



The Regional Municipality of Durham

Planning and Economic Development Committee Revised Agenda

Tuesday, April 4, 2023, 9:30 a.m.

Regional Council Chambers

Regional Headquarters Building

605 Rossland Road East, Whitby

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 2097.

Note: This meeting will be held in a hybrid meeting format with electronic and in-person participation. Committee meetings may be [viewed via live streaming](#).

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4.3	<p>Report #2023-P-9</p> <p>Application to Amend the Durham Official Plan, submitted by Clark Consulting Services, on behalf of Thornlea Holsteins Ltd., to permit the severance of a farm dwelling rendered surplus as a result of the consolidation of non-abutting farm properties in the Municipality of Clarington, File: OPA 2023-002</p> <ul style="list-style-type: none"> a. Presentation <ul style="list-style-type: none"> *a. Sara Hajsaleh, Planning Analyst b. Public Input <ul style="list-style-type: none"> a. Hugh Stewart, on behalf of Clark Consulting Services c. Correspondence d. Report 	<p>62</p> <p>70</p>
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7. Planning

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- a. Information Report #2023-INFO-22 105
Regional Planning Commissioners of Ontario (RPCO)
Inventory of Ontario's Unbuilt Housing Supply

**Pulled by Councillor Collier from the March 17, 2023 Council
Information Package**

Recommendation: Receive for Information
- b. Correspondence received from the City of Pickering dated 111
February 23, 2023
Re: Durham Meadoway Enhancements and Amendments

Recommendation: Refer to Staff for Consideration
- c. Correspondence received from the Town of Whitby, dated 113
March 27, 2023
Re: Durham Meadoway – Green Energy Projects

Recommendation: Refer to Staff for Consideration
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- a. Report #2023-P-10 117
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submitted by Clark Consulting Services Ltd. on behalf of
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(DECAC) Membership Appointments

8. Economic Development

8.1 Correspondence

8.2 Reports

- a. Report #2023-EDT-5
Invest Durham – Five-Year Marketing Plan

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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, May 2, 2023 at 9:30 AM

13. Adjournment

Notice regarding collection, use and disclosure of personal information:

Written information (either paper or electronic) that you send to Durham Regional Council or Committees, including home address, phone numbers and email addresses, will become part of the public record. This also includes oral submissions at meetings. If you have any questions about the collection of information, please contact the Regional Clerk/Director of Legislative Services.

The Regional Municipality of Durham

MINUTES

PLANNING & ECONOMIC DEVELOPMENT COMMITTEE

Tuesday, March 7, 2023

A regular meeting of the Planning & Economic Development Committee was held on Tuesday, March 7, 2023 in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby, Ontario at 9:30 AM. Electronic participation was offered for this meeting.

1. Roll Call

Present: Councillor Chapman, Chair
Councillor Pickles, Vice-Chair
Councillor Collier*
Councillor Kerr
Councillor Neal
Councillor Shahid
Councillor Wotten
Regional Chair Henry
***denotes Councillors participating electronically**

Also
Present: Councillor Ashe*
Councillor Crawford attended for part of the meeting
Councillor Dies* attended for part of the meeting
Councillor Foster* attended for part of the meeting
Councillor Garrod* attended for part of the meeting
Councillor Schummer*
***denotes Councillors participating electronically**

Staff
Present: E. Baxter-Trahair, Chief Administrative Officer
B. Bridgeman, Commissioner of Planning and Economic Development
S. Baldie Jagpat, Manager, Administrative Services
C. Boyd, Solicitor, Chief Administrative Office – Legal Services
S. Gill, Director, Economic Development and Tourism
C. Goodchild, Manager, Policy Planning & Special Studies
L. Huinink, Director, Rapid Transit and Transit Oriented Development
J. Hunt, Regional Solicitor/Director of Legal Services, Chief Administrative Office – Legal Services
G. Muller, Director of Planning
G. Pereira, Manager, Transportation Planning
B. Pickard, Manager, Tourism
D. Ruby, Manager, Economic Development, Business Development and Investment

J. Severs, Manager, Economic Development, Marketing and Cluster Development
N. Taylor, Commissioner of Finance
L. Trombino, Manager, Plan Implementation
R. Inacio, Systems Support Specialist, Corporate Services – IT
S. Ciani, Committee Clerk, Corporate Services – Legislative Services
L. Soto Maya, Committee Clerk, Corporate Services – Legislative Services
K. Smith, Committee Clerk, Corporate Services – Legislative Services

2. Declarations of Interest

There were no declarations of interest.

3. Adoption of Minutes

Moved by Councillor Neal, Seconded by Councillor Shahid,
(20) That the minutes of the regular Planning & Economic Development Committee meeting held on Tuesday, February 7, 2023, be adopted.
CARRIED

Moved by Councillor Shahid, Seconded by Councillor Pickles,
(21) That Item 4. Statutory Public Meetings be deferred until 11:00 AM when the Public Meeting portion of the agenda will begin.
CARRIED

4. Statutory Public Meetings

4.1 Public Meeting Report – Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)

This item was considered later in the meeting. [See page 5 of these minutes]

A) Presentation

This item was considered later in the meeting. [See pages 5-6 of these minutes]

B) Public Input

This item was considered later in the meeting. [See pages 6-13 of these minutes]

C) Correspondence

This item was considered later in the meeting. [See page 14 of these minutes]

D) Report

This item was considered later in the meeting. [See page 14 of these minutes]

5. Presentations

- 5.1 Gary Muller, Director of Planning, Simon Gill, Director of Economic Development & Tourism, and Lorraine Huinink, Director of Rapid Transit and Transit Oriented Development, re: 2023 Planning and Economic Development Department Business Plans and Budgets (2023-P-4)
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Gary Muller, Director of Planning, Simon Gill, Director of Economic Development & Tourism, and Lorraine Huinink, Director of Rapid Transit and Transit Oriented Development, provided a PowerPoint presentation with regards to the 2023 Planning and Economic Development Department Business Plans and Budgets.

Highlights of the presentation included:

- 2023 Business Plans and Budgets
- 2023 Proposed Planning/Transit Oriented Development Expenditures & Financing
- 2022 Planning Accomplishments
 - Envision Durham
 - At Home Incentive Program
 - Streamline Development Approvals Fund
- 2023 Planning Strategic Highlights
- 2022 Rapid Transit and Transit Oriented Development Accomplishments
- 2023 Rapid Transit & Transit Oriented Development Strategic Highlights
- 2023 Proposed Economic Development Expenditures & Financing
- 2022 Economic Development Accomplishments
- 2023 Economic Development Strategic Highlights
- 2023 Business Plans and Budgets
 - Risk and Uncertainties
- Beyond the 2023 Business Plans and Budget
 - Forecasted Pressures

Staff responded to questions with regards to how the lands around Highway 407 are designated and whether any development charges are received for planning exercises.

6. Delegations

There were no delegations.

7. Planning

7.1 Correspondence

There were no communications to consider.

7.2 Reports

A) 2023 Planning and Economic Development Department Business Plans and Budget (2023-P-4)

Report #2023-P-4 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

Moved by Councillor Collier, Seconded by Councillor Shahid,
(22) That we recommend to the Finance and Administration Committee for subsequent recommendation to Regional Council:

That the 2023 Business Plans and Budget of the Planning and Economic Development Department be approved.

CARRIED

B) Durham Active Transportation Committee (DATC) Membership Appointments (2023-P-5)

Report #2023-P-5 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

Moved by Councillor Pickles, Seconded by Councillor Wotten,
(23) That we recommend to Council:

A) That the following citizen volunteers be appointed as “area municipal representatives” to the Durham Active Transportation Committee: Aisha Heywood (Pickering); Tanja Van Helsdingen (Ajax); Ron Lalonde (Whitby); Bob Astley (Oshawa); Connor Houston (Clarington); Kamal Mirani (Brock); Philip Smith (Uxbridge); and Marc Gibbons (Scugog);

B) That the above-named citizen volunteers be advised of their appointment to the 2023-2026 term of the Durham Active Transportation Committee; and

C) That a copy of Report #2023-P-5 of the Commissioner of Planning and Economic Development be forwarded to the area municipalities and the Durham Active Transportation Committee.

CARRIED

8. Economic Development

8.1 Correspondence

There were no communications to consider.

8.2 Reports

There were no Economic Development reports to consider.

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

There was no other business to be considered.

Moved by Councillor Neal, Seconded by Councillor Kerr,
(24) That the committee recess until 11:00 AM to begin the Statutory Public Meeting.

CARRIED

The Committee recessed at 10:00 AM and reconvened at 11:00 AM.

The Committee Clerk conducted a roll call following the recess and all members of Committee were present.

4. Statutory Public Meetings

4.1 Public Meeting Report – Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)

The Chair advised that this portion of the Planning & Economic Development Committee meeting constitutes the Statutory Public Information meeting under the Planning Act for a new Official Plan for the Region of Durham. He also advised that notice of the public meeting was advertised in the applicable newspaper and sent to the Envision Durham interested parties list (approximately 780 recipients), our agencies circulation list, and placed on the Envision Durham website. He noted that it is important that anyone who may have an interest in this matter make a submission prior to Regional Council considering the adoption of the new official plan. He stated that written submissions are to be provided by April 3, 2023.

A) Presentation

Brian Bridgeman, Commissioner of Planning and Economic Development, Gary Muller, Director of Planning, and Colleen Goodchild, Manager of Policy, Planning and Special Studies, provided a presentation outlining the details of Report #2023-P-6 of the Commissioner of Planning and Economic Development. B. Bridgeman advised that the Planning Act mandates that upper tier regions prepare and maintain an official plan and undertake municipal comprehensive reviews of the plan when required to do by the province. He noted that Durham Region has branded this municipal comprehensive review process as Envision Durham.

Highlights of the presentation included:

- Opening Remarks
- Draft New Regional Official Plan
- Prologue
- Chapter 1 – Regional Structure
- Chapter 2 – A Prosperous Region
- Chapter 3 – Healthy Communities
- Chapter 4 – Supportive Infrastructure & Services
- Chapter 5 – Vibrant Urban System
- Chapter 6 – Thriving Rural System
- Chapter 7 – Protected Greenlands System
- Chapter 8 – Connected Transportation System
- Chapter 9 – Site Specific Policies
- Public Open House – March 6, 2023
- Next Steps
- Closing Remarks with words of thanks from B. Bridgeman to the Envision Durham Team

Moved by Councillor Shahid, Seconded by Councillor Kerr,
(25) That the committee recess for 30 minutes.

CARRIED

The Committee recessed at 11:30 AM and reconvened at 12:00 PM.

The Committee Clerk conducted a roll call following the recess and all members of Committee were present.

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

B) Public Input

1. Joanna Fast, Evans Planning, on behalf of GLS Group of Companies, re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)

Joanna Fast, Evans Planning, appeared before Committee on behalf of GLS Group of Companies who are the owners of 1345 Winchester Road in Oshawa.

J. Fast advised the subject lands are located on the south side of Winchester Road, east of Harmony Road. She stated the draft Official Plan mapping proposes to bring a portion of the lands into the urban area and designate it as employment area and they disagree with this proposed designation. J. Fast requested that the northerly 50 acres of land also be

designated as community area or that the employment area designation be reduced to a smaller section across Winchester Road.

2. Max Lysyk, on behalf of GLS Group of Companies, re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)

Max Lysyk, appeared before the Committee representing the owners of 1345 Winchester Road East in Oshawa, on behalf of GLS Group of Companies.

M. Lysyk questioned why the lands south of Highway 407 were designated as employment lands, when the majority of future community lands designation for Oshawa is all north of Highway 407. He expressed concerns with the explanation provided by Regional staff that it was because of the existence of greenfingers/Natural Heritage System (NHS) within the lands north of Highway 407 which would cause potential issues with future employment lands.

M. Lysyk stated he attended the Columbus Part II Planning Areas public information session (PIC) hosted by the City of Oshawa, which was approved as part of the 2031 growth forecast through the Municipal Comprehensive Review (MCR). He stated these lands are located north of Highway 407 and today there is still no development occurring on those lands and that at the PIC, City staff acknowledged that these lands are 5 – 10 years away from construction, but only if services are brought under Highway 407 in the near future. He added that these lands were intended to meet the growth targets as established in the 2031 Regional Official Plan (ROP) however, if the draft ROP as presented today is approved as proposed, new home construction will be delayed or stagnated, similarly to what is occurring in Columbus for north Oshawa. This is because no municipal services currently exist and the Columbus Part II Plan still hasn't been approved by City Council, therefore the possibility of appeals and delays are legitimate.

M. Lysyk stated it is imperative that the Envision Durham MCR proposes some community lands in north Oshawa, south of Highway 407 as these lands are plug-in-place subdivisions because municipal services already exist.

M. Lysyk concluded by stating they are a large rental housing supplier in Durham Region and currently receive between 20 and 30 rental inquiries daily for 2 to 3 bedroom apartments. He stated that designating lands south of Highway 407, and more specifically at their property at 1345 Winchester Road East, as an employment area does not alleviate the current need for housing, especially rental housing. He added that their goal is to provide a substantial amount of rental housing at this property and are prepared to do so in a timely manner if a logical approach is applied to the Envision Durham Regional Official Plan.

M. Lysyk responded to questions from the Committee.

3. David Aston, MHBC Planning, Urban Design & Landscape Architecture, re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)

David Aston, MHBC Planning, Urban Design & Landscape Architecture, participating electronically, appeared before the Committee on behalf of his client White Owl Properties Limited for lands located at 2765 Townline Road (also referenced as Concession Rd 3, or Peter Matthews Drive) in the City of Pickering.

D. Aston noted that the subject lands are identified in the Greenlands System or the Natural Heritage System (NHS) in their entirety as protected area. They are requesting that staff review the mapping relative to approximately 2 hectares of land that have no underlying natural features that would see the designation of that portion of land as part of the NHS. They have provided information that illustrates the various underlying details that create the NHS feature and also information that they had completed by an environmental consultant to confirm what is on the ground at the property.

D. Aston, on behalf of White Owl Properties Limited, requested the following:

- Modify the Greenlands System (Map 2) to remove the portion of lands that contain no natural features, as identified by current Regional and City Official Plan mapping and confirmed by an assessment of natural features, from the Greenlands System; and
- Re-designate the portion of lands identified below to be included within the Urban System as Community Area on Regional Structure (Map 1).

D. Aston noted that they provided a submission to staff that identifies some of the details in the mapping request change.

4. Nicholas Kariunas, Whitby Resident, re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)

Nicholas Kariunas, Whitby Resident, participating electronically, appeared before the Committee regarding Report #2023-P-6 of the Commissioner of Planning & Economic Development.

N. Kariunas raised concerns regarding a proposed application for a school to be built on lands in the Palmerston area where the land may not be environmentally sound; and, concerns regarding a proposed Motel 6 in Whitby. Chair Chapman clarified that these concerns should be brought to the Town of Whitby for consideration.

N. Kariunas stated that he would like to see the current areas cleaned up and expanded as more residents come into Durham Region by 2051.

5. Lori Lopes, Durham Resident, re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)

Lori Lopes, Durham Resident, withdrew her request to delegate prior to the meeting.

6. Abdullah Mir, Pickering Resident, re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)

Abdullah Mir, Pickering Resident, participating electronically, appeared before the Committee regarding Report #2023-P-6 of the Commissioner of Planning & Economic Development.

A. Mir expressed concerns with not being able to afford housing despite having good jobs with good wages. He stated there is a need to build affordable homes in complete communities with a range of housing types, and a mix of schools, stores, workplaces, and parks within the existing urban boundaries. He stated to build these homes on the existing farmland and heritage lands is imprudent.

A. Mir stated that moving forward with the current Regional Official Plan would not be in the best interest of the residents of Durham Region as there is a lot of land that is being made available for development that is not required based upon studies performed by experts in the field. He noted that Planning staff recommended the approval of Scenario 4 of the Land Needs Assessment however the BILD Scenario 2A was adopted by Council instead which opened up an additional 4,000 hectares of land for development. He expressed concerns that this scenario was not one of the staff recommendations and was not presented to the public for comment prior to it being approved. He stated this will only result in more urban sprawl and loss of farmland, and the focus should be on building homes within the existing urban boundaries which would provide for an increased tax base to support the additional infrastructure while protecting greenspace.

A. Mir also stated that once the decision is made to include the additional land in the Official Plan, it can't be removed, and it would be destined to be developed. He stated the more prudent decision would be to limit the amount of land to be developed, knowing that in 10 years the Official Plan can be revisited. He asked that the Committee make sustainable and responsible decisions that balance the needs and wants of today, without taking from our collective future.

7. Ted Nickerson, Richmond Hill Resident, re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)

Ted Nickerson, on behalf of Durham Gateway Partners Inc., appeared before the Committee regarding Report #2023-P-6 of the Commissioner of Planning & Economic Development.

Highlights of his presentation included:

- A Transformational Project for the GTA East
- Durham Gateway Concept Master Plan
- The Opportunity to Create a Major Transportation/Transit Hub for the Eastern GTA
- Full Development of the Federal Pickering Lands Will Deliver:
 - Job Creation
 - Economic Prosperity
- Requests

T. Nickerson stated that the full development of the Federal Pickering lands would deliver job creation (56,000 - 66,000 high quality permanent jobs) and economic prosperity (\$10 billion - \$12 billion annual regional economic benefits).

T. Nickerson requests that the Committee:

- Reject the Anti-Airport Groups' messages that "there is no business case", and that a Pickering airport is not needed ever;
- Understand and embrace the full economic development of the Federal Pickering Lands and the enormous benefits it will deliver; and
- Work to advance development of these lands.

T. Nickerson responded to questions from the Committee.

8. Don Given, Malone Given Parsons, re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)

Don Given, Malone Given Parsons Ltd., participating electronically appeared before the Committee regarding Report #2023-P-6 of the Commissioner of Planning & Economic Development, particularly as it relates to the employment conversion for 1520, 1540, and 1580 Reach Street in the Township of Port Perry.

D. Given stated that the lands referenced today have been before the Planning & Economic Development Committee and Regional Council previously and are lands currently designated as employment in the Region's Official Plan and in the Township of Scugog's Official Plan. He noted that the Planning and Economic Development Committee previously had supported the conversion of 40 hectares that would allow the Township of Scugog to have some land that could be used for housing. Ultimately that was not approved by Regional Council, and he is requesting a

reconsideration on the basis that they think there is merit in what is being proposed and the current Council at the local level has supported the conversion.

D. Given stated that one of the things that is being proposed for the lands is to allow for nursing or retirement homes or long-term care homes and this site stands out as a great opportunity for such plans. However, if the lands stay as an employment area designation, Section 5.5.25 of the policy would be put in place which would prohibit this use for the lands in question.

D. Given stated the plan that is being proposed would allow the Town to create a small community at the edge of Town with employment lands to the west, and a residential area on 40 hectares separated by a green area and a woodlot that exists today. These lands would be the only opportunity for Port Perry to have what is called greenfield land as the balance of the municipality is fully built out, therefore they are requesting that the previous decision be reconsidered.

9. Linda Gasser, Whitby Resident, re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)

Linda Gasser, Whitby Resident, participating electronically, appeared before the Committee regarding Report #2023-P-6 of the Commissioner of Planning & Economic Development.

L. Gasser referenced the May 3, 2022 Planning & Economic Development Committee meeting minutes and the adoption of the BILD 2A scenario that neither staff nor the public had the opportunity to review and comment on. She also referenced a memorandum from Commissioner Bridgeman dated May 24, 2022 that described how the BILD 2A scenario was inconsistent with multiple Council positions and how it would undermine the achievement of key Regional goals.

L. Gasser stated the adoption of the BILD 2A scenario opened the door for development on approximately 14,000 acres of prime land for urban uses. She expressed concerns that Council refuses to fully consider the impacts and the costs of so much land being designated unnecessarily for urban uses. She stated ecologically valuable lands must be preserved for many reasons and paving over these lands is unconscionable when the real reasons for the housing crisis are ignored.

L. Gasser concluded by stating that developing under the current plan will cause taxes to rise for all property owners including businesses. She stated that businesses will seek out well managed municipalities that are prepared to accommodate the diverse housing and transportation needs of their employees and where political leaders are committed to liveable communities for all residents.

10. Elyse Holwell, Malone Given Parsons, on behalf of Fieldgate Developments, re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)
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Elyse Holwell, Malone Given Parsons, on behalf of Fieldgate Developments, participating electronically, appeared before the Committee regarding lands located at 6483 and 6523 Country Lane in the Town of Whitby.

E. Holwell requested that Council redesignate these lands, along with the remainder of the employment lands north of Highway 407 between Country Lane and Cochrane Street, as community area.

E. Holwell stated that they had previously submitted requests for these lands, along with the other employment lands north of Highway 407, to be included in the settlement area boundary as community area. She thanked staff for including these lands in the settlement area but continue to ask that they be redesignated from employment area to community area.

E. Holwell stated that Feildgate Homes had submitted a draft plan of subdivision and zoning by-law amendment application last year for lands immediately north of these employment lands in accordance with the approved Brooklin Community Secondary Plan. She noted that since these employment lands are adjacent to the planned residential community to the north, and there is a natural heritage system to the east and west, these areas are constrained which impacts the function of these lands for employment uses. She stated that designating these lands as community area provides for a logical extension of the planned residential uses to accommodate the projected Durham population to 2051.

11. Mark Brooks, on behalf of Friends of Pickering Airport, re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)
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Mark Brooks, on behalf of the Buttonville Flying Club and Friends of Pickering Airport, appeared before the Committee regarding Report #2023-P-6 of the Commissioner of Planning & Economic Development.

M. Brooks stated he is in favour of the proposed Durham Official Plan and emphasized that there is a need for an airport in Pickering now. He stated that aviation is the cornerstone of the world economy and the gateway to economic prosperity, and increased aviation capacity is needed to reach a net zero carbon future.

M. Brooks provided an overview of the passenger-capacity forecast for airports in the GTHA and how the new airport will improve aviation safety, increase prosperity, and reduce carbon emissions.

12. Bryce Jordan, GHD, on behalf of Tribute Communities and Halminen Homes, re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)
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Bryce Jordan, GHD, on behalf of Tribute Communities and Halminen Homes, appeared before the Committee regarding the lands owned by the two companies that are adjacent to each other just north of Newcastle Village.

B. Jordan stated the lands in question were identified as Boundary Expansion Request 39 (BER 39) through the Envision Durham process. He noted that BER 39 was not agreed to by staff and believes that staff have missed an opportunity to include a strategic parcel of land in the Newcastle urban area and hopes it can be reconsidered and included in the final Regional Official Plan.

B. Jordan illustrated on a map the location of the subject lands and stated that the lands are readily connected to the existing community by private vehicles, transit vehicles, and by active transportation routes.

B. Jordan also illustrated on a map the areas that are being considered for road improvements to better align the roads and interchanges in the area. He noted that BER 39 includes the Clarke High School and Pines Senior Public School and stated that by including BER 39 in the Newcastle Urban Area it will be possible to incorporate these important community uses into the Village and provide access through internal collector roads and local streets for vehicles and bicycles and other modes of active transportation rather than having to go onto a divided Highway to get to school.

In closing, B. Jordan requested that BER 39 be included in the Newcastle Urban Area.

B. Jordan responded to questions from the Committee.

13. Lucy Stocco, on behalf of Tribute Communities, re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)
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Lucy Stocco, on behalf of Tribute Communities, was in attendance with Bryce Jordan to answer any questions and did not provide a delegation on this matter.

