



The Regional Municipality of Durham

Planning & Economic Development Committee Agenda

Council Chambers
Regional Headquarters Building
605 Rossland Road East, Whitby

Tuesday, May 4, 2021

9:30 AM

Please note: In an effort to help mitigate the spread of COVID-19, and to generally comply with the directions from the Government of Ontario, it is requested in the strongest terms that Members participate in the meeting electronically. Regional Headquarters is closed to the public, all members of the public may [view the Committee meeting](#) via live streaming, instead of attending the meeting in person. If you wish to register as a delegate regarding an agenda item, you may register in advance of the meeting by noon on the day prior to the meeting by emailing delegations@durham.ca and will be provided with the details to delegate electronically.

1. Roll Call

2. Declarations of Interest

3. Adoption of Minutes

- A) Planning & Economic Development Committee meeting
– April 6, 2021

Pages 5 - 13

4. Statutory Public Meetings

- 4.1 Application to Amend the Durham Regional Official Plan, submitted by 1725596 Ontario Limited to permit the severance of a dwelling rendered surplus to a farming operation as a result of the consolidation of non-abutting farm parcels, in the Municipality of Clarington, File: OPA 2021-001 (2021-P-10)

14 - 20

- A) Presentation

1. Lori Riviere-Doersam, Principal Planner

- B) Public Input
- C) Report
- 4.2 Application to Amend the Durham Regional Official Plan, submitted by Johnston Litavski Ltd. for Sunrise International Investments Inc. to permit the redevelopment of Bunker Hill Golf Course (formerly Kinsale Golf Course), in the City of Pickering, File OPA 2021-002 (2021-P-11) 21 - 32
 - A) Presentation
 - 1. Heather Finlay, Senior Planner
 - B) Public Input
 - 1. Adrian Litavski, Brandon Stevens, Jun Li and Mengdi Zhen, on behalf of Sunrise International Investments Inc.
 - C) Correspondence
 - 1. Stefan Woloszczuk 33
 - 2. Barbara Woloszczuk 34
 - D) Report
- 5. Delegations**
 - 5.1 Marc Gibbons, Port Perry resident, re: Durham Regional Cycling Plan Update (2021-P-13) [Item 7.2 B]
 - 5.2 Ron Lalonde, Chair, Durham Active Transportation Committee, re: Durham Regional Cycling Plan Update (2021-P-13) [Item 7.2 B]
 - 5.3 Bruce MacDonald, Executive Director, Durham Region Cycling Coalition, re: Durham Regional Cycling Plan Update (2021-P-13) [Item 7.2 B]
 - 5.4 Phil Smith, Uxbridge resident, re: Durham Regional Cycling Plan Update (2021-P-13) [Item 7.2 B]
- 6. Presentations**
 - 6.1 Anthony Caruso, Senior Planner, and Danielle Culp, Planning Analyst, re: Durham Regional Cycling Plan 2021 (2021-P-13) [Item 7.2 B]

7. Planning

7.1 Correspondence

- A) Correspondence from Township of Scugog, re: Resolution passed at their Council meeting held on April 26, 2021, regarding Request for Support of a Minister's Zoning Order – 1520, 1540 and 1580 Reach Street, Port Perry 35 - 41

Recommendation: Refer to consideration of Report #2021-P-14

7.2 Reports

- A) Proposal for a Regional E-Mobility By-law (2021-P-12) 42 - 51
- B) Durham Regional Cycling Plan, 2021 (2021-P-13) 52 - 166
- C) Request from Richard Wannop for a Minister's Zoning Order to permit the development of a long-term care facility in the Port Perry Employment Area, Township of Scugog (2021-P-14) 167 - 173

8. Economic Development

8.1 Correspondence

- A) Correspondence from City of Oshawa, re: Resolution passed at their Council meeting held on March 29, 2021, regarding Process to Establish the City of Oshawa including the lands in Oshawa operated by Hamilton-Oshawa Port Authority as a Foreign Trade Zone 174 - 216

Recommendation: Refer to staff

8.2 Reports

There are no Economic Development Reports to be considered

9. Advisory Committee Resolutions

There are no advisory committee resolutions to be considered

10. Confidential Matters

There are no confidential matters to be considered

11. Other Business

12. Date of Next Meeting

Tuesday, June 1, 2021 at 9:30 AM

13. Adjournment

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The Regional Municipality of Durham

MINUTES

PLANNING & ECONOMIC DEVELOPMENT COMMITTEE

Tuesday, April 6, 2021

A regular meeting of the Planning & Economic Development Committee was held on Tuesday, April 6, 2021 in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby, Ontario at 9:31 AM. Electronic participation was offered for this meeting.

1. Roll Call

Present: Councillor Ryan, Chair
Councillor Joe Neal, Vice-Chair
Councillor Grant
Councillor Highet
Councillor Kerr
Councillor Lee
Councillor Yamada attended the meeting at 9:33 AM
Regional Chair Henry
*** all members of Committee participated electronically**

Also

Present: Councillor Collier
Councillor Drew
Councillor Foster
Councillor Smith
Councillor Wotten

Staff

Present: E. Baxter-Trahair, Chief Administrative Officer
B. Bridgeman, Commissioner of Planning and Economic Development
C. Acosta, Planner
S. Gill, Director, Economic Development and Tourism
C. Goodchild, Manager, Policy Planning & Special Studies
R. Inacio, Systems Support Specialist, Corporate Services – IT
S. Jibb, Manager, Economic Development, Agriculture and Rural Affairs
A. Luqman, Project Planner
G. Muller, Director of Planning
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. Trombino, Manager, Plan Implementation
A. Yearwood, Project Planner
T. Fraser, Committee Clerk, Corporate Services – Legislative Services

2. Declarations of Interest

There were no declarations of interest.

3. Adoption of Minutes

Moved by Councillor Lee, Seconded by Councillor Highet,
(16) That the minutes of the regular Planning & Economic Development Committee meeting held on Tuesday, March 2, 2021, be adopted.
CARRIED

4. Statutory Public Meetings

There were no statutory public meetings.

5. Delegations

There were no delegations.

6. Presentations

With the consensus of the Committee, the order of the agenda was altered to hear the presentation from Aneesah Luqman and Jay Cuthbertson at this time.

6.2 Aneesah Luqman, Project Planner, and Jay Cuthbertson, Durham Environmental Advisory Committee Member, re: Durham Environmental Advisory Committee “Residents’ Guide to Climate Resiliency” (2021-P-9)

A. Luqman and J. Cuthbertson provided a presentation outlining the details of Report #2021-P-9 of the Commissioner of Planning and Economic Development.

A. Luqman advised that the Residents’ Guide to Climate Resiliency is intended to provide residents with information on how to build climate resilience into their day-to-day lives by incorporating various consideration and lifestyle choices that will contribute to a cleaner and healthier Durham. She also advised that the Residents’ Guide was identified as a high priority project in the Durham Environmental Advisory Committee’s 2020 and 2021 workplans.

A. Luqman advised that the Residents’ Guide to Climate Resiliency consists of the following eight sections:

- Your Home

- Food
- Waste
- Health and Wellness
- Transportation
- Water
- Energy
- Businesses

A. Luqman briefly outlined the practical information, tips and small changes included under each section. She concluded by advising that the Residents' Guide is available on the Regional website at durham.ca/DEACguide and will be promoted through a public service announcement and social media campaign.

Chair Ryan congratulated the Durham Environmental Advisory Committee and J. Cuthbertson on the new Residents' Guide.

With the consensus of the Committee, the order of the agenda was altered to consider Report #2021-P-9 at this time.

7.2 Reports

B) Durham Environmental Advisory Committee "Residents' Guide to Climate Resiliency" (2021-P-9)

Report #2021-P-9 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

Moved by Councillor Lee, Seconded by Councillor Highet,
(17) That we recommend to Council:

- A) That the Durham Environmental Advisory Committee's "Residents' Guide to Climate Resiliency" be endorsed; and
- B) That a copy of DEAC's "Residents' Guide to Climate Resiliency" be forwarded to the Durham Region Roundtable on Climate Change, Durham's area municipalities, area municipal environmental advisory committees, conservation authorities, school boards, BIAs, homeowners' associations, condominium boards, property management groups, and real estate boards and associations.

CARRIED

6. Presentations

6.1 Ashley Yearwood, Project Planner, and Carla Acosta, Planner, re: Region of Durham Soil and Groundwater Assessment Protocol (2021-P-8)

A. Yearwood and C. Acosta provided a presentation outlining the details of Report #2021-P-8 of the Commissioner of Planning and Economic Development. Highlights of their presentation included:

- History
- Purpose and Importance
- Site Contamination Approval Authority
- Protocol Improvements
- Ongoing Commitments

With the consensus of the Committee, the order of the agenda was altered to consider Report #2021-P-8 at this time.

7.2 Reports

A) Region of Durham Soil and Groundwater Assessment Protocol (2021-P-8)

Report #2021-P-8 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

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

- A) That the "Soil and Groundwater Assessment Protocol" included as Attachment #1 to Report #2021-P-8 of the Commissioner of Planning and Economic Development be endorsed, and that it replace the Region's existing Site Contamination Protocol; and
- B) That a copy of Report #2021-P-8 be forwarded to the Region's area municipalities; conservation authorities; the Durham Environmental Advisory Committee (DEAC); the Durham Agricultural Advisory Committee (DAAC); the Ministry of the Environment, Conservation and Parks (MECP); the Building Industry and Land Development Association (BILD) - Durham Chapter; other stakeholders, and members of the public who have expressed interest.

CARRIED

7. Planning

7.1 Correspondence

- A) Correspondence from Town of Ajax, re: Resolution passed at their Council meeting held on February 22, 2021, regarding Conservation Authorities Working Group
-

Councillor Collier advised that the resolution is related to Schedule 6 of Bill 229 passed by the Province in December 2020 and he asked the Committee to endorse the resolution from the Town of Ajax.

Discussion ensued with respect to the composition of the Conservation Authorities Working Group.

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

That the following resolution from the Town of Ajax regarding Conservation Authorities Working Group be endorsed:

Whereas significant, substantive legislative changes to conservation authorities' (CA) mandates, board responsibilities and enforcement authority were hastily pushed through the Province's fall budget, Bill 229 (Schedule 6), which received Royal Assent on December 8, 2020 in spite of widespread outcry from environmental experts, municipalities and municipal groups, NGOs and individuals;

And Whereas on January 11, 2021 Minister Yurek sent an email to heads of Council across the province to inform them of the composition of a Conservation Authorities Working Group to examine and consult on the regulations that follow legislative changes made through Schedule 6, including: details about which programs and services CAs will deliver and how they may be funded, and how CAs will regulate development (with a lens of public safety), the requirement for CAs to establish community advisory boards, and further details about CA operation and management of lands owned by the authority;

And Whereas both the Toronto and Region Conservation Authority (TRCA) and Central Lake Ontario Conservation Authority (CLOCA), as well as the agriculture sector and Association of Municipalities of Ontario (AMO) are represented as part of the working group; however, an additional list of advisors to the working group was also announced, which includes representatives from the development industry (Remington Group, Mattamy Homes and EQ Homes);

And Whereas the working group does not consist of representatives from non-governmental agencies who have been very vocal about Schedule 6, including the implications on the mandate and future of CAs;

And Whereas CAs should be able to have a fulsome discussion about regulatory issues, including appropriate limitations to development without the interference or lobbying potential of the development industry;

Therefore Be It Now Resolved That:

1. Ajax Council convey their concern to the Minister of the Environment, Conservation and Parks, requesting that the Province remove the influence of the development industry from the working group, instead having them provide their input as part of the public consultation process like other stakeholders and the general public; and
2. Ajax Council requests that the Minister of the Environment, Conservation and Parks consider adding environmental protection-focused non-governmental agencies onto the working group; and
3. This motion be distributed to the Hon. Jeff Yurek, Minister of the Environment, Conservation and Parks, MPP Rod Phillips, Region of Durham, Chair of the Working Group Hassaan Basit, CEO of Conservation Halton, Conservation Ontario, Toronto and Region Conservation Authority, Central Lake Ontario Conservation Authority, Association of Municipalities of Ontario, and Ontario's Big City Mayors.

MOTION DEFEATED

Moved by Councillor Grant, Seconded by Councillor Lee,

(20) That the correspondence from the Town of Ajax regarding Conservation Authorities Working Group be received for information.

CARRIED

7.2 Reports

A) Region of Durham Soil and Groundwater Assessment Protocol (2021-P-8)

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

B) Durham Environmental Advisory Committee "Residents' Guide to Climate Resiliency" (2021-P-9)

This item was considered earlier in the meeting. Refer to page 3 of these minutes.

8. **Economic Development**

8.1 Correspondence

A) Correspondence from Town of Ajax, re: Resolution passed at their Council meeting held on February 22, 2021, regarding In-store Alcohol Service at Convenience Stores

Councillor Collier advised that the resolution is related to an application by 7-Eleven Canada to introduce in-store alcohol service at 61 stores in Ontario and he asked the Committee to endorse the resolution from the Town of Ajax.

Discussion ensued with respect to the 7-Eleven request for in-store alcohol service.

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

That the following resolution from the Town of Ajax regarding In-store Alcohol Service at Convenience Stores be endorsed:

Whereas Ajax Council recognizes the ongoing hardships faced by restaurants, pubs and other foodservice businesses as a result of mandated closures and patron limits due to Covid-19;

And Whereas the Town has been working hard to implement and advocate for business supports (such as providing restaurants the ability to access wine, beer and spirits at wholesale or discounted pricing, permitting flexibility, online support and more) to ensure more local businesses survive the pandemic;

And Whereas convenience stores have not been mandated to close during the pandemic and have not endured undue hardship like other industries;

And Whereas 7-Eleven Canada has applied to introduce in-store alcohol service at 61 stores throughout Ontario (including Ajax) to leverage their open status as a competitive advantage;

And Whereas the Alcohol and Gaming Commission of Ontario (AGCO) is ultimately responsible for granting all liquor licensing requests;

And Whereas approval of 7-Eleven's request would also mean exposing an already vulnerable and hard-hit restaurant/bar industry to further competition;

And Whereas Ontario's Big City Mayors caucus passed a motion on Friday, February 19 opposed to the 7-Eleven Canada request to serve alcohol;

Therefore Be It Now Resolved That Ajax Council oppose 7-Eleven Canada's proposal to serve alcohol;

And That this motion be distributed to Hon. Peter Bethlenfalvy, Minister of Finance; Hon. Doug Downey, Attorney General; Hon. Steve Clark, Minister of Municipal Affairs and Housing; Hon. Prabmeet Sarkaria, Associate Minister of Small Business and Red Tape Reduction; Rod Phillips, MPP for Ajax; the Region of Durham, and local Durham Region municipalities.

CARRIED

8.2 Reports

A) Investment Attraction Metrics – Annual Activity Report 2020 (2021-EDT-2)

Report #2021-EDT-2 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

Moved by Regional Chair Henry, Seconded by Councillor Lee,
(22) That Report #2021-EDT-2 of the Commissioner of Planning and Economic Development be received for information.

CARRIED

B) Overview of Specialty Crops Workshop Series (2021-EDT-3)

Report #2021-EDT-3 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

Moved by Regional Chair Henry, Seconded by Councillor Hight,
(23) That Report #2021-EDT-3 of the Commissioner of Planning and Economic Development be received for information.

CARRIED

9. **Advisory Committee Resolutions**

There were no advisory committee resolutions to be considered.

10. **Confidential Matters**

There were no confidential matters to be considered.

11. **Other Business**

11.1 Appointment to the Business Advisory Centre Durham (BACD)

Chair Ryan advised that Councillor Joe Neal has indicated he is unable to continue as the Regional Council representative on the Business Advisory Centre Durham (BACD) Board of Directors. He asked if another member of the Planning & Economic Development Committee was interested in representing Regional Council on the BACD Board.

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

That Councillor Lee be appointed to the Business Advisory Centre Durham (BACD) Board of Directors.

CARRIED

12. Date of Next Meeting

The next regularly scheduled Planning & Economic Development Committee meeting will be held on Tuesday, May 4, 2021 at 9:30 AM in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby.

13. Adjournment

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

CARRIED

The meeting adjourned at 10:06 AM

Respectfully submitted,

D. Ryan, Chair

T. Fraser, Committee Clerk



The Regional Municipality of Durham Report

To: Planning and Economic Development Committee
From: Commissioner of Planning and Economic Development
Report: #2021-P-10
Date: May 4, 2021

Subject:

Public Meeting Report

Application to Amend the Durham Regional Official Plan, submitted by 1725596 Ontario Limited to permit the severance of a dwelling rendered surplus to a farming operation as a result of the consolidation of non-abutting farm parcels, in the Municipality of Clarington, File: OPA 2021-001.

Recommendation:

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

- A) That Commissioner's Report #2021-P-10 be received for information; and
 - B) That all submissions received be referred to the Planning Division for consideration.
-

Report:

1. Purpose

- 1.1 On February 16, 2021, Clark Consulting Services Ltd., on behalf of 1725596 Ontario Limited, submitted an application to amend the Regional Official Plan (ROP) to permit the severance of a dwelling rendered surplus as a result of the consolidation of non-abutting farm parcels in the Municipality of Clarington.
- 1.2 A "Notice of Complete Application and Public Meeting" regarding the application has been advertised in the "Clarington This Week" newspaper. Notice of this meeting

has also been mailed to those who own land within 120 metres (400 feet) of the subject site. The report was made available to the public prior to the meeting.

2. Site Description

- 2.1 The subject site is located on the north side of Station Street and east of Highway 35/115. The parcel is municipally known as 40 Station Street, Part of Lot 27, Concession 5 in the former Township of Clarke. It is located east of the Orono Urban Area.
- 2.2 The applicant is a private farm corporation which owns a total of 16 farm properties that encompass over 451 ha (1,115 acres) primarily composed of apple orchards. The subject site was acquired in October 2016.
- 2.3 The agricultural parcel is irregular in shape and contains an existing dwelling and five agricultural buildings. A wooded valleyland associated with the Orono Creek is located on the south-eastern portion of the parcel, and there is a pond with a watercourse located on the northern portion of the parcel.
- 2.4 Surrounding uses located adjacent to the subject site, include:
 - a. North – woodland, agricultural lands, Orono Urban Area (deferred);
 - b. East – agricultural lands;
 - c. South – Station Street, rural residential uses; and
 - d. West – Highway 35/115, Orono Urban Area.
- 2.5 The proposed amendment to the ROP would permit the severance of a 0.62 ha (1.54 acre) parcel of land containing a farm dwelling from a 35.8 ha (88.47 acre) agricultural parcel. The retained agricultural parcel will continue to be used for agricultural purposes.

3. Reports Submitted in Support of the Application

- 3.1 A Planning Justification Report prepared by Clark Consulting Services Ltd., has been submitted in support of the application. The report concludes that the proposed amendment meets the objectives and requirements of the Provincial Policy Statement, the Greenbelt Plan and the ROP. The report also concludes the proposed severance will comply with Minimum Distance Separation (MDS) requirements.
- 3.2 A Farm Holdings Inventory Report prepared by Clark Consulting Service Ltd., indicates that 1725596 Ontario Limited owns a total of 16 farms in the Municipality

of Clarington (refer to Attachment 2). There are five houses, two of which are occupied by farm employees, and three are occupied by persons not related to the farm. The residence on the subject site is currently rented and is not required for the farm operation.

- 3.3 The Site Screening Questionnaire completed by GHD indicated that there are no significant environmental site contamination concerns on the subject property.

4. Provincial Plans and Policies

- 4.1 The subject site is located within the “Protected Countryside” designation of the Greenbelt Plan. A small portion of the property, associated with the Orono Creek Valley, includes the “Natural Heritage System” overlay. The Provincial Policy Statement as well as the Greenbelt Plan may permit the severance of a residence surplus to a farming operation as a result of farm consultation. Severances of surplus farm dwellings are allowed provided the planning authority ensures that a residential dwelling is not permitted in the future on the proposed retained farm lot created by the severance.

5. Durham Regional Official Plan Context

- 5.1 The subject site is designated “Prime Agricultural Areas” and “Major Open Space Areas” in the ROP. There are also Key Natural Heritage/Key Hydrologic Features identified on the subject site. 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 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 farming operations;
 - c. For sites within the Protected Countryside of the Greenbelt Plan, 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.

6. Consultation

- 6.1 The ROP Amendment has been circulated to a variety of agencies, including Ministry of Municipal Affairs and Housing; the Municipality of Clarington; the Regional Health Department; Ganaraska Region Conservation Authority; and the Durham Agricultural Advisory Committee.

7. Public Consultation

- 7.1 Anyone who attends the public meeting may present an oral submission and/or provide a written submission to the Planning and Economic Development Committee on the proposed amendment. Also, any person may make written submissions at any time before Regional Council makes a decision.
- 7.2 If a person or public body does not make oral submissions at a public meeting or does not make written submissions before the proposed official plan amendment is adopted, the person or public body:
- a. Is not entitled to appeal the decision of the Region of Durham to the Local Area Planning Tribunal (LPAT) (formerly the Ontario Municipal Board); and
 - b. May not be added as a party to the hearing of an appeal before the LPAT, as appropriate, unless in the opinion of the Tribunal, there are reasonable grounds to add the person or public body as a party.
- 7.3 Anyone who wants to be notified of Regional Council's decision on the proposed ROP Amendment must submit a written request to:

Brian Bridgeman, MCIP, RPP
Commissioner of Planning and Economic Development
Planning and Economic Development Department
Regional Municipality of Durham
Durham Regional Headquarters
600 Rossland Road East
Whitby, ON, L1N 6A3

8. Future Regional Council Decision

- 8.1 The Planning and Economic Development Committee will consider the proposed ROP Amendment at a future meeting and will make a recommendation to Regional Council. Council's decision will be final unless appealed.
- 8.2 All persons who make oral submissions, or have requested notification in writing, will be given notice of the future meeting of the Planning and Economic Development Committee and Regional Council at which the subject application will be considered.

9. Previous Reports and Decisions

- 9.1 There are no previous reports on this matter.

10. Relationship to Strategic Plan

10.1 This report aligns with/addresses the following strategic goals and priorities in the Durham Region Strategic Plan:

- a. Economic Prosperity, Goal 3.5 provide a supportive environment for agriculture and agri-food industries.

11. Attachments

Attachment #1: Location Sketch

Attachment #2: Agricultural Land Holdings

Respectfully submitted,

Original signed by

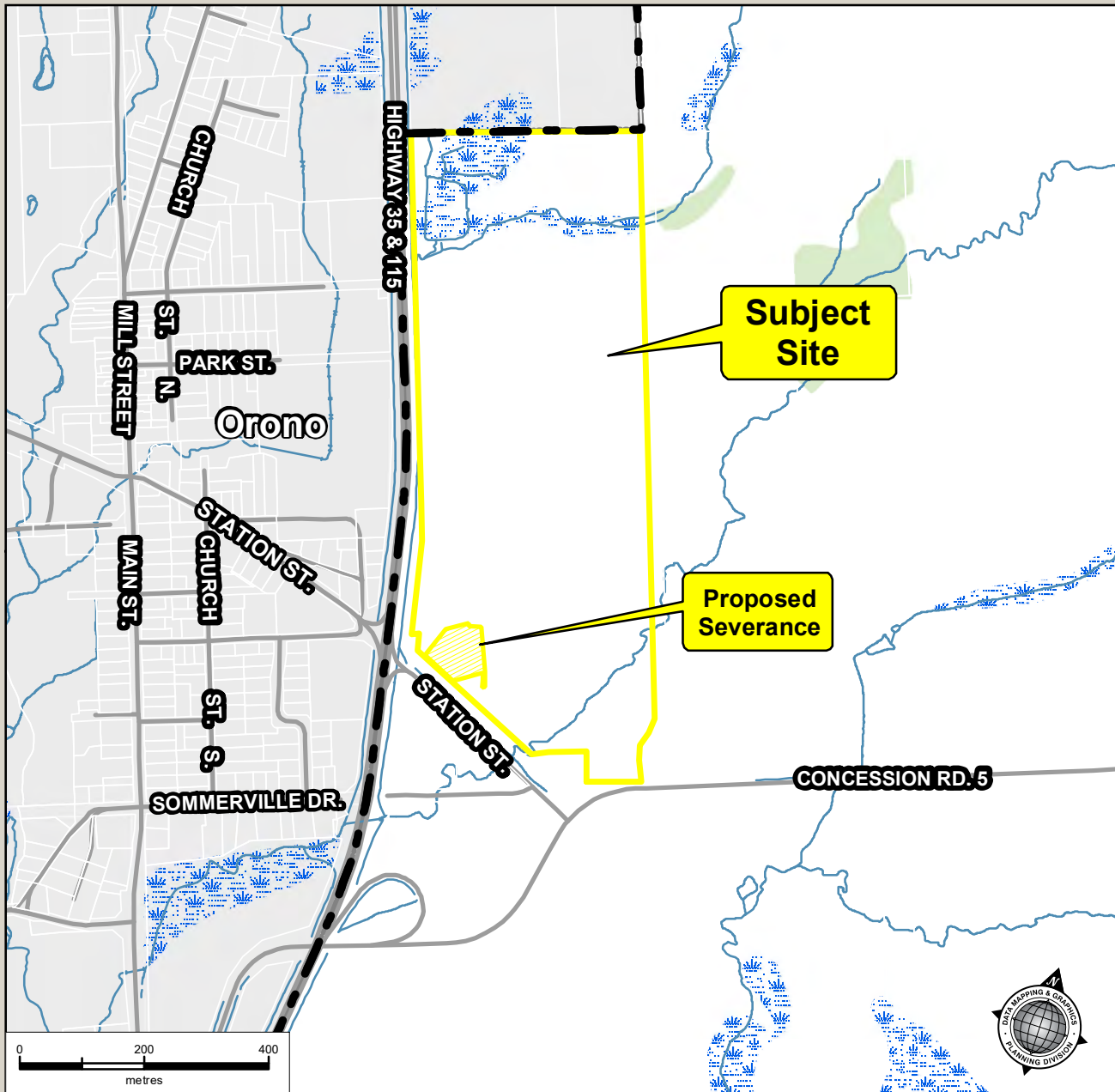
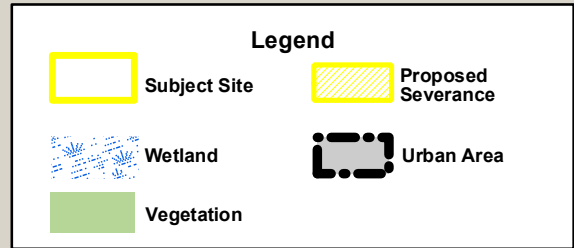
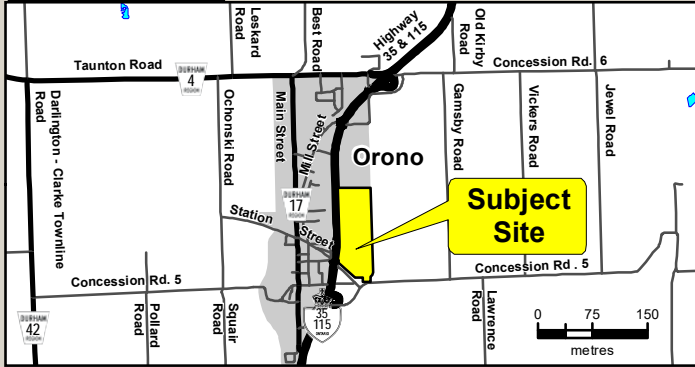
Brian Bridgeman, MCIP, RPP
Commissioner of Planning and
Economic Development

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer

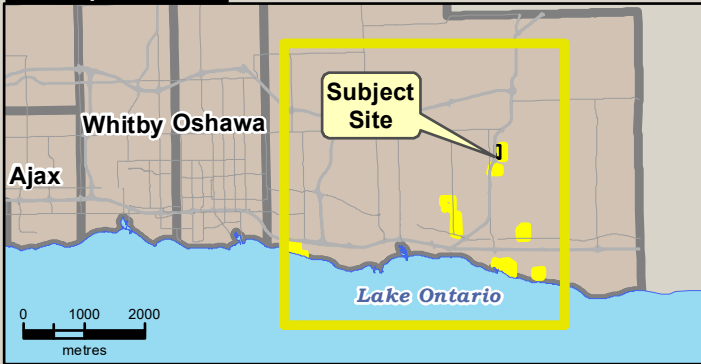
Municipal Context



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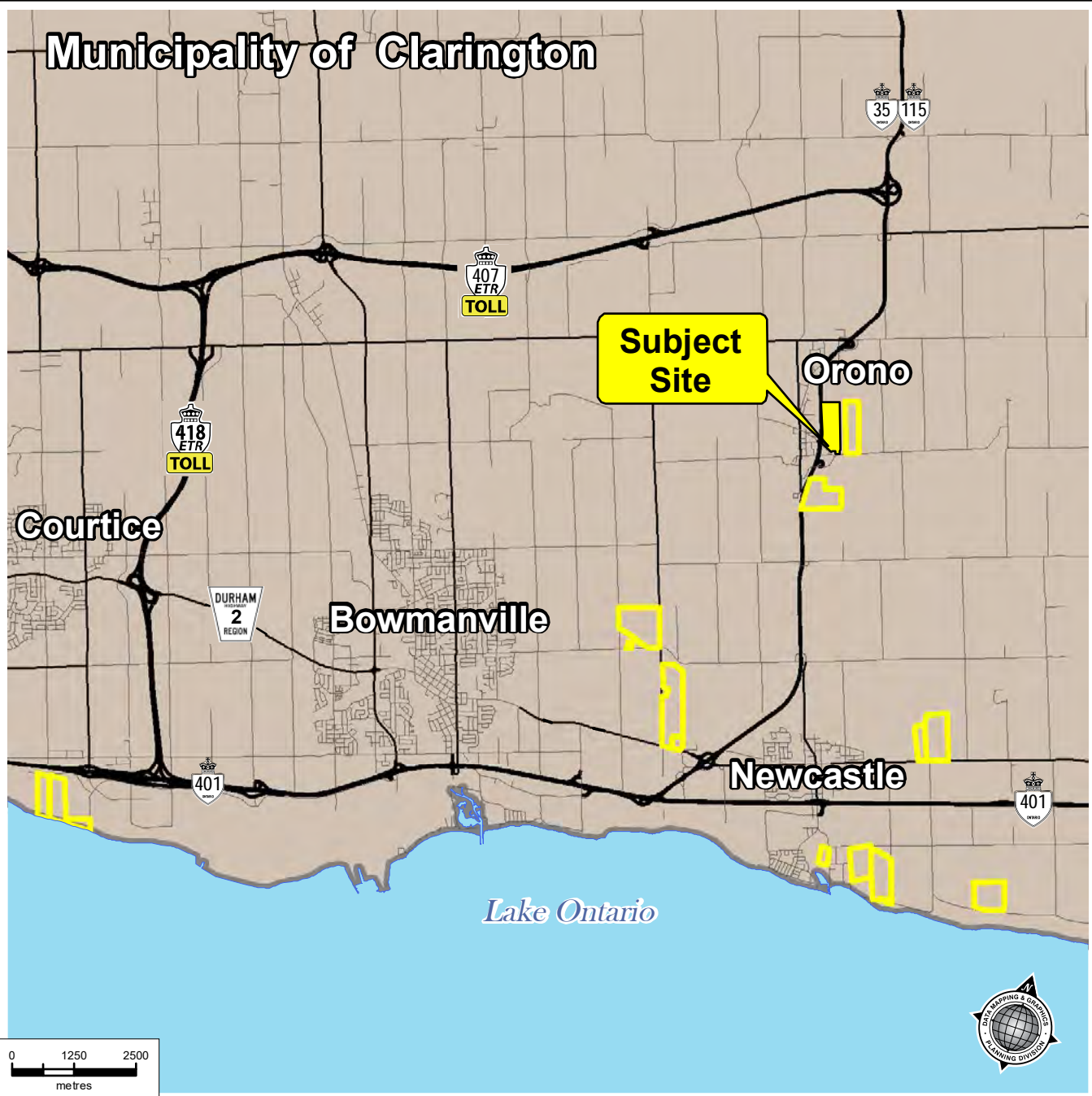
Municipal Context



Legend

-  Subject Site
-  Other Lands Owned by 172596 Ontario Limited

Municipality of Clarington



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The Regional Municipality of Durham Report

To: Planning and Economic Development Committee
From: Commissioner of Planning and Economic Development
Report: #2021-P-11
Date: May 4, 2021

Subject:

Public Meeting Report

Application to Amend the Durham Regional Official Plan, submitted by Johnston Litavski Ltd. for Sunrise International Investments Inc. to permit the redevelopment of Bunker Hill Golf Course (formerly Kinsale Golf Course), in the City of Pickering. File OPA 2021-002

Recommendation:

That the Planning and Economic Development Committee recommends:

- A) That Commissioner's Report #2021-P-11 be received for information; and
 - B) That all submissions received by referred to the Planning Division for consideration.
-

Report:

1. Purpose

1.1 On March 5, 2021, Johnston Litavski Ltd., on behalf of Sunrise International Investments Inc. submitted an application to amend the Regional Official Plan (ROP) to redesignate the subject site municipally known as 3695 Sideline 4, from 'Prime Agricultural Area' to 'Major Open Space Area'. The proposed amendment would permit the redevelopment of the existing 12-hole golf course to allow a 9-hole golf course, a clubhouse with banquet facility, golf dome for an indoor driving range, a maintenance structure, putting green and associated golf cart routes, surface parking areas, stormwater management ponds, and landscaped open space.

- 1.2 A “Notice of Complete Application and Public Meeting” regarding the application has been advertised in the “Pickering News Advertiser” newspaper. Notice of this meeting has also been mailed to those who own land within 120 metres (400 feet) of the subject site and the notice was posted on the Region’s website. The report was made available to the public prior to the meeting.

2. Background

- 2.1 In December 2009, Regional Council approved Amendment #131 to the ROP which added Exception 9A.3.17 to the ROP’s Prime Agricultural policies to allow the 12-hole golf course with maintenance buildings, a club house with limited food service, and a separate indoor golf simulator, subject to the fulfilment of the following conditions:

- a. submission of a site plan application to implement the golf course uses to the satisfaction of the City of Pickering;
- b. the establishment of a program to monitor and report on the quality and quantity of surface water and groundwater for a minimum of 5 years following construction to the satisfaction of the Region, City of Pickering and Toronto Region Conservation Authority;
- c. submission of a Sediment and Erosion Control Plan to the satisfaction of the Toronto and Region Conservation Authority;
- d. appropriate arrangements for a conservation easement, to the satisfaction of the Toronto and Region Conservation Authority, to ensure the long-term stewardship of the creek and surrounding open space buffer;
- e. approval of the sewage disposal system and Permit to Take Water by the Ministry of the Environment, Conservation and Parks; and
- f. submission of a signed Record of Site Condition (RSC) to the Ministry of the Environment, Conservation and Parks (MECP) for the area of the fill pile and former commercial property. The RSC must be to the satisfaction of the Region and the City, including an Acknowledgement of Receipt of the RSC by the MECP.

3. Previous Reports and Decisions

- 3.1 On June 3, 2008, Planning Committee received Public Meeting Report 2008-P-51 which proposed a 12-hole golf course and associated accessory structures on the subject property.
- 3.2 On December 16, 2009, Regional Council approved Amendment #131 to the ROP through Commissioner’s Report #2009-P-77.

4. Site Description

- 4.1 The subject site is approximately 29.6 hectares in size and is located on the north side of Highway 7, east of Sideline 4, just west of the Hamlet of Kinsale in the City of Pickering (see Attachment #1).
- 4.2 The site has a rolling topography due to fill that was deposited on the site by a previous owner, and prior to the existing golf course operation. Along with the 12-hole golf course, the site contains a detached maintenance structure, golf cart routes, a surface parking area and three stormwater management ponds (see Attachment #2). A valleyland feature, and an unnamed intermittent tributary of the Carruthers Creek traverses the property from north to south. An existing wetland feature is located on the eastern portion of the property, and wooded areas are on the west, east and southern portions of the property.
- 4.3 Uses surrounding the subject site include:
- a. North – agricultural land, hydro corridor and Highway 407;
 - b. East – agricultural land, and the Hamlet of Kinsale;
 - c. South – Highway 7, agricultural lands, and a country estate residential subdivision (Barclay Estates);
 - d. West – rural residential, agricultural lands and a hydro corridor.
- 4.4 The applicant is proposing to redevelop the site from a 12-hole to a 9-hole golf course with a clubhouse/banquet facility, a golf dome for an indoor driving range, a maintenance structure, a putting green, along with associated golf cart routes, surface parking areas, stormwater management ponds, and landscaped open spaces. Access to the site will remain from the existing driveway on Sideline 4 (see Attachment #3).
- 4.5 The following reports were submitted with the application:
- Planning Justification Report (Johnston Litavski Ltd., February 2021);
 - Agricultural Assessment Report (Miller Golf Design Group, February 2021);
 - Environmental Impact Study (Beacon Environmental, February 2021);
 - Functional Servicing Report (SCS Consulting Group, February 2021);
 - Phase One Environmental Site Assessment (Golder, June 2020);
 - Preliminary Hydrogeological Investigation (Golder, January 2021); and
 - Transportation Study (WSP, February 2021).

- 4.6 Peer reviews will likely be conducted on the Agricultural Assessment report, and the Preliminary Hydrogeological Investigation report by consultant(s) selected by the Region, at the applicant's expense.

5. Policy Context

Provincial Policy Statement, 2020

- 5.1 The Provincial Policy Statement requires Prime Agricultural Areas to be protected for agriculture for the long term. Prime Agricultural Areas permit agricultural uses, agricultural-related uses and on-farm diversified uses.
- 5.2 Lands can only be removed from the Prime Agricultural Area designation for settlement areas or for settlement area boundary expansions through a Municipal Comprehensive Review in accordance with policy 1.1.3.8.
- 5.3 Non-agricultural uses that may be permitted in Prime Agricultural Areas only include the following:
- a. The extraction of minerals, petroleum resources and mineral aggregate resources; or
 - b. Limited non-residential uses, provided that all of the following items are demonstrated:
 1. the land does not comprise of a specialty crop area;
 2. the proposed use complies with the minimum distance separation formulae;
 3. there is an identified need within the planning horizon for additional land to accommodate the use; and
 4. alternative locations have been evaluated, and
 - i. there are no reasonable alternative locations which avoid prime agricultural areas; and
 - ii. there are no reasonable alternative locations in prime agricultural areas with lower priority agricultural lands.

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

- 5.4 The Growth Plan for the Greater Golden Horseshoe ("the Growth Plan") identifies an Agricultural System for the Greater Golden Horseshoe, and prime agricultural areas will be designated in accordance with mapping identified by the Province.

- 5.5 Outside of the Greenbelt Area, the provincial mapping of the agricultural land base will be implemented through the Regional Official Plan. Lands designated prime agricultural areas identified in the ROP as of July 1, 2017 will be considered the agricultural land base.
- 5.6 The Region will be refining the provincial mapping of prime agricultural areas through Envision Durham, the Region's Municipal Comprehensive Review. Such refinements may only occur through a Municipal Comprehensive Review process with the Region. Once in effect, this designation is meant to protect prime agricultural lands in the long-term for agricultural use.

Regional Official Plan

- 5.7 The subject site is currently designated 'Prime Agricultural Areas' subject to Exception 9A.3.17 in the ROP. Prime Agricultural Areas consist of areas where prime agricultural lands predominate. They also include areas of lesser agricultural significance (Canada Land Inventory Classes 4 to 7 soils) and additional areas where there is a local concentration of farms which exhibit characteristics of ongoing agriculture.
- 5.8 Policy 9A.3.17 of the ROP provides the permissions for the existing golf course and associated uses on the subject site.
- 5.9 Policy 9A.2.7 of the ROP states that, "new and expanding major recreational uses, shall not be permitted in Prime Agricultural Areas". The definition of major recreational uses includes golf courses. The existing golf course was permitted as an exception due to the amount of fill that existed on the property.
- 5.10 The application proposes to redesignate the site to "Major Open Space Area". Major Open Space Areas include key natural heritage features or hydrologic features, prime agricultural lands as well as lands of lesser agricultural significance. Policy 10A.2.8 permits new and expanding major recreational uses within Major Open Space Areas by amendment to the ROP, or an area municipal official plan in accordance with the following policies:
- a. a hydrogeological study addressing the protection of water resources;
 - b. a Best Management Practices report addressing design, construction and operation considerations; and
 - c. that new natural self-sustaining vegetation be located in areas to maximize the ecological value of the area.

5.11 Policy 10A.2.5 provides policies for the development of non-agricultural uses in Major Open Space Areas that require:

- a. where possible minimizing the use of prime agricultural lands, including Canada Land Inventory Classes 1, 2 and 3 soils;
- b. demonstrating that the use is appropriate for location in the Major Open Space Area;
- c. be encouraging locations on existing parcels of land appropriately sized for the proposed use;
- d. incorporating an appropriate separation distance from farm operations in accordance with Provincial Minimum Distance Separation formulae;
- e. being compatible with sensitive land uses in compliance with Provincial Land Use Compatibility guidelines, particularly issues of noise and dust must be addressed;
- f. being located on an existing opened public road and shall not compromise the design and function of the road;
- g. being serviced with an individual private waste disposal system and an individual private drilled well which meet Provincial and Regional standards;
- h. being sensitive to the environment be ensuring there will be no negative impact on key natural heritage or hydrologic features;
- i. maintaining or, where possible, enhancing the amount of natural self-sustaining vegetation on the site and the connectivity between adjacent key natural heritage or hydrologic features;
- j. being subject to local planning approvals including being zoned in a special zoning category for the use;
- k. avoiding the use of outdoor lighting that causes light trespass, glare and uplift;
- l. where applicable, meeting the requirements of the Oak Ridges Moraine Conservation Plan and the Greenbelt Plan; and
- m. not adversely impacting the ability of surrounding agricultural operations to carry on normal farm practices.

6. Proposed Official Plan Amendment

6.1 The proposed Regional Official Plan amendment is proposing to redesignate the site to “Major Open Space Areas”, delete policy 9A.3.17 and add a new site-specific policy to permit a 9-hole golf course, a clubhouse with banquet facility, golf dome for an indoor driving range, a maintenance structure, putting green and associated golf cart routes, surface parking areas, stormwater management ponds, and landscaped open spaces on the subject site.

7. Consultation

- 7.1 The application has been circulated to the Ministry of Municipal Affairs and Housing, the City of Pickering, the Town of Whitby, the Town of Ajax, Regional Works Department, Regional Health Department, Durham Region Transit, Ministry of Transportation, Transport Canada, the Toronto and Region Conservation Authority, the Durham District School Board, the Durham Catholic School Board, Durham Environmental Advisory Committee, Durham Agricultural Advisory Committee, Hydro One, and Ontario Power Generation.
- 7.2 At the time of writing this report, comments have been received by Canada Post, the Durham District School Board, Durham Catholic School Board, Enbridge Gas and Enbridge Pipelines, and Ontario Power Generation, all indicating no concern with the proposed amendment.

8. Related Applications

- 8.1 The applicant submitted concurrent applications to amend the City of Pickering Official Plan (OPA 21-001/P) and Zoning By-law (A 05/21). These applications are currently under review by the City of Pickering and the relevant agencies.

9. Public Participation

- 9.1 A “Notice of Public Meeting” regarding this application has been advertised in the Pickering News Advertiser and mailed to all property owners within 120 metres of the proposed amendment. This report was also made available to the public prior to the meeting.
- 9.2 Anyone who attends or participates in a public meeting may present an oral submission and/or provide a written submission to the Planning and Economic Development Committee on the proposed amendment. Also, any person may make written submissions at any time before Regional Council makes a decision.
- 9.3 If a person or public body does not make oral submissions at a public meeting or does not make written submissions before the proposed official plan amendment is adopted, the person or public body:
- a. Is not entitled to appeal the decision of the Region of Durham to the Local Planning Appeal Tribunal (LPAT) (formerly the Ontario Municipal Board); and
 - b. May not be added as a party to the hearing of an appeal before the LPAT, as grounds to add the person or public body as a party.

- 9.4 Anyone who wants to be notified of Regional Council's decision on the proposed ROP Amendment must submit a written request to:

Brian Bridgeman, MCIP, RPP
Commissioner of Planning and Economic Development
Planning and Economic Development Department
Regional Municipality of Durham
Durham Regional Headquarters
600 Rossland Road East
Whitby, ON, L1N 6A3

10. Future Regional Council Decision

- 10.1 The Planning and Economic Development Committee will consider the proposed ROP Amendment at a future meeting and will make a recommendation to Regional Council. Council's decision will be final unless appealed.
- 10.2 All persons who make oral submissions, or have requested notification in writing, will be given notice of the future meeting of the Planning and Economic Development Committee and Regional Council at which the subject application will be considered.

11. Relationship to Strategic Plan

- 11.1 Economic Prosperity and Service Excellence - In the processing of Regional Official Plan Amendment applications, the objective is to ensure responsive, effective and fiscally sustainable service delivery.

12. Attachments

- Attachment #1: Location Sketch
- Attachment #2: Existing Site Plan for Golf Course
- Attachment #3: Preliminary Site Plan for proposed Golf Course

Respectfully submitted,

Original signed by

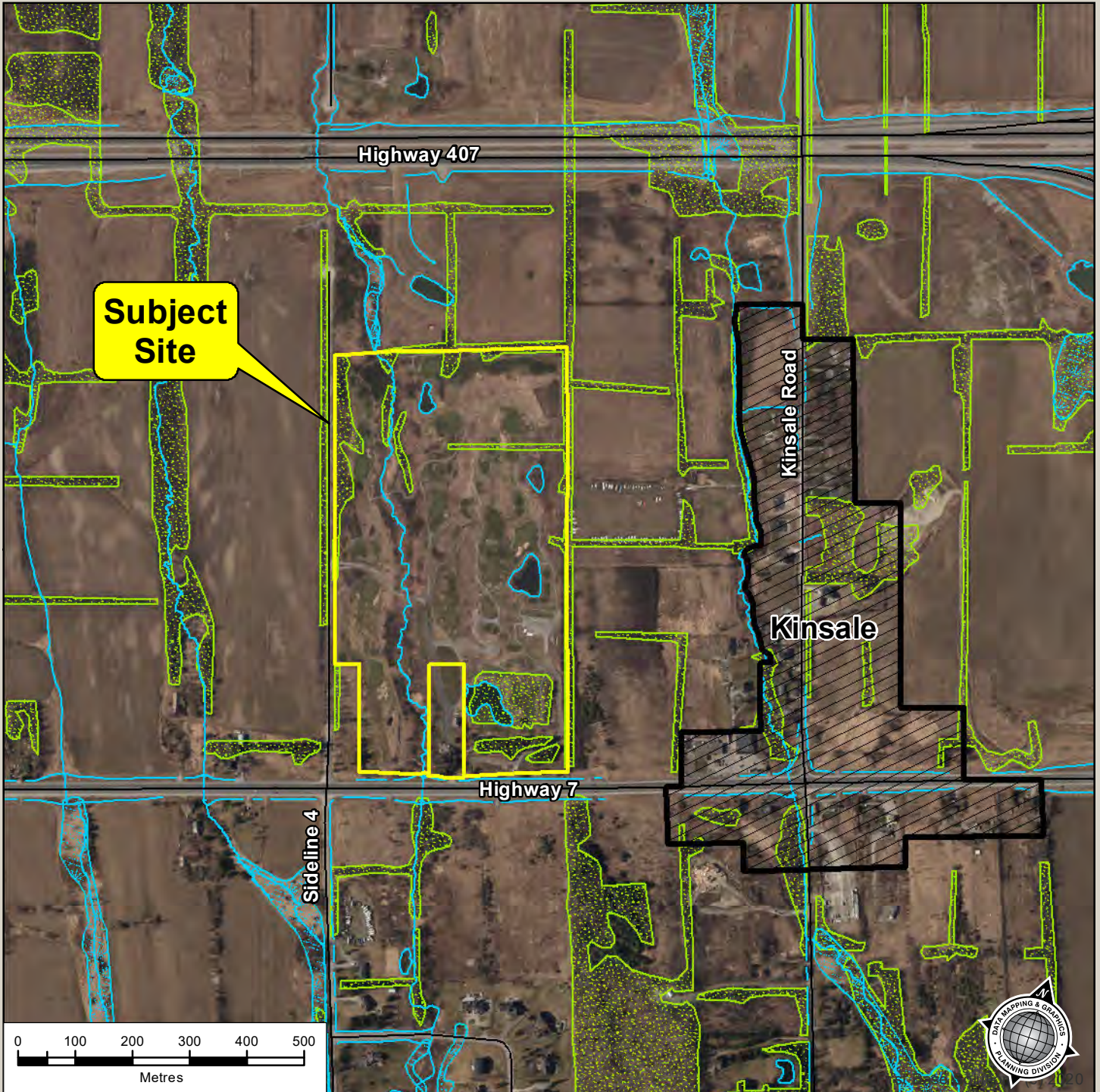
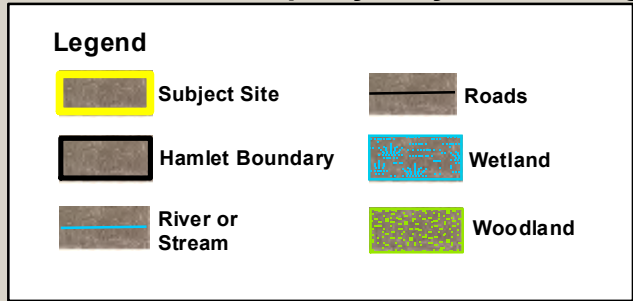
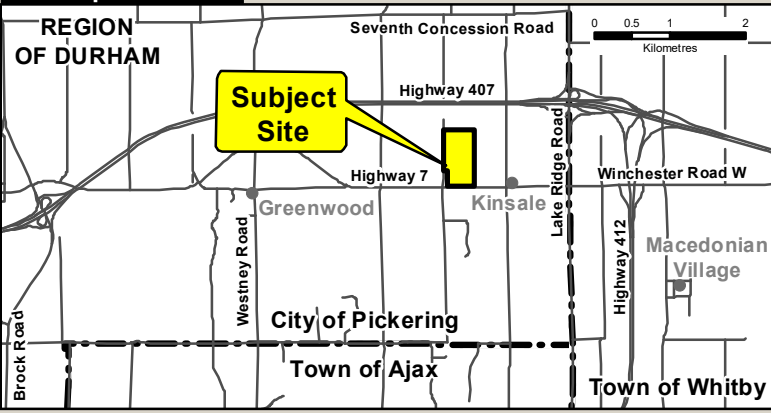
Brian Bridgeman, MCIP, RPP
Commissioner of Planning and
Economic Development

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer

Municipal Context



Data Sources:
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 The Region of Durham does not make any representations concerning the accuracy, likely results, or reliability of the use of the materials.
 The Region hereby disclaims all representations and warranties.




KINSALE GOLF CLUB MASTER PLAN

CLIENT:
KINSALE PROJECT
 Part of LOT 4 - CONCESSION 6, CITY OF PICKERING

DRAWING NAME:
MASTER PLAN

NOTES: ALL CONTOURS IN METRES
 PROPERTY = 70.01 AC/28 HECTARES

	SCALE = 1:1250
	DRAWING VERSION - APRIL 30, 2008
DRAWN BY: JM	ISSUE DATE: MARCH 26, 2008
CHECKED BY: J.Miller	PROJECT - KINSALE

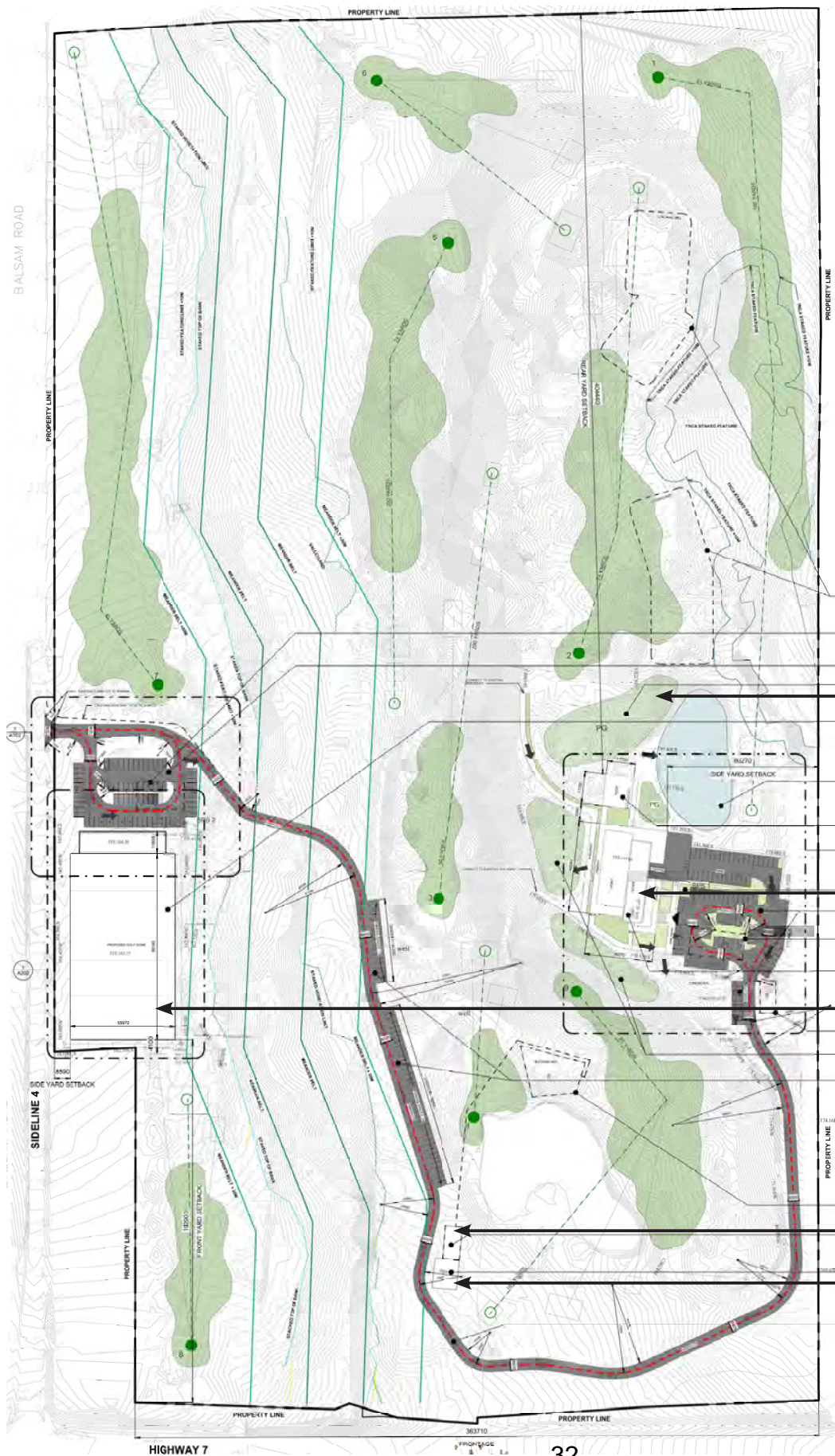


Miller Golf Design Group
 103 HILLCREST DRIVE
 P.O. BOX 308, CLARKSBURG
 TOWN OF THE BLUE MOUNTAINS
 NH1 1J0
 519-599-6336

KINSALE GOLF CLUB
MP-1

MASTER PLAN WITH PROPOSED GRADING





Proposed Putting Green

Proposed Clubhouse

Proposed Golf Dome

Existing maintenance house to remain

Proposed Maintenance Storage

Subject:

FW: Regional File #: OPA 2021-002 - Comment for May 4th Meeting

From: stefan w <rentagram@gmail.com>

Sent: April 27, 2021 6:27 PM

To: clerks@durham.ca

Cc: basha <basha@bell.net>; andreka.w <andreka.w@bell.net>; Michael Woloszczuk <canekcorp@yahoo.com>;
yvonne.wolos@yahoo.ca

Subject: Regional File #: OPA 2021-002 - Comment for May 4th Meeting

Re: The Regional Municipality of Durham
Notice of Complete Application and Public Meeting
Application to Amend the Durham Regional Official Plan
Regional File Number: OPA 2021-002

Dear Durham Region,

My family owns land due east of the proposed golf course redevelopment site. We are not opposed to the application and feel the redevelopment would benefit the area. Our only comment is that we would like to see some shrubby barrier along the lot line separating the easterly parking area and parking lot roadway from our lands. Also, as the owner of the abutting lands we wish to be informed on the planning development as it proceeds. Could you please keep us in the loop by written mail and email?

