability of our communities.

Through Envision Durham, the Region will consider housing policies that support an aging population.

#### Discussion Question:

**What policies should the Region consider within the ROP to increase housing options for seniors?**

#### 4.14 Shared living

While housing is becoming increasingly expensive, more and more, people are living by themselves. Isolation and loneliness are risk factors for many health problems. Shared living could be a solution to both loneliness and soaring housing costs.

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Shared living can take different forms. In some cases, many individuals can own a share of a home. Tenants can also rent different rooms within the same house or apartment. Homeowners can also rent out rooms within their homes.

## Port Perry's Golden Girls

In 2016 four senior, single women moved into a recently renovated home in downtown Port Perry. Their concept of shared home ownership was to purchase and renovate a heritage home in Port Perry with a plan to accommodate their present and future needs. Highlights from this example include:

- Planning for their golden years.
- The housing options available were not suitable for how they wanted to live.
- They have created the potential for other municipalities to consider more affordable housing for seniors.

Inspired by this example, Durham MPP Lindsey Park tabled a private member's bill and the Golden Girls Act was unanimously passed in 2019.

The Act prevents municipalities from using local by-laws to prohibit seniors from cohabitating.



Multigeneration homes can allow parents to move some of their assets out of their home and allow their children to access the real estate market. There may also be cultural reasons for some households to choose living with family.

Seniors, or younger adults, can purchase a single property and share the ownership together. For younger people it could provide a more affordable way to finance their housing costs. Seniors can choose to purchase and renovate a larger home to accommodate their present and future needs.

Homeowners can choose to share their home with tenants. For many, including seniors, they may also offer reduced rent in exchange for small chores and companionship. Some jurisdictions have had success with home sharing programs that match homeowners and tenants. As with other forms of home sharing, it is important to have a clear contract that outlines expectations and rules while they live together.

## Discussion Question:

**Should the Region have a role in helping to facilitate shared living housing?**

## 4.15 Shared equity

New models of shared ownership have emerged in response to housing affordability concerns. In shared equity models, multiple parties have an interest in a property.

Shared equity programs can involve third party lenders, including individuals, private

corporations, non-profit organizations and government agencies.

In Canada, there are two forms of shared equity programs. A third party can invest in a share of a property, or they can provide the homeowner with a second mortgage.

For shared equity mortgage programs, the second mortgage often requires no payments until the home is sold, refinanced or at the end of a fixed term. If the home price appreciates over time, both parties share in the profit.

The federal First-Time Home Buyer Incentive is an example of shared equity housing that will allow CMHC to lend a homeowner money for a shared stake in the equity of a home. Options for Homes and Trillium Housing are two organizations that have helped create affordable housing in the GTA with shared equity financing models.

## 5.0 Regional housing interest

Although the federal and provincial governments have significant roles, housing is very much a regional and local issue. In Ontario, municipal governments are the primary funders of community housing. In 2017, municipal governments contributed over \$1.77 billion for community housing. By comparison, the provincial and federal governments jointly contributed only \$616 million.

Durham is one of Ontario's 47 Consolidated Municipal Service System Managers who fund, plan, manage, and administer community housing. Municipal service managers develop affordable housing stock

and deliver homelessness prevention programs. Municipalities may also provide housing allowances and rent supplements.

Service managers work in partnership with co-operative, non-profit and Indigenous community housing providers. They also consult with community members to address the housing needs of vulnerable, low income Ontarians.

Municipalities are responsible for planning land use and implementing the Ontario Building Code. Municipal housing policy reflects provincial direction to enable the development of a wide range of housing options for residents. A well-designed built environment promotes resident quality of life and population health.

Municipalities have a number of planning and financial tools that can help facilitate affordable housing. These tools include a Tax Increment Equivalent Grant, waiving or deferring development charges, reduced parking requirements, inclusionary zoning, community improvement plans, and designating housing providers as municipal capital facilities.

A regional government's primary land use planning tool is its ROP, which among other matters implements the policies and requirements of relevant provincial plans and the PPS. Area municipalities also develop OPs, and they are responsible for preparing, administering and 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 policies and plans.

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## Discussion question:

**What ROP policies should be strengthened to support the development of diverse housing options including affordable housing?**

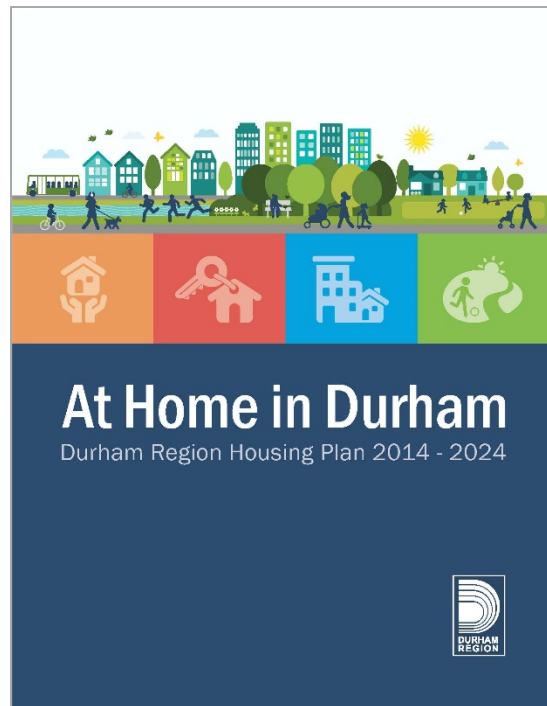
## 5.1 At Home in Durham

At Home in Durham sets out Durham's long-term vision for housing. It is an extension of the Region's commitment to affordable housing as set out in the Strategic Plan and ROP. It was developed in 2014 to meet the provincial requirements for a Housing Strategy (required under the former Growth Plan, 2006) and a Housing and Homelessness Plan (required under the HSA).

The goals and primary actions of At Home in Durham aim to improve affordability and access to housing with and without supports, protect the existing affordable housing supply, encourage housing diversity, and build capacity in the housing system. These goals are:

- End Homelessness in Durham
- Affordable Rent for Everyone
- Greater Housing Choice
- Strong and Vibrant Neighbourhoods

Under the Housing Services Act, the Region of Durham is required to review At Home in Durham at least every five years and amend the plan as it considers necessary or advisable.



**Figure 26:** At Home in Durham is the Region's ten-year housing plan.

The Region has completed its five-year review of At Home in Durham and no substantive changes have been made to the Plan. It will continue to implement the Plan over the next five years and is committed to:

- Reducing chronic homelessness to zero.
- Increasing the supply of affordable rental housing by 1,000 units.
- Increasing the supply of medium- to high-density housing.
- Significant progress in the regeneration of community housing.



## 5.2 Affordable Rental and Seniors' Housing Task Force

At a meeting in November 2015, Regional Council decided to establish a Task Force to explore strategies to promote the creation and maintenance of affordable and seniors' housing in Durham. The Affordable Rental and Seniors' Housing Task Force met monthly from December 2016 until June 2017 to develop a better understanding of the issues, learn from others, share their knowledge, provide advice and consider potential solutions.

In October 2017, the Task Force released its report setting out a six-point plan of action and 34 recommendations to address the need for the creation of more affordable rental housing for low and moderate income households, as well as the need for more housing choices for seniors in Durham. The Task Force recommendations complement and reinforce the goals and actions of At Home in Durham.

### 5.2.1 Supportive policy environment

At Home in Durham and the Housing Task Force recommendations commit to a review of the ROP to ensure that it creates a supportive and permissive environment for affordable rental and seniors' housing choices. Many policies in the ROP promote a diverse range of housing options.

The ROP will be updated through the Envision Durham MCR process, and housing policies will be improved to help support a resilient housing system in the region. The ROP should reflect Durham's commitment to

increase affordable housing and promote greater housing options.

At Home in Durham and the Task Force recommendations seeks to identify opportunities for intensification. Through Envision Durham's Growth Management Study, an Intensification Strategy will review sites with potential for redevelopment within strategic growth areas, including MTSAs, centres and corridors.

Second units can also increase intensification within the region's built-up area. Second units can add gentle density to stable neighbourhoods. The ROP supports conversion of single-detached homes to multiple residential units and directs area municipalities to have policies that permit second units.

The ROP also has policies that protect rental housing units in Durham. Condominium conversions are not permitted when vacancy rates are below three per cent at the local and regional level.

### 5.2.2 Process certainty

Consistent with At Home in Durham and the Task Force recommendations, the Region is engaged with municipal partners, to improve certainty and to advance affordable rental and seniors' housing projects, where opportunities exist.

The Region supports municipalities that are considering the adoption of a Community Planning Permit System, and other opportunities for concurrent review and approval of OP amendments, zoning by-laws and site plans.

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Municipalities are working with the development industry to balance the requirements for development approvals and market supply by expediting processes, implementing one window comment procedures, streamlining the circulation process, and working with agency partners.

Municipalities will continue to implement electronic tracking of applications and move towards electronic plan submission so that real time information can be provided.

Other examples of efforts in Durham that have made the development approvals more efficient and provided greater process certainty include the following:

- The Region has streamlined the site contamination review protocol to provide flexibility in certain circumstances.
- Local municipal initiatives to expedite priority projects include the establishment of dedicated review teams to streamline the review of major mixed-use projects, as well as expedited site plan and building approval processes for specific priority projects.

## 5.3 Community housing

Community and social housing is an important part of the Region's social infrastructure. It provides rental housing for low and moderate income households. It offers a mix of market and rent-geared-to-income (RGI) units. RGI households are generally unable to afford housing in the private market and pay about 30 per cent of their income on housing costs. This is an important part of the Region's social infrastructure.

In its role as Service Manager under the HSA, the Region of Durham is responsible for:

- Developing and implementing a ten-year plan to address housing and homelessness conditions in Durham (At Home in Durham).
- Funding and administration of 44 community housing providers across the region, including the Regionally owned Durham Regional Local Housing Corporation (DRLHC).
- Providing rent-geared-to-income (RGI) housing assistance to 4,446 low and moderate income households under its legislated service level standard, including administration of the RGI wait list.
- Allocating and administering provincial and Regional funds for homelessness services and programs, including: emergency shelter solutions; transitional and supportive housing; services and supports (e.g. outreach and referral); and homelessness prevention.

## 5.4 Incentive programs

Although federal, provincial and other programs help finance housing, municipal governments also have the ability to directly encourage the delivery of affordable housing projects.

For example, municipalities can establish incentives through Community Improvement Plans (CIPs) under section 28 of the Planning Act, to enable municipalities to provide grants, loans or other incentives for affordable housing projects, such as:

- Monetary incentives, including reductions or deferrals of application fees.
- Development charge deferrals or reductions.
- Fast-tracking of development approvals.
- Alternate development design standards such as parking standard reductions that enable more cost-effective use of land.
- Enabling policies such as those which may encourage the sale or lease of surplus public lands to support affordable housing development.

Currently, Durham Region also provides other tools which support the development of affordable housing, including:

- Redevelopment Credits under Development Charge (DC) by-laws.
- Exemptions under the Development Charge Act, UOIT Act and Regional DC by-laws.
- Intensification Servicing Policy.
- Regional Revitalization Program (RRP).

The Region can provide direct financial assistance to development projects that are within area municipal Community Improvement Plan (CIP) areas through the Regional Revitalization Program (RRP).

In addition, upper-tier municipalities like the Region of Durham may adopt CIPs, provided they deal with matters of:

- Affordable housing.
- Infrastructure that is within the Region’s jurisdiction.

- Land and buildings within and adjacent to existing or planned transit corridors that have the potential to provide a focus for higher-density mixed-use development and redevelopment.



**Figure 27:** Market rental apartments under construction at Vision at Pat Bayly Square in Ajax, a project that received funding and support through Ajax’s Downtown CIP program, the Regional Revitalization Program and CMHC.

## 5.4.1 Regional Development Charge Background Study (2018)

To support the creation of affordable rental and seniors' housing, the Region introduced a new residential development charge (DC) service category for "Housing Services."

The funds collected through the new DC category will be used to support the development of new, growth-related social and government-assisted affordable housing projects/units. DC revenue may fund capital costs for new housing development for:

- Community housing provided by the Durham Regional Local Housing Corporation (DRLHC), or by a non-profit housing provider that receives ongoing subsidy from the Region of Durham.
- Affordable Housing that are rental units, provided by private or non-profit housing providers that receive funding through a federal or provincial government affordable housing program.

Eligible projects must be for new construction only, including additions and extensions resulting in additional rental units, and are approved by Regional Council on a case-by-case basis. Applicants for eligible units must meet eligibility requirements for the DASH wait list.

## 6.0 Provincial housing interest

The Province of Ontario's Provincial Policy Statement and provincial plans provide a framework to determine where and how growth should occur. Municipalities are to plan for an appropriate range and mix of

housing types and densities to create complete and healthy communities, including affordable housing.

## 6.1 Provincial responsibilities

The province provides the legislative framework for community housing through the Housing Services Act and guides local Housing and Homelessness Plans through the 2016 Housing Policy Statement.

The Community Housing Renewal Strategy focuses on strategies to sustain and grow community housing, while the Housing Supply Action Plan seeks to increase affordable housing in the private sector. The province is also the primary funder for supportive housing and homelessness.

Municipal governments usually deliver provincial funding programs, including the Community Homelessness Prevention Initiative (CHPI), the Strong Communities Rent Supplement program, the former Investment in Affordable Housing (IAH) program, and the new Ontario Housing Priorities Initiative (OPHI). Some of these programs are co-funded with the federal government.

The province regulates the municipal planning function through legislation like the Planning Act. It is also responsible for numerous provincial directives including the Provincial Policy Statement and the provincial Growth Plan. This framework sets requirements for municipal planning activities, including notifications, public meetings, consultation with third parties and timelines. It also addresses policies related to



affordable housing, special needs, second units and inclusionary zoning.

The province has the authority to require municipalities to charge lower tax rates on new multiple residential dwellings. Ontario is also responsible for numerous processes that may affect timelines in the municipal development approval process. These processes include the Local Planning Appeal Tribunal, environmental assessments, and Ontario's land registry.

The province also regulates rental housing through the Residential Tenancies Act and the Landlord and Tenant Board.

## 6.2 Investments in affordable housing

The Investment in Affordable Housing (IAH) program will have provided almost \$1.3 billion in federal and provincial funding between 2011 and 2020 to improve access to affordable housing that is suitable and sustainable for households across Ontario.

In 2016, \$640 million in new federal and provincial funding under the Social Infrastructure Fund (SIF) was allocated over a two year period for new construction, renovation and retrofit of community housing and shelters for survivors of domestic violence. SIF increased the funding commitment under the existing IAH program by \$168.3 million.



**Figure 28:** Ritson Residence, located in Oshawa, is an example of housing that received IAH funding to build affordable rental units.

In 2019, the provincial and federal governments replaced IAH with the Ontario Priorities Housing Initiative (OPHI). In Durham, OPHI will fund new affordable rental construction, community housing repair and affordable homeownership. To date, the Region has been allocated \$11.8 million in funding to address housing need over the next three years.

## 6.3 Housing Services Act

The Housing Services Act (HSA) establishes the framework for community housing in Ontario and requires municipal service managers, like Durham Region to prepare ten-year housing and homelessness plans.

Under the HSA, municipal service managers are required to administer and fund community housing in their service areas, including the maintenance of a specified number of rent-geared-to-income (RGI) assisted households under their legislated service level standards. RGI eligibility and

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selection of households from the wait list is also legislated by the HSA and its regulations.

Local housing and homelessness plans are based on local needs and guide local actions to address homelessness and housing in line with local and provincial priorities—including those set out in the 2016 Provincial Policy Statement. This includes a role for the private market.

When combined with programs, like housing allowances and rent supplements, private market housing can support greater housing stability for low and moderate income households and reduce the risk of homelessness. Working with municipalities within their service area, service managers' housing plans are to:

- Identify an active role for the private sector in providing a mix and range of housing, including affordable rental and ownership housing, to meet local needs.
- Identify and encourage actions for municipalities and planning boards, where applicable, to support the role of the private sector, including the use of available land use planning and financial tools.
- Reflect a coordinated approach with Ontario's land use planning framework, including the Provincial Policy Statement.
- Align with housing policies required by A Place to Grow, Growth Plan for the Greater Golden Horseshoe.

## 6.4 Provincial land use planning policy context

Land use planning is the process of responsibly managing growth and change by regulating and managing land and resources. It allows communities to set goals 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. The government at the provincial, regional and area municipal levels exercise varying degrees of control and regulation over land use planning.

### 6.4.1 Land Use Planning for Housing Policy Statement, 1989

Many policies within the ROP were a response to the Land Use Planning for Housing Policy Statement issued by the province in 1989. It included policies on the following housing related issues:

- Provision of a range of housing types.
- At least 25 per cent of all new residential development to be affordable for low and moderate income households.
- Encouragement of residential intensification.
- Ensuring a sufficient supply of land for future residential use.
- Streamlining the planning process.

Shelter costs which do not exceed 30 per cent of gross annual household income were considered affordable. Households of low and moderate income were defined as households within the lowest 60 per cent of the income distribution for the Housing Region.

#### 6.4.2 Provincial Policy Statement

The current Provincial Policy Statement (PPS, 2014) sets the policy foundation for land use planning across Ontario. The PPS contains three major policy areas of: Building Strong Healthy Communities, the Wise Management of Resources and Protecting Public Health and Safety.

The PPS provides policy direction on development and land use patterns. This includes placing importance on urban and rural settlement areas as the focus for population and employment growth, while minimizing land consumption.

The PPS sets out how municipalities should plan for housing through:

- Defining the term affordable housing as well as low and moderate income households.
- Plan for healthy, liveable and safe communities that are sustained by accommodating an appropriate range and mix of housing including affordable housing and housing for older persons.
- Provide for an appropriate range and mix of housing types and densities to meet requirements of current and future residents by establishing and implementing minimum targets for the

provision of housing which is affordable to low and moderate income households.

- Permit and facilitate housing options to meet the social, health, economic and well-being requirements of current and future residents. Housing options should consider special needs requirements and all types of residential intensification, including second units.
- Direct the development of new housing to locations where appropriate levels of infrastructure and public service facilities are available to support current and projected needs.

One of many policy directions within the PPS is to align growth in a manner that maximizes the efficient use of infrastructure and public service facilities.

The PPS is currently under review. Some of the proposed changes include adding market based range and mix of residential housing types. The proposed changes would extend the planning horizon for designating lands for residential development to 25 years, subject to provincial guidelines and would allow municipalities to require a minimum five-year supply of residential units suitably zoned or in draft approved plans and registered plans.



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## **Affordable:** means

- a) in the case of ownership housing, the least expensive of:
  - i) housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for *low and moderate income households*; or
  - ii) housing for which the purchase price is at least 10 percent below the average purchase price of a resale unit in the *regional market area*;
- b) in the case of rental housing, the least expensive of:
  - i) a unit for which the rent does not exceed 30 percent of gross annual household income for *low and moderate income households*; or
  - ii) a unit for which the rent is at or below the average market rent of a unit in the *regional market area*.

## **Low and moderate income households:** means

- a) in the case of ownership housing, households with incomes in the lowest 60 percent of the income distribution for the *regional market area*; or
- b) in the case of rental housing, households with incomes in the lowest 60 percent of the income distribution for renter households for the *regional market area*.