14. Amanda Lazaridis, Louisville Homes Ltd., on behalf of the Owners of 1766 Baseline Road, re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)
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Amanda Lazaridis, Louisville Homes Ltd., on behalf of the Owners of 1766 Baseline Road, withdrew their request to delegate prior to the meeting.

15. Peter Cohen, Whitby Resident, re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)

Peter Cohen, on behalf of Climate Justice Durham, participating electronically, appeared before the Committee regarding Report #2023-P-6 of the Commissioner of Planning & Economic Development.

P. Cohen stated that currently India is the biggest agricultural producer while the United States is the biggest agricultural exporter. He stated that most of America's agriculture comes from states like California, Texas, Nebraska and Minnesota and those states have been facing more severe and more frequent droughts directly limiting their agricultural crops. He added that India's agriculture industry is very heavily dependent on being able to accurately predict monsoons and that is increasingly hard to do because of climate change. He noted that this impacts us because agricultural supplies are dwindling, and Ontario is perfectly poised to be able to meet increased demands.

P. Cohen added that Ontario has a growing technology sector that can help develop new technologies for farming. He stated that to give that up and pave over the land instead, is a massive opportunity lost.

P. Cohen stated that the Region can accommodate the expected population growth within our existing urban boundaries, and he asked the following questions:

1. How does Council plan to justify this unnecessary opportunity cost? How do Councillors plan to justify building on previously undeveloped land which is more likely to have infrastructure missing or is inadequate instead of building within our existing urban boundaries where it's more likely to be within the service range of our existing infrastructure?
2. How do Councillors plan to justify turning down the cost-effective option presented now that it will be taxpayers who are footing the bill? Alternatively, how do Councillors plan to advocate for the province to reintroduce development charges and take the costs off the back of taxpayers?
3. Why did members of Regional Council including those who are here today, choose to support Scenario 2A (the BILD scenario) in the first place, which was absent from public consultation? Staff expressed concerns that BILD had left out key factors when they were estimating the amount of land that their scenario would use and that's not ideal for a land use scenario.

P. Cohen responded to questions from the Committee.

16. Adam Santos, Weston Consulting, on behalf of Beaverton Common, re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)
-

Adam Santos, Weston Consulting, on behalf of Beaverton Common, participating electronically, appeared before the Committee regarding a 57 hectare parcel of land generally located at the northwest corner of Beaver Avenue and Hwy. 12 in Beaverton, in the Township of Brock.

A. Santos stated that a 7.6 hectare portion of land previously subject to unemployment conversion (referenced as CNR 23) was before this committee previously, and that these lands are located behind the existing Independent Grocer and McDonald's Plaza, south of Beaver Avenue and west of Hwy. 12.

A. Santos expressed concerns with the new Regional Official Plan's Employment Area designation of these lands. He stated their client has a vision of redeveloping the 7.6 hectares with an age in place community consisting of 100 long term care beds, 136 retirement home suites, and 72 life lease rental units geared towards senior living, but these uses would appear to be only permitted within the Region's Community Area designation.

A. Santos requested that staff reconsider the merits of an Employment Area conversion of CNR 23 to a Community Area designation as there is a growing need in the Township for retirement geared facilities; the proposal would allow job creation on these lands; and it meets a market based need for housing society's most vulnerable and growing populations.

17. Shahram Emami, Pickering Resident, re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)
-

Shahram Emami, Pickering Resident, appeared before the Committee regarding 150 hectares of Whitebelt lands between Sideline 14 and 16, 7th Concession Road and Highway 7, in the City of Pickering.

S. Emami stated these lands are not being included in the settlement boundary area expansion request by the City of Pickering and referenced page 16 of Report #2022-INFO-91: Envision Durham Growth Management Study, Phase 2: Draft Settlement Area Boundary Expansions and Area Municipal Growth Allocations that states: "Lands next to the federal airport lands, identified as Special Study Area in the current ROP are proposed to remain outside the Urban Area Boundary since there is sufficient opportunity in northeast Pickering along Highway 407 and the lands are not yet required for Employment Area expansion. Residential and population related sensitive land uses would not be permitted in this location due to potential airport noise exposure. These lands are proposed to remain outside the Urban Area

Boundary until such time that federal decision to build an airport is made, at which point they may be comprehensively planned for suitable uses”.

S. Emami requested a settlement boundary expansion in the Town of Ajax and the City of Pickering. He stated there are Whitebelt lands sitting idle, while lands are being taken out of the Greenbelt with much controversy. He further stated that the Whitebelt lands between Sideline 14 and 16 could be used for purposes that are compatible for community land, even if a decision is made to build an airport.

18. Matthew Cory, Malone Givens Parson, on behalf of Northeast Pickering Landowners Group, re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)
-

Matthew Cory, Malone Given Parson, on behalf of Northeast Pickering Landowners Group, appeared before the Committee regarding Report #2023-P-6 of the Commissioner of Planning & Economic Development.

M. Cory stated he agrees with Northeast Pickering being brought into the settlement boundary area as it completes the whole northern portion of the municipality.

M. Cory provided the following comments:

- 1) Detailed submissions on modifications to the employment and community area divisions in Northeast Pickering were provided prior to the draft Official Plan coming out and requested it be reviewed prior to the final OP coming back to Council for approval;
- 2) They had provided a robust natural heritage system evaluation and field work provided by their consultant and are requesting that work be considered and incorporated into the Region’s natural heritage system and final Official Plan; and
- 3) That a rural land use designation be included in the Regional Official Plan or major land use designation in the official plan, or that the major open space designation is appropriate to allow for the full range of complementary rural uses next to urban uses.

19. Grant Morris, Grant Morris Associate Ltd., re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)
-

Grant Morris, on behalf of Lamont Estates, appeared before the Committee regarding 3580 Audley Road, in the Kingsdale area.

G. Morris stated extensive work has been done on the 16 acres including all the necessary studies and assessments and their plan addresses all issues.

He requested that staff take a second look at this area and that it be included in the urban area of the new Regional Official Plan.

G. Morris responded to questions from the Committee.

20. Joell Vanderwagen, Oshawa Resident, re: Envision Durham – Release of the Draft New Regional Official Plan (2023-P-6)

Joell Vanderwagen, Oshawa Resident, appeared before the Committee regarding Report #2023-P-6 of the Commissioner of Planning & Economic Development.

J. Vanderwagen expressed concerns with commercial developments and big box stores and the need for urban design guidelines and retrofitting some of these areas to make them more walkable for residents. She stated the number one objective of the Official Plan should be to create walkable communities and referenced the transit supportive guidelines when developing the draft new regional official plan to assist with making walkable communities.

J. Vanderwagen responded to questions from the Committee.

C) Correspondence

1. David Aston, MHBC Planning, Urban Design & Landscape Architecture, on behalf of White Owl Properties Limited
2. Keith MacKinnon and Tim Schilling, KLM Planning Partners Inc., on behalf of Setcon Investments Inc.
3. Rachelle Larocque, The Biglieri Group Ltd., on behalf of the Property Owners of 1501 and 1541 Scugog Line 6, Port Perry
4. Thomas Melymuk, Melymuk Consulting Limited, comments on Durham Live, Pickering – Land Use Designation (Map 1)
5. Thomas Melymuk, Melymuk Consulting Limited, comments on Regional Natural Heritage System (Map 2a)
6. Anthony Biglieri, The Biglieri Group Ltd.
7. Rachelle Larocque, The Biglieri Group Ltd., on behalf of Casey Todd
8. Rachelle Larocque, The Biglieri Group Ltd., on behalf of Coronation Columbus Investments Inc.
9. Adam Santos, Weston Consulting, on behalf of Beaverton Common

10. Amanda Lazaridis, Louisville Homes Ltd., on behalf of the Owners of
1766 Baseline Road

D) Report

Staff responded to questions with regards to the process for submissions on the draft new Regional Official Plan; the reconsideration process for submissions; what is protected by the enhanced natural heritage system; process for determination of settlement area boundary expansions and if landowners are part of any discussions; the process if a municipality wants the Region to consider that there be flexibility applied to policies such as density requirements along major transit spines and other matters; and, where police stations and paramedic stations can be built.

Moved by Councillor Kerr, Seconded by Councillor Wotten,

(26) A) That Report #2023-P-6 of the Commissioner of Planning and Economic Development be received for information; and

B) That all submissions received on the Draft Regional Official Plan be referred to the Planning Division for consideration.

CARRIED

Chair Chapman thanked staff for their hard work putting together the draft new Regional Official Plan.

12. Date of Next Meeting

The next regularly scheduled Planning & Economic Development Committee meeting will be held on Tuesday, April 4, 2023 at 9:30 AM in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby.

13. Adjournment

Moved by Councillor Wotten, Seconded by Councillor Neal,

(27) That the meeting be adjourned.

CARRIED

The meeting adjourned at 2:00 PM

Respectfully submitted,

B. Chapman, Chair

K. Smith, Committee Clerk



The Regional Municipality of Durham Report

To: Planning and Economic Development Committee
From: Commissioner of Planning and Economic Development
Report: #2023-P-7
Date: April 4, 2023

Subject:

Public Meeting Report

Application to Amend the Durham Regional Official Plan, submitted by Wooden Sticks Golf Inc., to permit a five-storey hotel and expanded parking area ancillary to the existing golf course in the Township of Uxbridge, File: OPA 2022-006

Recommendation:

That the Planning and Economic Development Committee recommends:

- A) That Commissioner's Report #2023-P-7 be received for information; and
 - B) That all submissions received be referred to the Planning Division for consideration.
-

Report:

1. Purpose

- 1.1 This report provides information on a proposed amendment to the Durham Regional Official Plan (ROP) to permit a five-storey hotel and expanded parking area ancillary to an existing golf course in the Township of Uxbridge. The application was deemed complete on January 13, 2023.

2. Application

- 2.1 On December 14, 2022, GHD Inc., on behalf of Wooden Sticks Golf Inc. submitted an application to amend the ROP to permit an expansion of the existing Wooden Sticks golf course to include a five-storey hotel with 79 guest rooms and a lobby / reception area, office space and restaurant on the ground floor. The hotel would be connected to the existing clubhouse facility. A new surface parking area with 134 spaces is proposed to the east of the existing access driveway. The hotel is proposed to be developed on municipal water and wastewater services which are available adjacent to the site on the north side of Elgin Park Drive.

3. Site Description

- 3.1 The subject site is located on the south side of Elgin Park Drive and is immediately south of the Uxbridge Urban Area. The site is known municipally as 40 Elgin Park Drive and is legally described as Part Lot 27, Concession 6, Township of Uxbridge (refer to Attachment 1).
- 3.2 The Wooden Sticks Golf Course is approximately 81.2 hectares (200.5 acres) in size and is bounded by Elgin Park Drive to the north, Concession Road 7 to the east, and privately owned lands to the south and west. The subject site includes an 18-hole golf course, a practice driving range area, and six guest cabins for overnight accommodation. A clubhouse building with a restaurant and banquet facilities is located in the northwest section of the site. Uxbridge Brook crosses the eastern portion of the site.
- 3.3 Land uses surrounding the subject site include:
- a. North – Elgin Park Drive (a 2-lane local road), single detached dwellings;
 - b. West – street townhouse dwellings, Howard Williams Court (a private laneway), Countryside Preserve, open space;
 - c. South – wooded areas, single detached dwellings; and
 - d. East – Concession Road 7, Fawks Nest Country Estate.
- 3.4 A forested area is located between the proposed hotel and the rear yards of the homes fronting on Howard Williams Court.
- 3.5 Access to the site will remain from the existing driveway entrance which runs south from Elgin Park Drive, opposite Confederation Drive (refer to Attachment #2).

4. Reports Submitted in Support of the Application

4.1 The following reports were submitted in support of this application:

- “Planning Rationale Report”, prepared by GHD, dated November, 2022;
- “Wooden Sticks Environmental Impact Study” prepared by R.J. Burnside & Associates Limited, dated November, 2022;
- “Functional Servicing and Stormwater Management Report” by GHD, dated November, 2022;
- “Geotechnical Investigation”, prepared by GHD, dated October 7, 2022;
- “Landform Conservation Report”, prepared by GHD, dated November, 2022;
- “Phase One Environmental Site Assessment” prepared by GHD, dated March 19, 2021;
- “Wooden Sticks Golf Club Hotel Transportation Study” prepared by R.J. Burnside & Associates Limited, dated November, 2022; and
- “Hydrogeological Assessment and Water Balance”, prepared by R.J. Burnside & Associates Limited, dated November, 2022.

5. Provincial Plans and Policies

Provincial Policy Statement

5.1 Policy 1.1.1 of the Provincial Policy Statement (PPS) states that healthy, liveable and safe communities are sustained by: promoting efficient development and land use patterns; avoiding development and land use patterns which may cause environmental or public health and safety concerns; and promoting development and land use patterns that conserve biodiversity.

5.2 Policy 1.1.4.1 of the PPS states that healthy, integrated and viable rural areas should be supported by:

- a. Building upon rural character, and leveraging rural amenities and assets;
- b. Promoting regeneration, including the redevelopment of brownfield sites;
- c. Accommodating an appropriate range and mix of housing in rural settlement areas;
- d. Encouraging the conservation and redevelopment of existing rural housing stock on rural lands;
- e. Using rural infrastructure and public service facilities efficiently
- f. Promoting diversification of the economic base and employment opportunities through goods and services, including value-added products and the sustainable management or use of resources;

- g. Providing opportunities for sustainable and diversified tourism, including leveraging historical, cultural and natural assets;
- h. Conserving biodiversity and considering the ecological benefits provided by nature; and
- i. Providing opportunities for economic activities in prime agricultural areas, in accordance with policy 2.3.

5.3 The PPS also states that recreational, tourism and other economic opportunities, as well as development that is compatible with the rural landscape and can be sustained by rural service levels should be promoted.

5.4 As well, the PPS states that development shall be appropriate to the infrastructure which is planned or available, and avoid the need for the unjustified and/or uneconomical expansion of this infrastructure.

Oak Ridges Moraine Conservation Plan

5.5 The ORMCP designates the majority of the subject site as Countryside Areas and designates the eastern and southern sections of the site Natural Core Areas.

5.6 The purpose of the Countryside Areas designation is to encourage agricultural and other rural uses by:

- a. protecting prime agricultural areas;
- b. promoting and protecting agricultural and other rural land uses and normal farm practices;
- c. maintaining the rural character of the Rural Settlements;
- d. protecting and restoring natural areas and features that sequester carbon and provide ecological functions, including water storage, to help reduce the impacts of climate change; and
- e. maintaining existing public service facilities and adapting them, where feasible, to meet the needs of the community.

5.7 Permitted uses within Countryside Areas include, but are not limited to, small-scale commercial, industrial, and institutional uses, and major recreational uses, subject to criteria.

5.8 The purpose of Natural Core Areas is to maintain and where possible improve or restore the ecological integrity of the Plan Area by:

- a. Maintaining, and where possible, improving or restoring, the health, diversity, size, and connectivity of key natural heritage features, key hydrologic features and the related ecological functions;
 - b. Maintaining or restoring natural self-sustaining vegetation and wildlife habitat;
 - c. Maintaining the quality and quantity of groundwater and surface water;
 - d. Maintaining groundwater recharge;
 - e. Maintaining natural stream form and flow characteristics;
 - f. Protecting landform features; and
 - g. Protecting and restoring natural areas and features that sequester carbon and provide ecological functions, including water storage, to help reduce the impacts of climate change.
- 5.9 Major recreational uses are recreational uses that require large-scale modification of terrain, vegetation or both and usually also require large-scale buildings or structures and include golf courses.
- 5.10 An application to establish or expand a major recreational use shall be accompanied by a recreation plan and a vegetation management plan. The application shall demonstrate that the recreational activities on the site will be compatible with the natural character of the surrounding area, will be designed and located so as not to conflict with adjacent land uses. It should also demonstrate that new technologies related to construction, grounds maintenance and water conservation will be explored and incorporated, as they become available, to help maintain, and where possible improve or restore the ecological integrity of the ORMCP Area.
- 5.11 The northern portion of the site which is subject to the development proposal is designated as a Category 1 Landform Conservation Area in the ORMCP. This category of landform conservation area is generally dominated by steeply sloping or complex landform patterns and is identified by the Province as having 50% or more of the land surface comprised of:
- a. lands with slopes in excess of 10%;
 - b. land with distinctive landform features such as ravines, kames and kettles; and/or
 - c. land with a diversity of land slope classes.
- 5.12 An application for development or site alteration with respect to land in a Category 1 Landform Conservation Area shall identify planning, design and construction practices that will keep disturbance to landform character to a minimum, including:

- a. Maintaining significant landform features such as steep slopes, kames, kettles, ravines and ridges in their natural undisturbed form;
- b. Limiting the portion of the net developable area of the site that is disturbed to not more than 25 per cent of the total area of the site; and
- c. Limiting the portion of the net developable area of the site that has impervious surfaces to not more than 15 per cent of the total area of the site.

5.13 An application for major development with respect to land in a landform conservation area shall be accompanied by a landform conservation plan that shows:

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

5.14 The subject site is located within “rural lands” as defined by A Place to Grow. Rural lands are lands which are located outside of settlement areas and prime agricultural areas. Development may be permitted on rural lands for rural land uses that are not appropriate in settlement areas provided they:

- a. are compatible with the rural landscape and surrounding land uses;
- b. will be sustained by rural service levels; and
- c. will not adversely affect the protection of agricultural uses and other resource-based uses such as mineral aggregate operations.

5.15 Where permitted on rural lands, resource-based recreational uses should be limited to tourism-related and recreational uses that are compatible with the scale, character, and capacity of the resource and the surrounding rural landscape, and may include:

- a. Commercial uses to serve the needs of visitors; and
- b. Where appropriate, resource-based recreational dwellings for seasonal accommodation.

Lake Simcoe Protection Plan

5.16 Policy 4.8 DP of the Lake Simcoe Protection Plan (LSPP) states that an application for major development shall be accompanied by a stormwater management plan that, amongst other matters, includes a water budget and phosphorus plan.

5.17 The location of the hotel which is proposed to be developed is within 120m of a key natural heritage or hydrologic feature (KNHHF).

5.18 Policy 6.25 DP of the Lake Simcoe Protection Plan (LSPP) states that an application for development or site alteration within 120 metres of a key natural heritage feature or key hydrologic feature shall be accompanied by a natural heritage evaluation meeting the requirements of Policy 6.26.

Regional Official Plan (ROP)

5.19 The ROP designates the majority of the subject site as Oak Ridges Moraine – Countryside Areas and designates the eastern and southern sections of the site as Oak Ridges Moraine – Natural Core Areas. The area of the site subject to the proposed development is designated Oak Ridges Moraine – Countryside Areas.

5.20 Countryside Areas within the Oak Ridges Moraine are areas of existing rural land use intended to protect prime agricultural areas, provide for the continuation of agricultural and other rural land uses and maintain the character of Rural Settlements. Permitted uses within this designation include agricultural, agricultural-related, small-scale commercial, industrial, institutional, existing residential and major recreational uses that are consistent with the policies of the ROP and the ORMCP. The area subject to the proposed development is located within this designation.

5.21 Natural Core Areas within the Oak Ridges Moraine are areas with a high concentration of key natural heritage features, hydrologically sensitive features or landform conservation areas.

5.22 According to Schedule 'B' – Map 'B2' of the ROP, the majority of the site including all of the area subject to development is located within an Area of High Aquifer Vulnerability. Outside of designated Urban Areas, uses considered to be a high risk to groundwater shall be prohibited. The Region may also require a hydrogeological investigation to assess whether other uses not identified as a risk to groundwater in the ROP will be a potential risk to groundwater within the areas of high aquifer vulnerability thereby requiring potential prohibitions, restrictions, and/or mitigation.

5.23 ROP policy 5.4.8 permits the connection of municipal water and sewer services outside of an Urban Area Boundary when the existing services are abutting a property subject to a proposed development, subject to conditions.

6. Proposed Official Plan Amendment

6.1 The proposed Regional Official Plan amendment would allow for a hotel and the expanded parking area ancillary to the existing golf course operation.

7. Consultation

- 7.1 The application has been circulated to the following agencies: the Ministry of Municipal Affairs and Housing, the Township of Uxbridge, the Regional Works Department, Durham Region Transit, the Lake Simcoe Region Conservation Authority (LSRCA), Canada Post, Hydro One Networks, Rogers, Bell Canada, and Enbridge Gas.
- 7.2 At the time of writing this report, comments have been received by Enbridge Gas indicating it has no concern with the proposed amendment.

8. Public Participation

- 8.1 A “Notice of Complete Application” and “Notice of Public Meeting” regarding this application has been advertised in the “Uxbridge Times Journal”. Notice was also mailed to all property owners within 120 metres (400 feet) of the subject site. This report was also made available to the public on the Region’s website prior to the meeting.
- 8.2 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.
- 8.3 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 Ontario Land Tribunal (OLT) (formerly the Local Planning Appeal Tribunal); and
 - b. May not be added as a party to the hearing of an appeal before the OLT, as grounds to add the person or public body as a party.
- 8.4 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

605 Rossland Road East
Whitby, ON, L1N 6A3
planning@durham.ca

9. Future Regional Council Decision

9.1 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.

9.2 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.

10. Previous Reports and Decisions

10.1 There are no previous reports on this matter.

11. Relationship to Strategic Plan

11.1 The objective in the processing of Regional Official Plan Amendment applications is to ensure responsive, effective and fiscally sustainable service delivery.