Thanks so much.

Sincerely
Stefan Woloszczuk

Subject:

FW: Regional File #: OPA 2021-002 - Comment for May 4th Meeting

From: basha@bell.net <basha@bell.net>**Sent:** April 27, 2021 9:23 PM**To:** Clerks <Clerks@durham.ca>**Cc:** 'Michael Woloszczuk' <canekcorp@yahoo.com>; 'andreka.w' <andreka.w@bell.net>; 'Yvonne Woloszczuk' <yvonne.wolos@yahoo.ca>; 'stefan w' <rentagram@gmail.com>**Subject:** FW: Regional File #: OPA 2021-002 - Comment for May 4th Meeting

To: Durham Region,

Re: Regional File #: OPA 2021-002 - Comment for May 4th Meeting

My name is Barbara Woloszczuk. I am forwarding to you my brother Stefan's letter. I very much agree with my brother's statements.

I would kindly request that any future correspondence be cc'd to all of us. Please check the cc addresses above.

As well, could you please confirm receipt of Stefan's letter as well as mine.

Thank you very much.

Sincerely,

Barbara Woloszczuk

416-606-4324



April 28, 2021

Minister Steve Clark, Minister of Municipal Affairs and Housing
Sent via email to: minister.mah@ontario.ca

**Re: Request for Support of a Minister's Zoning Order – 1520, 1540 and 1580
Reach Street, Port Perry**

Dear Minister:

At the last regular Council meeting of the Township of Scugog held April 26, 2021, the above captioned matter was discussed and I wish to advise that the following resolution was passed:

WHEREAS the owners of the properties municipally known as 1520, 1540, and 1580 Reach Street, Port Perry, Rick Wannop Developments, Wannop Family Farms, and Daniel and Robin Luchka have been approached by Southbridge Care Homes to facilitate a site on these lands to construct a Long Term Care Facility;

WHEREAS Council adopted resolution CR-2020-157 on December 13, 2020, supporting the conversion of these designated employment lands (1520, 1540, and 1580 Reach Street, Port Perry) to non-employment uses;

WHEREAS the conversion of these designated employment lands requires a comprehensive and regionally scaled Municipal Comprehensive Review (MCR) process which is not expected to be finalized by Durham Region and approved by Province through a Regional Official Plan Amendment (ROPA) until 2022 at the earliest;

WHEREAS following the ROPA process, the Township of Scugog would need to complete an Official Plan Amendment and Rezoning process to conform to the new ROPA and permit non-employment uses (including Long Term Care) on the Subject Lands;

WHEREAS it is estimated that the land use permission for Long Term Care facilities on the subject land would not be granted until 2023/2024 and Site Plan Approval would not be finalized until 2024/2025 at the earliest;

WHEREAS the Province of Ontario announced in March of 2021, the allocation of 96 new spaces and 75 upgraded spaces to the Long-Term Care Facility in Port Perry, in addition to the already pledged 53 new beds, for a net new 224-bed Long-Term Care Facility in Port Perry;

WHEREAS there are plans in place to repurpose the existing Long-Term Care Facility to accommodate either a seniors retirement home or affordable housing once the new facility is constructed;

WHEREAS the owners are requesting the use of a Minister's Zoning Order ("MZO") to expedite the construction of a new Long-Term care facility on a portion of the Subject Lands (1520, 1540, and 1580 Reach Street, Port Perry) by establishing the necessary land use permissions faster than a normal Official Plan and Zoning Bylaw Amendment process;

WHEREAS under the guidelines of a Minister's Zoning Order, the Province requires a local municipal Council to submit their position in response to an MZO request;

WHEREAS final approval of the Long-Term Care facility will still ultimately require Site Plan approval and building permits which would follow the standard Township of Scugog approval process;

NOW THEREFORE BE IT RESOLVED:

THAT Council of the Township of Scugog advise Minister Steve Clark, Minister of Municipal Affairs and Housing that it supports the request for a Minister's Zoning Order for the properties municipally known as 1520, 1540, and 1580 Reach Street, Port Perry, Rick Wannop Developments, Wannop Family Farms, and Daniel and Robin Luchka for the development of a Long Term Care Facility, Retirement Home, Medical Centre, Day Centre, post secondary Education facility uses as defined by Zoning by-law 14-14 on the subject lands as outlined in the planning opinion letter from Mr. Don Given;

FURTHER THAT Minister Clark be requested to expedite this Order; and

FURTHER THAT this Motion be forwarded to the Premier of Ontario, the Honourable Doug Ford, Durham MP, the Honourable Erin O'Toole, Durham MPP, the Honourable Lindsey Park, the Minister of Infrastructure, the Honourable Laurie Scott, the Minister of Health, the Honourable Christine Elliott, the Minister of Long-Term, The Honourable Merrilee Fullerton, the Minister of Finance, the Honourable Peter Bethlenfalvy, Durham Region and the area municipalities.

Should you require any further information in regard to this matter, please do not hesitate to contact Kevin Heritage, Director of Development Services at 905-985-7346 ext.153.

Yours truly,



Becky Jamieson
Director of Corporate Services/Municipal Clerk

Attachments

cc: Kevin Heritage, Director of Development Services
Brian Bridgeman, Durham Region Planning Department

Premier of Ontario, Honourable Doug Ford	premier@ontario.ca
Durham MP, Honourable Erin O'Toole	erin.otoole@parl.gc.ca
Durham MPP, Honourable Lindsey Park	lindsey.park@pc.ola.org
Minister of Infrastructure, Honourable Laurie Scott	laurie.scott@pc.ola.org
Minister of Health, Honourable Christine Elliott	christine.elliott@ontario.ca
Minister of Long-Term Care, Honourable Merrilee Fullerton	
merrilee.fullerton@ontario.ca	
Minister of Finance, Honourable Peter Bethlenfalvy	Minister.fin@ontario.ca
Ralph Walton, Regional Clerk, Region of Durham	clerks@durham.ca
Durham Region Area Clerks	

March 16, 2021

MGP File: 20-2901

Township of Scugog
181 Perry Street, P.O Box 780
Port Perry, ON L9L 1A7

via email: jnewman@scugog.ca

**Attention: Mayor and Members of Council
c/o JP Newman, Director of Corporate Services/Municipal Clerk**

Dear Mayor and Members of Scugog Council:

**RE: Planning Opinion in Support of a Minister's Zoning Order
1520, 1540, and 1580 Reach Street, Port Perry**

Malone Given Parsons Ltd. ("MGP") is the land use planners for the owners of the properties municipally known as 1520, 1540, and 1580 Reach Street, Port Perry (the "Subject Lands"), Rick Wannop Developments, Wannop Family Farms, and Daniel and Robin Luchka.

On behalf of the owners, this letter provides our planning opinion in support of the use of a Minister's Zoning Order ("MZO") to expediate the construction of a new Long-Term Care facility on a portion of the Subject Lands by establishing the necessary land use permissions faster than a normal Official Plan and Zoning Bylaw Amendment process. Final approval of the Long-Term Care facility will still ultimately require Site Plan approval and building permits which would follow the standard Township of Scugog approval process.

Background

The Subject Lands are located between North Port Road and Old Simcoe Road, south of Reach Street in the community of Port Perry in the Township of Scugog. The Subject Lands are comprised of three parcels of land with a total area of approximately 64 hectares (157 acres). Currently the Subject Lands are primarily used for farming purposes and a single family detached dwelling. (**Figure 1**)

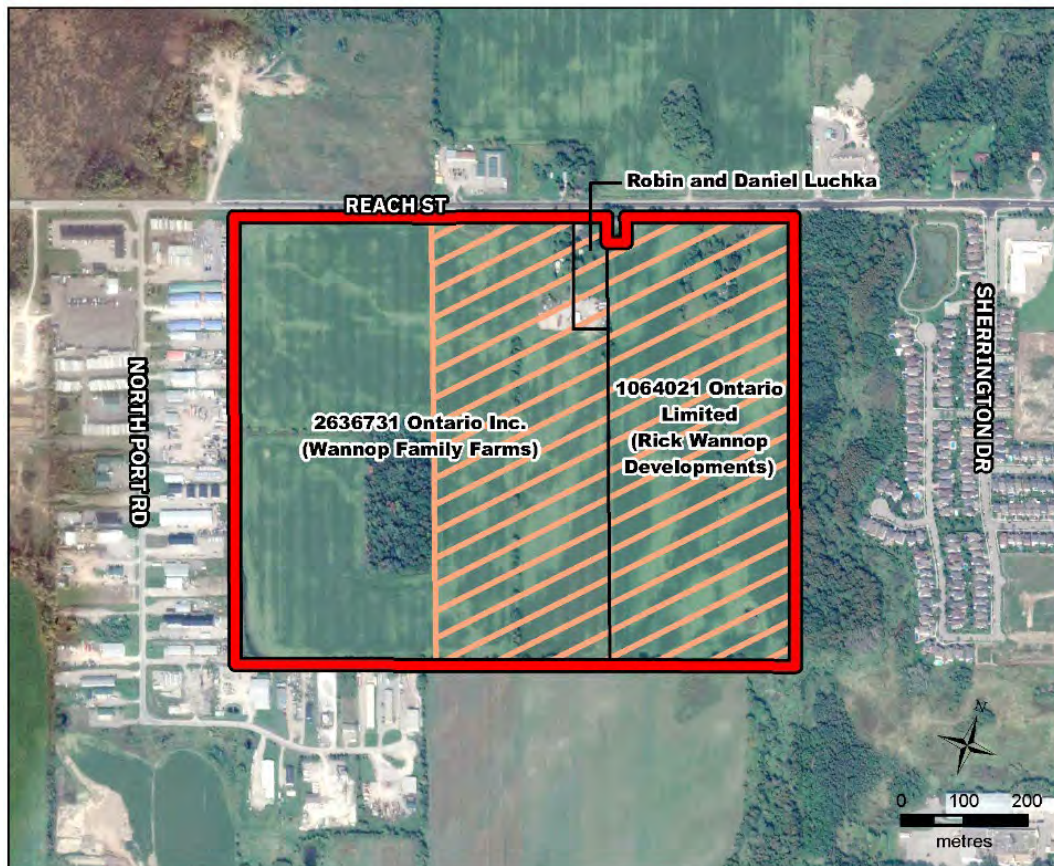
The long-term vision for the Subject Lands contemplates the continuation of employment uses on the western side and the development of the remaining eastern portion for a vibrant, mixed use, complete neighbourhood that would include a mix of housing including seniors retirement living and long term care, a large central park, a series of smaller parkettes, an extensive open space system, trails and pedestrian pathways, and mixed retail/commercial service uses along Reach Street.



Conversion to Non-Employment Uses Supported by Scugog Council

The Subject Lands are currently designated and zoned for employment uses and do not permit Long Term Care or Retirement uses. An employment conversion request for a portion of these lands was submitted to the Region of Durham for consideration during the Region's Municipal Comprehensive Review (MCR) process. This employment conversion request was supported by the Township of Scugog Council members at the Council Meeting held on December 21, 2020 (**Resolution CR-2020-157**).

Although Council has supported the conversion of these lands to non-employment uses, the comprehensive and regionally scaled MCR process is not expected to be finalized and approved by Durham Region through a Regional Official Plan Amendment until 2022 at the earliest. Following such, the Township of Scugog would then need to complete an Official Plan Amendment and Rezoning process to conform to the new ROPA and permit non-employment uses (including Long Term Care) on the Subject Lands which is estimated to take an additional 1 to 1.5 years. Thereby, land use permission for Long Term Care facilities on the subject land would not be granted until 2023/2024 and Site Plan Approval would there not be finalized until 2024/2025 at the earliest.

Figure 1: Location of Subject Lands



-  Subject Site
-  Conversion Request to Living Area Designation (Approximate Boundary)

Southbridge Care Homes is a Leading Long-Term Care Provider

Southbridge Care Homes (“Southbridge”) currently owns 27 LTC facilities and 10 retirement homes in Ontario and is the 6th largest owner of LTC facilities in Ontario. They currently operate the 107-bed facility in Port Perry, “Port Perry Place”. Southbridge currently has four similar projects under construction in Owen Sound, Cornwall, Kemptville and London, all of which are greenfield developments and are proposed to consist of approximately 160 LTC beds.

Southbridge, the only Long-Term Care provider in Port Perry (Port Perry Place), is looking for suitable greenfield land in Port Perry to accommodate a new Long Term Care home (up to 200 beds) to replace Port Perry Place and maintain their licencing agreements with the Province. Southbridge has identified the Subject Lands as appropriately sized and strategically located for their new Long-Term Care facility.

Coordinated and Planned Long Term Care as part of a Complete Community

The overall redevelopment vision for the Subject Lands is to plan for and comprehensive integrate Long Term Care and Seniors Living into the overall design of the new neighbourhood so that “fits” into and compliments both employment, residential and retail/service commercial uses proposed. An integrated campus model is envisioned that co-locates learning and health services that meet the changing needs of seniors. This includes community and retail/commercial services to promote a continuity of care and healthy aging in place in the same neighbourhood even as their health needs increase. It also allows for seniors and families with varying needs of independence to live in the same location as the campus can accommodate different levels of care.

This may also include an innovative training facility or post secondary college outpost for personal service workers that co-locates with the LTC facility to provide integrated, real-life experience learning for personal service workers while providing the LTC an additional level of care and support. Supportive uses such as a daycare centre and medical service providers are also envisioned. The proposed development will contribute to the overall employment numbers as the facility is expected to employ hundreds of professionals and skilled workers.

Urgent Need for Long-Term Care and Seniors Facilities

The Province has prioritized the need for new and upgraded LTC facilities to address Ontario’s aging population and condition of current LTC facilities. In accordance with the “Age-Friendly Durham Strategy and Action Plan”, it is expected that by 2031, 34% of the total population of Durham will be residents aged 55 or older. Furthermore, there is significant increase in Durham among seniors aged 90 and older. Within the Central East Local Health Integrated Network (LHIN), it has been predicted that waitlists to LTC homes can span over many months. This is an unacceptable wait time and additional capacity is imperative to the health and safety of the Region’s seniors. The Province has advised Southbridge of requirements to update its current facility in Port Perry to maintain its funding and licensing agreements. A new facility is needed to meet the new requirements.

A MZO assists in Building LTC Facilities Faster

In October 2020 it was announced that the Province will be addressing the zoning and approval concerns of LTC facilities by using MZOs. Given the urgency in addressing the Province's aging population, Ontario's commitment to providing more LTC beds, and the lengthy timeline of Durham's MCR process, an MZO is an appropriate planning mechanism to expedite the approval process. A request for a MZO would allow Southbridge to maintain and improved its Long Term Care facility in Port Perry and continue to provide a much needed service for the Township.

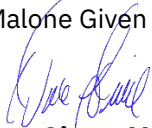
The draft MZO simply proposes adding Long Term Care and associated uses to the existing zoning permissions that currently apply to the Subject Lands. The current zoning on the Subject Lands, "*Prestige Industrial - M1*" and "*General Industrial - M2*" would continue and be amended to add "*Long Term Care Facility*"; "*Retirement Home*"; "*Medical Clinic*"; "*Day Care Centre*"; and, "*Commercial School*", "*Educational Facility*", "*Community College*" or "*Post-Secondary School*" to the list of permitted uses. The current permitted uses as defined by the existing zoning bylaw would remain permissible.

The use of a MZO is appropriate to accelerate the development on the Subject Lands for a new LTC facility. The MZO will provide a solution to the land use constraints and delays which currently restrict development of the Subject Lands for this use. Expediting development approvals for LTC responds directly to the province's direction to plan for economic recovery, advance infrastructure, create jobs, and improve Ontario's LTC system. This proposed development will maintain and deliver necessary LTC beds to Port Perry and the Township. Expediting the development process is in the best interest of the citizens of the Township, Region, and Province and for the reasons noted above, it is our opinion that the use of a MZO on the Subject Lands to permit LTC is appropriate and represents good planning.

For the Province to consider a Minister's Zoning Order, the Province requires a formal Council position on the matter. The Township of Scugog planning staff will need to submit a report regarding the need for the MZO request for the Subject Lands for Council's consideration, so that Council can provide their position on the request and formally advise the Province.

Should you have any questions or require additional information, please contact me at 1.905.512.0170 ext. 102.

Yours very truly,
Malone Given Parsons Ltd.



Don Given, MCIP, RPP

cc Richard Wannop, Rick Wannop Developments (rickwannopdevelopments@gmail.com)
Lindsey Park, MPP Durham (lindsey.park@pc.ola.org)
Kevin Heritage (kheritage@scugog.ca)
Brett Puckrin (bpuckrin@antecappraisals.com)
Oren Barfoot (obarfoot@southbridgecare.com)

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 2564



The Regional Municipality of Durham Report

To: Planning and Economic Development Committee
From: Commissioner of Planning and Economic Development
Report: #2021-P-12
Date: May 4, 2021

Subject:

Proposal for a Regional E-Mobility Bylaw

Recommendation:

That the Planning and Economic Development Committee recommends:

That this report be received for information.

Report:

1. Purpose

1.1 The purpose of this report is to advise Committee members that the attached draft E-mobility by-law is being released for public and agency comment. Staff will report back to this Committee in the Fall with a further refined by-law for Council's approval.

2. Background

2.1 Regional staff (Works and Transportation Planning) have heard from area municipalities, Durham Regional Police Services (DRPS) and members of the Durham Active Transportation Committee (DATC) about a growing number of conflicts between E-mobility devices (E-scooters and E-bikes) and motor vehicles, pedestrians and cyclists.

2.2 In light of an increasing number of incidents, there is consensus between Regional, area municipal and DRPS staff on the need to establish clear regulations to define

where and how to enable the safe operation of E-mobility devices, and measures to enforce their safe operation consistently across the Region.

2.3 On January 1, 2020, the Ministry of Transportation of Ontario (MTO) implemented a new 5-year pilot to permit Electric Kick Scooters (e-scooters) on Ontario's roads. Under the pilot, MTO has given municipalities the ability to prohibit where E-mobility devices may travel on roads, paths, trails and other property under their jurisdiction.

2.4 The existing regulations from MTO for the safe operation of E-mobility devices includes the following:

- Minimum age of operation (16 years of age);
- All operators and passengers must wear an approved bicycle or motorcycle helmet;
- Maximum operating speeds:
 - E-scooter maximum operating speed is 24 km/h.
 - E-bike maximum operating speed is 32 km/h.
- Maximum weight and wheel dimension for e-bikes:
 - Must not weigh more than 45 kg.
 - Minimum wheel width is 35mm.
 - Minimum wheel diameter is 350mm.
- Restrictions on passengers and the carrying of cargo for e-scooters and e-bikes;
- Passengers at least 16 years old are allowed on e-bikes designed for more than one passenger; and
- Elements of enforcement:
 - Under the Criminal Code, the definition of a "motor vehicle" includes an e-bike, and anyone operating an e-bike intoxicated can be charged for impaired driving.
 - Under the Highway Traffic Act (HTA) an e-bike is not classified as a motor vehicle, so penalties for impaired driving under the Act would not apply.
 - E-scooters are classified as bicycles under the HTA.

2.5 A Regional E-mobility By-law is necessary in order to:

- Reduce conflicts between road, sidewalk and trail users by clearly identifying areas where E-mobility devices may be permitted to operate;
- Establish clear requirements on speed, age, equipment, fines and infractions; and
- Ensure consistent enforcement and management across municipal boundaries.

2.6 Clearly defining and regulating e-mobility devices will improve safety on Regional roads as part of the Region's broader Vision Zero road safety initiative. Additionally, supporting the use of emerging transportation technologies to help optimize traffic operations and safety, and support the first and last mile needs of transit riders, is consistent with the Region's Transportation Master Plan.

2.7 A Regional E-mobility By-law will also assist by creating a framework that may be considered for adoption by Durham's area municipalities, tailored to their specific needs. The attached draft would only apply to roads under the Region's jurisdiction.

2.8 The following timeline and tasks are proposed:

Consultation and Engagement – Q2/Q3 2021

- Establish a Regional and Area Municipal staff Working Group.
- Solicit comments from the public during a 90-day review period that will commence once notice has been provided.
- Host a public engagement meeting to present the draft by-law and solicit comments from the public.
- Further review with area municipal counterparts.

Revise and finalize By-law – Q4 2021

- Refine By-law based on feedback received.
- Present recommendations and a final draft by-law for consideration by the Planning and Economic Development Committee for Council approval.

3. Previous Reports and Decisions

3.1 No previous reports or decisions have been made on this topic to date.

4. Work Completed to Date

- 4.1 In preparation for this initiative, a project team led by Transportation Planning and Corporate Services-Legal Services staff have conducted a jurisdictional scan of e-mobility by-laws across Canada to better understand approaches across comparable municipalities.
- 4.2 Seven municipalities have adopted e-mobility related by-laws across Canada including Edmonton, Calgary, Windsor, Ottawa, Montreal, Westmount and Mississauga.
- 4.3 To advance this work and ensure it reflects the needs of both the Region and area municipalities, both a Regional and Area Municipal staff working group will be established. Proposed members of these working groups could include representatives from Durham Regional Police Services, Public Works (Traffic), Durham Regional Transit, Planning and Economic Development (Transportation), Risk Management & Insurance, Corporate Services (Legal Services), Town of Ajax, Township of Brock, Municipality of Clarington, City of Oshawa, City of Pickering, Township of Scugog, Township of Uxbridge, and Town of Whitby.
- 4.4 Transportation Planning together with Legal Services staff have drafted a framework by-law for consultation purposes, (see Attachment #1 - E-mobility By-law for consultation).

5. Relationship to Strategic Plan

- 5.1 This report aligns with/addresses the following strategic goals and priorities in the Durham Region Strategic Plan:
 - a. Environmental Sustainability: E-mobility is a clean-energy solution to transportation that uses a combination of human-power and electric-power. An E-mobility By-law would enable the use and safe operation of sustainable transportation options, which can help reduce traffic congestion, pollution, energy consumption.
 - b. Community Vitality: An E-mobility by-law can support a range of mobility options that would support well-connected and complete communities.
 - c. Economic Prosperity: E-bikes and e-scooters are cost-effective and efficient modes of travel. As an emerging technology, permitting e-mobility devices can help attract new businesses to the Region that could enable new employment and partnership opportunities.

6. Conclusion

- 6.1 A jurisdictional scan and initial feedback from internal and external stakeholders demonstrate the desire, feasibility and timeliness of developing a Regional E-mobility By-law to permit and regulate the use of e-scooters and e-bikes on Regional roads. The By-law would support user safety, clarity of operation within public rights-of-way, and would help reduce sidewalk, path and trail conflicts.
- 6.2 Staff will report back to the Planning and Economic Development Committee with a recommended Regional E-mobility By-law for Council approval following completion of the consultation process.

7. Attachments

Attachment #1: Draft E-mobility By-law for consultation

Respectfully submitted,

Original signed by

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

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer

By-law Number *-2021**

of The Regional Municipality of Durham

Being a by-law to regulate the operation and use of e-mobility devices, including electric kick-scooters and power-assisted bicycles in The Regional Municipality of Durham.

Whereas [recitals are optional]-----.

Now therefore, the Council of The Regional Municipality of Durham hereby enacts as follows:

1. Short Title

1.1 This By-law may be cited as the “E-mobility By-law”.

2. Definitions

In this By-law:

- 2.1 “authorized sign” means any sign placed upon a highway or on municipal property under the authority of this by-law;
- 2.2 “Chief of Police” means the Chief of Police of the Durham Regional Police Service or an authorized representative;
- 2.3 “electric kick-scooter” means a vehicle that has,
- (a) two wheels placed along the same longitudinal axis, one placed at the front of the kick-scooter and one at the rear,
 - (b) a platform for standing between the two wheels,
 - (c) a steering handlebar that acts directly on the steerable wheel,
 - (d) an electric motor not exceeding 500 watts that provides a maximum speed of 24 kilometres per hour, and
 - (e) a maximum weight of 45 kilograms (kg) and wheel diameter of 17 inches.
- 2.4 “electric kick-scooter parking facilities” include ring and post racks, ring racks, charging stations, corrals that support electric kick-scooters in an upright position or enable the frame to be secured, or an area designated by pavement marking or official or authorized sign for parking of electric kick-scooters, and which facilities are predominantly located within the right-of-way or within a municipal parking lot and may be located in select designated and delineated on-street parking spaces or sidewalks, but do not include light standards, utility poles, sign posts, fences, street furniture, or similar infrastructure within the right-of-way;
- 2.5 “e-mobility device” includes an electric kick-scooter and a power-assisted bicycle, but not a motor assisted bicycle;
- 2.6 “furniture zone” means the portion of a sidewalk that buffers pedestrians from the adjacent highway or roadway and where elements such as trees, streetlights, hydrants, parking meters, or street furniture are typically located;
- 2.7 “highway” includes a common and public highway, street, avenue, parkway, driveway, square, place, bridge, viaduct, or trestle, any part of which is intended for, or used by, the general public for the passage of vehicles and includes the area between the lateral property lines thereof; “Region” or “Regional” means the municipal corporation of The Regional Municipality of Durham or the geographic area as the context requires;

- 2.8 “Highway Traffic Act” means the Highway Traffic Act, R.S.O. 1990, c. H.8, as amended;
- 2.9 “multi-use trail” means an in-boulevard path physically separated from motor vehicle traffic for use by cyclists, pedestrians and other non-motorized users;
- 2.10 “official sign” means a sign on the highway approved by the Ministry of Transportation of Ontario;
- 2.11 “pedestrian” means,
- (a) a person on foot;
 - (b) a person in a wheelchair; or
 - (c) a child in a carriage, stroller or play vehicle;
 - (d) “reserved bicycle lane” means those parts of the highway set aside by the Region for the use of cyclists and designated by an official or authorized sign or by pavement markings
- 2.12 “power-assisted bicycle” means a vehicle that,
- (a) has steering handlebars and is equipped with pedals,
 - (b) is designed to travel on not more than three wheels in contact with the ground,
 - (c) is capable of being propelled by muscular power,
 - (d) has one or more electric motors that have, singly or in combination, the following characteristics:
 - (i) it has a total continuous power output rating, measured at the shaft of each motor, of 500 W or less,
 - (ii) if it is engaged by the use of muscular power, power assistance immediately ceases when the muscular power ceases
 - (iii) if it is engaged by the use of an accelerator controller, power assistance immediately ceases when the brakes are applied, and
 - (iv) it is incapable of providing further assistance when the bicycle attains a speed of 32 km/h on level ground,
 - (e) is fitted at all times with pedals that are operable to propel the bicycle,
 - (f) is capable at all times of being propelled on level ground solely by using muscular power to operate the pedals,
 - (g) has one of the following safety features,
 - (i) an enabling mechanism to turn the electric motor on and off that is separate from the accelerator controller and fitted in such a manner that it is operable by the driver, or
 - (ii) a mechanism that prevents the motor from being engaged before the bicycle attains a speed of 3 km/h;
- 2.13 “roadway” means that part of the highway that is improved, designed or ordinarily used for vehicular traffic, but does not include the shoulder, and, where a highway includes two or more separate roadways, the term “roadway” refers to any one roadway separately and not to all of the roadways collectively;

- 2.14 “shoulder” means that part of the highway immediately adjacent to the roadway and having a surface which has been improved for the use of vehicles with asphalt, concrete or gravel;
- 2.15 “sidewalk” means those parts of a highway set aside by the Region for the use of pedestrians;
- 2.16 “vehicle” includes a motor vehicle, trailer, traction engine, farm tractor, roadbuilding machine, bicycle and any vehicle drawn, propelled or driven by any kind of power, including muscular power, but does not include a motorized snow vehicle.

3. Application and Interpretation

- 3.1 This By-law applies to all highways, sidewalks, trails, paths, walkways, parks, multi-use pathways or any other property under the jurisdiction of the Region.
- 3.2 This By-law is subject to the provisions of the Highway Traffic Act.

4. Prohibition

- 4.1 No person shall operate, or cause to be operated, or use an e-mobility device on a highway, sidewalk, trail, path, walkway, park, multi-use pathway or any other property under the jurisdiction of the Region unless:
- (a) permitted by and in accordance with the provisions of the Highway Traffic Act and Ontario Regulation 389/19, as amended;
 - (b) permitted by and in accordance with any applicable traffic by-laws; and
 - (c) permitted by and in accordance with the provisions of this By-law.
- 4.2 No person shall operate, or cause to be operated, or use an e-mobility device on a highway with a legal speed limit greater than 50 kilometres per hour, unless within a reserved bicycle lane.
- 4.3 No person shall operate, or cause to be operated, or use an e-mobility device on a sidewalk, unless permitted by an official or authorized sign.
- 4.4 No person shall operate, or cause to be operated, or use an electric kick-scooter where cycling, skateboarding or rollerblading is prohibited.

5. General Regulations

- 5.1 The Chief of Police and Commissioner of Works are authorized to erect, place and maintain such official and authorized signs as are required to give effect to the provisions of this By-law.
- 5.2 No person under the age of 16 years shall operate an e-mobility device.
- 5.3 No person under the age of 18 years old shall fail to wear a helmet that complies with the Highway Traffic Act when operating an e-mobility device.
- 5.4 No person operating an e-mobility device shall carry any other person thereon.
- 5.5 No person operating an e-mobility device shall tow another person, vehicle or device.
- 5.6 No person operating an e-mobility device shall attach himself or herself to another e-mobility device, vehicle or device for the purpose of being drawn or towed.
- 5.7 No person operating an e-mobility device shall operate it in any position other than while standing at all times.
- 5.8 No cargo may be carried on an e-mobility device.

- 5.9 No person shall park, stop or leave an e-mobility device or permit an e-mobility device to remain parked or stopped on a highway, roadway, sidewalk or trail, path, walkway, park, or multi-use pathway trail, except where electric kick-scooter parking facilities are provided.
- 5.10 No person shall park or stop an e-mobility device or permit an e-mobility device to remain parked or stopped within a furniture zone, unless authorized by the Region.
- 5.11 No person shall park or stop an e-mobility device or permit an e-mobility device to remain parked or stopped on a highway, roadway, sidewalk or trail, path, walkway, park, exhibition ground or multi-use pathway trail in such a manner that obstructs the flow of pedestrian, vehicular or cyclist traffic.

6. Safe Operation

- 6.1 The operator of an e-mobility device shall keep a safe distance of at least one metre from pedestrians and other users of the roadway, shoulder, sidewalk, trail, path, walkway, park, or multi-use pathway trail at all times and shall give way to a pedestrian or bicycle by slowing or stopping, as necessary, where there is insufficient space for the pedestrian or bicycle and the e-mobility device to pass.
- 6.2 Where reserved bicycle lanes are provided on a highway, an e-mobility device shall only be operated in the reserved bicycle lane.
- 6.3 Where no reserved bicycle lanes exist on a highway where e-mobility devices are permitted to operate, the operator of an e-mobility device shall ride on the right side of the highway or on the paved shoulder.
- 6.4 No person shall operate an e-mobility device within a crosswalk or pedestrian crossover, as those terms are defined in the Highway Traffic Act.
- 6.5 An e-mobility device shall not be operated on a trail, park, or multi-use trail at a speed that is markedly greater than the speed of the pedestrians who are proximate to the e-mobility device.
- 6.6 Every e-mobility device shall be equipped with a bell or horn which shall be kept in good working order and sounded whenever it is reasonably necessary to notify cyclists, pedestrians or others of its approach.
- 6.7 When operated at any time from one-half hour before sunset to one-half hour after sunrise and at any other time when, due to insufficient light or unfavourable atmospheric conditions, persons and vehicles are not clearly discernible at a distance of 150 metres or less, every e-mobility device shall carry a lighted lamp displaying a white or amber light at the front and a lighted lamp displaying a red light at the rear. The lamps may be attached to the e-mobility device or may be carried or worn by the operator on his or her person.
- 6.8 No person shall operate or use an e-mobility device in such a manner that it may harm, injure or damage, either directly or indirectly, any person or property.

7. Enforcement

- 7.1 The provisions of this by-law may be enforced by:
 - (a) a police officer pursuant to subsection 42(1)(h) of the Police Services Act, R.S.O. 1990, c. P.15;
 - (b) any person appointed for the purpose by a by-law of the Region; and/or
 - (c) all employees of the Region whose duties include the enforcement of this by-law; and/or
 - (d) any authorized person or employee of a local municipality within the Region of Durham.

8. Offences and Fines

- 8.1 Every person who contravenes any of the provisions of this By-law is guilty of an offence.
- 8.2 Every person who is convicted of an offence is liable to a fine as provided for in the Provincial Offences Act, R.S.O. 1990, c. P.33, as amended.

9. Effective Date

- 9.1 This By-law shall come into force on X and shall be repealed on the earlier of X
 - (a) the revocation of Ontario Regulation 389/19: Pilot Project – Electric Kick-Scooters and
 - (b) November 27, 2024.

This By-law Read and Passed on the -----th day of -----, 2021.

J. Henry, Regional Chair and CEO

R. Walton, Regional Clerk



The Regional Municipality of Durham Report

To: Planning and Economic Development Committee
From: Commissioner of Planning and Economic Development
Report: #2021-P-13
Date: May 4, 2021

Subject:

Durham Regional Cycling Plan, 2021

Recommendations:

That the Planning and Economic Development Committee recommends:

That this report be received for information.

Report:

1. Purpose

1.1 The purpose of this report is to advise Committee that a new Regional Cycling Plan (RCP 2021, see Attachment #1) has been drafted, and that prior to Council's consideration and endorsement, comments from Area Municipalities and other stakeholders are being requested. The RCP 2021 was initiated in November 2019 as a comprehensive update to the 2012 RCP to:

- a. address gaps in the cycling network;
- b. improve coordination of implementation and maintenance practices;
- c. identify new routes and facility types based on provincial and international best practices; and
- d. respond to changes in policies and priorities of the Province, the Region and the area municipalities.

- 1.2 The updated RCP seeks to establish a framework and supportive actions to position the Region as a premiere cycling destination. The actions and initiatives described in the RCP will result in a connected, safe and accessible region-wide cycling network. The RCP is intended to be a plan for people of all ages and abilities, that considers the unique trip types and preferences of those who live, work and play within Durham Region.

2. Background

- 2.1 The first Durham Regional Cycling Plan was completed in 2008, with a primary goal to improve the coordination of local cycling initiatives and to examine the appropriate treatment of cyclists within Regional road allowances. The 2008 RCP included a series of recommendations to, among other matters:
 - a. Protect and develop a regional cycling network;
 - b. Ensure that facility designs follow recognized and approved design standards;
 - c. Advance education and outreach;
 - d. Commit to funding for facility development; and
 - e. Update the plan regularly.
- 2.2 The RCP was first updated in 2012 with a focus on developing a region-wide cycling network, formulating a funding/implementation approach, and providing direction on a communication strategy. The 2012 RCP introduced the concept of a “Primary Cycling Network” (PCN), consisting of multi-use boulevard paths, paved shoulders, on-road cycling lanes and buffered cycling lanes to connect key travel destinations.
- 2.3 Since the 2012 RCP, the following relevant programs, plans and initiatives have taken place:
 - a. In 2013, the Ministry of Transportation released Ontario Traffic Manual – Book 18 – Cycling Facilities (OTM Book 18) which introduced guidelines on planning, designing and operating cycling facilities across the Province.
 - b. In 2017, the Province released CycleON - Ontario’s Cycling Strategy to encourage the growth of cycling and to improve the safety of people who cycle by improving cycling infrastructure; making highways and streets safer; promoting cycling awareness and increasing cycling tourism.
 - c. In 2017, Regional Council endorsed an updated Durham Transportation Master Plan (TMP) which recognizes that active transportation (walking and cycling) will become the mode of choice for more people as the Region continues to grow and intensify.

- d. In May 2020, Regional Council approved the Region's 2020-2024 Strategic Plan, which includes a direction to expand sustainable and active transportation and support healthy and sustainable lifestyles through investments in cycling and pedestrian infrastructure.
- 2.4 Although progress has been made to advance cycling within the Regional context, focused attention was necessary to update the RCP to reflect current trends and standards, address user needs and improve implementation.
- ### 3. Context
- 3.1 The Durham Transportation Master Plan (TMP), approved in 2017, confirmed that forecasted growth in the Region's population and employment will result in increases in local travel demand. By 2031, nearly 60% of trips in the region will start and end in Durham. Shorter travel patterns will require a stronger emphasis on more localized transportation improvements, including improvements to walking and cycling facilities.
- 3.2 One of the seven strategic directions in the TMP is to make walking and cycling more attractive. Increasing active transportation is also essential in addressing Regional strategic goals including promoting healthy neighbourhoods and addressing climate change by reducing greenhouse gas emissions.
- 3.3 The TMP recommended a series of actions to accelerate the implementation of the RCP including:
- a. Prioritizing continuous routes and completing critical links;
 - b. Considering stand-alone infill projects;
 - c. Developing and implementing supportive policies and design documents; and
 - d. Enhancing promotion and route mapping.
- 3.4 Currently, the majority of Durham's morning peak period trips (between 6:30 AM and 9:30 AM) that are made by car are less than 2 kilometres. In 2020, the attractiveness of cycling was accelerated due to the pandemic emergency, where cycling increased by 8.8% (or 5,543 new average daily users) on Regional roads over the previous year. The percent of average daily users in 2020 surpassed the Region's target of a 5% increase per annum.
- 3.5 In 2018, Statistics Canada reported 56,337 visitors came to cycle in Durham Region. It is estimated that these cycling visitors contributed \$3.125 million to the regional economy in terms of tourism and retailing activity. Visitation for cyclists/trail

users as of March 2021 was up 192% compared to the same month in 2020 with 7,300 users.

- 3.6 The RCP 2021 reflects the current and forecasted cycling trends and needs of the Region, and recommends a comprehensive program to enhance the Region's cycling profile by improving project implementation supported by consistent and predictable funding.

4. Summary of the Regional Cycling Plan Update

- 4.1 The RCP is organized into a series of chapters, described as follows:

- a. Chapters 1 through 3 provide an introduction, describe the history and existing context of cycling in Durham, the stakeholder engagement process, and the RCP **Vision and Goals**. The updated **Vision** is as follows:

“The Region of Durham, in partnership with its area municipalities, supports the planning, design, implementation and promotion of a connected, safe and accessible region-wide primary cycling network. The network accommodates people of all ages and abilities while considering the unique trip types and references of this who live, work and play within the Region.”

- b. Chapter 4 describes the **Primary Cycling Network (PCN)**¹ that:

- Reflects the technical guidance within Ontario Traffic Manual (OTM) Book 18, Ministry of Transportation Ontario Bikeways Design Guidelines, Accessibility for Ontarians with Disabilities Act and Transportation Association of Canada Geometric Design Guide for Canadian Roads;
- Focuses on Regional roads, strategic local connections, parallel routes identified within area municipal Active Transportation Master Plans and the Provincial Cycling Network;
- Introduces new facilities to strengthen the network, including a proposed “Durham Meadoway” that builds upon existing trail connections in the Ontario Hydro Gatineau corridor, ultimately providing a continuous cycling route connecting the Rouge National Urban Park to north Oshawa;
- Provides connections to key provincial, regional, local and environmentally significant areas, and supports a range of cycling trip types for people of all ages and abilities;

¹ See Attachment #2: Map 2 Primary Cycling Network by Phase and Map 5 – Primary Cycling Network by Facility

- Identifies an additional 35 km of new short-term cycling infrastructure by 2030 contributing to 85 km of short-term Regional cycling infrastructure;
 - Identifies an additional 121 km of new long-term projects, contributing 206 km of long-term Regional projects to be implemented beyond 2030; and
 - Reflects changes in cycling activity and local conditions.
- c. Chapter 4 also provides a series of **Design Guidelines** for cycling infrastructure, including physically separated cycling lanes, cycle tracks, in-boulevard multi-use trails, conventional bike lanes, buffered bike lanes, shared cycling facilities (paved shoulders), and transition amenities (crossrides, intersection treatments, grade separations, etc.) that reflect provincially and nationally accepted guidelines and standards.
- 4.2 Chapter 5 describes Durham specific **Cycling Strategies** for further action within the Durham context including:
- a. A **Bicycle Parking Strategy** – describing how appropriate bicycle parking can be implemented to enhance supply, provide potential design solutions and implementation approaches;
 - b. A **Signage & Wayfinding Strategy** – describing approaches for presenting clear and consistent signage that includes cycling routes, destinations and user experience to encourage safe and comfortable use of the PCN;
 - c. An **Education and Encouragement Strategy** – describing programs that would further support cycling as a safe, efficient, and enjoyable form of transportation that builds on the current work by the Region, area municipalities, cycling clubs and Durham Tourism promoting the Region as a premier cycling destination; and
 - d. A **Maintenance Strategy** – to support cyclist safety through practices and standards that specifically address the needs of cyclists, communicating maintenance activities to the public, and developing a winter maintenance program for the PCN.
- 4.3 Chapter 6 describes a series of potential **Financial and Implementation Strategies**, outlining potential cost implications, existing funding approaches, potential funding supports, tools and resources to help coordinate and achieve implementation timelines, and how to monitor and measure progress, including:
- a. Updated cost estimates for the PCN by facility type to inform future capital planning budget submissions;

- b. Updated description of the Regional Cycling Plan Formula for the PCN and approaches in other jurisdictions;
- c. Funding sources from federal and provincial funding streams;
- d. The infrastructure design and implementation process;
- e. Potential partnerships to support the implementation of the RCP;
- f. Roles and responsibilities of stakeholders, and the Region's role in a coordinating capacity; and
- g. Internal staffing requirements to achieve the objectives of the RCP to: enable Regional cycling programming; advance strategy development; prepare funding and grant applications; undertake detailed technical design; provide contract administration; provide construction oversight and progress monitoring; coordinate with area municipalities and key partners, such as Ministry of Transportation, Metrolinx and Conservation Authorities on cycling matters, and related cycling initiatives. Recommendations for staffing will be presented for consideration through the Region's 2022 business plans and budgets process.

4.4 Chapter 6 also identifies implementation considerations for the PCN as well as potential funding sources including:

- a. Proposing approximately \$2.5 million to be funded annually for on-road cycling-related and stand-alone cycling projects, including cycling safety education;
- b. Describing a program for monitoring the implementation of cycling infrastructure and related expenditures and the development of key performance measures to guide future monitoring efforts;
- c. Providing greater clarity to the funding mechanisms and sources available for cycling infrastructure projects and programs;
- d. Updating cycling facility unit costs to inform capital planning;
- e. Exploring opportunities to include active transportation infrastructure for development charge financing as part of the renewal of the Region's Development Charge By-law, which will be undertaken in 2022/23; and
- f. Actively applying for external grant funding sources, including the recently announced Federal Active Transportation Fund (\$400 million).

5. Commentary

5.1 The previous 2012 RCP included 218 kilometres within the PCN (under Regional jurisdiction), to be implemented by 2032 at an estimated overall cost of approximately \$50 million. However, between 2013 to 2020, only 21% (47 km) of

the 2012 PCN has been completed, of which 70% (35 km) were Regionally funded at a cost of \$7 million and 30% (12 km) were from external funding sources (area municipalities and Province of Ontario).

- 5.2 Consistent with the previous 2012 RCP, a funding target of \$2.5 million per year is again being proposed for cycling infrastructure. Although the funding and implementation for cycling infrastructure from 2013 to 2020 had not kept pace, the proposed programs and recommendations within the RCP will enable the Region to advance cycling through greater implementation flexibility, prioritizing cycling routes where it is most needed, and advancing infill cycling projects as well as those projects completed in tandem with the annual Regional Roads Capital program.
- 5.3 It is anticipated that once endorsed by Regional Council, the relevant elements of the RCP can be incorporated into the Regional Official Plan through Envision Durham, the Region's Municipal Comprehensive Review process. Potential actions include adding the PCN as a schedule, adding a policy requiring that the Regional Cycling Plan (including the Regional Cycling Network) be regularly updated, and policies to lend further support to sustainable and multi-modal transportation options.

6. Relationship to Strategic Plan

- 6.1 The RCP aligns with the following strategic goals and priorities in the Durham Region Strategic Plan:
- a. Environmental Sustainability
 - 1.5 – Expands sustainable and active transportation by increasing accessibility and availability of cycling facilities and promoting cycling as a healthy mode of transportation that can reduce help reduce CO2 emissions and carbon footprint through education and encouragement initiatives.
 - b. Economic Prosperity
 - 3.3 – Enhances communication and transportation networks to better connect people and move goods more efficiently by promoting the use of active transportation options for commuting, errands and tourism purposes as well as the benefits that cycling has on the local economy.

c. Service Excellence

- 5.1 – Optimizes resources and partnerships to deliver exceptional quality services and value by working more closely with all key stakeholders to deliver cycling infrastructure and programs that benefit all residents.

7. Previous Reports and Decisions

- 7.1 The RCP received authorization to proceed in October 2019 through Report [#2019-P-43](#).
- 7.2 On May 22, 2020, Report [#2020-INFO-49](#) provided a status update and summary of the draft vision, network considerations, framework to support an updated RCP, consultation and engagement strategy; and
- 7.3 On October 6, 2020, Report [#2020-P-22](#) presented an overview of public engagement activities and survey results, draft cycling strategies, the process to update the PCN, phasing and facility types.

8. Conclusion

- 8.1 The updated RCP represents a comprehensive update to the 2012 RCP with recommendations that are intended to improve project implementation and plan effectiveness. The RCP update process has been the subject of extensive public and stakeholder input; however, stakeholders have not yet had an opportunity to review the draft document itself. The implementation of the RCP will help to achieve the Region's Strategic Goals of expanding its active transportation network, reduce community greenhouse emissions, respond to the need to provide for more local non-auto trips, and address community needs for improving safety, coordination and commitment to cycling.
- 8.2 In the Fall of 2021, Regional staff will bring forward a report to Committee of the Whole with recommendations to endorse the RCP together with recommendations on the capital and financial components of the Plan to inform the 2022 and future business plans and budget processes.

9. Attachments

Attachment #1: Regional Cycling Plan, 2021 (RCP)

Attachment #2: Maps:

- Map 1 – Primary Cycling Network 2012 vs. 2020
- Map 2 – Primary Cycling Network Vision
- Map 3 – Existing, Planned and Revised PCN Routes
- Map 4 – Primary Cycling Network by Facility Jurisdiction.
- Map 5 – Primary Cycling Network by Facility Type
- Map 6 – Primary Cycling Network by Phase

Respectfully submitted,

Original signed by

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

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer



Regional Cycling Plan 2021

Region of Durham



RCP 2021

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Chapter 1

Introduction

The Region of Durham recognizes that an integrated transportation network is an important contributor to economic prosperity and quality of life. The Region also supports healthy and sustainable lifestyles through investments in cycling and pedestrian infrastructure that encourage active transportation. Cycling is considered a key mode of transportation and means of mobility and provides an opportunity to enhance community health, road and trail safety, and lessen environmental impacts. Over the past 10 years the way in which we plan for, design and implement cycling infrastructure and programming has changed. In response, Durham Region, with input from Area Municipalities and Stakeholders, has completed an update to its Regional Cycling Plan (RCP) that incorporates emerging trends, regional and local priorities, and the most current planning and design best practices and lessons learned.

Chapter 1 of the RCP provides an overview of the purpose and rationale for the RCP update and presents the Plan's vision and foundational elements of the plan including its actionable goals.

1.1 Project Purpose

A Master Plan is a functional planning tool that provides high-level policy and guidance on a specific municipal area of interest or topic. It provides a greater level of detail compared to an Official Plan and builds upon the significant structure set-out by more substantial planning policy documents at the provincial, regional and local level.

Planning policy is typically meant to be revisited every 5 – 10 years to ensure that the policies and recommendations still “hold true” relative to the changing socio-demographic trends, planning directions and best practices. This also includes updating other policies and plans adopted by Council, major stakeholders and partners.

Durham Region’s inaugural Regional Cycling Plan (RCP) was developed in 2008 and updated in 2012. Since that time, the Region and its area municipalities have experienced significant growth and development. The RCP provides planning, design and implementation guidance on cycling routes and infrastructure on regional roadways, regionally held public lands and connectivity to area municipal on and off-road cycling networks.

Since the 2012 RCP, Durham Region has updated its Transportation Master Plan (TMP), which introduced the idea of a Primary Cycling Network (PCN).

Area municipalities have also developed and adopted their own Transportation and Active Transportation Master Plans. These planning initiatives have led to significant efforts to advance cycling programming and outreach by area partners such as Durham Region Public Health, Committees of Council, Interest Groups, School Boards and Conservation Authorities. Cycling is an important component of an equitable, accessible, safe and sustainable transportation network. Cycling is not only a recreational activity and mode of transport but, holds the opportunity to support Durham Region to be a leader of...

Healthy community development

Safe road conditions

Improved personal mobility

Economic development & tourism

Reduced carbon emissions

In response, Durham Region has updated its Regional Cycling Plan (RCP), a flexible blueprint for the next 10+ years to guide cycling infrastructure planning and design, programming and outreach, behaviour change and policy development.

2020 RCP

Purpose:

- + Revise segments of the proposed cycling network to reflect changes in cycling activity and technical guidance;
- + Provide guidance on a wider range of cycling topics that underline a complete and comprehensive cycling strategy;
- + Outline a suite of cycling programs and initiatives which leverage the Region’s (and its partners) existing institutional and community infrastructure;
- + Clarify the roles and responsibilities of area municipalities and stakeholders in delivering the Plan;
- + Update the implementation horizon for proposed cycling initiatives and facilities based on current capital plans, community priorities and the availability of internal and external funding tools and resources; and
- + Ensure the Region’s approach to cycling planning and design is based on a renewed understanding of local concerns and objectives and improving access and equity in transportation.

The RCP has been developed with the intent of aligning with and providing support for some of the Region’s strategic goals as identified in the 2020 – 2024 Strategic Plan. The Strategic Plan outlines an underlying vision of achieving “A healthy, prosperous community for all” with five overarching goals. More specifically, of the five strategic pillars outlined within the document (listed below in **Figure 1-1**), the Regional Cycling Plan aligns with / supports three in a direct manner.



Figure 1-1. Relevant goals from Durham’s 2020-2024 Strategic Plan

These pillars provide a significant amount of support for the update to the RCP and help to frame the intent and purpose of the RCP process and technical tasks.

Based on these considerations, the update has provided a Plan that is aspirational and respectful of Durham Region’s goals and unique context.

Setting the Stage . Chapter 1.0

The RCP is not about “reinventing the wheel”. It was developed in response to the significant investments and advancements in cycling by Durham Region as well as its area municipal partners and stakeholders. The foundation upon which the RCP was built is based on a historic approach of strategic investments to cycling by the Region and its partners. It is also based on local successes and best practices and lessons learned from implementation of the 2012 RCP.

As an upper-tier municipality, Durham Region is responsible for a wide variety of infrastructure over a diverse geography. This can be a challenge not only from a resource and capacity perspective but also from a coordination and management perspective. As part of the development of the RCP, several interviews were undertaken with Regional staff and stakeholders to better understand two questions:

**What has
already been
done?**
**How can we
improve?**



The outcomes of the interviews provided a detailed assessment of the cycling strengths, weaknesses, opportunities and threats for Durham Region. Strengths and opportunities are aspects of cycling that either need to be supported, enhanced or leveraged to further the profile of and involvement in cycling in Durham Region. Weaknesses represent aspects of existing efforts that require consideration and improvement and threats are potential risks to success. These are presented in **Table 1-1**.

Cycling in Durham...

Strengths

- + Growing collaboration between Durham Region and Area Municipalities, fostered and supported by the creation of the Durham Active Transportation Committee (DATC)
- + Funding supports that have been leveraged to secure external funding to build new infrastructure
- + Implementation of a paved shoulder policy

Opportunities

- + Regional funding could support development of new infrastructure to connect the Regional Cycling Network to local networks
- + Connecting cycling to transit hubs with dedicated and context appropriate cycling infrastructure
- + Enhanced support for infrastructure on Regional Roads in built-up urban areas
- + Enhanced focus on marketing and promoting cycling with more Regional AT Staff resources

Weaknesses

- + Lack of dedicated funding for standalone cycling projects, resulting in significant missing gaps in the network and poor connectivity
- + Emphasis on long-term projects results in long timelines to complete corridors or networks
- + Lack of integration between off-road and on-road cycling facilities
- + No cohesive cycling “brand” around Durham Region
- + Infrastructure gaps near major trip generators in Durham Region such as educational institutions, downtown areas, transit hubs and more

Threats

- + High cost to overcome physical barriers including rail lines and 400 series highways
- + Jurisdictional challenges and the need to coordinate with multiple agencies to ensure the development of a connected network
- + Reluctance to revisit past planning and design decisions, especially on corridors with existing but not context appropriate cycling facilities

Table 1-1 . Cycling Strengths, Weaknesses, Opportunities and Threats in Durham

1.2 Process

The development of the RCP was initiated in December 2019 and subsequently completed in May of 2021. Led by Regional staff, with support from a consultant team, work was structured within a three-phased process underlined by engagement with Regional staff, area municipal staff, key stakeholders and members of the public. This approach (as illustrated in **Figure 1-2**) was chosen to be both iterative and comprehensive, ensuring outcomes reflected leading technical expertise and remained accountable to local priorities and considerations.