## **6.4.3 A Place to Grow: Growth Plan for the Greater Golden Horseshoe**

The provincial Growth Plan directs upper- and single-tier municipalities to provide a diverse range and mix of housing options, including second units and affordable housing to accommodate people at all stages of life and to accommodate the needs of all household sizes and incomes. Policy 2.2.6.1 states that municipalities will:

- Support housing choice through the achievement of intensification and density targets in the Growth Plan.
- Identify a diverse range and mix of housing options and densities to meet the needs of current and future residents.
- Establish affordable ownership housing and rental housing targets.

Municipalities are to consider the range and mix of existing housing stock and plan to achieve complete communities. Where appropriate, consideration is to be given to require that multi-unit residential developments incorporate a mix of unit sizes.

The provincial Growth Plan directs single and upper-tier municipalities to implement housing policies, which should be aligned with land use planning and identify financial tools to support housing policy.

The provincial Growth Plan also sets regional population and employment targets for 2041. By then, Durham is forecasted to grow to 1.19 million people.

#### 6.4.4 Land Needs Assessment Methodology

The Land Needs Assessment (LNA) was developed to provide a consistent approach to growth management. The province is currently reviewing the LNA and requirement for a housing strategy may be subject to change.

The LNA methodology provides guidance for determining how and where municipalities should grow.

To support the achievement of complete communities, the current LNA requires municipalities to prepare a housing strategy that considers the existing housing stock and plans to diversify the overall range and mix of housing options that are available.

The development of this strategy should analyze the anticipated composition of households, such as size, age of occupants, income, and family versus non-family households. It should also involve analysis of the existing housing stock as well as the needs of future households in terms of the range and mix of housing options, including unit size and numbers of bedrooms.

Based on this analysis, municipalities will make certain assumptions such as the average number of persons per unit (PPU) expected in the future. Municipalities will need to demonstrate how the density requirements in the provincial Growth Plan would be met through their LNA exercises.

In addition to determining the specific mix of new housing units to be planned, the housing strategy currently identified as part of the LNA should also identify the specific land use

planning and financial tools that will be used to achieve the objective of diversifying the overall range and mix of housing options available, including affordable housing.

## 7.0 Federal housing interest

In Canada, the federal government functions as a system enabler for housing policy and funding. It can leverage its fiscal capacity through the Ministry of Finance and Canada Mortgage and Housing Corporation (CMHC), to:

- Make community housing financially viable across the country.
- Promote the expansion of more affordable housing options.
- Help prevent homelessness.

Additionally, the Bank of Canada can impact demand for housing through monetary policy.

The federal government took the lead in establishing affordable community housing for returning war veterans in the 1940s. Subsequently, the federal government funded the construction of over 84,000 units of public housing between 1964 and 1975.

A new federal community housing program in Ontario began in 1978. Under this federal program, over 52,000 units were built between 1978 and 1985. Unfortunately, the federal government's role in housing slowly diminished and funding for new community housing ultimately came to an end in 1993.

Although CMHC plays a role in providing mortgage liquidity, and provides research and advice to the Canadian government and

# Housing

housing industry, the federal government had not played a significant role in funding new community housing or developing housing policy over several decades. This changed with the introduction of the National Housing Strategy in 2017.

Through the late-1990s, the federal and provincial governments reduced their role in the funding and delivery of affordable and community housing. In 1993, the federal government terminated all funding for the development of new community housing, as did the province in 1995.

The federal government downloaded administrative responsibility for its community housing stock through the 1999 Social Housing Agreement (SHA) with Ontario. The province then transferred its administrative and funding responsibility to municipal service managers in 2000.

Since 2002 there have been various Canada-Ontario agreements to support the development of new affordable housing and assist municipal service managers with an aging, often energy-inefficient, community housing stock.

Since 2005, the Region has leveraged federal and provincial funding for community and affordable housing programs. This has resulted in:

- The construction of 549 new rental units (\$62.9 million).
- Provided with rent support for 1,178 households through supplements and allowances (\$24.9 million).

- \$26.2 million in rehabilitation improvements and energy cost savings in community housing.

While Durham has been the recipient of funding through these programs, Regional Council have long recommended that the federal and provincial governments expedite long-term, predictable and sustainable funding to municipalities (such as non-application-based funding like the Federal and Provincial Gas Tax) in order to encourage priority-based investments and improve long-term financial planning for resource prioritization.

## **Projects in Durham that have received federal funding include:**

- Lakeview Harbourside (DRLHC), Oshawa
- Perry Street (DRLHC), Uxbridge
- Hubbard Station (AMHC), Ajax
- Harmony Ridge Gardens, Oshawa
- Bloor Park Village, Oshawa
- Whitby Village
- Ritson Residence, Oshawa
- Old School House Apartment (DRNPHC), Brock
- Gillespie Gardens (DRNPHC), Brock
- Cornerstone Community Homes, Oshawa
- New View Holdings, Bowmanville
- Newcastle Lodge for Seniors and Family Dwellings

## 7.1 National Housing Strategy

In November 2017, the Government of Canada released its first ever National Housing Strategy (NHS), signaling a renewed commitment to high level housing policy, with a continued commitment to funding programs. The 10-year strategy commits \$40-billion in joint federal-provincial spending towards:

- Reducing chronic homelessness by 50 per cent.
- Removing 530,000 households out of housing need.
- Constructing 100,000 new affordable housing units.
- Repairing or renewing 300,000 existing affordable housing units.

Investments (almost half of which are cost shared) under the NHS include:

- \$15.9 billion for a new National Housing Co-investment Fund.
- \$8.6 billion for a new Canada Community Housing Initiative.
- \$4 billion for a new Canada Housing Benefit.
- \$2.5 billion under new federal-provincial housing partnership funds.
- \$2.2 billion to reduce homelessness.
- \$300 million in additional funding to address the needs in Canada's north.
- \$241 million for research, data and demonstrations.
- \$200 million in land transfers to housing providers.
- Committing that at least 25 per cent of funds go to projects for women, girls and their families.

- Working with Indigenous leaders to co-develop distinctions-based housing strategies.

To date, the NHS's National Housing Co-investment Fund has provided \$7.25 million in direct assistance to two community housing providers in Durham to support the development of new affordable housing units in the region:

- \$2.15 million to Cornerstone Community Association Durham in Oshawa.
- \$5.1 million to Newcastle Lodge for Senior and Family Dwelling in Clarington.

Other federal funding includes seed funding programs, various loan insurance programs and other investments in affordable housing.

The 2019 federal budget included measures aimed at improving home affordability. One notable inclusion is the First-Time Home Buyer Incentive. Under the plan, eligible first-time home buyers that require mortgage insurance could finance part of their purchase through a shared-equity mortgage with CMHC. It would reduce a buyer's total borrowing costs and making their monthly mortgage payments more affordable.

# Housing

## Next steps

This Discussion Paper is the last in a series of Discussion Papers released over the course of 2019 for Envision Durham. These Discussion Papers provide an overview and background on theme-based land use planning matters and pose various questions in order 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](https://durham.ca/EnvisionDurham).**

Following the release of these Discussion Papers, interested parties will also have opportunities to provide feedback on proposed policy directions and, a future draft of the Regional Official Plan.

To stay up-to-date on Envision Durham, please visit [durham.ca/EnvisionDurham](https://durham.ca/EnvisionDurham) and subscribe to receive email updates.

## Appendix A: Discussion questions workbook

Discussion questions are posed throughout the Housing 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. **Should the Region maintain its definition for affordable rental housing to be consistent with other municipalities in the GTHA and the PPS? (Page 13)**

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2. **Should the Region maintain its definition for affordable ownership housing to be consistent with other GTHA municipalities? (Page 20)**

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3. **Should the Region take a more active role to increase affordable home ownership options? (Page 21)**

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# Housing

**4. Should the Region consider increasing or decreasing its affordable housing targets? (Page 22)**

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**5. Should Durham consider higher affordable housing targets within specific locations, such as within Strategic Growth Areas that are near key transit corridors? (Page 22)**

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**6. Should the ROP encourage municipalities to reduce parking requirements for second units in areas that are well served by transit? (Page 26)**

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**7. What other barriers should be removed to make it easier to build second units, such as basement apartments? (Page 26)**

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**8. Should the ROP include policies on inclusionary zoning? (Page 28)**

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**9. Should Durham continue to combine certain area municipalities as a part of its required three per cent vacancy rate for rental conversion? (Page 29)**

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**10. Should Durham consider reviewing its rental conversion policies to consider exceptions under certain circumstances? (Page 29)**

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**11. Should the ROP encourage municipalities to enact demolition control by-laws to preserve existing rental housing? (Page 30)**

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# Housing

**12. Should the ROP include policies regarding the regulation of short-term rental housing? (Page 34)**

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**13. Should the Region encourage the development of tiny homes to enable more affordable housing options? If so, where? (Page 35)**

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**14. Where are the most appropriate locations to build mid-rise apartments in Durham? (Page 35)**

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**15. What should the Region do to help people with mental health concerns secure safe and affordable housing? (Page 36)**

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**16. What policies should the Region consider within the ROP to increase housing options for seniors? (Page 38)**

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**17. Should the Region have a role in helping to facilitate shared living housing? (Page 39)**

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**18. What ROP policies should be strengthened to support the development of diverse housing options including affordable housing? (Page 41)**

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## Appendix B: Glossary

### Affordable housing:

- a. In the case of ownership housing, the least expensive of:
  - i. Housing for which the purchase price results in annual accommodation costs which do not exceed 30 per cent of gross annual household income for low and moderate income households
  - ii. Housing for which the purchase price is at least 10 per cent below the average purchase price of a resale unit in the region.
- b. In the case of rental housing, the least expensive of:
  - i. A unit for which the rent does not exceed 30 per cent of gross annual household income for low and moderate income households
  - ii. A unit for which the rent is at or below the average market rent of a unit in the region (Regional Official Plan).
- c. **Bed and breakfast establishment:** an establishment that provides sleeping accommodation (including breakfast and other meals, services, facilities and amenities for the exclusive use of guests) for the traveling or vacationing public in up to three guest rooms within a single dwelling that is the principal residence of the proprietor of the establishment (Regional Official Plan).

**Community Improvement Plan:** a plan for the community improvement of a community improvement project area.

**Compact built form:** A land use pattern that encourages the efficient use of land, walkable 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 by transit and active transportation, sidewalks with minimal interruptions for vehicle access, and a pedestrian-friendly environment along roads to encourage active transportation (Growth Plan).

**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 (Growth Plan).

**Conversion:** redesignation from Employment Area to another urban designation, or the introduction of a use that is otherwise not permitted in the Employment Areas designation (Regional Official Plan).

**Comprehensive Review:** an official plan review which is undertaken by the Region, or an official plan amendment which is undertaken by the Region, in consultation with the respective area municipalities. A comprehensive review also includes an official plan review or an official plan amendment initiated by an area municipality that is in conformity with this Plan. For the purpose of this Plan, Comprehensive Review shall also mean a "municipal comprehensive review" in accordance with the provincial Growth Plan, where applicable (Regional Official Plan).

**Development:** the creation of a new lot, a change in land use, or the construction of buildings and structures, any of which require approval under the Planning Act, or that are subject to the Environmental Assessment Act, but does not include:

- a. The construction of facilities for transportation, infrastructure and utilities used by a public body.
- b. Activities or works under the Drainage Act. (In the case of lands on the Oak Ridges Moraine, this applies only to the reconstruction, repair or maintenance of an existing drain approved under the Drainage Act.)
- c. The carrying out of agricultural practices on land that continues to be used for agriculture uses (Regional Official Plan).

**Downtown area:** designated Centre characterized by its historical significance, as a focal point for the broader community (Regional Official Plan).

**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 (Growth Plan).

**Delineated Built-up Area:** All land within the delineated built boundary (Growth Plan).

**Designated Greenfield Area:** Lands within settlement areas 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 (Growth Plan).

**Employment Areas:** Areas designated in official plans for clusters of business and economic activities including, but not limited to, manufacturing, warehousing, offices, and associate retail and ancillary facilities (Provincial Policy Statement).

**Farm vacation home:** an establishment that provides sleeping accommodation (including participation in farm activities, meals, services, facilities and amenities for the exclusive use of guests) for the travelling or vacationing public in up to three guest rooms within a single dwelling that is located on a farm and is the principal residence of the proprietor of the establishment (Regional Official Plan).

**Functional zero homelessness:** Functional zero means that a community has no more than three chronically homeless people on its By-Name List, or 0.1 per cent of its most actively homeless number (whichever is

# Housing

greater) sustained for three consecutive months.

**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 inter-city rail), light rail, and buses in dedicated rights-of-way (Growth Plan).

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

- Redevelopment, including the reuse of brownfield sites.
- The development of vacant and/or underutilized lots within previously developed areas.
- Infill development.
- The expansion or conversion of existing buildings (Provincial Policy Statement).

**Low and moderate income households:**

- a. In the case of ownership housing, households with incomes in the lowest 60 per cent of the income distribution for the Region.
- b. In the case of rental housing, households with incomes in the lowest 60 per cent of the income distribution for renter households for the Region (Regional Official Plan).

**Home business:** an occupation that:

- a. Involves providing personal or professional services or producing custom or artisanal products.

- b. Is carried on as a small-scale accessory use within a single dwelling by one or more of its residents.

- c. Does not include uses such as an auto repair or paint shop or furniture stripping (Regional Official Plan).

**Home Industry:** a business that:

- a. Is carried on as a small-scale use that is accessory to a single dwelling or agricultural operation.

- b. Provides a service such as carpentry, metalworking, welding, electrical work or blacksmithing, primarily to the farming community.

- c. May be carried on in whole or in part in an accessory building.

- d. Does not include uses such as an auto repair or paint shop or furniture stripping (Regional Official Plan).

**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 metre radius of a transit station, representing about a 10-minute walk (Growth Plan).

**Priority Transit Corridors:** Transit corridors shown in Schedule 5 of the provincial Growth Plan or as further identified by the province for the purpose of implementing this Plan (Growth Plan).



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

- Built up areas where development is concentrated and which have a mix of land uses.
- 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 Provincial Policy Statement and modified for the provincial Growth Plan).

**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, MTSAs, 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 (Growth Plan).

**Redevelopment:** the creation of new units, uses or lots on previously developed land in existing communities, including brownfield sites.

**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 Support Guidelines. (Based on Provincial Policy Statement and modified for the provincial Growth Plan).

**Urban Growth Centres:** Existing and emerging downtowns as identified in Schedule 4 of the provincial Growth Plan. In the context of Durham Region, downtown Pickering and downtown Oshawa are Urban Growth Centres (Growth Plan).



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# The Regional Municipality of Durham Report

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To: Planning and Economic Development Committee  
From: Commissioner of Planning and Economic Development  
Report: [#2019-EDT-18](#)  
Date: December 3, 2019

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**Subject:**

Toronto Global Annual Report 2018/2019

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**Recommendation:**

That the Planning and Economic Development Committee recommends:

That this report be received for information.

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**Report:**

**1. Purpose**

- 1.1 At its meeting on January 30, 2019, Regional Council resolved through its consideration of Commissioner's Report 2019-EDT-3 "*That Toronto Global report to Durham Region Planning and Economic Development Committee in January 2020, and each year thereafter, or upon request, and to Regional Council upon request*".
- 1.2 At the Planning and Economic Development Committee meeting on September 3, 2019, Committee requested that Toronto Global (TG) representatives be invited to present an update on TG's investment attraction activities in November or December 2019.
- 1.3 The purpose of this report is to advise that representatives from Toronto Global will be attending as a delegation at the December 3, 2019 Planning and Economic Development Committee meeting to provide the requested investment attraction update. This delegation will be in place of the appearance that would otherwise

have occurred in January 2020.

- 1.4 This report also provides members of the Planning and Economic Development Committee a copy of TG's Annual Report for 2018/2019. Please see Attachment #1, or to view the report electronically, visit the Toronto Global website: <https://torontoglobal.ca/AR19>.

## **2. Background**

- 2.1 Toronto Global is a pan-regional investment attraction organization representing its funding members Halton, Mississauga, Brampton, Toronto, York, and Durham (collectively, the "Toronto Region"). TG's mandate is to attract foreign direct investment ("FDI") to the Toronto Region through three key activities: internationally marketing the Toronto Region value proposition; conducting research and analytics to set effective strategy; and providing business services to prospective investors to assist them in establishing a physical presence and creating jobs.
- 2.2 Toronto Global is funded by its municipal members proportionally by population and receives matching core funding as well as ad hoc program funding from the Provincial and Federal governments.
- 2.3 The initial funding term from the Federal Government, Province and municipal funding partners was three years, from April 1, 2016 to March 31, 2019. Regional Council approved renewing the funding agreement at their meeting January 30, 2019 and approved funding for 2019 in the amount of \$206,397 (Report #2019-EDT-3).

## **3. Annual Report Summary**

### **Toronto Global 2018/2019 Results**

- 3.1 Toronto Global's annual report highlights a total of 33 new investments in the Toronto Region in 2018/2019, with a total of 2,299 jobs expected to be created within 1 to 3 years of operation.
- 3.2 The total capital expenditure value of investments (over three years) was reported to be \$300,205,327.
- 3.3 Of the new investments, the majority (21) were sourced from U.S. and U.K. markets. 36 percent of the 22 investments were technology focused. These investments tend to locate in Toronto's downtown core, but Toronto Global is prioritizing the execution of a stronger regional strategy focusing on increasing the

number of projects locating across the entire region. This strategy includes targeted value proposition development with emphasis on specific sectors for regional municipalities and pipeline diversification to focus on targeted industries including a greater variety of technology verticals.

- 3.4 During 2018/2019 Toronto Global participated in 30 in-market visits to meet with qualified leads, 18 of which were in the United States and the remaining 12 were to international markets.
- 3.5 Toronto Global's pipeline contains 1,850 opportunities (with varying levels of advancement), representing an increase of 900 over the prior year. The majority of new opportunities were added via the organization's in-house lead generation program.
- 3.6 Although it is not noted in the Annual Report, none of the 33 new investments listed in the Annual Report were located in Durham Region.

### **Toronto Global Marketing Results**

- 3.7 Toronto Global is continuing to build on momentum from the Amazon Bid and the award-winning Amazon UXTO campaign to engage audiences and amplify their messaging.
  - a. Toronto Global reports approximately 5,200 followers on Twitter and 2,600 followers on LinkedIn. 20,000 people have downloaded the Amazon HQ2 bid book from the website.
  - b. Toronto Global's "Big" campaign seeks to apply new creative concepts and focus on video and content from across the Toronto Region. The results of the campaign include:
    - 1,063,539 number of LinkedIn members reached
    - 2,365,281 impressions
    - 8,638 clicks to website
    - 54% increase in website visits
    - 315,765 video views
    - 13,966 engagements.

## **4. Conclusion**

- 4.1 The Toronto Global Annual Report provides a summary of the activities, accomplishments and financial statements for the fiscal year of 2018/2019.

4.2 A delegation from Toronto Global is appearing before the Planning and Economic Development Committee with an update on investment attraction activities.

**5. Attachments**

Attachment #1: Toronto Global Annual Report 18/19: Toronto Region This is Big

Respectfully submitted,

Original signed by

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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



Annual Report  
2018/19

**THIS IS**



YOUR  
REGION  
FOR  
BUSINESS

**THIS IS**



**Bold ideas welcome.  
New thinking encouraged.**

**You are invited to take your business to incredible new heights.**

**To access the most dynamic and innovative region in the world.**

**Draw on a skilled and educated workforce that's second to none.**

**Enjoy the security and comfort of a strong, stable business environment and exceptional quality of life.**

**Welcoming, diverse, forward-thinking.**

**A place that's so much greater than the sum of its parts.**

**This is Toronto Region.**

**This is Big.**

To bigger and better.