12. Attachments

Attachment #1: Location Sketch

Attachment #2: Concept Site Plan

Respectfully submitted,

Original signed by

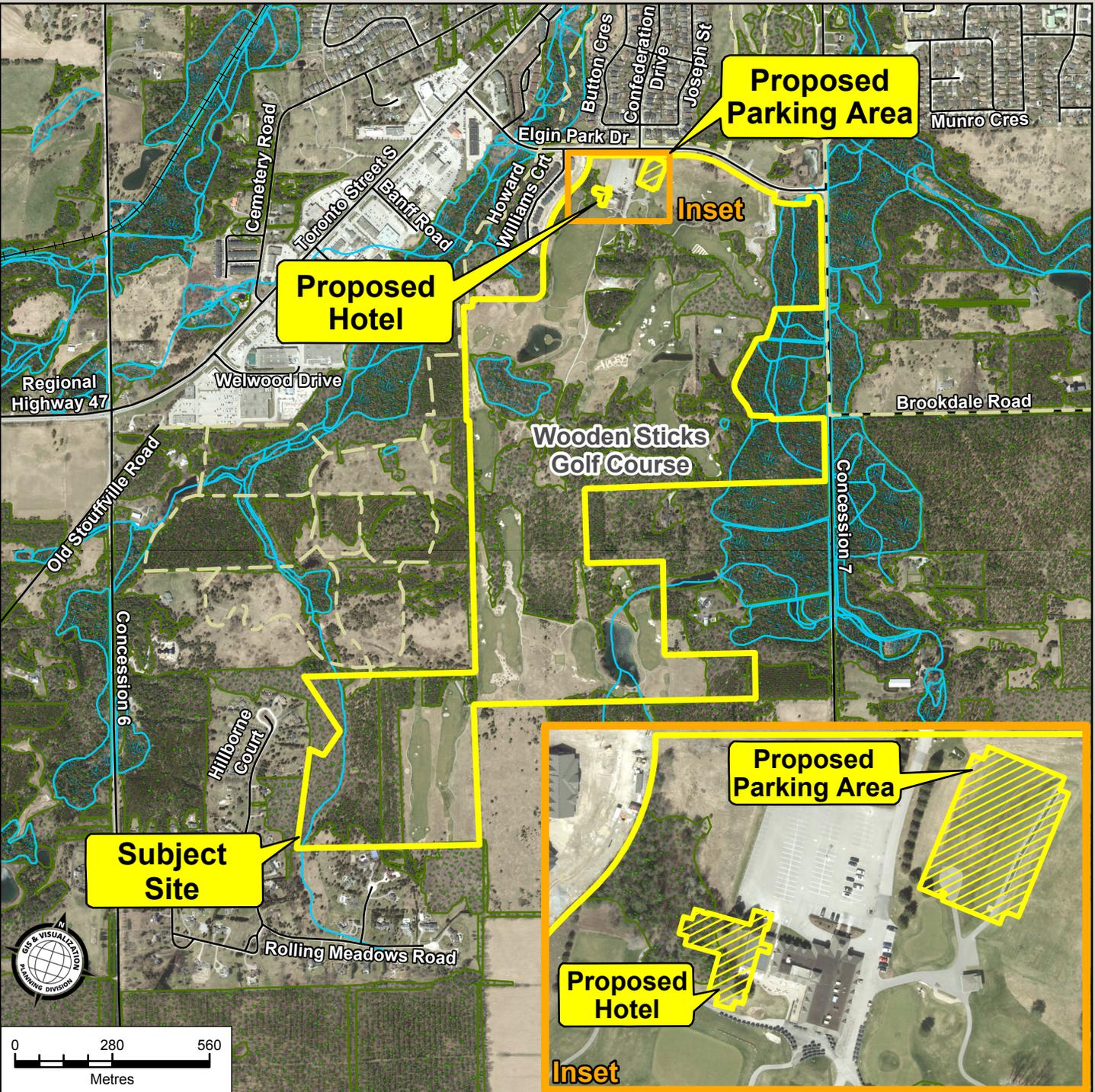
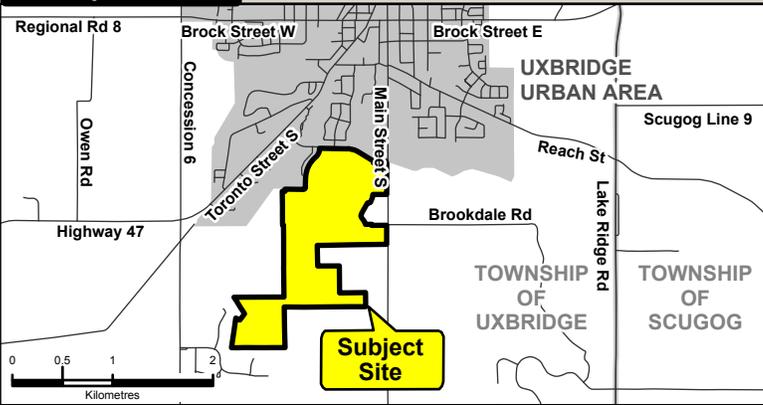
Brian Bridgeman, MCIP, RPP
Commissioner of Planning and
Economic Development

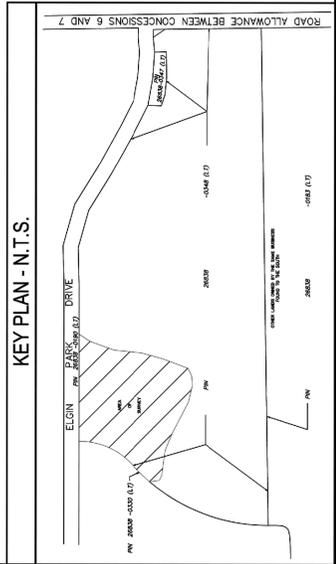
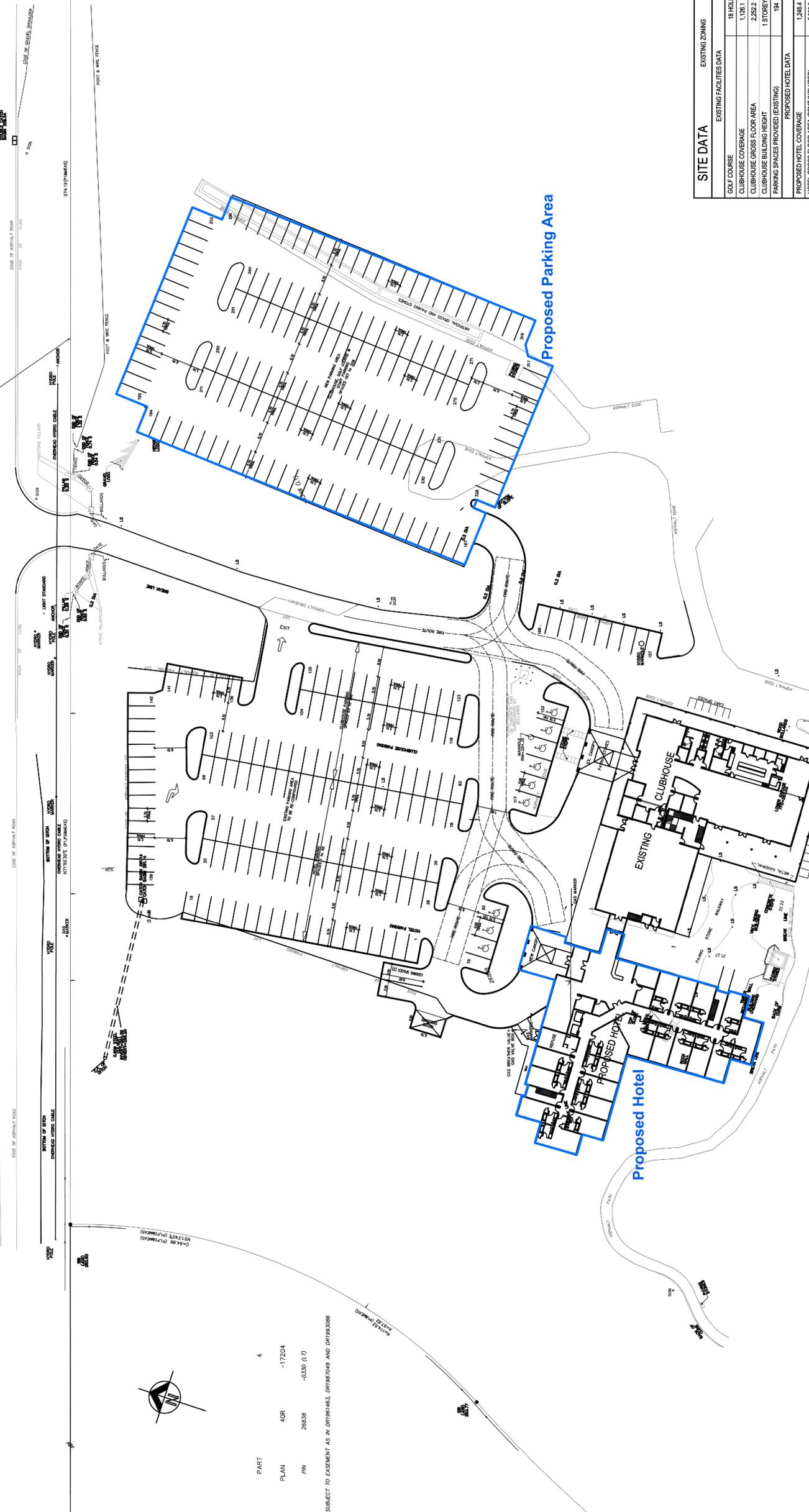
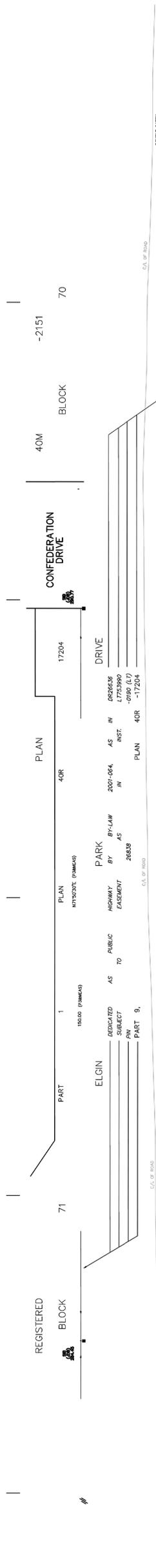
Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer

Municipal Context





SITE DATA		EXISTING ZONING	OS-11
EXISTING FACILITIES DATA			
GOLF COURSE			18 HOLE
CLUBHOUSE COVERAGE	1,126.1 m ²		
CLUBHOUSE GROSS FLOOR AREA	2,252.2 m ²		
CLUBHOUSE BUILDING HEIGHT	1 STOREY + BSMT		
PARKING SPACES PROVIDED (EXISTING)	184		
PROPOSED HOTEL DATA			
PROPOSED HOTEL COVERAGE	1,266.4 m ²		
HOTEL GROSS FLOOR AREA (BSMT INCLUDED)	5,388.9 m ²		
NUMBER OF HOTEL UNITS	79		
HOTEL BUILDING HEIGHT	4 STOREY (17.2 m)		
LOADING SPACES			
LOADING SPACES RECD - SECT. 5	OF 20000 BULK		2 SPACES
LOADING SPACES PROVIDED			2 SPACES
REQUIRED PARKING CALCULATIONS			
GOLF COURSE			48 SPACES
CLUBHOUSE PRO SHOP			2 SPACES
CLUBHOUSE DINING AREA (46 SEATS/4)			37 SPACES
CLUBHOUSE BANQUET HALL (81 OCCUPANCY/4)			98 SPACES
CLUBHOUSE STEAM ROOM/LOCKERS			4 SPACES
CLUBHOUSE OFFICE SPACE			12 SPACES
HOTEL SUITES (79 x 1)			78 SPACES
TOTAL No. OF PARKING SPACES REQUIRED			328 SPACES
TOTAL No. OF PARKING SPACES PROVIDED			328 SPACES
BARRIER-FREE PARKING SPACES REQUIRED			4 SPACES
BARRIER-FREE PARKING SPACES PROVIDED			5 SPACES
TOTAL PAVED AREAS			11,846.7 m ²

SITE PLAN
 SCALE = 1 : 300

PART 4
 PLAN 40R -17204
 PIN 26838 -0330 (L7)

SUBJECT TO EASEMENT AS IN DR1981463, DR1987649 AND DR1983266



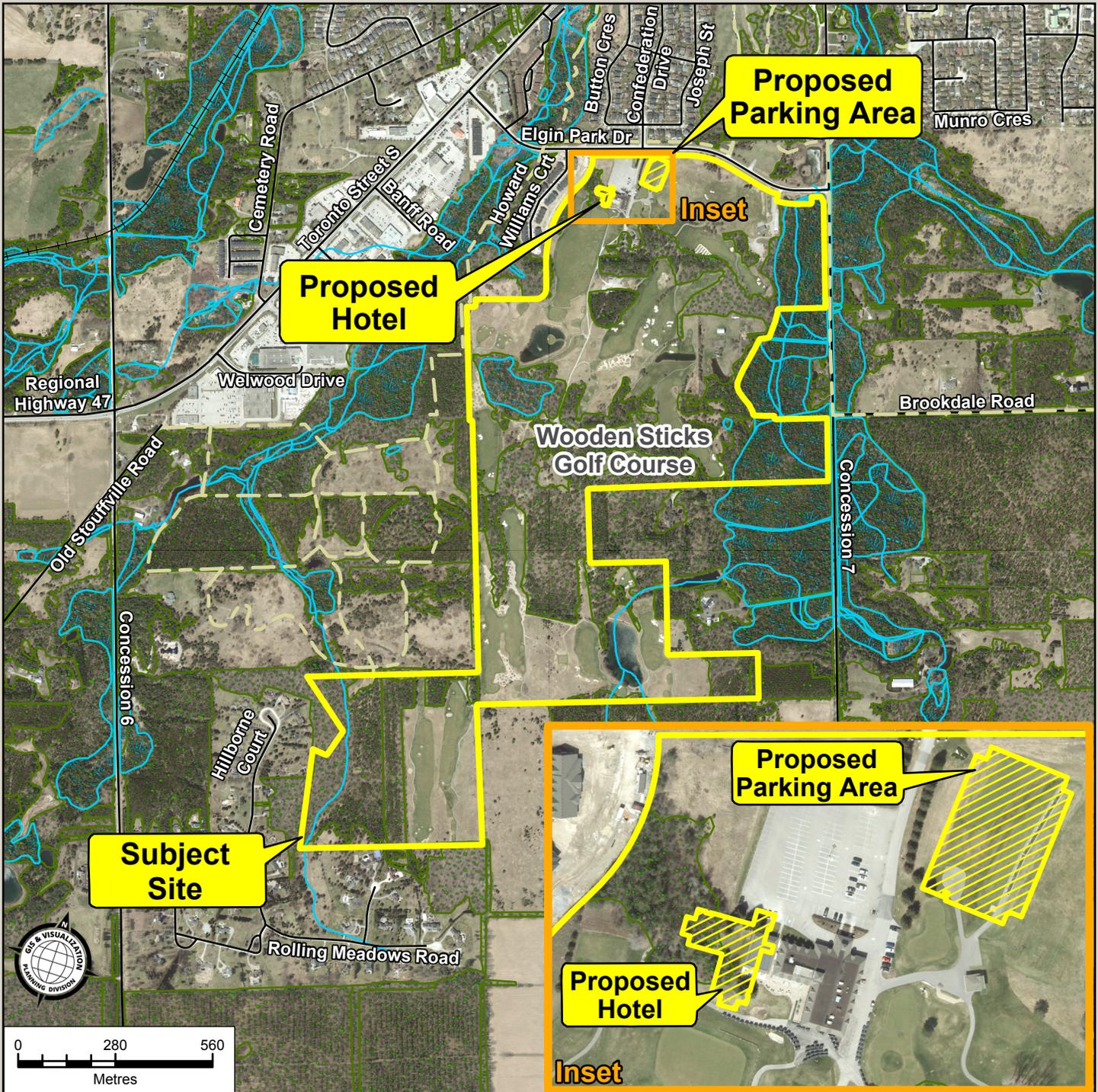
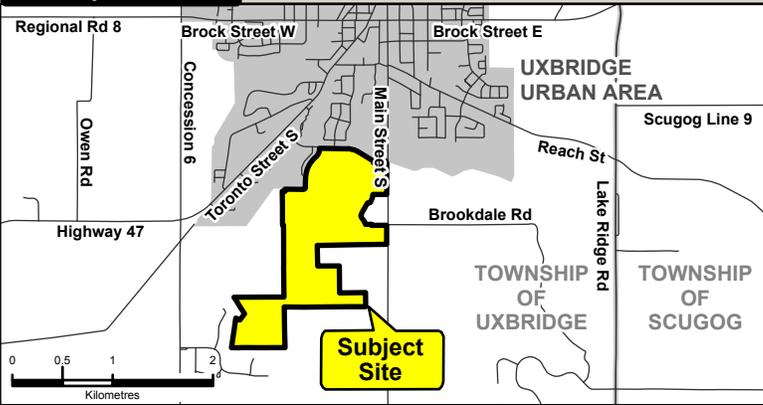
Public Meeting ROPA 2022-006

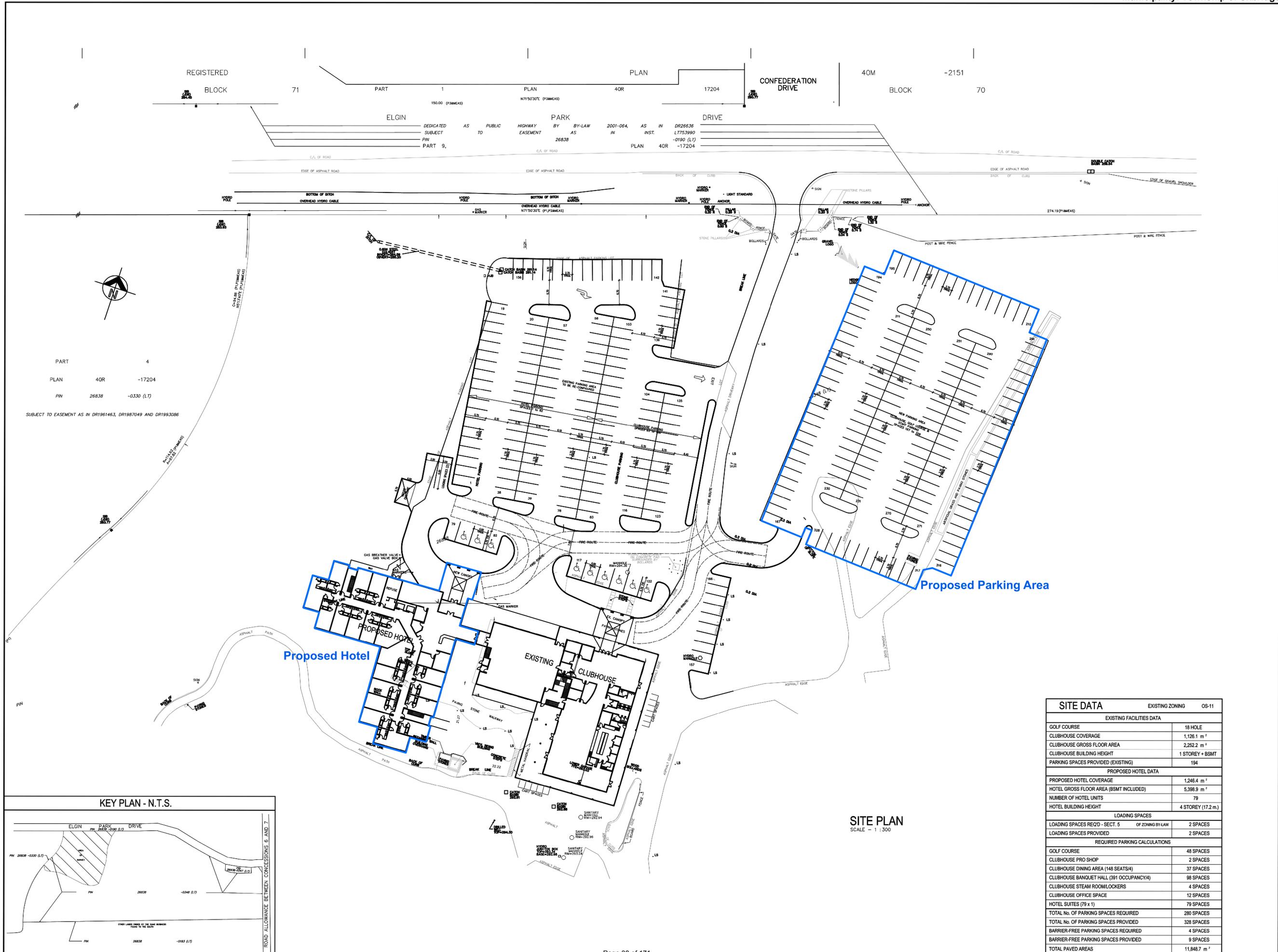
David Perkins, Project Planner

Planning Division

Planning & Economic Development Department

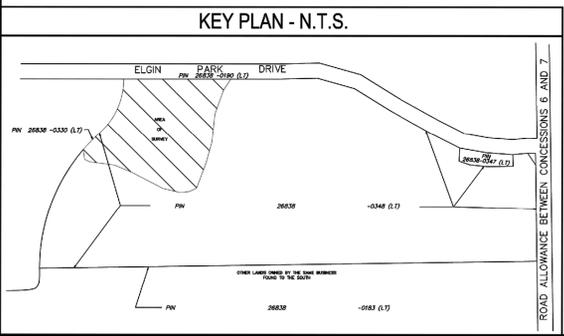
Municipal Context





REGISTERED BLOCK 71 PART 1 PLAN 40R 17204
 ELGIN PARK DRIVE
 DEDICATED AS PUBLIC HIGHWAY BY-LAW 2001-064 AS IN DR26636
 SUBJECT TO EASEMENT AS INST. L7753990
 PART 9, 26838 PLAN 40R -17204

PART 4
 PLAN 40R -17204
 PIN 26838 -0330 (L7)
 SUBJECT TO EASEMENT AS IN DR1961463, DR1987049 AND DR1993086



SITE PLAN
 SCALE - 1 : 300

SITE DATA		EXISTING ZONING	OS-11
EXISTING FACILITIES DATA			
GOLF COURSE			18 HOLE
CLUBHOUSE COVERAGE	1,126.1 m ²		
CLUBHOUSE GROSS FLOOR AREA	2,252.2 m ²		
CLUBHOUSE BUILDING HEIGHT	1 STOREY + BSMT		
PARKING SPACES PROVIDED (EXISTING)	194		
PROPOSED HOTEL DATA			
PROPOSED HOTEL COVERAGE	1,246.4 m ²		
HOTEL GROSS FLOOR AREA (BSMT INCLUDED)	5,398.9 m ²		
NUMBER OF HOTEL UNITS	79		
HOTEL BUILDING HEIGHT	4 STOREY (17.2 m)		
LOADING SPACES			
LOADING SPACES REQ'D - SECT. 5 OF ZONING BY-LAW	2 SPACES		
LOADING SPACES PROVIDED	2 SPACES		
REQUIRED PARKING CALCULATIONS			
GOLF COURSE	48 SPACES		
CLUBHOUSE PRO SHOP	2 SPACES		
CLUBHOUSE DINING AREA (148 SEATS/4)	37 SPACES		
CLUBHOUSE BANQUET HALL (91 OCCUPANCY/4)	98 SPACES		
CLUBHOUSE STEAM ROOM/LOCKERS	4 SPACES		
CLUBHOUSE OFFICE SPACE	12 SPACES		
HOTEL SUITES (79 x 1)	79 SPACES		
TOTAL No. OF PARKING SPACES REQUIRED	280 SPACES		
TOTAL No. OF PARKING SPACES PROVIDED	328 SPACES		
BARRIER-FREE PARKING SPACES REQUIRED	4 SPACES		
BARRIER-FREE PARKING SPACES PROVIDED	9 SPACES		
TOTAL PAVED AREAS	11,848.7 m ²		



Questions?

