



## The Regional Municipality of Durham

### Committee of the Whole Agenda

Council Chambers  
Regional Headquarters Building  
605 Rossland Road East, Whitby

**Wednesday, March 11, 2020**

**9:30 AM**

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**1. Declarations of Interest**

**2. Statutory Public Meetings**

There are no statutory public meetings

**3. Delegations**

There are no delegations

**4. Presentations**

4.1 Dr. R.J. Kyle, Commissioner and Medical Officer of Health, and E. Baxter-Trahair, Chief Administrative Officer, re: Verbal Update on COVID-19

4.2 Sandra Austin, Director, Corporate Policy and Strategic Initiatives and Sonya Hardman, Manager, Corporate Initiatives re: Durham Region Strategic Plan 2020-2024 Goals and Priorities (2020-COW-4) [Item 6. B]

**5. Correspondence**

**6. Reports**

A) Acquisition of Property Required for a Future Transit Facility in the City of Oshawa (2020-COW-3) 3 - 7

B) Durham Region Strategic Plan 2020-2024 Goals and Priorities (2020-COW-4) 8 - 12

**7. Confidential Matters**

There are no confidential matters to be considered

**8. Other Business**

**9. Adjournment**

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If this information is required in an accessible format, please contact 1-800-372-1102 ext. 3540.



# The Regional Municipality of Durham Report

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To: Committee of the Whole  
From: Commissioner of Works and Commissioner of Finance  
Report: #2020-COW-3  
Date: March 11, 2020

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**Subject:**

Acquisition of Property Required for a Future Transit Facility in the City of Oshawa

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**Recommendation:**

That the Committee of the Whole recommends to Regional Council:

- A) That the purchase agreement for the land required for a future Transit facility in the City of Oshawa be approved:

Ver-Mak Development Group Limited	Thornton Road North, Part of Lot 17, Concession 5, City of Oshawa	\$7,900,000*
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- B) That financing for the acquisition be provided from within the approved project budget which includes \$2,487,604 in debenture financing;
- C) That the Regional Chair and Treasurer be authorized to issue debentures or other prescribed financial instruments to a maximum of \$2,487,604 over a term not to exceed fifteen (15) years to finance the land acquisition;
- D) That funding for additional closing costs in the amount of \$150,000 be financed at the discretion of the Commissioner of Finance; and

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- E) That the Regional Chair and Clerk be authorized to execute all documents associated with the purchase and sales agreement.
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**Report:****1. Purpose**

- 1.1 The purpose of this report is to obtain approval for the acquisition of land on Thornton Road North, in the City of Oshawa (Oshawa), being property identified as a requirement for a future Transit facility (Attachment #1). Dollar amounts followed by an asterisk (\*) are before applicable taxes.

**2. Background**

- 2.1 Durham Region Transit (DRT) has identified the need for a new transit maintenance facility in northern Oshawa or Whitby. The requirements for a site include a minimum size of 30 acres with land use regulations allowing for a future Transit facility and located near municipal water and sewer servicing.
- 2.2 The most significant growth in service levels and fleet size projected for DRT will occur in the north central areas of the Region with the fleet projected to increase by 253 vehicles and 942,000 revenue services hours over the next 35 years.
- 2.3 DRT's existing facilities are located south of Highway 401, increasingly further away from the future population and service growth that is projected to occur to the north central areas. The southern locations artificially increase non-revenue operations (dead heading) to support new services commencing and finishing service in the north.
- 2.4 Regional staff have identified a property that meets Transit requirements on Thornton Road North in Oshawa.

**3. Property Acquisition**

- 3.1 The 36.758 acre (14.875 hectare) parcel is located north of Conlin Road and south of Highway 407 with frontage on the west side of Thornton Road in Oshawa.
- 3.2 The site is designated for Employment uses with a transit facility being permitted in this location. Municipal water and sewer services are located a short distance to the south. The Works Department's Environmental Services Branch has indicated

that these municipal services could be extended to the property prior to the site becoming operational.

- 3.3 A valuation was completed internally by Works Department's Real Estate Division and fair market value of \$7,350,000 to \$8,270,000 (\$200,000 to \$225,000 per acre) was estimated. A negotiated agreement has been reached for \$7,900,000\*.
- 3.4 Council approval is a condition of all Regional agreements related to the purchase of land exceeding \$50,000 in value. Preliminary geotechnical and soils due diligence work is underway. In order to coordinate execution of this agreement with completion of the due diligence period, approval of this transaction is requested, subject to the results of the due diligence work, expiring June 30, 2020. Further detailed environmental studies will be required as part of the EA process.