The 2018/2019 annual report is a reflection of the big things coming to better our region.





**MESSAGE FROM THE CHAIR AND VICE-CHAIR OF THE TORONTO GLOBAL BOARD OF DIRECTORS**

**At this year's Toronto Region Board of Trade Annual Dinner, Collision Founder Paddy Cosgrave delivered a keynote address to the region's business leaders and city-builders.**



**Mark Cohen, O. Ont.**  
Chair, Toronto Global Board of Directors



**Janet Echler, C.M.**  
Vice-Chair, Toronto Global Board of Directors

Collision, the fastest growing tech conference in North America, relocated to the Toronto Region for the next three years. Collision is an event geared toward startups, featuring discussions on a wide range of technology-related topics. The move is another sign of the growing importance of the Toronto Region in the global tech sector. Cosgrave said something that resonated with the audience: "I didn't realize Toronto was a big city. Your biggest talent is your humility."

Speaking on behalf of the Toronto Global Board of Directors, we know that the Toronto Region is big. At the very moment when some countries around the world seem to be shutting their borders, the Toronto Region stands for something very different.

We embrace diversity and treat it as our strength. We stand by the claim that we're getting bigger and better every day.

We also know that it's time to put our humility aside when it comes to extolling the infinite virtues of the region to international investors. If we've learned anything from our involvement in the Amazon HQ2 process, it's that the Toronto Region is playing in the big leagues now – amongst tier-one global city-regions, such as New York City, San Francisco, London and Singapore.

We've earned the right to have some swagger. This past September alone, the Toronto Region received over \$1.4 billion in investment from U.S. and Canadian technology companies, including Microsoft, Intel and Uber.

**AT THE VERY MOMENT WHEN SOME COUNTRIES AROUND THE WORLD SEEM TO BE SHUTTING THEIR BORDERS, THE TORONTO REGION STANDS FOR SOMETHING VERY DIFFERENT.**

These are big names and big investments and the region has never seen momentum like it's experiencing right now. We need to give ourselves collective permission to be more proud.

Toronto Global is experiencing significant momentum in its first years of operation, taking advantage of the region's elevated reputation as a global technology hub and translating this spotlight and acclaim into a growing pipeline of prospective investors. We would like to take the time to thank our municipal partners throughout the region, specifically the Mayors and Chairs and the Economic Development Offices of the Regions of Durham, Halton and York, and the Cities of Brampton, Mississauga and Toronto. We are also grateful for the continued cooperation and partnership of the provincial and federal governments. Support from all levels of government is

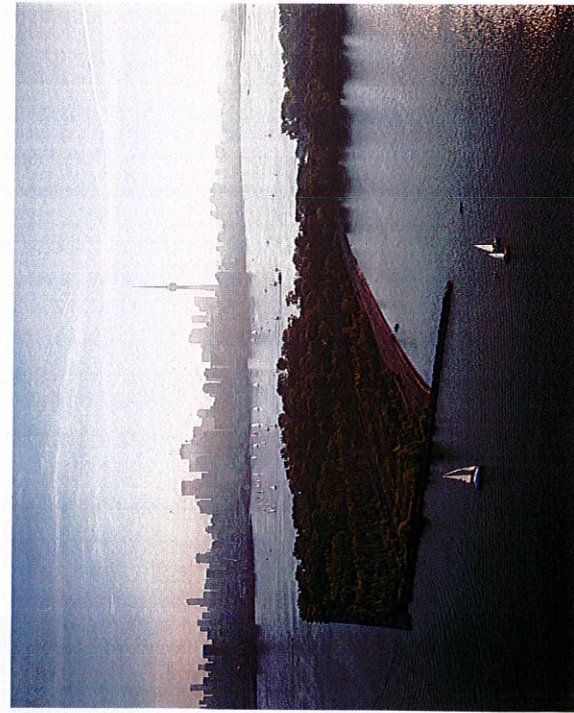
invaluable to the work that we do and we will continue to work collaboratively to actively promote the opportunity, scale and growth happening in the Toronto Region.

Reflecting on the past year and looking forward to the year ahead, there are big things in store for the Toronto Region. On behalf of Toronto Global and its Board of Directors, we are ambitious in our goals to secure investments, create jobs and drive economic growth throughout the region. It was reported that for the Collision Conference to grow, it would need to find a "bigger and more globally connected home" from the one it had previously in New Orleans. Those words encapsulate our region and we're not surprised that Collision found its new home here.

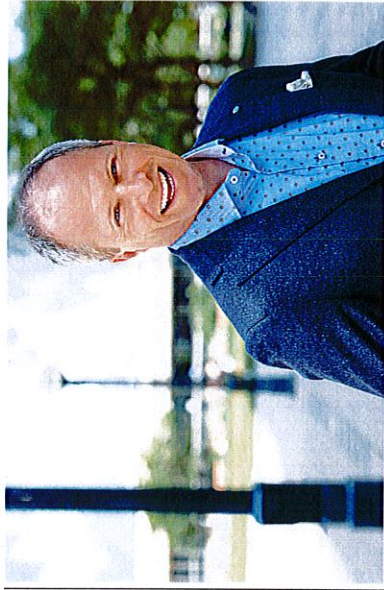


MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Whenever I have the opportunity to visit international markets to promote the Toronto Region, I am constantly reminded of the true size and scale of the Toronto Region. As the fourth-largest city in North America, Toronto is in a position to be competing with New York, San Francisco and Chicago. The Toronto Region is big.



The Toronto Region has never had more Canadian swagger – confident but not cocky, proud but not arrogant.



Toby Lennox  
Chief Executive Officer



Big Markets.

Together with our partners, the region that we're building is increasingly connected to the wider world. We are a region of 6.4 million people, where a company located here has unfettered access to a global consumer market of 1.7 billion people through our trade partnerships. We are the only country in the world that has a free trade relationship with every G7 nation.



Big Investments.

Decades of investment in education have borne fruit. We leverage the talent that is available in Canada to attract investment, but it takes years to realize these benefits. You can't create the research of a Dr. Geoffrey Hinton overnight – it's the investment over many decades that creates the space for those types of big innovations to be realized.



Big Ideas.

The Toronto Region has been building the workforce of the future – diverse, skilled and innovative. We know firsthand that diversity and inclusion lead to creativity, advancements and economic growth. Our talent pool is the source of big ideas, developing solutions to today's big problems.



Big Opportunities.

The more our economy thrives, creating jobs and maintaining an exceptional quality of life, the more attractive our region becomes to industry leaders and entrepreneurs around the globe looking for the best places to invest and do business.

At Toronto Global, we are ceaselessly learning about the vast number of opportunities here and we're working to showcase the entire Toronto Region on a larger stage than ever before. We are grateful to our many stakeholders and partners that help us to regularly reshape our region's narrative to the international business community – providing specialized knowledge, diverse networks and extensive experience to capture the ever-evolving dynamism of the Toronto Region.

**WE'RE PROUD OF THE GROUNDWORK THAT'S BEEN LAID. NOW ONWARDS AND UPWARDS. TO BIGGER AND BETTER.**





# PARALLEL

# PIPS

— The idea that 24 municipalities could come together to represent one unified voice and brand, marketing Canada's financial and business capital; that is big.



# Toronto Global would like to extend our appreciation to the Economic Development Officers' (EDO) Management Council for their partnership, commitment and guidance.

As representatives of the municipalities in the Toronto Region, the work performed by the EDO Management Council is critical to supporting and enhancing our services to clients; promoting the region to domestic and international stakeholders; and gathering data to accurately encapsulate the regional value proposition.

The role of the EDO Management Council in Toronto Global's governance structure is to advise and influence organizational decisions, as well as provide a forum for open, honest and forward-looking, mutually beneficial dialogue, and shared purpose among the municipal funding parties. Our municipal partners also provide in-depth expertise and local knowledge throughout the process of investment decisions. Toronto Global seeks the guidance of the EDO Management Council as it develops its business plan (including sector and foreign market priorities, targets and tactics) and reports performance measurement results to date, with a view to ensuring maximum alignment, coordination, and outcomes.

Toronto Global is proud to work with a team of partners tasked with driving investments, jobs and economic growth throughout the Toronto Region. It is important to take a step back from the economic development work that we conduct day-to-day in our

individual municipalities, and look at the advantages of foreign direct investment in a way that permeates boundaries. The benefits that cascade throughout the region from a single investment speak to the need for a regional investment attraction organization selling the Toronto Region as a whole. The idea that 24 municipalities could come together to represent one unified voice and brand, marketing Canada's financial and business capital, that is big.

We value the partnerships that we continue to foster and enhance with the Ministry of Economic Development, Job Creation and Trade, Global Affairs Canada, Fed Dev Ontario, and Invest in Canada, leveraging their in-market expertise and networks to further generate high-quality leads. We are firmly of the view that when Ontario and Canada succeed, we all succeed. Our relationships with Trade Commissioners and Senior Economic Officers in Canadian Embassies and Consulates around the world, and partner organizations continue to be a valuable source for extending our reach into target markets. These representatives provide critical in-market services, including expertise, company introductions and support on investment missions. Consistently ranked as Toronto Global's highest sources of qualified leads, the federal, provincial and municipal governments help to fuel our pipeline with opportunities in a diverse range of sectors.

## Words of support from our partners:

“Working with Trevor Novak and Saliman Khan at Toronto Global has been an extremely positive experience for me as a Trade Commissioner. They are incredibly collaborative, responsive and valuable partners for us, who we rely on greatly when servicing U.K. clients interested in the Toronto Region. They are very committed to customer service and have an excellent local network that they draw on (often at very short notice) to pull together programs for our visiting U.K. clients. They are also strong collaborators — consulting and coordinating with our in-market teams to ensure a joined-up approach to U.K. targets, and providing regular updates on companies we have referred to them. I never hesitate to refer U.K. companies to them as I know they will be in great hands!”



Nadine Storey  
 Head of Investment Officer  
 & Trade Commission of Canada  
 in the United Kingdom

“It is my experience that the talented and dedicated team at Toronto Global are champions of the region, showcasing the strengths of its constituent members while selling the competitiveness of the region as a whole. This is not an easy task, but it is a necessary one.

Through their work on the Amazon bid, they fueled the momentum and helped to put the Toronto Region on the global map. As the regional economy continues to shift due to globalization and rapid technological change, our success and growth is reliant on increasing the ability of our businesses to trade and bringing in more foreign direct investment. We can only do that when the Toronto metropolitan region becomes better known around the world. Toronto Global is making that happen.”

Marcy L. Burchfield  
 Vice President, Economic  
 Development, Toronto  
 Region Board  
 of Trade

“I just wanted to pass on that it was a very good experience working with Bart at Medica. Everything was done in the spirit of collaboration. Several Federal Trade Commissioners also remarked on that, and how refreshing it is. I look forward to the next Toronto Global visit!”

Chris Begley  
 Consul – Economic Affairs (Province of Ontario), Ontario International  
 High Commission of Canada  
 Office, Consulate of Canada



## K The Economic Development Officers' (EDO) Management Council

### From left to right:

- Leslie Fink**  
City of Toronto
- Robert Unterman**  
Region of York
- Allison Graham**  
City of Brampton
- Simon Gill**  
Region of Durham
- Harold Dremin**  
City of Mississauga
- Martin Bohi**  
City of Brampton
- Christine Carrington**  
Region of Halton
- Absent:**
  - Bonnie Brown**  
City of Mississauga
  - John Davidson**  
Region of Halton
  - Richard Franklin**  
Region of York
  - Doug Lindeblom**  
Region of York
  - Denise McClure**  
City of Brampton
  - Mike Williams**  
City of Toronto

“On behalf of the Canadian Consulate General of Canada in Seattle and our trade team, in particular, I want to register our gratitude for the excellent support we've received from Toronto Global over the past year(s) with respect to the numerous FDI leads that we have referred to Liana Hovakimyan and Michael Keoshkerian (both who are stellar Investment/Business Development managers, by the way) for support and follow-up in Toronto.

We always receive quality information on the Toronto Region's value proposition to foreign investors and introductions to local Toronto regional service providers and potential strategic business partners that help move our FDI files forward.

I also note that our team worked very well with Toronto Global on the Amazon HQ2 bid, which resulted in the Toronto Region placing within the top 20 cities in North America to be considered for the billion dollar investment.

In short, you have a stellar team and we look forward to continued collaboration with Toronto Global in the months and years to come!”

Lewis Coughlin  
 Consul & Trade Commissioner,  
 Acting Trade Program Manager,  
 Consulate General of Canada



— We have the people, the stellar academic institutions, and the public commitment to build a world-class technology workforce. The question is not whether we have enough talent, but what can we expect from it.



# TALENT



Access to a deep pool of futureproofed talent is the turbine that propels business in the 21st century. There is only one place in North America that can offer access to the highest quality and quantity of talent than any other competitive jurisdiction. That place is the Toronto Region.

Ontario Institute for Cancer Research, MaRS Discovery District



Ontario's publicly-funded colleges and universities are among the best and most innovative in the world. Boasting 13 colleges and universities in its jurisdiction, the Toronto Region harbours an exceptional range of highly-ranked postsecondary institutions.

More than 321,000 students are enrolled across these 13 institutions, accounting for 75 per cent of Ontario's overall postsecondary enrollment. Canada maintains its standing as the most educated country in the world with nearly three-quarters of Canadian adults having received a post-secondary degree. That's 10 per cent higher than the U.S. and 16 per cent above the Organization for Economic Co-operation and Development (OECD) average.



## University of Toronto

The University of Toronto remains the highest-ranked university in Canada in five broad subject areas included in the 2019 QS World University subject rankings. It is also the only university in the world to rank in the top 50 for the vast majority of specific subjects included in the rankings.



## The Vector Institute

The Vector Institute is an independent entity dedicated to AI research, and one of the world's top destinations for deep learning research. Established in 2017 to build on deep learning strengths at the University of Toronto, Vector has grown to include researchers in universities and institutions across Canada. Vector works with industry, institutions, startups, incubators, and accelerators throughout the country to advance AI research and drive its adoption and commercialization.



## Sheridan College

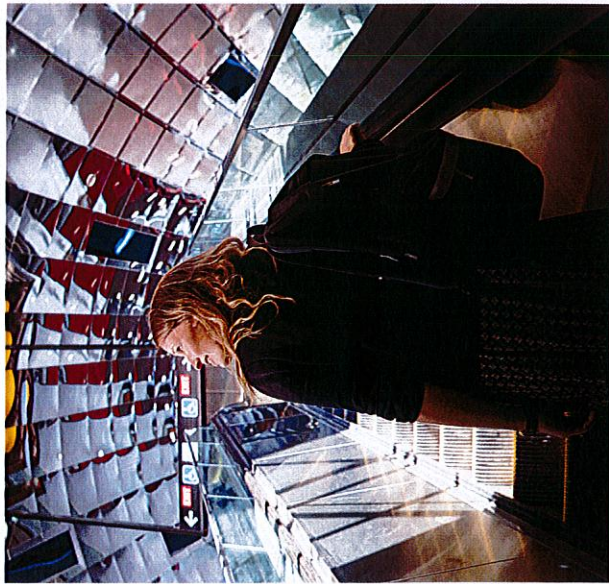
Toronto-raised director Domee Shi's 2019 Oscar win for the Pixar short "Bao" had Sheridan College's animation program celebrating — and added yet another notch to its stellar legacy. Shi, a graduate from Sheridan College, is among several Academy Awards-recognized alumni of the program that's been called the "Harvard of Animation Schools" for its reputation for producing top-tier talent.



## Durham College

Durham College was named one of Canada's top research colleges in 2018. This is due, in large part, to a new initiative: Durham College's Hub for Applied Research in Artificial Intelligence for Business Solutions (the AI Hub). The Hub is designed to offer industry partners access to technical expertise, state-of-the-art facilities and platforms as well as student talent, helping businesses uncover insights while providing intelligent and autonomous solutions that increase productivity and growth.





**In addition to investing in our home-grown talent, the Toronto Region attracts international students in droves. Total international student enrolment has grown 61 per cent since 2012.**



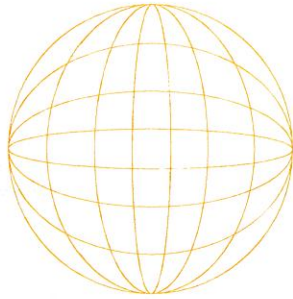
Vaughan Metropolitan Centre

International students are a major economic driver: in 2016 alone, they injected more than \$15.5 billion into Canada's economy. Graduates who stay continue to contribute to our economy, starting businesses and becoming major assets to Canadian companies with their global perspective and ties to international markets. International student visas allow graduates to stay and work in Canada for three years after graduation, giving companies the ability to capture newly-trained and diverse talent.

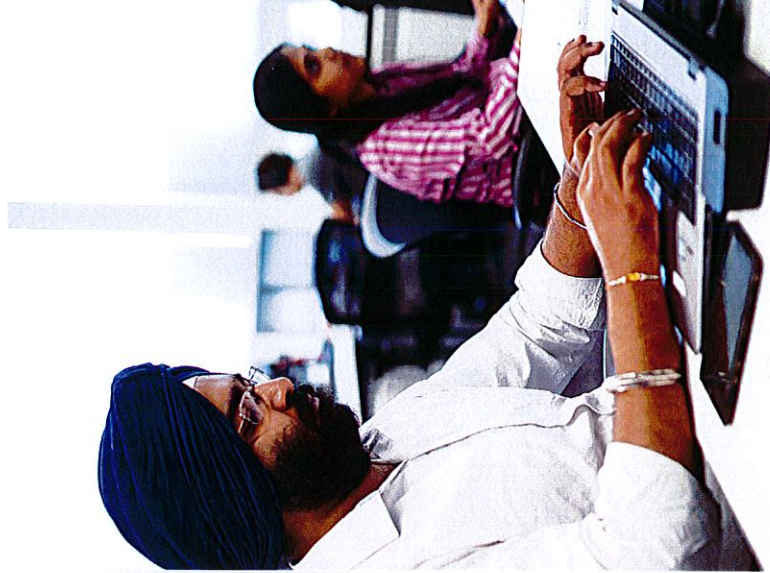
The quality of university and college education in the Toronto Region is second to none. These world-renowned educational institutions will fuel and futureproof our talent pipeline – a major contributor and guarantor to sustained growth and innovation in our regional economy. That's big.

**Total international student enrollment has grown 61% since 2012.**

**With over 670,000 STEM degree holders and one of the most educated populations in the world, our region is full of incredibly bright people with a diverse range of skill sets and knowledge.**



360insights, Whitby



## Global Talent Stream

The federal government has made permanent its Global Talent Stream pilot program, through a \$35 million investment over five years starting in 2019. The Global Talent Stream offers timely, responsive and predictable client-focused service to help you access highly-skilled global talent to expand your workforce here in Canada and to be competitive on a global scale.

The Global Talent Stream is available to employers referred by designated referral partners, organizations such as Toronto Global, and employers seeking to hire "highly skilled foreign workers" for occupations on Canada's Global Talent Occupations List. These occupations include information technology and science, engineering and mathematics. Access to skilled talent from around the world is coveted by international businesses and it can all be found right here in the Toronto Region.