David Perkins, Project Planner

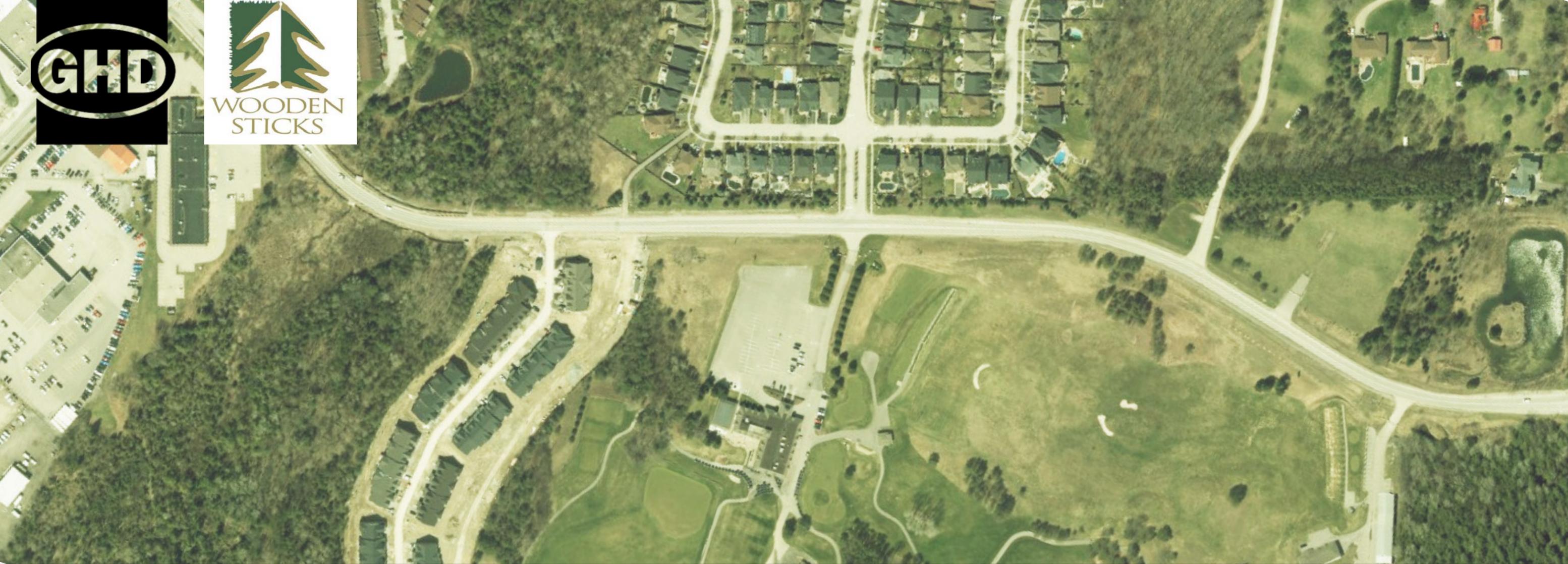
Planning Division

Planning & Economic Development Department

durham.ca

@RegionofDurham





Public Meeting

Wooden Sticks Golf Course - Proposed 5-Storey Hotel

Tuesday, April 4th, 2023, 9:30am

Council Chambers
Durham Regional Headquarters
605 Rossland Road East, Whitby, ON

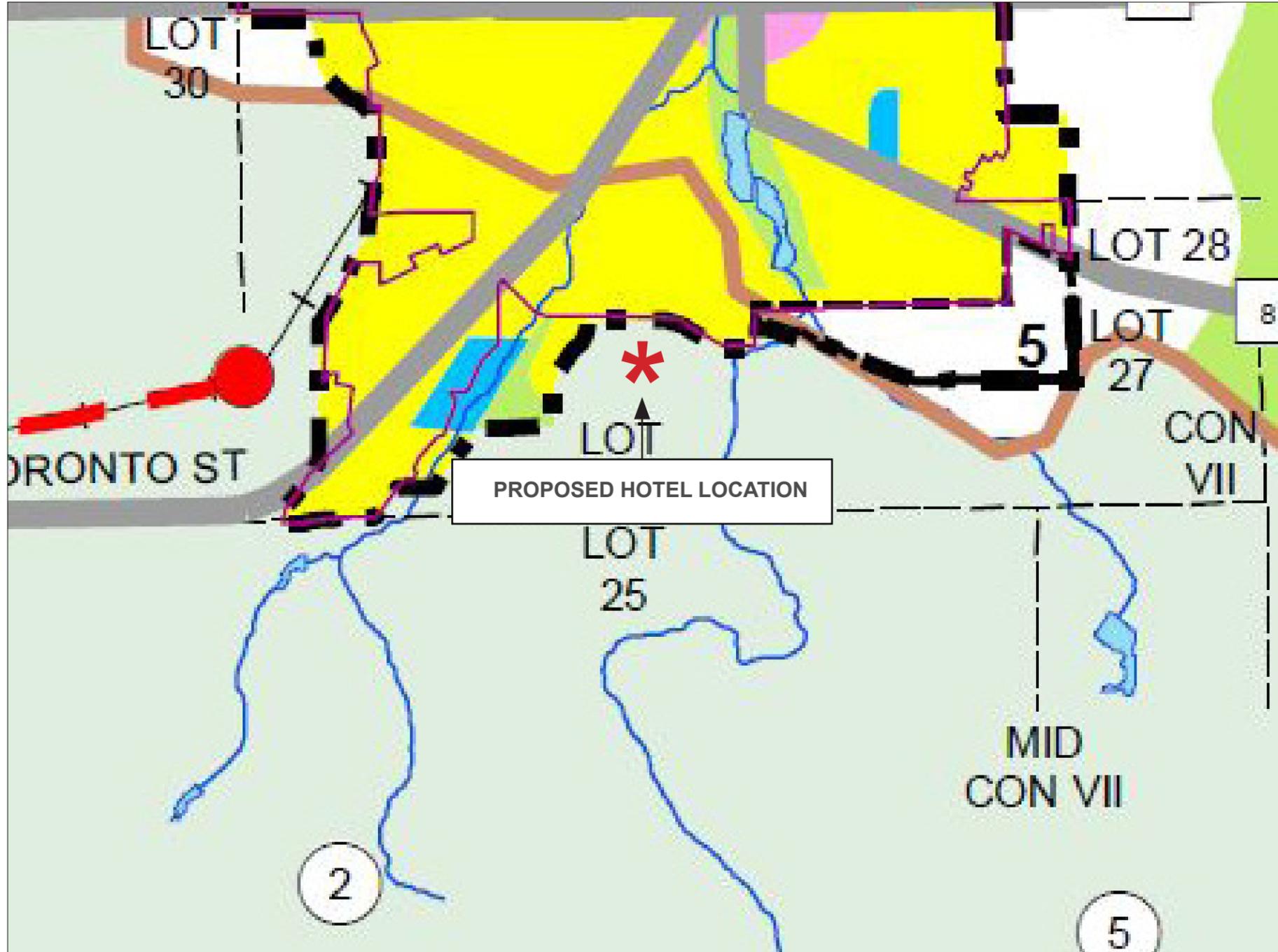


01 Location & Context

EXISTING WOODEN STICKS CLUB HOUSE
MAIN ENTRANCE



02 Wooden Sticks Golf Course



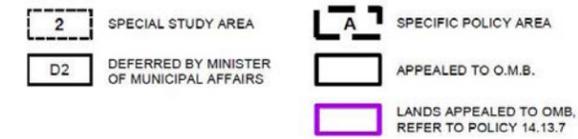
TRANSPORTATION SYSTEM

SEE SCHEDULE C FOR DESIGNATIONS

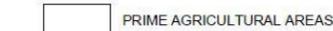
THE FOLLOWING IS SHOWN SELECTIVELY, FOR EASE OF INTERPRETATION OF OTHER DESIGNATIONS ONLY.



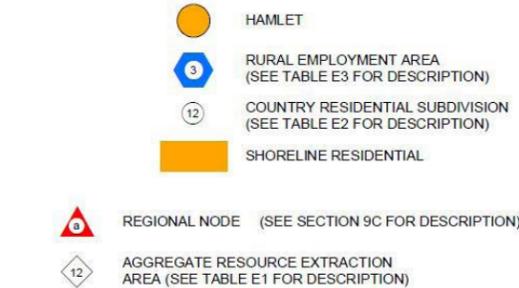
SPECIAL AREAS



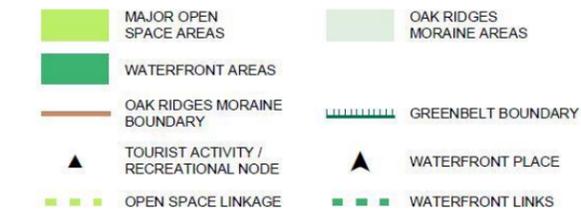
RURAL SYSTEM



RURAL SETTLEMENTS :



GREENLANDS SYSTEM



URBAN SYSTEM



03 Durham Region Official Plan



- Proposed Hotel
- Existing Club House
- New Parking Area
- Existing Parking Area

04 The Proposed Development - 5 Storey Hotel



thank you!

questions?

contact information:

Scott Waterhouse, RPP

Planning Manager GHD

T: +1 905 429 4999

E: scott.waterhouse@ghd.com

Re: OPA 2022-006

From: leslie gifford <[REDACTED]>
Sent: March 23, 2023 3:47 PM
To: Clerks <Clerks@durham.ca>; David Perkins <[REDACTED]>
Cc: Dorothy And Henry Brown <[REDACTED]>; Suzanne Schalk <[REDACTED].com>; JoeY <[REDACTED]>; Willie Popp <[REDACTED]>
Subject: Regional File Number OPA 2022-006 Wooden Sticks Golf Course Hotel

Re the application to amend the Durham Regional Official Plan, we residents of Howard Williams Court wish to make a written submission of our questions and concerns. We include our submission below, we have also provided our questions and concerns to the town of Uxbridge. We also wish to be notified of subsequent meetings and of the decision of Regional Council on the proposed official plan amendment. If there is any issue or questions regarding our request please let us know. My phone number is [REDACTED] if anyone wishes to discuss.

thank you
Leslie Gifford
9 Howard Williams Court
Uxbridge L9P0R2
[REDACTED]

----- Forwarded Message -----

From: leslie gifford <[REDACTED]>
To: Debbie Leroux <[REDACTED]>; JoeY <[REDACTED]>; Suzanne Schalk <[REDACTED]>; Dorothy And Henry Brown <[REDACTED]>
Sent: Thursday, March 2, 2023 at 10:23:22 a.m. EST
Subject: Wooden Sticks Official Plan Amendment

Hello Willie and Debbie.

Willie, thank you for taking the time to speak to with me re the proposed hotel at Wooden Sticks golf course.

Debbie, the 2 notices sent out to Howard Williams Court residents did not indicate that the hotel would be built on the west side of the existing clubhouse. As residents of Howard Williams Court we have a number of concerns/questions.

Due to the technical issues at the Feb 23 meeting we were unable to join, and the meeting recording has not been made available on your website. Once its been made available we may have additional questions.

The height of the hotel concerns us as well as the location between Howard Williams Court resident's backyards and the existing clubhouse.

The sun comes up from the east and shines into our backyards. The hotel will block our sunlight.

There is also the potential for a loss of backyard privacy and peaceful enjoyment of our property due to additional noise, new waste facilities, light pollution, additional traffic and obstruction of our view. Depending on how much of the hotel blocks our view from our backyards this could also have a detrimental effect on our property values.

The proposed location of the hotel is on a slope, it's not a flat grade. Will the slope be built up or will it be dug down to accommodate the hotel?

Either way this could affect drainage and the flow of water toward our properties. Is the Lake Simcoe Conservation authority involved re drainage and watershed and do they have to approve this Official Plan Amendment?

Will any trees be removed, either permanently or to facilitate construction?

Will the hill west of the 10th tee blocks be removed or altered?

May we see the elevation plan; how high will the hotel be above the level of the existing fence separating Wooden Sticks from our properties?

Is the existing building west of the clubhouse being removed or will it remain between the clubhouse and the new hotel?

What will be the distance from the farthest west point of the hotel to the fence line separating our properties?

We ask that you please take our concerns seriously and consider alternate solutions. We understand Uxbridge would benefit from having a hotel but the planned location is very detrimental to our small neighborhood. If the hotel is approved, we hope that the Town of Uxbridge and Wooden Sticks will consider reducing the size and height of the hotel and building it on the east side of the clubhouse in order to be farthest away from any residences.

Please provide us with updates on this application as they become available.

This represents concerns consolidated from the following residents of Howard Williams Court:

7 Howard Williams Court
Dorothy and Henry Brown



9 Howard Williams Court
David and Leslie Gifford



11 Howard Williams Court
Joe and Gwen Yun



13 Howard Williams Court
Lucas and Suzanne Schalk



Re: OPA 2022-006

The following are questions I have related to the proposed amendment at 40 Elgin park drive, in the Township of Uxbridge that I would like to raise as concerns as we back on to this proposed amendment.

- 1) The overall height of the proposed hotel on the Wooden Sticks property is of concern. The development is at a very high point in the landscape (and in the entire in town area) to begin with. It seems initially it was going to be a four-storey building as indicated in the Region of Durham Engineering documents and now they are proposing a five storey. A 4-story building would be better given the proposed site.
- 2) The plans show a new parking lot on the east side of the entrance driveway so we are wondering why the hotel could not be attached to the clubhouse on the east side where there is no adjacent development, rather than squeezed between the existing clubhouse and Howard Williams Court properties. The current proposed location means cutting down a large part of the forest that acts as a natural privacy barrier between the golf course and the subdivision. What will the region do to provide a natural buffer zone if the proposed location is on the West side? Will the existing trees on the east side be protected in the development?
- 3) Noise is an issue if built on West side as it is so close to existing properties. Are the hotel's proposed 79 rooms going to have balconies or outdoor patios?
- 4) If the Hotel is on the west side where are the main shipping and receiving entrances going to be? What measures will be taken to reduce noise?
- 5) Where will the waste management facilities be located? This can be noisy and have strong odours that the wind can carry to the Winding Trail subdivision making it unbearable to be outside. What measures will be taken to avoid this?
- 6) Will the hotel host outdoor evening events? If so a reasonable 10pm end time to the noise is needed. Will the hotel have 24/7 security to control the noise levels? These items will have huge impact not only to the Winding Trails subdivision but the other homes across the street from the Wooden Sticks golf course.
- 7) Who will operate the hotel? When will renderings/drawings of the hotel be available?
- 8) When do they expect to break ground and how long do they expect the Construction noise to last? What steps will be taken to avoid noise and cleanliness of the area during construction.

David Austin
40 Howard Williams Court
Uxbridge

Re: OPA 2022-006

Dear Regional Council,

We would like to express our concern about the proposed amendment for the construction of a hotel and expanded parking lot at Woodensticks Golf club.

Currently the area is zoned green space /oak ridges moraine .

We are concerned if the zoning is amended then it will be “ easier “ to amend the other areas within this property. As you know, once this green space becomes paved over, we’ve lost it forever.

We live directly across from where the proposed parking lot is . We often see deer and other wildlife at dusk and dawn.

We are not sure why they are asking for a larger parking lot that exceeds the number required by the by-law .

On a personal note , we purchased this home during the peak of the pandemic and our property taxes reflect that we back on to green space not a commercial area.

Most hotels / large parking lots are in commercial and industrial areas.

I have attached a photo of our current view and another photo that shows the current parking lot has also been used as an area to store trucks for a car dealership.





We appreciate your time.

Sincerely,

Shelley Langer



The Regional Municipality of Durham Report

To: Planning and Economic Development Committee
From: Commissioner of Planning and Economic Development
Report: #2023-P-8
Date: April 4, 2023

Subject:

Public Meeting Report

Application to Amend the Durham Regional Official Plan, submitted by Clark Consulting Services, on behalf of Bethesda Ridge Farms, to permit the severance of a farm dwelling rendered surplus as a result of the consolidation of non-abutting farm properties in the Municipality of Clarington, File: OPA 2023-001.

Recommendation:

That the Planning and Economic Development Committee recommends

- A) That Commissioner's Report #2023-P-8 be received for information; and
 - B) That all submissions received be referred to the Planning Division for consideration.
-

Report:

1. Purpose

- 1.1 On January 27, 2023, Clark Consulting Services on behalf of Bethesda Ridge Farms 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 appropriate newspaper. Notice of this meeting has also been mailed to those who own land within 120 metres of the subject site. This report was made available to the public prior to the meeting.

2. Background

- 2.1 The subject land is located at the northeast corner of Concession Road 6 and Clemens Road, approximately 870 metres south of the Hamlet of Tyrone and approximately 600 metres north of Highway 407. The property is municipally known as 2774 Concession Road 6, and is located in Part of Lot 8, Concession 6, former Township of Darlington in the Municipality of Clarington (refer to Attachment 2).
- 2.2 The subject lands are generally rectangular in shape with an area of approximately 54 hectares (133 acres). The subject lands contain an existing farm dwelling, an enclosed pool, a garage, a barn, and metal storage sheds located on the southern portion of the site. The central portion of the property contains a wooded area, and Mackie Creek which flows in a north to south direction. The farm dwelling was constructed in 1846 and is occupied by tenants who are not involved with the farming operation.
- 2.3 Bethesda Ridge Farms operates a cattle farm and produce cash crops. On March 31, 2022, Bethesda Ridge Farms purchased the subject farm property to expand the arable farmland to cultivate grains and hay for cash crop and livestock feed. The applicant is requesting to sever the existing farm dwelling which is not required for a farm employee and is surplus to the farm operation.
- 2.4 A concurrent zoning by-law amendment application has been submitted to the Municipality of Clarington to rezone the retained farm parcel to prohibit any further severances and the development of any new dwellings, and the use of the existing barn for housing livestock.
- 2.5 The surrounding land uses adjacent to the subject land:
- a. North – rural residences, agricultural lands, and wooded areas
 - b. East – Bethesda Road, rural residences, and agricultural lands
 - c. South – rural residences, Concession Road 6, and agricultural lands
 - d. West – Clemens Road, rural residences, and agricultural lands

3. Reports Submitted in Support of the Application

- 3.1 A Planning Justification Report prepared by Clark Consulting Services dated January 24, 2023, has been submitted in support of the application. The Planning Justification Report concluded that the proposed amendment would be consistent with the Provincial Policy Statement and conforms with the Greenbelt Plan and the Durham Regional Official Plan and meets the Provincial Minimum Distance of Separation (MDS) requirements.

- 3.2 The Planning Justification Report indicated that Bethesda Ridge Farms owns three agricultural properties with a total area of 217 hectares (536 acres) in the Municipality of Clarington (refer to Attachment 2). The applicant's home farm is located at the property 2669 Bethesda Road. The existing dwelling located on the subject farm property is not used by a farm employee and is surplus to the farm operation.
- 3.3 A Phase One Environmental Site Assessment was completed for the subject land by GHD Ltd., dated November 14, 2022. The report indicated that the property has no potential environmental concern.

4. Policy Context

Provincial Policy Statement (PPS) and Greenbelt Plan

- 4.1 The subject land is located within the Protected Countryside designation of the Greenbelt Plan. Both the Provincial Policy Statement and the Greenbelt Plan permit the severance of a residence surplus to a farming operation as a result of farm consolidation, provided the planning authority ensure that a residential dwelling is not permitted on the proposed retained farm lot created by the severance and will be limited to the minimum size needed to accommodate the use.

Durham Regional Official Plan

- 4.2 The subject land is located within the "Prime Agricultural Areas" designation in the ROP. The property is located within the Provincial Agricultural System. The central portion of the property contains Key Natural Heritage and/or Hydrologic Features. Severance applications for agricultural uses may be considered in accordance with the relevant policies of the Sub-Section 9A of the ROP.
- 4.3 Policy 9A.2.10 of the ROP may permit 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 by a farm employee;
 - b. the farm parcel is of a size which is viable for farming operations;
 - c. within the Protected Countryside of the Greenbelt Plan Area, the dwelling was in existence as of December 16, 2004; and
 - d. the farm parcel is zoned to prohibit any further severances and the establishment of any residential dwelling.

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

5. Proposed Official Plan Amendment

- 5.1 The proposed amendment to the ROP would facilitate the severance of a 0.93 ha (2.29 acre) rural residential lot with an existing dwelling, retaining a 52.87 ha (131 acre) farm parcel.

6. Consultation

- 6.1 A copy of the proposed ROP Amendment has been circulated to the Ministry of the Municipal Affairs and Housing; the Municipality of Clarington; the Regional Health Department; the Regional Works Department; and the Durham Agricultural Advisory Committee.

7. Public Notification

- 7.1 A “Notice of Complete Application” and “Notice of Public Meeting” regarding this application was advertised in the Clarington This Week and a notice was posted on the Region’s website. Notice of this meeting has also been mailed out to those who own land within 120 metres (400 feet) of the subject land. The report was also made available to the public prior to the meeting.
- 7.2 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.
- 7.3 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 Ontario Land Tribunal (OLT); and
 - b. May not be added as a party to the hearing of an appeal before the OLT, as appropriate, unless in the opinion of the Tribunal, there are reasonable grounds to add the person or public body as a party.
- 7.4 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
605 Rossland Road East
Whitby, ON L1N 6A3
planning@durham.ca

8. Future Regional Council Decision

8.1 The Planning and Economic Development Department 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 In the processing of Regional Official Plan Amendment applications, the objective is to ensure responsive, effective and fiscally sustainable service delivery.

11. Attachments

Attachment #1: Location Sketch

Attachment #2: Bethesda Ridge Farms Agricultural Land Holdings

Respectfully submitted,

Original signed by

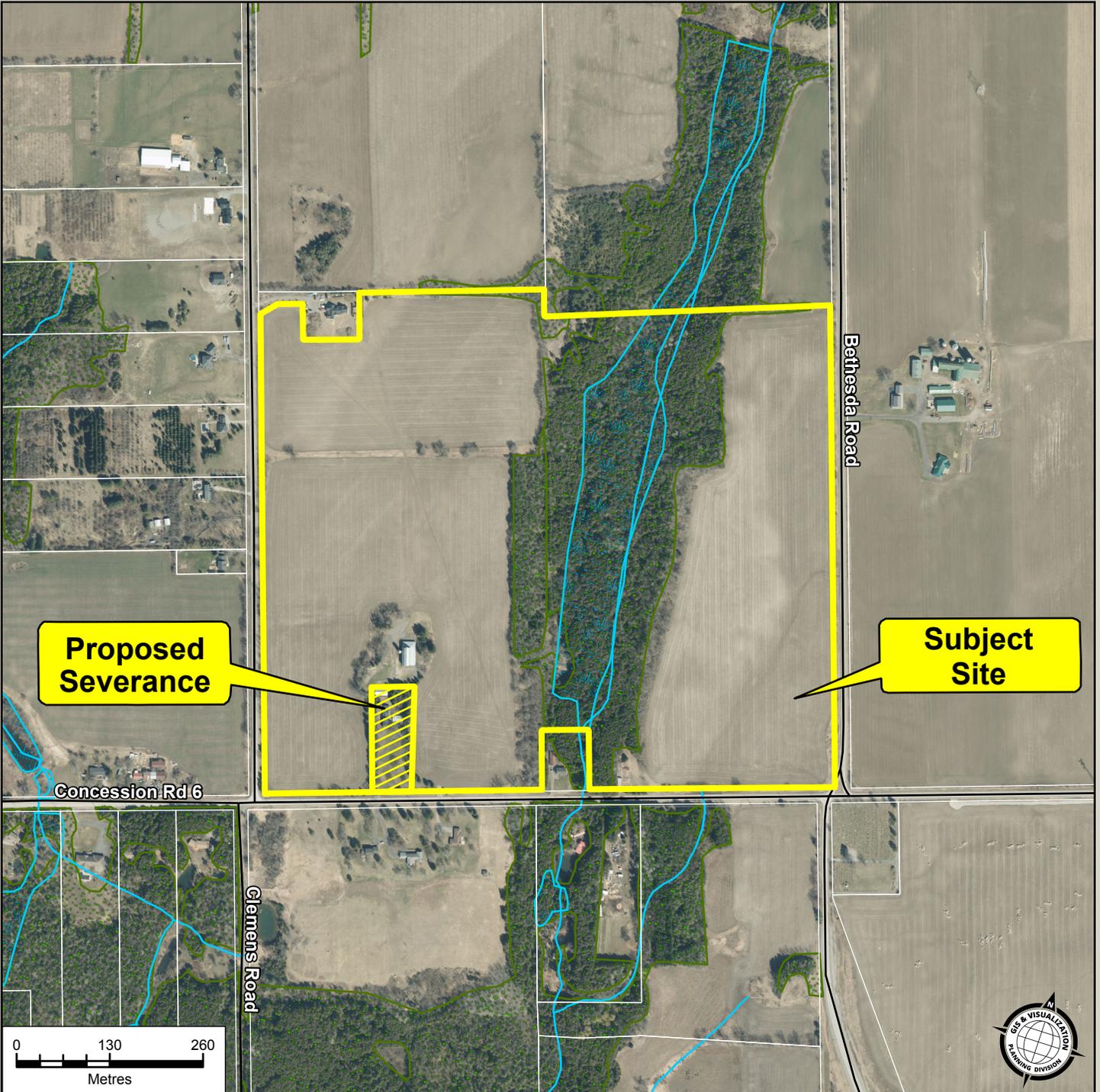
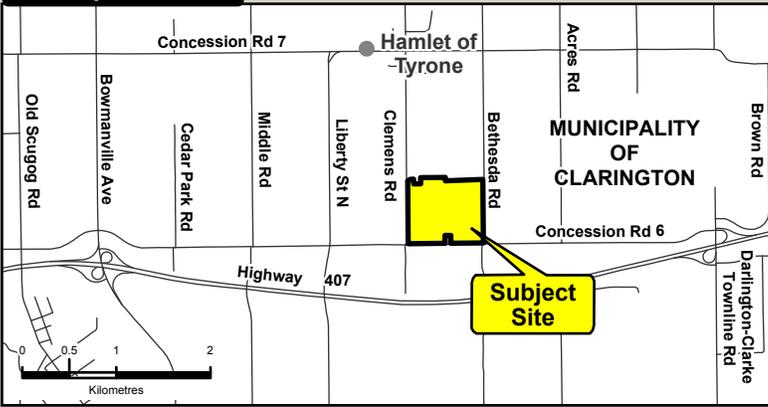
Brian Bridgeman, MCIP, RPP
Commissioner of Planning and
Economic Development