#### 4. Financial Implications

- 4.1 To date a total of \$8.0 million has been approved for this project (Project H1813) as outlined in the following table.

Financing Source	2018 Approved Budget	2020 Approved Budget	Total Approved Budget
Debenture	\$1,287,604	\$1,200,000	\$2,487,604
Residential Development Charges	1,971,526	1,759,500	3,731,026
Non-Residential Development Charges	885,758	790,500	1,676,258
Property Taxes	57,000		57,000
Provincial Gas Tax	48,112		48,112
<b>Total</b>	<b>\$4,250,000</b>	<b>\$3,750,000</b>	<b>\$8,000,000</b>

- 4.2 The capital forecast includes an additional \$80 million for construction of phase one in 2023 and consideration for further expansion in 2027 at an estimated cost of \$37.3 million.

4.3 The estimated financial impact for the Transit Business Plans and Budget for the land acquisition resulting from the annual debt service costs related to the borrowing for the land purchase is approximately \$215,000 per year based on a fifteen-year debenture.

**5. Conclusion**

5.1 The acquisition of land detailed in this report is required for a future Transit facility.

5.2 For additional information, please contact Jenni Demanuele, Director of Business Services, at 905-668-4113, extensions 3456.

**6. Attachments**

Attachment #1: Location Map – Thornton Road North, City of Oshawa

Respectfully submitted,

**Original signed by:**

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Susan Siopis, P.Eng.  
Commissioner of Works

**Original signed by:**

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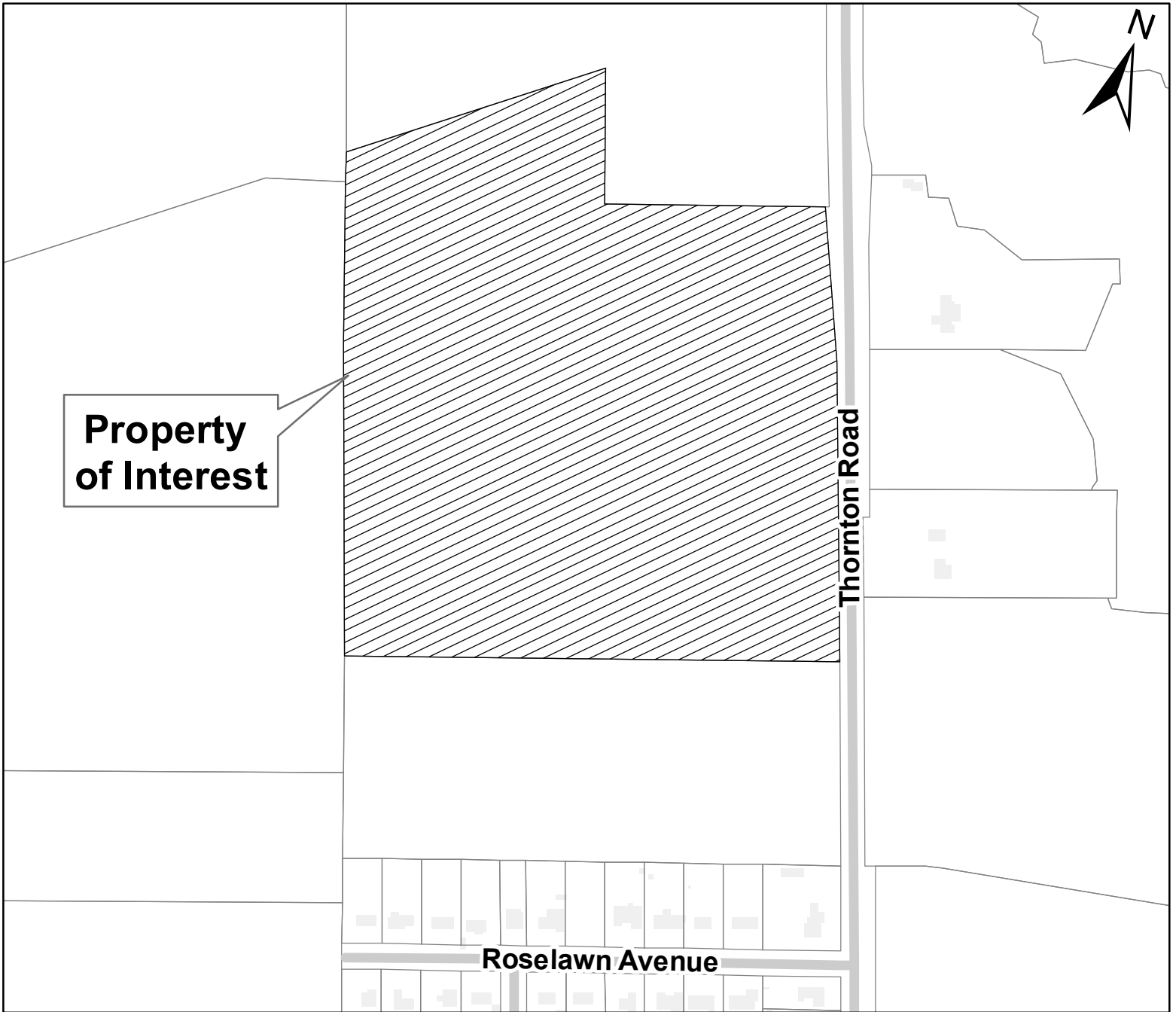
Nancy Taylor, BBA, CPA, CA  
Commissioner of Finance