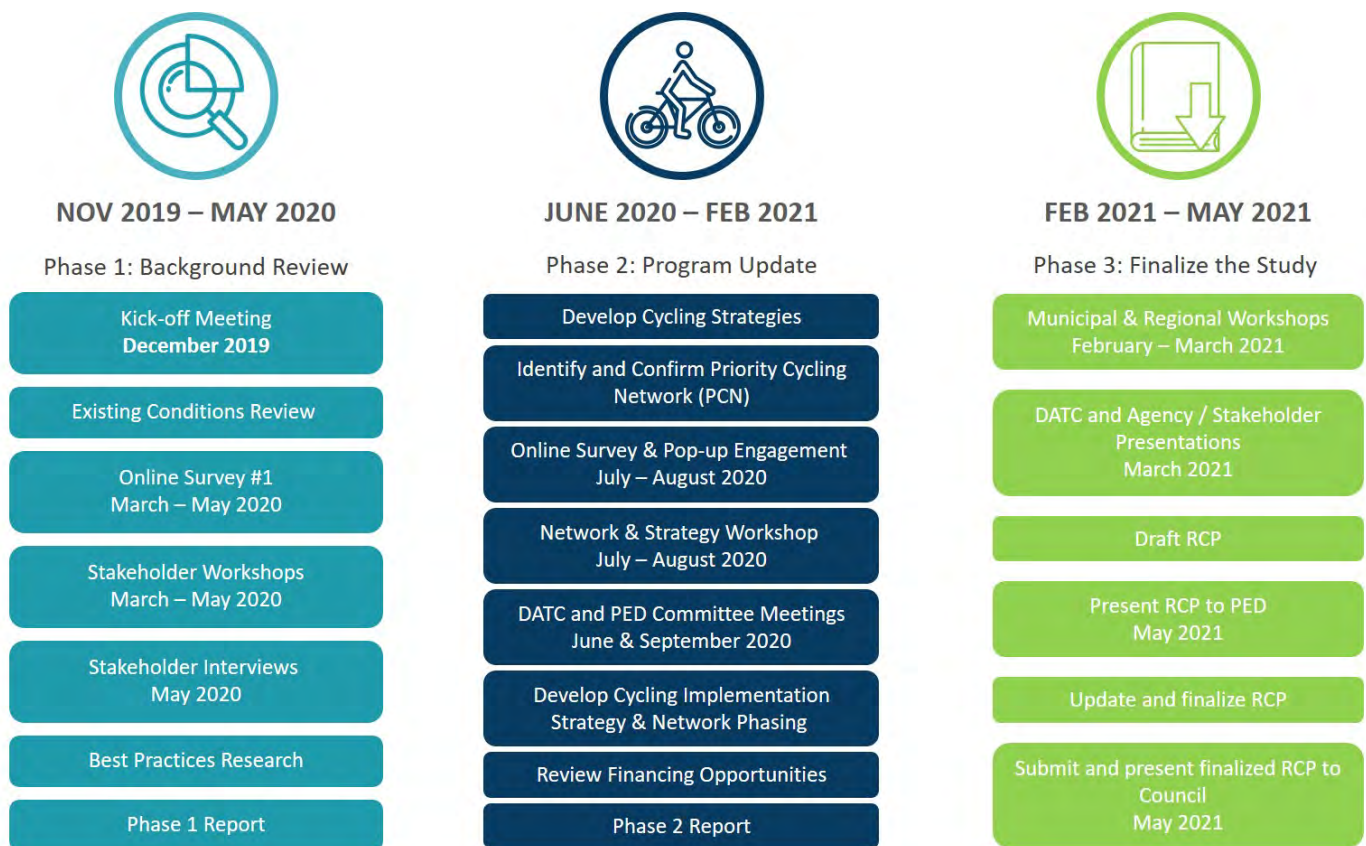


Figure 1-2. Overview of Durham RCP Project Process & Key Milestones

Considering the timeframe in which the RCP was completed, considerable efforts were made to respond to the impacts of COVID-19 on the process of the Plan. The Region adapted the engagement program and tactics to reflect the necessary virtual engagement requirements and restrictions while also fulfilling the commitments to the various audiences. A more detailed summary of the engagement program and input received is provided in Chapter 3 of the RCP.

1.3 Vision & Goals

The foundation of any functional master plan is typically a vision or opportunity statement, that articulates the desired future that the plan strives to achieve.

The vision statement is meant to capture both existing successes as well as the aspirational outcomes. It should describe the Region’s cycling future 10 to 20+ years from the point of development and adoption. A vision statement is wide reaching and aspirational. To achieve the vision statement in practice, a set of goals are typically identified to further articulate what success will look like.

The early stages of developing the RCP focused on identifying the project vision and goals based on staff and stakeholder input. The statement and supporting goals are presented below (**Figure 1-3**) with a more detailed description of each and their application in the RCP update process in **Table 1-2**.

“ *The Region of Durham, in partnership with its area municipalities, supports the planning, design, implementation and promotion of a connected, safe and accessible region-wide primary cycling network. The network accommodates people of all ages and abilities while considering the unique trip types and preferences of those who live, work and play within the Region.* ”



Figure 1-3. Durham RCP Vision and Goals

Table 1-2. Summary of Durham RCP Project Goals

	Support strategic directions at the regional level	Integrating new cycling trends and lessons learned	Establishing support for coordination between upper and lower tier	Alignment with accepted design guidelines and standards	Establishing public buy-in to determine local priorities and needs
What is this?	Municipal directions and adopted statements that reflect the values and priorities of Durham Region and its area municipalities	Topics and knowledge derived from past experiences that could be integrated into the plan	On-going coordination between the region and its area municipalities and key partners to implement strategic recommendations	Nationally and provincially accepted design standards, and guidelines that should be applied when planning and designing cycling infrastructure	A sense of support and commitment to the outcomes of the project based on a comprehensive and meaningful engagement strategy
Where is this articulated?	Planning policy documents or in more visionary strategic plans	Lessons learned are identified from best practices and locally through communications media (print, online) to visualize cycling trends	Implementation strategies to clearly outline roles and responsibilities as well as processes to facilitate implementation	Master plans, engineering guidelines / standards / drawings as well as provincially accepted guidelines and standards	In-person events, online engagement tools, social media, hard print materials
Who will use this?	Regional staff, members of council and committee representatives	Regional staff and area municipalities	Regional staff, area municipalities and members of council	Regional staff, municipal staff, technical agencies and interest groups	Members of the public, stakeholders, local groups and organizations, businesses
When is this used?	When annual budgets are being established to rationalize expenditures that support the Region's strategic directions	In annual reports to council to document progress of the RCP implementation	On-going basis to ensure coordination between the region and its area municipalities	During the planning and design stages of a project to ensure consistency with guidelines and standards	To complete master plans consistent with phases 1 and 2 of the municipal class environment assessment process
Why is this relevant to Durham Region?	To ensure all Regional initiatives help achieve one or more of the Region's strategic directions	To identify and measure how cycling changes over time due to ongoing efforts of the Region and its partners	To facilitate and establish a long-lasting relationship between the Region and its partners and to build trust and collaboration	To ensure cycling design is founded upon the most up to date engineering standards and planning guidelines	To provide meaningful options for people to provide their input on proposed infrastructure / projects that directly impact them

1.4 Summary of Recommendations

The RCP is considered effective when the recommendations adopted as part of the planning document are appropriate, implementable and manageable. The culmination of the RCP update process is a set of actions and recommendations that, when adopted by Durham Region as part of the RCP, will serve as the framework to support implementation and next steps undertaken by Regional staff in partnership with key stakeholders.

A summary of recommendations found within the RCP has been prepared by chapter. Except for the recommendations associated with the cycling strategies, the intent is for these recommendations to be initiated once the RCP has been adopted. For example, the implementation tools presented in Chapter 6.0 are intended to be used to support the implementation of the PCN presented in Chapter 4.0. Deferring implementation of these recommendations may result in a reduction of necessary support, resources and capacity at the Regional level and impact success. The cycling strategy recommendations are made up of several actions and tools that together form an independent approach to four cycling specific topics (see Chapter 5.0 for more details). The implementation of the strategies will require additional consideration and investigation by Regional staff in partnership and collaboration with internal and external stakeholders to build upon and support the recommendations included within the RCP.

The following summary has been prepared for the benefit of Council and staff as a consolidated reference which should be reviewed in the context of the detailed technical work that has been documented and adopted through the Phase 1 and 2 Technical Reports of the RCP.



Chapter 2.0

Chapter 2.0 summarizes the foundation upon which the RCP has been developed with a focus on the existing conditions and current context that frames and shapes the recommendations found throughout the RCP. Unlike other chapters of the RCP, Chapter 2 captures the current socio-economic, cultural, geographic and behaviour “state” of Durham Region as it relates to cycling and demonstrates how these considerations impact or influence the future of cycling Region-wide.

Recommendation 2.1

Durham Region should incorporate – where appropriate – the primary, secondary and tertiary terminology as well as cycling trend considerations into other Regional policies and plans with a focus on the Official Plan and Transportation Master Plan when next updated.

Recommendation 2.2

Durham Region should continue to monitor cycling demand through external sources of data such as Strava and should prioritize investing in cycling trip data collection sources.

Recommendation 2.3

Durham Region should continue to research comparable best practices – with a focus on upper-tier municipalities – as it relates to the future implementation of the RCP and reach out to contacts at other upper-tier municipalities on an annual or bi-annual basis to compare lessons learned and successes.

Chapter 3.0

Chapter 3.0 summarizes the engagement process and the input received. More importantly, it provides a record of the decision-making process and the approach to consensus building as the RCP was developed.

Recommendation 3.1

Durham Region should use the online surveys prepared for the cycling strategies as the basis for information gathering once the strategies and actions have been implemented.

Recommendation 3.2

Durham Region should use the database of contacts developed for the RCP as the basis for future outreach and partnership and should monitor and update the contact information as needed.

Recommendation 3.3

Durham Region should continue to prioritize engagement and use the necessary input from the RCP update process to provide context to future cycling infrastructure and programming projects.

Chapter 4.0

Chapter 4.0 provides an overview of the process and the outcomes related to the Primary Cycling Network (PCN) and outlines the recommended infrastructure improvements, timeline considerations and design applications. The intent of the chapter is to provide the Region with a blueprint and framework with which the Region can make annual decisions about cycling infrastructure enhancements.

Recommendation 4.1

Durham Region should adopt the proposed Primary Cycling Network as illustrated in Map 1 to serve as the blueprint / guide for the design of the proposed cycling network including route alignment and facility types.

Recommendation 4.2

Durham Region should, when appropriate, upgrade the existing facilities found along Regional Road 8 / Reach Street and Regional Road 2 / Simcoe Street to include additional separation to be consistent with design guidelines and best practices.

Recommendation 4.3

Durham Region should refer to and utilize the proposed phasing as identified on Map 2 and in Table 4-3 of the RCP as the guide to support the implementation of the proposed primary cycling network.

Recommendation 4.4

Durham Region should utilize provincially accepted cycling and related design guidelines and standards to guide the design and implementation of the proposed primary cycling network with specific reference to Ontario Traffic Manual Book 18 and Ministry of Transportation's Bikeways Design Manual.

Recommendation 4.5

Durham Region should update regional design guidelines and standards to align with the accepted cycling guidelines and should work with area municipalities to ensure consistent design is applied Region-wide.

Recommendation 4.6

In addition to the design and implementation of proposed routes, Durham Region should provide appropriate and cycling supportive design treatments for major barriers such as grade separated crossings, rubber track guards and bridges as well as at key points of transition such as intersections.

Chapter 5.0

Chapter 5.0 is a summary of the rationale for the four Regional Cycling Strategies which are bicycle parking, signage and wayfinding, education and encouragement, and maintenance. These strategies have been developed with the intent of providing the Region with the sufficient background and research to move forward with Region-led actions which focus on advancing these four key topics at a Regional scale with strategic coordination at the local level and with regional partners.

Recommendation 5.1

Durham Region should proceed with the development of a Bicycle Parking implementation plan based on the next steps identified within the strategy.

Recommendation 5.2

Durham Region should move forward with aspects of the data driven approach for bicycle parking including the development and distribution of a bicycle parking survey and neighbourhood needs survey.

Recommendation 5.3

Durham Region should proceed with the development of a Region-wide Signage and Wayfinding Plan building upon the existing conditions and best practices / guidelines outlined within the strategy.

Recommendation 5.4

Durham Region should work with area municipalities and key stakeholders to develop a regional cycling brand and signage concept.

Recommendation 5.5

Durham Region should identify two new designated positions for Active Transportation Coordinators to advance and monitor the implementation, facility design and safety of the RCP.

Recommendation 5.6

Durham Region should move forward with the design and implementation of cycling supportive programming consistent with the approach outlined within the education and encouragement strategy.

Recommendation 5.7

Durham Region should continue to support the Active and Sustainable School Travel Program on an annual basis including investments of staff resources and funding where possible.

Recommendation 5.8

Durham Region should conduct an inventory of existing maintenance equipment and vehicles to identify procurement needs relative to the maintenance of the primary cycling network.

Recommendation 5.9

Durham Region should initiate negotiations with area municipalities regarding the clearance and maintenance of cycling facilities required beyond current practices as per the recommended facilities identified as part of the primary cycling network and with an aim to provide select winter maintenance cycling routes.

Recommendation 5.10

Durham Region should work with area municipalities, stakeholders and members of the public to identify the opportunity and potential routes to form a winter maintenance cycling network throughout the Region.

Recommendation 5.11

Durham Region should revisit the cycling maintenance strategy once recommendations 5.8 through 5.10 have been implemented to determine the appropriate next steps for wider coordination and management of cycling facility maintenance practices.

Chapter 6.0

Chapter 6.0 identifies the tools and strategies to support long-term implementation as well as day to day coordination of the RCP by Regional staff as well as area municipal partners. It clearly outlines the cost and resource assumptions associated with the RCP recommendations to inform Regional cycling infrastructure investment and staff resources. Chapter 6.0 also focuses on providing applicable implementation supports – both internally and externally – including funding support, roles and responsibilities, partnership opportunities as well as management and coordination tools.

Recommendation 6.1

Durham Region should refer to the information contained within Appendix A of the RCP to support the annual budget decision making regarding cycling infrastructure.

Recommendation 6.2

Durham Region should use the jurisdictional information presented in Appendix A and Figure 6-1 to communicate the financial impacts of the proposed cycling network to key partners.

Recommendation 6.3

Durham Region should proceed with maintaining the existing funding streams including the identification of improvements through capital and operating budgeting processes.

Recommendation 6.4

Durham Region should adapt the Regional Cycling Plan Funding Formula to further clarify cost-sharing elements and responsibility for multi-use pathways.

Recommendation 6.5

Durham Region should continue to explore external funding opportunities including provincial and federal funding programs.

Recommendation 6.6

Durham Region should update the existing Development Charges (DC) bylaw to include cycling project as their own separated line item to ensure that cycling infrastructure is eligible for DC funding.

Recommendation 6.7

Durham Region should adopt an Active Transportation Reserve Fund to support cycling infrastructure projects including standalone, shovel-ready projects within the appropriate phasing, as well as other eligible projects including cycling education and safety initiatives. The Fund should commit \$2.5 million annually to support implementation.

Recommendation 6.8

Durham Region should support the implementation of proposed infrastructure and policies by adopting the five-step implementation process consistent with the practices outlined in Ontario Traffic Manual Book 18.

Recommendation 6.9

Durham Region should support the implementation of proposed education and encouragement programs by adopting the five-step implementation process consistent with the accepted practices of Community Based Social Marketing.

Recommendation 6.10

Durham Region should work with internal stakeholders, external stakeholders as well as municipal stakeholders to support and facilitate the implementation of the RCP including all recommendations and actions.

Recommendation 6.11

Durham Region should review, confirm and communicate the expected roles and responsibilities to facilitate and support implementation.

Recommendation 6.12

Durham Region should utilize the proposed implementation and management tools including the comprehensive Geographic Information Systems (GIS) database to support the implementation of the proposed PCN.

Recommendation 6.13

Durham Region should work with area municipal staff and partners to identify and confirm a set of indicators to form a monitoring and evaluation program.

Recommendation 6.14

Durham Region should proceed with data collection and information gathering to inform the monitoring program after 1-2 years of implementation and should update the information annually with public communication on the successes and next steps.

Chapter 2

Setting the Stage

The rationale for updating the Regional Cycling Plan has been documented in Chapter 1.0 which prioritizes building upon the considerable investment and successes in cycling by the Region and area municipal partners. Improvements are wide ranging and can include policies, programs, infrastructure, partnerships and strategies, among others. The RCP is based on the Region’s history of cycling, lessons learned and the unique context specific conditions, including but not limited to, the physical and socio-demographic profile of Durham Region, comparable best practices and policy support and guidance. These considerations “set the stage” for the future of cycling in the Region.

Chapter 2 of the RCP provides an overview of the history of cycling in Durham Region since the 2012 RCP was adopted, as well as an overview of influencing factors and considerations regarding how cycling infrastructure is planned, designed and implemented.

2.1 Durham’s Cycling History

The Region of Durham’s initial formal commitment to cycling started in October 2008 when Durham Regional Council adopted its first official Regional Cycling Plan (RCP), which identified a Region-wide network of cycling routes and facilities serving the Region’s urban and rural areas. This plan was later updated in 2012, to include a more refined and focused network of cycling routes defined as the “Primary Cycling Network”.

The intent of identifying a Primary Cycling Network (PCN) for Durham Region was to strategically focus on a network of core cycling facilities servicing key travel destinations. Since the development and adoption of the 2012 RCP, the Region of Durham has been strategically investing in the build-out of the PCN with annual incremental investments through to 2019 when the RCP update was initiated (see **Figure 2-1**).

2012 PCN

22.0 km
Existing Routes

218.6 km
Proposed Routes



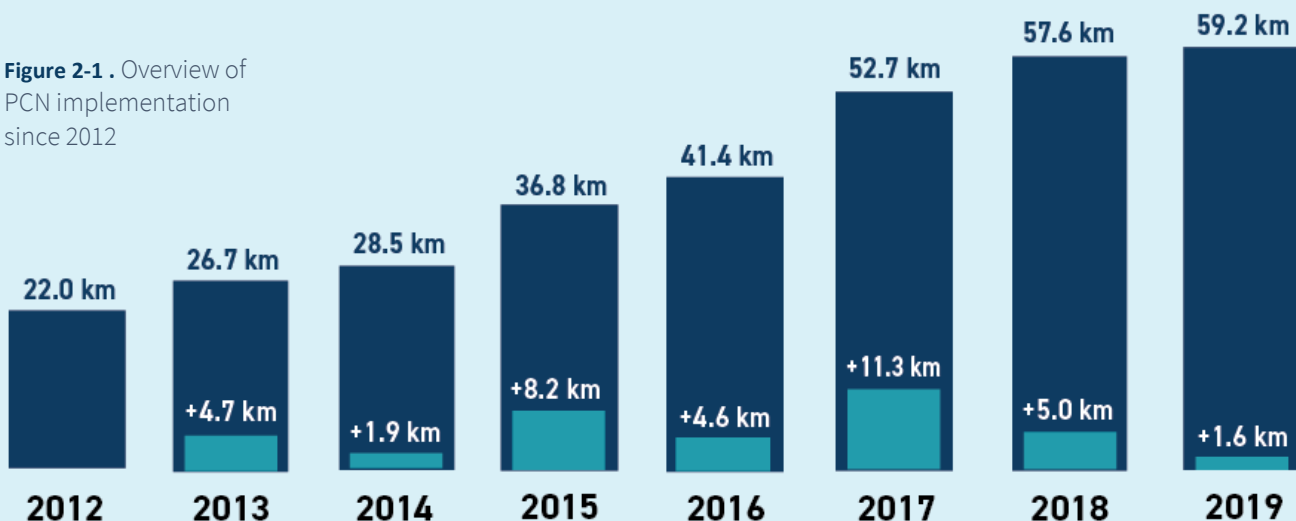
2019 PCN

59.2 km
Existing Routes

167.8 km
Proposed Routes

Only includes regional roads on the primary cycling network as this is the only information available.

Figure 2-1 . Overview of PCN implementation since 2012



■ Cumulative Total
■ New

Implementation has taken place at both the regional and local level; however, the coordination of those improvements has been varied depending on jurisdiction and type of cycling facility.

Originally, the PCN was recommended for implementation over two horizons - the short-term (5 years) and longer term (6-20 years) to align with the Regional Capital Road Program’s 9-year forecast along with additional financial tools. To complement the PCN, the 2012 RCP outlined a broad communications strategy that recommended education, promotion and enforcement practices to support cycling. These measures expanded upon existing resources, recognizing the importance of establishing a well-informed safe cycling community through a variety of communication channels and supportive programming. To understand the basis from which the RCP update is being developed it is important to understand what has been achieved. Below is a summary of the 2012 recommendations and their implementation “status” and relevance.

Financial Recommendations

Implementation Status...

+ Region remains 100% responsible for providing the platform for multi-use pathways within Regional Road rights-of-way contained in the Primary Cycling Network.



Maintained as part of existing Regional practice.

+ Region remains 100% responsible for the maintenance of all on road cycling facilities and paved shoulders on Regional Roads listed within the Primary Cycling Network.



Maintained as part of existing Regional practice.

+ Area municipalities remain 100% responsible for the maintenance and repair of multi-use pathways on Regional Roads listed within the Primary Cycling Network which fall under their municipal boundaries.



Maintained as part of existing Regional practice.

+ Region assumes 100% of the capital costs for all on-road cycling facilities and paved shoulders along Regional Roads that are listed within the Primary Cycling Network.



Adopted as Regional practice since 2012.

+ Region to consider constructing facilities outside of the Region's road constructing program to establish connections or close gaps within the Primary Cycling Network.

Not adopted as a Regional practice and considered a key weakness based on input received.

+ Region to consider partnering with other funding agencies with area municipalities to eliminate existing gaps in the Lake Ontario Waterfront Trail and Lake Scugog Waterfront Trail.



Partnerships established and select missing sections built.

Promotional Recommendations

- + Print materials (brochures, posters, letters and mapping).
- + Online resources (regional cycling webpage).
- + Outreach opportunities (presentations and lunch ‘n’ learn sessions among interested partners).
- + Educational resources (courses and workshops provided region-wide).

Programming Recommendations

- + Empowering local cycling clubs to increase their membership and programming.
- + Producing a Cycling Tourism Map that highlights cyclist friendly destinations and routes.
- + Establishing a “Cycling Ambassadors” program, which hires summer students to visit local camps and recreational centers to teach about proper bicycle safety and practices.
- + Incentivizing businesses that partake in active commuter programs by issuing “Bicycle Friendly Business” or “Healthy Workplace” award.
- + Expanding existing cycling programming, including: schools programming (Helmet Safety, Kids Safety Village and Active and Safe Route to School program), workplace programming (Smart Commute) and community bike events.

Implementation Status...



The Region has worked with cycling clubs, committees and interest groups to develop promotional materials; however, a consistent and coordinated effort across the Region has not yet been achieved.

Implementation Status...



Formalized committee and supported local clubs.

Cycling tourism map prepared but not consistently updated.

Training undertaken for select staff and rolled out at local events but not consistently applied.



Bicycle Friendly Businesses rolled out within the Region in partnership with external partners.



Localized programs have been encouraged through Regional initiatives.

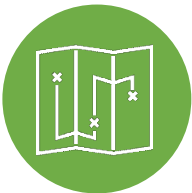
2.2 Regional Cycling Context

“Cycling context” can be defined by several indicators. Indicators refer to specific types of information which help to frame the conversation. They are selected specifically because of the “story” they tell relative to the overall project objectives. For the Durham RCP, five indicators were selected to help define the Regional cycling context including...



Community profile.

Represents the socio-demographic conditions of the Region of Durham that have an impact on how people use transportation for day-to-day trips.



Geographic profile.

Represents the spatial conditions including but not limited to the existing cycling routes as implemented by the Region and its partners.



Policy.

Represents the adopted policies as well as planning strategies and documents that provide the structure and foundation for decision making related to cycling and / or transportation.



Cycling demand.

Represents the current cycling patterns within the Region of Durham based on social media participation which indicates the location of use, frequency and time of day as well as route preferences – not based on existing routing.



Cyclist needs.

Represents the “categories” of cyclists which include a broad spectrum of design and experience preferences which help to frame potential improvement needs for cycling routes.

The outcomes of the assessment and key context considerations are presented below.

Community Profile...

In May 2020, Durham Region prepared and published a demographic and socio-economic profile which provides a detailed overview of Durham's unique community profile. The document was reviewed during the RCP update process and relevant profile indicators which have an impact – both directly and indirectly – on cycling have been highlighted and summarized below.

As will be demonstrated in Chapter 5 of the RCP, understanding the unique socio-economic and demographic considerations for a community is necessary when creating tailored and targeting programming. It should focus on a deeper understanding of the existing needs to determine the desired behaviour change. The following is a summary of those key considerations:

71%

Are immigrants (2011-2016)

This creates a significant need for programming that addresses the needs of New Canadians including but not limited to language or societal differences.

20%

Are Visible Minorities.

These populations need to be represented in public facing materials for cycling including marketing and promotional materials for cycling.

14%

Are over 65 in 2016.

This generates a significant need for accessible as well as age-friendly communities.

50%

Of households are 1 or 2 people.

These households have higher degrees of transportation flexibility if they have options (e.g. likely not to be families with children).

81%

Of trips made stay in Durham

There is a large potential for inter and intra-municipal connections through cycling, especially as E-Bikes become more widely available.

Nearly 50%

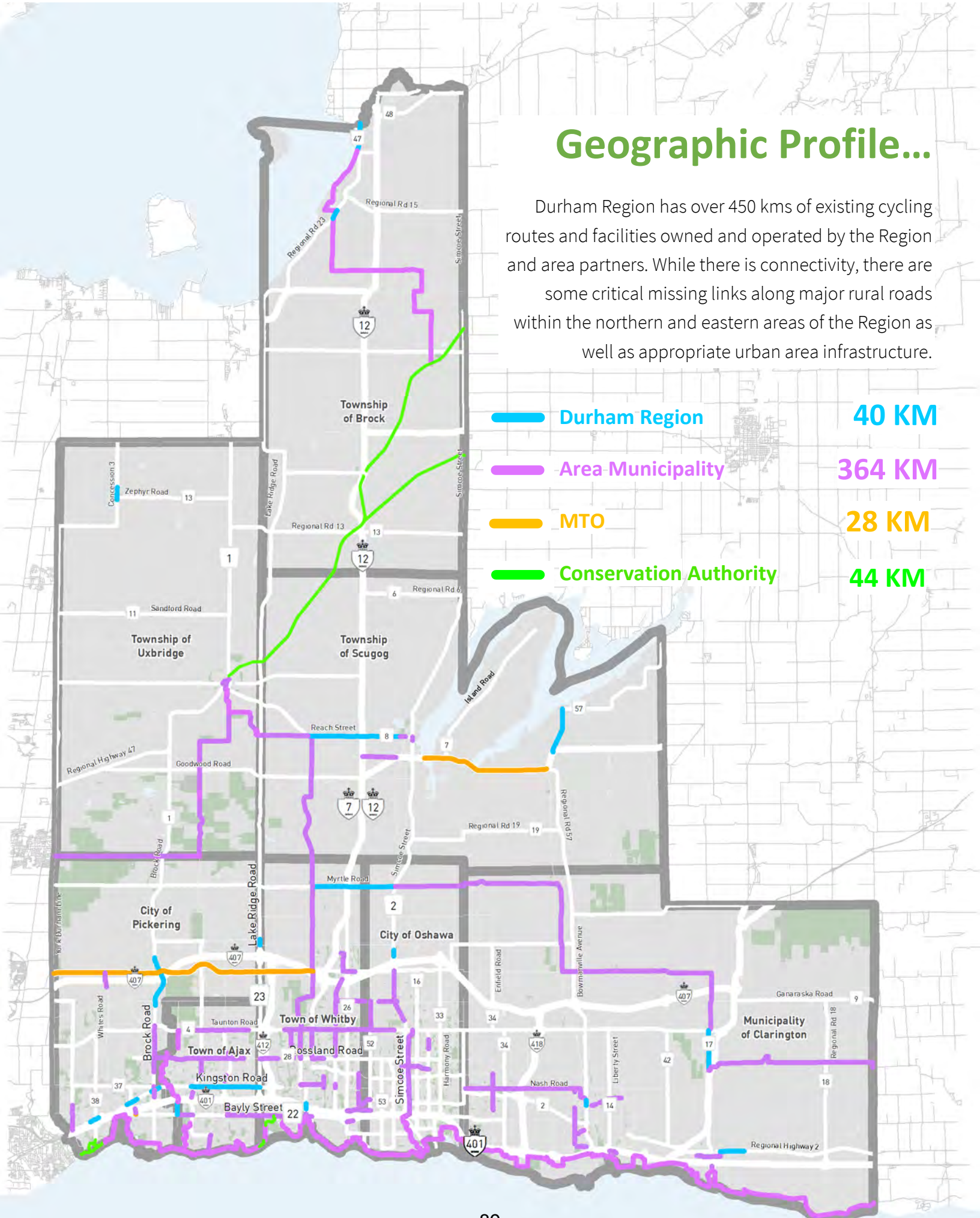
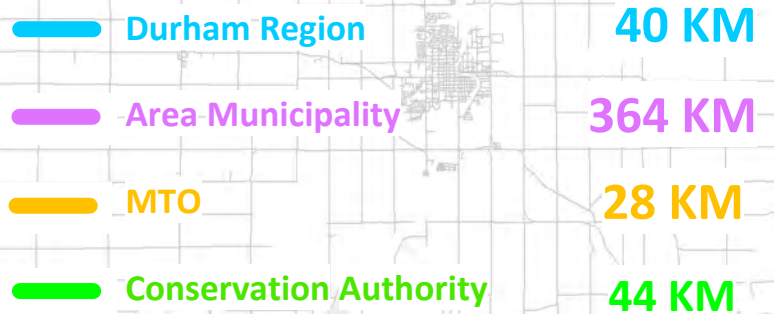
Of renters spend over 30% of income on housing

There is a need to focus investments in affordable transportation near areas where proportion of renters is higher to help improve affordability.



Geographic Profile...

Durham Region has over 450 kms of existing cycling routes and facilities owned and operated by the Region and area partners. While there is connectivity, there are some critical missing links along major rural roads within the northern and eastern areas of the Region as well as appropriate urban area infrastructure.



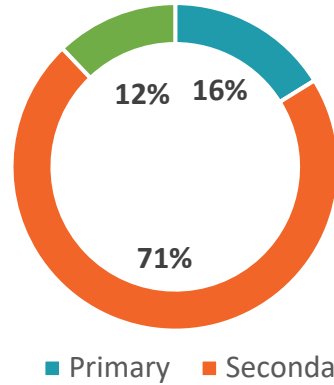
Policy...

Policies and plans are tools that guide government decision-making at the municipal, regional and provincial level. The RCP will serve as a functional master plan which means that while there is policy guidance, ultimately the Region is responsible for adhering to statutory and regulatory policies such as the Provincial Policy Statement and the Region’s Official Plan. As an upper-tier municipality, Durham Region must adopt policies that pertain to lands and infrastructure under its jurisdiction while adhering to the applicable Provincial policies. It also has area municipalities that have their own context specific planning policy documents that must adhere to Regional policy / directives. In the current context, there are over 30 policies and plans that have the potential to influence cycling within Durham Region.

As part of the RCP, Regional plans and policies were reviewed and assessed to determine their current level of support for cycling. A key term assessment was completed of Regional policies showing a relatively high level of support for key cycling terms.

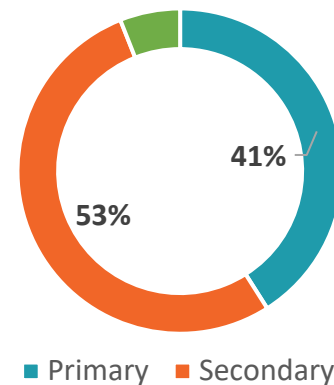
The following is a summary of the outcomes of the policy scan and evaluation which are detailed in section 3.1 of the Phase 1 report.

Regional Official Plan (ROP)



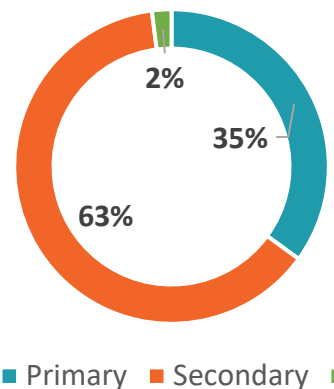
With over 200 references to key terms, the ROP should strive to have a balance of cycling specific policies.

Transportation Master Plan (TMP)



With over 900 references to key terms, the TMP does not have regulatory authority but should provide enough detail to engrain cycling as a key part of the transportation system.

Durham Vision Zero Road Safety Action Plan



As an action plan, there is no policy guidance that impacts cycling; however, the values, principles and actions outlined within the plan provide context and actions to improve cyclist safety.

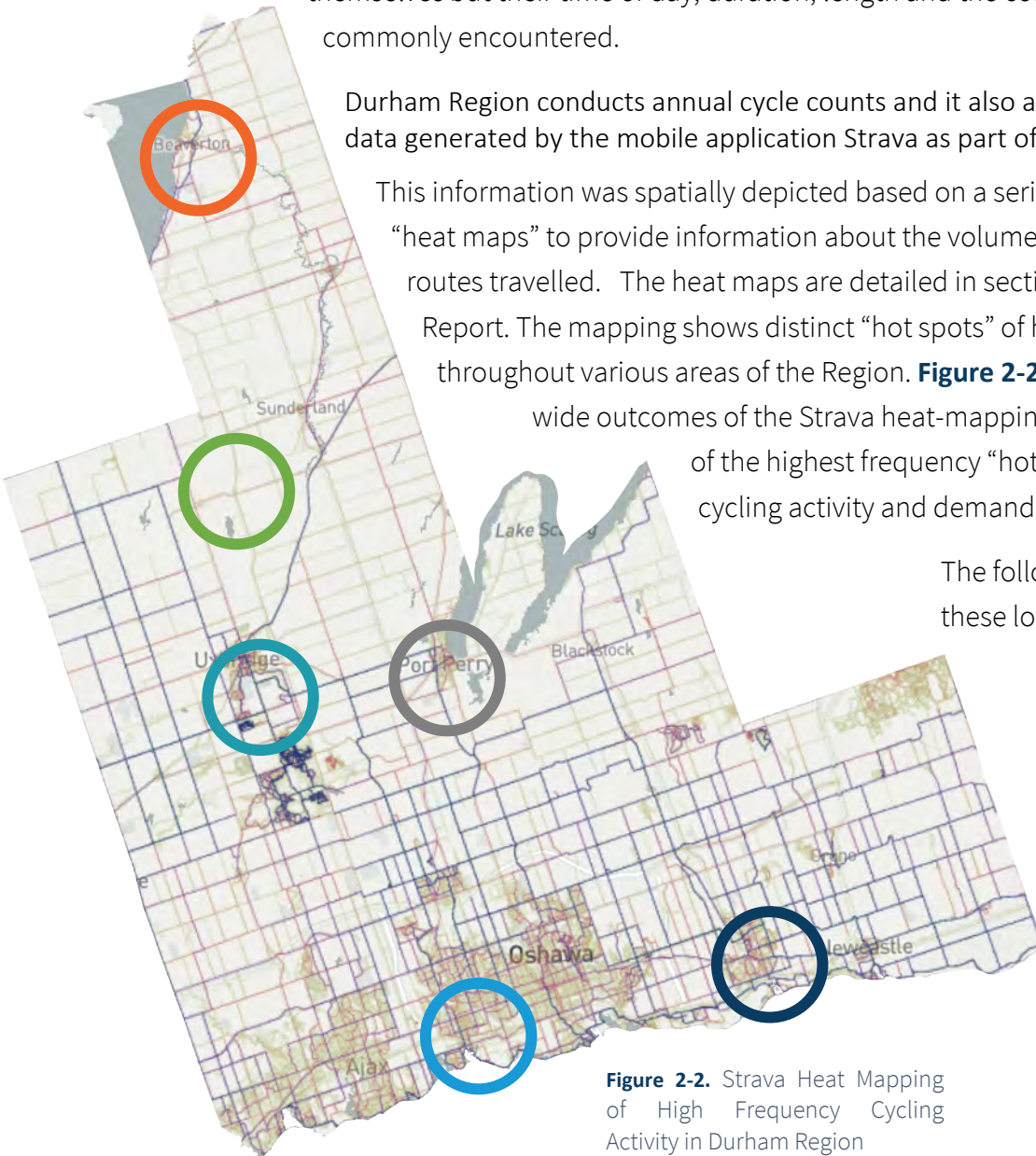
Cycling demand...

Cycling demand is a valuable tool to help determine where cycling improvements and possible investments may generate the greatest “return”. It also helps to clarify when to accommodate current cycling demand or identify opportunities to improve cycling in underserved areas. As such, a review of “cycling demand” should not be limited to the location of cycling trips themselves but their time of day, duration, length and the conflicts or concerns commonly encountered.

Durham Region conducts annual cycle counts and it also acquired GPS travel data generated by the mobile application Strava as part of the RCPU.

This information was spatially depicted based on a series of “heat maps” to provide information about the volume and frequency of routes travelled. The heat maps are detailed in section 2 of the Phase 1 Report. The mapping shows distinct “hot spots” of high frequency used throughout various areas of the Region. **Figure 2-2** illustrates the Region-wide outcomes of the Strava heat-mapping as well as an overview of the highest frequency “hot spots” for existing cycling activity and demand.

The following is an overview of these locations:



- **Beaverton**
- **The Great Trail**
- **South Uxbridge**
- **South Whitby;
Oshawa**
- **Bomanville;
Clarington**
- **Scugog; Port Perry**

Figure 2-2. Strava Heat Mapping of High Frequency Cycling Activity in Durham Region



Cyclist needs...

Not all cyclists are the same. They consider different factors when deciding whether to take a trip by bicycle such as the weather, the destination, the time of day and the purpose of the ride. The reasons why an individual chooses to cycle can vary significantly. A user-focused approach and lens has been used to update the RCP which means that throughout each stage of planning, design and development, considerable thought has been given to the “type of cyclist” to accommodate the widest group of participants regardless of their age, skill level, trip purpose, or physical abilities. To do this, there needs to be a more robust understanding of cyclist types and the needs associated with those “types of cyclists”. Based on national and international research, five categories of cyclists are typically identified and designed for. An overview of the cyclist types and the application within the Durham context is provided in **Table 2-1**.






Cyclist Type		Speed	Volume	Context	Route	Example
Everyday Cyclist	Cyclist trying to get to and from work or school using a direct route, undisturbed.	Moderate	Moderate	Regional	On-road	
Sport Cyclist	Cycling for sport in laps or groups for long distances, moving quickly	Moderate to high	Moderate to high	Regional Local	On-road Off-road	
Recreational Cyclist	Cycling for enjoyment alone or with others needing good signage for direction	Low to moderate	Low to moderate	Regional Local	On-road Off-road	
Attentive Cyclist	Cyclists who want to cycle safely but understand and want to follow the rules of the road with instruction	Moderate	Moderate	Regional Local	On-road Off-road	
Vulnerable Cyclist	Cyclists who want low traffic, peaceful cycling environments, with minimal to no conflict	Low	Low	Local	On-road Off-road	

Table 2-1 . Overview of cyclist types and design considerations

2.3 Cycling Trends

The RCP looks to learn from past experiences and community needs and aims to align with future trends. When referring to “cycling trends”, reference is being made to high-level planning values, principles and considerations that when reinforced in Regional policy, can support a shift to a more cycling-friendly culture. In doing so, the intent is that the Region will be better positioned to holistically approach cycling-supportive policy, planning, design and implementation.

Cycling trends, though future focused, are also the foundation for the strategic identification of cycling infrastructure and programming improvements. They serve as a consistent set of criteria from which potential improvements are compared and preferred improvements are selected. These are not considered quantitative criteria but qualitative considerations which are used to assess overall value and community benefit.

For the purposes of the RCP, four cycling trends were identified and researched. The trends reflect the Regional strategic priorities as well as emerging areas of focus provincially, nationally and internationally. A detailed investigation of these future cycling trends and suggested considerations and improvements are outlined in section 3.1.2 of the Phase 1 Report.

The trends and considerations should be a point of reference when moving forward with the implementation of the RCP as well as with other Regional policies such as the Official Plan and functional master plans such as the Transportation Master Plan. Where appropriate it may be effective to integrate these considerations into community design guidelines and implementation tools.



Future Cycling Trends

AT-Oriented Development

Active transportation-oriented development maximizes the amount of residential, commercial, employment, and recreational space which can be accessed by alternative modes of transport, including cycling, walking and transit.

- + Short-distance trips less than 5km
- + Medium to high density development
- + Trip end facilities at mobility hubs
- + Retrofitted intersections to accommodate cyclists
- + Comprehensive maintenance programs

Climate Change

Climate change is defined as a change in global or regional climate patterns, largely attributed to increased levels of atmospheric carbon dioxide produced by fossil fuels.

- + Enhance transportation infrastructure durability and climate resiliency
- + Promotion of low carbon travel, including cycling
- + Transportation infrastructure scaled to dense, less land-intensive urban form

Health and Social Equity

Health, economic, or social equity is reached when individuals in a community have the fair opportunity to reach their fullest health potential. It involves reducing barriers, addressing environmental factors, and being integrated into decision making and planning.

- + Improved air quality through reduced auto dependency
- + Offer low-cost mobility solutions to combat existing inequities
- + Engage and empower traditionally under-served communities

Vision Zero and Safety

Strategic Road Safety Action Plan, Vision Zero is a road safety concept that originated in Sweden in 1997 that works to achieve no loss of life because of motor vehicle collisions.

- + Crime Prevention Through Environmental Design
- + Traffic calming
- + Intersection retrofitting and road dieting
- + Multi-modal traffic planning and modelling

2.4 Cycling Best Practices

Durham Region aims to be both inspirational and realistic when it comes to its RCP. There is a lot that can be learned from other municipalities as it pertains to cycling planning, design and implementation. As part of the update of the RCP, a detailed review of aspirational and comparable best practices from municipalities within Ontario and Canada was undertaken. The intent was to understand their current practices including their successes, lessons and challenges with focus on solutions and strategies. A detailed overview of the approach and outcomes is provided in section 3.2.1 of the Phase 1 Report. **Table 2-2** provides an overview of the outcomes of the assessment relative to the key components / objectives of the Durham RCP. As this is not an exhaustive list of best practices, Durham Region is encouraged to continue researching comparable best practices as it relates to the future implementation of the RCP. The most applicable “best practices” are upper tier municipalities who have similar opportunities and constraints associated with jurisdiction. It is important to review these best practices in the context of other considerations such as number of kilometres of cycling infrastructure, partnership and programming supports which is discussed later in the RCP.

Table 2-2. Summary of Cycling Best Practices

Master Plan Elements	York Region	Halton Region	Peel Region	Niagara Region	County of Essex	City of Mississauga	City of Surrey	District of North Vancouver	City of Edmonton
Signage Standards	✓	✓	✓	✓	✓	✓	✓	✓	✓
Data collection strategy		✓	✓	✓	✓	✓	✓	✓	✓
Equity focus in network development			✓						
Integration with cycling networks of neighboring jurisdictions	✓	✓		✓			✓	✓	
Winter maintenance strategy	✓	✓	✓		✓	✓	✓		✓
Funding sources and strategies	✓	✓	✓	✓	✓	✓	✓		✓
Costing of proposed network by facility type	✓	✓	✓		✓	✓			
Links ATMP/CMP goals to broader sustainability objectives	✓	✓	✓	✓		✓	✓	✓	
Policy and bylaw strategies to improve cycling implementation	✓	✓	✓		✓	✓			✓
Cycle tourism as an action item or goal	✓	✓	✓	✓	✓	✓			
Addressing political opposition to cycling				✓					
Use of action-orientated language	✓	✓	✓	✓	✓	✓			✓





Chapter 3

Engagement

The RCP is first and foremost, a public and stakeholder led document intended to address community interests. To achieve this, a comprehensive engagement program was developed and implemented to inform key project milestones.

The impacts of the project timeline resulted in a variety of engagement activities that responded to public health restrictions and best practices while also ensuring that engagement remain a pillar of the process.

Chapter 3 of the RCP provides a record and overview of the engagement commitments, process, input received and application or use of input in the development of the RCP recommendations.

3.1 Engagement Approach and Tactics

Meaningful consultation is essential to establishing a long-range strategic and functional plan that is based on community support. Engagement helps inform key milestones and ensures that outcomes reflect the values and needs of decision makers, staff, stakeholders, interest groups and residents.

The consultation and engagement program designed to inform the RCP was based on a detailed understanding of the key audiences, the engagement values and foundations adopted by Durham Region and the principles of the International Association of Public Participation (IAP2) process. Engagement and communication tactics were intended to be intuitive, creative, innovative, collaborative, accessible and equitable. The intent was to:

- + Generate interest and a sense of empowerment and commitment to the RCP;
- + Build a common understanding of the key challenges, benefits, opportunities and constraints along with other considerations of the cycling network;
- + Increase participation and input among stakeholders within Durham; and
- + Demonstrate the Region's commitment to meaningful and innovative collaboration and coordination approaches.

The following are the audiences that were engaged over the course of the RCP process:



Regional staff: those who work for Durham Region and have direct role in the implementation of the RCP.



Regional council: those who sit on Council and are ultimately responsible for approval of the RCP.



Area municipal staff: those who work for the Region's local area municipalities and have a direct role in cycling.



Advisory Committee members: those who sit on the Durham Active Transportation Committee (DATC) and have a role in enhancing and promoting cycling in Durham Region.



Agencies and interest groups: those that are part of external groups or agencies and provide ancillary support.



Members of the public: those who work, live and play within Durham Region and have a personal interest in cycling.

Engagement . Chapter 3.0

Engagement milestones and tactics were defined based on the engagement interests, preferences and level of commitment of each of the groups noted on page 2. The intent was to design a program with a range of engagement options and alternatives at key project milestones to generate buy-in and commitment to project outcomes (as shown in **Figure 3-1**).

While structured, an engagement plan needs to remain flexible to external impacts and unanticipated audience requests. To that point, in March 2020 the Greater Toronto and Hamilton Area (GTHA) started to experience the travel impacts and physical distancing restrictions associated with COVID-19. These impacts meant that the original engagement approach and planned engagement activities needed to be adapted to include virtual opportunities that complied with public health guidelines.

While not the intended approach, effective engagement was still able to occur, and a considerable amount of input was gathered throughout the project process.

Table 3-1 is an overview of all engagement objectives and RCP milestones.



Figure 3-1. Overview of Engagement Tactics

Overview of Engagement Milestones

Objectives	Activities	Timeline
<p>Phase 1 Objective:</p> <p>To define the vision and objectives of the RCP and to gain a high-level understanding of the current conditions and future needs of the community.</p>	<ul style="list-style-type: none"> + Kick off Meeting + Stakeholder Workshop #1 + Online Survey #1 + PED Committee Meeting #1 + Stakeholder Interviews + DATC Meeting #1 	<p>March - June 2020</p>
<p>Phase 2 Objectives:</p> <p>To develop and design the proposed primary cycling network and to determine strategic and recommendations that address key topics that reflect community priorities.</p>	<ul style="list-style-type: none"> + Online Survey #2 + Stakeholder Workshop (Regional) #2 + Stakeholder Workshop (Municipal) #3 + PED Committee Meeting #2 + DATC Meeting #2 + Stakeholder Workshop (Regional Finance & Public Works) #4 	<p>July 2020 – January February 2021</p>
<p>Phase 3 Objectives:</p> <p>Develop and confirm the Regional Cycling Plan and establish buy-in to the output and the outcomes of the process.</p>	<ul style="list-style-type: none"> + Stakeholder Workshop (Regional) #5 + Stakeholder Workshop (Municipal) #6 + PED Committee Meeting #3 + DATC Meeting #3 	<p>March – May 2021</p>

Table 3-1. Overview of Project Engagement Tactics

3.2 Informing the Process and Input Received

The input received over the course of the update to the RCP serves as a formal documentation of the decision making and development process. Extensive input and feedback were provided by the various stakeholders engaged using the methods previous described. These insights informed the decisions taken at different intermediate milestones, which directed the RCP’s cumulative recommendations. A high-level summary of the input received has been prepared and provided following the project process and sequence of engagement events as well as the key input that emerged through the discussions and facilitated activities that took place. **Figure 3-2** summarize the major engagement milestones and some preliminary themes from the input received. A more detailed overview is provided in the Phases 1 and 2 technical reports of the RCP.

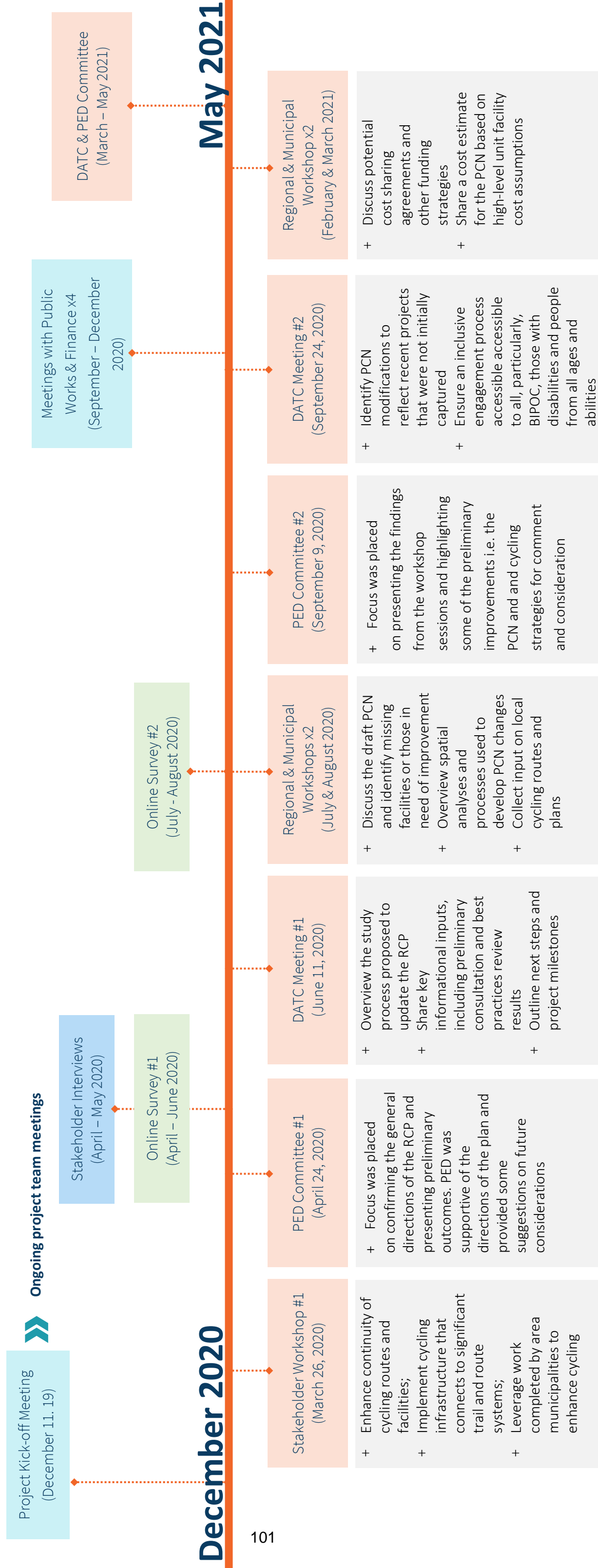


Figure 3-2. Summary of Engagement Activities for the Durham RCP

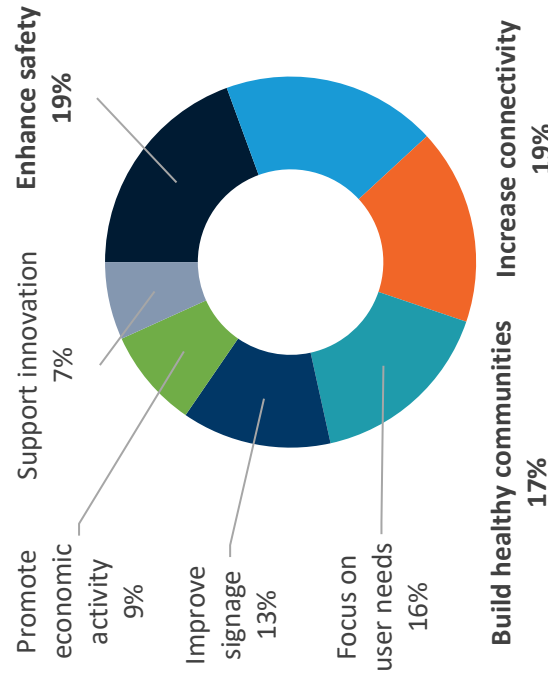
Legend
 Team Meetings
 Workshops / Presentation
 Online Tool
 Interviews

The online engagement tools developed and deployed as part of the RCP update process gathered the largest amount of input from the widest audience, the public. The following is a summary of the key themes that emerged from the survey deployed in Phase 1 and Phase 2 of the RCP update.

Online Survey #1

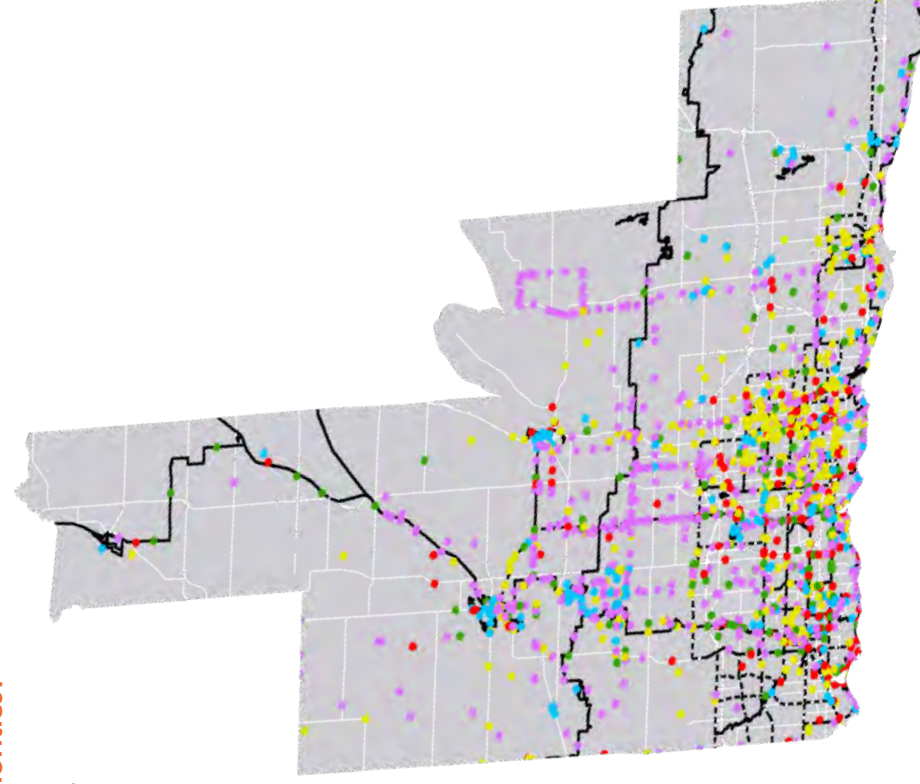
RCP Priorities, Needs & Preferences

Question #1. What do you think are the top RCP priorities?