Recommended for Presentation to Committee

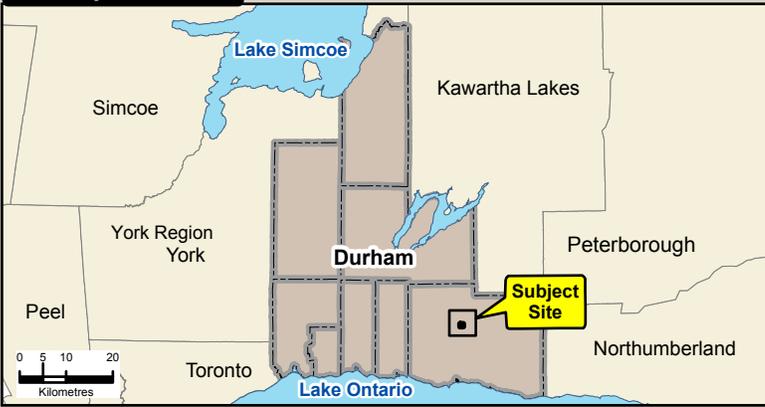
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Elaine C. Baxter-Trahair
Chief Administrative Officer

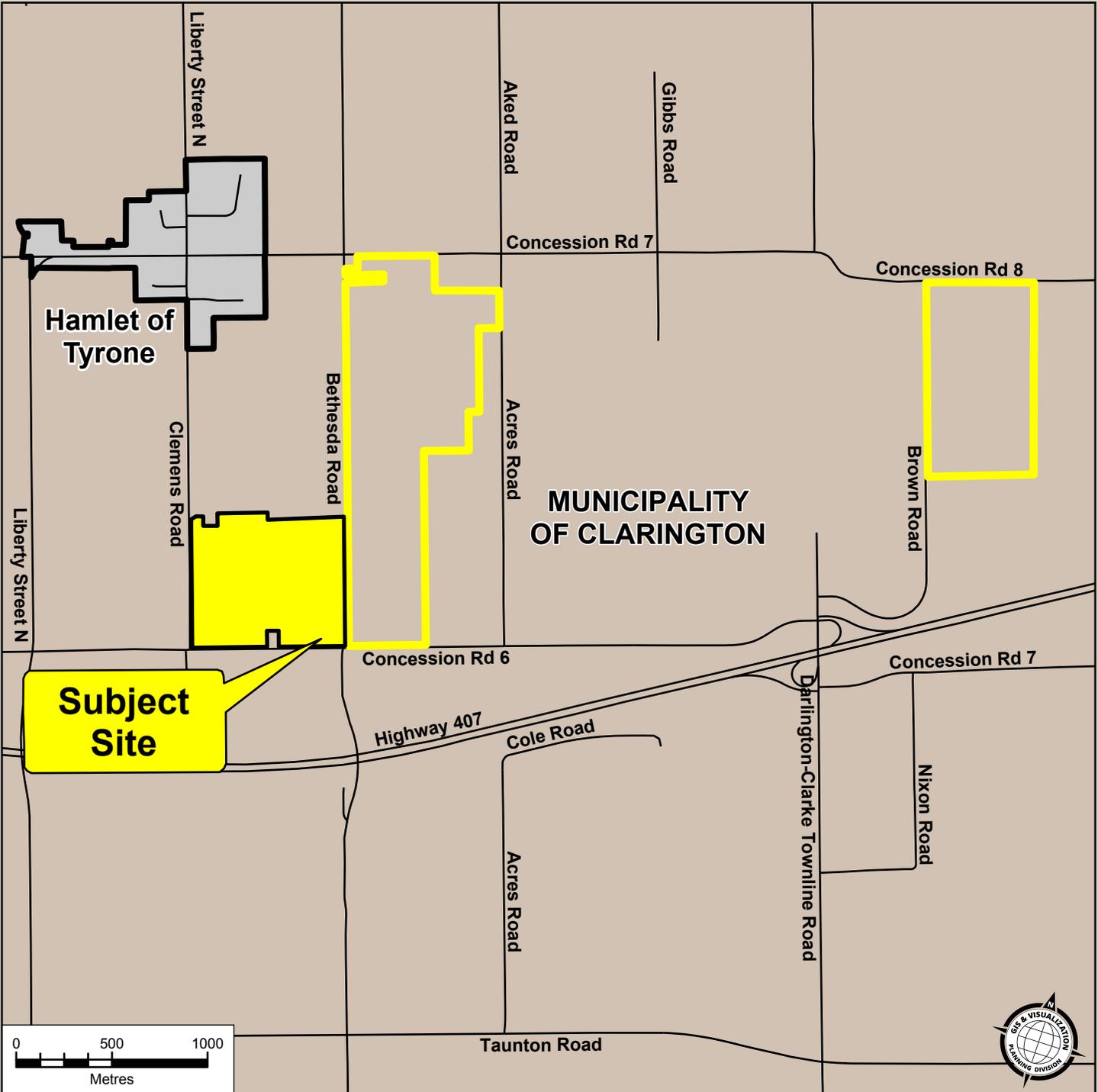
Municipal Context



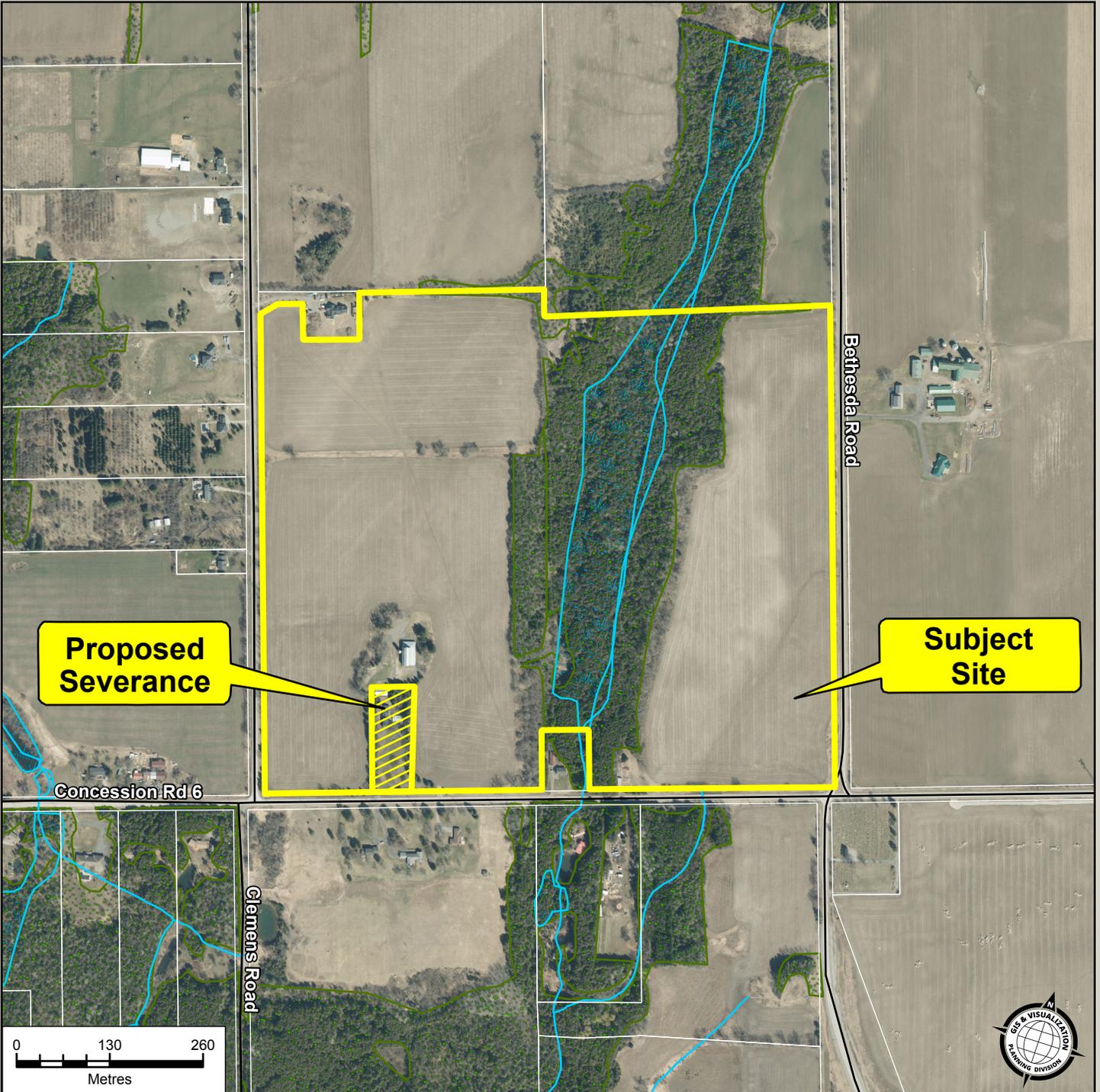
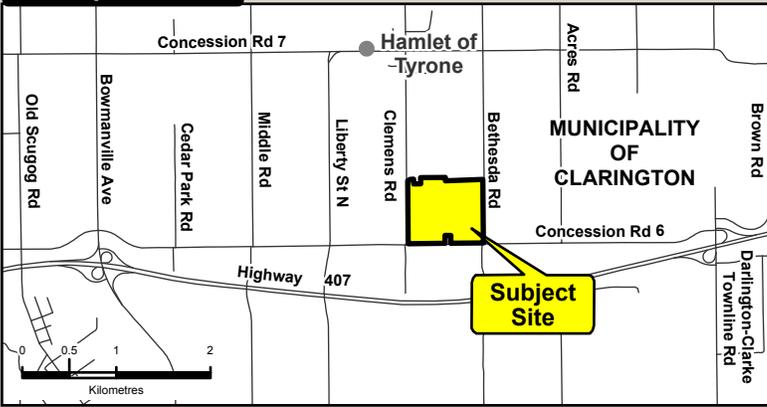
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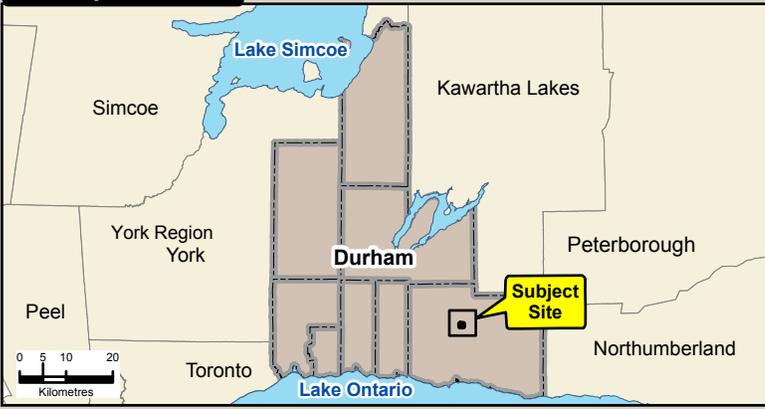
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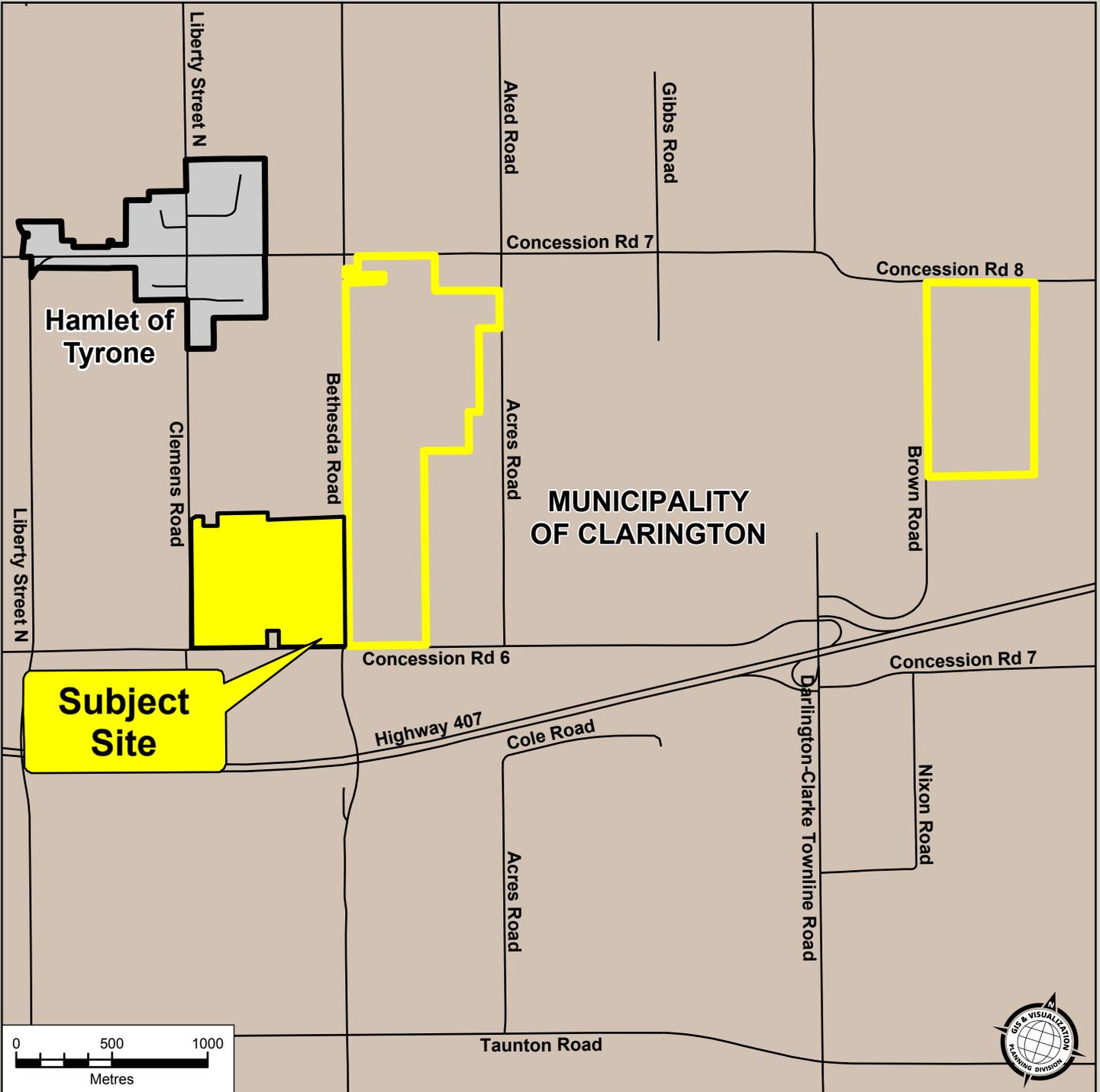
Municipal Context



Municipal Context



Legend





The Regional Municipality of Durham Report

To: Planning and Economic Development Committee
From: Commissioner of Planning and Economic Development
Report: #2023-P-9
Date: April 4, 2023

Subject:

Public Meeting Report

Application to Amend the Durham Official Plan, submitted by Clark Consulting Services, on behalf of Thornlea Holsteins Ltd., to permit the severance of a farm dwelling rendered surplus as a result of the consolidation of non-abutting farm properties in the Municipality of Clarington, File: OPA 2023-002

Recommendation:

That the Planning and Economic Development Committee recommends:

- A) That Commissioner's Report #2023-P-9 be received for information and
 - B) That all submissions received be referred to the Planning Division for consideration.
-

Report:

1. Purpose

- 1.1 On January 27, 2023, Clark Consulting Services on behalf of Thornlea Holsteins Ltd. submitted an application to amend the Regional Official Plan (ROP) to permit the severance of a new dwelling rendered surplus as a result of the consolidation on non-abutting farm parcels in the Municipality of Clarington.

2. Background

- 2.1 The subject site is located on the north side of Concession Road 5, and on the west side of East Townline Road, approximately 4 kilometres southeast of the Hamlet of Kendal. The property is municipally known as 4854 Concession Road 5, and is located in Part of Lot 1, Concession 5 in the Municipality of Clarington (refer to Attachment #1).
- 2.2 The subject site is a rectangular shape and is approximately 39 hectares (96.1 acres) in size. The southern portion of the site contains an existing house, barn, driveshed and a silo. The existing silo is slated to be removed. A wooded area is located in the northeast portion of the site. The existing house is rented to a tenant who is not involved with farming operation.
- 2.3 Thornlea Holsteins Ltd. is a dairy and cash crop operation. The applicant owns a total of five agricultural properties in the Municipality of Clarington with present land holdings of 175.5 hectares (433.6 acres), of which 149.3 hectares (368.8 acres) is workable (refer to Attachment #2). In 2022, Thornlea Holsteins Ltd. purchased the subject site, and the lands are used for the farm's feed crop operation. The workable area of the site is approximately 34.5 hectares (85.25 acres). The house located on the subject site is not utilized by a farm employee and is surplus to the farm operation.
- 2.4 The applicant has concurrently filed a Zoning By-law Amendment application with the Municipality of Clarington to rezone the retained farmlands to prohibit further severances and residential development, and to rezone the barn to prohibit its use for livestock.
- 2.5 The surrounding land uses to the subject site includes:
- a. North - agricultural land, wooded area, and rural residences
 - b. East – East Townline Road, agricultural land, rural residences
 - c. South – Concession Road 5, rural residences, agricultural land, woodlot
 - d. West – Wooded areas, agricultural areas, and rural residences

3. Reports Submitted in support of the Application

- 3.1 A Planning Justification Report/Agricultural Assessment prepared by Clark Consulting Services Ltd. dated January 27, 2023 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,

the Regional Official Plan and the Province's Minimum Distance of Separation (MDS) requirements.

- 3.2 An Environmental Site-Screening Questionnaire dated December 21, 2022 completed by GHD Ltd., reported the subject site has a low level of environmental concerns and no further assessment is required.
- 3.3 A Total Land Inventory prepared by Clark Consulting Services Ltd., indicated Thornlea Holsteins Ltd. currently owns five agricultural properties in the Municipality of Clarington.

4. Policy Context

Provincial Policy Statement (PPS) and Greenbelt Plan

- 4.1 The subject site is located within the Protected Countryside designation of the Greenbelt Plan. Both the Provincial Policy Statement and Greenbelt Plan permit the severance of a residence surplus to a farming operation as a result of farm consolidation, provided the planning authority ensures that a residential dwelling is not permitted on the proposed retained farm lot created by the severance and will be limited to the minimum size needed to accommodate the use.

Durham Regional Official Plan

- 4.2 The subject site is designated "Prime Agricultural Areas" in the ROP. The site is also located within the Provincial Agricultural System. The northeast portion of the property contains Key Natural Heritage and/or Hydrological Features. Severance applications for agricultural uses may be considered in accordance with the relevant policies of Sub-Section 9A of the ROP.
- 4.3 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 of a size which is viable for farming operations;
 - c. Within the Protected Countryside of the Greenbelt Plan Area, the dwelling was in existence as of December 16, 2004; and
 - d. The farm parcel is zoned to prohibit any further severances and the establishment of any residential dwelling.

5. Proposed Official Plan Amendment

- 5.1 The proposed amendment to the ROP would facilitate the severance of a 0.3 ha (0.798 acres) parcel of land containing the existing dwelling, retaining a 39 ha (96.3 acres) farm parcel. The subject dwelling was in existence prior to December 16, 2004.

6. Consultation

- 6.1 A copy of the proposed ROP Amendment has been circulated to the Ministry of the Municipal Affairs and Housing; the Regional Health Department; the Regional Works Department; Municipality of Port Hope; and the Durham Agricultural Advisory Committee.

7. Public Consultation

- 7.1 A “Notice of Complete Application” and “Notice of Public Meeting” regarding this application was advertised in the Clarington This Week and the Northumberland News, and a notice was posted on the Region’s website. Notice of this meeting has also been mailed out to those who own land within 120 metres (400 feet) of the subject site. This report was also made available to the public prior to the meeting.
- 7.2 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 a written submission at any time before Regional Council makes a decision.
- 7.3 If a person or a public body does not make an oral submission at a public meeting, or does not make written submission 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 Ontario Land Tribunal (OLT); and
 - b. May not be added as a party to the hearing of an appeal before the OLT, as appropriate, unless in the opinion of the Tribunal, there are reasonable grounds to add the person or public body as a party.
- 7.4 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
605 Rossland Road East
Whitby, ON L1N 6A3
planning@durham.ca

8. Future Regional Council Decision

- 8.1 The Planning and Economic Development Department Committee will consider the proposed ROP Amendment at a future meeting and will make recommendation to the 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 In the processing of Regional Official Plan Amendment applications, the objectives is to ensure responsive, effective and fiscally sustainable service delivery.