# BIG CONNECTIONS

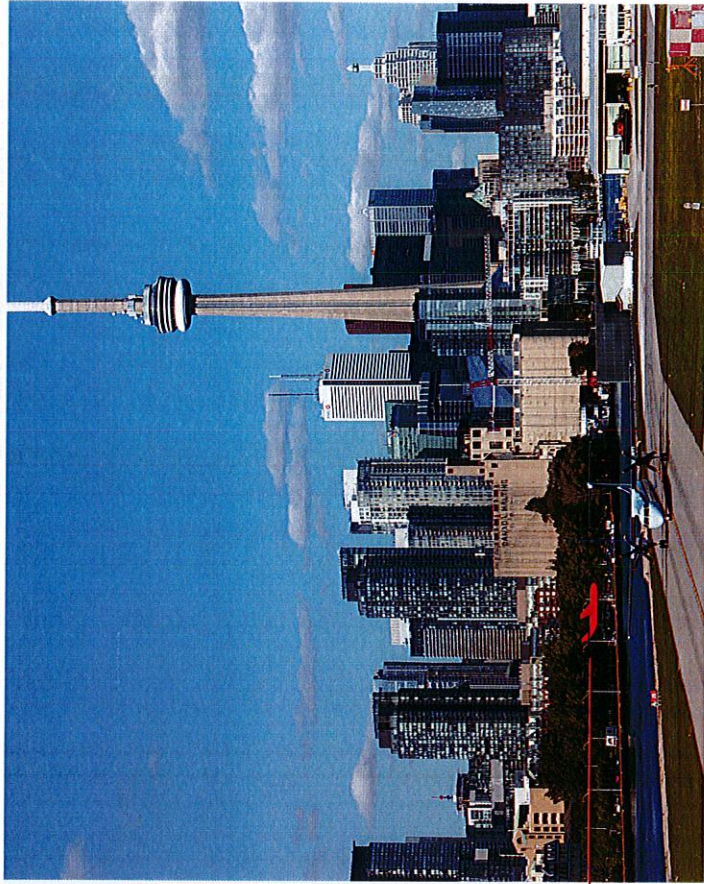


Toronto  
Pearson  
Airport

— Investors are seeking a region that is highly-connected across all modes of transportation with the ability to move huge volumes of people efficiently across all transit options.



The interconnected urban area that makes up the Toronto Region has the growing population, talented and diverse labour force and investment in infrastructure to attract and connect talent from across the region. All levels of government are committed to improving transit infrastructure to address and stimulate the continuation of growth in the region.



**North America's second-largest international airport, Toronto Pearson, touches three of the largest municipalities in Canada and is situated in the heart of the Toronto Region. Toronto Pearson is well located to connect jobs and innovation centres across the region.**

Voted by passengers as the Best Large Airport in North America for the second straight year, Pearson welcomed a record-breaking 49.5 million passengers in 2018 and contributes directly or indirectly to 6.3 per cent of Ontario's Gross Domestic Product (GDP). More than 49,000 jobs in the airport zone are located at Pearson itself. The Greater Toronto Airports Authority (GTAA) has articulated a vision for Toronto Pearson aspiring to become a mega hub from a global hub, growing its number of international passengers and striving to provide direct air service to 80 per cent or more of the global economy – creating additional jobs, fueling exports and attracting foreign investments.

Air travel at Toronto Pearson has risen significantly over the last several years as major air carriers continue to expand and use Toronto Pearson as a strategic hub in their networks. As a global hub, the airport has 65 air carriers providing flights to 180 international and 35 Canadian cities and was recently ranked second in North America for connectivity, surpassing other major U.S. airports like Atlanta, New York (JFK) and Los Angeles. What does this mean for international businesses? It means greater access to markets, customers and talent. Few other airports in North America play this role and that level of connectivity gives our region and country a competitive advantage over those without this type of direct link to international markets.

**What does this mean for international businesses? It means greater access to markets, customers and talent.**

Billy Bishop Airport



Toronto's downtown Billy Bishop Airport serves 18 locations including New York, Chicago, Boston and Washington all within 90 minutes. Billy Bishop Airport's downtown location is an asset to the region, providing business travelers direct access to key U.S. markets. Not only is Billy Bishop known and chosen for its convenience, it was also recently ranked in the top ten for Most Scenic Airport Approaches in the world. As Billy Bishop Airport is located on the Toronto Islands, the 2.8 million travelers who fly through the airport annually have the unique opportunity to view Toronto's skyline and ever changing seasonal beauty through the airplane window – arguably the best possible vantage point.





Access to talent - especially a broad array of skills and perspectives that can help boost innovation - is something all globally competitive companies are looking to leverage and you can find that in spades in the Toronto Region.

# TORONTO

**BIG**



The ever-increasing number of innovation centres throughout the Toronto Region provide a place and environment for companies to take their product from idea to market - transforming game-changing research to successful commercialization in one place, launching of the next generation of products and jobs.



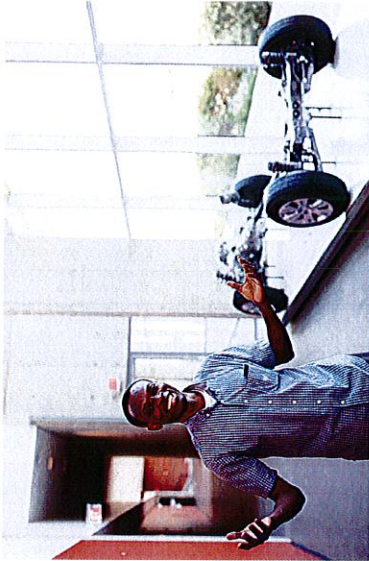
In the Toronto Region, we are innovating at a pace that is almost unparalleled globally, at a time when companies are seeking out specialized talent and fresh ways of thinking and problem solving. In our region, innovation is not contained to specific boundaries or a single municipality – it transcends borders and allows companies to tap into a diverse range of groundbreaking research and disruptive technologies. This is happening in all municipalities across the entire Toronto Region, and that's big.

# DISTRICT

Ontario Tech University



The Durham Regional Innovation District (the "District") is a technology-led, innovation-anchored, economic development strategy, seeking to reimagine and reposition the Durham Region as an innovation leader. The District will include the Innovation Station, a 60,000-square-foot physical location offering centralized services, and a network of four in-market, niche sector-focused accelerators across the region: an Advanced Technology Accelerator, a Nuclear Energy Innovation Accelerator, an Advanced Logistics Accelerator, and an AgriFood Technology Accelerator. The District is changing the innovation game in Durham Region.



# MaRS

The MaRS Discovery District is synonymous with innovation. MaRS' current home – a 780,000-square-foot tower in Downtown Toronto – is more than 99.8 per cent full and is currently home to more than 50 startups, as well as major companies and the Vector Institute for Artificial Intelligence. In partnership with the University of Toronto, MaRS has announced that it will be expanding its footprint to a new innovation centre currently under construction on the lakeshore. The 400,000-square-foot Waterfront Innovation Centre is planned to open in 2021 with space for 3,000 tech workers. MaRS has signed a deal to create a hub where fast-growing Canadian ventures can work alongside corporate partners. That's big news for innovation in the Toronto Region.



Announced in the 2017 federal budget, the Pan-Canadian AI Strategy – a \$125 million, five-year plan and the world's first national AI strategy – recognized the convergence of Canada's unique aptitude in artificial intelligence. The Toronto Region is one of three Canadian AI hubs identified as sites of historic breakthroughs. The Strategy seeks to increase the number of outstanding AI researchers and graduates; establish three institutes of AI excellence; lead the world's understanding of AI science and societal impact; and to support a national AI research community. This first-of-its-kind national vision and strategy means big things for AI innovation in Canada and the Toronto Region.

# BRAM + RYE

In 2019, the City of Brampton, in collaboration with Ryerson University, will open a brand new business incubator space designed to support both emerging startups and established businesses. The incubator will allow entrepreneurs to gain access to funding, receive peer-to-peer mentoring and participate in a range of business development programs. It will provide entrepreneurs with a one-stop-shop, including a host of business-related services at their fingertips, plus an energizing work environment. Located in the heart of downtown, the 4,500-square-foot facility is set to become an important icon of the innovative and enterprising environment that the city is helping to create.



Toronto Region has the most educated talent pool among countries of the Organization for Economic Co-operation and Development (OECD).

# WIT

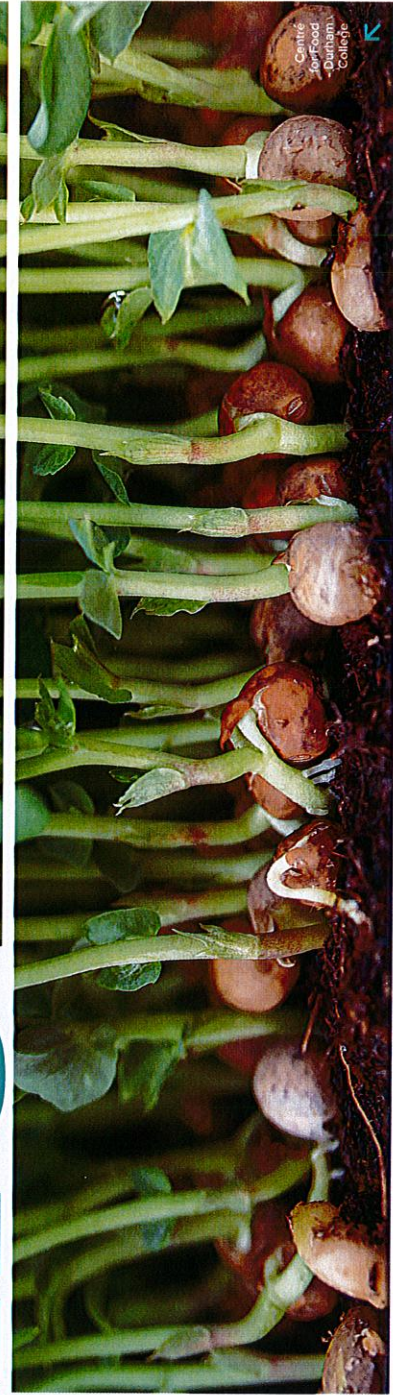


# ORIP



# BIG

# OP





Here are our Top Ten Rankings for 2018/2019 and why they mean big things for business in the Toronto Region:

# 1.

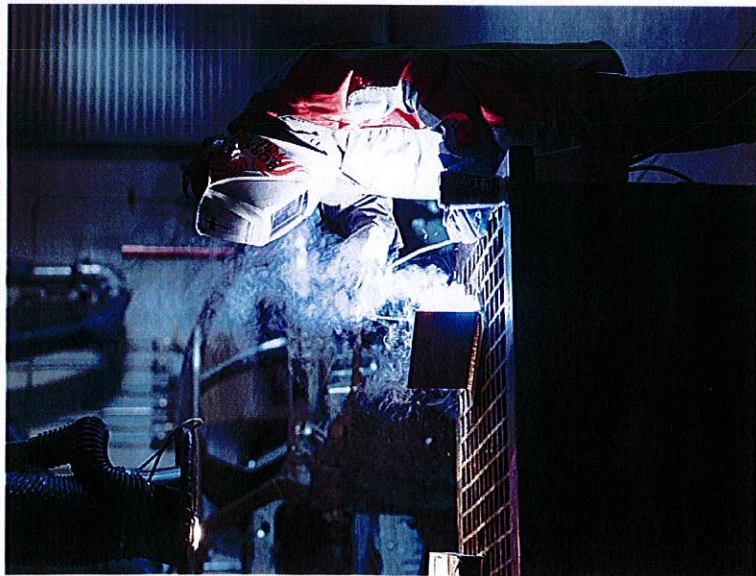
Canadian Welding Bureau, Milton



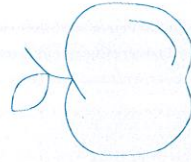
## September 2018 Brought Over \$1.4B in International Investment for Toronto's Tech Ecosystem<sup>1</sup>

The Toronto Region has never seen momentum like it's experiencing right now. In September 2018 alone, the city drew over \$1.4 billion in investment from U.S. and Canadian companies, ranging from global tech giants to local startups. With major announcements, such as Microsoft, Uber, Shopify and Intel, the list of companies investing here reads like a who's-who on the global tech leaderboard. With all of the capital flow coming into the city, one thing remains clear: foreign direct investment, combined with our homegrown companies, is critical in creating and maintaining a rich, unparalleled tech ecosystem.

<sup>1</sup>Wells: "September brought over \$1.4B in international investment for Toronto's tech ecosystem," (October, 2018)



# 2.



## Canada Tops List as Most Educated Country in the World<sup>2</sup>

Canada maintains its standing as the most educated country in the world with 56.7 per cent of Canadian adults having received a postsecondary degree. That's 10 per cent higher than the U.S. and 16 per cent above the Organization for Economic Co-operation and Development (OECD) average. More people in the Toronto Region have higher education degrees per 100,000 people than any major U.S. city. We are building the workforce of the future and our futureproofed talent pipeline is the answer to the global talent shortage.

<sup>2</sup>OECD: "The 10 most educated countries in the world," (August 30, 2018)

# 3.



## Toronto Region Ranks Highest in Tech Jobs Growth in Canada and the United States<sup>3</sup>

According to CBRE, Toronto was the fastest-growing market for tech jobs in 2017, creating 28,900 tech jobs. The Toronto Region's tech scene is so hot, it created more jobs than the San Francisco Bay area, Seattle and Washington, D.C., combined last year, while leapfrogging New York in a ranking of "talent markets." The tech talent pool in the Toronto Region is an asset for companies unparalleled in any jurisdiction across North America and the list of recent investments is proof that our talent is not going unnoticed.

<sup>3</sup>The Globe and Mail: "Toronto ranks highest in tech jobs growth in Canada, U.S.," (July 27, 2018)

# 4.

## Toronto Region Ranked the Top City in North America for Number of Construction Cranes<sup>4</sup>

The "Crane Index" demonstrates how fast cities are growing and more cranes equals more development. Toronto's crane dominance was significantly more than any other city in North America this year. In this recent report, the study found that Toronto had 97 cranes in use – 32 more than second-place Seattle, which had 65. This ranking is another indication of the speed at which our region is growing and the opportunity for companies to be a part of something big.

<sup>4</sup>The New York Times: "Counting Cranes," (August 16, 2018)



# 5.



Canada Day, Downtown Newmarket

## Canada Ranked Second in the 2018 A.T. Kearney FDI Confidence Index<sup>5</sup>

Canada moved up three spots to its highest ranking in the history of the Index. An update to the Investment Canada Act, the newly established Invest Canada agency, and new trade agreements prove to be boosting investor optimism. Recent changes to Canada's immigration policies have cemented Canada's position as a magnet for global talent and graduate retention – another bonus for investors.

<sup>5</sup>A.T. Kearney, "The 2018 A.T. Kearney FDI Confidence Index," (May, 2018)

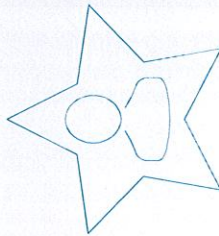
# 6.

## Canada Ranked First in Quality of Life and Third in Best Countries Overall<sup>6</sup>

Thanks to its prestige, economic stability and quality of life, Canada emerged as one of the leaders on a new list that ranks the countries with the best reputations around the world. In other categories, Canada was deemed to have the best quality of life. The story behind our enviable quality of life ranking is simple but significant: we are progressive, we are diverse, we are inclusive and we are stable.

<sup>6</sup>U.S. News, "Best Countries Ranking," (January, 2018)

# 7.



## Canada is One of the Best Countries in the World for Attracting Talent<sup>7</sup>

Canada retained its title for the fifth consecutive year, a result of its strong emphasis on skills training and education. In Toronto, we are heralded as the most multicultural city in the world and our labour force and economy benefit directly from our diversity and inclusivity. We build doors, not walls, and those doors open to highly-skilled economic immigrants and international students.

<sup>7</sup>Toronto Star, "These countries are the best in the world at attracting talent," (November 13, 2018)

# 8.

Rattlesnake Point Conservation Area, Milton



## Toronto Region Ranked in Global Top Ten for Innovation<sup>8</sup>

Toronto ranks amongst the top cities in the world for its potential as an innovation economy, assessing factors such as the startup ecosystem and economic opportunity for innovators, innovation at every scale is happening throughout the Toronto Region and international investors have boundless opportunities to conceive, design, test, and build just about anything, for just about any market, with just about any partner you could imagine.

<sup>8</sup>TEP Magazine, "This Canadian city ranks in the global top 10 for innovation," (August 20, 2018)

# 9.

## Toronto Region Named One of the Best Places for Millennials<sup>9</sup>

The Toronto Region is a leading jurisdiction in tech innovation, with low taxes, and an easy process to apply for credit. When making a move, millennials consider factors including availability of funding for early-stage businesses, ease of internet access and tolerance, along with quality of life indicators, such as diversity, safety and inclusivity. The region boasts all of these traits and more, making it a hub for millennials to live, study and work.

<sup>9</sup>Bay Street Bull, "Best places for millennials to start a business," (July, 2018)

# 10.



Absolute Condos, Mississauga

## Toronto Region Ranked One of the Most Futureproof Cities in the World<sup>10</sup>

The Toronto Region has momentum, stamina and is ready to tackle the future head-on, cracking the top ten on a list of global cities "that have the futureproofing capacity for longer-term success." Ranked according to factors like higher education infrastructure, innovation capability and technology firms, the region is an established market that demonstrates its readiness for the future. Our government partners make a concerted effort to plan strategically for growth in the future, placing the highest priority on futureproofing our talent.

<sup>10</sup>World Economic Forum, "These are the 30 cities best placed for long-term success," (July 5, 2018)



# 2018/2019 RESULTS

**30** in-market visits conducted to meet with qualified leads

**18** in-market visits to markets in the United States

**12** in-market visits to international markets

**Capital Expenditure**  
Total investment amount for 3 years

**contributed to GDP\***

This GDP number will have a multiplier effect on the Toronto Region's economy and will continue to increase with new successful investments in future years.

\*Based on estimates provided by the City of Toronto (2017) \$110 (per employee). This number is an average of GDP in current dollars for all industries. These GDP numbers are based on immediate and short-term hiring but do not include future projected growth and expansion, which will further enhance and benefit the region.

**33** Total Investments

Working with global investors from a range of markets and industries, the Toronto Global team, assisted by our partners in the federal, provincial and municipal governments, facilitated 33 new investments in the Toronto Region in 2018/2019.

**2,299** Jobs

Total number of jobs expected to be created within 1-3 years of operation

## OPPORTUNITIES BY SOURCE



**24** Toronto Global employees

**2.5** Number of investments generated per employee

**146** Number of jobs generated per employee

**\$20,649,594.87** Capital expenditure generated per employee

Since Launch (February 2017)

## RESULTS TO DATE

Metric	2018/19	Since Launch
Investments	33	60
Direct Jobs Created (projected over 3 years)	2,299	3,498
Capex (projected over 3 years)	\$300.2 Million	\$495.6 Million
<b>By Sector (Top 3)</b>	<b>Projects</b>	<b>Jobs</b>
Technology	36%	75%
Business & Industrial Services	18%	9%
Financial Services	15%	8%
<b>By Source Market</b>	<b>Projects</b>	<b>Jobs</b>
United States	39%	75%
Europe	52%	23%
Asia	3%	1%
Other	6%	1%
	<b>Capex</b>	<b>Jobs</b>
	36%	69%
	18%	15%
	18%	9%
	51%	53%
	45%	43%
	1%	2%
	3%	2%



# BIG TIL U



The 2018/2019 year marked a significant milestone for Toronto Global, with a record 33 investments, \$300 million in investment, and 2,299 jobs created over three years.