Recommended for Presentation to Committee

**Original signed by:**

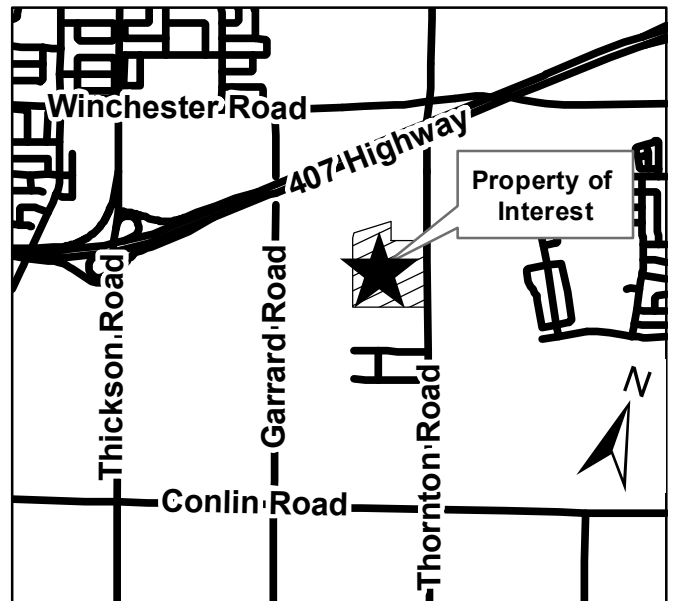
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Elaine C. Baxter-Trahair  
Chief Administrative Officer



**Attachment #1 – Location Map**

**Thornton Road North  
in the City of Oshawa**



GIS Data: Produced by Durham Region, 2019.  
 2017 Contours/2017 Drainage/2017 Orthophotography provided by © First Base Solutions Inc.  
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If this information is required in an accessible format, please contact 1-800-372-1102 ext.2009



# The Regional Municipality of Durham Report

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To: Committee of the Whole  
From: Chief Administrative Officer  
Report: #2020-COW-4  
Date: March 11, 2020

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**Subject:**

Durham Region Strategic Plan 2020-2024 Goals and Priorities

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**Recommendation:**

That the Committee of the Whole recommends to Regional Council:

- A) That Regional Council
    - i) Adopt the [Durham Region Strategic Plan 2020-2024](#) (Attachment #1 linked from within this report); and
    - ii) Direct the Chief Administrative Officer to develop and deliver an action plan, including action items, implementation strategies and the identification of related key performance indicators.
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**Report:**

**1. Purpose**

- 1.1 The purpose of this report is to present the new Durham Region Strategic Plan 2020-2024 to Regional Council for review and endorsement.

**2. Background**

- 2.1 At the Special Meeting of Regional Council on March 1, 2019 Council gave direction to develop a new strategic plan and to form a Strategic Plan Task Force to guide the process.
- 2.2 Councillor Wotten was appointed Chair of the Task Force, and Councillors Marimpietri, Pickles, and Roy were appointed members, along with Chief Administrative Officer Elaine Baxter-Trahair and Dr. Robert Kyle, Medical Officer of



Health. Sandra Austin, Director, Strategic Initiatives and Sonya Hardman, Manager, Corporate Initiatives provided staff support to the Task Force.

- 2.3 A Special Meeting of Regional Council was held on March 21, 2019 to discuss term of council priorities and the development of the strategic plan in general.
- 2.4 At the first meeting of the Strategic Plan Task Force on April 25, 2019 the duration of the new strategic plan (5 years, from 2020-2024), the timeline for development of the plan and the public engagement strategy were confirmed.