11. Attachments

Attachment #1: Location Sketch

Attachment #2: Thornlea Holsteins Ltd. Agricultural Land Holdings

Respectfully submitted,

Original signed by

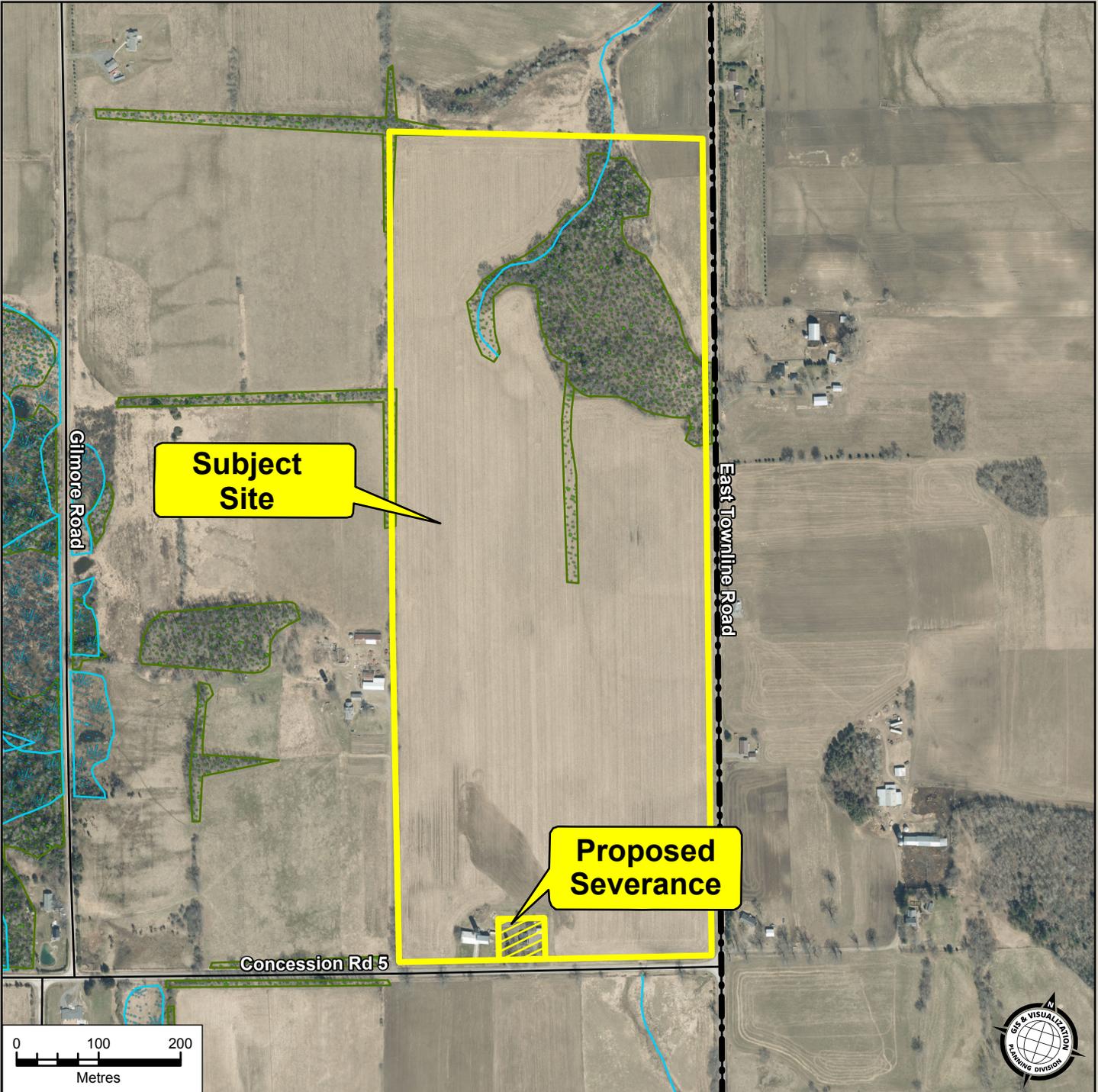
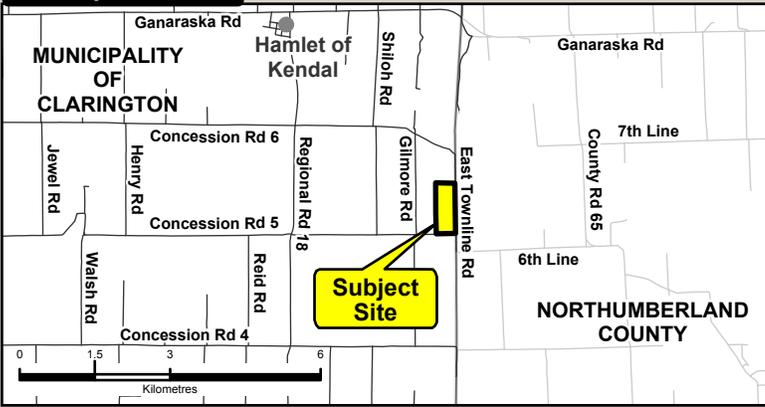
Brian Bridgeman, MCIP, RPP
Commissioner of Planning and
Economic Development

Recommended for Presentation to Committee

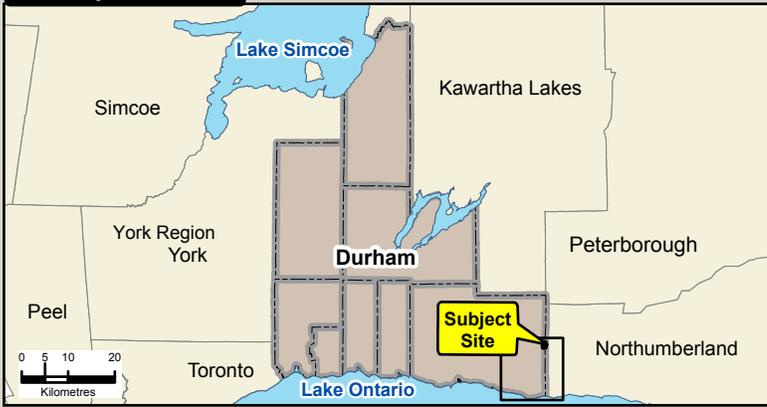
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Elaine C. Baxter-Trahair
Chief Administrative Officer

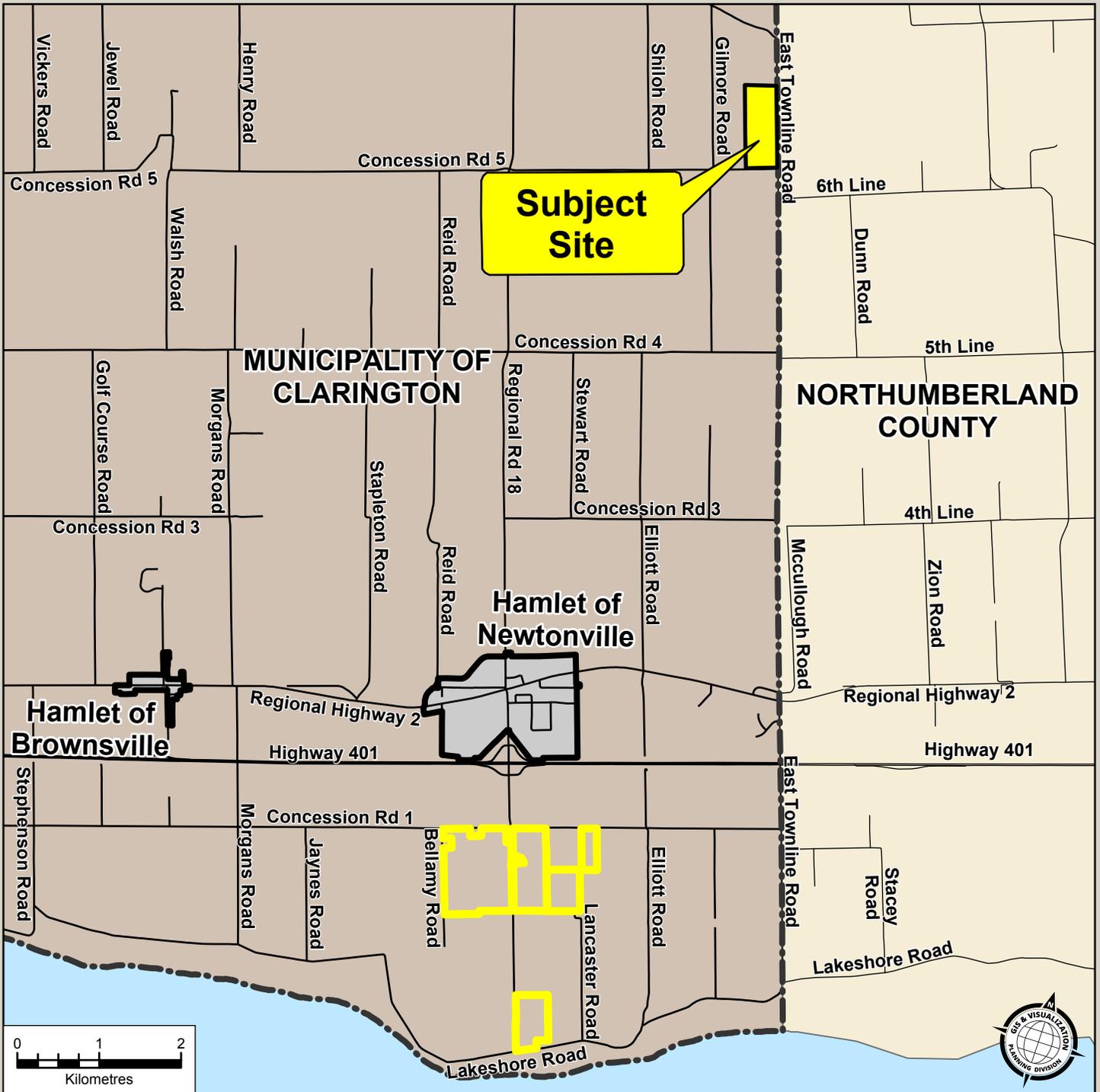
Municipal Context



Municipal Context



Legend





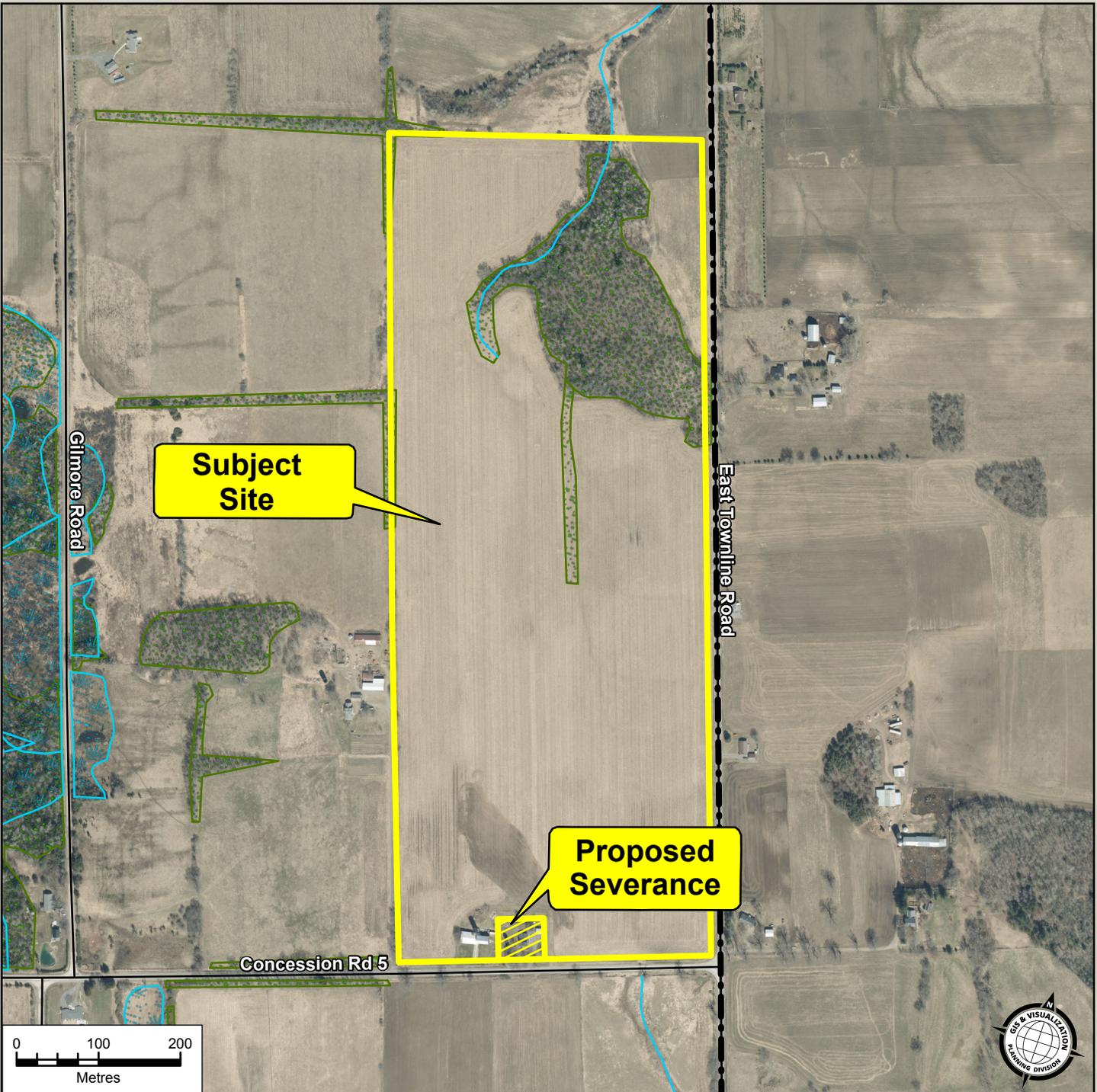
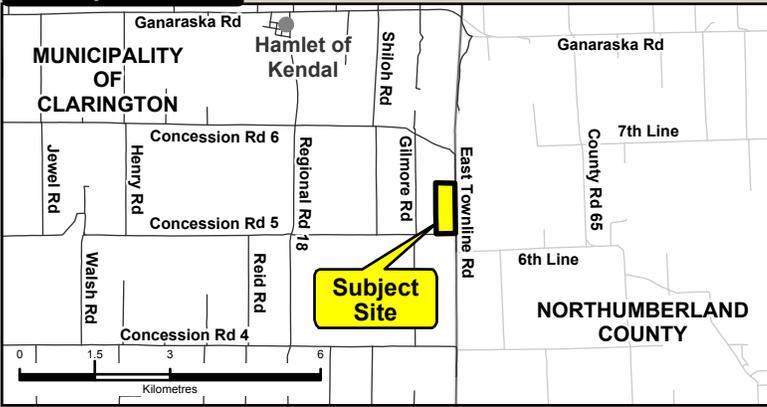
Public Meeting ROPA 2023-002

Sara Hajsaleh, Planning Analyst

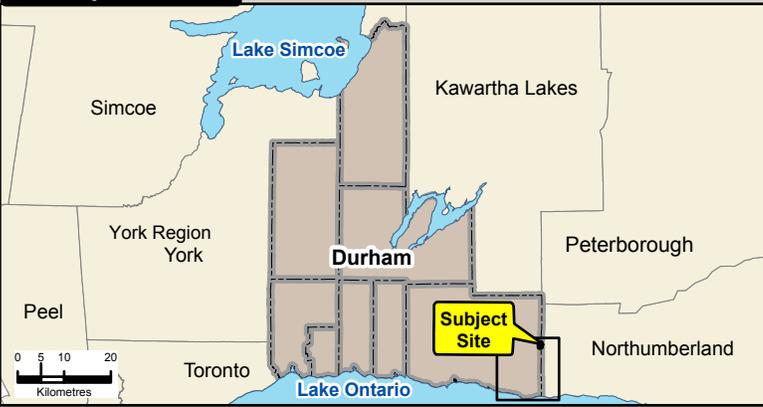
Planning Division

Planning & Economic Development
Department

Municipal Context

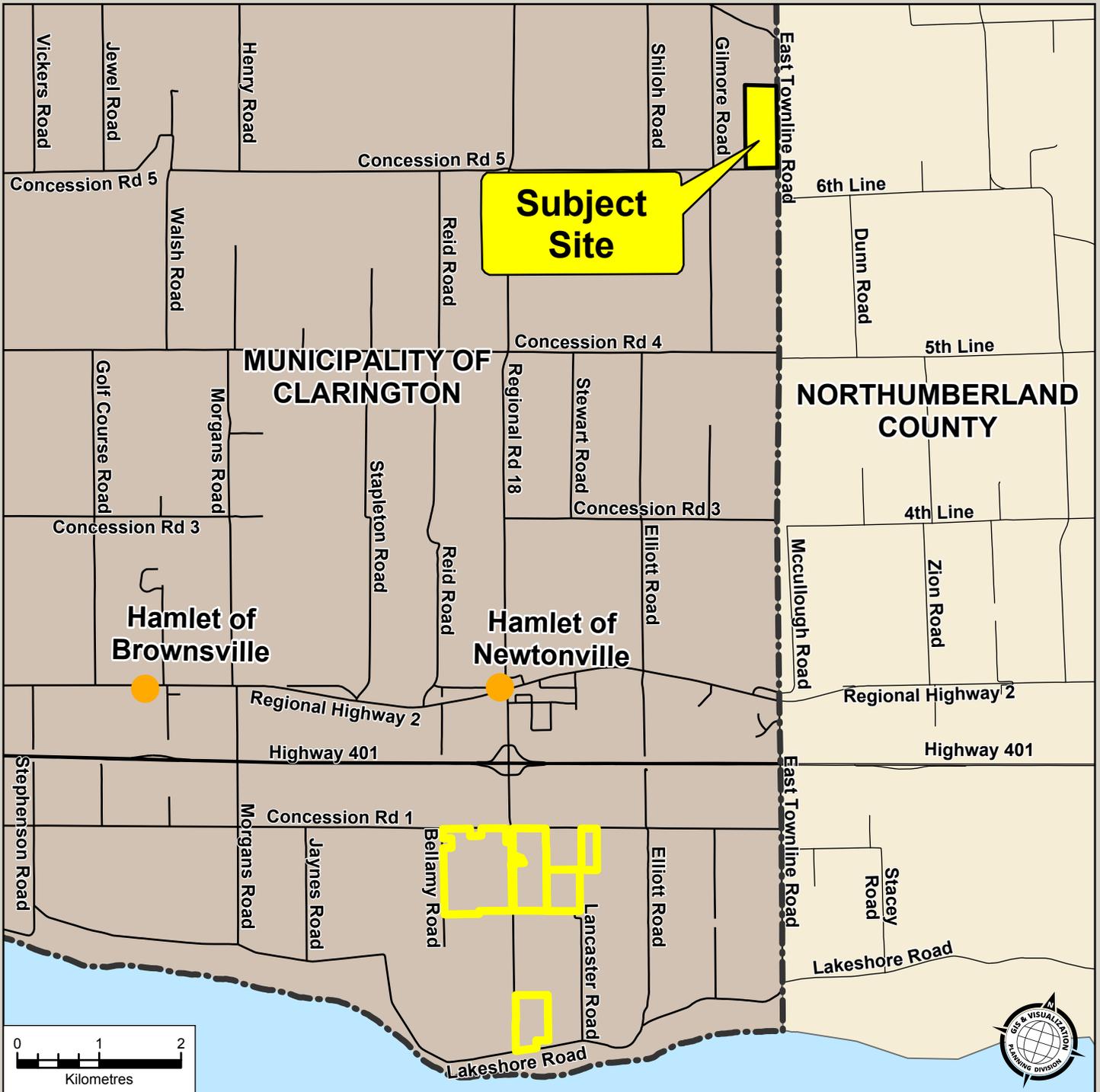


Municipal Context



Legend

-  Subject Site
-  Other Lands Owned by Thornlea Holsteins Ltd.
-  Municipal Boundary





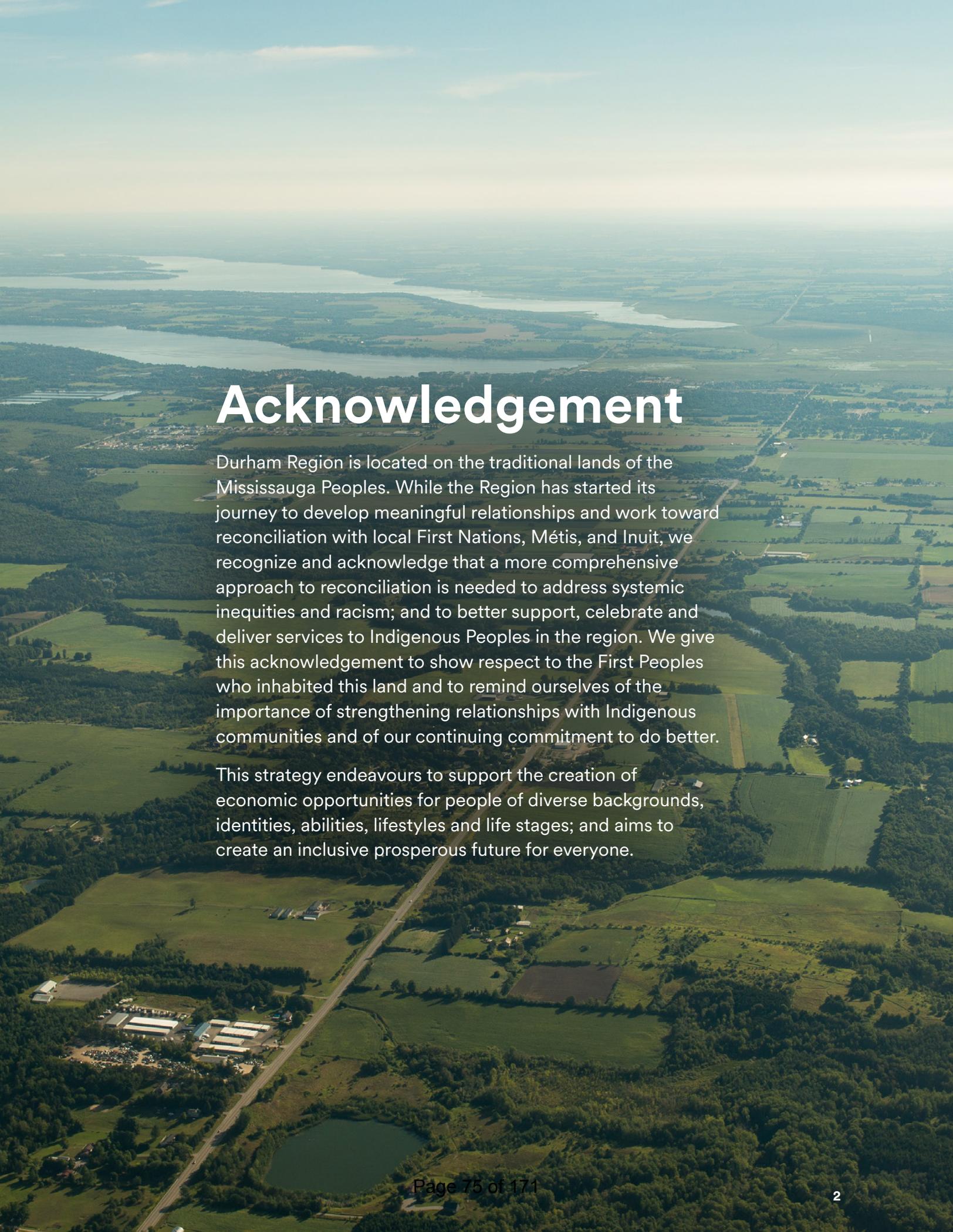
Questions?

Sara Hajsaleh, Planning Analyst
Planning Division
Planning & Economic Development
Department

2023-2027

Invest Durham Marketing Plan





Acknowledgement

Durham Region is located on the traditional lands of the Mississauga Peoples. While the Region has started its journey to develop meaningful relationships and work toward reconciliation with local First Nations, Métis, and Inuit, we recognize and acknowledge that a more comprehensive approach to reconciliation is needed to address systemic inequities and racism; and to better support, celebrate and deliver services to Indigenous Peoples in the region. We give this acknowledgement to show respect to the First Peoples who inhabited this land and to remind ourselves of the importance of strengthening relationships with Indigenous communities and of our continuing commitment to do better.

This strategy endeavours to support the creation of economic opportunities for people of diverse backgrounds, identities, abilities, lifestyles and life stages; and aims to create an inclusive prosperous future for everyone.

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19 Objectives

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30 Key Performance Indicators

Introduction

The 2023-2027 Invest Durham Marketing Plan (the Plan) is a five-year action-focused document to guide the activities of the Marketing section of the Region of Durham's Economic Development and Tourism Division (Invest Durham).

The Plan is designed to consider the activities that will leverage the Invest Durham brand to attract inbound investment. It also leverages the brand to help companies grow and succeed in Durham Region through promotional opportunities, and to further the reputation of Durham Region as a good place to do business.