# S RE



The majority of the organization's investment inflows came from the U.S. and U.K. markets, with 12 and nine deals respectively, primarily as a result of the need for a strong, stable business environment, as well as an overarching demand for highly-skilled talent across all sectors. Accordingly, sectors like financial services, ICT and other technology-related opportunities continue to represent the majority of investment's pipeline.

Compared to 2017/2018, Toronto Global saw a strong increase in the average size of its three-year total investments, growing from \$7.2 million to \$9.1 million per investment in 2018/2019.

This was largely a result of the organization's focus in targeting larger projects that yield greater impact in terms of job creation and total investment, as well as the conversion of Toronto Global's pipeline of prospects to investments.

In all, the organization's pipeline – the array of companies who have been identified as having the potential to expand to the Toronto Region or have an active expansion project they're currently considering – contains a range of 1,850 opportunities (from prospect to level three), an increase of 900 over 2017/2018. This number indicates the organization's level of activity and reflects one of the organization's greatest assets – the pool of future potential investments for the region, which the organization can draw upon over the near and

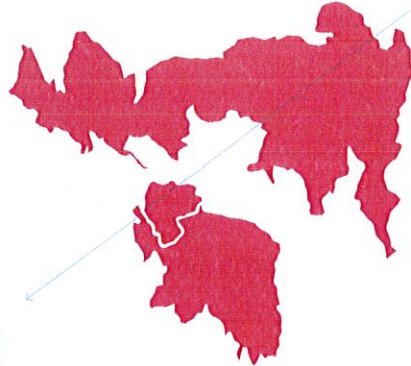
medium term. Going forward, Toronto Global will look to enhance resources and expertise to increase our ability to convert opportunities to investments.

The majority of these new opportunities were added via the organization's in-house lead generation program. However, the organization also relies on a number of other sources for its leads, including our federal and provincial partners and other networks. In 2018/2019, Toronto Global received roughly 240 leads from our government partners. Leads from these sources tend to be very high quality, typically being further advanced in the pipeline, and having an active expansion or relocation project.

U.S.



21 investments combined from U.S. and U.K. markets



U.K.

# 36% of investments in 2018/2019, were technology-focused.

At Toronto Global, we will continue to challenge ourselves, not only to meet metrics, but to think big.

Sheridan College  
- Davis Campus,  
Brampton



Of the 33 investments in 2018/2019, 36 per cent were technology-focused, which tend to locate in the City of Toronto's downtown core. This presents both a continued opportunity and challenge for the organization, as it looks to execute on its mandate of both attracting greenfield investments, and distributing these investments throughout the region.

360insights,  
Whitby



As such, the organization has prioritized the execution of a stronger regional strategy, focusing on increasing the number of investment projects locating across the entire region and strengthening our relationship with the economic development teams throughout the Toronto Region.

This strategy includes targeted value proposition development, with emphasis on specific sectors for regional municipalities; and pipeline diversification to focus on targeted industries, including a greater variety of technology verticals. Toronto Global has developed Life Sciences and Financial Services sector strategies to identify and prioritize opportunity areas for companies that would be the most attracted to and desirable for the Toronto Region, along with a go-to-market strategy for Toronto Global in the prioritized opportunity areas.

The organization has seen a significant shift in the diversity of prospects entering the pipeline –

moving toward a funnel that is more representative of the economic and sectoral diversity of the region. The approach will work to drive investments across the Toronto Region, over the short to medium term.

Toronto Global has also been responsible for a number of assists – opportunities where the organization has had a hand in an expansion or relocation project into the Toronto Region, but, does not meet all of the criteria to claim the project as an investment. This 'value-test' is visible in all of the work our organization undertakes, and reflective of the dedication and pride with which the Toronto Global team undertakes its work. As we close the books on the 2018/2019 fiscal year, it is imperative that we continue to adapt our strategic focus based on regional priorities, geopolitical shifts and the changing landscape of FDI attraction. At Toronto Global, we will continue to challenge ourselves, not only to meet metrics, but to think big.





MHI, Canineh  
Aerospace,  
Mississippi

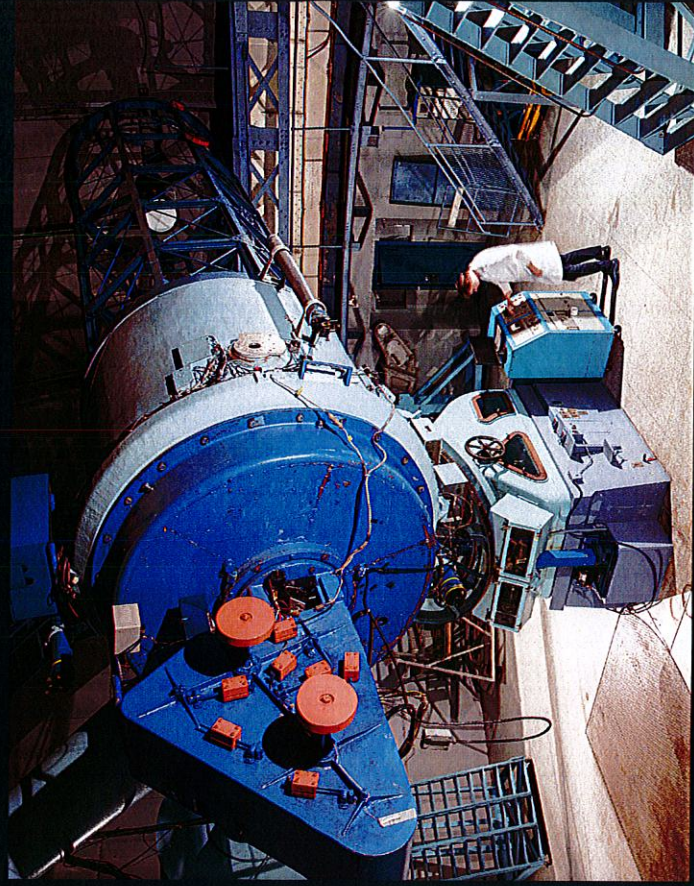


**BIG**

**0110101**  
**RESEA**  
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At a time when distorted numbers ricochet around the internet at the speed of a 4G connection, reliable, accessible data about our society is more valuable than ever.





**Toronto Global's response to the Amazon HQ2 RFP put a strong focus on highlighting how the Toronto Region stacks up to other major North American metros on key location-decision criteria.**

Since then, the Research & Insights team has been steadily growing the organization's inventory of comparable data; adding more indicators and more comparative metros – at times, a challenging task and big undertaking, given the issue of Canada's data deficit and differences in how jurisdictions collect and share data.

"At a time when distorted numbers ricochet around the Internet at the speed of a 4G connection, reliable, accessible data about our society is more valuable than ever. And yet, in fields ranging from public health to energy economics to the labour force to the status of children with disabilities, there's a lot that Canada simply doesn't know about itself."

This past year, the research team sought expert guidance from Standard Urban Metrics (SUM), the advisory arm of the World Council on City Data, to collect data for European metro regions. This partnership paves the way for the development of more targeted investor pitches in key markets such as the U.K. and the Netherlands, particularly in light of Brexit and CETA. Additionally, the Toronto-Waterloo Region Tech and Innovation FDI Strategy Project added important indicators to our

inventory that are particularly relevant to businesses deciding where to make technology and innovation centre investments around the globe. Toronto Global has also been working closely with our municipal partners and other affiliated partners such as Tourism Toronto, TOHealth!, Toronto Finance International, the Toronto Region Board of Trade, MaRS, and more, to align and amplify messaging that best highlights our regional value proposition.

By solving for these data gaps and retrieving difficult-to-come-by data and comparators, our Investment Attraction team has been equipped with comprehensive, and up-to-date data and business cases to present to investors.

<sup>11</sup> The Globe and Mail: "In the dark: The cost of Canada's data deficit." (January 26, 2019)



“Showcasing the strengths of the Toronto Region and its constituent members, while selling the competitiveness of the region as a whole, is not an easy task, but it is a necessary one.”

Marcy Field  
Toronto Region  
Board of Trade

Yonge Street,  
Toronto



# Visualizing the Toronto Region

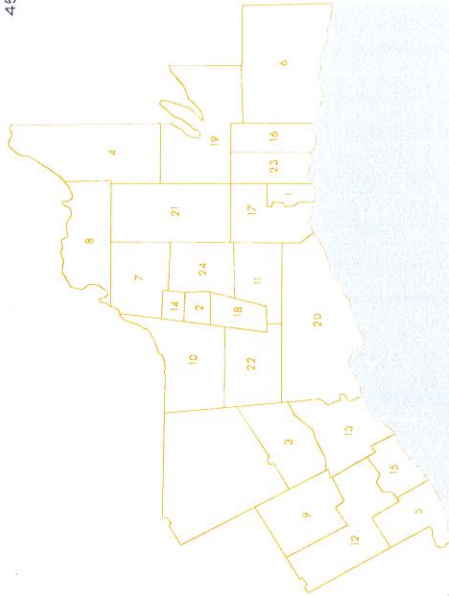
While comparative data helps to get the Toronto Region on a company's short list, Toronto Global also needed a way to showcase a holistic view of the region to prospective investors to better describe its dynamics and function. This objective led to the development of an important partnership with the Neptis Foundation, centred on enhancing its existing Geoweb tool to provide a groundbreaking view of big picture trends shaping the entire Toronto Region.

The partnership upgraded the Geoweb from its 2011 Census base information to 2016 data, increasing the number of indicators in the municipal and regional profiles from 30 to 80. Particularly

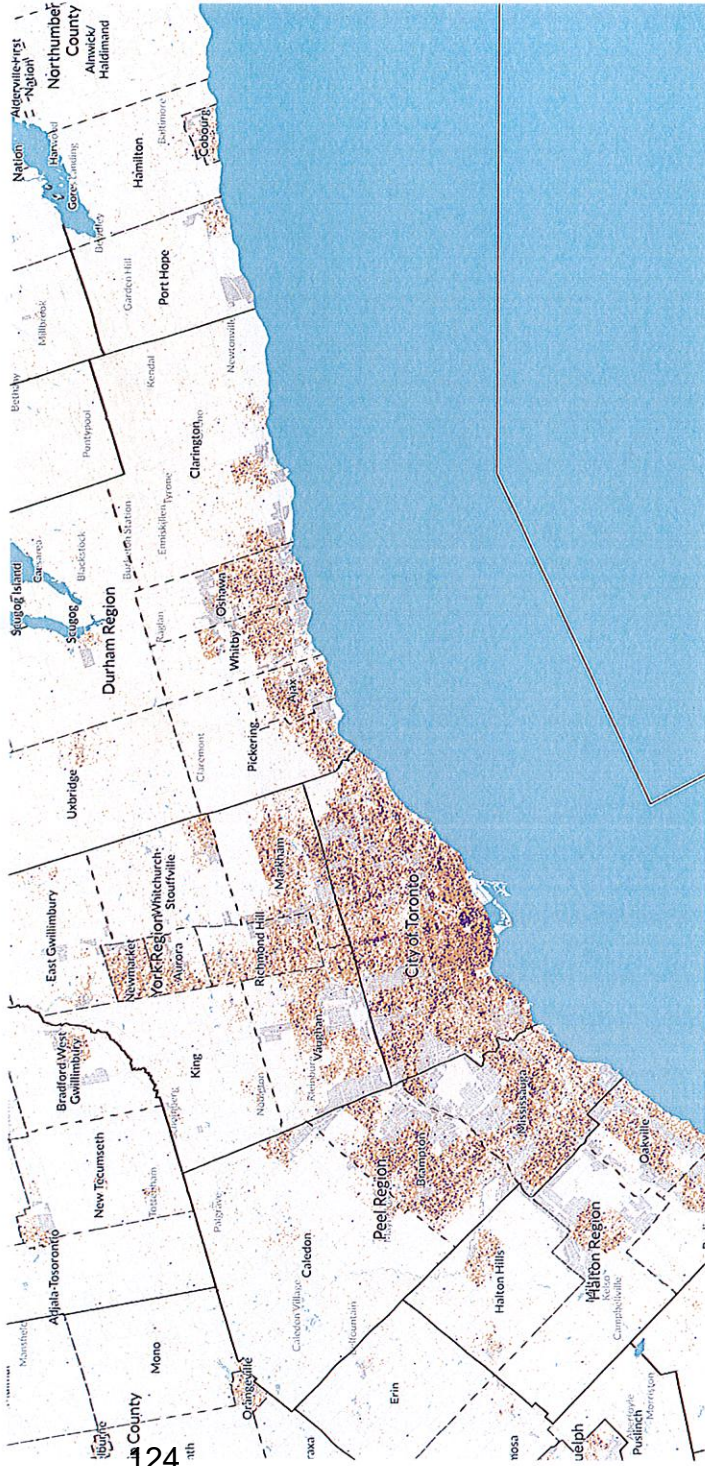
important for investment attraction, the upgraded tool now incorporates 30 new economic and labour market mapping layers that are important to business location decisions and allow for more sophisticated filtering and mapping of complex Census data sets such as immigrant languages, which contains close to 200 variables.

The upgraded tool was launched in October 2018 and is publicly available. In addition, the Neptis and Toronto Global partnership led to new data-sharing partnerships between the Toronto Region Board of Trade, Toronto Global and our municipalities that continues today.

## TORONTO GLOBAL'S 24 MUNICIPALITIES



1. Ajax
2. Aurora
3. Brampton
4. Brantford
5. Burlington
6. Clarington
7. East Gwillimbury
8. Georgina
9. Halton Hills
10. King
11. Markham
12. Milton
13. Mississauga
14. Newmarket
15. Oakville
16. Richmond Hill
17. Pickering
18. Richmond Hill
19. Scugog
20. Toronto
21. Uxbridge
22. Vaughan
23. Whitby
24. Whitchurch-Stouffville



“Today, the Neptis Geoweb tool is integral to our ability to describe the dynamics of the Toronto Region to prospective investors. By helping to visualize aspects like industry clusters, languages spoken, and commuting patterns, existing and planned transportation and connections and more, the Neptis Geoweb tool allows investors to make well-informed decisions about where to locate their business in the region.”

Bethany Moir  
 Director, Research  
 & Insights  
 Toronto Global



# THIS IS BIG

## Toronto Global Marketing Campaign

For the 2018/2019 year, the Communications and Marketing team has focused its digital marketing efforts on developing and executing our social media campaign: This is BIG. This is Toronto Region.





# TORONTO REGION THIS IS

This campaign was unprecedented for Toronto Global and its marketing team. It proved to be a unique and ambitious test case to undertake for an agency in economic development and investment attraction.

Toronto Global has been recognized as a trailblazer among Investment Promotion Agencies both for our approach to the use of digital media for lead generation and for the innovative ads we are creating that help us to stand apart from our competitors. And that's big.

The BIG campaign was built with a focus on brand awareness, targeting business decision-makers on LinkedIn to share videos and creative and most importantly, to shine a spotlight on our key sectors, including financial services, technology and life sciences.

Building on the momentum from Amazon and the success of our

award-winning Amazon UXTO campaign, Toronto Global has an engaged audience to amplify our message, with approximately 5,200 followers on Twitter and 2,600 followers on LinkedIn. Additionally, over 20,000 people have downloaded the Amazon HQ2 bid book from our website to date. However, in order to foster new relationships on social media within our target audience, the goal of Toronto Global's BIG campaign was to feature engaging and "thumb-stopping" digital advertisements that directed users to updated content and creative on our industry webpages. We took considerable efforts to ensure that our content speaks to key discussion items that international



## CAMPAIGN METRICS

**1,063,539**

Number of LinkedIn members reached

**2,365,281**

Impressions

**422**

Number of new LinkedIn followers

**8,638**

Clicks to website

**54%**

Increase in visits to website

**315,765**

Video views

**13,996**

Engagements

## TORONTO GLOBAL HAS BEEN RECOGNIZED AS A TRAILBLAZER AMONG INVESTMENT PROMOTION AGENCIES

business expansion decision-makers need to address in order to make an investment decision.

The BIG campaign seeks to apply new creative concepts, as well as video and photography from across the region to tell a comprehensive story about how truly big the Toronto Region is and the scale of our offering to international investors. The inspiration for this campaign was to build on the exposure of the Amazon HQ2 process to reinforce our message to international stakeholders; the Toronto Region is a major player, not only in North America, but globally, and we're only getting bigger and better.



## Success Story

# Cognizant

Cognizant, a Fortune 500 company, is one of the world's leading technology and business services companies. Headquartered in New Jersey, Cognizant works with major companies in industries from healthcare to banking to help transform their business, operating and technology models for the digital era.



Mississauga skyline



Mississauga is an important digital hub for Cognizant's Canadian operations. The Toronto Region and Mississauga are home to many of our Canadian clients, including the country's leading banks, major insurance companies and retailers. We recognize and applaud the broad-based strength of your economy and continue to be impressed by your pool of talented professionals, your first-rate universities and colleges and your unremitting commitment to growth and job creation. We are pleased to be a part of the community."

Allen Shaheen  
Executive Vice President,  
Cognizant

Beginning in June 2017, Toronto Global and the Province of Ontario worked closely with Cognizant to help them understand the Toronto Region's advantages relative to other North American tech hubs, in terms of cost, talent availability, international market access and quality of life – information that was used to build a business case that Cognizant could take to their leadership team. Additionally, Toronto Global provided in-depth information on each of the region's municipalities when it came to the location decision, broadening the focus from one municipality to many. Ultimately, Cognizant chose Mississauga as the location for its new 50,000 square-foot technology and services delivery centre. This state-of-the-art facility, complete with training rooms, a digital lab, and a co-innovation space, will allow Cognizant to work alongside clients to build and deliver specialized technology and industry-specific solutions.

Toronto Global was also instrumental in helping Cognizant to build partnerships with regional stakeholders, including Seneca College. Seneca is now working

in collaboration with Cognizant to provide a new technology training program aimed at enhancing skills for current IT professionals, and building skills for students and other individuals interested in pursuing technology careers. Toronto Global also worked closely with the economic development team at the City of Mississauga to ensure Cognizant was able to access local services, including settlement and assistance with permitting and zoning.

After setting up in Mississauga, Cognizant was able to rapidly hire specialized software engineers, developers, network engineers, system engineers and business analysts – a testament to the region's abundant tech talent supply.

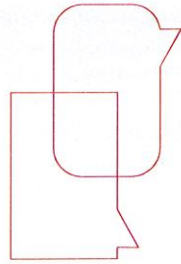
The site in Mississauga was initially planned to house 400 employees in 2018. Cognizant was able to recruit high-quality tech talent so quickly that the company has since leased another floor of the building to house an additional 200 employees.



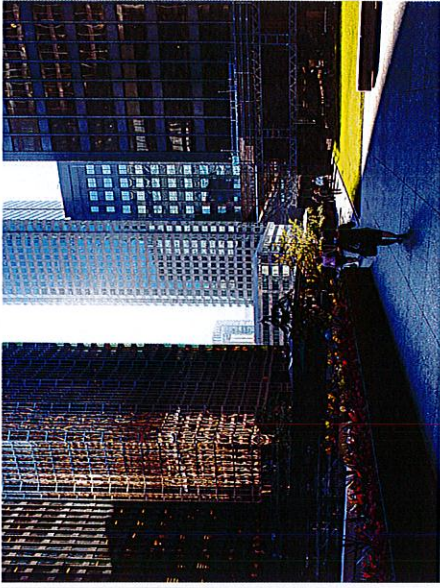
Success Story



**HSBC is one of the world's largest banking and financial services organizations, serving more than 39 million customers through four global businesses: Retail Banking and Wealth Management, Commercial Banking, Global Banking and Markets, and Global Private Banking. The HSBC network covers 66 countries and territories in Europe, Asia, the Middle East and Africa, North America and Latin America.**



HSBC was looking for another location outside its global head office in London, United Kingdom to grow its Global Banking and Markets (GBM) capability in Innovation and Analytics, and chose Canada, where HSBC Bank Canada is the leading international bank.