Question #2. Where can cycling be improved?

210 Barriers 468 Missing links
661 Favorite routes 236 Destinations



Question #3. What are your preferred cycling facilities and events?

	Urban Facilities	Rural Facilities	Events
Strongly Like	In-boulevard Pathways Separated Bike Lanes	Off-road Trail	Cycling Events Touring Routes
Somewhat Like	Urban Shoulder Bike Lane	Paved Shoulder Buffered Paved Shoulder	Group Rides Bike Valet

Online Survey #2

Informing the Cycling Strategy

Topic #1. Bicycle Parking 393	Gathering input on the use of existing bicycle parking, potential improvements, preferences and locations for implementation.	<ul style="list-style-type: none"> + 40% of respondents NEVER use bicycle parking within Durham Region. + 36% of respondents were somewhat or very dissatisfied with the availability of bike parking. + 51% of respondents are concerned about bike theft. + 52% of respondents think availability of safe, secure bike parking is important.
Topic #2. Signage and Wayfinding 323	Identifying opportunities to enhance navigation and use of the network through network signage and branding.	<ul style="list-style-type: none"> + 66% of respondents think there is inconsistent wayfinding / signage. + 95% of respondents think the Region should work together with stakeholders. + 83% of respondents think there should be branding for signage / wayfinding. + Top sites where network signage should be improved: trails, transit stations, cycling routes and key commercial areas.
Topic #3. Education and Encouragement 276	Establishing a profile of cycling education and encouragement preferences to generate more tailored community-based programming and messaging.	<ul style="list-style-type: none"> + 98% of respondents own at least one bike. + 83% of respondents bike at least once weekly. + 93 of respondents biked within the last month. + 95% of respondents have maintained their bicycle. + Respondents preferred to ride their bikes for recreational trips and leisure, compared to commuting.
Topic #4. Cycling Facility Maintenance 354	Determining how maintenance procedures affect seasonal cycling patterns and how they can be improved to increase seasonal ridership.	<ul style="list-style-type: none"> + 72% of respondents would rather have a higher standard of maintenance than an approach that focuses on clearing routes. + Respondents were more likely to bike during the winter if cycling routes were maintained and cleared with the same level of priority as roadways. + 96% of respondents bike monthly and 94% biked weekly in the summer, compared to 22% and 16% in the winter, respectively.

3.3 Shaping the RCP

The value of engagement is not only the input that is generated but how it is used to inform, shape and confirm project outcomes. Each of the engagement activities was undertaken with a distinct purpose in mind and the input generated from the engagement activities were used in one of three ways: adopted, adapted, or not considered (as noted to the right).

The following is an overview of some of the key themes that emerged, where they were sourced from and how it was addressed based on the three categories noted above.



“Adopted” used to inform the development of a recommendation.



“Adapted” slightly altered as the basis of a recommendation.














Not considered, because it was deemed to be out of scope for the project or outside of the Region of Durham’s jurisdiction.

Comment	Source	Approach
Enhance focus on high-quality, physically separated cycling facilities that reflect the context of Regional roads	Online Survey #1, Stakeholder conversations	
Enhance connectivity and continuity of cycling routes, especially along regionally and provincially significant routes	Stakeholder Workshop	
Leverage work completed by local municipalities to enhance connectivity across Durham Region	Stakeholder Workshop	
Standalone cycling projects need to be included in this update to be able to accommodate the construction of a complete network. Current practices of including cycling facilities only when a road is being widened or reconstructed is resulting in disconnected networks across Durham Region	Stakeholder Interviews, Public Comments	

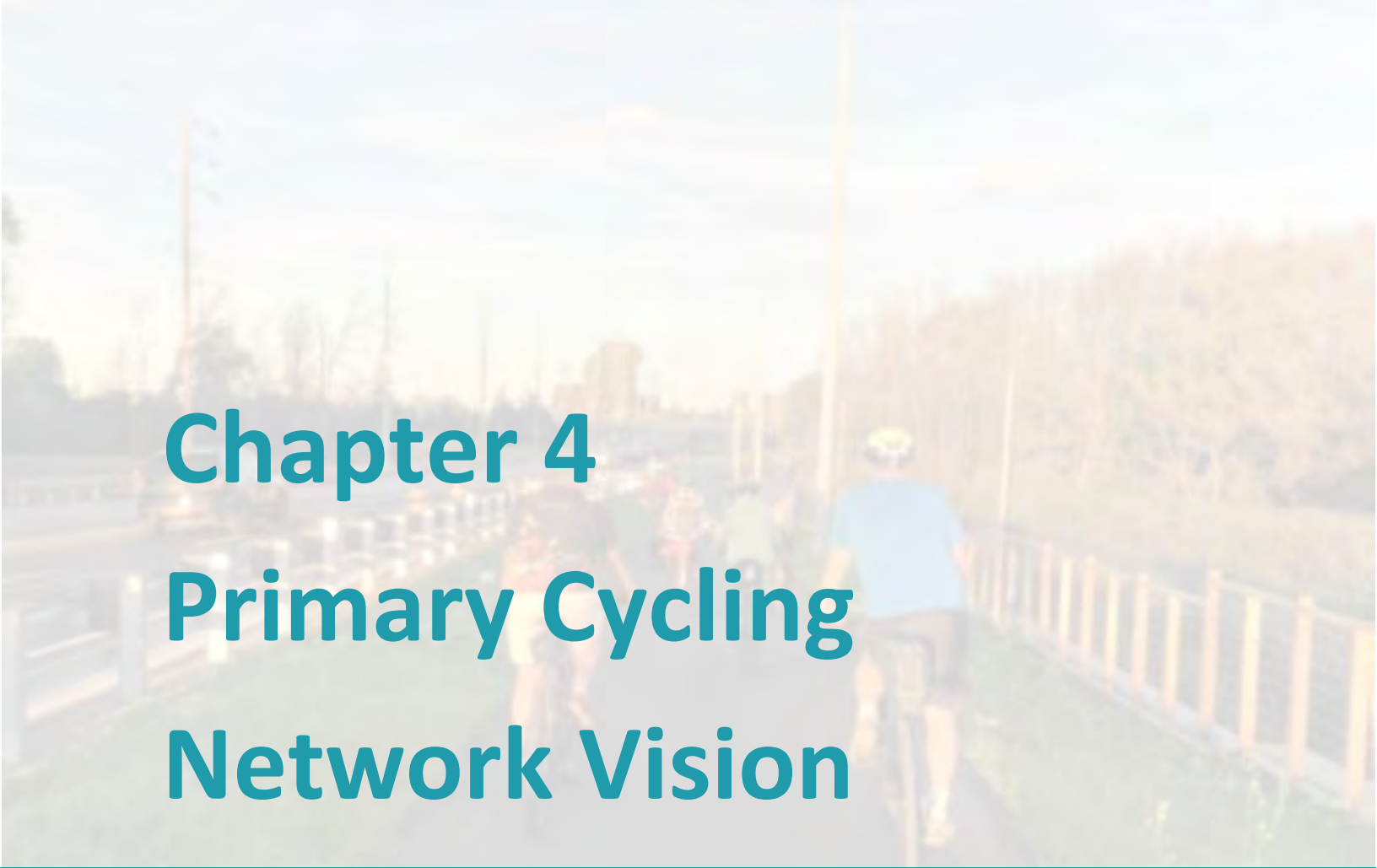
Comment	Source	Approach
The RCP should focus on early implementation of the PCN rather than a “back end loaded” plan where implementation is pushed to a longer-term horizon	Stakeholder Interviews and Workshops	
The RCP should include enhanced support for municipal connections that enhance the Regional network, especially in instances where an identified project on the Regional network is deemed not to be feasible	Stakeholder Interviews	
The RCP should integrate on and off-road infrastructure to better consider how the Region’s Multi-Use Trails and pathways can connect cycling routes	Stakeholder Interviews	
The PCN should focus on connecting existing trip generators in Durham Region – transit hubs, post-secondary institutions, commercial areas, schools, major employment areas	Stakeholder Interviews, Online Survey	
Durham Region should increase its financial contribution to the construction of high-quality cycling routes on Regional roads, even if they are outside the roadway.	Stakeholder Interviews	
The Regional Network should also include Municipal Roads where it makes more sense – for example, where a Regional Road would not be the most desired facility due to high traffic volumes and speeds, but a municipal road is adjacent and parallel	Stakeholder Interviews	
The RCP should consider implementing a “signature project” similar to York Region’s Lake to Lake Route to build excitement and focus on one priority corridor	Stakeholder Interviews	

Engagement . Chapter 3.0

Comment	Source	Approach
The RCP should focus on outreach and engagement as well as the development of new physical infrastructure	Stakeholder Interviews and Workshops	
Increase outreach to key demographics within Durham Region – women, seniors, new Canadians, young families, people with disabilities etc.	Stakeholder Interviews and Online Engagement #2	
Enhance support for Active School Travel Programs and improve connections between Durham Region’s Schools and its active transportation efforts	Stakeholder Interviews	
Create more opportunities for connections between Regional, Area Municipality and External Stakeholders to connect on active transportation by creating dedicated staff resources focused on active transportation at Durham Region	Stakeholder Interviews and Workshops	
Expand support for private landowners to be able to install high-quality bike parking in shopping and business areas	Online Survey #2	
Introduce Regional Bicycle Parking Guidelines to ensure that all installed bike parking meets the needs of all people on bikes	Stakeholder Interviews	
Create a cohesive signage and branding strategy for Durham Region’s cycling routes to help inform riders of key destinations and primary routes	Stakeholder Interviews and Online Survey #2	
Deliver Regionally-significant active transportation events, including festivals, Open Streets events and community rides to help encourage new riders to get back on their bikes	Stakeholder Interviews and Online Survey #2	

Comment	Source	Approach
Enhance the Region’s capacity to develop materials to promote cycling that can be distributed by area municipalities	Stakeholder Interviews and Online Survey #2	
Develop a Regional winter maintenance network and a set of maintenance standards for those routes	Stakeholder Interviews and Regional Feedback	
Ensure that Regional Routes on local roads can be adequately maintained by the area municipalities by supporting them with additional resources or equipment	Stakeholder Interviews	





Chapter 4 Primary Cycling Network Vision

One of the focal points of any transportation related functional master plan is the recommended infrastructure improvements in the form of a continuous and connected network. The Region's existing Primary Cycling Network (PCN) is the foundation upon which future improvements have been identified. Since the adoption of the 2012 PCN, new best practices have emerged, lessons learned and Provincial guidance on cycling network planning and design have been updated. The vision for the PCN is a fully connected and continuous system of safe and comfortable cycling facilities that links major communities and destinations in Durham.

Chapter 4 of the RCP provides an overview of the PCN, its proposed routes and facilities and jurisdictional considerations.

4.1 Development Process

The Primary Cycling Network (PCN) is a blueprint for the planning, design and implementation of a regional-scale network of cycling facilities across the Region and area municipalities. Its foundation is built on identifying and connecting key cycling routes from active transportation master plans at the provincial, regional and area municipal levels to establish a logical and continuous network. Historically, the Regional PCN routes and facilities have focussed on implementation based on feasibility relative to achieving a comprehensive network within an overall timeframe. This approach has been counter-intuitive to prioritizing cycling infrastructure where it is needed most to achieve a cohesive network. As part of the RCP update process, the PCN was revisited to reflect the community's needs, interests and priorities as documented through the engagement process as well as the wider strategy objectives identified by the Region including:

- + Enhancing connections between local and Regional cycling facilities;
- + Enhancing safety and comfort of all users;
- + Integrating realistic solutions that reflect Durham-specific conditions;
- + Adopting consistent design guidelines and standards; and
- + Providing implementation guidance for area municipalities.

To review and refine the PCN, a three-step process was used:

1. Existing Routes

Updated existing routes to reflect routes that had been constructed on Regional roads and area municipal connections and reviewed existing routes relative to new design guidelines to determine if enhancements needed to be made.

2. Update PCN

Reviewed the PCN focusing on a 10-year implementation horizon and updated the horizons to reflect “shifts” in phasing based on updated timeline and identified and confirmed missing links or new connections to complete the network.

3. Confirm Facilities

Reviewed proposed links and applied the Ontario Traffic Manual (OTM) Book 18 facility selection tool to identify preliminary preferred cycling facilities based on accepted guidelines and standards.



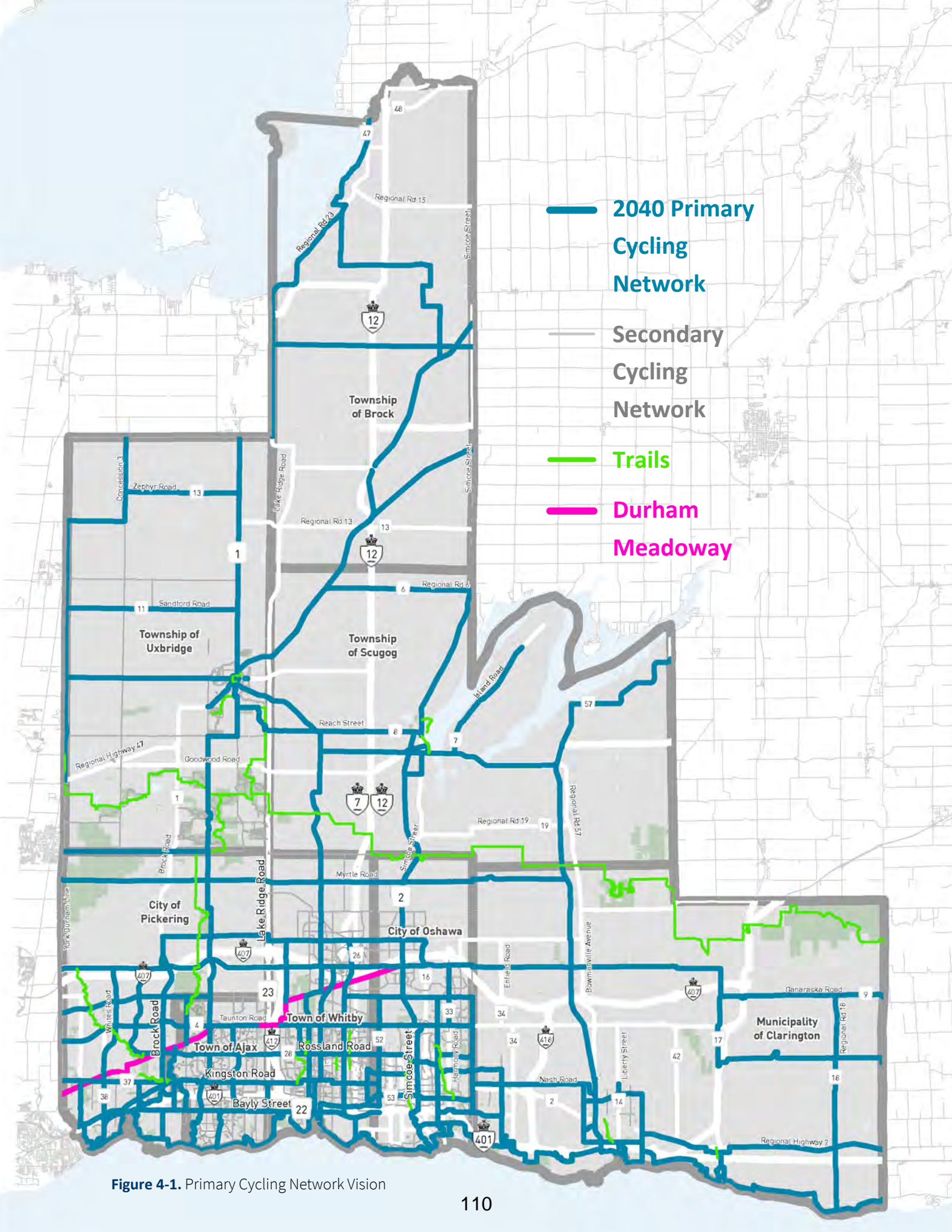
Primary Cycling Network Vision . Chapter 4.0

Underpinning the three-step process are a set of assumptions, which are fixed considerations that provide the foundation for the refinement and build-out of the cycling network. The nine assumptions that were identified through discussions with Regional staff and stakeholders are presented in **Table 4-1**.

A detailed overview of the process used to update the PCN as well as the outcomes are presented in Chapter 3.0 of the Phase 2 report. **Figure 4-1** illustrates all cycling routes that are intended to form part of the PCN, and the extent of these routes at full built-out within Durham Region.

1.	The RCP builds upon the PCN and supporting strategies proposed within the 2012 RCP as well as the 2017 Durham Transportation Master Plan, as well as existing programs and initiatives at the local and regional level.	4.	The approaches proposed within the RCP build upon the best possible guidelines and standards available, providing interpretation in the Durham context where appropriate.
2.	Where possible, area municipal networks (as adopted through plans and policies) and planned projects have been incorporated into the PCN.	5.	The Greenbelt cycling Route is considered existing and is assumed to be part of the PCN. In select locations strategic improvements may be identified to align with current guidelines and standards.
3.	The RCP assumes that the Region is most suited to play a coordinator role when it comes to the implementation of Region-wide cycling infrastructure as well as programming and outreach.	6.	The MTO Province-wide cycling network is assumed as part of the proposed PCN on both Regional and local roadways and are consistent with recommendations outlined in the strategy.
		7.	The PCN focuses primarily on Regional roads except for strategic local connections and parallel routes which are based on locally adopted plans and/or proposed additions.
		8.	Recommendations for proposed facilities for routes along the MTO Province-wide cycling network are based on preliminary provincial recommendations except for routes proposed in local municipal plans.
		9.	A 10-year short-term horizon has been assumed for the implementation of the short-term PCN linkages starting in 2021.

Table 4-1 Primary Cycling Network Development Assumptions



- 2040 Primary Cycling Network
- Secondary Cycling Network
- Trails
- Durham Meadowway

Figure 4-1. Primary Cycling Network Vision

4.2 Proposed Primary Cycling Network

The PCN provides approximately 1,000 kilometres of cycling infrastructure of varying facility types and facility types that directly corresponds to the cycling user experience, its geographic location and hierarchy within the road right-of-way through the provision of creating a safe and accessible region-wide cycling network that accommodates people of all ages and abilities while considering the unique trip types and preferences of those who live, work and play with the Region. The PCN facility types and its corresponding phasing to achieve the full-build out of the RCP are summarized in **Table 4-2**. The detailed outcomes of the process are also illustrated on **Map 1** which shows proposed PCN segments by Facility Type.

Facility Type	Description	Existing	Short Term Capital Projects	Short Term Infill Projects	Long-term Projects	Total
 Off road Trail	An off-road trail is a multi-use facility that is located outside of the roadway and typically found within a park, open space and or hydro / utility corridor.	133.6	0.0	0.0	0.0	133.6
 In boulevard multi use pathway	This facility provides multi-use two-way travel and is horizontally and vertically separated from motor vehicle traffic by a curb and a hard surface or strip of grass within the road right-of-way.	57.5	44.7	47.6	63.9	213.6
 Cycle track	Cycle tracks are a physically separated facility that is horizontally and vertically separated from the travelled portion of the roadway by a curb plus a horizontal buffer.	0.0	6.2	17.8	0.0	24.0
 Buffered bike lane	A buffered bike lane is separated from adjacent motor vehicle lanes by a horizontal buffer and vertical elements within the buffer such as flex bollards or a barrier curb.	8.3	3.0	9.4	29.3	50.0
 Buffered paved shoulder	Buffered paved shoulders are like paved shoulders but are typically implemented on rural roads that have moderate to high traffic volume and speed. The facility is delineated using two 100-millimetre solid white lines.	1.4	3.9	11.3	66.6	83.2
 Bike lane	A bike lane is a portion of a roadway which has been designated by pavement markings and signage for preferential or exclusive use by cyclists.	37.1	0.0	14.4	17.4	68.9
 Paved shoulder	A paved shoulder is a portion of a road which is contiguous with the travelled way and provides lateral support for the pavement structure. It is often used by cyclists since it provides an area that is adjacent to but separate from the motor vehicular traffic.	68.9	18.1	15.5	151.9	254.5
 Signed route	Signed routes are implemented on low volume, low speed roads. Generally, there are no other provisions needed beyond signing (Bicycle Route Marker sign – OTM sign code M511).	136.9	0.0	23.4	32.2	192.6

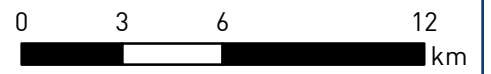
Table 4-2. Summary of the Existing and Proposed PCN

Notes:

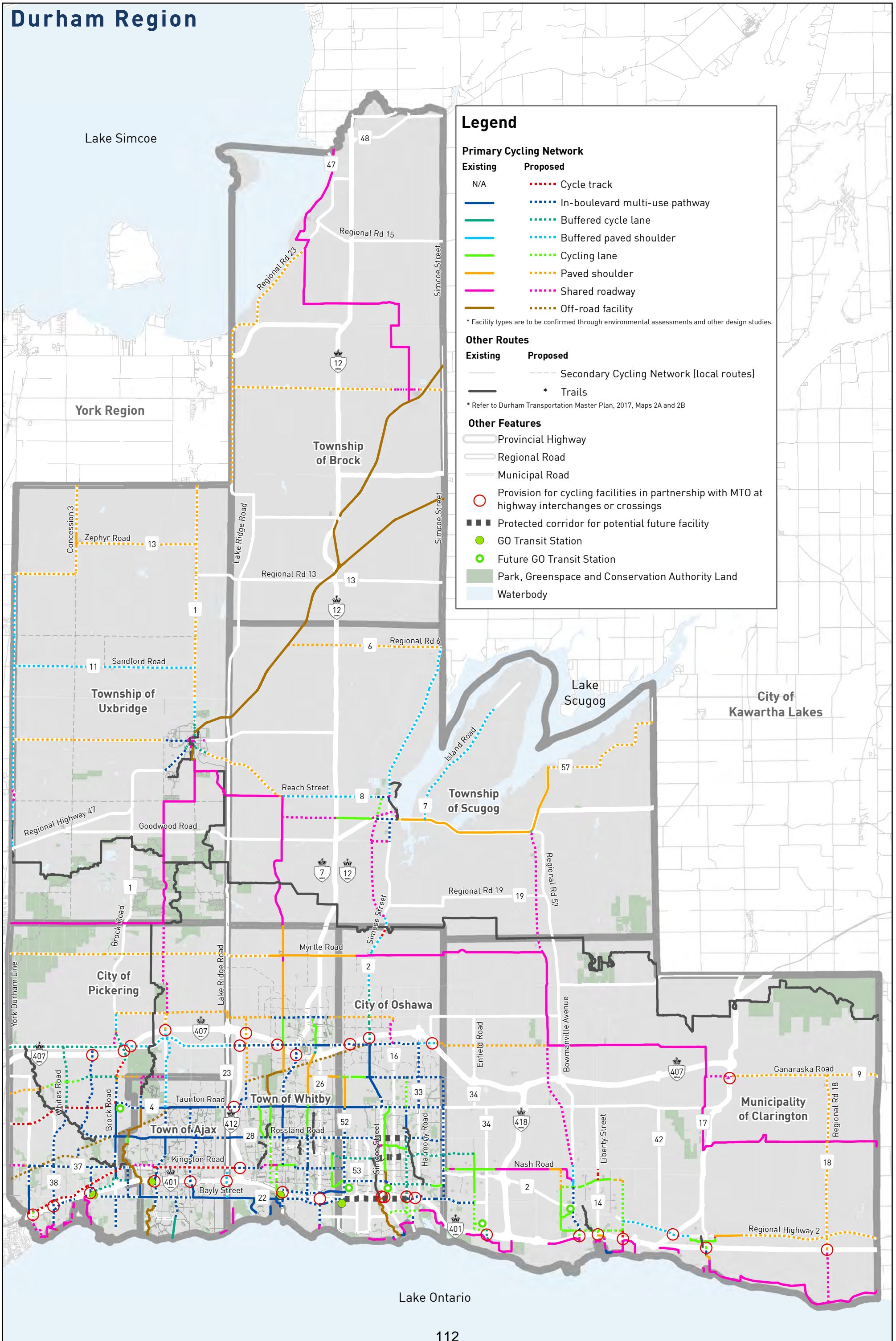
1. Current proposed PCN = 591 km. This includes: 365.6 KM = Previously identified routes (251.3 KM = 2012 RCP / 2017 TMP PCN & 114.3 KM = Routes identified in local municipal plans that form part of the PCN and the MTO Province-wide cycling network); 225.4 KM = New proposed PCN routes
2. The Durham Meadoway is intended to form part of the Region's PCN, however, it is not included in this table (future design studies will be undertaken to determine the preferred alignment and facility types / design for the Durham Meadoway).

Map 1 Primary Cycling Network by Facility Types

Regional Cycling Plan | April 2021



Durham Region



Legend

Primary Cycling Network

Existing	Proposed
N/A	●●●● Cycle track
—	●●●● In-boulevard multi-use pathway
—	●●●● Buffered cycle lane
—	●●●● Buffered paved shoulder
—	●●●● Cycling lane
—	●●●● Paved shoulder
—	●●●● Shared roadway
—	●●●● Off-road facility

* Facility types are to be confirmed through environmental assessments and other design studies.

Other Routes

Existing	Proposed
—	--- Secondary Cycling Network (local routes)
—	* Trails

* Refer to Durham Transportation Master Plan, 2017, Maps 2A and 2B

Other Features

- Provincial Highway
- Regional Road
- Municipal Road
- Provision for cycling facilities in partnership with MTO at highway interchanges or crossings
- Protected corridor for potential future facility
- GO Transit Station
- Future GO Transit Station
- Park, Greenspace and Conservation Authority Land
- Waterbody

4.3 Existing Conditions Update

Existing PCN routes are considered the foundation from which the PCN is being “built”, however, many of these routes were implemented several years ago. The RCP process provides an opportunity to re-confirm their route design relative to new cycling standards and user expectations. The Region’s intent to provide cycling routes and facilities that provide safe and comfortable options for “All Ages and Abilities” is evident in the implementation of facilities such as in-boulevard multi-use pathways in urban and suburban locations, and paved shoulders and buffered paved shoulders in rural locations.

Since the development of the 2012 RCP, several new cycling design guidelines have emerged. In addition to reviewing new potential routing, existing routes and facilities were reviewed with regards to these new guidelines to determine if the implemented facility is still “appropriate” for the conditions of the Regional roadway and context.

Overall, most of the existing cycling routes found within the Regional right-of-way were deemed to be consistent with current guidelines. The review identified two locations where the existing cycling facility could be upgraded, when these road segments are due for future rehabilitation, to reflect current guidelines and best practices. In these two locations additional separation in the form of a ‘paved shoulder with buffer’ should be provided to appropriately accommodate and address cyclist needs. A summary of these two locations and the proposed improvements is illustrated below.



Location #1. Regional Road 8 / Reach St (Highway 7 / 12 to Old Simcoe Rd)



Existing Facility: Paved Shoulder **AADT:** 7,580 **Posted Speed:** 50, 80

OTM Step 1 Results: Paved Shoulder with Buffer

Consideration: Future improvements (e.g. adding a buffer) could be phased in the long-term since the road has been recently reconstructed.

Location #2. Regional Road 2 / Simcoe Street (Hwy. 407 to Westview Dr / Steepleview Crt)



Existing Facility: Paved Shoulder

AADT: 14,840 **Posted Speed:** 60, 80

OTM Step 1 Results: Paved Shoulder with Buffer

Consideration: Consider implementing a buffer in the long-term (when the road is next reconstructed) to provide a facility that is consistent with the recommended level of separation based on the OTM Book 18 facility selection process.

4.4 PCN Phasing Details

The PCN “phasing” builds upon the 2012 RCP and the 2017 TMP approach that established two planning horizons – short-term – spanning the first 10 years and long-term – projects beyond these 10 years of implementation.

A summary of the phasing horizons and a detailed overview of the types of routes – previously identified or new by jurisdiction is provided in **Table 4-3**. The PCN phasing is also illustrated in **Map 2**. Additional details are provided in the Durham RCP – Phase 2 Technical Report, Section 2.

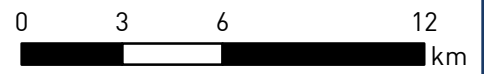
	Short Term Capital Projects (0 to 10 years)			Short Term Infill Projects (2 to 10 years)			Long Term Routes (10+ years)		
	Projects identified in the Region’s Capital Plan (2020-2029).			Previously proposed short-term routes still within the 10- year horizon, new short-term routes and previously long-term links now in the short-term horizon.			Previously proposed long-term links and new links which require more discussion and consideration to identify a potential solution.		
	Previously Identified	New*	Total	Previously Identified	New*	Total	Previously Identified	New*	Total
Durham	21.2	10.0	31.2	28.2	25.4	53.6	84.8	121.1	205.9
Local	38.0	6.7	44.7	72.2	13.6	85.9	107.7	25.2	132.8
MTO	0	0	0	0	0	0	7.6	15.0	22.6
Total	59.2	16.7	75.9	100.4	39.1	139.5	200	161.3	361.3

Table 4-3. Summary of Durham RCP PCN Phasing

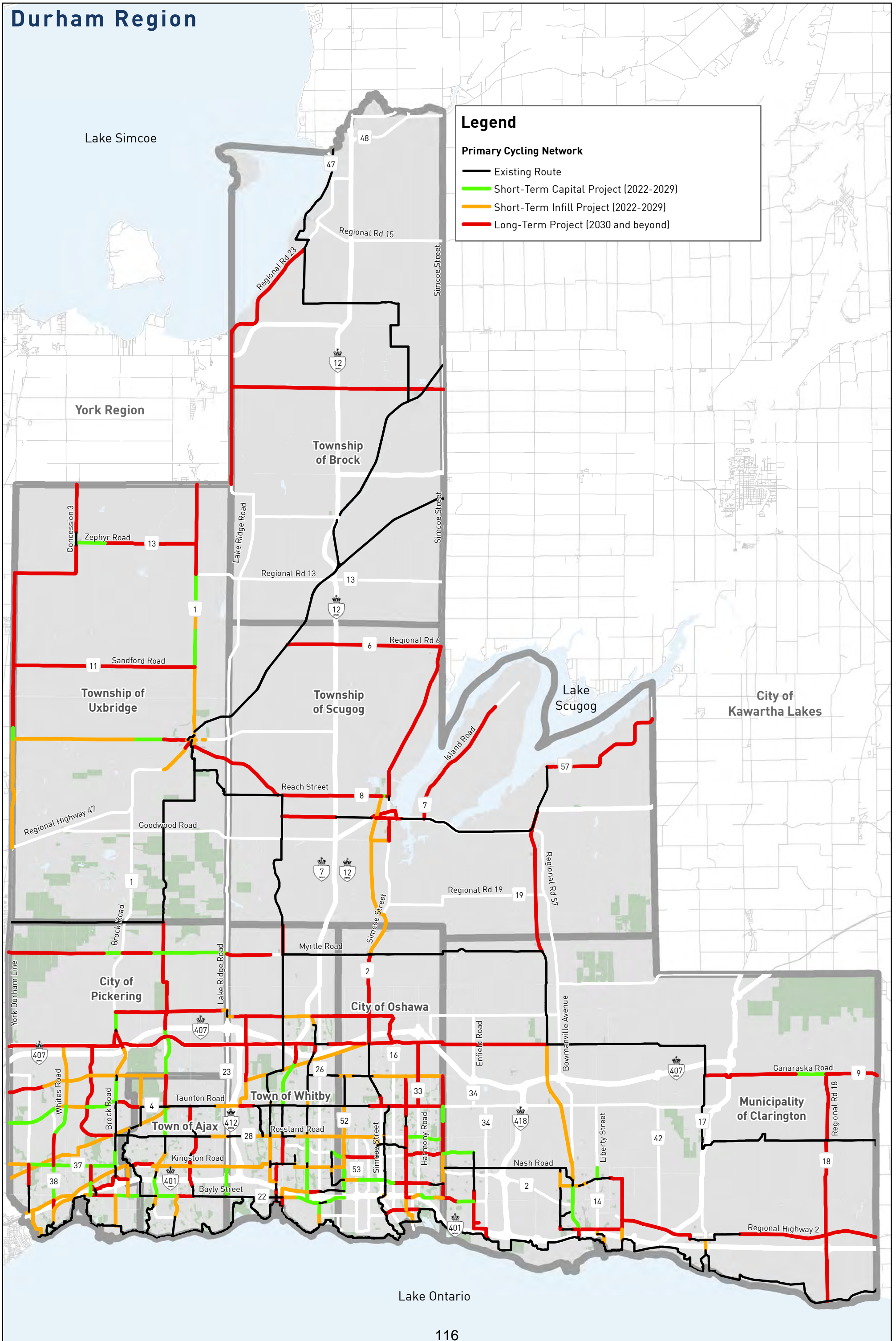
* For information on new proposed PCN routes, refer to the Durham RCU Phase 2 Report (Figures 2 to 4).

Map 2 Primary Cycling Network by Phase

Regional Cycling Plan | April 2021



Durham Region



Legend

Primary Cycling Network

- Existing Route
- Short-Term Capital Project (2022-2029)
- Short-Term Infill Project (2022-2029)
- Long-Term Project (2030 and beyond)

4.5 Understanding the Changes

The PCN was originally envisioned as part of the 2012 RCP which outlined the Region’s vision and goals for cycling at that time. Since 2012, the PCN has been refined through subsequent plans including the 2017 TMP and integrated into area municipal plans as well as the Province-wide Cycling Network. Additionally, new best practices have emerged, lessons have been learned and provincial guidance on cycling network planning and design has been updated. By integrating this new information and guidance, the PCN has been revised through the RCP update process to include several missing linkages, facility upgrades and new opportunities.

The following two figures provide a snapshot of how the PCN has evolved over time. These two figures include:

Durham’s PCN: 2012 vs now

Figure 4-2 illustrates PCN routes that are being carried over from the 2012 RCP, the 2017 TMP, area municipal plans and the MTO-Province Wide Cycling Network Study. It also shows new and revised PCN routes that have been identified through this study process. Simply put, this map shows what the PCN was, and what it is now

Exiting, revised and planned PCN routes

Figure 4-3 illustrates routes that are currently on the ground now (existing) and routes that are planned for future implementation including new routes that have been identified through the RCP update process as well as proposed revisions to facility types previously identified in the 2012 RCP and 2017 TMP.



Durham's PCN: 2012 vs now

The previously identified PCN serves as the foundation but as part of the process to update the Region's RCP, there were evident gaps to fill to respond to the needs and interests of the Region's partners (i.e. area municipalities) and its residents.

The updated PCN reflects the Region's goal of establishing a more equitable and accessible network of cycling routes and facilities that are comfortable and safe for a range of users and cyclist types. The PCN also provides an opportunity for the Region to establish signature projects such as the Durham Meadowway

PCN route identified in 2012 RCP, 2017 TMP, area municipal plans and the MTO Province-wide Cycling Network Study

New / revised PCN routes identified through the RCP update process

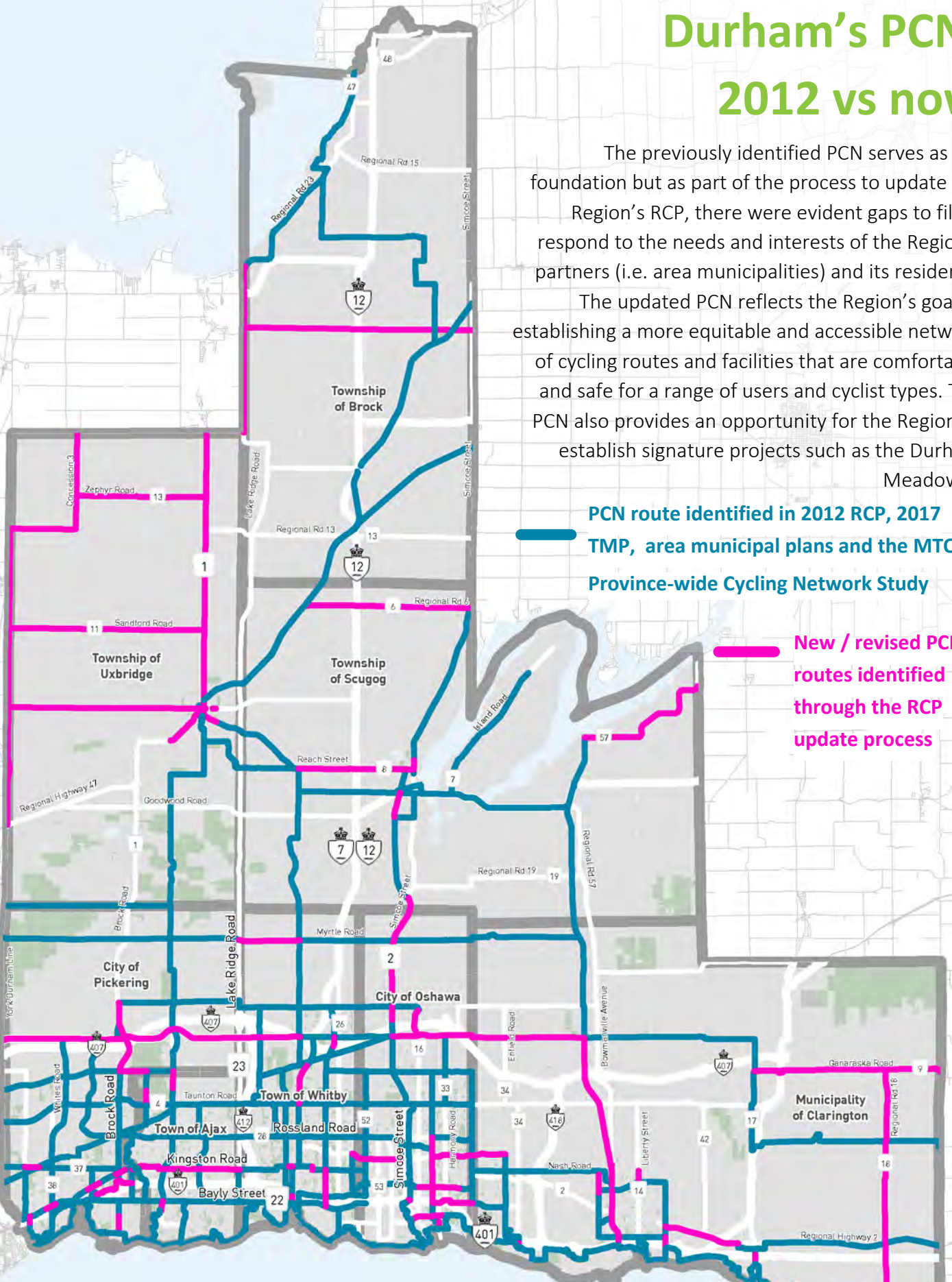


Figure 4-2. PCN – 2012 vs Now

Existing, revised and planned PCN routes

In addition to existing PCN routes, it's equally important to understand what is proposed for future implementation. As part of proposed PCN routes, this includes "planned" routes (both previously identified and new routes), as well as "revised" routes which include modifications to existing and previously planned facility types.

- Existing PCN route
- - - Planned PCN route
- - - Revised PCN route

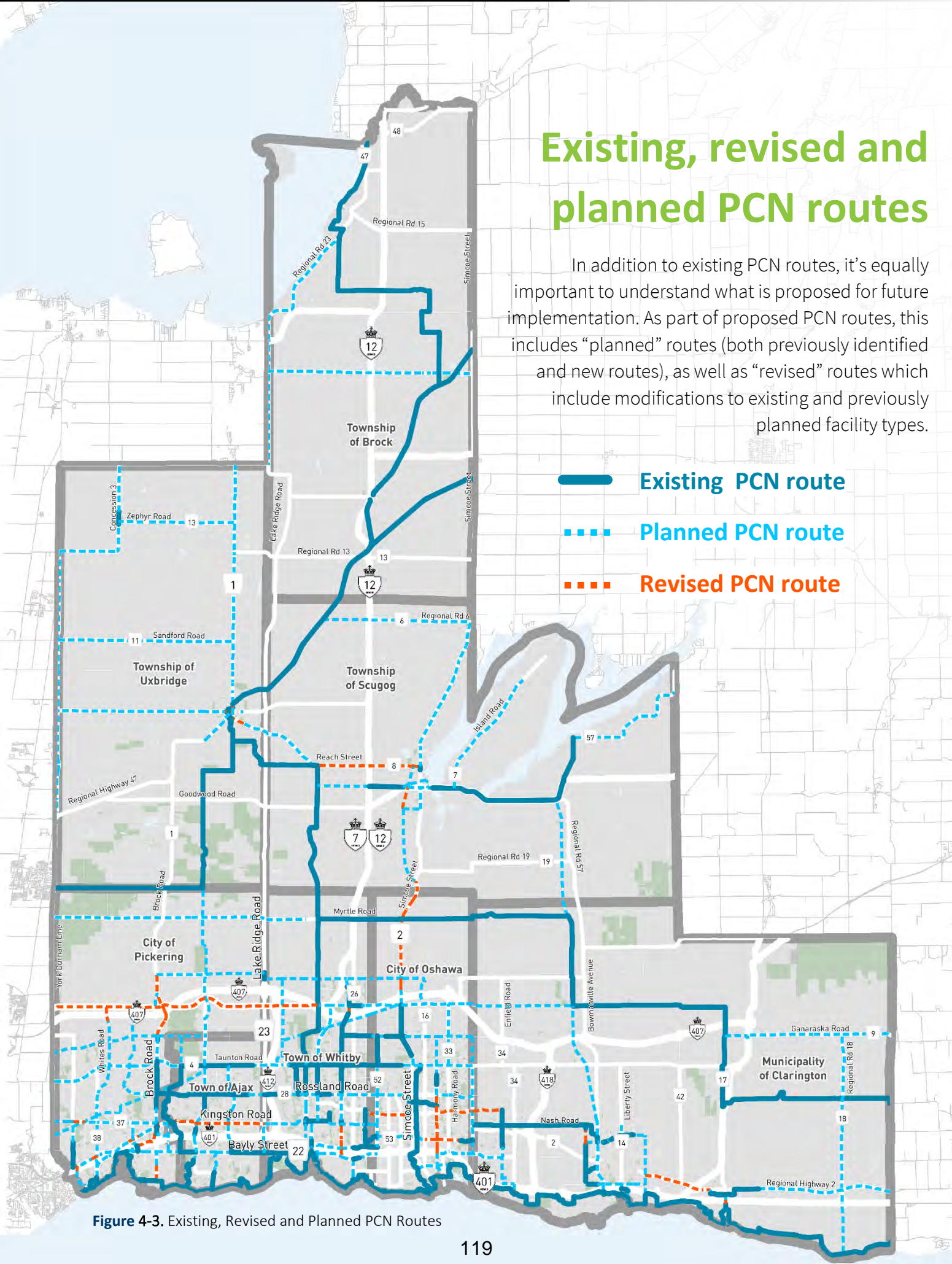


Figure 4-3. Existing, Revised and Planned PCN Routes

4.6 Designing the Network

The RCP is meant to provide high-level direction on proposed infrastructure improvements. Following the adoption of the RCP and as the Region moves forward with the implementation of proposed cycling routes, there is additional work that is required to be undertaken to confirm the preferred cycling facility design.

As part of a typical municipal infrastructure project, the specific design of a cycling route and facility will need to be determined and validated through future assignments such as feasibility assessments, functional designs and detailed designs. At a master plan level, such as the RCP, it is most appropriate to follow Regional, provincial or nationally accepted guidelines and standards for cycling facility design to provide design guidance.

Following the completion of the 2012 RCP, two provincially significant design manuals were developed and are now considered the foremost set of guidelines for cycling facility design in Ontario. Considering two of the RCP goals are to “align with accepted design guidelines and standards” and “integrate new cycling trends and lessons learned”, a comprehensive review of facility design guidance was undertaken relative to the contents of Ontario Traffic Manual Book 18 and MTO’s Bikeways Design Manual.

In addition to providing a broad range of facility design treatments, these guidelines integrate considerations for comfort, safety and designing for all ages and abilities. They place more emphasis on designing for various contexts – urban, suburban and rural - leading to a reduced threshold or separated facilities and the need for higher order cycling facilities on higher order roadways such as Regional roads. In applying these guidelines and principles to the PCN review process, more contextually appropriate recommendations have been identified and recommended.

The information contained within the RCP is not meant to recommend or prescribe the ultimate design for all PCN routes. This information as well as a more fulsome overview in the Durham RCP Phase 2 Technical Report, section 2. is one of the resources provided. The Region will also refer to the provincially and nationally accepted guidelines and standards noted above as the primary reference for cycling facility design and decision making.

Primary Cycling Network Vision . Chapter 4.0

The RCP is not meant to provide a detailed overview of all design considerations and applications **Table 4-9** has been developed which summarizes the relevant design consideration highlights from Ontario Traffic Manual (OTM) Book 18 based on the proposed facilities identified as part of the Region's PCN.

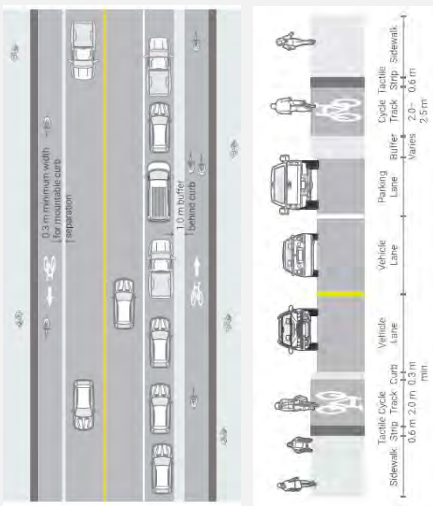
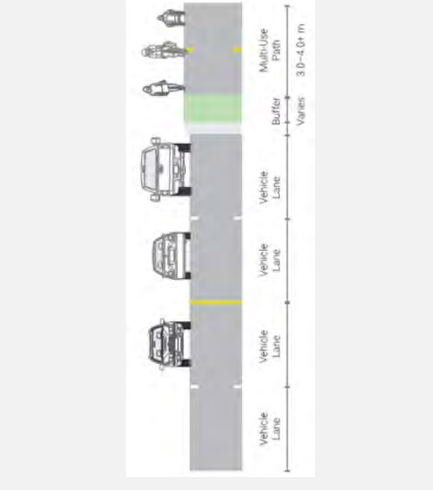
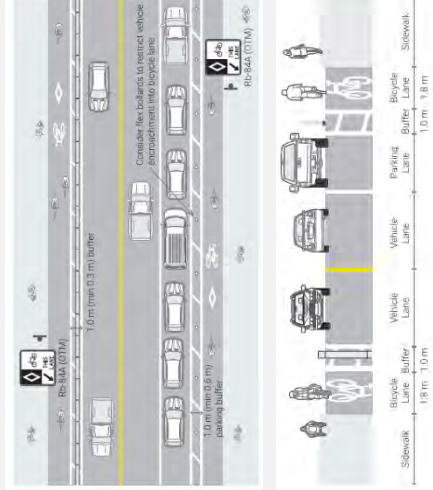
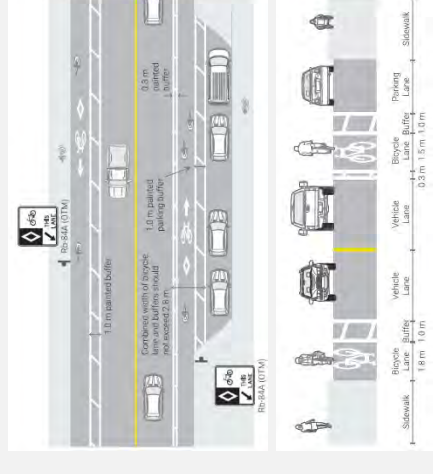
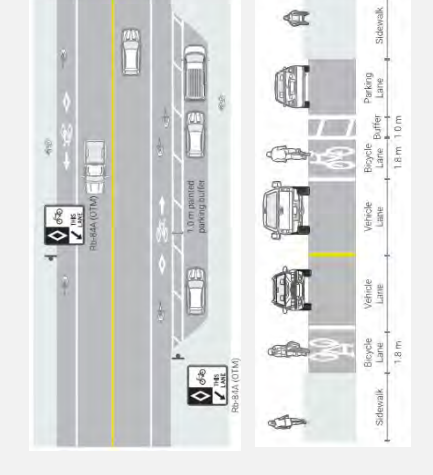

	Cycle tracks	In-boulevard multi-use pathways	Physically separated cycling lanes	Buffered bike lanes	Conventional bike lanes	Paved shoulders
OTM Book 18 Cross-section						
OTM Book 18	Section 4.3.3.	Section 4.3.4.	Section 4.3.2	Section 4.4.2	Section 4.4.1	Section 4.5.4
Application	Roadways with moderate to high motor vehicle speeds and volumes.	Roadways with moderate to high traffic volumes and speeds.	Roadways with moderate to high motor vehicle speeds and volumes.	Roadways with motor vehicle speeds of 40 to 50 km/h and moderate volumes of motor vehicle traffic.	Roadways with motor vehicle speeds of 50km/h or less and low-to-moderate volumes of traffic.	Typically found on rural roads but can implemented on urban / suburban roads e.g. urban shoulders.
Durham Classification	Arterial A and B	Arterial A, B and C	Arterial A and B	Arterial A, B and C	Arterial B and C	Arterial A and B
Geometry	Desired: 2.0 – 2.5m lane + 1.0 m buffer (up to 4.0 m two-way) Minimum: 1.5 m lane, 2.4m (two-way) (reduced width to avoid utilities poles or other infrastructure that may be costly to relocate)	Desired: 3.5 m width Minimum: 3.0 m (2.4 m may be suitable in constrained areas to avoid utilities poles or other infrastructure that may be costly to relocate)	Desired: 1.8 m lane + 1.0 m buffer (up to 2.5m for higher cyclist volumes) Minimum: 1.5 m lane + 0.3 m buffer (consider gaps in the separation treatment; and where parking lane is adjacent)	Desired: 1.8 m lane + 1.0 m buffer Minimum: May be reduced to 1.5 m width with 0.3 m buffer (either on travel or parking lane in constrained corridors)	Desired: 1.8 m lane + 1.0 m buffer (or 1.5 m if less space is available) Minimum: May be reduced to 1.2 m width in constrained corridors	Paved shoulders Desired: 1.5 – 2.0 m Minimum: 1.2 m width Buffered paved shoulders Desired: 1.5 – 2.0 m + 0.5 – 1.0 m buffer Minimum: 1.5 m + 0.5 m buffer
Level of Separation	Physically separated bikeways offer the highest degree of protection for people on bikes and are typically placed of multi-lane arterial roads that have a volume of motor vehicle traffic. In OTM Book 18, there are three types of physically separated bikeways, all three have been identified as part of the PCN.			Bike lanes provide a designated space for cyclists on a road but no physical separation from other road users. This includes conventional bikes lanes and those with some form of spatial separation.		Shared facilities do not provide a distinct operating space for but can offer other support such as traffic calming and wayfinding.

Table 4-4. PCN Facility Types Overview

Primary Cycling Network Vision . Chapter 4.0

There are critical points within the network that require additional design consideration to reduce the potential for conflict or to appropriately accommodate for cyclist needs. The following is a summary of those locations and suggested design applications. Additional detail is provided in the Durham RCP Phase 2 Report section 2.2.7.

Barrier amenities are components of a network that minimize the restriction of major physical features, including intersecting infrastructure and natural constraints.

Transitional amenities components of a network which ease travel between different cycling facilities or intersections and help to improve user safety and comfort during any aspect of their bike ride.