### **3. Process**

- 3.1 The Strategic Plan was developed by staff from the Office of the Regional Chair and CAO, with input and endorsement from members of the Strategic Plan Task Force.
- 3.2 A consultant from Planning Solutions Inc. was engaged to facilitate the Special Meetings of Council and the Department Head strategic planning session.
- 3.3 There has been extensive community engagement with a wide range of stakeholders including Region-wide and local organizations, the general public, and Regional staff.
  - a. Input was received from more than 1,500 people through face-to-face conversations and a community survey. Specifically:
    - Two community partner roundtable discussions were convened with 48 different community organizations and stakeholders;
    - Staff focus groups were attended by 185 Regional employees;
    - The community survey was completed by 465 individuals;
    - Five Town Hall discussions were held across Durham and attended by 50 people;
    - Thirteen individuals shared their ideas through the “Your Voice Durham” public engagement portal; and
    - More than 750 individuals were engaged at pop-up events across the Region.
- 3.4 A summary of community input and initial list of draft goals and priorities was presented at the Special Meeting of Regional Council on October 9, 2019.
- 3.5 On November 14, 2019 and December 19, 2019, the Task Force discussed and refined the goals and priorities, incorporating feedback received from Regional Council at the October 9 Special Meeting. The Task Force confirmed five broad strategic goals and supporting priorities for the 2020-2024 period, as follows:

#### **Goal 1 – Environmental Sustainability**

##### **Priorities:**

- 1.1 – Accelerate the adoption of green technologies and clean energy solutions through strategic partnerships and investment
- 1.2 – Increase waste diversion and resource recovery
- 1.3 – Protect, preserve and restore the natural environment including greenspaces, waterways, parks, trails and farmlands
- 1.4 – Demonstrate leadership in sustainability and addressing climate change
- 1.5 – Expand sustainable and active transportation

## **Goal 2 – Community Vitality**

### **Priorities:**

- 2.1 – Revitalize existing neighbourhoods and build complete communities that are walkable, well-connected, and have a mix of attainable housing
- 2.2 – Enhance community safety and well-being
- 2.3 – Influence the social determinants of health to improve outcomes for vulnerable populations
- 2.4 – Support a high quality of life for all residents through human services delivery
- 2.5 – Build a healthy, inclusive, age-friendly community where everyone feels a sense of belonging

## **Goal 3 – Economic Prosperity**

### **Priorities:**

- 3.1 – Position Durham Region as the location of choice for business
- 3.2 – Leverage Durham's prime geography, social infrastructure, and strong partnerships to foster economic growth
- 3.3 – Enhance communication and transportation networks to better connect people and move goods more effectively
- 3.4 – Capitalize on Durham's strengths in key economic sectors to attract high quality jobs
- 3.5 – Provide a supportive environment for agriculture and agri-food industries

**Goal 4 – Social Investment****Priorities:**

- 4.1 – Revitalize community housing and improve housing choice, affordability and sustainability
- 4.2 – Build awareness and community capacity to address poverty
- 4.3 – Demonstrate leadership in poverty prevention
- 4.4 – Expand access to existing **life** stabilization programs

**Goal 5 – Service Excellence****Priorities:**

- 5.1 – Optimize resources and partnerships to deliver exceptional quality services and value
- 5.2 – Collaborate for a seamless service experience
- 5.3 – Demonstrate commitment to continuous quality improvement and communicating results
- 5.4 – Drive organizational success through innovation, a skilled workforce, and modernized services

**4. Next Steps**

- 4.1 The Strategic Plan 2020-2024 provides the basic framework that will guide the development of a detailed departmental action plan. This work is underway.
- 4.2 From this action plan, measurable indicators will be developed, and a public-facing dashboard created to assist in: monitoring the plan, assessing the effectiveness of action items, and communicating results.
- 4.3 The Office of the CAO will monitor the plan to ensure that the five overall strategic goals are addressed. The CAO will provide annual reports to Regional Council to update on progress.
- 4.4 It is the recommendation of the Task Force Chair and appointed Councillors that the Task Force continue to meet on an ad hoc basis for the duration of the Council term, to receive progress updates on the plan.

## **5. Conclusion**

- 5.1 Upon Regional Council approval of the Durham Region Strategic Plan 2020-2024, a print version will be developed and distributed in April 2020, in addition to the digital version which will be available on durham.ca.
- 5.2 For additional information, contact: Sandra Austin, Director, Strategic Initiatives, at 905-668-7711, extension 2449.

## **6. Attachments**

Attachment #1 (Linked within report): [Durham Region Strategic Plan 2020-2024](#)

Prepared by: Sonya Hardman, Manager, Corporate Initiatives, at 905-668-7711, extension 2049.

Respectfully submitted,

Original signed by:

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Elaine C. Baxter-Trahair  
Chief Administrative Officer