After evaluating a number of cities globally, HSBC selected Toronto as its location to build its Global Data & Innovation Lab, in which data scientists, data engineers, process automation engineers, and cloud and platform engineers collaborate to deliver global, world-leading solutions for some of the bank's greatest opportunities. This announcement was made following the development of Toronto in recent years as a key strategic location for HSBC's GBM Technology team.

The Toronto Region was the perfect fit for HSBC. Home to the highest concentration of artificial intelligence startups in the world, the region provides HSBC with access to leading research in AI and machine learning; opportunities to partner with some of the most innovative and cutting-edge companies in the AI ecosystem; and postsecondary institutions throughout the region offering courses that develop graduate talent with significant skills in data analytics.

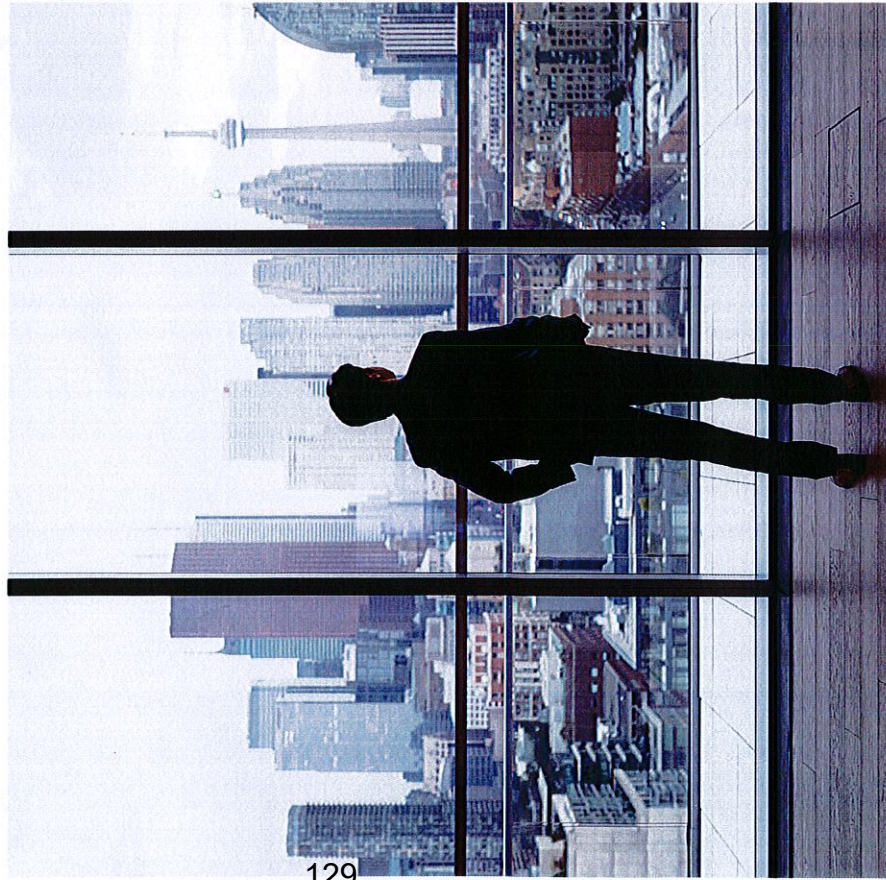
**“Toronto is the perfect location for HSBC's Global Data & Innovation Lab, and our work at the lab is critical to delivering greater benefits for them. Having the Global Data & Innovation Lab in Toronto will allow us to attract and retain the new types of talent needed for HSBC's continued growth.”**

**Chuck Teixeria**  
Chief Administration Officer,  
Global Banking and Markets,  
HSBC



## New Investments in 2018/ 2019

Toronto Global was proud to facilitate 33 new investments to the Toronto Region over the past year.



### 31 Media Technology – United Kingdom

Headquartered in London, U.K., 31 Media is a multi-platform media and communications company committed to providing high-brow publications and reports, well-respected community-based websites and cutting-edge conferences and events. 31 Media was referred to Toronto Global through the Federal Trade Commissioner and Counsellor (Commercial-Ontario). Having identified several countries and cities over a three year period, 31 Media chose Canada, and specifically Toronto, due to its size and market within North America.

"Toronto is a vibrant, cosmopolitan, diverse environment that has a strong labour market which is underpinned by strong economic output and a fantastic infrastructure. The decision to open 31 Media Canada Inc. was made that much easier by the team at Toronto Global, who from the off were professional, courteous, responsive, diligent and above all took the time to understand the needs of our business."

Grant Farrell  
CEO, 31 Media



### Achmea Canada (Onlia) Financial Services – The Netherlands

Established in 1811, today Achmea is the largest insurance provider in the Netherlands, including non-life, health, income protection, pension services and asset management. Toronto Global's Investment Attraction team identified Achmea as a potential opportunity for foreign direct investment in the Toronto Region during a mission to the Netherlands. Achmea signed an agreement with Fairfax Financial, a Canadian holding company, to jointly provide a fully digital property and casualty insurance proposition under the new Onlia brand. In Toronto, Onlia will operate on the fully online IT-platform of InShared, the digital property and casualty insurer of Achmea.

### Arterys United States

Arterys, based in the U.S., develops 4D Flow technology, which generates precise measurements of blood flow noninvasively and non-radiatively, anywhere in the body. The company's medical imaging SaaS analytics platform combines the best of cloud computation and machine learning to improve diagnostic and therapeutic decisions. Arterys was identified by Toronto Global's Investment Attraction team as an FDI opportunity. Arterys established an engineering office in Toronto of 10-15 people in order to take advantage of the data science and AI talent throughout the region.



### Blive Technology – Brazil

Blive is a Brazilian technology services company focused on mapping, understanding, and developing solutions in which data needs to be made for customers immediately and reliably. The company is developing systems with PDAs, Tablets, Smartphones, and long-range RFID control systems. Introduced to Toronto Global during a mission to Brazil with the Consider Canada City Alliance, Blive set up a Canadian headquarters in Mississauga as a base for providing technological solutions to its international clients.

### Bolt Technology – United States

Bolt is the U.S.-based provider of an online payment platform designed to drive e-commerce businesses with newfound revenue. The company's platform uses next-generation fraud algorithms that approve more orders and also covers 100 per cent of fraudulent chargebacks, enabling e-commerce businesses to retain customers and lift conversion rates. Toronto Global was introduced to Bolt through a service provider in technology recruitment, Syndesus, and chose to expand to Toronto to establish an engineering office.



## New Investments in 2018/ 2019

### Canadian Institute of Food Safety

#### Education – Australia

The Australian Institute of Food Safety (AIFS) is Australia's leading provider of food safety education and training. AIFS is dedicated to the promotion of better food safety practices within Australia and has a mandate to educate the public. Introduced to Toronto Global by the Federal Trade Commissioner in Brisbane, AIFS chose Toronto as the location for its subsidiary, where it operates as the Canadian Institute of Food Safety, providing online education to people working in the food and hospitality industries. AIFS selected Toronto for a number of reasons, including the location of its client base, talent attraction and the region's record of excellence in food safety and security.

"Toronto Global proved to be an invaluable resource to us throughout the process. From helping us to find office space, to financial institutions and helping us find answers to HR and payroll questions – there wasn't a single problem they couldn't help us solve. Overall, it has been a smooth transition and we're sure it would have been much more stressful if we hadn't had Toronto Global by our side."

**Stuart Hilditch**  
Executive Director,  
Canadian Institute  
of Food Safety

### Centreon – Technology – France

Founded in France, Centreon is committed to helping organizations digitally transform and futureproof their IT operations. Its mission is to deliver a robust and scalable, single-source IT infrastructure monitoring tool that improves uptime, reduces costs and improves performance analysis and business-critical systems and applications. Centreon was introduced to Toronto Global through the Canadian Embassy in Paris. Based in Toronto, the company is optimally positioned to support the mature IT market in North America with proven monitoring solutions for converging and hybrid IT infrastructures.

"There is an energy around Canada right now with the government and its ability and willingness to create business here. There are so many research and development projects going on in IT – around machine learning, artificial intelligence and fintech... We couldn't be more excited to be launching our North American operations at this time."

**Romain Le Merlus**  
Co-founder and  
Chief Executive Officer,  
Centreon

### Clearpool – Financial Services – United States

Clearpool is a U.S.-based provider of electronic trading software designed to develop technology for

the modern market microstructure. The company's electronic trading software uses advanced algorithmic and execution management systems, enabling market participants to achieve better quality executions in an evolving equity market microstructure and competitive landscape. Identified by our Investment Attraction team, Toronto Global worked with Clearpool to understand the financial services and technology landscape in the region, as well as provide advice and insight on talent, immigration and R&D tax credits.

### Cognizant – Technology – United States

Cognizant, a Fortune 500 company, is one of the world's leading technology and business services companies. Headquartered in New Jersey, U.S., Cognizant works with major companies in industries from healthcare to banking to help transform their business, operating and technology models for the digital era. Toronto Global was introduced to Cognizant through a service provider. The team at Toronto Global worked to help Cognizant understand the advantages of multiple locations within the Toronto Region based on the needs of its business, with Cognizant ultimately choosing Mississauga as the location of its new 600-person, 50,000 square-foot technology and services delivery centre. This state-of-the-art facility, complete with training rooms, a digital lab, a delivery centre, and a co-innovation space, will allow Cognizant to work alongside clients to build and deliver specialized technology and industry-specific solutions.

## New Investments in 2018/ 2019

Toronto Global also worked closely with the economic development team at the Province of Ontario and the City of Mississauga to facilitate the company's successful entry into the market.

### Clik.ai – Financial Services – India

Clik.ai is an India-based artificial intelligence company that became the first to bring automated underwriting to commercial real estate, in an endeavor to make the underwriting process quicker, accurate and fully automated. Introduced to Toronto Global by the Trade Commissioner in India, Clik.ai took advantage of the federal government's Entrepreneur Start-Up Visa Program, which grants permanent residence to immigrant entrepreneurs while assisting them to become established in Canada. Backed by accelerator and designated partner of the Start-Up Visa program, Ryerson Futures, Clik.ai relocated its global headquarters to Toronto. The company established operations in Toronto to access the North American market and recruit skilled talent for a number of positions, including positions in AI and data science, as well as User Experience and Customer Success Managers.

### Ember Group – Business Services – United Kingdom

Ember Group is a business services group providing specialist management consultancy, training, analytics and executive search in the U.K. Ember Group's Toronto office will be home to a team of 25 people, including consultants and analysts working with North



### Filament AI – Technology – United Kingdom

Filament AI is a U.K.-based team of specialists seeking to help enterprises apply AI in their businesses. Understanding that the skills needed to do this are expensive and in short supply, and the infrastructure requirements are complicated. Introduced to Toronto Global through the Federal Trade Commissioner and Counsellor (Commercial-Ontario) in London, U.K., Filament AI set up a sales and product development operation in Toronto to take advantage of the talent and research emerging from local universities, along with the advanced AI ecosystem in the region.

"Toronto Global was essential to the process of expanding Filament.ai into North America. From our evaluation of Toronto to our growth into 2019, we have benefited from the organization's support on business development, accounting, legal affairs, marketing and PR. I strongly urge U.K. businesses looking to set up shop in Toronto to lean on the team as much as I did!"

**Colum Elliott-Kelly**  
Chief Strategy Officer  
North America,  
Filament AI

American clients, including a major global financial services organization. Ember Group was introduced to Toronto Global by the Federal Trade Commissioner and Counsellor (Commercial-Ontario) in London, U.K.

### Etsy – Technology – United States

Etsy is an e-commerce website from the United States focused on handmade or vintage items and supplies, as well as unique factory-manufactured items. Identified by our Investment Attraction team, and co-ordinating our efforts with the federal government, Toronto Global was able to arrange meetings between Etsy and Prime Minister Justin Trudeau during his visit to New York City. Etsy's investment in Toronto includes opening a new artificial intelligence research and development centre. This location will play host to leading figures from local universities and Toronto's deep pool of world-class machine learning and engineering talent.

"Etsy is dedicated to creating opportunities for creative entrepreneurs across Canada, and this addition will deepen Etsy's roots in Toronto's robust tech community. We are excited to add more world-class talent from Canada to Etsy's engineering team so that we can continue to make our marketplace the best destination for buying and selling unique and special goods."

**Mike Fisher**  
CTO, Etsy



## New Investments in 2018/ 2019

### HSBC

#### Financial Services – United Kingdom

HSBC, headquartered in the U.K., is a multinational banking and financial services holding company. It is the seventh-largest bank in the world and was introduced to HSBC through the Federal Trade Commissioner in London, U.K., and worked closely with HSBC's GBM Data & Innovation team to develop a compelling value proposition highlighting the Toronto Region over top-tier global cities. HSBC selected Toronto as the location to build its Global Data & Innovation Lab, employing 80 people.

### iMist

#### Advanced Manufacturing – United Kingdom

London, U.K.-based iMist produces water mist fire protection systems that are cost-effective, environmentally friendly and a less damaging alternative to fire sprinklers. iMist STX12 water mist technology provides highly effective fire protection to domestic and residential properties. Introduced to Toronto Global through the Federal Trade Commissioner and Counsellor (Commercial-Ontario), iMist selected Mississauga as the location for its 50-employee manufacturing operation.

### Innovise Software

#### Technology – United Kingdom

Innovise Software, from Birmingham, U.K., builds technology for the facilities management and support services

industries, with applications that support granular cost control of workforces operating within this very low-margin sector. Innovise Software was introduced to Toronto Global by the Federal Trade Commissioner and Counsellor (Commercial-Ontario) in London, U.K. to establish a sales team based in Toronto.

### Insight Data Science

#### Education – United States

Insight Data Science is a U.S. company that operates a postdoctoral training fellowship program. The company's program enables scientists to learn the industry specific skills needed to work in the growing field of big data at leading companies. The company was referred to Toronto Global through the Federal Trade Commissioner in New York City, and Insight Data Science opened its Canadian office in Toronto.

### Italia Alimentari

#### Food & Beverage – Italy

Italia Alimentari is a leading Italian manufacturer of cured meats and hams, snacks, finger foods and deli specialties. The company exports its products to 50 countries worldwide. Toronto Global became acquainted with Italia Alimentari through the Federal Trade Commissioner in Rome and assisted the establishment of the company's operations in Brampton. Working in partnership with a Brampton company, Italia Alimentari set up operations for meat products cutting and packaging.

### Kistler Group

#### Advanced Manufacturing – United States

U.S.-based Kistler Group is the global leader in dynamic measurement technology for measuring pressure, force, torque and acceleration.

Toronto Global was introduced to the Kistler Group through the Federal Trade Commissioner in Detroit, and the company chose to open its new sales centre in Mississauga. As its first Canadian location, the Kistler Canada office represents a significant expansion of the company's global presence and solidifies its strong commitment to Canadian customers. Kistler Group's Mississauga location serves to advise and support customers as well as manage sales in Canada's automotive and aerospace industries.



### Mazars

#### Financial Services – United States

Based in the U.S., Mazars is an international advisory and financial services firm specializing in audit, accountancy, tax, legal and other advisory services. Mazars was referred to Toronto Global by the Federal Trade Commissioner in New York City. The Company's Toronto office will allow for closer proximity to its clients located in the region, expand the national scope of its services in assurance, accounting, tax and advisory as well as reinforce the Global Infrastructure Finance team's position as a major advisor to clients in North America.

## New Investments in 2018/ 2019

### Nanoport Technology

#### Technology – United States

Nanoport Technology is a research and development lab from the U.S., providing hardware- and software-based magnetic connector systems designed to physically combine mobile devices for data transfer. Referred to Toronto Global by the team at the MaRS Discovery District, Nanoport Technology's new Toronto office is focused on marketing and sales to support the increasing demand for their technologies.

### Osborne Recruitment Consultancy

#### Business Services – Ireland

Osborne is a recruitment consultancy specializing in permanent, temporary and contract positions, based in Dublin, Ireland. Over the past number of years, its team of recruitment specialists have successfully partnered with several well-established Canadian clients from its base in Ireland. Osborne Recruitment Consultancy and Toronto Global were acquainted through shared networks and the company established an office of 26 employees in Toronto to recruit for specialist sectors, including Accounting & Finance, Office, Secretarial & Customer Service, IT, Technical & Engineering, Sales & Marketing, Executive, HR & Legal Appointments.

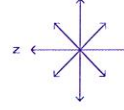
"We have built strong working relationships with our Canadian clients over the past number of years and we have thoroughly enjoyed working with them to date. Toronto is a world-class city with a positive, modern business culture and very accessible from Ireland – choosing the Toronto Region for our first international team on the ground made perfect sense."

**Rachel Brown**  
Recruitment & Business Manager,  
Osborne Recruitment

### Rebel Group

#### Business Services – The Netherlands

Headquartered in the Netherlands, Rebel Group helps public and private organizations bridge the gap between their infrastructure needs and financial resources by focusing on developing public-private partnerships (P3s), innovative capital financing, project delivery strategies, efficient management, and performance improvement. Toronto Global's Investment Attraction team identified Rebel Group as a potential FDI opportunity for the Toronto Region and scheduled a meeting during the team's mission to the Netherlands. After meeting Rebel Group and hosting the company in Toronto, it established a consulting operation in Toronto, where the company is actively hiring and conducting consulting and strategy work in the Toronto Region.



"Working with Toronto Global has been an incredible experience. The team has given its support from day one, offering multiple options for us to look into and setting up meetings with industry

"Working with Toronto Global has been an incredible experience. The team has given its support from day one, offering multiple options for us to look into and setting up meetings with industry



## New Investments in 2018/ 2019

### Refinery29

#### Technology – United States

Refinery29 is a trailblazing digital media and entertainment company for young women with a global audience footprint of 550 million across all platforms. Toronto Global was introduced to Refinery29 through a lead generator in the U.S. and assisted the company in its expansion to the Canadian market, headquartered in Toronto. Refinery29 identified Canada as a strong organic audience for its content and launched in Toronto to appeal to its underserved female millennial audience, including a mix of localized content and global stories across fashion, beauty, wellness, politics and culture.

### RepRisk

#### Financial Services – Switzerland

RepRisk, based in Switzerland, is a global leader and pioneer in data science, specializing in premium Environmental/Social/Governance (ESG) and business conduct risk research and quantitative solutions. Toronto Global's Investment Attraction team identified RepRisk as a potential FDI opportunity. Meeting with the RepRisk team in Switzerland and hosting them here in the Toronto Region, Toronto Global worked with the company to establish its 25-employee branch in Toronto. Through a global presence with offices in Germany, the Philippines, Switzerland, and now Canada, RepRisk moves to a setup that allows for 24-hour business operations, further improving its ability to serve clients, including the world's largest financial institutions and businesses.

### Resolver

#### Business Services – United Kingdom

Resolver, a U.K.-based organization with millions of consumers, launched an innovative new tool for Canadian consumers to help manage their complaints with businesses. This web-based platform provides consumers with an effective and streamlined process through which they can reach out to address Canadian businesses. Through staff outreach by our U.K. market team, Toronto Global worked with Resolver to establish its sales and support office in Toronto, employing 50 people. Resolver is in Toronto to launch an innovative utility providing Canadian consumers a new choice for lodging complaints to businesses and achieving resolution satisfaction.