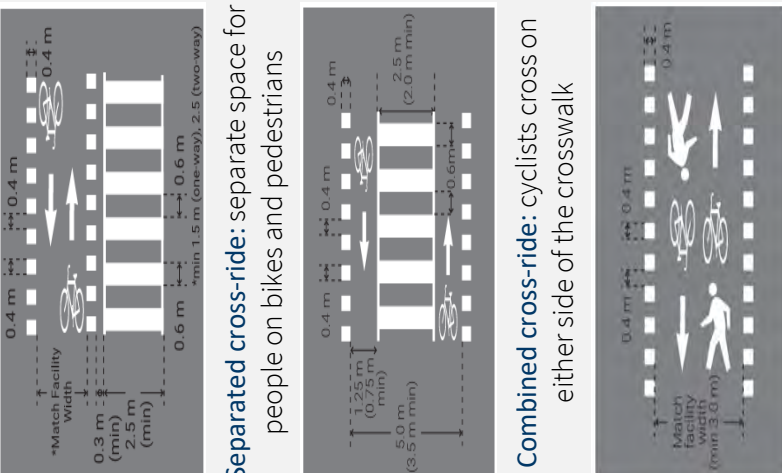
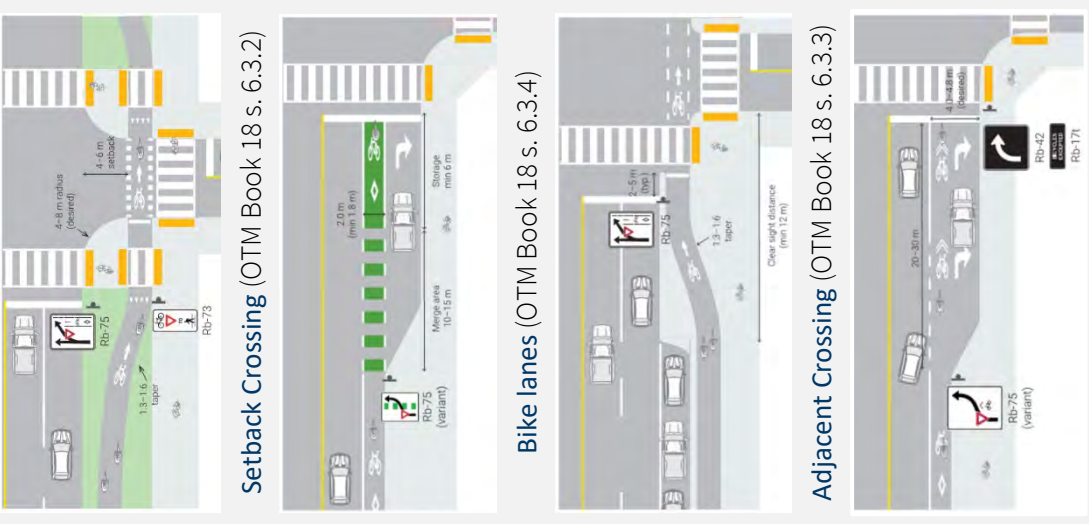
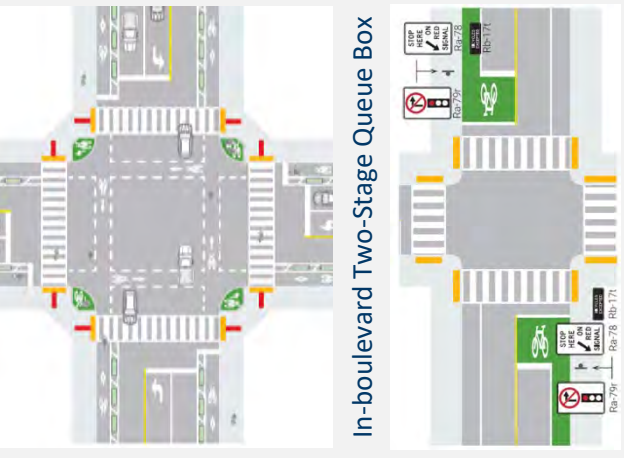
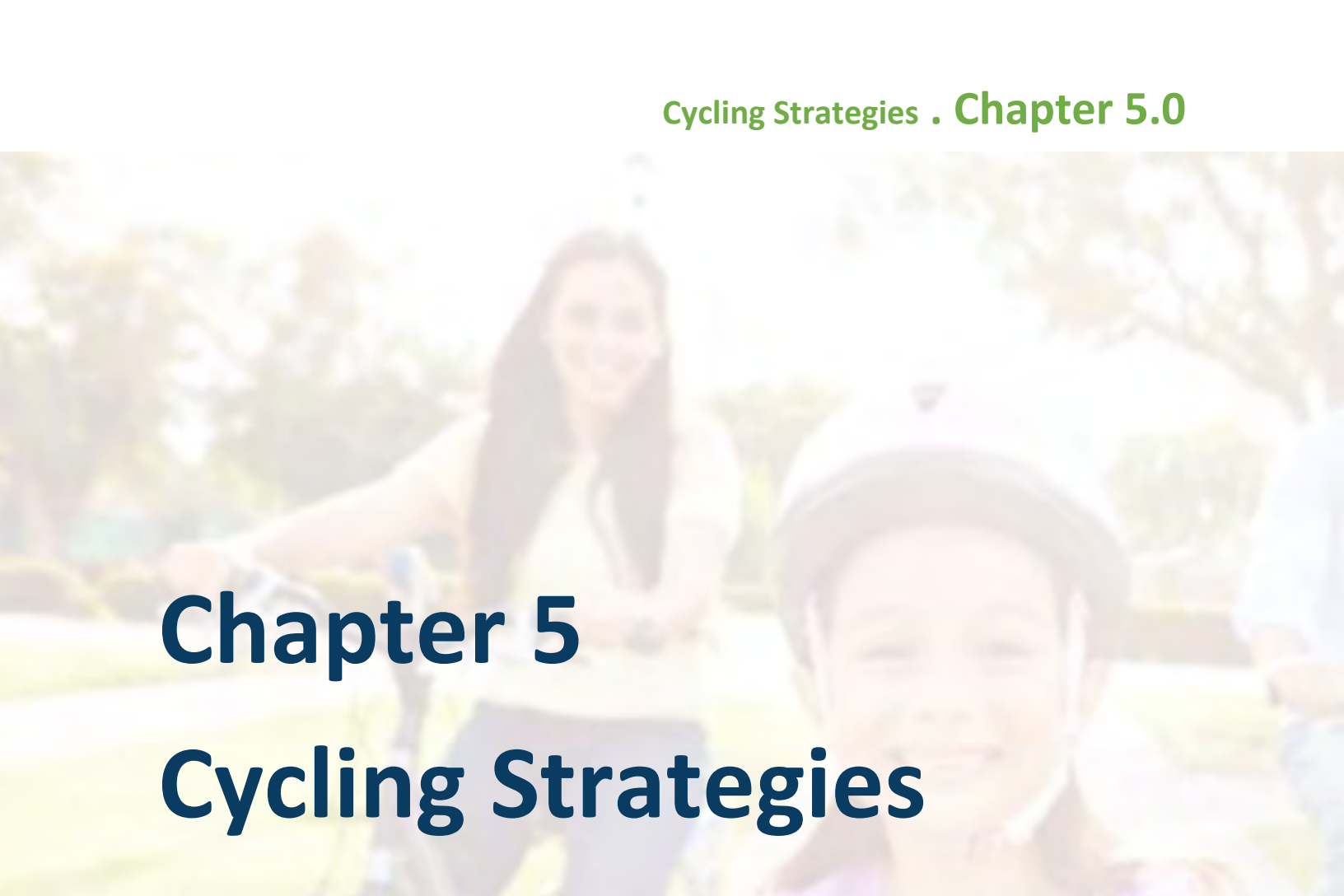
Durham Region Application	Barrier amenities	Transitional amenities	Bicycle left turn treatments
<p>Grade separated crossings remove cyclists from potential conflict, by routing them onto new infrastructure. Structures should be designed in accordance with the MTO Structural Manual and Bridge Office Design Bulletins and Guidelines, and the Canadian Highway Bridge Design Code (CHBDC) (CAN/CSA-S6-06).</p> <p>Underpasses or overpasses of major highways such as the 401 or crossings of major infrastructure such as the railway</p>	<p>Grade separated crossings remove cyclists from potential conflict, by routing them onto new infrastructure. Structures should be designed in accordance with the MTO Structural Manual and Bridge Office Design Bulletins and Guidelines, and the Canadian Highway Bridge Design Code (CHBDC) (CAN/CSA-S6-06).</p> <p>Underpasses or overpasses of major highways such as the 401 or crossings of major infrastructure such as the railway</p> <p>Rubber track guards consist of a rubber surface placed between exposed rail tracks, along an at-grade crossing. They improve the friction between tires and exposed rail along at-grade railway crossings, making it more comfortable and safer for cyclists to cross. Guards are usually accompanied by advisory signs and pavement markings.</p> <p>At grade crossing of railway tracks</p> <p>Bridges are separated structures built to facilitate cyclist travel over barriers imposed by natural features to improve overall network connectivity. Bidirectional cyclist bridges should feature a width of 4-4.5 metres (3.0 metre minimum while shared cyclist and pedestrian bridge should feature a width of 4-5 metres (3.6 metres minimum)).</p> <p>Crossing of major natural or physical barriers that require a separated facility to accommodate cyclists</p>	<p>Pavement markings</p>  <p>Separated cross-ride: separate space for people on bikes and pedestrians</p> <p>Combined cross-ride: cyclists cross on either side of the crosswalk</p> <p>Mixed cross-ride: cyclists and pedestrians cross in a shared space</p> <p>Intersection treatments</p>  <p>Setback Crossing (OTM Book 18 s. 6.3.2)</p> <p>Bike lanes (OTM Book 18 s. 6.3.4)</p> <p>Adjacent Crossing (OTM Book 18 s. 6.3.3)</p> <p>Mixing zones (OTM Book 18 s. 6.3.5)</p>	<p>In-boulevard Two-Stage Queue Box</p>  <p>Bike box, Typical intersection</p> <p>Designated spaces for cyclists to wait to accommodate a left turn movement within traffic – dependent on the facility type on the intersecting road</p>

Table 4-5 Design Considerations for Barriers and Transitions along the PCN



Chapter 5

Cycling Strategies

One of the core objectives of the RCP was to find opportunities to integrate trends and lessons learned. Trends can mean many things, but in the context of the RCP and the project goals it is referring to other aspects of cycling planning, design and implementation that have the potential to address key community concerns and needs. Through the development of the RCP, four key topics emerged with the potential to address context specific challenges and to further enhance the overall experience of the cycling Region-wide. Strategies were developed for each topic as stand-alone action plans which together with the implementation strategy are meant to provide Regional staff and stakeholders with the direction to provide coordinated action.

Chapter 5 of the RCP *presents the high-level details of the four cycling strategies with a focus on the rationale as well as the tools and supports for each proposed action.*

5.1 Identifying & Developing the Strategies

There are four cycling strategies specifically developed for the Region of Durham. While there are a considerable number of other cycling planning, design and implementation trends and considerations which could have been, discussed in the context of Durham Region, within the scope of the RCP, it was determined that four topics would be focussed on.

The topics were chosen based on their alignment with project objectives, community priorities and best practices. The selection of the four topics began as part of the preliminary stakeholder workshops to identify key emerging trends, tools and topics that should be addressed throughout the study process.

This provided the Region with a “long-list” of broad reaching topics which were determined to be candidates for inclusion. With this long-list, additional engagement with regional and municipal staff and stakeholders was undertaken to select the four preferred topics. Both the long-list as well as the preferred topics are presented to the right. Once the topics had been confirmed, a process to develop the strategy content and action plan was undertaken. An overview of the steps in the process is presented in **Figure 5-1**.



Facility Maintenance

Impacted by the network recommendations and requires coordinated approach

Internal & External Funding

*addressed in the Implementation Strategy

Safety & Vision Zero

*addressed in network and policy development

Monitoring & Evaluation

*addressed in the Implementation Strategy

Bike Share

*considered outside of the scope of the project

Complete Streets Design

*addressed in network and policy development

Health & Equity

*addressed in network and policy development

Micro-mobility & e-bikes

*policy still in development



Signage & Wayfinding

Impacted by the network recommendations and requires coordinated approach

Cycling Tourism

*part of wider regional strategies



Education & Programming

Provides greater understanding and encouragement for cycling



Bicycle Parking

Complements infrastructure improvements

Develop Durham Cycling Strategies

Develop four stand-alone strategies that provide the necessary research, guidelines and tools to support a greater shift towards a more cycling friendly culture.

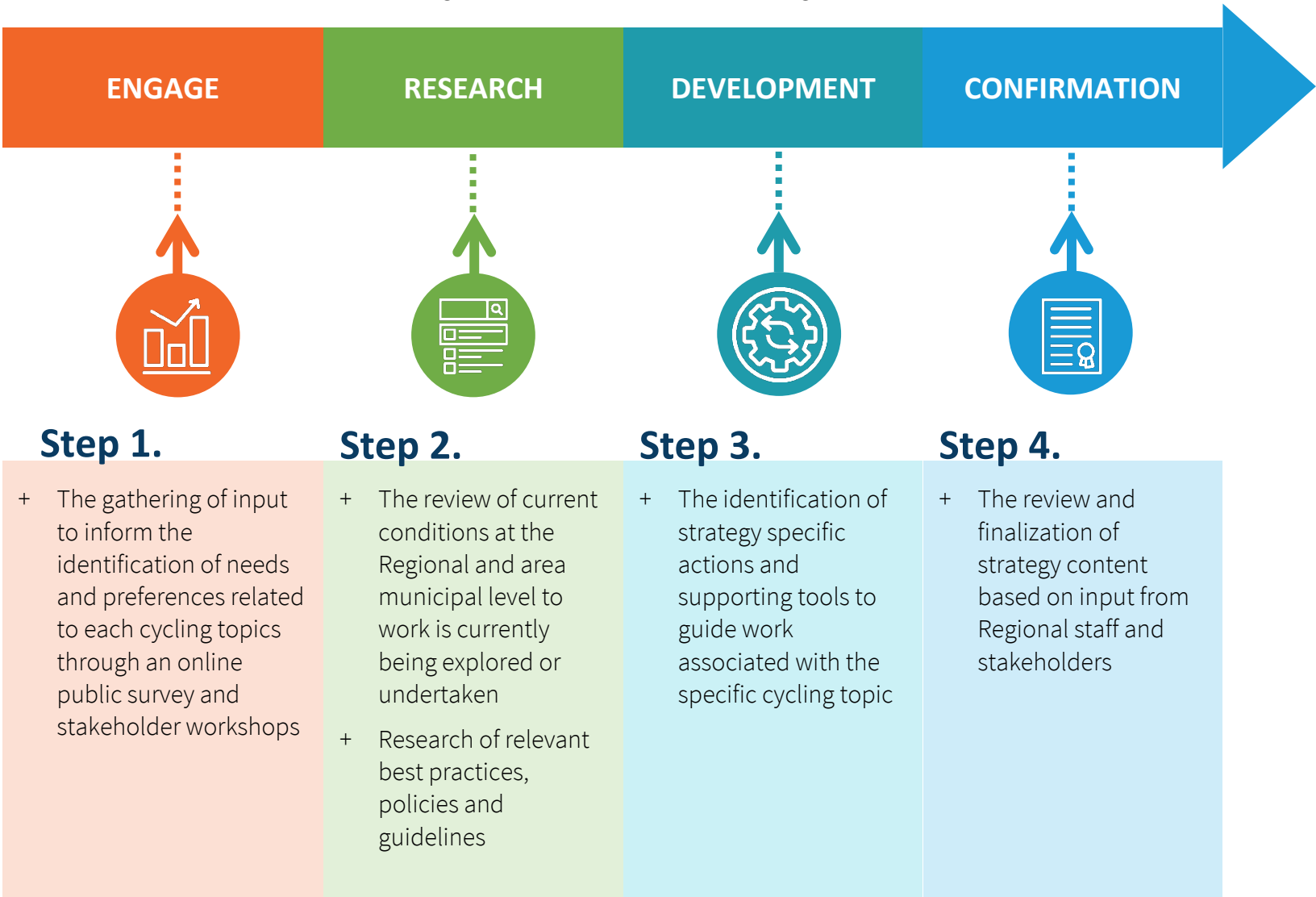


Figure 5-1. Strategy Development Process

As noted in Step 1, a considerable amount of engagement was undertaken regarding the cycling strategies. To inform the development of the strategy actions and supporting tools and as noted in Chapter 3.0 of the Mater Plan, a survey was prepared and promoted in the summer of 2020 to

gather input specifically on the cycling strategies. The following is a summary of the input that was received which was used to inform the development of the action plans. The details of each of the strategies are presented in the following sections of Chapter 5.

1. >> Bicycle parking.

11 questions 393 responses

36% somewhat or very dissatisfied with the availability of bike parking in Durham Region

51% are concerned about bike theft

52% think availability of safe, secure bike parking is important

High needs locations for bike parking include:

- + Shopping and business areas
- + Downtown / town centres
- + Parks and trails
- + Community facilities

3. >> Education and programs.

9 questions 276 responses

98% own at least one bicycle

83% bike at least one weekly

Want to cycle for...recreational trips, errands and visiting friends / social

Suggested programs include:

- + Programs for children and seniors
- + Funding programs
- + Bike awareness and safety programs for both cycling and motorists
- + Cycling festivals and events

2. >> Signage and wayfinding.

5 questions 323 responses

66% think there is inconsistent wayfinding and signage throughout the Region

95% think the Region should work together with stakeholder to address signage

83% think there should be consistent branding for signage / wayfinding Region-wide

High needs locations where signage should be improved:

- + Trails and bike routes such as Waterfront Trail
- + Transit stations
- + Major destinations (town centres, downtown cores)
- + Connected cycling routes

4. >> Cycling facility maintenance.

10 questions 354 responses

72% would rather have a higher standard

of maintenance than an approach that focuses on clearing routes

Respondents were more

likely to... bike during the winter if cycling routes were maintained and cleared with the same level of priority as roadways.

Perception of current maintenance practices in

Durham Region...

	1	2	3	4	5
Vegetation management					Good
Sweeping / debris removal					Fair
Surface repair potholes					Fair / Poor
Snow clearance					Fair
Ice removal / prevention					Fair / Poor

5.2 Bicycle Parking Strategy

The bicycle parking strategy addresses the inherent need for cyclists to safely store their bikes for either short or long periods of time between different trips. The availability and quality of bicycle parking at destinations can have a considerable impact on an individual's willingness to cycle.

Durham Region and its partners have historically provided bicycle parking on public lands. Bike racks are also provided on all Durham Region Transit (DRT) and GO Transit buses, and in 2019 the Region of Durham implemented the post-and-ring initiative which supports the implementation of short-term bicycle parking at various locations. However, the approach to designing and locating bicycle in Durham Region has not been consistent. Improving the quality of bicycle parking can help address this important barrier to cycling

Guidelines and best practices for selecting, designing, locating and implementing bicycle parking that are considered appropriate for the Regional context include:

- + Association of Pedestrian & Bicycle Professionals (APBP) Bicycle Parking Guidelines
- + Ontario Traffic Manual Book 18 – Bicycle Parking Guidelines

Considering this:

The goal of Durham Region's Bicycle Parking Strategy is...

To provide residents and visitors with a range of ample accessible, conveniently located bicycle parking options in areas of need throughout Durham Region.



There are four actions that have been identified to achieve this vision. They are presented on the following page.

Action #1:

Develop and adopt a data-driven approach to determine where bicycle parking facilities are needed.



By making the best use of data collection and analysis tools, the Region and its partners can work to provide bicycle parking in the highest-value areas in the Region, expanding the visibility and availability of bicycle parking and enhancing the Region’s attractiveness to those who ride bicycles. There are several tools that the Region could use to determine where bicycle parking will provide the highest level of service to users, as well as the processes that can be used to streamline the implementation process.

Tool #1.



Bike & Land Suitability Mapping

Mapping which highlights spatial characteristics that appear to be correlated with relatively higher cycling use. This can include rates of car ownership, population density or proximity to cycling infrastructure, as informed either by census tract data or household transportation surveys. Another key spatial characteristic to examine are land use classifications, specifically, areas identified for intensification or development where additional bicycle parking will likely be needed.

Tool #2.



Bicycle Parking Inventory Management Tool

A robust inventory of current bicycle parking supply to better understand existing conditions and inform future investments accordingly.

Tool #3.



Bike Shed Analysis

Mapping which spatially depicts the coverage area of existing bike parking facilities and allows potential gaps in coverage to be identified.

Tool #4.

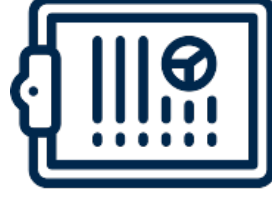


Household Transportation Survey

Data collection method among local agencies and residents to better understanding the nature and needs of local cycling behaviour. Survey questions should inform where bicycle parking is prioritized and what types of units are procured to accommodate demand.

Action #2:

Develop updated Bicycle Parking Guidelines



A consistent set of guidelines which offer detailed guidance related to bicycle parking based on applicable best practices. Guidelines should be a resource that support not only the selection of appropriate bicycle parking types but also provide processes and practices that can be consistently applied Region-wide. The tools to support the development of bicycle parking design guidelines should reflect context specific considerations as well as uniform application.

Tool #1.



Formalize and clarify the decision-making process

A 5-step framework to deliver bicycle parking recommendations in a manner that is efficient and aligns with the RCP’s overarching vision and objectives.

Tool #2.



Bicycle Parking Design Criteria

Detailed design criteria which ensure that all bicycle parking units bare a design that is both functional, cost-effective and contextually appropriate.

Tool #3.



Bicycle Parking Options

Inventory of different unit types, designed for both long-term and short-term use.

Tool #4.



Bicycle parking Transit Integration

High level planning guidance and site-specific design specifications which inform the installation of bicycle parking within transit facilities (i.e. mobility hubs and along rapid transit corridors).

Tool #5.



Bicycle parking selection guidance

List of planning policy considerations to secure appropriate provisions of short-term and long-term bicycle parking at strategic locations across the Region.

Tool #6.



Bicycle parking policies

Provisions within the land use policy regimes of the region and area municipalities that secure additional bicycle parking units from private and public developments.



Action #3:

Establish funding mechanisms for bicycle parking

No bicycle parking initiative can be implemented without the necessary level of financial support. During Phase 1, multiple stakeholders indicated a lack of awareness about effective bicycle parking designs, and the financial and human resources necessary to implement effective bicycle parking within their jurisdictions. Committed annual funding is an opportunity to leverage a relatively small investment by the Region to bring resources from area municipalities, higher levels of government and other funding streams to address a key area of deficiency that has been identified in Durham’s cycling network. The following approach is recommended to proceed with the formalization of funding supports and structures around the planning, design and implementation of bicycle parking at the regional level:

- + Bicycle parking should be considered as a candidate project under the proposed Regional Active Transportation Reserve Fund (see chapter 6 of the RCP report for details).
- + Potential cost saving opportunities should be reviewed and considered including but not limited to the potential bundling of nearby capital works and site redevelopments and streetscaping efforts, where enhancements to existing bicycle parking may be easily inserted.
- + Durham Region could serve as the central purchasing agent for bicycle parking that complies with its design criteria, securing bulk purchase pricing for new bicycle parking and removing a layer of decision-making from stakeholders who may have lower levels of knowledge about appropriate bicycle parking solutions.
- + Funding options and opportunities should be reviewed and confirmed on an annual basis as both a dedicated budget line item as well as part of other capital and operating plans.

Opportunities for external partnership and funding opportunities should be explored. Common suggestions include available pools of funding provided by the Provincial and Federal government, including the Trillium Foundation and the Green Infrastructure Fund, respectively. However, the availability of these funding sources should not be assumed as static but rather continuously evolving. The Federal government has provided an increasing amount of financial support towards municipal projects, including new cycling facilities and amenities.

Next steps to facilitate the strategy...

In the future, Durham Region should consider creating a more robust Regional Bicycle Parking Implementation Plan that:

- + Builds upon existing Regional programs, as outlined in section 1.1.1 of the Strategy, and is based on an inventory of what has been implemented at the time the Plan is initiated.
- + Where appropriate, the Plan should incorporate best practices from leading municipalities:
 - o Jurisdictional scan of relevant bicycle parking best practices (see Phase 1 report)
 - o Findings from the Bicycle Parking Survey (Action #1)
 - o Findings from the Bicycle Parking Neighbourhood Survey to document needs (Action #1)
 - o Application and Context specific considerations (Action #2)
 - o A Region-specific bicycle parking facility selection tool and design overview (Action #2)
 - o Phased approach to recommended improvements (Developed as part of Action #3)
 - o Costing overview and funding suggestions (Action #3)



Image 5-1. Bike Parking. Source: Ryerson.ca

5.3 Signage and Wayfinding Strategy

A signage and wayfinding system is made of signs, pavement markings and other tools that support cyclists by helping them understand how to use cycling facilities, their location in the network and how to navigate between destinations. Wayfinding systems can also play an important role marketing cycling networks and key destinations. Across Durham Region there are examples of cycling-related signage and wayfinding applications including:

- + Signage along the Waterfront Trail, Greenbelt Route;
- + Signs directed towards the Ajax GO mobility hub;
- + Existing signage schemes for area municipal trail systems; and
- + Municipal wayfinding strategies currently under development.

Some types of signage and wayfinding are determined by federal and provincial regulatory requirements, while other types can function as branded communication tools that educate and build awareness while promoting cycling and major community destinations. Either way, signage is best applied in a consistent manner that effectively calls attention to the information that is essential to understanding the appropriate use and function of the route or facility.

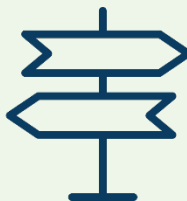
The following guidelines and best practices can help the Region of Durham develop a consistent and effective approach to selecting, designing, and implementing signage:

- + Regional Tourism Office #7 Wayfinding Signage Standards and Specifications (2017) and The County of Brant Wayfinding Strategy (2018)
- + Ontario Traffic Manual Book 18 (Chapter 9)

Considering this:

The goal of Durham Region's Signage and Wayfinding Strategy is...

To provide residents and visitors with clear and consistent information regarding cycling routes, destinations and facility use to encourage safe and comfortable use of the PCN.



There are two actions that have been identified to achieve this vision. They are presented on the following page.



Action #1:

Develop Region-wide wayfinding signage design guidelines.

Effective wayfinding is consistent, recognizable and reliable. Currently in Durham Region, individual area municipalities and provincial bodies like the Waterfront Regeneration Trust and the Greenbelt Route have their own signage systems. This has resulted in discrepancies in the quantity and quality of navigational support found across jurisdictional boundaries. Providing unified design guidelines can help create a coordinated wayfinding system that is intuitive to users and supports the development and marketing of a region-wide cycling network.

Tool #1.



Develop Selection & Implementation Process

Framework developed collaboratively with key stakeholders, to ensure wayfinding and signage decisions align with the RCP's vision and its accompanying objectives

Tool #2.



Adopt Core Design Principles

Set of design principles based on best practices from comparable municipalities and provincially accepted guidelines, to coordinate signage under one cohesive region-wide navigation system

Tool #3.



Prepare Technical Standards

Signage specifications related to panel size, font, colours, icons and text as required under applicable provincial legislation and guidebooks.

Tool #4.



Adopt Destination Hierarchy

Framework which hierarchizes the placement of different directional signage to provide a logical pathway of information that helps users travel to their destinations.

Tool #5.



Adopt Installation Approach

Set of instructions on how and where signage should be placed relative to the locations they are directing cyclists towards and aspects of their surrounding environment.



Action #2:

Develop a cycling wayfinding plan for Durham Region.

An effective Durham Region Cycling Wayfinding Plan would provide the guidance necessary to ensure wayfinding is well-designed and implemented in a consistent, cohesive manner across Durham Region. While led by the Region, the plan would hinge on the cross-collaboration of multiple stakeholders. The plan should also be closely coordinated with input from Durham Tourism as part of a wider branding exercise for Durham Cycling and should explore virtual engagement and information sharing platforms supporting access beyond the boundaries of Durham Region.

Tool #1.



Update Regional Policies

Update Regional policies, to reflect current provincial standards and guidelines. Notable changes that should be considered as part of this exercise include:

- + Consolidate all pre-existing cycling wayfinding signage direction and guidance into one stand-alone document;
- + Ensure all new and updated policies refer to the newly adopted cycling wayfinding plan, where applicable; and
- + Communicate the role and contents of the cycling wayfinding plan to all relevant stakeholders, including area municipalities, public servants and local developers.

Tool #2.



Bulk Purchase of Regulatory Signage

Explore the possibility of purchasing some types of wayfinding signage in bulk.

Tool #3.



Provide Funding Supports

Investigate opportunities for the Region to play a coordinator role in funding the procurement and design of signage features.

Next steps to facilitate the strategy...

It is recommended that the Region undertake the proposed actions in tandem, and that both actions begin in the near term. Wayfinding and signage can be a relatively quick win for the Region as the RCP is implemented, highlighting the Region’s ongoing support for active transportation in a conspicuous, visible way. In the future, Durham Region should consider developing a more prescriptive Regional Signage and Wayfinding Plan. Should the Region wish to pursue the creation of such a document, it is suggested that:

- + The RCP would showcase the proposed “Durham Region Cycling Brand” which ought to be adapted from existing local brand templates and confirmed through public input and review; and
- + The RCP should build upon the Actions and Tools presented in this section, but should elaborate on branding, design and locations in a way that is beyond the scope of the RCP including:
 - + Jurisdictional Scan of relevant signage and wayfinding Best Practices (Phase 1 report content)
 - + Principles of the developed wayfinding and signage design guidelines (Action #1)
 - + Catalogue of templates for key signage types (Action #1)
 - + Placement guidelines related to the signage scheme’s defined destination hierarch (Action #1)
 - + Adequate inventory of provisional regulatory signage as required under the Ontario Highway Traffic Act (Action #2)
 - + Phased approach to recommended improvements (to be developed)
 - + Costing overview and funding suggestions (to be developed)



5.4 Education and encouragement strategy.

To effectively leverage investments in infrastructure, the Region and its partners must focus on programming that supports culture change. Simply providing residents with information about the benefits of cycling alone is not enough to achieve behaviour change. A successful Education and Encouragement Strategy must work to change social norms and behaviours while also creating opportunities for residents to connect with active transportation on an individual level.

Across the Region there are currently programs in support of cycling education and encouragement including:

- + Annual cycling promotive events, such as Bike Month and Open Streets Whitby;
- + Participation in the Smart Commute and Active School Travel programs, regionally and locally;
- + Active local cycling community, featuring a variety of riding clubs and advocacy groups; and
- + Existing 'regional cycling brand' developed by Tourism Durham.

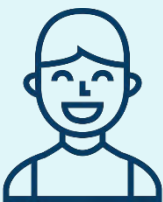
Programming should be unique to the community and audience; however, there are resources that are considered appropriate for the Regional context including:

- + Best Practices: Nudging the Commute: Using Behaviourally Informed Interventions to Promote Sustainable Transportation in US Cities (2020)
- + Changing Transportation Behaviours: A Social Marketing Planning Guide (2010)

Considering this:

The goal of Durham Region's Education and Encouragement Strategy is...

To provide a robust, effective suite of cycling education and encouragement programs to promote cycling as a safe, efficient and enjoyable mode of transportation to the public, key stakeholders and community decision-makers.



There are four actions that have been identified to achieve this vision. They are presented on the following page.

Action #1:

Develop a clear set of messages to effectively promote and educate cyclists about cycling in Durham Region.



Underlying the Education and Encouragement Cycling Strategy is an understanding that investments in “hard” cycling infrastructure must be paired with supportive programming that addresses underlying cultural barriers against cycling head on and illuminates its potential as a viable form of transportation. Emphasis is placed on changing individual actions and understandings as well as debunking existing social perception which may discourage cycling use.

Achieving the necessary level of engagement to change the cycling culture will require a comprehensive public engagement program that reaches a wide range of people using a variety of communication mediums. All messaging must remain clear and consistent when promoting the benefits of cycling and generating awareness of the network and how to safely cycle throughout the Region. The intent is to achieve this by pursuing the implementation of two core tools.

Tool #1.



Establish and Implement Communication Principles

Best practices related to the design and implementation of effective communications including leveraging networks, ensuring sustainability of the message, expanding audiences and strengthening collaboration and connections within the geographic area.

Tool #2.



Incorporate Community Based Social Marketing (CBSM)

Procedural framework to tailor cycling programming in accordance with progressive stages of behaviour change including selecting the preferred behaviour to promote, identifying barriers and benefits, developing strategies, piloting the strategy, implementation and evaluation.

Action #2:

Develop and implement education and encouragement initiatives targeted at the five types of cyclists.



The Education and Engagement Strategy positions Durham Region as the creator of promotional and educational materials, which are then distributed among its area municipal partners and other key stakeholders. The intent of the RCP is to develop a long-range strategy that addresses the needs and concerns of different types of cyclists who either currently cycle or could potentially explore cycling in the future. In Phase 1, five types of cyclists were highlighted and referenced when engaging the community and assessing existing conditions. Any materials or initiatives developed by the Region should be tailored to the five types of cyclists. Since the adoption of the 2012 Regional Cycling Plan, the Region of Durham has developed many existing tools. Materials and programs to help promote cycling in the Region include:

Tool #1.



Enhancement and Support of Smart Commute Durham

A key administrator of the Region’s transportation demand management (TDM) programs with a focus on attentive, everyday and vulnerable cyclists

Tool #2.



Development of Youth Cycling Guides

A printed and digital resource designed to educate youth on safe cycling practices within the Region focusing on everyday, recreational and vulnerable cyclists.

Tool #3.



Support of the Active Sustainable School Travel (ASST) Program

Program designed to assess, evaluate and encourage active and sustainable travel to and from schools within Durham Region focusing on everyday, recreational and vulnerable cyclists.

Tool #4.



Development of Cycling Videos

Series of promotional videos developed by the Region which showcase cycling facilities within the Region and its overall appeal focusing on everyday, sport, recreational, attentive and vulnerable cyclists.

Action #3:

The Region of Durham should establish a standardized approach to materials and delivery.



While many programs remain best delivered by local stakeholders and external groups, the Region plays a key role in guaranteeing their success. This includes developing and distributing unified materials which support a consistent standard of delivery and implementation Region-wide.

Tool #1.



Expanding Capacity

Ensuring sufficient staffing resources to implement recommended programs. The Region should maintain between 1 and 2 full time staff specifically for the RCP.

Tool #2.



Strengthening DATC's mandate

DATC's strengthened mandate should include advising on annual cycling route prioritization and programming, cycling safety and awareness education and other public outreach and promotional event coordination with Durham Region staff.

Tool #3.



Building a Brand

Establish a stronger 'regional cycling brand' in collaboration with key stakeholders to build awareness, credibility, reputation and customer satisfaction.

Tool #4.



Marketing

Develop a marketing campaign to support the shift of pre-existing views on cycling by providing humanizing campaigns, wayfinding as a marketing tool and public advertising.

Tool #5.



Identify & Segment Audiences

Focus groups for Women, Seniors, New Canadian, students and members of other affinity groups should be used to test and refine messaging.

Tool #6.



Monitoring & Reporting

This involves tracking changes in attitudes and behaviour towards cycling after the implementation of different programs. Key metrics to consider as part of this tracking, including daily cycling trip totals; Ssurveyed attitudes and opinions; and personal testimonies from residents concerning changing perceptions about cycling.

Action #4:

Establish the Region as the program coordinating agent and champion.



Ideally, most education and encouragement programs in Durham Region will be delivered by local stakeholders with the support of the Region. However, to maintain strong connections and visibility within local communities, it is recommended that the Region initially assist in the delivery of at least one program in every municipality as the starting point from which they can establish themselves as a committed and strategic delivery agent. The two suggested examples listed below, reflect those which received regular praise during the RCP's public engagement, making them events that many new cyclists will likely attend.

Tool #1.



Facilitating Open Streets Events

The Region has a significant role to play since the ideal location for most Open Streets Events are on prominent streets including Regional roads. Events should strive to provide adequate space for activities and movement and would highlight the opportunity to integrate cycling and other active modes into day to day activities.

Tool #2.



Coordinating Community Bike Tours

The Region can support routine community bike tours that provide residents with the opportunity to engage in an enjoyable, social activity and learn how to navigate Durham Region by bicycle. Community bike tours provide a significant opportunity to highlight the various cycling and community locations and experiences that Durham Region has to offer.

Tool #3.



Establishing and Distributing Program Toolkit

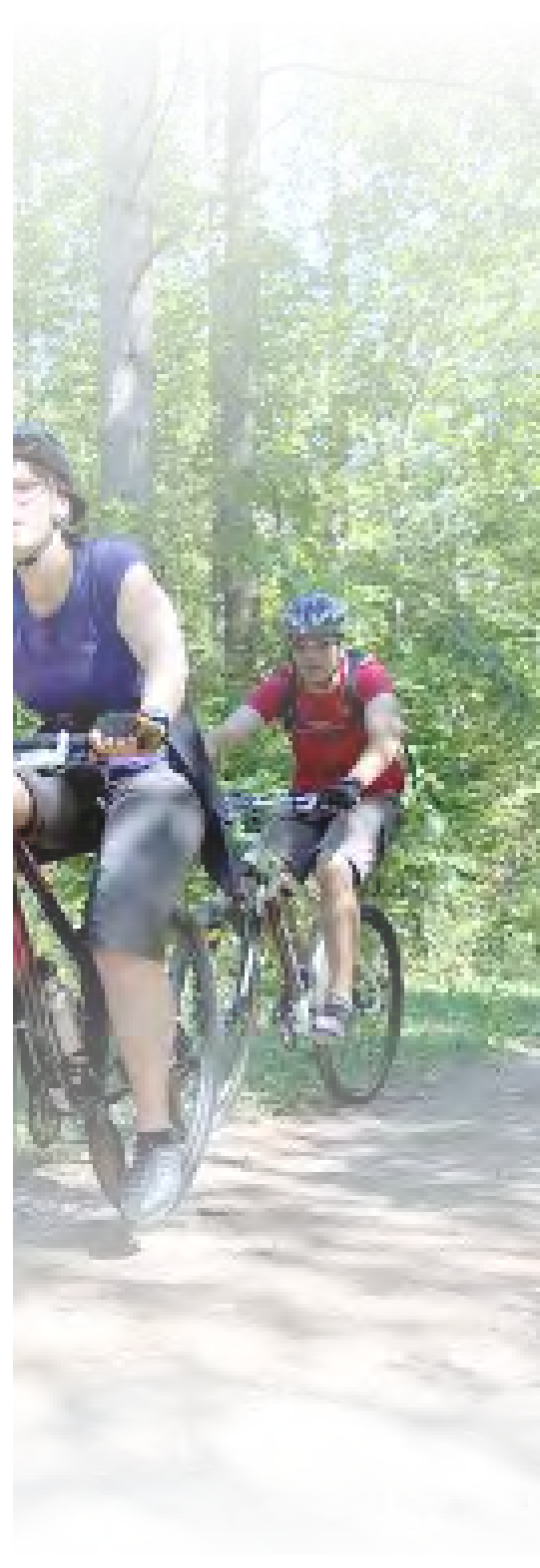
Additional programs the Region can support include: bike maintenance workshops, bike rodeos or active school travel initiatives. The intent is for the Region to work with stakeholders to establish a toolkit of "Do it Yourself" programming options which can be distributed and coordinated Region-wide.

Next steps to facilitate the strategy...

The actions outlined within the strategy are intended to be prioritized by the Region in the medium term; however, there are some more immediate next steps that should be prioritized to ensure early success and generate momentum. Key among those next steps is the hiring of an Active Transportation Coordinator for the Region of Durham (see Chapter 6). Without this position, it is difficult to achieve the goals set out in this section.

For Durham Region to build a successful foundation, it will be necessary to build local capacity through targeted investment and support. The Region has the potential to continue to serve as a central resource for the development and delivery of new cycling programs and to show clear leadership as the culture of cycling continues to grow. For Durham Region to begin to generate momentum, it is recommended that the Region:

- + Periodically update the branding strategy for cycling communications and messaging. The process should be informed by Regional stakeholders, including area municipalities, and should focus on the input of the DATC.
- + Adopt a Regional Active Transportation Reserve Fund. With amplified interest in cycling and active transportation, there is an opportunity to generate new ideas, undertake small scale pilot projects and identify new partners that could be brought into the programming process to support the Region's ongoing efforts. The Region should identify programs that could potentially be scaled up in future years and commit to helping fund cycling-supportive programs.
- + Continue to support Active School Travel Programs on an annual basis. Consistent investments in Active School Travel is needed to ensure that school travel plans are utilized to help increase active and sustainable school travel.



5.5 Maintenance Strategy.

The appropriate maintenance of cycling facilities supports user safety and comfort and can help extend the lifespan of infrastructure. Seasonal maintenance can also unlock additional value from investments in cycling infrastructure by making it possible for cyclists to ride their bicycles throughout the year. The development of a robust, year-round maintenance strategy is therefore critical to the success of the PCN.

As with all other cycling strategies, facility maintenance lies within a complex web of overlapping jurisdictions. To ensure a coordinated approach that it is both cost-efficient and consistent, all maintenance activities must be predicated on a clear delegation of responsibilities and roles. Equally essential in developing the facility maintenance strategy are underlying cost considerations.

No formal maintenance strategies have been proposed in Durham Region for cycling facilities beyond the current MMS Requirements. However, the Active Transportation Master Plan of Oshawa and Transportation Master Plans of the Municipality of Clarington and Town of Whitby both underscore the importance in maintaining a well operated cycling network.

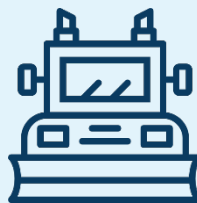
The most applicable and widely accepted guidelines and standards related to cycling facility maintenance in Ontario are as followed and are deemed to be the most appropriate in a Regional context:

- + O. Reg. 239/02 Minimum Maintenance Standards for Municipal Highways (MMMS)
- + Ontario Traffic Manual Book 18 – Cycling Facilities (Revised Draft 2021)

Considering this:

The goal of Durham Region's Maintenance Strategy is...

To provide the Region of Durham with a standardized approach to maintenance of the PCN reflective of the appropriate design treatments and which encourages year-round cycling activity.



There are six actions that have been identified to achieve this vision. They are presented on the following page.

Action #1:

Establish tools to effectively communicate maintenance activities to the public.



Beyond planning for the routine maintenance activities should be clearly communicated with members of the public to improve traffic safety and minimize disruption. This streamlined approach not only improves traffic safety but minimizes disruption, by giving road users notice of the temporary site conditions and allowing them to reroute their trip accordingly. With an increasing amount of information shared digitally, it is advised that Region leverage its website, social media accounts and other online communicative tools to broadcast these messages. Suggested communication actions are distinguished between winter and non-winter maintenance activities. This information as well as other relevant information to increase awareness and understanding should be provided as part of a dedicated webpage for cycling on the Region's website and maintained for relevance and to respond to questions that are provided by members of the public.

Action #2:

Integrate cycling maintenance into its asset management plan and update as needed.



A necessary precursor to developing a robust maintenance program is an effective asset management plan which proactively manages cycling facilities over the span of their forecasted life span. Asset management processes and practices serve two key goals, including an outline of all monitoring, inspection and maintenance activities required post facility implementation. Additionally, it also means that activities are appropriately scheduled so that all identified deficiencies are resolved promptly, and defined levels of service standards are upheld. This not only preserves the operations of a cycling network but also maximizes its longevity and mitigates against potential cost inefficiencies. Overall, asset management processes seek to preserve, rehabilitate and replace all relevant infrastructure, based on relevant level of services and the municipality's resource availability. The consideration of cycling related to Regionally accepted asset management practices should be considered where possible.

Action #3:

Update year-round maintenance standards based on leading best practices.



Given Durham Region's governance structure as a two-tier municipality, maintenance responsibilities vary per facility type based on the defined jurisdictions of Regional and Area Municipalities. Hence, there is a greater need and coordinated emphasis amongst municipalities to ensure that residents have transportation options all-year round that are reliable, accessible and predictable. A cycling maintenance strategy looks at strategies to promote four-season cycling and the creation of a winter cycling network with planning predictable prioritized routes with a high level of road surface maintenance to ensure comfortable and safe bicycle mobility.

Tool #1.



O. Reg. 239/02 – Minimum Maintenance Standards for Municipal Highways (MMS)

The standards set out minimum standards for road and highway maintenance. These standards are optional for municipalities, but many municipalities choose to adopt them as policy. The MMS was updated in 2018 to include updated definitions of bicycle facilities and lanes, standards and regulations for addressing snow accumulation on bicycle lanes and clearance during extreme weather events. The standards focus on end results and are not prescriptive about how the results are achieved, giving municipalities the freedom to adapt maintenance practices based on local conditions.

Tool #2.



Ontario Traffic Manual Book 18: Cycling Facilities

Ontario Traffic Manual Book 18 (OTM Book 18) is another important technical resource for practitioners. OTM Book 18 recognizes the important role that maintenance plays in ensuring that cycling facilities are safe and comfortable and encourages a proactive maintenance approach that includes considering how to mitigate maintenance issues at the design stage.

Tool #3.



Industry leading facility estimates

Estimated annual replacement rate based on North American supplier information.

Action #4:

Develop a winter maintenance plan for cycling facilities that make-up the PCN.



Many cyclists shift to motorized transportation modes in the winter not because of the climate but because of a lack of road surface maintenance. Maintaining cycling facilities can therefore help make cycling a safe, viable and accessible transportation option year-round.

Tool #1.

Develop a detailed set of winter maintenance standards

Specific standards related to winter maintenance within bicycle lanes and multi-use pathways are prescribed within the Minimum Maintenance Standards for Municipal Highway (O. Reg 239/02).

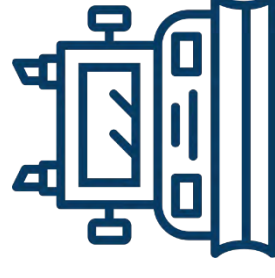
Tool #2.

Develop a priority winter maintenance network for the PCN.

Where the winter maintenance is performed depends on various factors, including the structure of the cycling network, observed cycling trends, major trip generators and resources available for maintenance. Many municipalities develop a priority network of routes to be maintained over the winter. Another approach is to develop a tiered approach, with some routes provided a higher level of maintenance over standard maintenance of others.

Action #5:

Review maintenance practices and modify or purchase necessary equipment.



While most maintenance activities can be completed with equipment designed for general road works, some types of facilities, particularly barrier-separated facilities, may need specialized equipment. This includes multi-use pathways, cycle tracks and other physically separated facilities which feature physical delineators, or rights-of-ways which are too narrow to accommodate conventional plows, sweepers vehicles used for maintenance. Durham Region should leverage and coordinate its procurement services with area municipalities to acquire the equipment and fleet necessary to maintain the PCN. Additional outreach and engagement with key stakeholders – specifically area municipalities – should be undertaken to communicate and confirm the preferred level of maintenance and to identify opportunities for coordination along the PCN.

Action #6:

Establish a maintenance agreement between the Region and Area Municipalities.



Maintenance is a shared responsibility between the Region and area municipalities. A maintenance agreement between the two levels of government can help avoid any confusion about who is responsible for facility types. With the roll-out of the PCN, the Region should meet with area municipalities to discuss maintenance practices and approach and determine a path forward to establish a formal maintenance agreement. To facilitate next steps, sample maintenance agreements should be acquired from comparable upper-tier municipalities as examples for potential agreement approaches and details. Once developed, the agreements should be reviewed and confirmed based by the Region's finance, legal, risk management and maintenance department as well as maintenance staff and legal.


Next steps to facilitate the strategy...

In addition to the longer-term actions noted in the strategy, there are several more immediate measures the Region can take in fulfillment of similar objectives which include:

- + In coordination with the area municipalities, conduct a complete inventory of existing maintenance equipment and vehicles to identify where additional procurements are required to undertake all proper maintenance of Durham Region's Primary Cycling Network (PCN).
- + Initiating negotiations between the Region and area municipalities to formalize terms surrounding the clearance and maintenance of cycling facilities which transcend municipal jurisdictions including routine maintenance and those specific to snow and ice prevention and clearance.
- + Commencing preliminary planning work to identify an appropriate winterized cycling network across the Region. This process should be based upon extensive consultation with residents, members of the local cycling community and in close partnership with the area municipalities and other relevant stakeholders.

Once these immediate measures have been exercised, the Region should then pursue the various actions recommended, based on their associated guidance and considerations provided. As with all other RCP strategies, these measures should be equally guided off the more universal practice and process related actions listed within Chapter 6.





Chapter 6

Coordination

The intent of the RCP is to provide Durham Region with a strategy that is linked to achievable, measurable and attainable tools and tactics that allow for long-term growth and implementation. Ensuring the Region has adequate resources to achieve and implement the recommendations identified in the RCP is essential to the RCP.

The recommendations identified in the RCP require the Region to enhance coordination between Regional staff, municipal staff and key stakeholders to help facilitate implementation of infrastructure and programming as well funding of the RCP.

Chapter 6 of the RCP presents the proposed approach to fund, coordinate and manage the implementation of the Regional Cycling Plan for Durham Region.

6.1 RCP Financial Strategy

The inclusion of a detailed financial strategy is critical to delivering the proposed Primary Cycling Network (PCN) and actions identified within the four cycling strategies. There are three key components of an effective financial strategy:

- + Identifying the potential cost implications of the RCP recommendations – both infrastructure and strategy actions;
- + Understanding the existing funding approaches currently being used by Durham Region and best practices from comparable municipalities based on documented needs and interests; and
- + Identifying opportunities for potential internal funding sources as well as additional funding supports through external sources to support the implementation of actions.

An effective financial strategy provides high-level cost estimates and is not meant to provide detailed construction and coordination costs. It is not a commitment of capital monies, operating or otherwise, and is not meant to address all potential costs. The Financial Strategy is meant to provide the Region with the necessary information to inform multi-year operating and capital planning processes and create a flexible tool to adapt as they proceed with implementation.

When reviewing the contents and recommendations of the Durham RCP Financial Strategy it is important to note that:

RCP Costs are based on...

- + Unit prices gathered from recent tenders and projects of similar scope in Ontario.
- + The costs of installation of facilities and should not be used for functional design purposes.
- + A preliminary estimate of the potential implementation costs.
- + Assumption that facilities are implemented across typical conditions and topography.
- + Best practices from past initiatives completed by comparable municipalities.

Costs do not consider...

- + Costs incurred from property acquisitions, signal modifications, utility relocations, major roadside draining works, or site-specific projects such as bridges, railway crossings, retaining walls, and stairways, unless otherwise noted.
- + Voluntary efforts made by staff or supports “in kind” from community members and partners.

Cycling Strategies . Chapter 5.0

Table 6-1 provides a sample of the unit prices that were used to develop cost estimates for the PCN. **Appendix A** provides a more comprehensive list of unit prices for various elements of a cycling network that may also be considered when implementing the PCN. Additional confirmation will be required once the Region moves forward with implementation and when additional project context and details are available.

	Description	Price range per linear km	Comments/Assumptions
	Conventional bicycle lanes by adding markings and signs	\$29,000	<ul style="list-style-type: none"> + Price for both sides of the road + Includes signs, stencils and edge line
	Buffered bicycle lane with road diet	\$70,000	<ul style="list-style-type: none"> + Price for 1.5 m bike lanes with 1.0 m hatched buffer + Includes lane line removal (soda blasting) + Price varies on markings to be removed
	Signed bike route with paved shoulder in conjunction with existing road project	\$100,000 to \$200,000	<ul style="list-style-type: none"> + 1.5 m paved shoulder on both sides of the road. + Assumes cycling project pays for additional granular base, asphalt and painted line + Price may vary depending on work needed to improve platform
	Signed bike route with buffered paved shoulder in conjunction with existing road project	\$200,000 to \$250,000	<ul style="list-style-type: none"> + 1.5 m paved shoulder + 0.5-1.0 m paved buffer on both sides of the road + Assumes cycling project pays for additional granular base, asphalt, painted edge lines and signs
	In-boulevard multi-use path within road right-of-way	\$275,000 to \$426,000	<ul style="list-style-type: none"> + 3.0 m wide hard surface pathway (asphalt) within road right of way (no utility relocations) + Price depends of scale / complexity of project and if existing sidewalk is being removed
	Uni-directional cycle tracks: raised and curb separated - in conjunction with road project	\$250,000 to \$500,000	<ul style="list-style-type: none"> + Both sides of the road + Assumes cycle track will be implemented as part of road construction + Other components such as bike signals, bike boxes etc. are project specific and will impact unit price

Table 6-1. Summary of Unit Costing Assumptions for Cycling Infrastructure Improvements

How much will the network cost?

Based on the unit prices contained in **Appendix A**, capital cost estimates have been established for the PCN. Since municipal planning documents are typically updated every 5 to 10 years (consistent with the Municipal Planning Act), the focus of implementation for the PCN is the short-term horizon (within 10 years). When the RCP is next updated, it is recommended that Regional staff review and, where appropriate, bump up the phasing of routes that are currently identified for long term implementation in this plan. The estimated cost to implement the PCN in the short term is presented in **Table 6-2** as follows.

	Durham Region			Area Municipalities			MTO			Total			
	Previously Identified	New		Previously Identified	New		Previously Identified	New					
	\$	\$	KM	\$	\$	KM	\$	\$	KM	\$	KM		
Short-term Capital Projects	\$12,659,486	\$3,570,093	21.2	\$15,826,355	\$2,772,699	38.0	\$0	\$0	0	\$0	0	\$34,828,631	75.9
Short-term Infill Projects	\$15,155,616	\$6,402,760	28.2	\$22,012,855	\$3,001,008	72.2	\$0	\$0	0	\$0	0	\$46,572,238	139.5
Total	\$27,815,101	\$9,972,853	49.4	\$37,839,210	\$5,773,706	110.2	\$0	\$0	0	\$0	0	\$81,400,870	215.4

Table 6-2. Short Term Cost for the PCN

Notes: Estimated prices in both tables include contingency (24%), design and approvals (13%) and HST (1.8%). 18.7 km of the PCN network is proposed within the short term (infill) through the DSBRT project at an approximate cost of \$10 million, which may be eligible to receive funding from federal or provincial funding sources

The total cost of short-term PCN facilities to the Region is \$37.8 million. This includes 21.2 kilometres at a cost of \$12.7 million for routes which were previously identified on the PCN and included as part of the Region’s 2020 Capital Budget. This also includes 10 kilometres of new PCN routes at a cost of \$3.6 million which are identified in the Region’s 2020 Capital Budget but not previously identified to form part of the PCN i.e. these are new routes being proposed for the PCN as part of the RCP. Infill projects currently have no monies allocated within the 2020 Capital Budget. However, 28.2 kilometres at a cost of \$15.2 million were identified in previously adopted master plans and strategies. This means that \$12.7 million of the total short term \$37.8 million has been considered. Therefore, \$25.1 million (\$3.6 million for “new” short term capital + \$15.2 million for “previously identified” short term infill + \$6.4 million for “new” short term infill) should be considered within the short-term horizon (reflecting an addition of 63.6 kilometres). **Appendix A** contains additional costing details for the entire PCN include long term routes, route by each area municipality, and by each segment that forms part of the PCN.

Figure 6-1 illustrates the facility jurisdiction for all routes (existing and proposed) that form part of the PCN. In addition to facility jurisdiction, this figure illustrates PCN routes that are also located along the MTO Province-wide Cycling Network – information that can be used to help inform future discussions related to funding. These routes are in an excellent position to receive funding through Provincial and Federal funding programs / grants since they have already been identified in a provincial strategy and through consultation with Regional staff, area municipal staff, decision makers and stakeholders. Though the jurisdiction of these routes still falls on the respective road / land agency, Figure 6-1 uses different line types to illustrate routes on the MTO Province-wide Cycling Network (for example: lines identified as *MTO Province-wide Cycling Network: Durham Region* and *Durham Region* in Figure 6-1 are contained in the ‘Durham Region’ column within Table 6-12).

A financial strategy is not just about identifying how much investment is required to support the implementation of the recommended improvements. An effective financial strategy should look to past practices to determine where successes have been achieved and where there are opportunities for improvement. Historically, Durham Region has used two avenues of funding to support the implementation of cycling infrastructure and initiatives which leverage both internal and external funding options. An overview of the existing funding sources is provided in **Table 6-3**.