The Plan features collaborations with many other teams and organizations to achieve its goals. This Plan has been developed in parallel with Ready Set Future: A PLACE Blueprint for Durham (the Durham Region Economic Development and Tourism Strategy 2023-2027) and shares some of the action items found therein.



Invest Durham Today

Situated within the most in-demand province in what is widely considered the best country in the world, Durham Region is part of the strongest economic metropolitan area in Canada. With notable strengths in Future Energy, Next Generation Mobility (Next Gen Mobility), Arts Culture and Creative, Applied Digital Tech and Agri-Food, Durham Region’s economy continues to transform as companies innovate new technologies.

Durham’s value proposition for investment is strong, and its proximity within the Greater Toronto Hamilton Area (GTHA) is central to its relevance on a global stage. However, there is more to be done in terms of building general awareness of Durham Region—in particular its general location, quality of life, investment value proposition and competitiveness.

Ready Set Future: A PLACE Blueprint for Durham 2023-2027

The Vision Statement of Ready Set Future is:

Durham’s distinct cultural identity—and its vibrant and diverse downtowns—will be magnets for talent and investment, and the region’s innovation community will be known for solving global challenges.

Ready Set Future lays out a PLACE (People, Location, Acceleration, Creativity, Enablers) blueprint for achieving this vision, which sets a vision for the next 30 years:

People: Durham is a leader in Ontario for workforce skill and education attainment.

Location: Intensification and Renewal in Durham’s Urban Cores, and vibrant and diverse downtowns.

Acceleration: Durham’s innovators are solving global challenges.

Creativity: Durham has a distinct identity for arts, cultural and creative industries.

Enablers: Collaboration, a resourcing plan and performance metrics will unlock the potential of this strategy.

Ready Set Future, The PLACE Blueprint and its defined priority clusters are central influences within the Plan. Additional information and consultation for this Plan includes feedback gathered from the Durham Economic Development Partnership (DEDP).

Investment attraction marketing

Investment attraction can increase regional prosperity through job creation. Invest Durham, the investment attraction brand of Durham Region Economic Development and Tourism, is targeted at attracting new investments and supporting the growth of local businesses through a variety of methods. These include a digital strategy, targeted messaging, virtual and in-person events, advertising, public relations activities and more. The outcomes of these activities are intended to attract investments and support business growth to create new, high-value jobs; increase economic prosperity for the community; and build a more favourable environment for future industry investment.

Though the organization—Durham Region Economic Development and Tourism—has long existed, the Invest Durham brand as it exists today is approximately four years old. In this window of time, activities have been focused on building the brand reputation of Invest Durham, audience development, brand awareness and marketing in key sectors. Activities have included redeveloping foundational materials, including the Invest Durham website, establishing and building social media accounts, and developing new marketing materials including white papers and niche sector profiles.

The brand has received multiple recognitions from economic development, marketing and communications, and web development awards programs. It also significantly outperformed peers in follower and engagement growth on social media. Our brand has accelerated awareness of Durham Region as an area hungry and ready for significant investment.



During the COVID-19 pandemic, the Invest Durham brand was used as the central brand for promotions of the Durham Economic Task Force (DETF). The outcome of this was building local brand awareness and positioning Invest Durham to leverage the local business community to better promote the region to external audiences.

These activities have created a strong foundation on which to launch Invest Durham into the next five years of activities.

This plan is focused on the brand marketing activities of Invest Durham and is not intended to be comprehensive of all marketing activities undertaken by the Economic Development and Tourism Division of the Region of Durham. Significant additional marketing efforts are made by Durham Tourism, Film Durham, Sport Durham, and Rural and Agriculture Economic Development, which are targeted at their specific sectors and tailored audiences.



The Plan is designed to create strong awareness and trust of the Invest Durham brand, significantly enhancing awareness of Durham Region and its business ecosystem; building Durham’s reputation for innovation to solve global challenges; and continually telling the story of Durham Region with a goal of increasing investment into the region. This plan positions Invest Durham as a central voice in Durham Region’s economic community.



Invest Durham the Future

The Vision

To stand out among our global competitors, we must promote our value proposition to attract talented residents, grow businesses and attract inbound investment. We must consistently communicate the region’s strengths—both nationally and internationally—to innovative businesses, entrepreneurs, the Realtor and developer community, and senior agencies in government. While reputational strength must be earned, the Region must also build momentum behind our reputation with consistent, effective and authentic promotion of our successes.

To align with the PLACE Blueprint, Invest Durham the brand also has established a 30-year vision.



Invest Durham will be recognized as one of the most well-known, trusted and creative economic development organizations in Canada. As an outcome, Durham Region is seen nationally and internationally as a creative, innovative, and welcoming place to establish and rapidly grow a business. Invest Durham aspires to be known throughout external domestic and international markets for its innovation community that is solving global challenges.



To progress toward this vision, actions over the next five years will:

- Promote Durham Region as a good place to invest, with particular focus on bringing in investment and supporting growth of established businesses.
- Support businesses and entrepreneurship in Durham Region’s downtowns and central business districts.
- Deepen awareness of Durham Region’s value proposition both within Durham as well as regionally and internationally.
- Use marketing activities to support workforce development, in particular those that help to retain graduate talent.
- Host, collaborate in and participate in flagship events.
- Develop and implement a government relations strategy to promote the interests of Durham’s priority clusters to provincial and national governments.

The Plan also holds space for cross-departmental marketing activities including those which support Durham Tourism, Film Durham, Sport Durham, and Rural and Agriculture Economic Development, as well as supportive activities for other Regional departments.

Invest Durham will use creative, industry-leading and innovative approaches to economic marketing to achieve our goals.



Marketing Plan Goals

- **Develop strong brand awareness for investment value:** Firmly establish the reputation that Durham Region is the very best opportunity for investment in the GTHA.
- **Develop strong awareness for Durham Region as a place:** Enhance Durham Region's reputation and place brand, while firmly establishing the reputation that Durham Region is a good place to start a business. Particular focus is placed on Durham Region's downtowns, and their offering as a welcoming and supportive environment for small and medium, startup, independent, innovative, and creative businesses and entrepreneurs.
- **Use marketing success to foster Durham Region's innovation community:** Firmly establish that Durham Region is a community where innovative businesses thrive, so that Durham Region is further regarded on a national and international stage as an economic engine for Canada.

Techniques that will enable the success of these goals include:

- **Brand marketing:** Use bold, creative and engaging marketing to portray Durham Region as the vibrant, innovative community that it is. Leverage the Invest Durham brand to help deepen pride of place, promote Durham's investment value proposition and strengthen our economy.
- **Transformational storytelling:** Undertake initiatives that spotlight real entrepreneurship success stories; portray Durham Region as a great place to work or start, grow or relocate your business; and deepen pride of place to foster connections of residents to local businesses.
- **Place branding differentiation:** Manage and enhance the reputation of Durham Region to achieve a distinct position; specifically communicate successes of our local businesses to local and regional communities and partners; promote and support our 14 downtowns; demonstrate our urban excitement and country charm; and promote our distinct sense of place.
- **Collaboration:** Work with our partners to strengthen, foster and promote the Durham Region business and innovation community by working with groups including chambers and boards of trade, Business Improvement Areas (BIAs), accelerators and incubators, post-secondary institutions, and other business communities and groups.

SOAR Analysis

(Strengths, Opportunities, Aspirations, Results)

In contrast to a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, the SOAR model focuses on what is known to work, rather than internal weaknesses or perceived threats that might not take place.

The output from a SOAR analysis is a set of actions that leverage strengths and opportunities to strive for shared aspirations with measurable results.

Strengths: Regional Value Proposition

- Location within Ontario and Canada
- Location within Greater Toronto Hamilton Area
- Booming population growth
- Increasing diversification of our population
- Growing and thriving post-secondary institutions
- Existing cluster – Clean Energy Capital of Canada
- Rapid emergence of Artificial Intelligence, cybersecurity and technology sector jobs
- Rapid emergence of Next Gen Mobility cluster – Research and Development (R & D) facilities, startup community, Ontario Vehicle Innovation Network (OVIN) and Durham Regional Technology Development Site (DRTDS)
- Rural and urban mix, high quality of life via access to recreation and outdoors, vibrant and growing restaurants, and creative communities
- Transportation assets (Port, 400-series infrastructure, potential airport)
- GO East extension
- Existing innovation cells and hubs, business and entrepreneurship support networks
- Strong agricultural community, agri-tourism, innovation in agriculture
- Talent and labour force growth
- Compelling value proposition for residents who work from home

Strengths: Marketing Analysis

- High national and moderately high international understanding of location and value proposition for Toronto
- High quality of life rankings for Canada
- Strong Invest Durham marketing partnerships and collaborations with innovation community and business groups
- Strong brand with good foundational brand assets
- Consistent social media growth; strong foundation on which to build social campaigns
- Established regional value proposition

Opportunities: Regional Value Proposition

- Changing availability of talent – talent previously commuting to Toronto now working from home, remote talent and hybrid workers— talent that wants to give up the commute and stay closer to home
- Significant excitement around and activity in Next Gen Mobility and Future Energy clusters in Durham Region
- Graduating talent from post-secondary startup programs including Brilliant Catalyst
- Opportunities in energy value chain due to continued Ontario Power Generation expansion
- Opportunities in Next Gen Mobility due to emerging cluster, momentum in automotive industry resurgence in Ontario
- Updated cluster approach leading to measurable outcomes
- Upcoming serviced employment lands availability
- Technology infrastructure innovation and investment (Broadband, Electric Vehicle tech)
- Changes in how office space is needed due to continued global impacts of the pandemic and changing attitudes toward remote working, addition of hub offices, co-working spaces, etc
- Demand for innovative tech company small space or innovation clubhouse spaces.
- Demand for growth in Arts and Culture cluster
- Interest and demand for local food

Opportunities: Marketing Analysis

- Opportunity to significantly grow awareness of Durham Region's location
- Opportunity to leverage provincial marketing around OVIN and other major investments in Next Gen Mobility
- Opportunities to leverage post-secondary institutions' talent story
- Opportunities to leverage recent announcements on small modular reactors and clean energy investments in Durham Region
- Opportunities to build momentum behind Next Gen Mobility through targeted investment attraction
- Marketing opportunities for in-demand employment lands
- Opportunity to be a centralized and trusted voice for business in Durham Region
- Marketing opportunities presented by shift to work from home, which include but are not limited to, more disposable income remaining in the region, higher interest in local business and future entrepreneurship

Aspirations: Regional Value Proposition

- Lead Ontario for workforce skill and education attainment
- Intensification and renewal in Durham's urban cores and vibrant and diverse downtowns
- Durham's innovators are solving global challenges
- Durham has a distinct identity for arts, culture and creative industries
- Highly marketable quality of place and strong marketing materials to support that message
- Strong external preconceptions of the economy in Durham Region
- Seen as a strong competitor for investments against comparable areas in the Waterloo-Toronto Region Innovation Corridor
- Strong broadband speeds available through our rural communities
- Quality supply of market-ready employment lands, class A office space
- Home to a centralized innovation space or clubhouse for foreign and domestic tech companies to land in and grow, network and collaborate
- Well-resourced marketing and business development teams able to effectively manage and service leads

Aspirations: Marketing Analysis

- A strong presence reputation in the Waterloo-Toronto Region Innovation Corridor
- High brand awareness of Durham Region's location and value proposition
- Positive brand associations for Invest Durham and Durham Region
- Increased awareness of Durham Region on a national and international level
- High level of understanding that Durham Region is a diverse business ecosystem
- Regarded reputationally as a creative and strong economic development organization among other government professionals
- Numerous success stories to tell as outcome of marketing initiatives; measurable impacts that can be reported on as successes
- Effective marketing processes that ensure materials are readily available

Results

- Significant growth of social media channels and monthly Invest Durham e-newsletter subscribers
- Many new users discovering our content as measured through website traffic
- High engagement rates among subscribers to Invest Durham channels.
- Investment leads that can be directly tied to results of marketing campaigns
- Positive unpaid media impressions and mentions of Durham Region

Key brand messaging



The value of having a strong investment attraction and economic development brand, that is distinct from the Regional Government identity, is rooted in its ability to offer relevance and speak to a business audience directly, consistently, and with relevance and focus into specific strategic sectors.

Through this direct, consistent and strategic business-oriented communication, Invest Durham establishes itself in a position of thought leadership among business communities; builds and supports the business community; and collaborates with others who further establish and nurture a supportive business environment.

Invest Durham's brand is designed to align with the competitive priority clusters for Durham Region's investment attraction strategies. Through its websites, social media presence and branded marketing materials, Invest Durham presents Durham Region to high-value business audiences with modern tactics and sophisticated—but clear—language.

Competitors such as Ottawa (Invest Ottawa), Waterloo Region (Waterloo EDC) and Hamilton (Invest in Hamilton), have each established investment attraction brands that advance and complement the corporate brand of the regions they represent. These investment attraction brands drive value for their respective regions by “speaking the language” of the business communities in which they are active and engaged. Maintaining, building and strengthening the Invest Durham brand is the best solution to attract a high-value and relevant audience.

Brand vision

Invest Durham will be recognized as one of the most well-known, trusted and creative economic development organizations in Canada. As an outcome, Durham Region is seen nationally and internationally as a creative, innovative, and welcoming place to establish and rapidly grow a business. Invest Durham aspires to be known throughout external domestic and international markets for its innovation community that is solving global challenges.



Vision statement

Invest Durham supports and promotes Durham Region's business ecosystem to grow, succeed and create value.

Built on the Region's history and commitment to work on the world's greatest challenges, Durham's innovation community is innovating the future.

Positioning

Businesses that are looking to rapidly grow need a thriving innovation community, a region that offers a talented workforce, and a great place to live for employees and founders. Durham Region is in-demand because it offers these qualities. We're confident our region is the very best opportunity for investment in the Greater Toronto Hamilton Area.

Core brand values

Collaboration: Durham Region is an innovation community. A strong community is collaborative; our innovation community is built on our region's history of innovation and through fostered partnerships.

Service: Invest Durham supports businesses. At Invest Durham, we support the evolution of our business ecosystem so that businesses can grow, thrive and create jobs in Durham Region.

Confident: Invest Durham is confident in the current and future economic opportunity in Durham Region. We are confident in the contribution of Durham Region's innovators. We're not just innovating, we're innovating to solve global challenges. And we're confident our innovators will continue to change the world.



Invest Durham domestic value proposition

In collaboration with our partners in the Durham Economic Development Partnership (DEDP), the domestic value proposition is designed to speak to domestic audiences who already understand Canada’s offering. Our international investment value proposition will be developed as an action of this plan and will leverage the brand strength of Canada and other qualities.

Domestic Value Proposition	Key Statement
Booming Growth	We’re confident the booming growth of our community offers the very best opportunity for investment in the GTHA.
Innovating the Future	We’re confident our innovation community will continue to solve the world’s biggest challenges.
In-Demand	We’re confident you will love our creative side. Explore it in our 14 vibrant downtowns.
Talent	We’re confident innovative businesses can find the talent they need in Durham Region.



Invest Durham Marketing 2023–2027 Action Plan

Objectives

1. Achieve strong brand awareness and brand trust through promotion of our value proposition for investment, and focus on priority clusters as identified in Ready Set Future: A PLACE Blueprint.
2. Firmly establish Invest Durham as the central voice for business in Durham Region by producing and partnering to produce consistent, reliable, timely and useful information for our partners, local businesses, entrepreneurs, investors and others.
3. Strengthen our local economy and attract and retain talent to Durham Region through marketing activities and transformational storytelling that deepens quality of place and encourages a strong sense of pride in Durham Region.
4. Ensure marketing materials support investment attraction activities by building an inventory of information and resources that are data-driven, sector-specific and brand-aligned.
5. Align marketing processes to ensure our information, service and communications are industry-leading, current, consistent, reliable and responsive.





Objective 1:

Achieve strong brand awareness and brand trust through promotion of our value proposition for investment, and a focus on priority clusters as identified in Ready Set Future: A PLACE Blueprint.

Actions	Timeline	Anticipated Outcomes
1.1 Develop and deliver creative promotional campaigns, including showcasing success stories to domestic and international audiences that build the region's reputation for innovating to solve global challenges.	Medium - 2024	Increased awareness of Durham Region's value proposition for investment.
1.2 Promote the strong post-secondary talent story in Durham Region through video and promotional campaigns.	Immediate/Ongoing	Leverage our talent story to create more awareness that Durham is a place to source in-demand talent.
1.3 Promote the region's career opportunities in innovation-led companies and priority clusters across the wider GTHA.	Immediate/Ongoing	Increased draw for talent to work in Durham Region.
1.4 Through content production, and working with notable publications, develop and execute advertorial and marketing strategies that shift narratives about Durham Region while building awareness of our attributes.	Immediate/Ongoing	Brand awareness and place brand enhancement for Durham Region.
1.5 Update the Regional Value Proposition for Investment (Domestic) on a bi-annual basis with input from the Durham Economic Development Partnership (DEDP).	Near - 2023	Consistent promotion of our value proposition.
1.6 Research, develop, and promote Durham Region's Value Proposition for Investment (International) in collaboration with the DEDP and develop an associated campaign targeting international audiences.	Medium - 2024	Developed international value proposition for investment and increased awareness for desired audiences.
1.7 Collaborate, participate in and host sector-specific events that have a high value in lead generation and brand awareness including Collision Conference, Access IO, Masterclass and others.	Immediate/Ongoing	Increased brand awareness and brand trust.
1.8 Enable growth in the film industry through a refreshed region-wide film sector strategy.	Near – 2023	Cluster development, strengthen Quality of Place.
1.9 Enable growth in the music industry through the development of a strategy to become a Music Region.	Near – 2023	Cluster development, strengthen Quality of Place.



Objective 2:

Firmly establish Invest Durham as the central voice for business in Durham Region by producing and partnering to produce consistent, reliable, timely and useful information for our partners, local businesses, entrepreneurs, investors and others.

Actions	Timeline	Outcomes
2.1 Consistently communicate good news stories about innovators in our communities through social media, blog posts, advertorials and other editorial opportunities.	Immediate/Ongoing	Building brand trust and audience growth.
2.2 Establish and promote a property site or portal that lists market-ready real estate and development sites for developers and businesses seeking a regional presence.	Medium - 2024	Provide timely and useful information to investors.
2.3 Build relationships with marketing professionals at other levels of government, local companies, post-secondary institutions and others, to build trust for shared content.	Immediate/Ongoing	Leverage professional networks to increase audiences and community awareness.
2.4 Produce a monthly e-newsletter that has relevant and timely information, is easy to read and garners consistent open rates.	Immediate/Ongoing	Consistently be relied upon for business information.
2.5 Maintain and update website directories including the Downtowns of Durham, Co-Working Spaces and Networking Groups. Consider the addition of new directories based on market needs.	Immediate/Ongoing	Develop ongoing relationships with local businesses.
2.6 Engage local business audiences through partnerships with local chambers and boards of trade, Business Advisory Centre of Durham, Spark Centre, 1855 and others, to promote events and opportunities for entrepreneurship growth, including tradeshow, business events and other opportunities.	Immediate/Ongoing	Develop ongoing relationships with local businesses.



Objective 3:

Strengthen our local economy and attract and retain talent to Durham Region through marketing activities and transformational storytelling that deepens quality of place and encourages a strong sense of pride in Durham Region.

Actions	Timeline	Outcomes
3.1 Create a promotion program to attract skilled and educated workers to the region, including a dedicated website that showcases the region’s vibrant urban centres and amenities.	Long - 2025	Building brand trust and audience growth.
3.2 Work with post-secondary institutions on a Magnetic Region program to retain graduates and implement a marketing campaign to attract new graduates from elsewhere into the region.	Medium - 2024	Provide timely and useful information to investors.
3.3 Promote locally owned, micro-manufacturing and creative industry startups.	Medium - 2024	Leverage professional networks to increase audiences and community awareness.
3.4 Develop annual program with student placements to undertake reputation enhancement activities including Wikipedia entries, Getty Images updates, story pitches and campaigns.	Medium - 2025	Consistently be relied upon for business information.
3.5 Firmly establish Durham Region as the Clean Energy Capital of Canada through development of a dedicated campaign and continue to work with partners in communicating the value proposition for locating clean tech, clean energy and future energy businesses in Durham Region.	Medium - 2024	Develop ongoing relationships with local businesses.
3.6 Research and undertake a sentiment analysis of Durham’s reputation in 2023 and follow up in 2027 to determine progress.	Near - 2023 and again in 2027	Develop ongoing relationships with local businesses.

Objective 4:

Ensure marketing materials support investment attraction activities by building an inventory of information and resources that are data-driven, sector-specific and brand-aligned.

Actions	Timeline	Outcomes
<p>4.1 Complete a review and update of the Invest Durham website to ensure alignment with the Economic Development and Tourism Strategic Plan 2023-2027 and associated documents, as well as the Domestic and International Value Propositions.</p>	<p>Near – 2023 and 2024</p>	<p>Ensure key content is aligned to strategic goals.</p>
<p>4.2 Ensure marketing material inventories are available to promote programs that are developed in partnership with other teams, organizations and partners. For example, targeted training programs, business expansion programs, urban renewal projects, strategic commercial development and flagship events.</p>	<p>Immediate/Ongoing</p>	<p>Support investment attraction activities and ease of deployment of materials.</p>
<p>4.3 Redevelop the Invest Durham Community Profile.</p>	<p>Near - 2023</p>	<p>Ensure foundational marketing materials are up-to-date.</p>
<p>4.4 Develop campaigns that utilize creative messages and marketing strategies to stand out among economic development industry competitors, supporting the implied brand message that Durham Region is a welcoming environment to creative thinkers, business owners, professionals and entrepreneurs.</p>	<p>Medium - 2024</p>	<p>Leverage outcomes of priority cluster documents to create marketing campaigns.</p>
<p>4.5 Develop and or maintain key documents including the Signature Sites package, Realtor and Developer tool kit and other investment readiness materials.</p>	<p>Immediate/Ongoing</p>	<p>Ensure materials are readily available as needed.</p>
<p>4.6 Develop and maintain a library of materials available upon request to media, partners and others, which may include brand assets, images, video and others.</p>	<p>Far - 2026</p>	<p>Improve access to owned imagery.</p>
<p>4.7 Create updated Priority Cluster marketing materials to align with the Economic Development and Tourism Strategy 2023-2027.</p>	<p>Medium - 2024</p>	<p>Leverage outcomes of priority cluster documents to create marketing campaigns.</p>
<p>4.8 Develop marketing campaigns to promote serviced employment land in the region to attract investment from desired sectors as defined by the Economic Development and Tourism Strategy 2023-2027.</p>	<p>Medium – 2024 (or as lands ready)</p>	<p>Attract investment into serviced employment lands.</p>



Objective 5:

Align marketing processes to ensure information, service and communications are industry-leading, current, consistent, reliable and responsive.