"We are extremely proud to bring this new tool to Canada. We've had tremendous success helping consumers in the U.K., and can't wait to start helping Canadian consumers."

**James Walker**  
Founder and CEO,  
Resolver Group



### Skylight

#### Technology – United States

Skylight, based in the U.S., develops an online platform designed to manage home renovation and reinvention projects. The company's platform is designed to help in assigning a proven contractor and monitor progress to create a homeowner's budget based on typical patterns for similar projects to keep projects organized, enabling homeowners to get their homes renovated within a given budget and schedule. Through Ontario's Senior Economic Officer based in San Francisco, Toronto Global assisted Skylight in its software development office expansion to Toronto.

"Building our team in Toronto gives us much more runway with our venture capital dollars, allowing us to focus more on building our business and less on our bank balance. The tech community in Toronto is growing every day and we are excited to be a part of it."

**Fiona Lake Waaslander,**  
Vice President & Chief Product Officer, Skylight Tools Canada Inc.

### Swissborg

#### Technology – Switzerland

Swiss company, Swissborg, is revolutionizing wealth management services with a community-centric approach powered by blockchain technology, offering Swiss-made crypto investment solutions to the

## New Investments in 2018/ 2019

world. Toronto Global was introduced to Swissborg at the Toronto Global London Launch blockchain event in November 2017, through keynote speaker, Manie Eager, Chairman of the Blockchain Association of Canada. Swissborg chose Toronto for its AI R&D office expansion, based on the talent pipeline flush with developers and software engineers.

### Terminal

#### Business Services – United States

Headquartered in San Francisco, U.S., Terminal is a remote teams company that helps growing tech companies quickly hire the engineers they need to scale. Terminal was introduced to Toronto Global through the Federal Trade Commissioner in San Francisco. Terminal builds remote development teams and supports the entire employee experience – from providing premium shared workspaces to fostering community. The company chose to locate its 90-employee consulting office in Toronto, drawn by the world-class talent, educational institutions and calibre of companies throughout the region.

"The skills, expertise, and professionalism of the tech ecosystem in Toronto have only continued to increase in the last few years. I'm excited to be expanding our services into Toronto to help bring new opportunities to the region and support companies that are scaling rapidly."

**Veronique St-Germain**  
Director of Recruiting, Terminal

### TSP Projects

#### Business Services – United Kingdom

TSP Projects, based in the U.K., is a multi-disciplinary solutions business with extensive engineering capabilities and specialist expertise in the transportation and energy industries. Employing more than 420 highly experienced staff, it works in partnership with its clients to develop and deliver high quality, innovative technical solutions. The company chose to locate in Toronto based on the substantial investments in Ontario by the provincial government on a variety of rail initiatives, providing the company with an ideal base for expansion into the Canadian market. TSP Projects was introduced to Toronto Global by the Federal Trade Commissioner and Counsellor (Commercial-Ontario).

"We have set up a Toronto office with a small team of U.K. design and engineering specialists, and we intend to develop the business with the assistance of the experts at Toronto Global, whose guidance has been invaluable."

**Keith Moxerley**  
Rail Director, TSP Projects

### Ulule

#### Technology – France

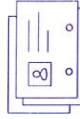
France-based pioneer crowdfunding platform, Ulule, enables creative, innovative and community-minded projects to test ideas, build a community and make it grow. Ulule has become the leading European crowdfunding website, with over

26,000 successfully funded projects, more than 2.4 million members worldwide and a record success rate of close to 70 per cent. Toronto Global became acquainted with Ulule through our partners at the Ministry of Economic Development, Job Creation and Trade. Ulule's Toronto location serves as a sales and marketing office for the North American market.

### VanHack

#### Business Services – The Netherlands

VanHack is an international recruitment agency with offices across Europe and most recently, Vancouver and Toronto. The company has built a community of over 145,000 software developers, designers and digital marketers ready to relocate. Toronto Global met VanHack at the 2018 Mobile World Congress exhibition in Barcelona and worked with the company to set up its business, with a mandate to bring incredible talent to the Toronto Region. VanHack is helping local companies to meet their growing tech talent needs by tapping into talent from around the globe, with a particular focus on increasing awareness about the federal government's global talent stream visa.







The Toronto Global team would like to extend our appreciation to our Board of Directors for their commitment to our organization and to the Toronto Region. Their guidance, support and active leadership throughout our efforts to attract international investment.

Toronto Global would like to recognize our former board members Ted Egawa and Tina Lee and thank them for their dedication to our Board of Directors.

**From left to right:**

- Cecile Chung**  
General Counsel & Corporate Secretary, Samuel Group of Companies
- Lisa de Wilde**  
Chief Executive Officer, TVO
- Nitin Kawale**  
Former President, Enterprise Business Unit, Rogers
- Bilal Khan**  
Managing Partner & Head, Deloitte Data
- Sriram Iyer**  
President & Chief Executive Officer, ICI Bank Canada
- Ted Egawa**  
President & Chief Executive Officer, Canon Canada
- Geneviève Bonin**  
Partner, McKinsey & Company
- Jodi Kovitz**  
Founder & Chief Executive Officer, #movethedial

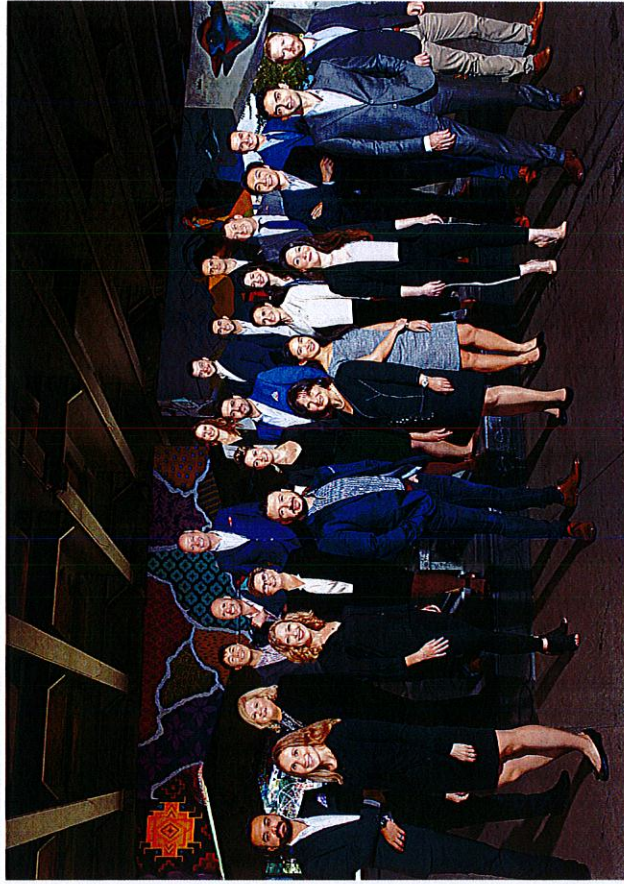
- Janet Ecker**  
Vice-Chair, Toronto Global Board of Directors
- Mark Cohon,**  
Chair, Toronto Global Board of Directors
- Satish Rai**  
Chief Investment Officer, OMERS Capital Markets
- Steve Howse**  
President, Millington & Associates

- Tina Lee**  
Chief Executive Officer, T&T Supermarkets
- Catherine Roche**  
Head, Office of Strategic Management, BMO Financial Group



Toronto  
Global Team

**Our staff complement continues to get bigger and better.** The Toronto Global team is composed of diverse, skilled and motivated staff that have contributed immensely to the momentum that the organization has achieved. Each member of the team has offered a unique perspective and approach to foreign investment attraction. We are proud of the progress and achievements we have made to date and look forward to building on this success and bringing significant benefits and investment to our dynamic region.



**From left to right:**

- Saiman Khan**  
Senior Advisor,  
Investment Attraction,  
Europe
- Ellen Mitchell**  
Advisor, Investment  
Attraction
- Leslie Sutherland**  
Vice President, Human  
Resources & Business  
Operations
- Sean Mui-Tummers**  
Advisor, Investment  
Attraction
- Julia Sakas**  
Director, Marketing &  
Communications

- JanWillem Gille**  
Director, Investment  
Attraction, Europe
- Terrie O'Leary**  
Executive Vice  
President, Business  
Strategy & Operations
- Toby Lennox**  
Chief Executive Officer
- Nicholas Pantaleo**  
Digital Marketing  
Specialist
- Bethany Moir**  
Director, Research &  
Insights
- Erika Thompson**  
Communications  
Specialist

- Dan Silverman**  
Executive Vice President,  
Investment Attraction
- Liana Hovakimyan**  
Director, Investment  
Attraction, North America
- Daniel Hengeveld**  
Director, Investment  
Attraction
- Cecilia Long**  
Manager, Business  
Operations
- Matthew Castaldo**  
Research & Insights  
Associate
- Ashleigh Ryan**  
Research & Insights  
Analyst

- Erin Hennessey**  
Investment Attraction  
Research Specialist
- Matt Switzer**  
Manager, Investment  
Attraction, North America
- Nicole Jarosz**  
Executive Assistant to the  
Chief Executive Officer
- Trevor Novak**  
Director, Investment  
Attraction, Europe
- Johnny Tan**  
Manager, Investment  
Attraction, Asia
- Bart Deelen**  
Senior Advisor, Investment  
Attraction, Europe

- Michael Keoshkerian**  
Senior Advisor,  
Investment Attraction,  
North America
- Graeme Cooke**  
Senior Advisor,  
Investment Attraction,  
North America
- Absent:**
- Catherine Lee**  
Advisor, Investment  
Attraction, Asia
- Winston Young**  
Chief Financial Officer

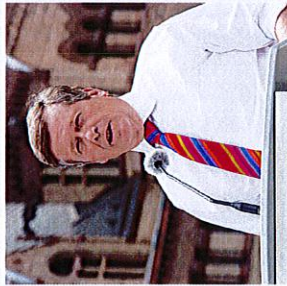


Toronto Region  
Mayors & Chairs

Toronto Global would like to extend a BIG thank you to the Mayors and Chairs of the Toronto Region for their continued support and commitment to collaboration.



Bonnie Crombie  
Mayor of Mississauga



John Tory  
Mayor of Toronto



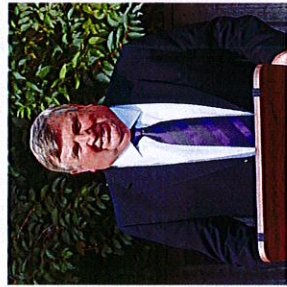
Patrick Brown  
Mayor of Brampton



Gary Carr  
Halton Regional Chair



John Henry  
Durham Regional Chair



Wayne Emmerson  
York Regional Chair

# TORONTO GLOBAL 2018/2019 AUDITED FINANCIAL STATEMENTS

GTA Region Investment  
Attraction (operating as  
Toronto Global)  
Financial statements  
March 31, 2019



## Independent auditor's report

### To the Members of the GTA Region Investment Attraction [operating as Toronto Global]

#### Opinion

We have audited the financial statements of the GTA Region Investment Attraction (operating as "Toronto Global"), which comprise the statement of financial position as at March 31, 2019, and the statement of operations, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Toronto Global as at March 31, 2019, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

#### Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of Toronto Global in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Other information

Management is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

We obtained the Annual Report prior to the date of this auditor's report. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact in this report. We have nothing to report in this regard.

### Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, management is responsible for assessing Toronto Global's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate Toronto Global or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing Toronto Global's financial reporting process.

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Toronto Global's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether

a material uncertainty exists related to events or conditions that may cast significant doubt on Toronto Global's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Toronto Global to cease to continue as a going concern.

- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Ernst & Young LLP*

Chartered Professional Accountants,  
Licensed Public Accountants  
Toronto, Canada  
July 20, 2018

### Statement of financial position

	2019	2018
	\$	\$
<b>ASSETS</b>		
Current		
Cash	2,339,969	2,999,141
Investments <sup>(note 3)</sup>	—	163,008
Accounts receivable <sup>(notes 3 and 6)</sup>	222,739	10,046
Provincial contributions receivable <sup>(notes 3 and 6)</sup>	175,558	512,494
Government of Canada contributions receivable <sup>(notes 6 and 8)</sup>	955,128	166,916
Municipal contributions receivable <sup>(note 4)</sup>	160,038	—
Prepaid expenses	104,871	65,141
<b>Total current assets</b>	<b>3,958,303</b>	<b>3,916,746</b>
Tangible capital assets, net <sup>(note 7)</sup>	125,132	114,180
<b>Total assets</b>	<b>4,083,435</b>	<b>4,030,926</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current		
Accounts payable and accrued liabilities <sup>(notes 4 and 5)</sup>	1,096,999	1,572,896
Deferred contributions <sup>(note 5)</sup>	2,861,304	2,343,850
<b>Total current liabilities</b>	<b>3,958,303</b>	<b>3,916,746</b>
Deferred capital contributions <sup>(note 8)</sup>	125,132	114,180
<b>Total liabilities</b>	<b>4,083,435</b>	<b>4,030,926</b>
Contingencies and commitments <sup>(note 7 and 8)</sup>	—	—
<b>Net assets</b>	<b>—</b>	<b>—</b>
Unrestricted	4,083,435	4,030,926

See accompanying notes

On Behalf of the Board



Director

Director

### Statement of operations

	2019	2018
	\$	\$
<b>Revenue</b>		
Contributions from Province of Ontario <sup>(note 6)</sup>	1,782,108	1,118,100
Contributions from Government of Canada <sup>(note 6)</sup>	2,765,129	2,781,590
Contributions from Municipalities <sup>(note 6)</sup>	1,780,923	1,619,025
Contributions from Invest Canada Community Initiatives <sup>(note 6)</sup>	441,479	380,175
Interest income	19,867	—
Amortization of deferred capital contributions <sup>(note 8)</sup>	47,775	55,934
<b>Total Revenue</b>	<b>6,837,281</b>	<b>5,954,824</b>
<b>Expenses</b>		
Labour and staff costs <sup>(notes 4 and 5)</sup>	4,289,109	3,356,507
Consulting fees	561,656	415,244
Professional fees	215,488	772,416
Marketing costs	719,258	325,327
Office	316,829	269,830
Rent and occupancy costs	281,450	289,088
Travel	202,159	176,048
Shared services <sup>(note 5)</sup>	170,517	267,457
Printing	33,060	26,973
Amortization of tangible capital assets	47,775	55,934
<b>Total Expenses</b>	<b>6,837,281</b>	<b>5,954,824</b>
<b>Excess of revenue over expenses for the year</b>	<b>—</b>	<b>—</b>

See accompanying notes.

### Statement of changes in net assets

Year ended March 31

	2019	2018
	Total	Total
	\$	\$
Net assets, beginning of year	—	—
Excess of revenue over expenses for the year	—	—
<b>Net assets, end of year</b>	<b>—</b>	<b>—</b>

See accompanying notes.

## Statement of cash flows

## Notes to financial statements

	2019	2018
	\$	\$
<b>Operating activities</b>		
Excess of revenue over expenses for the year	-	-
Add (deduct) items not involving cash		
Amortization of tangible capital assets	47,775	55,934
Amortization of deferred capital contributions	(47,775)	(55,934)
Accrual of interest on restricted investments	163,008	(793)
Amortization of rent adjustment	2,202	2,210
	165,210	1,417
Changes in non-cash working capital balances related to operations		
Decrease (increase) in accounts receivable	(212,693)	30,858
Decrease (increase) in contributions receivable	(611,314)	795,879
Decrease (increase) in prepaid expenses	(39,730)	5,283
Increase (decrease) in accounts payable and accrued liabilities	(478,099)	609,470
Increase (decrease) in deferred contributions	517,454	(402,043)
<b>Cash provided by (used in) operating activities</b>	<b>(659,172)</b>	<b>1,043,864</b>
<b>Investing activities</b>		
Acquisition of tangible capital assets	(58,727)	(159,188)
<b>Cash used in investing activities</b>	<b>(58,727)</b>	<b>(159,188)</b>
<b>Financing activities</b>		
Contributions used to fund capital assets	58,727	159,188
Repayments to the Greater Toronto Marketing Alliance	-	(105,700)
<b>Cash provided by financing activities</b>	<b>58,727</b>	<b>53,488</b>
<b>Net increase (decrease) in cash during the year</b>	<b>(659,172)</b>	<b>935,164</b>
Cash, beginning of year	2,999,141	2,063,977
<b>Cash, end of year</b>	<b>2,339,969</b>	<b>2,999,141</b>

See accompanying notes

### 1. Nature of operations

The GTA Region Investment Attraction ["Toronto Global"] was incorporated on July 27, 2015 as a not-for-profit organization without share capital under the Business Corporations Act (Ontario) and has continued under the new Canada Not-for-profit Corporations Act as of July 1, 2017. Toronto Global is exempt from income taxes under section 149(1) of the Income Tax Act (Canada).

The objectives of Toronto Global include promoting the competitive advantages and business opportunities in the Greater Toronto Area and to raise the profile of the Greater Toronto Area to attract foreign direct investment in order to maintain and expand the economy of the region.

### 2. Summary of significant accounting policies

#### Basis of accounting

These financial statements are prepared by management in accordance with Part III of the CPA Canada Handbook – Accounting, which sets out generally accepted accounting principles for not-for-profit organizations in Canada. The significant accounting policies are summarized below.

#### Revenue recognition

Toronto Global follows the deferral method of accounting for contributions, which include government and other grants. Externally restricted contributions are deferred when initially recorded in the accounts and recognized as revenue in the year in which the related eligible expenses are incurred. Externally restricted contributions relating to tangible capital assets are deferred when initially recorded in the accounts and recognized as revenue on a basis consistent with amortization of the related tangible capital assets. Unrestricted contributions are recognized as income when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

#### Financial instruments

Investments in fixed income securities not designated to be measured at fair value are initially recorded at fair value plus transaction costs and are subsequently measured at amortized cost, less any provisions for impairment.

All transactions are recorded on a trade date basis. Other financial instruments, including cash, accounts receivable, contributions receivable and accounts payable and accrued liabilities, are recorded at fair value and are subsequently measured at cost, net of any provisions for impairment.

Unless otherwise noted, it is management's opinion that Toronto Global is not exposed to significant interest rate risk, currency risk, market risk or credit risk arising from financial instruments.

#### Tangible capital assets

Tangible capital assets are recorded at cost less accumulated amortization. Amortization is provided on a straight-line basis over the estimated useful lives of the assets as follows:

Computer equipment	3 years
Leasehold improvements	Term of the lease
Furniture and fixtures	5 years

#### Rent and occupancy costs and deferred lease escalations

Rent expense is recorded in rent and occupancy costs in the statement of operations on a straight-line basis over the term of the lease. Differences between the straight-line rent expense and the payments, as stipulated under the lease agreement, referred to as lease escalations, are included in accounts payable and accrued liabilities.



## Notes to financial statements

### Employee future benefits

Defined contribution plan accounting is applied to the multi-employer defined benefit plan. Contributions are expensed on an accrual basis, as Toronto Global has insufficient information to apply defined benefit plan accounting.

### Contributed goods and services

Contributed goods and services are not recognized in these financial statements.

### Use of estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Estimates are based on the information available at the date of preparation and are reviewed annually to reflect new information as it is available. Measurement uncertainty exists in the financial statements primarily related to the impairment in contributions receivable and the estimated useful lives of tangible capital assets. Actual results could differ from those estimates.