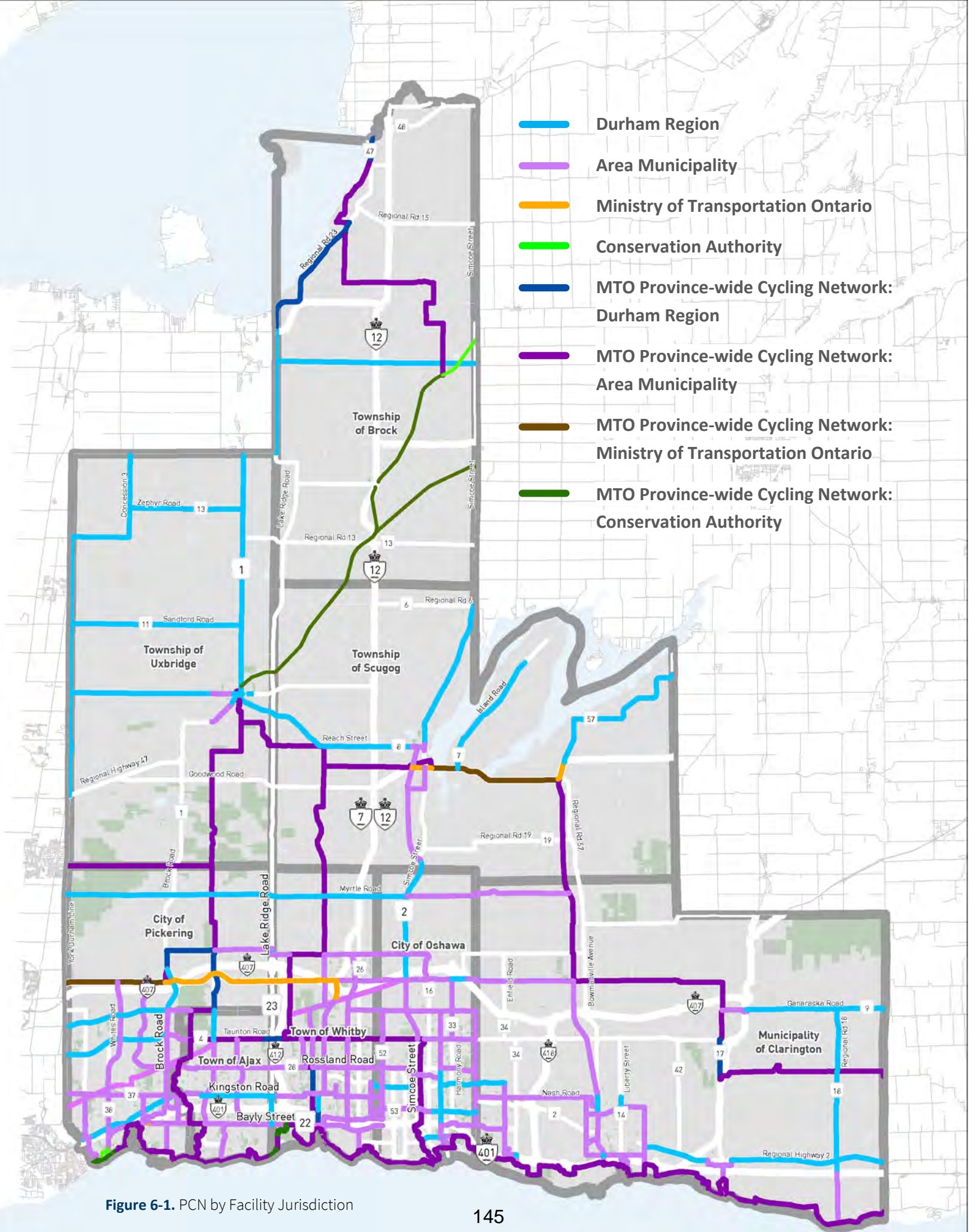


Figure 6-1. PCN by Facility Jurisdiction

Internal Funding...

Refer to funding streams that are typically provided or coordinated by Durham Region in support of strategies priorities and projects.

Capital & Operating Budget

Funding through the Region's annual budget for large-scale capital projects as well as operations including:

- + **Public Works & Roads and Bridges Departments:** the design and implementation of on-road cycling routes and fleet and facility maintenance;
- + **Public Health Department:** Cycling related programming and community education through healthy living services; and
- + **Planning, Economic Development and Administration Departments:** Policy and program development and implementation.

Regional Cycling Planning Formula

Durham Region currently employs a cost sharing and funding formula applied in implementing the Primary Cycling Network.

Funding Projects in New Development Areas

Opportunities to facilitate implementation of cycling facilities which are triggered or achieved through the development process.

Table 6-3 . Overview of Existing Funding Sources

External Funding...

External funding sources typically include provincial or federal government grants and programs that can be multi-year or a one-time opportunity.

Provincial Funding Streams

- + Province-wide Cycling Network Funding
- + Provincial Gas Tax Program
- + Ontario Trillium Foundation Grants
- + Ontario Rural Economic Development Fund
- + Tourism Development Fund

The Ministry of Transportation Ontario (MTO) has indicated a potential willingness to fund AT infrastructure within corridors that align with the province-wide cycling network. This includes along Ministry-owned corridors or at infrastructure such as major highway overpasses.

Federal Funding Streams:

- + Federation of Canadian Municipalities (FCM) funding streams
- + Investing in Canada Infrastructure Program
- + Healthy Communities Canada Funding Initiative
- + Green Municipal Fund
- + Federal Gas Tax Program
- + Federal Public Transit Infrastructure Fund

While there are a considerable number of existing funding sources provided by Durham Region and its partners based on existing practices, stakeholder interests and needs as well as best practices from comparable municipalities (see section 3 of the Phase 2 Technical Report), three funding options are being recommended for consideration by Durham Region. The proposed funding approach for Durham Region’s RCP aims to leverage existing tools which have already demonstrated success and, to modify or adopt new tools where necessary to create an effective funding model that maximizes the Region’s return on investments in cycling. The intent is not for the Region to pick “one approach” but to consider all three options for adoption and implementation to ensure that the actions contained within the RCP are appropriately supported from a monetary perspective.



Option #1.

Maintain Current Funding Streams



Option #2.

Adapt Current Funding Streams



Option #3.

Adopt New Funding Streams

The funding mechanisms currently employed by Durham Region to support cycling projects should be maintained to continue the implementation of the PCN and other RCP recommendations. This includes the annual operating and capital budget funding sources under applicable Regional departments.

The continued support through capital and operating budgets would ensure that the short-term capital project component of the PCN would continue to be achieved along with support for the maintenance of cycling infrastructure (see Chapter 5 under the Maintenance Cycling Strategy).

Implementing the RCP’s recommendations will require additional funding. New funding mechanisms should be considered.

While all existing funding streams should be maintained, there are some that should be updated to reflect changing circumstances and emerging best practices.

Regional Cycling Plan Formula

The Region may look to expand the funding coverage beyond the cost of the multi-use pathway platform to a portion of the consulting design cost, in regards to infill / stand-alone MUP projects.

External Funding Sources

Durham Region should actively monitor announcements related to the Federal Government’s development of an active transportation fund, to invest in new and expanded pathways, bike lanes, trails and pedestrian bridges. The Region should continue to monitor Federal and Provincial funding opportunities.

Development Charges

The renewal of the Regional Development Charge Study in 2022 / 2023 should consider additional cycling infrastructure within the list of costs eligible for DC funding, including on and off-road infrastructure.

Additional measures have also been identified to supplement implementation of the RCP – specifically with the expansion of the PCN and the development of the four cycling strategies.

Active Transportation Reserve Fund

The fund would help cycling infrastructure projects; including standalone projects, within the appropriate phasing of the plan. A portion of the active transportation fund will also be used towards Regional cycling education and safety infrastructure initiatives, as identified in the RCP through the cycling strategies such as such as bicycle parking, wayfinding, programming and outreach to increase the effectiveness of cycling-supportive amenities and initiatives the Region can deliver.

The Active Transportation Reserve Fund would commit an annual rolling budget of \$2.5 million, to support the implementation of cycling infrastructure PCN and cycling-supportive strategy actions components.

6.2 Implementation Strategy

An implementation strategy is only considered effective if it can answer the day-to-day questions and support seamless coordination and collaboration between the lead agency and its partners. With a horizon of 10+ years, the Region will require a robust set of processes, practices and partnerships to support and facilitate the implementation of the plan.

Process...

refers to the steps involved in moving a project from conception to reality. Its guidance is not intended to be prescriptive but more of a setting of expectations of the work that is needed to proceed with next steps.

Partnerships...

refers to the coordination that will be needed to facilitate the implementation of proposed recommendations and actions between the Region, area municipal staff and other key stakeholders.

Practice...

refers to the day-to-day coordination that is required to facilitate the implementation of the RCP.

The Implementation Strategy has been designed to support the implementation of the RCP in the most efficient and effective manner. The content of the chapter builds upon provincially and municipally accepted guidelines and industry best practices which have been adapted and tailored to the unique needs of Durham Region including its upper-tier structure and the robust set of existing partnerships that are in place Region-wide.



Implementation Process

There are two types of actions – infrastructure actions associated with the PCN and programming / initiative actions which are associated with the cycling strategy. The implementation of the RCP actions should be facilitated and supported through the development and application of a set of clear and pragmatic procedures to ensure consistent coordination. While the implementation of each action should be uniquely tailored to the desired outcome, there are steps that can be universally applied which form two distinct implementation processes. These processes have been adopted from leading industry references and are verified upon the success of comparable precedence. They are presented below and detailed in section 3 of the Phase 2 Technical Report.

Process #1. Infrastructure & Policy

The intent of the infrastructure and policy implementation process is to provide a distinct set of steps that moves a project from the master planning phase through to detailed design, implementation and monitoring. The process identified for Durham Region is consistent with the updated processes and practices outlined in Ontario Traffic Manual Book 18 including the five-step network implementation process. This process has long been replicated by many municipalities across Ontario, as the gold standard in guiding infrastructure recommendations through to design and construction. The following is an overview of each of the steps presented in **Figure 6-2**, Additional details on the implementation process are provided in OTM Book 18.

Phase 1. Strategic Planning

- + Project is selected based on alignment with network and priorities outlined within master plan.
- + Project is informed by a locally adaptive approach guided by a statement of community values.
- + Project is coordinated with other major and minor capital projects to minimize redundant expenses.

Phase 2. Feasibility Assessment & Functional Design

- + A complete understanding of the local community's existing conditions, both physical and cultural.
- + Project location is visited and experienced from the perspective of cyclist.
- + A public consultation strategy is developed to acquire a comprehensive public understanding.
- + A feasibility study is undertaken.

Phase 3. Design- Project's detailed design based on three stages of percentage completion:

30% Detailed Design

- + Builds upon the pre-functional design, project illustrated at a higher-level plan view.
- + Defining details: parking, travel lanes, areas of constraint and cross-sectional designs.

60% Detailed Design

- + Concept is refined, and construction activities are refined.
- + Defining details: Curb radii, traffic signal layouts, landscaping plans and signage layouts.

90%/100% Detailed Design

- + Draft 100% submission with all details necessary to construct.
- + Defining details: item specifications, quantities, cost estimates, a complete drawing package, all necessary permits, licenses and supportive plans and post construction monitoring program.

Phase 4. Construction

- + Project is tendered out and implemented.
- + Construction related activities are tailored to the conditions of the project site.
- + Contingency plans are devised to mitigate potential schedule cost overruns and delays.
- + Construction activities are routinely monitored to ensure compliance with project guidelines.

Phase 5. Post-Completion

- + Monitoring and evaluation of through a select group of indicators.
- + Documentation of any changes that occur in travel behaviour and demand.

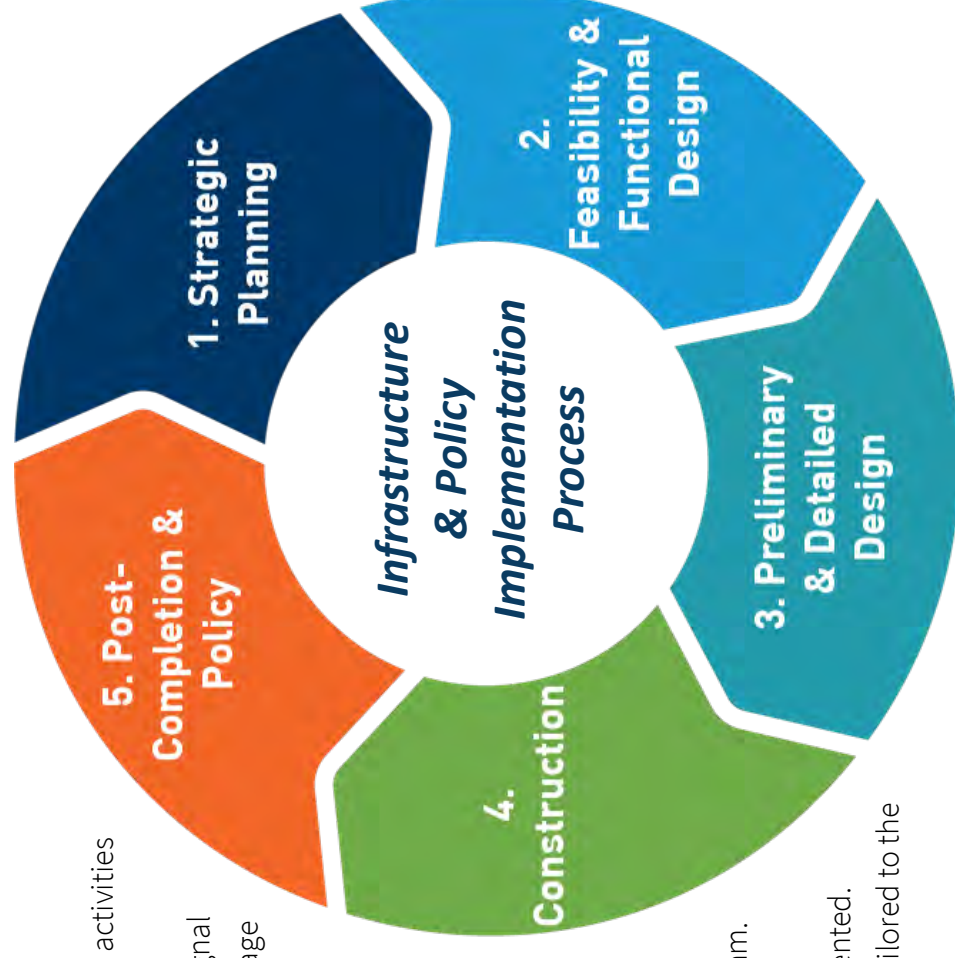


Figure 6-2. Infrastructure & Policy Recommended Implementation Process

Process #2. Programming & Education

Actions outlined in Chapter 5 of the RCP have been developed with the intent of fulfilling the Region’s mandate to increase the viability of cycling. Increasing the viability of cycling is about providing the appropriate routes and facilities as well as implementing programs and supportive communication and outreach tactics that aim to influence and adapt the behaviour of regional residents and visitors.

The influencing of behaviour through programming is driven by a widely accepted approach of Community Based Social Marketing (CBSM). CBSM is a process by which the appropriate actions are determined with the purpose of tailoring them to the needs of the intended audiences and the intended outcomes related to a shift in their behaviour. CBSM is recognized as a proven best practice in maximizing the degree that an initiative is received by a target audience.

Within the context of Durham’s RCP, CBSM has been identified as a necessary approach and process which is meant to address the expected car-centric sentiments of our society and support the Region in the creation of a more multi-modal and sustainable transportation network through cycling initiatives.

Although most applicable to actions listed as part of the Education and Encouragement Strategy, the framework can equally be used to improve the delivery of programs listed under other cycling strategies and considered for future outreach and communication associated with those programs in addition to policy updates and infrastructure improvements.

The following is a detailed description of the steps identified in **Figure 6-3**.

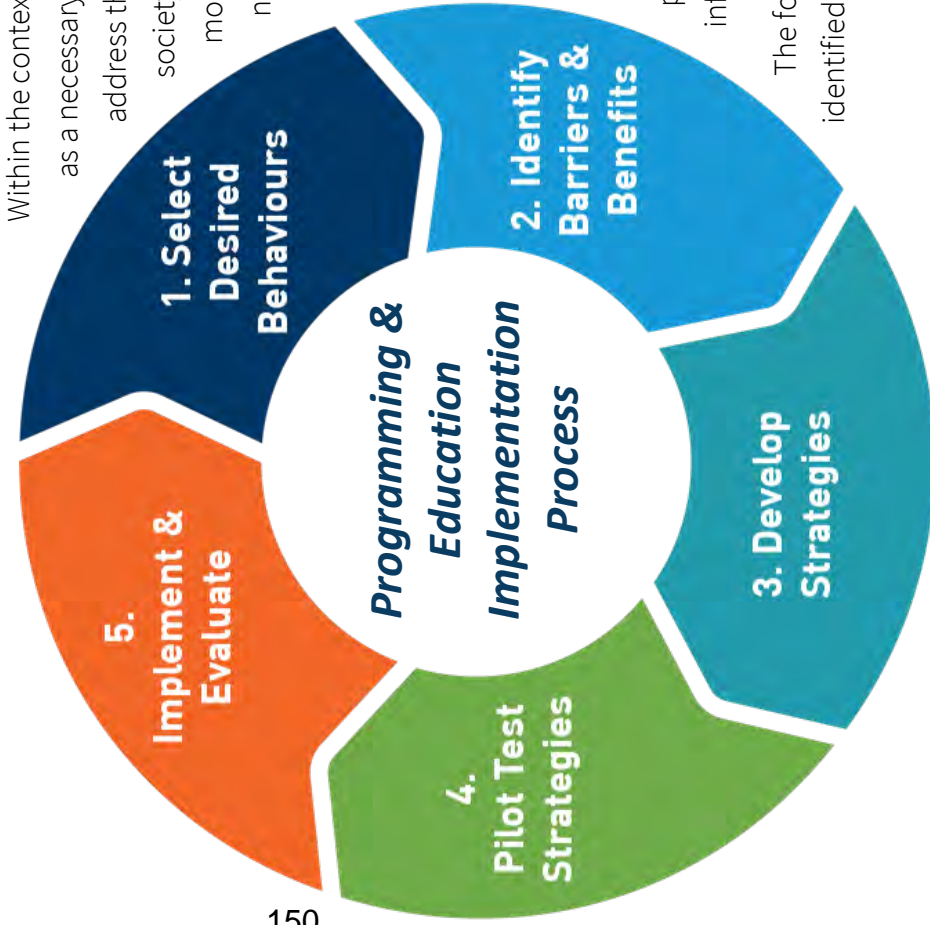


Figure 6-3. Programming and Education Implementation Process

Step 1. Select Behaviours to Promote

Identifying the change or shift that the Region wants to see made in terms of a specific cycling behaviour. This envisioned shift should be articulated in close consultation with relevant stakeholders, including the DATC, applicable regional departments and area municipalities.

Step 2. Identify Barriers & Benefits

Identify and communicate / address the potential barriers that could prevent the shift in behaviour as well as the benefits that could be realized by the community through engagement. These considerations can be revealed based on the outcomes of past engagement activities as well as other related responses from the community.

Step 3. Develop Strategies

Identify specific strategies that address and leverage social science principles as well as context specific considerations. Beyond tailoring the context of Durham Region, attributes of your target audience, including their location, communication preferences and outreach methods should also be considered in developing an effective approach.

Step 4. Pilot Test Strategies

Identify a specific area within the Region where the strategy or program can be tested based on the target audience. The scale of this test area can vary depending on the availability of funds and should be prioritized in areas where public support has been expressed.

Step 5. Implement & Evaluate More Broadly

Implement the strategy and provide opportunities for feedback and learning. Document lessons learned and successes. While kept as an indicator of their success, results of the post implementation monitoring scheme should also inform subsequent improvements and future expansions elsewhere.

Before embarking on the program and education process, it is important to note that human behaviour change is considered extremely complex. The CBSM approach identifies a sequence of behavioural progressions, which actions should be uniquely tailored towards to achieve a collective cultural change in favour of cycling. These behaviour progressions are inherent among all target audiences and should be considered when identifying the appropriate format and expected level of engagement, that a cycling program should be designed around two key considerations, the audience that is intended to be engaged and the objectives or the intended outcomes.

Implementation Partnerships

The successful identification, development and delivery of the actions presented within the RCP is reliant on strong, active partnerships with the many stakeholders with ties to cycling in Durham Region. Though the RCP will be administered by Regional staff, its success relies on the collective efforts and support of the community at large.

Stakeholders can help shape the appropriate scale and scope of measures that should be undertaken and provide knowledge, resources, involvement and information that is crucial to their successful delivery.

Failing to activate this potential through the engagement of coordinated and collaborative partnerships, risks both the financial viability of these actions as well as the punctuality of the RCP’s implementation timeline.

A detailed overview of each of the proposed partners and their anticipated role relative to the different components of the RCP is presented in section 3= of the Phase 2 Technical Report. The intent is to provide some direction and clarification around where and how Regional partners are meant to be engaged. A summary of key stakeholders is presented in **Figure 6-4**.

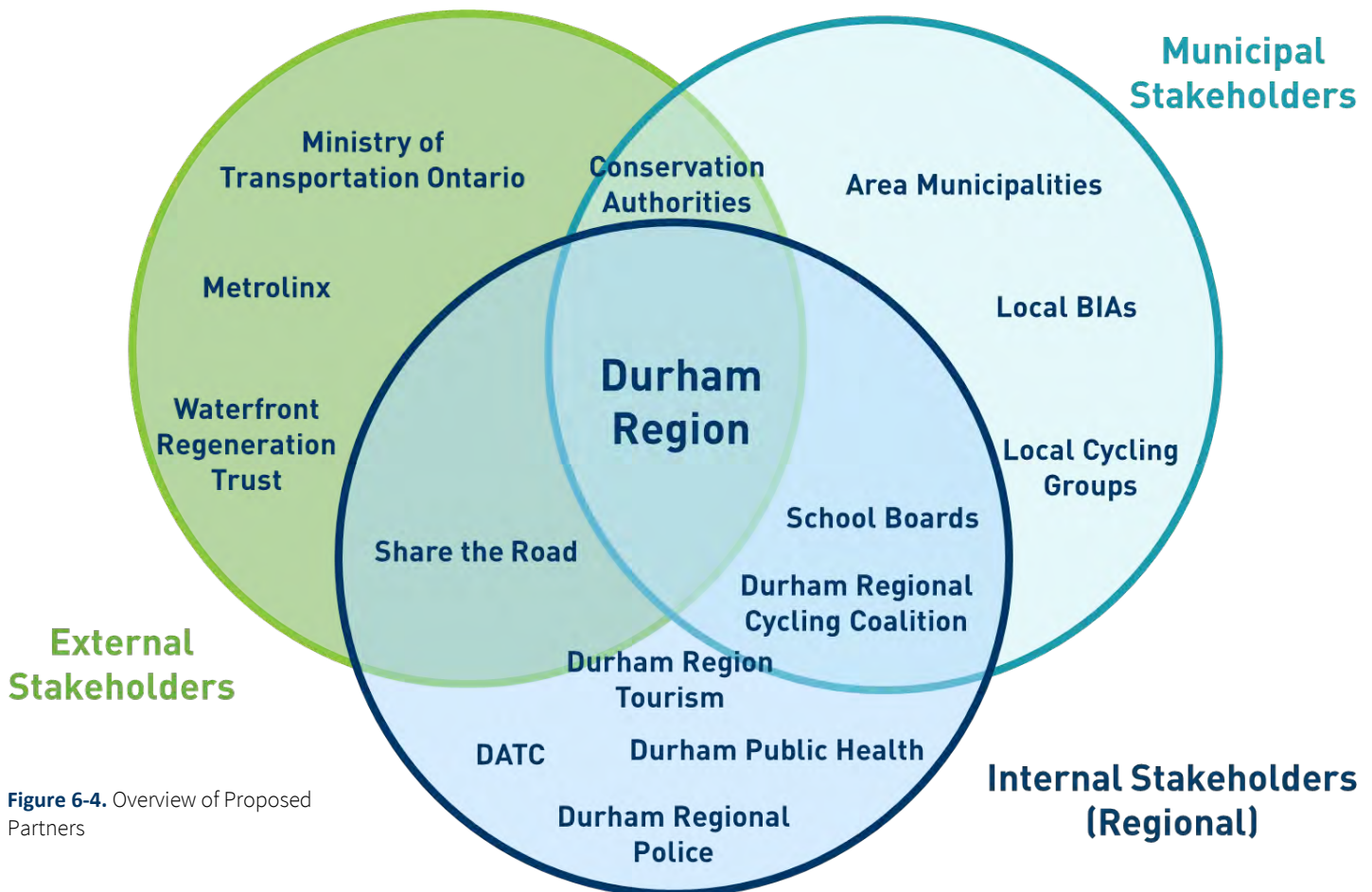


Figure 6-4. Overview of Proposed Partners

Implementation Practice

Practice refers to how staff undertake the day-to-day coordination, management and implementation of the RCP. Outlining a universal set of practices to guide the implementation of all RCP actions guarantees greater consistency and predictability in their outcomes. The intent of a clear implementation practice is to provide tools and strategies that are considered useable and adaptable no matter the level of technical ability and understanding. To support the implementation of the RCP, three “practice” related actions have been identified which are described in detail below.

Practice #1. Roles & Responsibilities

Implementing all actions and recommendations recommended in the RCP must be guided by a pragmatic and comprehensive organizational structure where roles are clearly identified. This structure should not only be clear and efficient but tailored to the individual capacities and competencies of each involved. While not prescriptive, the structure offers a suggested governance structure to effectively administer the development and implementation of all RCP recommendations and actions. This framework is adapted from the Region’s current organization structure, while also featuring the inclusion a new separate Regional Active Transportation (AT) programs coordinator(s). The structure is illustrated in **Figure 6-5**, and a more detailed overview of the proposed roles and responsibilities is provided following.

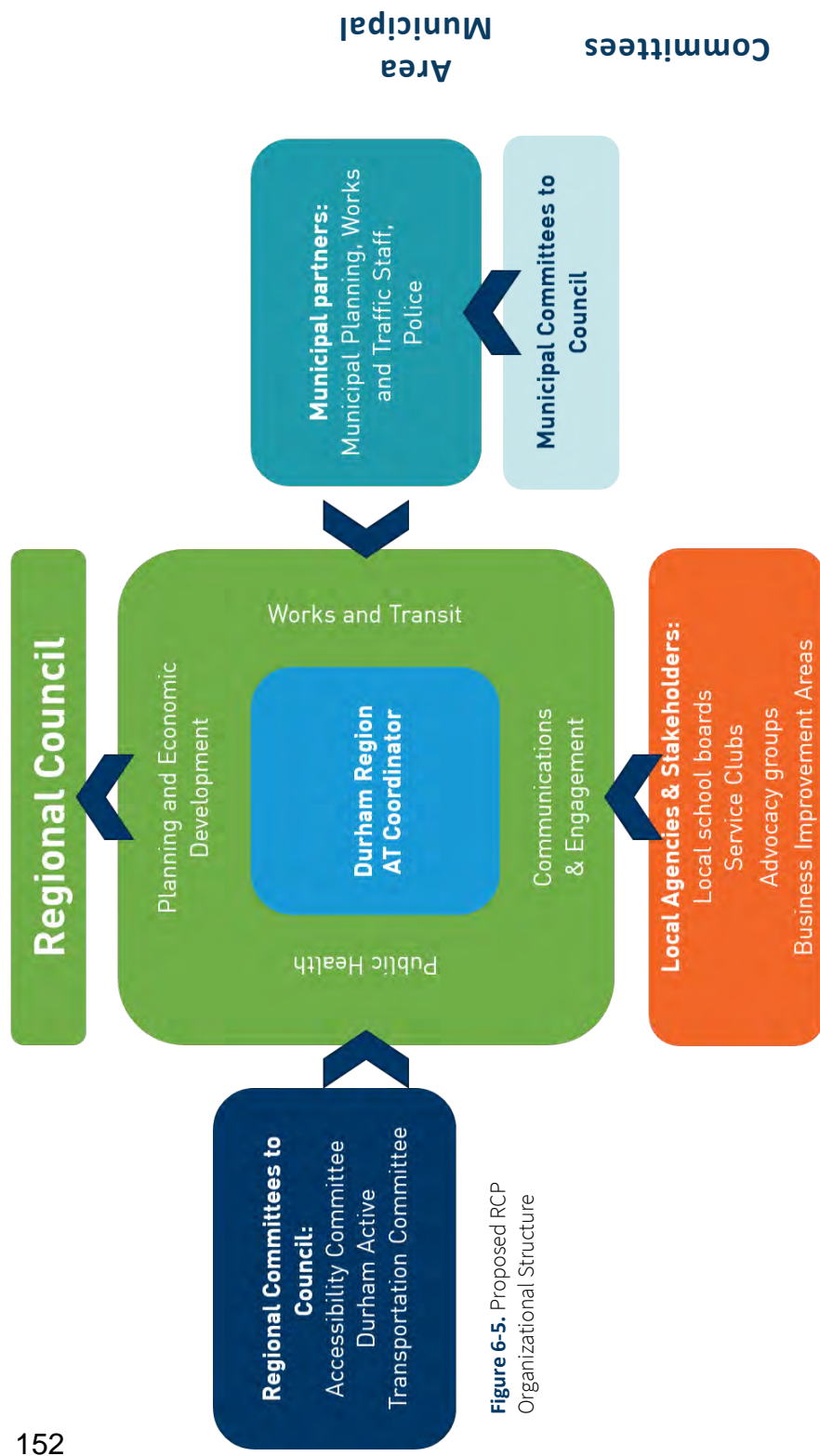


Figure 6-5. Proposed RCP Organizational Structure

Proposed RCP roles and responsibilities...

- + Regional Council: Responsible for approving all cycling related decisions presented by staff, including the RCP itself.
 - + Public Works: Administers the design, construction, maintenance and post-implementation review data collection, involved with new cycling infrastructure on Regional roads.
 - + Transit Agencies (Metrolinx & DRT): Considers the role regional transit services play in supporting/feeding into cycling trips. Responsible for approving cycling initiatives found near or on transit sites or those which directly support multi-modal travel.
 - + Public Health: Advocate for cycling recommendations based on their potential benefits to broader public health (increased physical activity and reduction in air pollution)
 - + Planning Division: Formulates policy, develops frameworks for land use and transportation (e.g. AT facilities), and manages AT-related programming and initiatives.
 - + Corporate Communications Office: Assist in the development and distribution of promotional materials for cycling initiatives and provide support for evaluation and monitoring efforts, such as resident surveys through ‘Your Voice Durham’
- + Municipal Planning Divisions: Advances localized land use and policy decisions with relevancy to cycling
 - + Municipal Traffic Staff: Manages the traffic operations of local roads, including with respect to cyclist movement
 - + Municipal Public Works Departments: Administers the planning, construction, maintenance and post-implementation review, involved with new cycling infrastructure on local roads.
- + Durham Active Transportation Committee (DATC): Representatives from each of the eight area municipalities who have an interest in active transportation and which advocates and informs projects to Regional staff and Council in their decision making.
 - + Durham Accessibility Advisory Committee: Public body which advises the Region on how to make Regional programs more accessible to those with disabilities.

Practice #2. Implementation Tools

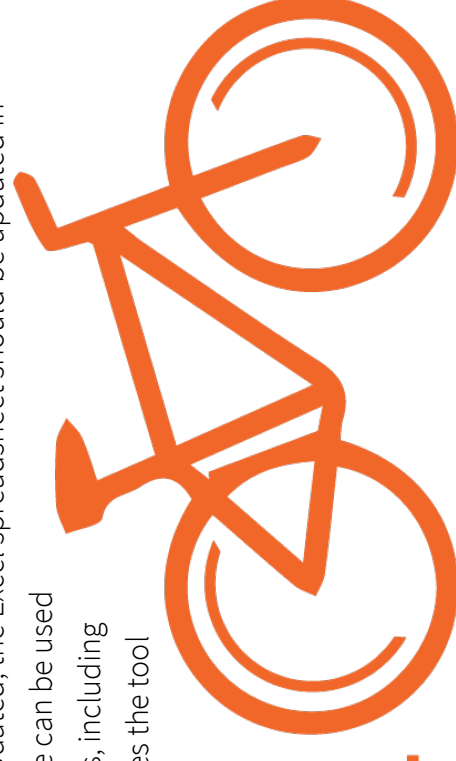
In addition to a robust procedural framework, a cycling project can also be enabled using a variety of supportive tools including devices and methods that improve the effectiveness and efficiency of network components and programs. Depending on their cost and degree of sophistication, certain tools may need to be selectively owned and developed by only certain RCP stakeholders. This constraint underscores the importance of establishing and maintaining strong active relationships with partners, to ensure the necessary sharing of these cost prohibitive resources. Although it is important to leverage the unique capacities of resources of all stakeholders, the Region should maintain a key role in orchestrating this coordination and should, where possible, adopt supportive tools to do so. The following are two such tools that have been developed through the RCP process and are recommended to support coordination, management and implementation of the RCP actions.

GIS Database

One effective and relatively cost-efficient implementation tool is a GIS database of up-to-date information pertaining to the RCP's PCN. This database should include proposed routes, facility types and phasing as well as existing facilities. GIS databases provide a useful way to inventory features of the PCN, and help to visualize them, both independently and overlapped with other relevant information. Using a GIS program, for instance, can allow the Region to map different network segments based on their implementation horizon. This information, overlaid with the location of other scheduled road works projects, can identify opportunities to coordinate related construction activities and save costs.

Excel Database

Another suggested implementation tool are Excel data-tables, to disseminate information contained in a GIS database, among other datasets related to implementation. Excel data-tables can either be a substitute or complement of a GIS database, to record, visualize or broadly share information pertaining to the PCN's implementation. As the GIS database is managed and updated, the Excel spreadsheet should be updated in tandem. Due to its flexible formatting, the Excel database can be used to store additional details descriptive of proposed routes, including costing, utility relocations and road dimensions. This makes the tool versatile in guiding annual budgeting, maintenance schedules and other activities related to project implementation.



What is an AT program coordinator?

As noted above, a critical component of RCP coordination is the development and implementation of a dedicated AT coordinator role. To ensure an adequate provision of human resource and attention is dedicated to RCP actions, the Region is advised to hire or identify potential reassignment of existing staff for one or two designated AT program coordinators. These can be either full or part time positions and should directly support the implementation of the RCP with a specific focus on coordinating the day to day implementation of the RCP. While hired as Regional staff, the role should also provide support and direction to their counterparts within the various area municipal governments. Having the Region as the key coordinator on cycling matters would also allow different stakeholders to relate to each other, fostering a more collaborative cycling culture. The assigned duties and expectations of this position should not be static but should adapt to the changing needs and organization structures of all stakeholders they work with. The AT Program Coordinator would fulfill the roles of a coordinator, administrative assistant and program delivery agent, by completing the following tasks:

- + Liaison between the various stakeholders involved in administering different cycling initiatives. Specific tasks can include but are not limited to assisting with scheduling and obtaining the necessary permits and clearances from relevant departments to deliver scheduled programs;
- + Provide input on yearly programming and whether funding and could support programs delivered by supporting agencies / stakeholders;
- + Offer direct support to both area municipal and Regional staff involved in the identification, development and planning of cycling initiatives. This can include efforts that prepare for the delivery of programs, arrange necessary financial or human assistance to run workshops and activities or, promotional activities;
- + Identify potential funding sources and assisting with the preparation of grant proposals on the Region's behalf;
- + Assist in the more immediate, day-to-day planning and implementation of all cycling initiatives. This includes securing a location / venue, obtaining funds to run programs and ensuring program remain on time and within budget; and
- + Ensure all efforts uphold the RCP's vision and guiding objectives.

Practice #3. Monitoring Approach

To maximize the RCP’s efficacy, all actions and strategies should be routinely and comprehensively evaluated – consistent with Step 5 in the proposed infrastructure and policy implementation process. The implementation of a monitoring approach is essential to the overall success of the RCP. Listed below in **Table 6-4** are some proposed indicators that could be used to monitor progress of the RCP. Additional indicators will be identified

through the development of the Bicycle Parking Guidelines and Signage and Wayfinding Strategy, and through the integration of cycling maintenance into the Region’s asset management plan. Like all other RCP recommendations, they should be modified based off understandings of reporting capabilities and priorities, as determined by the Region.

PCN	Bicycle Parking	Signage & Wayfinding	Encouragement & Education	Facility Maintenance	Financing
Percentage of short-term infill projects completed (%)	Number of short-term bike parking spots (#) on Regional property	Installation of signage features (#)	Number of participants in Regional AT events (#)	Km of bike facilities with winter maintenance (#)	Annual budgetary allocation towards cycling projects (\$)
Number of short-term capital projects completed (#)	Use of short-term bike parking spots (#)	Number of network wayfinding complaints (#)	Number of schools with School Travel Plans (#)	Number of bike facility surface pothole repairs (#)	Annual cycling investment from the Regional Active Transportation Reserve Fund
Percentage of long-term capital projects complete (%)	Number of long-term bike parking spots (#) on Regional property	Opinion of different user groups (Likert scale)	Number of cycling tourists (#)		
Number of cyclists (#)	Use of long-term bike parking spots (#)		Number of Bike Friendly Businesses in Durham Region (#)		

Table 6-4 . Proposed Evaluation Indicators for the Durham Region Cycling Plan

Appendix A

Network Management Tool

**Appendix A - Network Management Tool
Durham Regional Cycling Plan, 2021: Table 1 - Unit Price Schedule**

This table provides an overview of the estimated unit costs for active transportation and cycling facilities, structures and crossings and other elements of an active transportation / cycling network. All unit prices exclude tax, contingency, design and approvals costs.

ITEM	DESCRIPTION	UNIT	UNIT PRICE RANGE	CALCULATION	COMMENTS/ASSUMPTIONS
1.1	Signed Bike Route in Urban Area	linear KM	\$1,200	\$1,200	Price for both sides of the road, assumes one sign a minimum of every 500 metres in the direction of travel. Price assumes that signs will be mounted on an existing post. Price includes: - \$300 per sign x 4 signs (2 signs on each side of the road)
1.2	Signed Bike Route in Rural Area	linear KM	\$1,000	\$1,000	Price for both sides of the road, assumes one sign a minimum of every 2 kilometres in the direction of travel. Price assumes that signs will be mounted on a new post. Price includes: - \$500 per sign x 2 signs (1 sign on either side of the road)
1.3	Signed Bike Route with Sharrow Lane Markings <i>Intended to supplement a signed bike route in specific locations. Not intended to be a stand-alone facility type.</i>	linear KM	\$11,600	\$11,600	Price for both sides of the road, includes route signs every 500 metres and sharrow stencils every 75 metres as per OTM Book 18 guidelines. Price includes: - \$300 per sign x 4 signs (2 signs on each side of the road) - \$400 per stencil marking x 26 (13 stencils on each side of the road)
1.4	Signed Route with Edgeline	linear KM	\$12,200	\$12,200	Price for both sides of the road, includes signs and painted edgeline (100mm solid white line). Price includes: - \$300 per sign x 4 signs (2 signs on each side of the road) - \$5.5 per metre for painted solid white line
1.5	Signed Bike Route with Paved Shoulder in conjunction with existing road reconstruction / resurfacing	linear KM	\$100,000 to \$200,000	\$150,000	1.5 metre paved shoulder on both sides of the road. Assumes cycling project pays for additional granular base, asphalt and painted line. Price may vary from \$100,000 to \$200,000 depending on work needed to improve platform. Price includes: - \$300 per sign x 4 signs (2 signs on each side of the road) - \$5.5 per metre for painted solid white line (both sides of the road)
1.6	Signed Bike Route with Buffered Paved Shoulder in conjunction with existing road reconstruction / resurfacing project	linear KM	\$200,000 to \$250,000	\$225,000	Price may be higher if road platform needs to be widened. 1.5 metre paved shoulder + 0.5-1.0 metre paved buffer on both sides of the road. Assumes cycling project pays for additional granular base, asphalt, painted edge lines and signs (buffer zone framed by white edgelines). Price may vary from \$200,000 to \$250,000. Price includes: - \$300 per sign x 4 signs (2 signs on each side of the road) - \$5.5 per metre for painted solid white line (both sides of the road)
1.10	Conventional 1.5m-1.8m Bicycle Lanes by Adding Bike Lane Markings and Signs	linear KM	\$29,000	\$29,000	Price for both sides of the road, includes signs, stencils and edge line. The price assumes: - \$11,000 for painted lane line (\$5.5 per metre multiply 2 for both sides of the road) - \$10,400 for painted bike symbols (assumes \$250 per symbol, 13 symbols per linear km multiply by 2 for both side of the road) - \$2,500 for bike lane signs (assumes \$350 per sign and tab, 5 signs per linear km - spaced every 200 metres - multiply by 2 for both sides of the road) - \$3,900 for 'No Parking' signs (assumes \$150 per sign, 13 signs per linear km multiply by 2). Signs to be mounted on existing and new posts. Price depends on number of stencils and signs used.
1.11	Conventional 1.5m-1.8m Bicycle Lanes through Lane Conversion from 4 lanes to 3 lanes	linear KM	\$53,000	\$53,000	Price for both sides. Includes grinding of existing pavement, markings, signs, painted markings. Assumes road is not be surfacing. The price assumes: - \$11,000 for painted lane line (\$5.5 per metre multiply 2 for both sides of the road) - \$10,400 for painted bike symbols (assumes \$400 per symbol, 13 symbols per linear km multiply by 2 for both side of the road) - \$2,500 for bike lane signs (assumes \$350 per sign and tab, 5 signs per linear km - spaced every 200 metres - multiply by 2 for both sides of the road) - \$3,900 for 'No Parking' signs (assumes \$150 per sign, 13 signs per linear km multiply by 2). Signs to be mounted on existing and new posts. Price depends on number of stencils and signs used. - \$6 to \$8 per linear metre for lane line removal (soda blasting). Price varies on markings to be removed on a multi-lane roadway. Remove soda-blasting cost component if the road is being resurfaced. The cost for resurfacing to be part of resurfacing project.
1.12	Conventional 1.5m-1.8m Bicycle Lanes in Conjunction with a New Road, or Road Reconstruction / Widening Project	linear KM	\$390,000	\$390,000	Price for 1.5m bike lanes on both sides of the roadway (1.5m x 2 sides = 3.0m). The price assumes: - \$14,000 for catch basins and leads (\$350 per lead x 40 catch basins per linear km) - \$360,000 for asphalt and sub-base (\$55/m ² = 120 x 1.5m BL x 1000 x 2) - \$16,000 for signs, stencils and edge line
1.13	Conventional 1.5m-1.8m Bicycle Lanes that require a road widening /reconstruction	linear KM	\$700,000	\$700,000	The roadway project funds all other improvements. Price for both sides of the road, includes the cost for excavation, adjust catch basins, lead extensions, new curbs/driveway ramps, asphalt and sub-base, painted markings and signs. All costs associated with widening or reconstructing the road for the purposes of adding bike facilities is born by the bike project i.e. no economies of scale of adding a bike facility in conjunction with a planned roadway project.

**Appendix A - Network Management Tool
Durham Regional Cycling Plan, 2021: Table 1 - Unit Price Schedule**

ITEM	DESCRIPTION	UNIT		COMMENTS/ASSUMPTIONS
1.14	Buffered Bicycle Lane with Hatched Pavement Markings - No Road Construction / Widening or Road Diet required	linear KM	\$49,000	Price for 1.5m bike lanes with 1m hatched buffer. The price assumes: - \$30,000 for painted lines (\$6 x 5000 metres of line paint) - \$1,000 for hatching paint (1000 metres) - \$10,400 for painted bike symbols (assumes \$400 per symbol, 13 symbols per linear km multiply by 2 for both side of the road) - \$2,500 for bike lane signs (assumes \$350 per sign and tab, 5 signs per linear km - spaced every 200 metres - multiply by 2 for both sides of the road) - \$3,900 for 'No Parking' signs (assumes \$150 per sign, 13 signs per linear km multiply by 2). Signs to be mounted on existing and new posts. Price depends on number of stencils and signs used
1.16	Buffered Bicycle Lane with Hatched Pavement Markings with Road Diet	linear KM	\$70,000	Price for 1.5m bike lanes with 1m hatched buffer. The price assumes: - \$30,000 for painted lines (\$6 x 5000 metres of line paint) - \$1,000 for hatching paint (\$1000 metres) - \$10,400 for painted bike symbols (assumes \$400 per symbol, 13 symbols per linear km multiply by 2 for both side of the road) - \$2,500 for bike lane signs (assumes \$350 per sign and tab, 5 signs per linear km - spaced every 200 metres - multiply by 2 for both sides of the road) - \$3,900 for 'No Parking' signs (assumes \$150 per sign, 13 signs per linear km multiply by 2). Signs to be mounted on existing and new posts. Price depends on number of stencils and signs used. - \$6 to \$8 per linear metre for lane line removal (soda blasting). Price varies on markings to be removed on a multi-lane roadway.
1.26	Uni-directional Cycle Tracks: Raised and Curb Separated - In conjunction with existing road reconstruction / resurfacing project	linear KM	\$250,000 - \$500,000	Both sides. Assumes cycle track will be implemented as part of road construction. Could include minor utility / lighting pole relocations. Other components such as bike signals, bike boxes etc. are project specific and will impact unit price.
1.29	Two Way Active Transportation Multi-use path within road right-of-way	linear KM	\$275,000 - \$426,000	3.0m wide hard surface pathway (asphalt) within road right of way (no utility relocations). Price depends of scale / complexity of project and if existing sidewalk is being removed (i.e. crushing of existing sidewalk and compacting for trail base).
1.30	Concrete Splash Strip placed within road right-of-way between Active Transportation Multi-Use Path and Roadway	m ²	\$150	Colour Stamped Concrete
1.31	Hard Surfaced Off-Road Multi-Use Trail Outside of Road Right-of-Way in an Urban Setting (New)	linear KM	\$300,000 - \$400,000	3.0m wide hard surface pathway (asphalt) within park setting (normal conditions) 90mm asphalt depth. Price depends of scale / complexity of project.

Notes:

- Unit Prices are for functional design purposes only, include installation but exclude contingency, design and approvals costs (unless noted) and reflect 2021 dollars, based on projects in southern Ontario.
- Estimates do not include the cost of property acquisitions, signal modifications, utility relocations, major roadside drainage works or costs associated with site-specific projects such as bridges, railway crossings, retaining walls, and stairways, unless otherwise noted.
- Assumes typical environmental conditions and topography.
- Applicable taxes and permit fees are additional.

**Appendix A - Network Management Tool
Durham Regional Cycling Plan, 2021: Estimated PCN Cost and Facility Breakdown**

Table 2a - Estimated Capital Costs by Facility Type and Phase (inclusive of all jurisdictions - Region, Local and MTO)

Facility Type	Short Term - Capital			Short Term - Infill			Long Term			Total (Full Build out)		
	Length (km)	% of ST capital network	Estimated Cost	Length (km)	% of ST infill network	Estimated Cost	Length (km)	% of LT network	Estimated Cost	Length (km)	%	Estimated Cost
Proposed Off-Road Trail	0.0	0%	\$0	0.0	0%	\$0	0.0	0%	\$0	0.0	0%	\$0
Proposed In-Boulevard Multi-Use Path	44.7	59%	\$26,416,744	47.6	34%	\$29,615,506	63.9	84%	\$37,767,424	156.1	27%	\$93,799,675
Proposed Cycle Track	6.2	8%	\$3,205,408	17.8	13%	\$8,969,807	0.0	0%	\$0	24.0	4%	\$12,175,215
Proposed Buffered Bike Lane	3.0	4%	\$202,747	9.4	7%	\$640,750	29.3	39%	\$2,061,964	41.7	7%	\$2,905,461
Proposed Buffered Paved Shoulder	3.9	5%	\$1,227,158	11.3	8%	\$3,530,649	66.6	88%	\$20,788,239	81.8	14%	\$25,546,045
Proposed Bike Lane	0.0	0%	\$0	14.4	10%	\$557,400	17.4	23%	\$662,457	31.8	6%	\$1,219,857
Proposed Paved Shoulder	18.1	24%	\$3,776,575	15.5	11%	\$3,219,115	151.9	200%	\$32,354,873	185.5	32%	\$39,350,562
Proposed Signed Route	0.0	0%	\$0	23.4	17%	\$39,011	32.2	42%	\$115,458	55.7	10%	\$154,469
Total	75.9		\$34,828,631	139.5		\$46,572,238	361.3		\$93,750,414	576.7		\$175,151,284
Percent of network totals	13%		20%	24%		27%	63%		54%			

Notes:

1. The estimated capital cost to implement Durham Region's PCN is based on unit prices (refer to the red highlighted rows in Tab 1). Costs for Contingency (24%) and Design and Engineering (13%) have been factored into the total network costs. Unit prices reflect 2020 dollars, but will vary based on current market demand, inflation and pricing.

2. This table does not include the estimated length or estimated cost for the Durham Meadoway (22.7 km).

Table 2b - Estimated Capital Costs by Facility Type and Phase (REGION ONLY)

Facility Type	Short Term - Capital			Short Term - Infill			Long Term			Total (Full Build out) - REGION ONLY		
	Length (km)	% of ST capital network	Estimated Cost	Length (km)	% of ST infill network	Estimated Cost	Length (km)	% of LT network	Estimated Cost	Length (km)	%	Estimated Cost
Proposed Off-Road Trail	0.0	0%	\$0	0.0	0%	\$0	0.0	0%	\$0	0.0	0%	\$0
Proposed In-Boulevard Multi-Use Path	44.1	59%	\$7,817,691	32.9	38%	\$6,118,054	50.5	20%	\$8,954,505	127.4	22%	\$22,890,250
Proposed Cycle Track	6.2	8%	\$3,205,408	17.0	20%	\$8,566,682	0.0	0%	\$0	23.2	4%	\$11,772,089
Proposed Buffered Bike Lane	3.0	4%	\$202,747	5.3	6%	\$362,518	18.2	7%	\$1,287,825	26.5	5%	\$1,853,090
Proposed Buffered Paved Shoulder	3.9	5%	\$1,227,158	11.3	13%	\$3,530,649	59.1	23%	\$18,458,387	74.4	13%	\$23,216,194
Proposed Bike Lane	0.0	0%	\$0	5.2	6%	\$176,555	3.5	1%	\$117,233	8.7	2%	\$293,788
Proposed Paved Shoulder	18.1	24%	\$3,776,575	13.5	16%	\$2,801,826	123.1	48%	\$26,352,596	154.7	27%	\$32,930,997
Proposed Signed Route	0.0	0%	\$0	1.3	1%	\$2,092	2.0	1%	\$3,328	3.3	1%	\$5,420
Total	75.3		\$16,229,578	86.4		\$21,558,376	256.4		\$55,173,874	418.1		\$92,961,828
Percent of network totals	18%		17%	21%		23%	61%		59%			

Notes:

1. The estimated capital cost to implement Durham Region's PCN is based on unit prices (refer to the red highlighted rows in Tab 1). Costs for Contingency (24%) and Design and Engineering (13%) have been factored into the total network costs. Unit prices reflect 2020 dollars, but will vary based on current market demand, inflation and pricing.

2. This table does not include the estimated length or estimated cost for the Durham Meadoway (22.7 km).

3. The estimated costs for proposed in-boulevard multi-use paths in Table 3b represents 30% of the total cost which is assumed to be the Region's share / cost.

Appendix A – Network Management Tool Durham Regional Cycling Plan, 2021: Regional Cycling Plan Funding Formula

Regional Cycling Plan Funding Formula:

For In-Boulevard Multi-Use Path (MUP) projects that are part of a Regional road widening or reconstruction project on the Primary Cycling Network (PCN), the Region covers the consultant design fees as per current practice. The 2012 Regional Cycling Plan funding arrangement for these MUPs will be maintained as part of the 2021 RCP, which includes the cost of utility relocation, grading, and platform and customized bridge structures as Regional expenses. The cost of the granular base, asphalt, signage, markings and other amenities is the responsibility of the area municipality. The area municipality is also responsible for ongoing maintenance and repair after the MUP facility is constructed.

For any proposed infill¹ In-Boulevard Multi-Use Path (MUP) project that is advanced by an area municipality on a Regional road right-of-way that is part of the PCN, upon the Region's approval, the Region commits to reimburse proponent area municipalities for a percentage share of the consultant design fee incurred. The Region's share of the consultant design fee will be equal to the percentage that the Region's construction cost expenses represent as part of the overall MUP project cost. This percentage share is based on the 2012 Regional Cycling Plan funding arrangement for these MUPs that will be maintained as part of the 2021 RCP. This includes the cost of utility relocation, grading, and platform and customized bridge structures as Regional expenses, and the cost of the granular base, asphalt, signage, markings and other amenities as area municipal expenses. Final invoices of all capital costs will be required by the Region from the area municipality for reimbursement of the Region's portion of the consultant design fee.

In the event that the design and construction for an infill project is led by the Region, the area municipality will reimburse the Region for the consultant design fee as per the area municipal share of the overall construction costs, consistent with the 2012 Regional Cycling Plan funding arrangement noted above.

¹ Infill or "standalone" projects are cycling facilities to be constructed that are not part of a road widening or reconstruction project under the Region's capital budget and nine-year forecast.