### 3. Investments

Investments consisted of a guaranteed investment certificate which was redeemed in February 2019 for the principal plus accrued interest of \$163,765 [2018 – \$162,000, maturity date of December 27, 2018]. This investment certificate had an annual yield of 0.60% [2018 – 0.45%].

### 4. Services agreement

Toronto Global had entered into a services agreement with Invest Toronto Inc. ["Invest Toronto"], a subsidiary of the City of Toronto, wherein Invest Toronto Global will pay to Invest Toronto fees equal to one-half of all gross salaries paid by Invest Toronto to its employees for the various investment attraction-related services Invest Toronto

has provided to Toronto Global. Advancement of funds was provided from Invest Toronto to Toronto Global for expenditures to be shared or fully reimbursed by Toronto Global. This arrangement was made to assist in the launch of Toronto Global and was no longer required in this fiscal year.

As at March 31, 2019, accounts payable and accrued liabilities relating to funds advanced for operations were nil [2018 – \$305,651] to Invest Toronto. In addition, the accounts payable and accrued liabilities relating to services provided by Invest Toronto employees were nil [2018 – \$387,587].

### 5. Shared services

Toronto Global has agreed with Toronto Port Lands Company ["TPLC"], a subsidiary of the City of Toronto, to share certain administrative, accounting and other corporate services on a cost allocation basis. Included in accounts payable and accrued liabilities is an amount of \$29,388 [2018 – \$52,579] owing to TPLC for shared services costs. There are no set terms of repayment for these amounts and no interest is being charged by TPLC. The services agreement was terminated effective March 31, 2019, with all services repatriated back to Toronto Global, with the exception of a pledge for some continuing support for the completion of the fiscal 2019 external audit.

## Notes to financial statements

### 6. Deferred contributions

Toronto Global receives contributions from the Government of Canada, the Province of Ontario and Regional Municipalities of York, Halton and Durham, the Cities of Mississauga, Brampton and Toronto [the "Municipalities"], which have certain restrictions associated with the use of the funds. Deferred contributions represent unspent contributions for expenses to be incurred in future years.

Changes in the deferred contributions balance are as follows as at March 31:	2019	2018
	\$	\$
<b>Balance, beginning of year</b>	<b>2,343,850</b>	<b>2,745,893</b>
Contributions from the Government of Canada	2,765,129	2,781,590
Contributions from the Province of Ontario	1,807,281	512,494
Contributions from the Municipalities	2,000,836	1,980,969
Contributions from Invest Canada Community Initiatives	441,479	380,175
Transfer to deferred capital contributions <sup>(note 6)</sup>	(58,727)	(159,188)
HST rebate from prior year expenses	350,962	–
Interest income earned on excess funds in the year	–	807
Amounts recognized as revenue in the year	(6,789,506)	(5,898,890)
<b>Balance, end of year</b>	<b>2,861,304</b>	<b>2,343,850</b>

The contribution agreement between Toronto Global and the Government of Canada, represented by the Federal Economic Development Agency for Southern Ontario, made on December 2, 2016, covered the period from April 1, 2016 to December 31, 2018. This agreement stipulated a contribution amount of \$6,000,000 payable in respect of eligible and supported costs incurred by Toronto Global as prescribed in the agreement. Subsequent to year-end, a new agreement was made as of May 16, 2019 covering the period from January 1, 2019 to December 31, 2023. This agreement stipulates a maximum contribution of up to \$10,000,000 in respect of eligible and supported costs incurred by Toronto Global as prescribed in the agreement.

The contribution agreement between Toronto Global and the Province of Ontario was signed on June 16, 2017 and covered the period from April 1, 2016 to December 31, 2017. This agreement stipulated a contribution of \$2,500,000 payable as set out in the agreement. A renewal contribution agreement between Toronto Global and the Province of Ontario was signed on April 15, 2018 and covered the period from January 1, 2018 to March 31, 2019. This agreement stipulated a contribution amount of \$2,500,000 as set out in the contribution agreement. Subsequent to year-end, the Province of Ontario agreed to extend the current agreement to June 30, 2019. In addition, negotiations are under way with the Province of Ontario to enter into a new multi-year transfer payment agreement.

The contribution agreement between Toronto Global and the Municipalities made on December 2, 2016 covers the period from April 1, 2016 to March 31, 2019. This agreement is for a total contribution amount of \$5,942,907 payable as set out in the agreement. Subsequent to year end, four of the six Municipalities have obtained council approval for the continuation of funding and two Municipalities are awaiting council approval.

In addition to the above noted contributions, Toronto Global has been appointed as one of the recipients by the Government of Canada to receive contributions to implement a project that supports the communities' efforts to attract, retain and expand foreign direct investment and is ultimately designed to strengthen the economy at the community level. The first agreement was signed March 29, 2017 and covered eligible costs up to a maximum of \$400,000 from January 1, 2017 to December 31, 2017. The second agreement was signed on February 14, 2018 and covered eligible costs up to a maximum of \$235,000 for the period from January 1, 2018 to December 31, 2018. The amended agreement was signed on December 12, 2018 and covered eligible costs up to a maximum of \$428,063 for the period from January 1, 2018 to December 31, 2018.

Pursuant to the above agreements, Toronto Global has recognized a contribution of \$441,479 [2018 – \$380,175] towards eligible expenditures incurred. Of this amount, \$29,452 [2018 – \$10,000] is included in accounts receivable on the statement of financial position.

## Notes to financial statements

### 7. Tangible capital assets

Tangible capital assets consist of the following:

	2019	2018
	Cost	Net book value
	\$	\$
Computer equipment	123,856	66,621
Leasehold improvements	54,312	29,865
Furniture and fixtures	56,273	22,209
	<b>234,441</b>	<b>109,309</b>
		Accumulated Amortization
		\$
		Net book value
		\$
		2018
		Net book value
		\$
Computer equipment		30,640
Leasehold improvements		37,458
Furniture and fixtures		46,082
		<b>114,180</b>

In 2018, Toronto Global purchased \$98,283 of capital assets from Invest Toronto (note 4).

### 8. Deferred capital contributions

Deferred capital contributions represent the unamortized amount of contributions received for the purchase of capital assets. The amortization of deferred capital contributions is recorded as revenue in the statement of operations.

	2019	2018
	\$	\$
Balance, beginning of year	114,180	10,926
Transferred from deferred contributions (note 6)	58,727	159,188
Amortization of deferred capital contributions for the year	(47,775)	(65,934)
<b>Balance, end of year</b>	<b>125,132</b>	<b>114,180</b>

Changes in deferred capital contributions balance are as follows:

	2019	2018
	\$	\$
Balance, beginning of year	114,180	10,926
Transferred from deferred contributions (note 6)	58,727	159,188
Amortization of deferred capital contributions for the year	(47,775)	(65,934)
<b>Balance, end of year</b>	<b>125,132</b>	<b>114,180</b>

## Notes to financial statements

### 9. Salaries and employee benefits

Included in the labour and staff costs are Toronto Global's current service contributions to the Ontario Municipal Employees Retirement Fund ("OMERS") pension plan totalling \$355,473 (2018 – \$301,175).

Toronto Global makes contributions to OMERS, which is a multi-employer pension plan, on behalf of some of its employees. The plan is a defined benefit plan, which specifies the amount of the retirement benefit to be received by the employees based on length of service and rates of pay. Employees and employers contribute jointly to the plan.

Since OMERS is a multi-employer pension plan, any pension plan surpluses or deficits are a joint responsibility of all Ontario municipalities and their employees. As a result, Toronto Global does not recognize and share in the OMERS pension surplus or deficit. The most recent valuation for financial reporting purposes completed by OMERS as at December 31, 2018, disclosed net assets available for benefits of \$97.4 billion with pension obligations of \$97.4 billion.

### 10. Financial instruments and risk management

Toronto Global's operating activities expose it to a range of financial risks. The following analysis provides information of Toronto Global's risk exposure as at March 31, 2019.

#### Credit risk

Credit risk on financial instruments is the risk of a financial loss occurring as a result of default or insolvency of a counterparty on its obligation to Toronto Global. The total carrying value of cash and contributions receivable as presented in the statement of financial position represents the maximum credit risk exposure as at the date of the financial statements. Toronto Global manages and controls

credit risk with respect to accounts receivable by only dealing with recognized, creditworthy third parties. In addition, receivable balances are monitored on an ongoing basis. At March 31, 2019, there were no significant amounts that were past due or impaired.

#### Liquidity risk

Toronto Global is exposed to the risk that it will encounter difficulty in meeting obligations with its financial liabilities. Toronto Global derives all of its operating revenue from various levels of government with no firm commitment of funding in future years. Toronto Global expects it will meet all obligations due within one year through cash and other resources, together with funding from the federal, provincial and municipal governments.

### 11. Commitments

Future minimum commitments for rent of Toronto Global's premises are as follows:

	\$
2020	204,986
2021	212,692
2022	212,692
2023	212,692
2024	106,346
	<b>949,408</b>

### 12. Credit facility

Toronto Global has an available revolving line of credit of \$538,000 bearing interest at the bank's prime rate and secured by Toronto Global's personal property.

Toronto Global has a Standby Letter of Credit facility from the bank for an amount of \$162,000 for security for OMERS (note 9).



Brant  
Street Pier,  
Burlington



Toronto Global

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Toronto, Ontario  
Canada, M5V 3M2

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info@torontoglobal.ca



torontoglobal.ca

Design: Clear Space







# The Regional Municipality of Durham Report

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To: Planning and Economic Development Committee  
From: Commissioner of Planning and Economic Development  
Report: [#2019-EDT-19](#)  
Date: December 3, 2019

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**Subject:**

Financial Commitment to Host Federation of Canadian Municipalities Board Meeting

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**Recommendation:**

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

- A) That support-in-principle be provided to host the Federation of Canadian Municipalities (FCM) Board Meeting in 2022 or 2023;
  - B) That Regional Council endorse a financial commitment for this event not to exceed \$40,000 with financing at the discretion of the Commissioner of Finance; and
  - C) That the Commissioner of Finance be authorized to execute a host municipality agreement with FCM in the event that the bid is successful.
- 

**Report:**

**1. Purpose**

- 1.1 The purpose of this report is to seek Regional Council endorsement for a bid to host an FCM Board Meeting in March or September of 2022 or 2023, with an accompanying financial commitment of up to \$40,000. A Council resolution in support of hosting the Board Meeting is required as part of the bid submission and, with Council endorsement, a bid would be prepared and submitted by Durham Region Economic Development and Tourism prior to the January 3, 2020 deadline.

## **2. Background**

- 2.1 On September 17, 2019, FCM released an RFP for interested municipalities to host the following events: Annual Conference and Trade Show (June 1-4, 2023 or June 6-9, 2024), Sustainable Communities Conference (October 17-21, 2022), and the Board of Directors meeting (March 1-4, 2022, September 13-16, 2022, March 7-10, 2023 or September 12-15, 2023). The deadline for responses is January 3, 2020 and a decision will be made by March 6, 2020.
- 2.2 Although Durham Region currently lacks the facilities required to meet the eligibility requirements for hosting the Annual Conference and Trade Show or the Sustainable Communities Conference, planned future convention facilities at the Durham Live development may be large enough to enable the Region to host conferences of this scale in the future and those opportunities are currently being explored.
- 2.3 Hosting the FCM Board Meeting would present an opportunity to showcase Durham Region as an ideal meeting and conference location, while also highlighting key business assets and sectors of the Regional economy to a national audience and all levels of government. This includes our energy sector, waste management, agricultural innovation, transportation infrastructure, technology and entrepreneurship, tourism growth, and post secondary excellence. It may also be a benefit to potential future bids to host the FCM Annual Conference or Sustainable Communities Conference.
- 2.4 As of the date of drafting this Report, two suitable locations within Durham Region are being considered for an FCM Board Meeting: The Ajax Convention Centre with hotel accommodations provided by the Hilton Garden Inn and Homewood Suites by Hilton in Ajax; and the newly constructed TownePlace Suites by Marriott and Courtyard by Marriott with conference facilities in Oshawa. A final site decision would be made once all information and costs have been evaluated by staff. Upon selecting the location, transportation details and Regional tour itineraries would be developed as part of the bid submission requirements.

## **3. Financial Implications**

- 3.1 The recommended contribution of up to \$40,000 is based on historical requirements for this event held in other jurisdictions. The host municipality is responsible for all expenses associated with its welcome reception and dinner; on-call tech support; and shuttle transportation if the distance between the meeting location and conference hotel is over 0.7 km. Where possible, grant, sponsorship and partnership



opportunities will be explored.

- 3.2 There are 150 delegates expected to attend this event, and the projected economic impact, based on reports from previous host municipalities, is over \$120,000. A more detailed economic impact projection for Durham Region will be prepared as the bid submission and budget are finalized.

#### **4. Conclusion**

- 4.1 It is recommended that Regional Council provide support-in-principle for the submission of a bid to host a Federation of Canadian Municipalities Board Meeting in 2022 or 2023, and endorse a Regional cash and in-kind financial commitment of up to a maximum of \$40,000 for the event.

Respectfully submitted,

Original signed by

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

Recommended for Presentation to Committee

Original signed by

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Elaine C. Baxter-Trahair  
Chief Administrative Officer



# The Regional Municipality of Durham Report

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To: Planning and Economic Development Committee  
From: Commissioner of Planning and Economic Development  
Report: [#2019-EDT-20](#)  
Date: December 3, 2019

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**Subject:**

Invest Durham Branding Refresh

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**Recommendation:**

That the Planning and Economic Development Committee recommends:

That this report be received for information.

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**Report:**

**1. Purpose**

1.1 The purpose of this report is to advise the Planning & Economic Development Committee of the recently refreshed branding for Durham Region Economic Development. A brief presentation to show the new branding will be provided by staff at the December 3<sup>rd</sup> Committee meeting.

**2. Background**

2.1 Industry best practice suggests that branding should be reviewed every five years. The current Durham Region Economic Development logo was first deployed in 2014 and, therefore, is due for review.

2.2 Refreshing the brand is a way to signify that both the Region's economic development activities and Durham's economic outlook are transforming for the better. Recently, the Durham Region Economic Development team launched a new

website (#2019-EDT-16), that allowed for a branded Invest Durham experience and new capabilities, such as integrated video and direct contact modules.

- 2.3 During the review, fundamental issues were identified with the existing branding that needed to be addressed through a refresh, including a lack of clarity of brand, accessibility, and use guidelines that were incompatible with modern tools such as social media.

### **3. Invest Durham Refreshed Branding**

- 3.1 Attachment #1 is the refreshed Durham Region Economic Development logo and branding. The refreshed branding is designed to convey trustworthiness, confidence, and strength, all with a warm and welcoming appearance. This appearance aligns with other modernized approaches and messages being developed and deployed by Regional Economic Development.
- 3.2 The colours are updated to be more modern, and the selection of a bright orange/red signifies change and transformation. The deep blue is similar to the one currently in use, allowing for a “rolling change” in the branding, tying current marketing assets to future marketing assets.
- 3.3 It is a bold logomark indicating that there is a confident approach to economic development and that new opportunities await businesses considering Durham Region as the right place to invest.
- 3.4 A variety of other benefits are achieved through this brand refresh:
- a. Accessibility: Guidelines from both the Region of Durham as well as the Registered Graphic Designers Association of Ontario (RGD) have been incorporated. The previous low-contrast, text-heavy logo was not accessible or readable in small format or through digital media. The new colour palette was selected so that any colour combination would have a contrast level that meets standards.
  - b. Scalability & Clarity of Brand: Practical applications of the refreshed logo consider uses as small as 1.3cm (½inch) in size with maintained readability, and effectiveness on social media.

Limiting the amount of text in the logomark creates a brand identity that can be used in smaller applications and understood clearly in these placements. One such use is on social media channels and displayed on mobile devices.



Another use is printed on materials such as smaller promotional goods or in sponsorship/partner recognition applications.

- c. Updated Use Guidelines: In promotional material, such as advertisements for international audiences, text that clarifies “Durham Region, Ontario, Canada” and a Canadian flag, can be used in addition to the logo. In promotional material for domestic audiences, “Durham Region, Ontario” can be used in addition to the logo. This information is better stored outside of the confines of a logomark, as it is better communicated in line with other readable information.

The Durham Region corporate logo will also be used in conjunction when appropriate, particularly in recognition of sponsorships and partnerships within Durham or at events that attract Durham residents.

- d. Confidence & Call-To-Action: The text “Invest Durham” creates a sense of confidence about the opportunities that await businesses in Durham Region. “Invest”, being an action word, is itself a call-to-action.

#### **4. Financial Implications & Next Steps**

- 4.1 This project was completed at a total cost of approximately \$12,000 under the 2019 Durham Economic Development & Tourism Division Budget. The project scope included background research and alignment with messaging and strategy, as well as the design, review and revision of multiple options.
- 4.2 This branding will be deployed on our website, social media channels and all other platforms immediately.

#### **5. Conclusion**

- 5.1 With a new website and modernized approach to marketing economic development activities, the Durham Region Economic Development team will greatly benefit from a refreshed brand that is clear, accessible, modern, and effective.
- 5.2 The refreshed branding is designed to reflect trustworthiness, confidence, and strength, all with a welcoming appearance. The name “Invest Durham” creates a sense of confidence and will be an effective call to action. The refreshed branding will be deployed across all platforms immediately.

**6. Attachments**

Attachment #1: Invest Durham Refresh

Respectfully submitted,

Original signed by

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

Recommended for Presentation to Committee

Original signed by

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Elaine C. Baxter-Trahair  
Chief Administrative Officer

# **Invest Durham** **Brand Refresh**



# Where we started:



# Why we're refreshing:

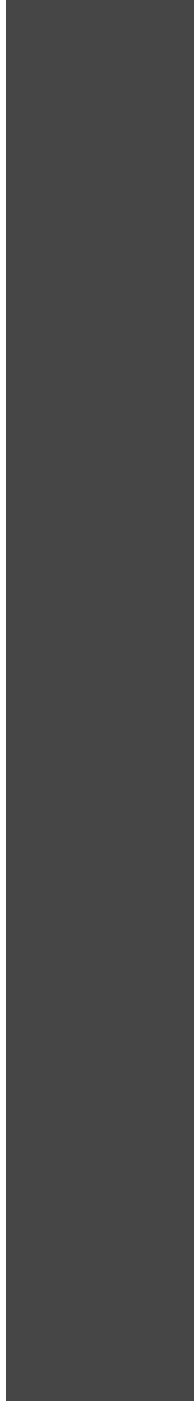
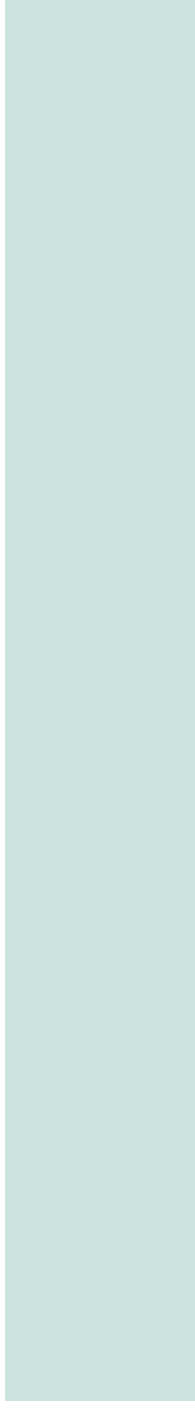
1. Clarity of brand

2. Accessibility

3. Modernization







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