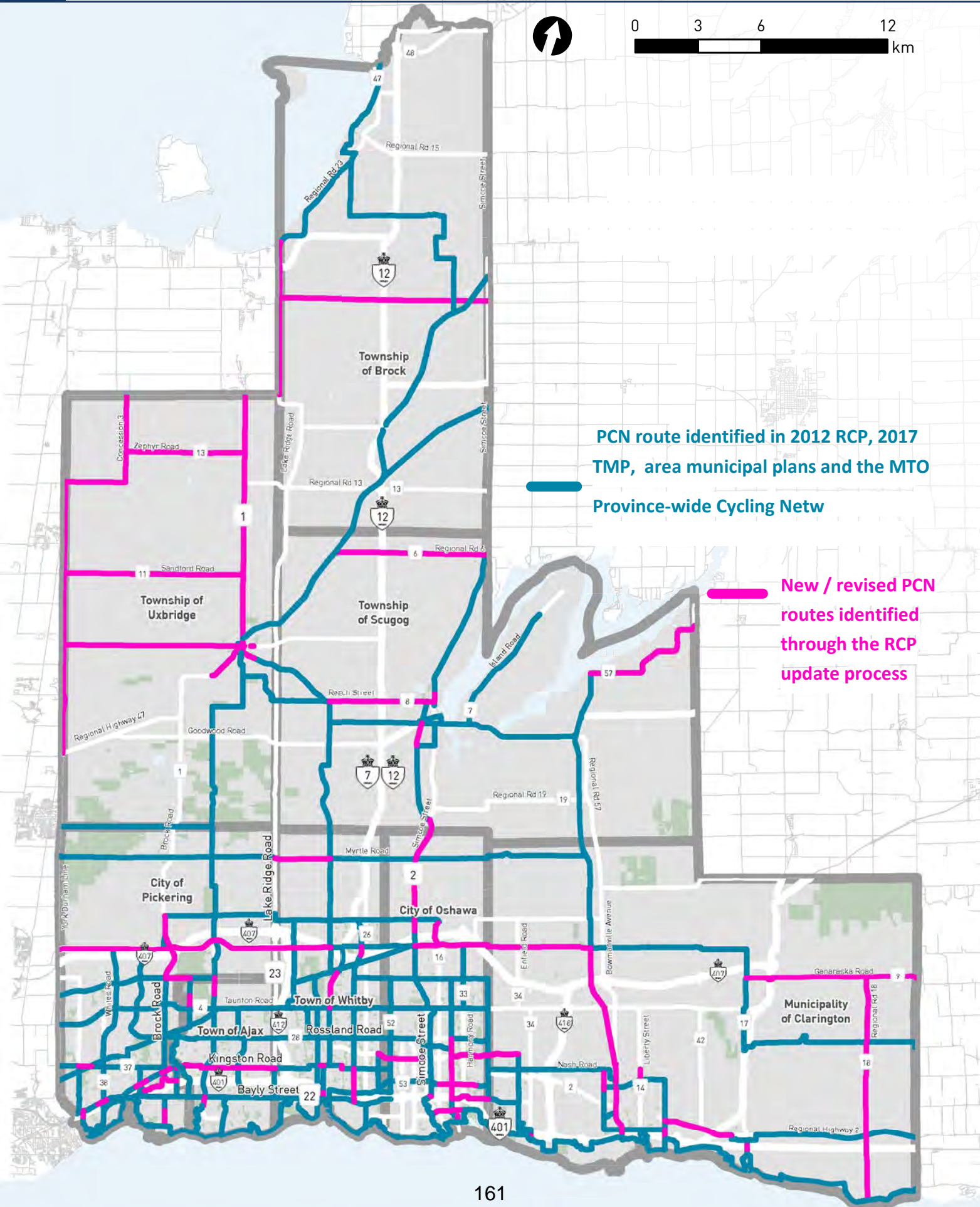
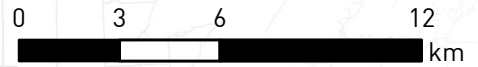
Attachment #2: Maps



Map 1 Primary Cycling Network 2012 vs 2020

1

Regional Cycling Plan | April 2021



PCN route identified in 2012 RCP, 2017
TMP, area municipal plans and the MTO

Province-wide Cycling Net

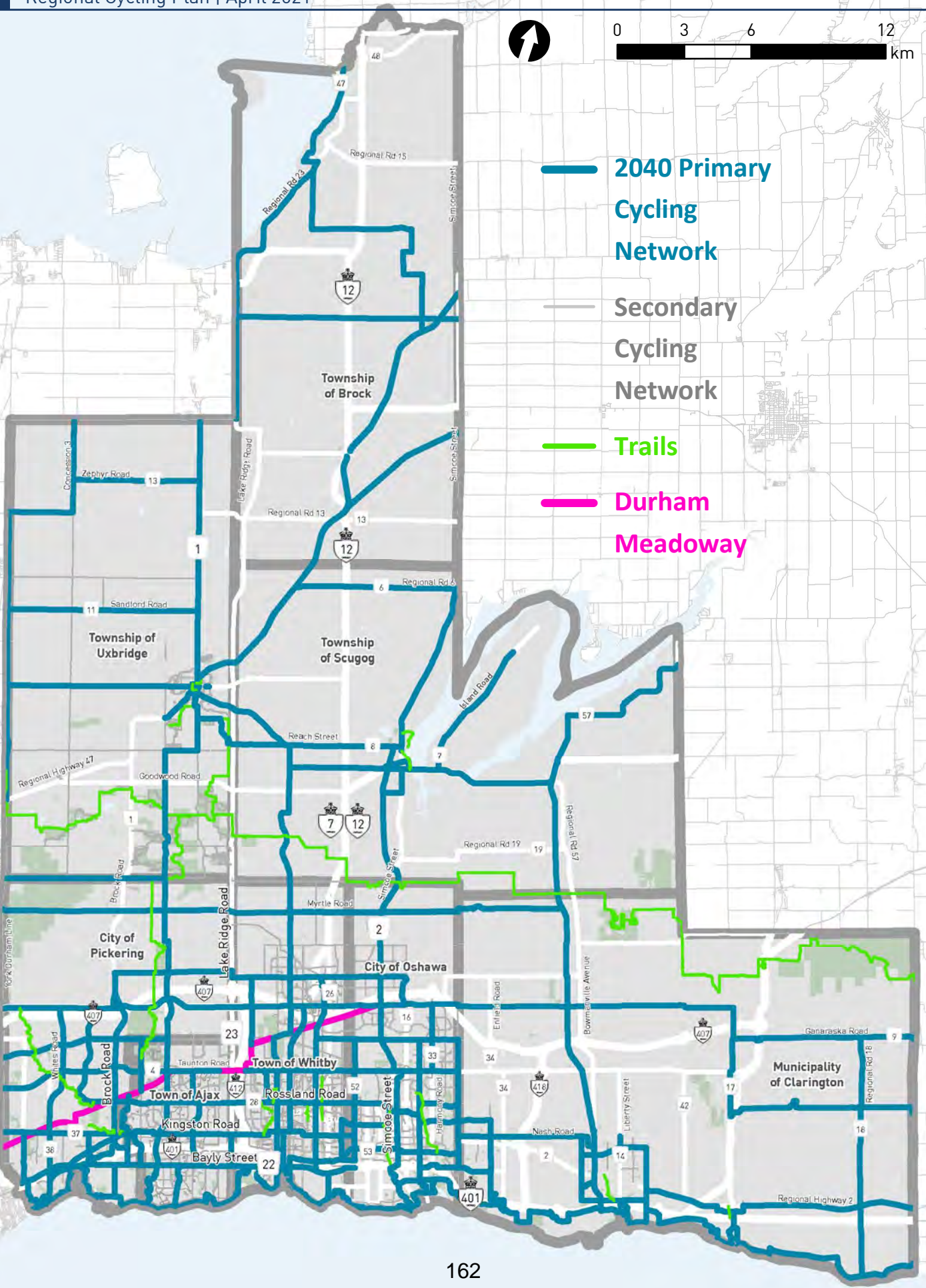
New / revised PCN
routes identified
through the RCP
update process

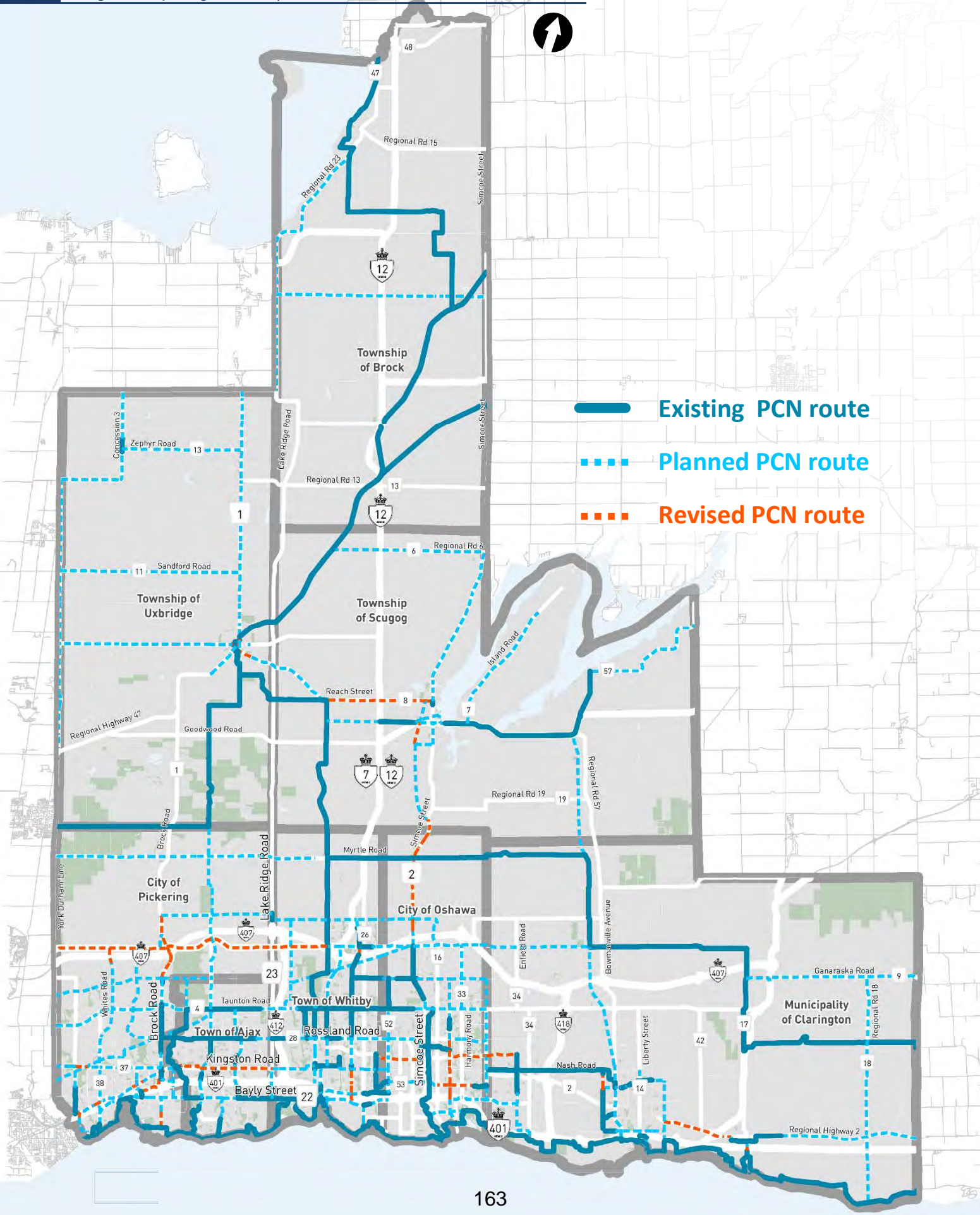
Primary Cycling Network Vision

Regional Cycling Plan | April 2021



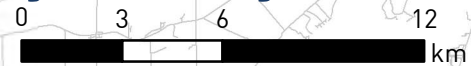
- 2040 Primary Cycling Network
- Secondary Cycling Network
- Trails
- Durham Meadowway











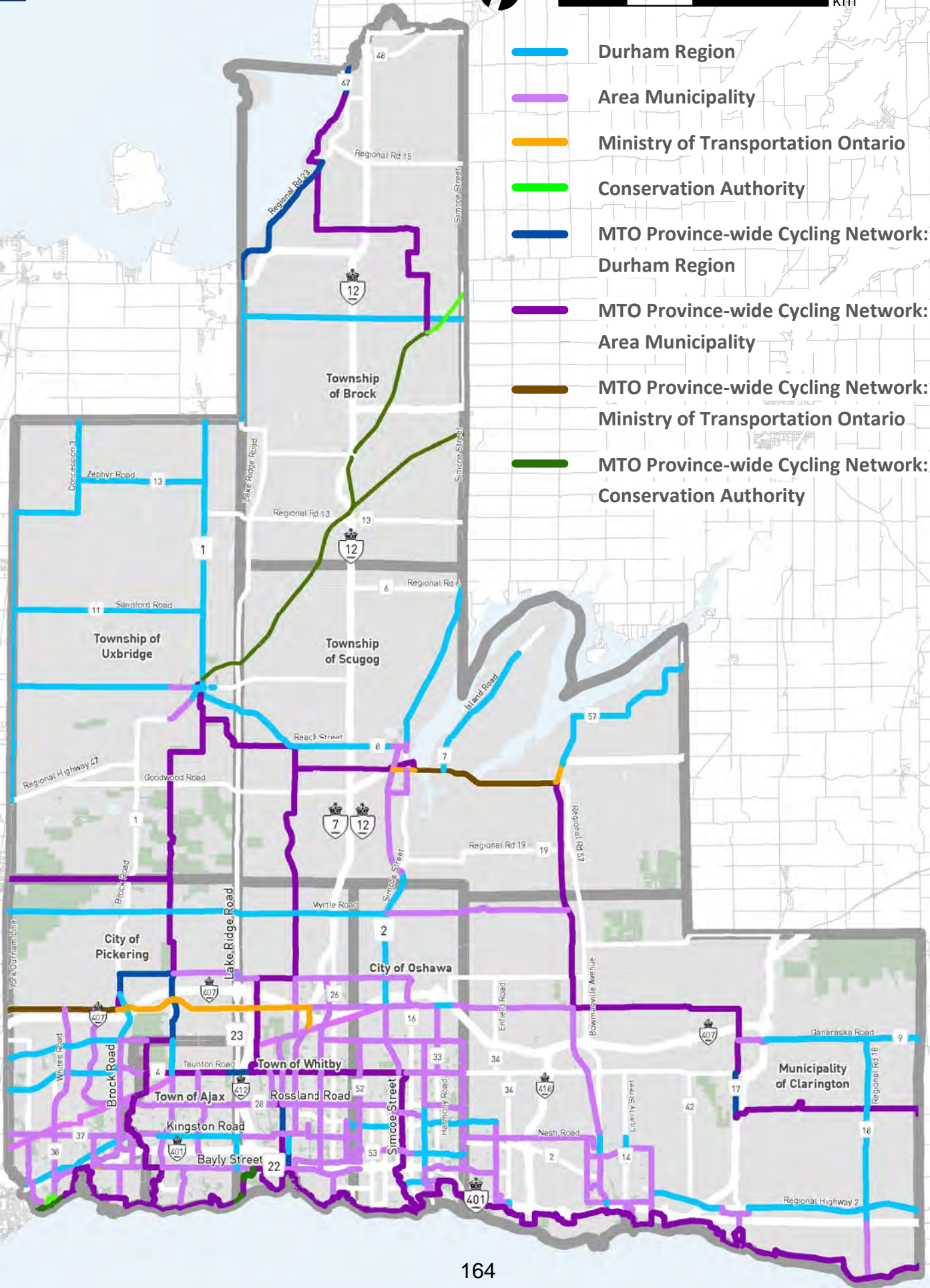


Primary Cycling Network by Facility Jurisdiction

Regional Cycling Plan | April 2021

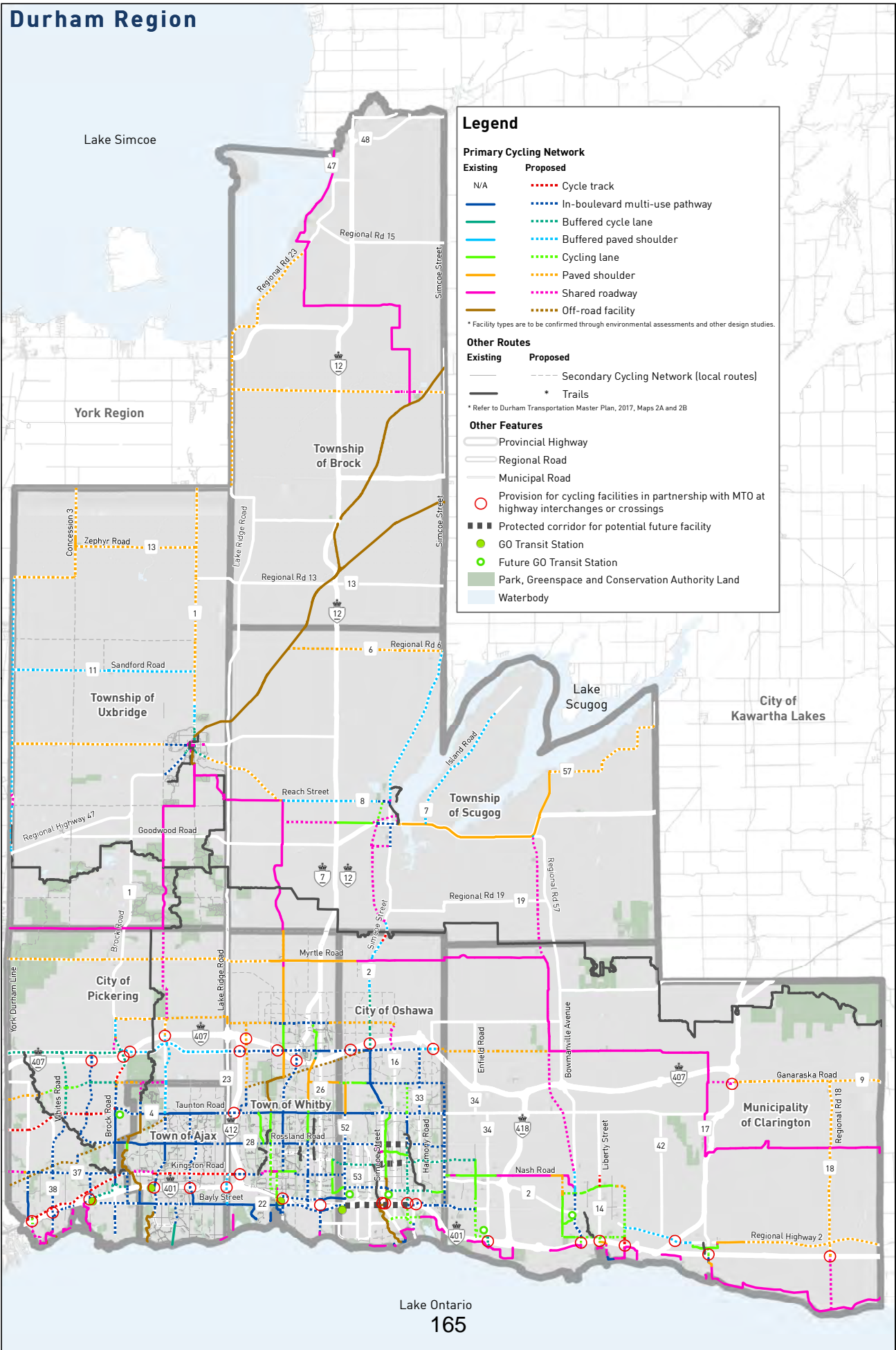


-  Durham Region
-  Area Municipality
-  Ministry of Transportation Ontario
-  Conservation Authority
-  MTO Province-wide Cycling Network: Durham Region
-  MTO Province-wide Cycling Network: Area Municipality
-  MTO Province-wide Cycling Network: Ministry of Transportation Ontario
-  MTO Province-wide Cycling Network: Conservation Authority





Durham Region



Legend

Primary Cycling Network

Existing	Proposed
N/A	••••• Cycle track
—	••••• In-boulevard multi-use pathway
—	••••• Buffered cycle lane
—	••••• Buffered paved shoulder
—	••••• Cycling lane
—	••••• Paved shoulder
—	••••• Shared roadway
—	••••• Off-road facility

* Facility types are to be confirmed through environmental assessments and other design studies.

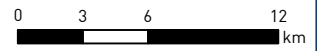
Other Routes

Existing	Proposed
—	--- Secondary Cycling Network (local routes)
—	* Trails

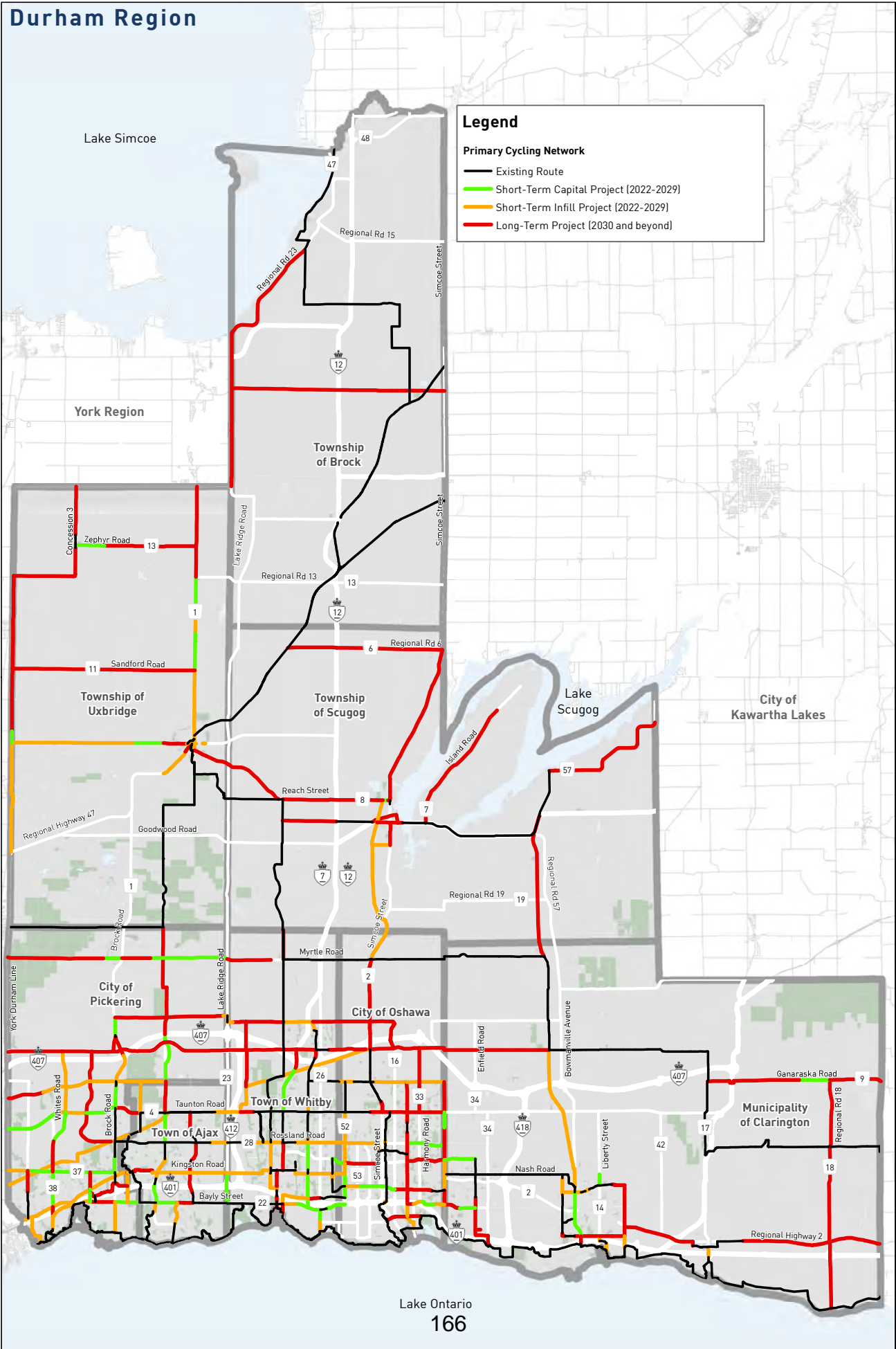
* Refer to Durham Transportation Master Plan, 2017, Maps 2A and 2B

Other Features

- Provincial Highway
- Regional Road
- Municipal Road
- Provision for cycling facilities in partnership with MTO at highway interchanges or crossings
- Protected corridor for potential future facility
- GO Transit Station
- Future GO Transit Station
- Park, Greenspace and Conservation Authority Land
- Waterbody



Durham Region





The Regional Municipality of Durham Report

To: Planning and Economic Development Committee
From: Commissioner of Planning and Economic Development
Report: #2021-P-14
Date: May 4, 2021

Subject:

Request from Richard Wannop for a Minister's Zoning Order to permit the development of a long-term care facility in the Port Perry Employment Area, Township of Scugog
File: A14-57

Recommendation:

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

- A) That the Regional Chair be authorized to write to the Minister of Municipal Affairs and Housing to advise of the Region's support for the use of a Minister's Zoning Order to permit the construction of a new long-term care facility on the south side of Reach Street in Port Perry; and
- B) That should Regional Council support the development of a new long-term care facility in Port Perry by way of a Minister's Zoning Order, that the Regional Chair's letter to the Minister specify that:
 - i) The MZO must be scoped to apply only to the lands on which the long-term care facility will be built;
 - ii) That the new long-term care facility should be located at the northeast corner of the Wannop property to facilitate ease of servicing and to minimize potential future land use conflicts;

- iii) That before the MZO is enacted, the proponent submit the appropriate servicing studies to the Region's satisfaction showing how municipal water and sewer services will be provided to the site;
 - iv) That the costs of extending municipal water and sewer services to the site will be borne by the proponent(s), not the Region; and
 - v) That the Region's support of this MZO not be construed as Regional support for the landowner's employment land conversion request on the abutting lands made through Envision Durham.
-

Report:

1. Purpose

- 1.1 The purpose of this report is to advise members of the Planning and Economic Development Committee that the Township of Scugog Council has been asked to support the use of a Minister's Zoning Order (MZO) to permit the development of a new long-term care facility on the south side of Reach Street in Port Perry on lands that are currently designated "Employment Areas" by the Regional Official Plan.
- 1.2 The primary owner of the subject lands, Mr. Richard Wannop, has stated that he has been approached by Southbridge Care Homes (Southbridge) regarding the construction of a new long-term care facility on his property. On March 17, 2021, Mr. Wannop requested Scugog Council to support the MZO.
- 1.3 While a similar request for support of the MZO has not been made to the Region of Durham, it is appropriate that Regional Council provide its comments to the Minister of Municipal Affairs and Housing given that this proposal represents an employment land conversion, and given that the facility will require an extension of Regional water and sewer services in order to operate.

2. Background

- 2.1 Southbridge currently operates "Port Perry Place", a 107-bed long-term care facility located at 15941 Simcoe Street, Port Perry.
- 2.2 It is staff's understanding that Port Perry Place does not meet the Ministry of Long-Term Care's current design standards; hence, a new facility is required in Port Perry that is more up-to-date.

- 2.3 On March 18, 2021, the Ministry of Long-Term Care announced that Southbridge was allocated 96 new beds. Combined with the previously allocated 53 beds and 75 eligible redevelopment beds in 2018, this project will result in a net new 224-bed home.
- 2.4 It is not known when Southbridge is required to have its new facility up and running, but staff's general understanding is that it is relatively soon.
- 2.5 Regional staff recognize the need for appropriate choice and care for its aging population and appreciate that a new facility in Port Perry should be supported. In the meantime, the following planning-related issues are noted for Council's information.

A precise location for the new facility on the Wannop property has not been established.

- 2.6 In total, the Wannop property in Port Perry is 64 hectares (157 acres). A draft MZO that was submitted with Mr. Wannop's request to the Township shows that the new facility is to be built somewhere within a 24-hectare (59 acre) rectangular block immediately south of Reach Street that is part of the larger 64-hectare land holding, (see Attachment 1).
- 2.7 A new long-term care facility can be accommodated on less than two hectares (five acres). Staff do not support the idea of the MZO being applied to the whole 24-hectare block when less than 2 hectares are required. For reasons explained later in this report, the facility, if it is to be built on the Wannop property, might best be located in the northeast corner of the block. Should Regional Council support the MZO request, the Minister should be asked to ensure that the MZO is scoped to include only those lands needed for the facility.

A long-term care facility is not currently permitted on the subject lands and is regarded as a sensitive land use. The proposal represents an Employment Land conversion.

- 2.8 The subject lands are designated "Employment Areas" in the Durham Regional Official Plan. In the Township of Scugog's Official Plan, the lands are designated "Prestige Industrial" and "General Industrial". The lands are currently zoned "Prestige Industrial" and "General Industrial" in the Township of Scugog's Zoning By-law. A long-term care home is not currently permitted within these land use designations and zone categories.

- 2.9 In late 2020, Mr. Wannop requested that the majority of his lands (the easterly two-thirds of the 64-hectares) be converted to a Living Area designation through Envision Durham, the Region's ongoing Municipal Comprehensive Review process. This request is currently being evaluated together with all the other conversion requests that have been submitted across the Region. It should be made clear to the proponent that Regional support for the long-term care facility will not influence staff's assessment of the conversion request.
- 2.10 If Mr. Wannop's conversion request is not ultimately approved, allowing a sensitive land use such as a long-term care facility in the interior of an Employment Area has the potential to destabilize adjacent land uses and sterilize surrounding land uses for future employment. Locating the facility at the easterly edge of the property abutting Reach Street will help to minimize any future destabilizing influence on surrounding land uses.
- 2.11 It may be noted that Township Council has recently expressed support for the conversion of these employment lands to permit residential and other uses.

Regional Council's Employment Area Servicing Initiative

- 2.12 On September 16, 2020, Committee of the Whole supported an Employment Land Servicing initiative to significantly invest in pre-servicing vacant employment lands as a way to promote commercial and industrial development opportunities and facilitate economic development.
- 2.13 The Port Perry Employment Area, within which the Wannop property is located, is one such area where pre-servicing of employment was prioritized. The major servicing investment required for this area is a new sanitary sewer pumping station. The Employment Land Servicing Initiative requires a Class Environmental Assessment for the proposed pumping station which is expected to begin later this year. Allowing the conversion of employment lands to residential-type uses runs counter to this initiative.

Water and Sewer Servicing

- 2.14 The lands at the northeast corner of the Wannop property are not currently serviced with Regional water and sewer services; however, Regional water exists to the east on Reach Street, and access to the sanitary sewer system is available from the residential subdivision east of Cawker's Creek.

- 2.15 Prior to the enactment of the MZO, it is recommended that the proponent provide a Functional Servicing Study to demonstrate how municipal water and sewer services will be provided to the site. The full cost of servicing the site should be borne by the proponent(s).
- 2.16 A traffic study has not been prepared; however, traffic impacts are expected to be manageable. Prior to the issuance of any building permits, the project would be subject to the Township's site plan approval process. If any road improvements along Reach Street are required to accommodate the new long-term care facility, they could be addressed as conditions of site plan approval.

3. Previous Reports and Decisions

- 3.1 In 2020, various staff reports were written on the use of MZOs across the Region. This report is the first one that pertains to the use of an MZO for these lands in the Port Perry Employment Area.

4. Relationship to Strategic Plan

- 4.1 The Strategic Plan promotes balanced growth and an adequate mix of attainable housing for residents at all ages and stages of life. The Strategic Plan also seeks to maximize opportunities for business and employment growth. A long-term care facility creates jobs, but would not normally be permitted in a designated employment area. It is a sensitive use which could impact the ability to develop abutting lands for employment uses.

5. Conclusion

- 5.1 Based on information that has been provided to staff, there is a need for a new long-term care facility in Port Perry, and there is some urgency. As a general comment, MZOs are of concern to planners because they do not involve an open and transparent public process, but they can be an appropriate tool to expedite a development that delivers on important social objectives.
- 5.2 Should Council wish to support the development of this new long-term care facility by way of an MZO, it is recommended that the Regional Chair be authorized to send a letter of support to the Minister of Municipal Affairs and Housing with certain caveats:
- a. That the MZO be scoped only to the lands where the long-term care facility is to be built;

- b. That the proponent identify through appropriate studies, satisfactory to the Region, how the subject lands will be serviced;
- c. That the cost of extending Regional water and sewer services will borne by the proponent(s); and
- d. That the Region's support of this MZO to enable the new long-term care facility not be construed as Regional support for the landowner's employment land conversion request for the abutting lands, made through the Envision Durham process.

6. Attachments

Attachment #1: Location Map

Respectfully submitted,

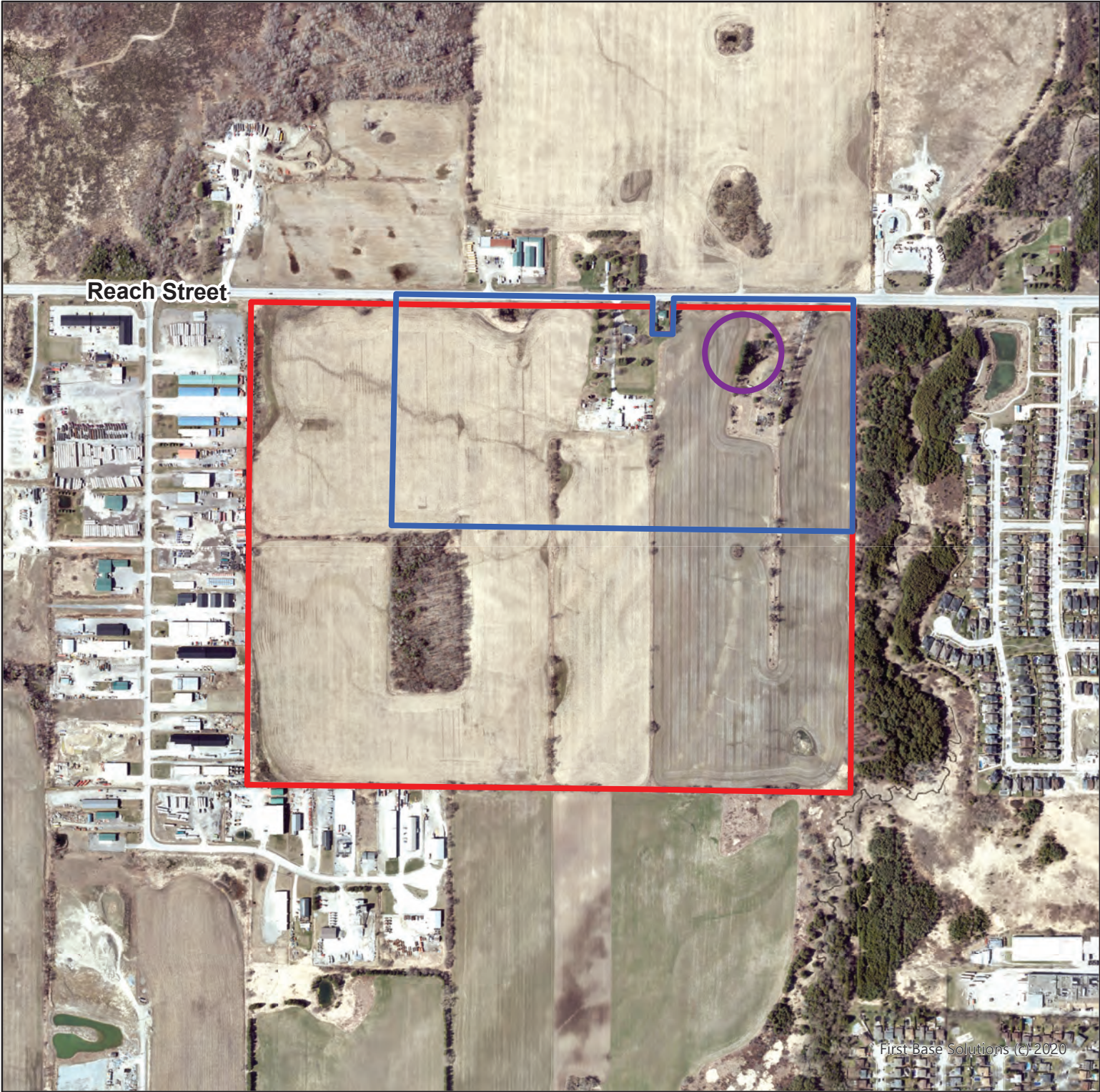
Original signed by

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

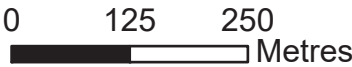
Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer



Proposed Draft MZO Lands - Township of Scugog



Legend

- Wannop Lands
- MZO Land Limit, as Proposed
- Approx. location for LTC Facility

Data Sources and Disclaimer
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File: A-2100

April 8, 2021

DELIVERED BY E-MAIL
(clerks@durham.ca)

DELIVERED BY E-MAIL
(hmo@hamiltonport.ca)

Region of Durham

Hamilton-Oshawa Port Authority

Re: Process to Establish the City of Oshawa including the lands in Oshawa operated by
Hamilton-Oshawa Port Authority as a Foreign Trade Zone

Oshawa City Council considered the above matter at its meeting of March 29, 2021 and adopted the following recommendation:

- “1. That the City of Oshawa, Region of Durham and the Hamilton-Oshawa Port Authority be requested to work jointly together to investigate the work necessary to apply with the Federal Economic Development Agency for Southern Ontario to establish the appropriate area in Durham Region including the City of Oshawa and the lands in Oshawa operated by the Hamilton-Oshawa Port Authority as a Foreign Trade Zone Point; and,
2. That a copy of this Report and the related Council resolution be sent to the Greater Oshawa Chamber of Commerce, all Durham Boards of Trade/Chambers of Commerce, Durham Region Labour Council, the Region of Durham, the Hamilton-Oshawa Port Authority, all Durham Region municipalities and all Durham Region M.P.s and M.P.P.s.”

For your information, enclosed is a copy of the report of the Commissioner, Development Services Department DS-21-34. The City of Sault Ste. Marie was recently designated as Canada’s 15th FTZ Point. We have attached their original application for reference.

If you require further information or clarification, please contact Brett Murphy at the address shown or by telephone at (905) 436-3311, extension 2361 or by email to bmurphy@oshawa.ca.



Mary Medeiros
City Clerk

/fb

- c. Development Services Department
Greater Oshawa Chamber of Commerce
All Durham Boards of Trade/Chamber of Commerce
Durham Region Labour Council
Durham Region Municipalities
Durham Region Members of Parliament and Provincial Parliament

To: Development Services Committee

From: Warren Munro, HBA, RPP, Commissioner,
Development Services Department

Report Number: DS-21-34

Date of Report: March 3, 2021

Date of Meeting: March 8, 2021

Subject: Process to Establish the City of Oshawa including the lands in
Oshawa operated by Hamilton-Oshawa Port Authority as a
Foreign Trade Zone

File: B-1500

1.0 Purpose

On December 14th, 2020, City Council adopted the following motion:

“Whereas, a Foreign Trade Zone (F.T.Z.) generally refers to a specific location within a country that is officially designated for eligibility for tariff and tax exemptions; and,

Whereas, the exemptions relate to the purchase or importation of raw materials, components or finished goods, where such materials and goods can generally be stored, processed or assembled in the F.T.Z. for re-export or for entry into the domestic market; and,

Whereas, the City of Hamilton, including the lands operated as by Hamilton-Oshawa Port Authority (H.O.P.A.) in Hamilton have been designated by the Federal government, with the assistance of FedDev Ontario as a F.T.Z.; and,

Whereas on November 20, 2020 the Mayor’s Task Force on Economy Recovery asked the City to consider establishing the City of Oshawa and the lands operated by H.O.P.A. in Oshawa as a F.T.Z. to help advance economic recovery in the Region;

Therefore, Development Services staff be directed to investigate the necessary steps to establish the City of Oshawa including the lands in Oshawa operated by Hamilton-Oshawa Port Authority as a Foreign Trade Zone and report back to the Development Services Committee”.

The purpose of this Report is to request that the Region of Durham and the Hamilton-Oshawa Port Authority be requested to work cooperatively together to investigate the work

necessary to apply with the Federal Economic Development Agency for Southern Ontario to establish the appropriate area in Durham Region including the City of Oshawa and the lands in Oshawa operated by the Hamilton-Oshawa Port Authority as a Foreign Trade Zone Point.

Attachment 1 to this Report is a chart showing the criteria used by FedDev Ontario to review applications to establish a Foreign Trade Zone Point (F.T.Z.P.). The criteria appears to be more of a guideline than strict requirements.

2.0 Recommendation

That the Development Services Committee recommend to City Council:

1. That the Region of Durham and the Hamilton-Oshawa Port Authority be requested to work cooperatively together to investigate the work necessary to apply with the Federal Economic Development Agency for Southern Ontario to establish the appropriate area in Durham Region including the City of Oshawa and the lands in Oshawa operated by the Hamilton-Oshawa Port Authority as a Foreign Trade Zone Point.
2. That a copy of this Report and the related Council resolution be sent to the Greater Oshawa Chamber of Commerce, the Region of Durham, the Hamilton-Oshawa Port Authority, all Durham Region municipalities and all Durham Region M.P.s and M.P.P.s.

3.0 Executive Summary

Not applicable.

4.0 Input From Other Sources

The following have been consulted in the preparation of this Report:

- Airport Manager
- Region of Durham Economic Development
- City of Hamilton
- Ontario Ministry of Economic Development, Job Creation and Trade
- FedDev Ontario
- H.O.P.A.

5.0 Analysis

5.1 Foreign Trade Zone versus Foreign Trade Zone Point

An F.T.Z. refers to a large geographic area which can be made up of multiple F.T.Z.P.s. In that regard, it should be noted that all of Canada is designated as an F.T.Z. While there are 14 F.T.Z.P.s in Canada, in the context of the Province of Ontario there are currently only the three following locations:

- City of Hamilton
- Niagara Region

- Windsor and Essex County

It is important to note the differences in governance between the City of Oshawa and the three existing F.T.Z.P.s in Ontario. The City of Hamilton is a single tier municipality that does not include an upper tier regional government. Niagara Region is an upper tier regional municipality consisting of 12 lower tier municipalities in southern Ontario. Finally, the F.T.Z.P. for Windsor-Essex consists of the single tier City of Windsor and the County of Essex which is an upper tier municipality in southwestern Ontario consisting of 7 lower tier municipalities.

This contrasts with the governance model in Durham Region where the City of Oshawa is a lower tier municipality and the Region of Durham is the upper tier level of government.

5.2 Background on Foreign Trade Zone Point

An F.T.Z.P. refers to one of Canada's 14 strategic locations for international trade, where an organization with a mandate to promote local trade and foreign direct investment is uniquely supported by a single-point of access to information on relevant government policies and programs.

Existing F.T.Z.P.s view the designation as a concierge program or "one-stop-shop" for clients to more conveniently access Federal trade programs and incentives. The belief is that this consolidated grouping of Federal agencies and resources will provide more streamlined access to programs. This will maximize value to the client, improve overall uptake of programs and directly connect clients with administering agencies and experts. The programs appear to specifically target small and medium sized businesses with more limited resources and experience with exporting. Typically, larger organizations have the resources and expertise necessary to navigate these programs successfully without any consultation from or interaction with an F.T.Z.P.

Existing F.T.Z.P.s promote southern Ontario as a hub for international trade and aim to attract foreign and domestic investment. F.T.Z.P.s align with the Government of Canada's priorities to help businesses integrate into foreign markets and global value chains. They provide streamlined information on the Government of Canada's tax and tariff export-related programs that can make it easier for businesses looking to expand and export.

F.T.Z.P. incentives include:

- The Duty Deferral Program
- The Drawback Program
- The Customs Bonded Warehouse Program
- The Export Distribution Centre Program
- The Exporters of Processing Services Program

Collectively, these types of programs offer:

- Access to Federal, Provincial and Regional incentive programs that support Canada's export development efforts;

- Direct access to goods movement sector professionals, including Federal agencies, related to air, sea, rail and road cargo;
- Opportunities to participate in networking events and trade missions;
- Provide resources, introductions and assistance; and,
- Mentoring services from experienced exporters.

5.3 Foreign Trade Zone Steering Committee

The process to advance an F.T.Z.P. application is usually kick-started by establishing a steering committee consisting of local municipal partners and business stakeholders to oversee, review and submit the application.

The steering committee for the City of Hamilton included:

- The City of Hamilton;
- John C. Munro International Airport;
- H.O.P.A.;
- Canada Border Services Agency;
- Canada Revenue Agency;
- Transport Canada;
- Global Affairs Canada;
- Innovation, Science and Economic Development Canada; and,
- Export Development Canada.

5.4 Regional Roles and Responsibilities

The Region needs to take a lead role in the investigation into the appropriateness of an F.T.Z.P. in Durham Region in general and the City of Oshawa in particular. As the upper tier regional level of government, the Region of Durham's roles and responsibilities will include but not be limited to:

- Establishing an F.T.Z.P. steering committee and leading the formal application process in cooperation with H.O.P.A., lower tier municipal partners and regional stakeholders;
- Establishing process and guidelines for the successful operation of an F.T.Z.P., in cooperation with steering committee members;
- Funding the F.T.Z.P. application process with assistance of H.O.P.A., including any external parties along with the ongoing operation of the established F.T.Z.P.;
- Advocacy with Federal and Provincial agencies involved in the evaluation of the F.T.Z.P. application;
- In partnership with H.O.P.A., tracking and reporting on metrics associated with international trade throughout the Region to report on annual progress;

- Acting as a first point of contact for Regional businesses seeking guidance on international trade;
- Establishing a direct line of contact with partnering Federal agencies on international trade and assisting Regional companies in the navigation of Federal trade programs; and,
- Marketing the F.T.Z.P. to the Regional business community as a resource for approaching international markets.

5.5 Hamilton-Oshawa Port Authority Roles and Responsibilities

As a local leader in multimodal logistics and a facilitator of international trade, H.O.P.A.'s roles and responsibilities will include but not be limited to:

- Providing all necessary data for an F.T.Z.P. application with regards to local marine assets, current multimodal infrastructure as well as planned improvements to any infrastructure that would contribute to the development of the F.T.Z.P. application;
- Advising on the F.T.Z.P. application process based on prior involvement and experience with a successful F.T.Z.P. designation;
- Liaising with the Region directly on matters pertaining to international trade; and,
- Supporting Regional advocacy efforts through existing H.O.P.A. communication channels.

5.6 City of Oshawa Roles and Responsibilities

As a lower tier municipality and host city to many of the Region's multimodal assets (e.g. rail, port, airport), the City of Oshawa's roles and responsibilities will include but not be limited to:

- Contributing to the F.T.Z.P. application process from a municipal perspective;
- Steering committee membership;
- Directing international trade inquiries to the regional F.T.Z.P. and providing municipal assistance where required; and,
- Assisting in regionally led marketing and advocacy efforts on international trade leveraging municipal communication channels.

5.7 Insights from Hamilton Economic Development

The City of Hamilton Economic Development Department has advised that F.T.Z.P. application process is lengthy. Their process involved a team of local partners, including H.O.P.A., the City of Hamilton's Economic Development Department, and the John C. Munro Hamilton International Airport. Written support from local stakeholders was

highlighted as an essential element of the application, including all levels of government and private sector participation/oversight.

Over the course of two years, Hamilton's Steering Committee worked together to achieve their F.T.Z.P. designation. They formed the steering committee for the application and contributed financially to establishing and maintaining the F.T.Z.P. The total application package was 60 pages, in addition to appendices that included approximately a dozen supporting documents.

As a requirement of the F.T.Z.P. application, a designated staff member was appointed as the primary contact for all matters related to the F.T.Z.P. A contract position at H.O.P.A. was also created to write the application over the course of 6 months. Once the application was approved and the designation awarded, H.O.P.A transferred this role to a staff member at the City of Hamilton Economic Development Office.

5.8 Insights from Durham Region

Informal discussions within Durham Region have led to an initial investigation into the establishment of an F.T.Z.P. The Region continues to evaluate the potential opportunity as their Economic Development Department undertakes a new strategy and action plan in 2021. As part of the Region's economic development strategy consultations, the F.T.Z.P. will be more thoroughly evaluated to determine its suitability and value to the Region. This Report recommends that the Region be requested to work co-operatively with H.O.P.A. to investigate the establishment of an F.T.Z.P.

5.9 Staff Comments on Criteria

Attachment 1 to this Report is a chart showing the criteria used by FedDev Ontario to review applications to establish an F.T.Z.P.

Staff comments are noted below:

- The criteria appear to be more of a guideline as opposed to strict and measurable standards;
- The City's and Region's Economic Development Strategy both recognize the importance of the lands in Oshawa operated by H.O.P.A.;
- More detailed work would be required to confirm how the F.T.Z.P. would meet the criteria related to a favourable business environment;
- Proximity to highways, railways and post-secondary institutions can be demonstrated; and,
- More research would be needed on the criteria related to the Oshawa Executive Airport.

6.0 Financial Implications

There are no immediate financial implications resulting from the recommendations of this Report.

Future financial implications resulting from a successful F.T.Z.P. application could be assumed in the annual Economic Development Services operating budget and would include matters such as marketing, seminars, speaking engagements, trade show attendance, trade missions and marketing material.

7.0 Relationship to the Oshawa Strategic Plan

The recommendation advances the Accountable Leadership and Economic Prosperity and Financial Stewardship Goals of the Oshawa Strategic Plan.

A handwritten signature in blue ink, appearing to read "Warren Munro".

Warren Munro, HBA, RPP, Commissioner,
Development Services Department

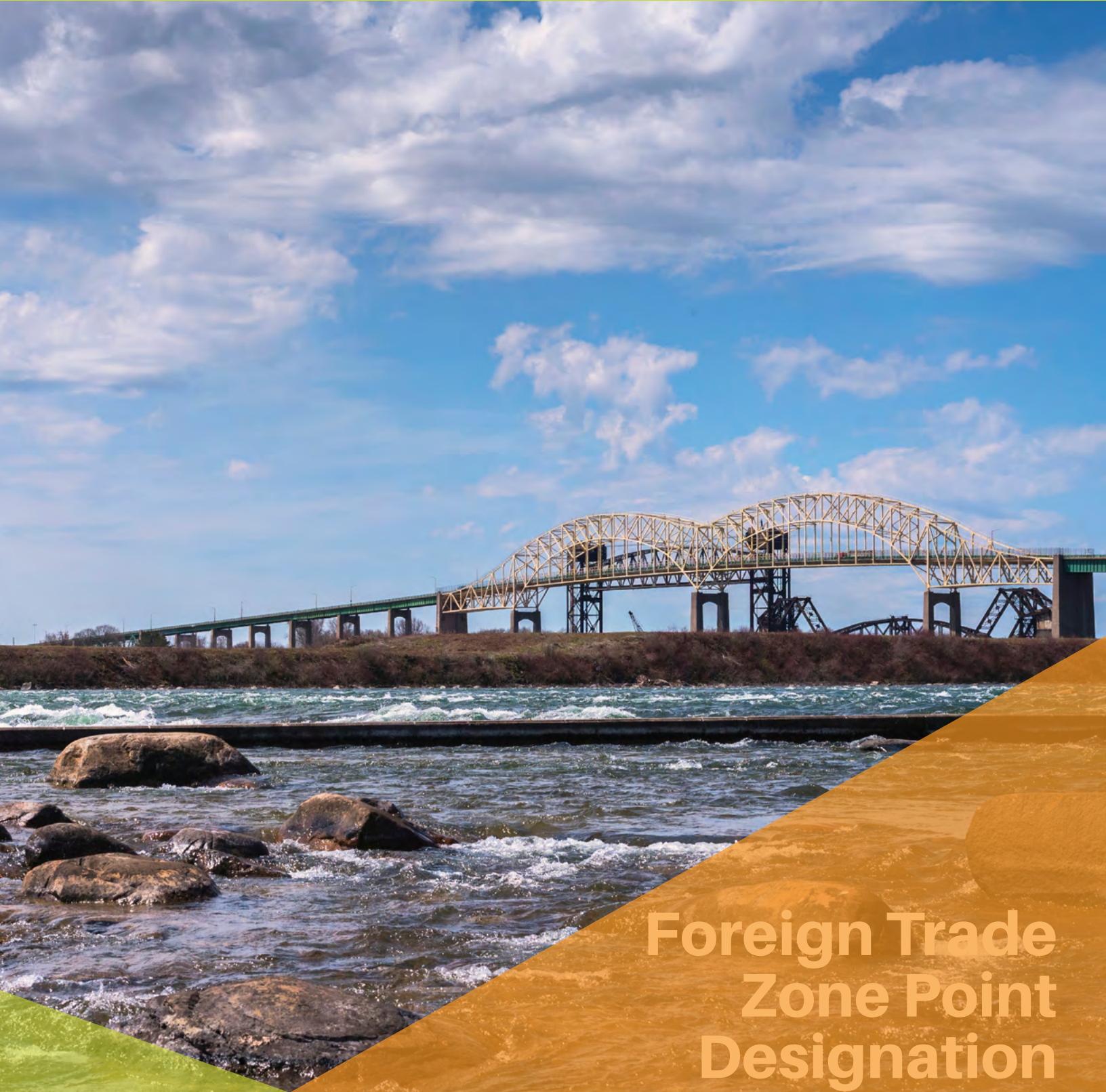
Foreign Trade Zone Assessment Considerations

Assessment Criteria	Examples
Provincial and Regional Support	<ul style="list-style-type: none"> ▪ Financial commitments from Province/Region via: <ul style="list-style-type: none"> – Direct funding – Favourable land and zoning framework – Favourable tax arrangements ▪ Indicated as a priority in the City’s or Region’s Economic Development strategy ▪ Identified as a priority in municipal planning documents ▪ Incorporated into Provincial legislation ▪ Willingness of Province to dedicate staff to steering committee ▪ Support in launching/marketing new F.T.Z.P.
Private Sector Support and Governance	<ul style="list-style-type: none"> ▪ Membership and leadership on steering committee ▪ Financial commitments
Favourable Business Environment	<ul style="list-style-type: none"> ▪ Competitive taxes, levies subsidies and utilities ▪ Affordable serviced land and office space for expansion ▪ Appropriate zoning for development
Multimodal Infrastructure	<ul style="list-style-type: none"> ▪ Proximity to: <ul style="list-style-type: none"> – National highways – Tier 1 or regional airport with servicing city with high cargo volume (24/7) – Communications infrastructure – Class 1 transcontinental freight railway system – Marine port ▪ Infrastructure financing and servicing supported by governments ▪ Well integrated into global supply chains and trade corridors ▪ Allows for the transfer of containers/goods between multiple modes of transportation (intermodal transfer) and the processing of international trade ▪ Warehousing and transloading facilities ▪ Wide range of domestic and international logistics support is readily available (e.g. presence of customs brokers and global freight forwarders)

Assessment Criteria	Examples
Talent	<ul style="list-style-type: none">▪ Presence of post-secondary institutions▪ Availability of skilled labour and competitive wages in:<ul style="list-style-type: none">- Logistics, warehousing, manufacturing, marketing and trucking

SAULT STE. MARIE

ONTARIO CANADA



Foreign Trade Zone Point Designation Application

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Sault Ste. Marie
**ECONOMIC
DEVELOPMENT
CORPORATION**

INTRODUCTION

The City of Sault Ste. Marie is formally applying to the Federal Economic Development Initiative in Northern Ontario for a Foreign Trade Zone Point (FTZ Point) designation. This application is being led by the Sault Ste. Marie Economic Development Corporation (SSMEDC) and is supported by City Council and SSMEDC Board resolutions, and industry and community stakeholders (See Appendix A for support letters).

Sault Ste. Marie is an international trade gateway – by land and waterway, and by rail and air access. The city has long been a major centre for resource processing and transportation, and manufacturing in Northern Ontario. It is the major northern Ontario gateway for Canada-U.S. trade by rail and truck across two dedicated bridges, and by marine transport through the Great Lakes/St. Lawrence Seaway. In 2017 the total value of trade across the International Bridge was \$1.629 billion U.S. – \$838.2 million in exports to the U.S. and \$791.1 million in imports to Canada.

Sault Ste. Marie is a natural hub of trade in the region. The community shares an uncongested border with the United States, offers multimodal shipping both domestically and internationally, is located on the Great Lakes with a deep sea port, and offers many other advantages for importing and exporting products and goods.

Strategically located at the nexus between Canada's east-west road and rail networks and U.S. North-South rail and highway systems, Sault Ste. Marie is well-positioned to facilitate trade between the heartlands of the two countries with the largest two-way trading relationship in the world.

International trade, especially two-way Canada-U.S. trade, has long been the life blood of Canada's economy. Trade volumes have continued to grow between the two countries following NAFTA, and are expected to continue under the United States-Mexico-Canada Agreement.

There are a range of companies that are an active part of North American and global supply chains, including both manufacturing and service companies. These companies make use of domestic and imported inputs and export various goods and services.

The City of Sault Ste. Marie, Ontario is committed to growing international trade opportunities, growing local business and attracting new investment to the community. The Sault Ste. Marie Economic Development Corporation through its Invest Sault Ste. Marie program, works with stakeholders in the community to drive economic development and growth. International trade represents a growing segment and opportunity for local business and industry.

SSMEDC has identified international market development, trade development and the establishment of an FTZ Point designation as key priorities in their 2019-2024 strategic plan and 2019 business plan. Designation also aligns well with existing international marketing efforts and our work developing a Bi-National Investment District with Sault Ste. Marie, Michigan.



INTRODUCTION

SSMEDC has identified more than 50 local companies currently involved in international trade activities, and more than 30 additional companies with interest in developing new international markets. While some businesses benefit from existing Foreign Trade Zone programs, we note that many more businesses are unaware of the programs or do not have the human resource capacity to take advantage of them.

A federal FTZ Point designation would benefit Sault Ste. Marie and area, Ontario and Canada by:

- Improving coordination of the community’s trade promotion efforts by bringing together local, provincial and federal officials with a mandate to promote and facilitate international trade.
- Helping provide a dedicated focus on facilitating trade through community leadership which can identify gaps in hard and soft infrastructure and then advocating for investment in this infrastructure.
- Providing “one-window” access to the five federal programs, as well as to other public sector (federal, provincial, and local) and private sector trade facilitation services (legal, customs brokers, transportation, etc.)
- Supporting provincial and federal objectives to attract investment, reduce trade barriers, support jobs and expand trade in both goods and services.
- Leveraging the FTZ Point designation and the “one-window” access to effectively brand Sault Ste. Marie as a major international trade gateway.
 - Outside investors are familiar with the concept and some are looking specifically for areas with a Foreign Trade Zone.
 - The FTZ Point can be a powerful component of developing brand awareness as an international trade corridor/gateway.

Program	Main Benefit	Administered/Regulated by
Duties Relief	Upfront relief of duties	Canada Border Services Agency
Duties Drawback	Refunds duties for exported goods	Canada Border Services Agency
Customs Bonded Warehouse	Defers/relieves duties and taxes	Canada Border Services Agency
Export Distribution Centre	Upfront relief of GST/HST on certain imports and domestic purchases	Canada Revenue Agency
Exporters of Processing Services	Upfront relief of GST/HST on certain imports and domestic purchases	Canada Revenue Agency

Figure 1: Federal FTZ Programs for Importers/Exporters

Sault Ste. Marie is positioned at the centre of the Great Lakes Economy, a highly integrated trading zone that accounts for more than 50% of all U.S./Canadian bilateral border trade and over 200 million tons of cargo shipped annually. The region, made up of 10 U.S. states and two provinces has a GDP of US\$6 trillion – making it the third largest economy in the world. (Source: Council of the Great Lakes Region).

This region is attractive to companies in numerous industries and sectors. Foreign Trade Zone Point designation can make Sault Ste. Marie more attractive for these and other companies.

The overriding goals for achieving designation for Sault Ste. Marie as an FTZ Point include:

- To become a Northern Ontario focal point for international trade
- To significantly strengthen international trade for existing businesses in the region
- To attract new businesses and investment to Sault Ste. Marie that engage in international trade activities.

Achievement of these overall goals will help to strengthen and diversify Sault Ste. Marie's economic base.

SPECIFIC OBJECTIVES

The specific objectives for becoming a designated FTZ Point include the following:

1. To enhance the visibility of Sault Ste. Marie as a Foreign Trade Zone
2. To establish a one-window seamless foreign trade service point
3. To strengthen Sault Ste. Marie's positioning on the investment attraction "map" and enhance promotion of the region for investment attraction
4. To enhance collaboration among the region's trade and investment attraction partners
5. To provide enhanced government outreach to the community vis-a-vis foreign trade
6. To be an important interface between government and businesses

STRATEGIC ATTRIBUTES/ FEATURES

As part of the formal application process for designation as an FTZ Point, we have summarized 13 key strategic attributes and features of Sault Ste. Marie.

1. An Economic Priority for the Region

International trade has been identified as an important priority by the SSMEDC in its Strategic Plan, 2019 Business Plan, on its website(s) as well as in associated investment attraction marketing and promotional materials.

The SSMEDC has a senior-level staff member in the position of Manager of Trade, Investment & Community Marketing who is actively promoting Sault Ste. Marie and targeting leads for foreign and domestic direct investment. Attention is also focused on helping companies achieve growth through exporting and accessing new markets and fostering international relationships.

Sault Ste. Marie has had success in the past with international and other investment attraction. We continue to work to make Sault Ste. Marie even more attractive demonstrated by major international investments made in local companies such as:

- Essar Group, a subsidiary of India-based Essar, purchased Algoma Steel in 2007 (\$1.8 billion purchase + \$500 million investment)
- KKR & Company which purchased the 60-megawatt solar farms project in the Sault (\$300 million investment)
- Brookfield Prince Windmill Project (\$400 million investment)
- Tenaris Algoma Tubes, a manufacturer of seamless and welded steel pipe products (\$30 million investment)
- Heliene Canada, a manufacturer of photovoltaic solar panels (\$6.5 million investment)
- Arauco N.A., which purchased and operates a medium density fibreboard mill

FTZ POINT PROPOSAL

- Agero operates a contact centre in Sault Ste. Marie, providing roadside assistance services on behalf of major U.S. car manufacturers.
- Noront Resources Ltd. has announced a \$1 billion project to build a ferrochrome production facility in Sault Ste. Marie

In November 2018, Algoma Steel Inc. emerged from CCAA, after being purchased by a new operating group. There was strong local, provincial and federal government commitment to the restructuring and modernization of Algoma Steel which relies heavily on international trade and cross-border flows of goods and services. The new company is planning hundreds of millions of dollars in investment and upgrades.

International consultant KPMG ranked Sault Ste. Marie in the top tier in Ontario in its International Competitive Analysis, which support's the SSMEDC's emphasis on attracting international investment. Combining this and other strengths with an FTZ Point designation will make Sault Ste. Marie an even more attractive location for investment.

A joint economic growth agreement with Sault Ste. Marie, Michigan endorses establishment of a Foreign Trade Zone Point. There is an existing Foreign Trade Zone in Sault Ste. Marie, Michigan.

The SSMEDC board of directors, City Council and numerous partners and stakeholders support the designation as an FTZ Point. This is in recognition of the potential for contributing to the strength of the regional, provincial and national economies as the only FTZ Point in Northern Ontario.



2. Private Sector Leadership and Commitment

The Sault Ste. Marie Economic Development Corporation is the local economic development agency which has a private sector led board of directors. The SSMEDC has spearheaded this initiative to establish the community as a designated FTZ Point. SSMEDC worked with the Sault Ste. Marie Transportation Infrastructure Committee, a committee of City Council, as they explored the feasibility of pursuing the FTZ Point designation and expanding international trade efforts. The committee is made up of private sector representatives such as Algoma Steel, Purvis Marine and Multimodal, Cole International (customs brokers), Tenaris Algoma Tubes and more. The committee fully supports our efforts. See Appendix A for other letters of support.

3. Dedicated Governance Body

It is proposed that the Sault Ste. Marie FTZ Point will have a dedicated FTZ Point Task Force as its governing body. Details of governance and organizational structure are provided below. This FTZ Point Task Force will interface with the SSMEDC as this would be the organization with operational responsibility for the FTZ Point.

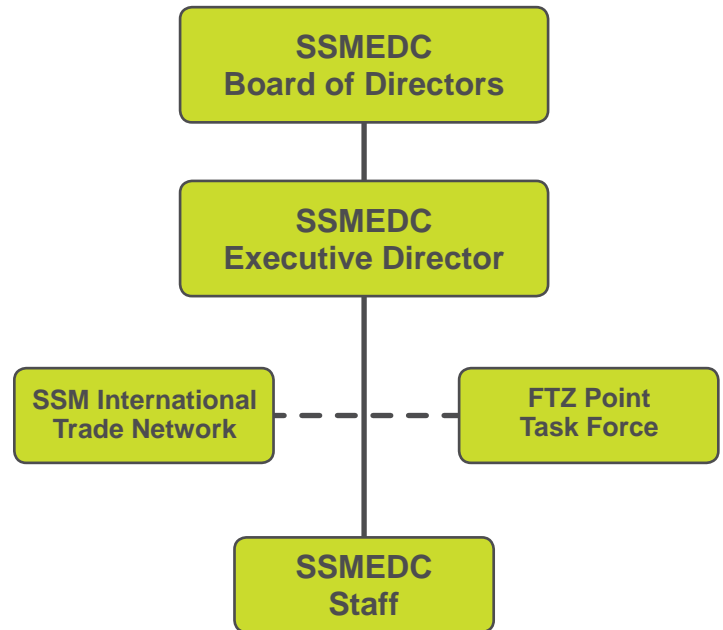


Figure 2: FTZ Point Overall Governance

4. Local and Provincial Government Support to Participate in the FTZ Task Force

The City of Sault Ste. Marie through its City Council is fully supportive of this initiative. SSMEDC has also worked with its provincial partners at the Ministry of Energy, Northern Development and Mines to complete our application.

The FTZ designation supports provincial objectives to support jobs, grow international trade, and facilitate access to all levels of government and local service providers by offering a single window with a continuum of services to build export capacity, encourage first-time exporters and de-risk entry into international markets.

SSMEDC will utilize existing staff, office space and resources to deliver FTZ programming, coordination and promotion. This designation and associated activities will complement existing investment attraction efforts, business retention and expansion work and business support services offered by SSMEDC.

FTZ Task Force Participants	
SSMEDC	Sault Ste. Marie Airport Development Corporation
City of Sault Ste. Marie	Export Development Canada
Canada Revenue Agency	Canada Border Services Agency
FedNor	Global Affairs Canada
Sault Ste. Marie Bridge Authority	Ministry of Energy, Northern Development and Mines
Transport Canada	Private sector business leaders

Figure 3: FTZ Task Force Participants

The FTZ Task Force provides the “one-window” access to key officials in order to expedite access to the five federal Foreign Trade Zone programs. The Task Force will include representatives from multiple agencies and the private sector:

Although companies anywhere in Canada can apply directly to these programs, the FTZ Point Task Force provides additional value to local and potential investor companies:

- The FTZ Point Task Force can promote these programs to local companies and inward investors who might otherwise not know they exist.
- The Task Force can help companies that might not know how to find the right department, agency, or official for a given program.
- The Task Force also provides transparency and accountability in the process of accessing program supports, and is a mechanism to follow up and possibly expedite applications in process.
- The Task Force will be driven by SSMEDC and made up of federal, provincial, and local government officials from appropriate departments and agencies, business leaders, and key service providers. The Task force will meet quarterly or as needed to assist companies.
- A broader ‘Trade Leadership Network’ (built around, or alongside the FTZ Point Task Force) can provide an access point for other trade support programs and private sector support services (e.g. freight forwarders, trade finance, customs brokers, legal, etc.).

5. Favorable Business Environment

There are several factors that are indicative of a favorable business environment in Sault Ste. Marie, including the following:

- An internationally-linked manufacturing sector. Restructuring of Algoma Steel is now complete and undertaking upgrading and expansion.
- Noront Resources Ltd. has announced a \$1 billion project to build a ferrochrome production facility in Sault Ste. Marie.
- Several other major companies and industries are experiencing strong business conditions.
- Both Sault College and Algoma University are growing enrollment and completing significant building projects.
- A robust local and regional tourism industry. The tourism sector continues to be an ongoing major component of the economy and has been experiencing stable market conditions.
- Strategic location and proximity to major North American markets. Sault Ste. Marie is located at the centre of the Great Lakes economy which, according to the Council of the Great Lakes Region, is a highly integrated trading zone encompassing more than 50% of all U.S./Canadian bilateral border trade and over 200 million tons of cargo shipped annually. The region includes 10 U.S. states and two provinces, with a total GDP of US\$6 trillion. Our strategic location within this region is illustrated in the map of Figure 4.
- Overall costs of doing business are highly competitive. Sault Ste. Marie offers numerous cost benefits over business operations in larger cities. This includes quality talent and expertise at an affordable rate, low business operating costs, and low costs for land acquisition and real estate. Businesses in the city also have access to financial incentives and programs.
- In 2016, Sault Ste. Marie ranked 10th globally out of 111 cities in KPMG's Competitive Alternatives study which examined competitive business cost structure.

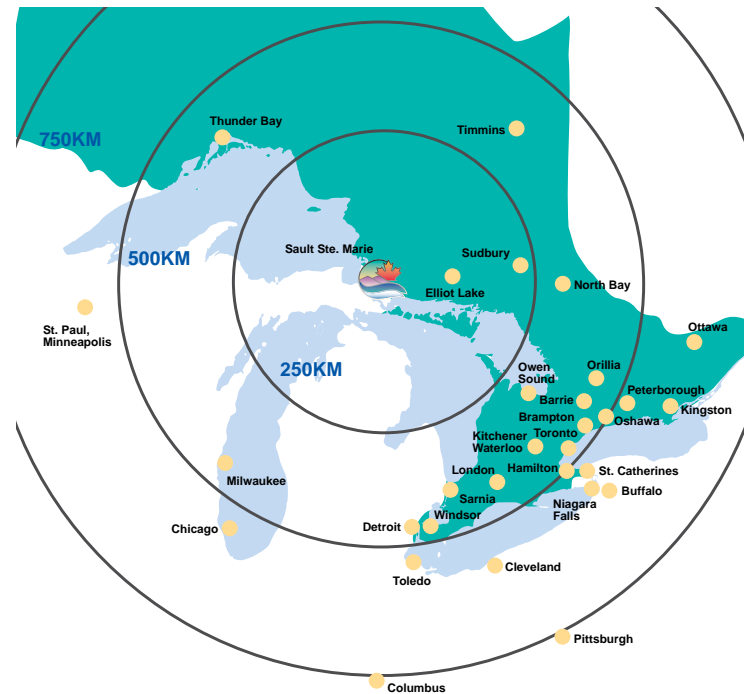


Figure 4: Sault Ste. Marie – Strategic Location

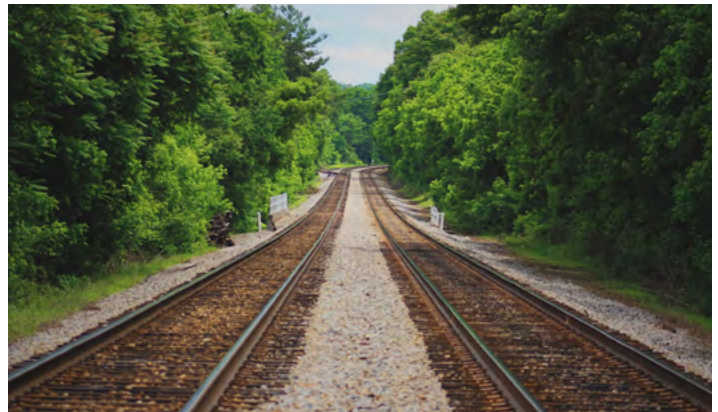
- Competitive utility rates with high degree of reliability. Sault Ste. Marie is well-served by local and provincial utility companies and agencies with low to average costs relative to other Ontario municipalities.
- Electricity – Sault Ste. Marie offers the lowest cost of electricity in northern Ontario and has surplus reliable power with uninterrupted back-up capabilities. Hydro One Sault Ste. Marie is the second largest electricity transmitter in Ontario and recently announced \$40 million in infrastructure upgrades. The Sault Ste. Marie area generates approximately 1,200 megawatts of electricity, mostly from clean, renewable sources such as solar, wind and hydroelectric – enough to power several hundred thousand homes.
- The Sault Ste. Marie Public Utilities Commission is breaking ground in 2019 on the first community-wide smart grid project and largest battery storage project in Canada. This will lead to greater resiliency, reliability and lower electricity prices for business and industry in Sault Ste. Marie – making us even more competitive.

- Water – The Public Utilities Commission operates a direct water filtration plant with a peak capacity of 60,000 m³/day, and provisions already made to double this capacity in future. Water for industrial purposes is also available from area lakes and rivers.
- Natural Gas – Sault Ste. Marie is serviced by Union Gas, a major Canadian natural gas storage, transmission and distribution company.
- Sault Ste. Marie offers extensive business support and startup resources. In addition to federal and provincial government business support agencies with offices in the Sault (such as FedNor, Business Development Bank of Canada, and NOHFC) several local organizations provide expertise and support for local industries and businesses:
 - Sault Ste. Marie Economic Development Corporation
 - Sault Ste. Marie Innovation Centre
 - Millworks Centre for Entrepreneurship
 - Sault Ste. Marie Chamber of Commerce
 - Community Development Corporation of Sault Ste. Marie and Area.
- SSMEDC is an independent not-for-profit agency and the lead organization in the community with respect to economic development. SSMEDC supports existing businesses and attracts external businesses to create jobs and increase the municipal tax base. It achieves this by promoting the city's strategic advantages to businesses around the world.
- Sault Ste. Marie Innovation Centre (SSMIC) functions as a catalyst for economic development and diversification in the information technology and knowledge-based sectors. Beyond supporting the growth and development of local science and technology companies, SSMIC operates an internationally recognized, award-winning community geomatics centre (ACORN).

6. Available Land

The Invest Sault Ste. Marie website tracks available commercial and industrial properties and, as of June 2019, showed an inventory of 103 commercial and industrial properties available for sale or lease, including 330 acres of prime airport lands for sale in four parcels, each already serviced to the property line.

The Community Improvement Plan and the Downtown Community Improvement Plan show the City's commitment to enhancing commercial and industrial lands and buildings with appropriate planning and zoning policies, as well as business incentives for enhancement.



7. High Quality Infrastructure

Sault Ste. Marie is located at the heart of the Great Lakes, sharing a border with Michigan, and providing access via air, rail, road and ship. This locational advantage ensures rapid and economical transportation of people, raw materials and information to markets globally, including access to 60 million consumers within 800 KM. Essential for enhancing international trade, the city has high quality transportation and communications infrastructure, as summarized in the following paragraphs.

• Access to Highway System Infrastructure

Sault Ste. Marie has direct access to Canadian markets via Highway 17 (part of the Trans-Canada Highway), which links to the east coast, west coast and to Southern Ontario via Highway 400. Direct access to the U.S. market is provided by Interstate Highway I-75 located across the International Bridge.

- **Air Infrastructure and Access**

The Sault Ste. Marie Airport features unrestricted landing (24 hours) with category five certification. The site boasts two 6,000 ft. x 200 ft. runways with approval in place for a 2,000 ft. extension. Sault Ste. Marie is connected to major international air travel hubs by several airlines offering multiple daily scheduled flights, including:

- Air Canada with multiple daily non-stop flights to/from Toronto International Airport (Canada's busiest and largest airport), which has numerous U.S. and worldwide daily non-stop connections.
- Porter Airlines, with multiple daily flights to/from Toronto Island Airport which offers non-stop connections to Ottawa, Montreal, Quebec City, Moncton, Halifax, St. John's, Thunder Bay, Sudbury, New York, Boston and Chicago.
- Bearskin Airlines, which flies direct to Winnipeg, Thunder Bay, Sudbury, Timmins, Ottawa and numerous other locations in Northern Ontario and Manitoba.
- Delta Airlines flights from nearby Sault Ste. Marie, Michigan, which connect daily with Detroit Metro Airport.
- Sault Ste. Marie Airport has two fixed base operators capable of servicing scheduled and charter aircraft, including jets up to the size of a Boeing 737. Sault Airport is also a major base for the Province's forest fire fighting service.

- **Rail Access and Infrastructure**

Sault Ste. Marie has rail access to the North American marketplace via Canadian National, Canadian Pacific and Huron Central railways.

- These routes provide coast-to-coast service with access to manufacturing facilities in Canada and the United States.
- With a rail bridge crossing the St. Mary's River into Michigan, Sault Ste. Marie also has direct rail access to more than 10,000 U.S. route-miles with linkages to major U.S. cities such as Detroit, Minneapolis, Chicago, Milwaukee and Duluth.

- **Marine and Port Infrastructure**

Sault Ste. Marie has a Seaway-depth marine port located at Algoma Steel on the St. Lawrence Seaway system, which serves a region of 95 million people accounting for about 45 percent of the U.S. manufacturing base. There are plans underway to expand and modernize capacity. The port and nearby Sault Locks can accommodate 1,000-foot freighters used on the Great Lakes, as well as ocean going vessels. More than 94 million net tons of freight moves through the Sault Locks each year. Work has also commenced on the development of a new super lock to accommodate vessels on the upper lakes.

- **Communications Infrastructure**

Sault Ste. Marie offers an advanced communication infrastructure to suit the needs of any project. The unique geographic location of the community located directly on the U.S. border provides the ability for redundant access to major American telecommunication backbones. The city has the only fibre optic connection to the U.S. located on the upper Great Lakes via the Sault Ste. Marie International Bridge. This is a unique advantage to locating a business in Sault Ste. Marie. The region is served by three independent broadband carriers each offering OC192 network lines with 10Gbps and GbE capacity, so it can meet the Information and communication technology needs of any company.



8. Active Participation in and Connection to Global Supply Chains

There are a range of companies that are an active part of the North American and/or global supply chains, including both manufacturing and service companies. These companies make use of domestic and imported inputs and export various goods and services. Examples include:

Steel Manufacturing and Fabrication

Algoma Steel is the third largest integrated steel manufacturer in North America and produces various grades of steel sheets and plates to service the automotive industry, energy sector, bridge construction and more.

- Tenaris Algoma Tubes manufactures seamless pipe used by the oil and energy sectors.
- SIS Manufacturing produces custom steel products including large welded beams for bridge and overpass construction, and is the largest manufacturer of train chassis in North America. The bulk of their products are exported to the U.S.
- Many more steel fabricators and re-manufacturers exist including Soo Foundry & Machine, China Steel Inc., and Rector Machine Works.
- Sault Ste. Marie also boasts a growing defense sector including steel fabricators and other companies having controlled goods certifications.

Forestry and Forest Products

Sault Ste. Marie continues to be a significant forestry production and export centre with companies like Arauco N.A. producing high quality medium density fibreboard, EACOM producing engineered wood products, Boniferro Millworks (hardwood lumber) and Bioforest Technologies (Lallemand) among others.

- Sault Ste. Marie is the headquarters of the Ontario Ministry of Natural Resources' Forest Division staff, and three forest research centres including the Ontario Forest Research Centre, Great Lakes Forestry Centre (federal) and provincial Invasive Species Centre.
- Valuable cutting-edge research and development in Sault Ste. Marie at these institutions builds

national and international knowledge and expertise in forestry and related scientific and environmental issues.

Other Manufacturing

Area manufacturers produce other products that are exported to new markets, including solar panels, industrial filters, food products and even beer.

- Heliene Canada is a solar panel manufacturer based in Sault Ste. Marie which imports components and exports finished panels mainly throughout North America.
- Main Filter Inc. manufactures a full range of Hydraulic Filter products using only top industry component and material providers in the construction of their filter elements. They produce a wide variety of replacement and custom filter elements, in any combination of materials to suit client needs, including cellulose filter elements, micro-fiberglass filter elements, stainless steel wire cloth filter elements, critical protection high pressure filter elements, specialty material and custom media filter elements.

Smart Energy, Clean Tech and Renewable Energy

The Sault and area produces nearly 1,200 MW of electricity including wind (250 MW), solar (60 MW), hydro (203 MW) and co-generation (110 MW feeding Algoma Steel) directly in Sault Ste. Marie. The city has also become an important venue for experimental energy and clean tech projects, including gasification of waste, reverse polymerization of tires, smart grid technology, and a 7 MW battery energy storage project with Convergent Energy.

- Heliene Canada is a solar panel manufacturer is based in Sault Ste. Marie which exports panels mainly throughout North America.
- The Sault Ste. Marie Public Utilities Commission (PUC) has initiated a \$33 million community-wide smart grid project with Infrastructure Energy LLC, as well as a 48MW energy storage system, the largest of its kind in Canada. These two projects will create a more resilient, reliable and intelligent electrical system for Sault Ste. Marie, and will significantly lower electricity costs (up to 20%) for large and mid-sized businesses.

Lottery and Gaming Industry

Sault Ste. Marie is the headquarters of the Ontario Lottery & Gaming Corporation - one of the largest gaming organizations in North America. For over 20 years expertise on operating and growing Ontario's lottery business has been developing in Sault Ste. Marie and a cluster of businesses servicing the lottery and gaming sector naturally continues to develop. Companies like Canadian Bank Note, Pollard Banknote and Brooks Marketing are based in Sault Ste. Marie or have a presence here supporting lottery game development, operations and promotion.

Digital Economy

Sault Ste. Marie's growing IT and digital economy sector is comprised of software development, web development, business process outsourcing, digital marketing, app development, game development and cloud-based software companies. Some examples include business process software company Workiva, online media company Village Media, Insightworks (online training and onboarding), Microsoft 365 technical support firm Createch, Canada Bank Note, SSI System Solutions, Lucidia, Miramar, Cavera and others.

- Local digital companies enjoy lower labour costs, overall operating costs, and affordable leasing/rental costs for office space.
- The Sault Ste. Marie Innovation Centre works closely to support local science and technology companies from startup through growth.

Aviation/Aerospace Sector

Aviation focused companies include J D Aero, Springer Aerospace, Humphrey Aviation, Ontario Ministry of Natural Resources Air Services, Sault College aviation program, World Fuels, AvJet Fuels and other companies. J D Aero provides aircraft maintenance, repairs and overhaul services for airlines in Canada and overseas, including Air Canada Jazz, Air New Zealand, Austrian Airlines and Porter Airlines. There are over 1,000 acres of commercial/industrial land available for development adjacent to the Sault Ste. Marie airport.

9. Access to a Skilled Labour Force

In recognition of the importance of having a diversified, highly skilled labour force available to

support existing and future businesses, the City of Sault Ste. Marie has hired a full-time Labour Force Coordinator to make labour force development a priority under its Future Sault Ste. Marie initiative. The Coordinator is actively working with local companies to identify and promote job opportunities, as well as attending career fairs and newcomer job fairs around the province. Visit www.welcometossm.com.

Sault Ste. Marie has a highly skilled workforce and access to hundreds of new graduates annually from local post-secondary educational institutions.

The existing labour market encompasses a multiplicity of skills including: technical, manufacturing, and related trades; information technology; sales and service; business and management; scientific and research and development. Additional strengths related to the labour force include:

- Access to training and education. Sault Ste. Marie is serviced by three post-secondary institutions, with Algoma University and Sault College in Sault Ste. Marie, Ontario and Lake Superior State University just across the International Bridge in Sault Ste. Marie, Michigan.
- With a combined enrollment of over 6,000, Algoma University and Sault College offer a wide range of degree and diploma courses in disciplines, such as Digital and Graphic Design, Human Resources, Business, IT and Computer Science, Gaming Technology and Hospitality and the Culinary Arts.
- Sault College and Algoma University generate over 1,200 graduates every year who are armed with the skills to succeed.
- Based on employment, Sault Ste. Marie has the largest manufacturing sector in Northern Ontario, even greater than Sudbury and Thunder Bay, which have larger populations. Almost half of this workforce is under the age of 45.
- Low unemployment rate and high participation rate indicate a vibrant economy. In 2018 Sault Ste. Marie had a low unemployment rate of 4.2 per cent in September of 2018. The community also had a high labour force participation rate (64.3 per cent) and employment rate (61.6 per cent) in 2018, significantly higher than a year earlier.

10. Access to a Multimodal Transportation System

Sault Ste. Marie has good access to all passenger and freight transportation modes – road, rail, air and marine. Facilities are available for direct intermodal transfers of freight including the following: truck to/from rail, marine and air; rail to/from truck and marine; air to/from truck; and marine to/from rail and truck. Large industrial companies like Algoma Steel are serviced directly by marine, rail and truck, as needed.

Other important features and attributes of the region's multi-modal transportation system include:

- Access to major highway networks – Sault Ste. Marie has direct access to Canadian markets via Highway 17 (part of the Trans-Canada Highway), which links to the east coast, west coast and to Southern Ontario via Highway 400. Just across the International Bridge, where wait times are a fraction of what they are at southern Ontario border crossings, Interstate-75 provides direct access to a large portion of the U.S.
- Sault Ste. Marie has rail access to much of the North American marketplace via Canadian National, Canadian Pacific and Huron Central railways. These routes provide coast-to-coast service with access to manufacturing facilities in Canada and the United States.
- The Sault Airport has 24-hour capability and is well-connected to other cities in Northern Ontario and major hub airports in Toronto. Also, service to U.S. airports in Detroit and Minneapolis-St. Paul is available from the nearby airport in Sault Ste. Marie, Michigan (Chippewa County International Airport).
- The Algoma Docks is currently the 4th largest port on the Canadian Great Lakes (by volume), handling approximately 500 vessels a year and is strategically located by the Sault Locks on the St. Lawrence Seaway System.
- The Sault Multimodal Terminal, located 0.5km from the International Bridge (border with U.S.) is a secure facility providing multimodal warehousing (rail to truck or truck to rail), inventory control, freight and customs brokerage services and more.
- Soo Van and Storage provides fully customized inventory and warehousing services including Customs Bonded Warehousing.
- There are additional warehousing and storage facilities throughout the community, including Traders Steel Warehouse which houses and supplies the largest inventory of new steel in the Algoma District.
- There are a number of customs brokers available in Sault Ste. Marie including Cole International and Near North Customs Brokers. There also customs brokers available on the U.S. side.
- The J M Longyear wood yard is located near the northern city limits of Sault Ste. Marie and provides for trans-loading of timber for shipment to the U.S. and other locations.
- Sault Ste. Marie is located near the centre point of the Trans-Canada Highway. In addition, the community has a non-disruptive and efficient border point to the United States, along with direct access to U.S. Interstate-75 (a four-lane highway) that extends from Michigan to Florida and links to the U.S. Interstate highway system.
- With access to both the Canadian Pacific and Canadian National Railway, Sault Ste. Marie is connected to rail from coast-to-coast across Canada and across the international train bridge to Sault Ste. Marie, Michigan and into the continental United States (through Chicago).
- Sault Ste. Marie and area is serviced by two regional airports, one in Sault Ste. Marie, Ontario and the other 15 minutes south of Sault Ste. Marie, Michigan.



11. Existing Investment Attraction and Marketing

Through its Invest Sault Ste. Marie program, the SSMEDC focuses on positioning and marketing the community as an ideal location to establish and grow a business. The goal of this initiative is to attract business and investment by enhancing the Sault's economic development capacity and performance in key sectors. The focus of the program is two pronged: developing a solid foundation towards creating opportunities for local business and enhancing investment attraction programming for the community.

To attract external business and investment, the SSMEDC undertakes strategic marketing campaigns, attends trade shows and makes pitches to external companies and investors.

Digital marketing campaigns and lead generation are focused on targeting American and European firms in advanced manufacturing, smart energy and digital steel.

SSMEDC hosts foreign delegations and companies for inbound exploratory visits. There were four visits in 2018, including representatives from the Czech Republic, South Africa, Australia and the United States.

Under its Invest Sault Ste. Marie program, the SSMEDC also assists existing business clients to enter export markets.

In 2017, SSMEDC partnered with its sister city, Sault Ste. Marie, Michigan to create a bi-national community bid and marketing campaign for Amazon's HQ2 headquarters. The campaign garnered a significant amount of national and international media coverage.

In May 2019, Noront Resources Ltd. announced they selected Sault Ste. Marie as the site of the company's \$1 billion ferrochrome production facility, due to the city's location, cost structure and existing supply chain. The project, which will be developed over 10 years, is expected to employ up to 1,500 for construction and 300-500 full-time positions to operate the facility. The ferrochrome production facility

will process chromite mined in the Ring of Fire (far north Ontario), and create ferrochrome which will be exported to the U.S. for the production of stainless steel. The SSMEDC expects this will further attract secondary manufacturing and new investments to the community and region.

12. Start-up Visa Program

In 2018, SSMEDC's Millworks Centre for Entrepreneurship small business incubator facility was accepted as the first hub in Northern Ontario to offer the Government of Canada's Start-up Visa Program. The program is intended to attract foreign entrepreneurs who wish to establish new, high growth businesses in Canada that will support innovation and job creation.

Under this program, Millworks can assist entrepreneurs to receive a start-up visa from Immigration, Refugees and Citizenship Canada under the business incubation stream. The program has seen considerable interest and over 100 applications since its launch. A sub-committee vets applications and moves potential candidates through the process.

The Start-up Visa Program is another example of how SSMEDC is working to attract new high-potential businesses and entrepreneurs to the region.

13. Rural and Northern Immigration Program

In June 2019, Sault Ste. Marie was one of 11 communities across Canada selected to take part in a federal immigration pilot project. The city now has additional tools to help address skilled labour shortages and grow the population. Along with increased immigration and a flow of skilled newcomers to the area, will come additional opportunities for new businesses and business connections with international markets. This program will likely lead to new importing/exporting opportunities, and utilization of FTZ programs.

Three phases for development and implementation of the FTZ Point have been identified and require different skills and leadership from different partners in Sault Ste. Marie. Overall staff leadership and coordination for these phases will be provided by Sault Ste. Marie Economic Development Corporation with the assistance of stakeholders.

The three phases are as follows:

PHASE 1: Preparing for the FTZ Point Designation

This first phase is focused on clarifying the roles and responsibilities of the various partners, ensuring broad-based business community support, and writing the application for the FTZ Point.

PHASE 2: Promoting the FTZ Point

Phase two includes preparing for acceptance as a designated FTZ Point, planning and coordination of any public announcements and preparation of initial marketing and promotional materials for the program.

PHASE 3: Operationalizing and Leveraging the FTZ Point Designation

The most successful FTZ Points are integrated into the overall economic development efforts, leverage the FTZ Point as a differentiator, and a support for the community's brand. Phase 3 would include launching the FTZ Point Task force, integrating the FTZ Point into marketing and business retention programs (the FTZ Point will be prominent in investment attraction materials), activating a Trade Leadership Network and potential co-marketing efforts with Sault Ste. Marie, Michigan through the bi-national investment district project.

NEXT STEPS

Upon notification of successful FTZ Point designation by the federal government:

1. Develop initial materials to promote the FTZ Point. The program will be highlighted on www.investsaultstemarie.com and in any regular communications with the local business community. A strong presentation will be prepared to explain the FTZ Point program and how it will positively impact the community. An information brochure will be developed that all partners and staff dealing with business clients can display and distribute.
2. Stage information sessions for the business community. These seminars will be effective for sharing information about the FTZ Point, promoting the use of the FTZ programs, and answering questions. They will also help to raise the profile of the programming.
3. Form the FTZ Point Task Force and provide staff support for implementation. The Task Force will be as prescribed in Figure 3 – Task Force Participants. Although more meetings may be needed early on, it is expected that the FTZ Point Task Force will meet approximately quarterly to review new requests to the program and to review progress on these files.
4. Integrate the FTZ Point into marketing and business retention programs. An SSMEDC staff person will become the in-house expert on FTZ programs. The FTZ Point will also be prominent in the community's branding materials.
5. Integrate the FTZ Point into a broader Trade Leadership Network. This structure, described earlier in this report, can help identify gaps in the trade support/facilitation infrastructure, and coordinate trade facilitation programs across the broader region.
6. Engage in potential joint marketing efforts with counterparts on the U.S./Michigan side of the border. This might take the form of a Bi-national Sault Ste. Marie International Trade Gateway that both sides can market to their respective clients.
7. Undertake monitoring and evaluation of implementation progress. This will be an ongoing process and entail systematic evaluation of the effectiveness of the FTZ Point.

CONCLUSION

Sault Ste. Marie is a city built on a long, proud history of manufacturing and harnessing the area's abundant natural resources. The community's legacy as a hub for industry and trade endures to this day with a highly developed advanced manufacturing sector, cutting-edge forest research, world-leading lottery and gaming expertise with the Ontario Lottery and Gaming Corporation, and a rapidly growing smart energy sector.

The city's strategic location on the US border allows for easy access to shipping and transportation via the Great Lakes, Trans-Canada Highway, I-75 in the USA, rail and air. Its close proximity to the Port of Algoma (Algoma Docks), which offers a deep sea port for shipping and receiving marine cargo, provides access to global markets and 60 million North American customers within only 800 KM.

Companies have access to various government incentives for manufacturing, technology, innovation, training, site acquisition and infrastructure – supporting continued growth.

Sault Ste. Marie is a vibrant community with endless four-season destination activities. With affordable living and a close-knit community, employees can live in their ideal neighbourhoods while enjoying short commute times and access to plenty of family activities, providing a healthy work-life balance.

Ranked 10th globally for competitiveness (KPMG 2016 Competitive Alternatives study) Sault Ste. Marie holds considerable opportunity for growth and development. The area is home to Algoma University, Sault College and Lake Superior State University (Sault Ste. Marie, Michigan), giving employers access to newly-trained professionals and skilled workers at competitive labour costs.

Sault Ste. Marie, with its location on the Great Lakes, access to the U.S. market, natural resources, energy production and manufacturing has long been an international trading hub. There is so much more potential.

The SSMEDC is working with our colleagues in Sault Ste. Marie, Michigan to develop a Bi-National Investment District. This would be a specialized strategic rural United States-Mexico-Canada

Agreement (USMCA) investment hub, which would promote bi-national investment in a market that has been historically distant from larger urban trade centres.

The two regions are working collaboratively to plan and leverage the region's resources as an integrated investment region. Numerous initiatives will be investigated to capture these opportunities such as the integration of supply chains in the region; the development and implantation of an integrated bi-national workforce development strategy; and the creation of an infrastructure/utility plan that is dictated by the region's economic development strategy.

Sault Ste. Marie, Michigan has an existing Foreign Trade Zone, which in the United States are specific to designated physical zones. The city's economic development agency has applied to the U.S. federal government to have their FTZ expanded to the entire Chippewa County which would provide additional advantages for businesses county-wide.



CONCLUSION

Through this initiative, SSMEDC will be working to build awareness, and improve the availability of information to businesses in Sault Ste. Marie, to assist them in fully capitalizing on the benefits of the Foreign Trade Zone programs and the FTZ Point designation.

Significant trade (imports and exports) is happening through existing business and industry, however, the SSMEDC would like to increase trade, attract additional business and investment, and improve awareness of the government of Canada's Foreign Trade Zone (FTZ) programs.

There are more than 50 local companies already involved in international trade activities, and more than 30 additional companies with interest in developing new international markets. SSMEDC intends to promote FTZ programming at regular information sessions for the business community, as well as part of other exporting and international market development seminars.

An FTZ Point designation aligns well with SSMEDC's investment attraction strategy and will help Sault Ste. Marie and area attract even more investment, industry and opportunities. Sault Ste. Marie is the gateway to Northern Ontario and SSMEDC looks forward to leveraging this and associated activities to make a greater impact in our business community.

The designation will be a valuable tool for promoting Sault Ste. Marie to inbound missions and during outbound missions in the USA, Germany and other countries.

The Foreign Trade Zone Point designation is the next step for our community to be seen as a gateway to international trade. It will help put Sault Ste. Marie on the map for foreign investment.

APPENDIX A

Letters and Resolutions of Support Sault Ste. Marie FTZ Point Application

SAULT STE. MARIE
ECONOMIC DEVELOPMENT CORPORATION

Board of Directors' Meeting

Monday, March 18, 2019
Russ Ramsay Board Room – Third Level – Civic Centre
11:30 am.

AGENDA ITEM 4.2

Moved by: K. Wyer

Seconded by: P. Shukla

Be it resolved that the Board of Director's approve staff to proceed with next steps as outlined in the attached report as Phase 1, Phase 2, and Phase 3, including forming the FTZ Task Force.
CARRIED.



Terry Rainone
President

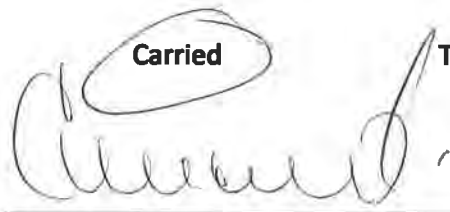


CITY COUNCIL RESOLUTION

Agenda Number: 7.1.1
Title: Support for Foreign Trade Zone Point Designation Application
Date: Monday, April 15, 2019

Moved by: Councillor M. Scott
Seconded by: Councillor L. Vezeau-Allen

Resolved that the report of the Chief Administrative Officer dated 2019 04 15 be received and that Council indicate its support of the Sault Ste. Marie Economic Development Corporation pursuing the designation of Foreign Trade Zone Point for Sault Ste. Marie.

Carried


Christian Provenzano

Tied, Defeated

Defeated

Officially Read and Not
Dealt With;#Postponed



May 1, 2019

Dan Hollingsworth, Executive Director
Sault Ste. Marie Economic Development Corporation
99 Foster Drive, Level 1
Sault Ste. Marie, ON P6A 5X6

RE: Foreign Trade Zone Point Designation

Dear Dan:

We are pleased to endorse and support the Sault Ste. Marie Economic Development Corporation's application to FedNor to see the City of Sault Ste. Marie designated as a Foreign Trade Zone point.

Such a designation would assist Sault Ste. Marie in its efforts to promote the City for investment attraction and international trade, as well as creating a one-window approach to help existing businesses take advantage of the valuable programs offered through the Foreign Trade Zone program.

The Sault Ste. Marie Innovation Centre is a regionally oriented organization focusing on growing regional strength in science and technology industries and business. This type of initiative provides another building block in a value proposition for our region.

Please do not hesitate to contact me at 705-942-7927, X3152 or pbruijns@ssmic.com if you require anything further.

Sincerely,

A handwritten signature in black ink, appearing to be "Peter Bruijns". The signature is stylized with a large, sweeping loop at the beginning and a long horizontal stroke extending to the right.

Peter Bruijns
Executive Director

PB/aw

May 15, 2019

Dan Hollingsworth
Executive Director
Sault Ste. Marie Economic Development Corporation
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6

RE: Foreign Trade Zone Point Designation

Dear Dan Hollingsworth:

Algoma University is pleased to endorse and support the Sault Ste. Marie Economic Development Corporation's application through FedNor to see the City of Sault Ste. Marie designated as a Foreign Trade Zone Point by the Government of Canada.

As a community leader in higher education, we applaud your ongoing efforts to stimulate business investment to strengthen our local and regional economy. Algoma University has an aggressive growth mandate and one critical element to our long-term success is the expansion of local and regional labour markets to support the needs of our growing student population. The success of your application and the positive impact the FTZ designation will have on business activity will undoubtedly serve as driver of labour market activity. This is crucial for the short- and long-term success of both the City of Sault Ste. Marie and Algoma University.

Thanks once again for your continued efforts to attract business investment for our city while promoting Sault Ste. Marie as an international trade gateway. Securing the Foreign Trade Zone Point designation will be another important milestone and we look forward to a positive response to your application.

Please do not hesitate to contact me if you require any additional information in support of your application.

Kindest regards,



Asima Vezina,
President & Vice-Chancellor



Re: Foreign Trade Zone Point Designation

May 16, 2019

Dan Hollingsworth
Executive Director
Sault Ste. Marie Economic Development Corporation
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6

Dear Dan Hollingsworth:

We are pleased to endorse and support the Sault Ste. Marie Economic Development Corporation's application through FedNor to see the City of Sault Ste. Marie designated as a Foreign Trade Zone Point.

Such a designation would assist Sault Ste. Marie in its efforts to promote the city for investment attraction and international trade, as well as creating a one-window approach to help existing business take advantage of the valuable programs offered through the Foreign Trade Zone program.

As an importer and exporter of steel and steel fabricated products, we firmly believe the Free Trade Zone will provide SIS Manufacturing new opportunities to compete and grow our business internationally.

Please do not hesitate to contact me at 705-297-4422 or email tony.coccimiglio@sisgroup.ca.

Sincerely,



Tony Coccimiglio
General Manager



April 18, 2019

Dan Hollingsworth
Executive Director
Sault Ste. Marie Economic Development Corporation
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6

RE: Foreign Trade Zone Point Designation

Dear Dan Hollingsworth:

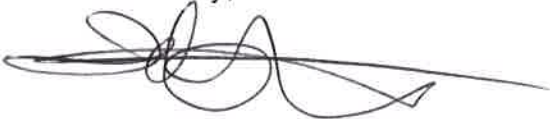
We at Avery's are pleased to endorse and support the Sault Ste. Marie Economic Development Corporation's application through FedNor to see the City of Sault Ste. Marie designated as a Foreign Trade Zone Point.

Such a designation would assist Sault Ste. Marie in its efforts to promote the city for investment attraction and international trade, as well as creating a one-window approach to help existing business take advantage of the valuable programs offered through the Foreign Trade Zone program.

Avery Construction and Transportation is involved in moving goods to and from the United States via truck and the Foreign Trade Zone Point Designation will enhance the business that we now do and allow us to expand our logistics operation.

Please do not hesitate to contact me at 705-759 4800 or email jeff@averyconstruction.ca

Sincerely,



Jeff Avery

President

R. Kevin Schwantz
120 Huron Street
Sault Ste. Marie, On., P6A 1P8

04/18/2019

Dan Hollingsworth
Executive Director
Sault Ste. Marie Economic Development Corporation
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6

RE: Foreign Trade Zone Point Designation

Dear Dan Hollingsworth:

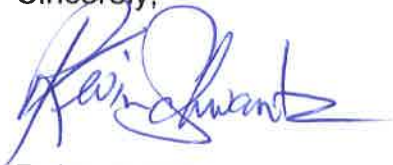
We are pleased to endorse and support the Sault Ste. Marie Economic Development Corporation's application through FedNor to see the City of Sault Ste. Marie designated as a Foreign Trade Zone Point.

Such a designation would assist Sault Ste. Marie in its efforts to promote the city for investment attraction and international trade, as well as creating a one-window approach to help existing business take advantage of the valuable programs offered through the Foreign Trade Zone program.

Cole International Inc – Customs Brokerage & Intl Freight Service Provider.

Please do not hesitate to contact me at 705-254-6448 or email kevin.schwantz@coleintl.com.

Sincerely,



R. Kevin Schwantz
Branch Manager – Customs.

Sault Ste. Marie Airport Development Corporation

April 18, 2019

Dan Hollingsworth
Executive Director
Sault Ste. Marie Economic Development Corporation
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6

RE: Foreign Trade Zone Point Designation

Dear Dan Hollingsworth:

We are pleased to endorse and support the Sault Ste. Marie Economic Development Corporation's application through FedNor to see the City of Sault Ste. Marie designated as a Foreign Trade Zone Point.

Such a designation would assist Sault Ste. Marie in its efforts to promote the city for investment attraction and international trade, as well as creating a one-window approach to help existing business take advantage of the valuable programs offered through the Foreign Trade Zone program.

Since its origin in 1961, the Sault Ste. Marie Airport has provided the vital air transportation link to the people and businesses of Sault Ste. Marie and the District of Algoma. Since assuming ownership and control of the Airport from the Federal government in 1998, the Sault Ste. Marie Airport Development Corporation (SSMADC) has strived to improve air transportation services for the community in a socially and fiscally responsible manner, while being progressive in its efforts to promote, develop and upgrade the Airport's lands and facilities. As such a Foreign Trade Zone Point should help to attract additional cargo opportunities for the airport, and therefore the SSMADC is very supportive of this initiative.

Please do not hesitate to contact me at 705-257-9055 or email bost@saultairport.com.

Sincerely,



Terry Bos, AAE
President and CEO



Dan Hollingsworth, Executive Director
Sault Ste. Marie Economic Development Corporation
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6

April 24, 2019

RE: Foreign Trade Zone Point Designation

Dear Mr. Hollingsworth:

As soon as a business starts operating internationally, there are many additional factors which can have a huge impact on its success. Exporting and importing goods is not just the core of any successful business; it also helps national and regional economies grow and expand.

Once countries and regions start exporting, as well as importing goods, their economies begin developing greater capacity to create economic prosperity. Importing and exporting goods is not only important for businesses; it is important for individual consumers, too. Consumers can benefit from certain products or components that are not produced locally, but are available to purchase from a business abroad.

Foreign Trade Zone Point Designation is an important component of developing our local export and import infrastructure that will advance the prosperity of Canada and Sault Ste. Marie.

As the Sault Ste. Marie Chamber of Commerce, representing 700 members and 41% of the local workforce, we are pleased to endorse and support the Sault Ste. Marie Economic Development Corporation's application through FedNor to see the City of Sault Ste. Marie designated as a Foreign Trade Zone Point.

Respectfully,

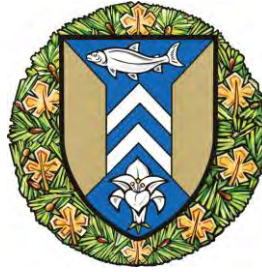


Don Mitchell, President



Rory Ring, CEO

**The Corporation of the
City of Sault Ste. Marie**



**Transportation / Infrastructure
Task Force**

Don Mitchell – Chair

April 17, 2019

Dan Hollingsworth
Executive Director
Sault Ste. Marie Economic Development Corporation
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6

RE: Foreign Trade Zone Point Designation

Dear Dan Hollingsworth:

We are pleased to endorse and support the Sault Ste. Marie Economic Development Corporation's application through FedNor to see the City of Sault Ste. Marie designated as a Foreign Trade Zone Point.

Such a designation would assist Sault Ste. Marie in its efforts to promote the city for investment attraction and international trade, as well as creating a one-window approach to help existing business take advantage of the valuable programs offered through the Foreign Trade Zone program.

The mandate of the Transportation / Infrastructure Task Force (TITF) is to coordinate, investigate and facilitate activities for the City of Sault Ste. Marie's multi-modal transportation / infrastructure priorities. As such, this designation would promote our city on the world stage, and enhance our efforts to compete with larger communities and showcase all we have to offer.

Please do not hesitate to contact me at 705-943-1489 or by email: dmitchell@algomains.com.

Sincerely,

A handwritten signature in black ink, appearing to read 'Don Mitchell'.

Don Mitchell, Chair
SSM Transportation Infrastructure Committee



PURVIS MARINE LIMITED

1 PIM STREET
SAULT STE. MARIE, ON P6A 3G3
T: 705-253-3038 F: 705-253-5232
www.purvismarine.com info@purvismarine.com

May 2, 2019

Dan Hollingsworth
Executive Director
Sault Ste. Marie Economic Development Corporation
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6

RE: Foreign Trade Zone Point Designation

Dear Mr. Hollingsworth:

Purvis Marine Limited and its subsidiary Sault Multimodal Terminal are pleased to endorse and support the Sault Ste. Marie Economic Development Corporation's application through FedNor to see the City of Sault Ste. Marie designated as a Foreign Trade Zone Point.

We recognize the important benefits of a Foreign Trade Zone Point as a means to enhance business and economic development in Sault Ste. Marie. Such a designation would assist Sault Ste. Marie in its efforts to promote the city for investment attraction and international trade, as well as creating a one-window approach to help existing business take advantage of the valuable programs offered through the Foreign Trade Zone program.

Sault Multimodal Terminal has the potential to be designated as a Customs Bonded Warehouse and it is certainly an opportunity that we wish to explore through the Foreign Trade Zone Point program.

Please do not hesitate to contact me at 705-253-8325 or at sheila.purvis@purvismarine.com

Sincerely,

Sheila Purvis

May 6th, 2019

Dan Hollingsworth
Executive Director
Sault Ste. Marie Economic Development Corporation
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6

Foreign Trade Zone Point Designation

Dear Dan Hollingsworth:

We are pleased to endorse and support the Sault Ste. Marie Economic Development Corporation's application through FedNor to see the City of Sault Ste. Marie designated as a Foreign Trade Zone Point.

Such a designation would assist Sault Ste. Marie in its efforts to promote the city for investment attraction and international trade, as well as creating a one-window approach to help existing business take advantage of the valuable programs offered through the Foreign Trade Zone program.

Sincerely,

Michele Zucchetti
Operations Senior Director
TenarisAlgoMaTubes

A handwritten signature in blue ink, appearing to read "Michele Zucchetti".



SAULT STE. MARIE BRIDGE AUTHORITY

SAULT STE. MARIE, ONTARIO
NATALIE KINLOCH, CHAIR
MICHELINE DUBÉ, MEMBER
ANTHONY PICKETT, MEMBER
ANDRÉ GIRARD, MEMBER

SAULT STE. MARIE, MICHIGAN
LINDA HOATH, VICE CHAIR
THOMAS BUCKINGHAM SR., MEMBER
SCOTT SHACKLETON, MEMBER
NICHOLAS WHITE, MEMBER

Peter M. Petäinen
121 Huron St.
Sault Ste. Marie, ON P6A 1R3

May 1, 2019

Dan Hollingsworth
Executive Director
Sault Ste. Marie Economic Development Corporation
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6

RE: Foreign Trade Zone Point Designation

Dear Dan Hollingsworth:

We are pleased to endorse and support the Sault Ste. Marie Economic Development Corporation's application through FedNor to see the City of Sault Ste. Marie designated as a Foreign Trade Zone Point.

Such a designation would assist Sault Ste. Marie in its efforts to promote the city for investment attraction and international trade, as well as creating a one-window approach to help existing business take advantage of the valuable programs offered through the Foreign Trade Zone program.

The Sault Ste. Marie Bridge International Bridge is committed to is the safe and efficient movement of people and goods across the International Bridge between Sault Ste. Marie, Ontario and Sault Ste. Marie, Michigan. The mission of the International Bridge is to promote Canadian and U.S. trade, tourism and regional economic development. The bridge heavily relies on these economic opportunities in order to protect the bridge

REPLY TO: PETER M. PETAINEN, GENERAL MANAGER

934 BRIDGE PLAZA
SAULT STE. MARIE, MICHIGAN 49783
PHONE: (906) 635-5255 FAX: (906) 635-0540
TDD/TTY – MICHIGAN RELAY CENTER (800) 649-3777

121 HURON STREET
SAULT STE. MARIE, ON P6A 1R3
PHONE: (705) 942-4345
www.michigan.gov/lba

asset which must be maintained and preserved in order to protect the unrestricted mobility of local, state and provincial residents.

Please do not hesitate to contact me at 705-942-4345 extension 137 or email petainenp@michigan.gov.

Sincerely,

A handwritten signature in blue ink, appearing to read 'P. Petäinen', with a stylized flourish extending to the right.

Peter M. Petäinen
General Manager
International Bridge Administration