Actions	Timeline	Outcomes
5.1 Measure and track performance of marketing campaigns, social media platforms and other metrics to ensure content is relevant to our audiences.	Immediate/Ongoing	Ensure key content is aligned to strategic goals.
5.2 Ensure the region's diverse community voices are reflected in all Invest Durham content including blog posts, social media and promotional materials, to better represent our residents.	Immediate/Ongoing	Support investment attraction activities and ease of deployment of materials.
5.3 Produce an annual Invest Durham report that highlights key investments and achievements of the division.	Annual	Ensure foundational marketing materials are up-to-date.
5.4 Maintain brand standards and visual assets including maps, graphics, brand guidelines and other materials to ensure they are consistent.	Immediate/Ongoing	Leverage outcomes of priority cluster documents to create marketing campaigns.
5.5 Refine the use of our customer relationship management platform to ensure processes and marketing activities are operating effectively.	Far - 2025	Ensure materials are readily available as needed.
5.6 Review industry best practices and platforms to ensure marketing materials are innovative, suited to the needs of our audiences and are considering new technologies.	Annual/Near-2023	Improve access to owned imagery.
5.7 Develop content strategy for TikTok.	Annual/Near-2023	Ensure opportunities are leveraged to grow awareness of Durham Region.
5.8 Continue to build national and international awareness of Durham Region's value proposition through targeted, industry-leading, disruptive and digital strategies.	Immediate/Ongoing	Leverage outcomes of priority cluster documents to create marketing campaigns.

Content Strategy

Themes



Good news stories

- Investment announcements.
- Quality of life – positive media about life in Durham Region.
- Quality of life – stories from Downtowns of Durham or Tourism blog if relevant, business-focused in target categories.
- Invest Durham and relevant Region of Durham news releases.
- Good news stories from local business and post-secondaries– awards and announcements, rankings, arts and culture awards (i.e., Juno Awards), major business milestones, expansions.
- Downtowns of Durham stories about new business openings, spaces available, stories of business resilience, professional services and office-based companies in downtowns, as well as storefronts.
- Local founder success stories with particular focus on the supports they have accessed.



Campaign messages – investment attraction content

- Roll out of messages tied to promotional campaigns, nationally and internationally.
- Messages about the region as the Clean Energy Capital of Canada.
- Shop Local messaging, especially as it is specific to promoting independent, innovative, creative and locally owned businesses.
- Campaigns to promote specific initiatives including virtual events or awareness of regional initiatives including the Business Count.
- Spaces and locations available for investment (real estate, employment lands projects).



Brand marketing

- General brand content – Why Durham Region?, our value proposition for investment.
- Partnership announcements and content related to event sponsorships.
- Joining and or leading conversations about Durham Region as a good place to do business.
- Career opportunities in Durham and why Durham is a good place to work.
- Advertorial partnerships with news media.
- Stories that support brand positioning and vision – confident about how we will continue to change the world and solve big problems.
- Ongoing and repetitive use of key brand iconography: (i.e., Clean Energy, apples, trails, (Capitals) farm-to-fork, creative downtowns and key brand values (collaboration, service, confidence).



Aligned partner content

- Shared content from community partners, Durham Economic Task Force, Durham Economic Development Partnership, chambers, boards of trade, Business Advisory Centre Durham, 1855 Accelerator, Spark Centre, post-secondaries, etc.
- Business success and recovery events and webinars.
- News from regional, provincial and federal investment attraction agencies, when appropriate.

Tone/Voice/Images

Key components of the social media brand voice for Invest Durham are the brand values: collaboration, service and confidence. The voice is professional and service-oriented, however, it also at times uses a personal tone to drive conversation and connection.

When Invest Durham publishes on social media, it uses a professional tone with confident, clear and concise statements pointing to key resources and information. Statements are positive and forward-thinking. In comments and replies, Invest Durham uses human and personal statements in plain language including “we are excited,” “this is a great place to do business,” or “Congratulations, Jeff!”

When appropriate, Invest Durham may use internet slang or lingo, memes and other timely content to join relevant conversations with its audience. This is done in a very limited fashion and only when related to business, quality of life or the value proposition of Durham Region for investment.



Images used by Invest Durham are brand-aligned, created in-house whenever possible and sourced from in-house libraries of images whenever possible. As a second supply, Invest Durham uses Burst and Getty Images for content that is brand-aligned. Images consistently portray the diverse community of Durham Region and consider inclusivity in content graphics and images. All content is designed to meet accessibility requirements.

Cadence

LinkedIn

Cadence	Approach
Daily – Weekdays, with occasional weekends if content volume demands it; Weekly Careers Newsletter	<ul style="list-style-type: none">• Five times weekly scheduled posts.• Actively replying to comments.• Thanking users who share content in their comments.• Tagging partners and users often to gain visibility.• Provided content to staff for thought leadership or increased visibility of key messages.• Boosted posts to gain visibility and followers.

Twitter

Cadence	Approach
At least daily - weekdays	<ul style="list-style-type: none">• At minimum, one daily scheduled tweet.• Ad hoc content based on casual review.• Weekends – checking notifications and retweeting relevant content.• Joining relevant conversations and retweeting partner content daily.• Increased participation during events and major news stories.

Instagram

Cadence	Approach
Twice weekly	<ul style="list-style-type: none">• Rotation between image and graphic to create attractive visual “grid.”• Regular “stories” features to share partner content.• Boosted posts to gain visibility and followers, promote events and support campaigns.

E-newsletter Email

Cadence	Approach
Monthly	<ul style="list-style-type: none">• Good news stories – major headlines, investments.• Key marketing messages.• Push to website content – blog features, news releases, announcements.• Forward looking – upcoming events and opportunities.• Call to action to contact us.

Targeted email

Cadence	Approach
Campaign-based	<ul style="list-style-type: none">• Sales funnel advancement email campaigns; especially following campaigns, events and other times of lead gathering.• Multi-email ‘drip’ campaigns to be executed through the year as needed in collaboration with Business Development team.

TikTok

Cadence	Approach
To be launched pending approval	<ul style="list-style-type: none">• For People pillar of Ready, Set, Future: A PLACE Blueprint.

Associated plans, supports, and priorities

- Durham Tourism – engage in key projects and sponsorships that align quality of life and quality of place, including Downtowns of Durham. Support marketing activities and editorial oversight.
- Collaborate with Sport Durham to support advertising and brand needs, advise on marketing strategies.
- Durham Agriculture and Rural Economic Development – supporting key activities and design marketing assets.
- Film Durham – support key activities, strategy development and design marketing assets.
- Lead and support development of Music Region project and associated materials.



Key Performance Indicators

Category	Metric	Tracking Mechanism	Target
Digital/Social	Global social follower growth; all platforms combined: Invest Durham LinkedIn, Twitter, Instagram, E-newsletter subscribers, etc	Hubspot and social channel reporting	Growth target set annually in consideration of market factors and trends. 2023 target is 18%
Digital	Invest Durham website views	Google Analytics	45,000 annual page views
Campaigns	Impressions and Click Through Rate, campaign dependent, website traffic final goal	Various digital platforms	15,000 new website users annually
Total Engagements	Global engagement rate across platforms	Email open rate + email clicks + social media interactions= total engagement	Target of 16,000 Engagements annually
Sentiment	Earned positive media coverage, social sentiment	Measured analysis tool to be determined	Sentiment analysis improvement, metric to be set



[InvestDurham.ca](https://www.investdurham.ca)

 Durham Region, Ontario, Canada

If this information is required in an accessible format, please contact Economic Development and Tourism at 905-668-4113, ext. 2619.

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



The Regional Municipality of Durham Information Report

From: Commissioner of Planning and Economic Development
Report: #2023-INFO-22
Date: March 17, 2023

Subject:

Regional Planning Commissioners of Ontario (RPCO) Inventory of Ontario's Unbuilt Housing Supply

Recommendation:

Receive for information

Report:

1. Purpose

1.1 On March 7, 2023, the Regional Planning Commissioners of Ontario (RPCO) issued a News Release and Media Package pertaining to Ontario's unbuilt housing supply, (the Package is linked here as [Inventory of Ontario's Unbuilt Housing Supply](#)). The News Release indicates there are over 1.2 million housing units approved and proposed to be built in Ontario. It encourages all stakeholders to work together, as increasing supply alone will not solve Ontario's housing affordability crisis. The purpose of this report is to provide an overview of the Inventory.

2. Previous Reports and Decisions

2.1 There have been no previous reports on RPCO's Inventory specifically; however, the topic is related to the provincial goal of building 1.5 million units in the next ten years and related initiatives such as Bill 23, the More Homes Built Faster Act.

3. Background

3.1 RPCO is an organization whose upper and single-tier municipal members provide planning services and give planning advice to municipal Councils that represent approximately 80% of Ontario’s population. RPCO has 21 member municipalities, 12 of which are located within the Greater Golden Horseshoe. RPCO works together to promote excellence in planning to achieve sustainable and resilient communities, including healthy natural, cultural and social environments, and the growth of a strong and competitive economy. Brian Bridgeman is a member of RPCO and currently serves as one of its Co-Chairs.

4. Overview of Unbuilt Housing Supply Inventory

- 4.1 In 2022, the Province of Ontario announced a target of creating 1.5 million new homes across the province in the next ten years.
- 4.2 To help identify Ontario’s existing unbuilt housing unit inventory, RPCO collected data from 15 of its member municipalities.
- 4.3 As noted in the Media Package, the housing supply inventory from these RPCO municipalities is summarized as follows:

Table 1: RPCO Housing Supply Inventory

Development Ready (Registered and Draft Approved) (see Notes 1 and 2)	331,632
Under Application or Proposed (see Note 2)	731,129
Ministerial Zoning Order	64,199
As-of-right units (proxy) (see Note 3)	150,000
Total housing unit inventory	1,276,960

Notes:

1. Most data collected is to the end of 2022, but all data capture dates were not identical. For example, data for Toronto and Ottawa is to mid-year 2022. Data for Durham Region is year-end 2021. Additional details are provided in the materials. “Development Ready” means that some level of Planning Act approval has been obtained, but it does not necessarily mean “Shovel Ready”.

2. It is acknowledged that some draft approved and proposed units will require the construction of supporting infrastructure to proceed to development.
 3. A proxy of 150,000 accessory units was included in the inventory as a proxy to address the province's as-of-right legislation to create up to three dwelling units on selected individual property types.
- 4.4 Excluding the "as-of-right" units now permitted by Bill 23, the supply is approximately 1,126,960 housing units available from:
- Units (unbuilt) in Registered and Draft Approved plans – 29%
 - Units in applications currently in-process – 65%
 - Unit types – approximately 25% ground-related, and 75% apartment units
- 4.5 The 15 municipalities surveyed constitute approximately 70% of Ontario's population. The development inventory for municipalities representing the remaining 30% of Ontario's population would be expected to raise the aggregated numbers even higher, e.g. closer to 1.5 million.
- 4.6 The entire Greater Toronto and Hamilton Area (GTHA) is included, representing Canada's largest urban area. In the GTHA, a total of 911,748 units (82%) were identified through the Inventory.
- 4.7 In RPCO's Inventory, there has been no accounting for units that may be built on new urban lands designated through recent municipal comprehensive reviews. Similarly, lands within the Greenbelt Removal Areas are not included in the Inventory. The Unbuilt Housing Supply Inventory generally represents the housing supply that existed prior to the enactment of Bill 23, and prior to new lands being included within urban boundaries through municipal comprehensive reviews.
- 4.8 There are also over 225,000 units currently under construction across Ontario, which are not included in the Inventory. These units will contribute towards the province's goal of 1.5 million homes.
- 4.9 In 2021, almost 100,000 housing starts were recorded across Ontario. In 2022, the number of housing starts was nearly 96,000 units. Both were regarded as strong years.
- 4.10 It has been documented in other publications that the construction industry is currently experiencing labour and material shortages which will restrict the number of new homes that can be constructed. Other factors that affect housing supply and

demand include interest rate fluctuations, an individual's job security relative to the overall economy, household income, and home equity levels.

- 4.11 The RPCO Inventory indicates there is a healthy supply of housing units in the pipeline. RPCO, like Durham Region Council, does not support the removal of Greenbelt lands as a necessary step to address Ontario's housing challenges. In reference to the "housing crisis" there are essentially two issues: i) affordability; and ii) the pace at which development and construction occurs. In November of 2022, RPCO released another document called "[Making Room](#)" which provides a big picture view of housing dynamics in Ontario and some housing implementation challenges.
- 4.12 In the coming years, the Federal government is expected to increase immigration levels to approximately 500,000 annually. It is expected that Ontario will receive a large proportion of that number. Therefore, parties need to work together to turn the supply of units that exist on paper, (as noted in the Inventory), into homes on the ground.

5. Durham's Inventory

- 5.1 Durham Region's 2021 approved housing supply inventory is included as part of the survey of municipalities completed by RPCO. The year-end 2022 data is still being completed and will be reported on through our annual subdivision and condominium activity report in the Spring of 2023.

Table 2: Durham's Housing Supply Inventory as of December 31, 2021

Application Type	Single-detached	Semi-detached	Townhouse	Apartment	Total
Draft Approved	9,760	2,102	12,374	8,860	33,096
Under Application/ Proposed	7,223	764	10,622	9,834	28,443
Minister's Zoning Order				1,650	1,650
Total	16,983	2,866	22,996	20,344	63,189

Source: Durham Region Planning Division and Durham's Annual Subdivision and Condominium Activity Report, Year-End 2021

- 5.2 Site plans are not included as part of the dataset, nor are units in “registered” plans of subdivision. The units in registered plans is not captured because our research has shown that soon after a plan of subdivision is registered in Durham Region, the builder proceeds to obtain building permits for the registered lots, (given that DCs have been paid) and commences home construction.
- 5.3 Approximately half the draft approved units require municipal infrastructure to be extended before home construction can take place.

6. Relationship to Strategic Plan

- 6.1 This report aligns with/addresses the following strategic goals and priorities in the Durham Region Strategic Plan:
- a. Under Goal Area 2, Community Vitality:
 - 2.1 Revitalize existing neighbourhoods and build complete communities that are walkable, well connected, and have a mix of attainable housing
 - 2.5 Build a healthy, inclusive, age-friendly community where everyone feels a sense of belonging
 - b. Under Goal Area 3, Economic Prosperity:
 - 3.4 Capitalize on Durham’s strengths in key economic sectors to attract high-quality jobs
 - c. Under Goal Area 4, Social Investment:
 - 4.1 Revitalize community housing and improve housing choice, affordability and sustainability
 - d. Goal 5: Service Excellence – To provide exceptional value to Durham taxpayers through responsive, effective, and fiscally sustainable service delivery.

7. Conclusion

- 7.1 Collaboration and commitment are required to activate the current housing supply that exists on paper, with a renewed emphasis on building a mix of housing types, in complete communities and improving housing affordability outcomes. RPCO's Inventory demonstrates that there is a robust supply of units within the development process to advance the province's housing objectives.

Respectfully submitted,

Original signed by

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

Sent by Email

March 20, 2023

Alexander Harras
Director of Legislative Services & Regional Clerk
The Regional Municipality of Durham
605 Rossland Road East
Whitby, ON L1N 6A3
clerks@durham.ca

Subject: Re: Durham Meadoway Enhancements and Amendments
File: A-1400

The Council of The Corporation of the City of Pickering considered the above matter at a Meeting held on February 27, 2023 and adopted the following resolution:

WHEREAS, the Durham Meadoway is a proposed active transportation corridor and greenspace connecting Rouge National Urban Park in the City of Pickering to Simcoe Street in the City of Oshawa;

And Whereas, the Durham Meadoway will connect four municipalities along 27 kilometres of the Gatineau Hydro Corridor;

And Whereas, the City of Pickering is a Municipal/Community Stakeholder;

And Whereas, the Visioning Study to create the Durham Meadoway will identify enhancements and amenities that will help foster a distinct sense of place and make the multi-use path easier and more comfortable to use;

Now therefore be it resolved, that the Council of The Corporation of the City of Pickering makes the following recommendations to Durham Region for inclusion in the Durham Meadoway:

1. Low level non-intrusive lighting along the Multi Use Trail System;
2. Rest Stations situated along the Multi Use Trail System;
3. Artificial Ice Surface Skating Trail to be located in either Segment 1 or 2; and,
4. That a copy of this resolution be forwarded to Alia Tulloch, Transportation and Staff to be included in the City's complete comments submission to the Region of Durham.

Should you require further information, please do not hesitate to contact the undersigned at 905.420.4660, extension 2019.

Yours truly,



Susan Cassel
City Clerk

SC:am

Copy: Alia Tulloch, Transportation Planning Analyst, The Regional Municipality of Durham

March 27, 2023

Via Email:

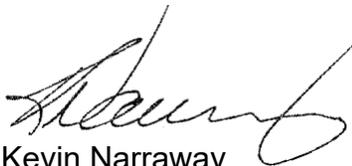
A. Harras
Regional Clerk
Regional Municipality of Durham
clerks@durham.ca

Re: Durham Meadoway – Green Energy Projects

Please be advised that at its meeting held on March 20, 2023, the Council of the Town of Whitby adopted the following as Resolution # 76-23:

1. That Whitby Town Council urge the Region of Durham to broaden the scope of the Durham Meadoway Visioning Study to include the possibility of green energy projects on the Gatineau Hydro Corridor through Durham in addition to the proposed multi-use path for active transportation; and,
2. That the Clerk be directed to forward a copy of this motion to the Region of Durham and Whitby Sustainability Advisory Committee.

Should you require further information, please do not hesitate to contact Sarah Klein, Director of Strategic Initiatives at 905-430-4338.



Kevin Narraway
Sr. Manager of Legislative Services/Deputy Clerk

Copy: S. Klein, Director of Strategic Initiatives – kleins@whitby.ca
C. Harris, Town Clerk – harrisc@whitby.ca



Sent by Email

April 4, 2023

Ministry of Transportation
5th Floor
777 Bay Street
Toronto, ON M7A1Z8
Caroline.Mulroney@pc.ola.org

Dear Honourable Caroline Mulroney:

Re: Resumption of Ontario Northland Rail Service – Beaverton Station

On behalf of the Region of Durham and the Township of Brock, we are very pleased to see that planning work for the Ontario Northland's Northeastern Passenger Rail Service is well underway. The rail service will provide a new safe, reliable transportation option between northern Ontario and Toronto, and will cross through northern Durham Region.

The province's commitment in April 2022 to invest \$75 million to reinstate Northlander train service from Toronto to Cochrane, coupled with the announcement in December 2022 by Stan Cho, Associate Minister of Transportation, to purchase three new train sets to be built for 2026, is a significant investment to build a better transportation network, and is commended.

To build on this significant opportunity, the Region of Durham and Township of Brock would like a new station location to be identified in the community of Beaverton, in the Township of Brock. The revised Initial Business Case (IBC), prepared by Metrolinx on behalf of Ontario Northland in April 2022, did not include a station in Beaverton.

Providing a station in Beaverton would re-establish its role as a passenger rail hub (that ceased in 1990), support local tourism, ignite job creation, improve access to specialized services (medical, education, government) and improve business travel and commuting opportunities.

A Beaverton station would be well connected, with many communities in northern Durham Region, northern York Region and western Kawartha Lakes within a convenient half-hour drive. A Beaverton station would also be roughly halfway between the proposed Gormley and Washago stations, meaning that travel time along the route would not be affected by a Beaverton Station (see Figure 1).

The Region of Durham and Township of Brock respectfully request the province to support a new passenger rail station in Beaverton as part of the Northeastern Passenger Rail Service resumption and would welcome an opportunity to discuss this further.

Yours truly,

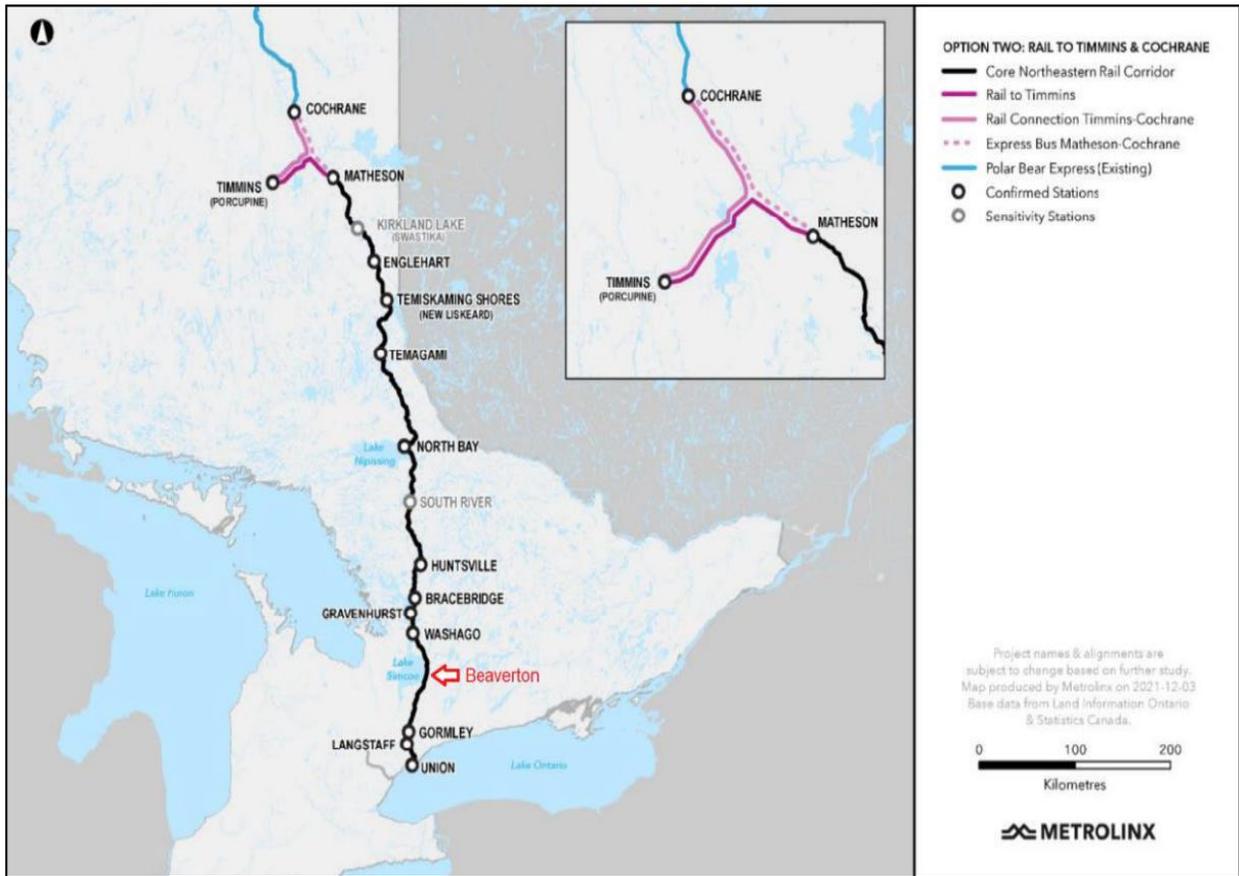
John Henry
Regional Chair and CEO
Region of Durham
605 Rossland Road East
Whitby, Ontario
chair@durham.ca

Walter Schummer
Mayor
Township of Brock
1 Cameron Street East
Cannington, Ontario
walter.schummer@brock.ca

att.

cc: MPP Hon. Peter Bethlenfalvy (Pickering-Uxbridge) Peter.Bethlenfalvy@pc.ola.org
MPP Patrice Barnes (Ajax) Patrice.Barnes@pc.ola.org
MPP Lorne Coe (Whitby) Lorne.Coe@pc.ola.org
MPP Jennifer K. French (Oshawa) JFrench-QP@ndp.on.ca
MPP Todd J. McCarthy (Durham) Todd.McCarthy@pc.ola.org
Phil Verster (Metrolinx) CEO@metrolinx.com

Figure 1: IBC Preferred Service Option





The Regional Municipality of Durham Report

To: Planning and Economic Development Committee
From: Commissioner of Planning and Economic Development
Report: #2023-P-10
Date: April 4, 2023

Subject:

Decision Meeting Report

Application to Amend the Durham Regional Official Plan, submitted by Clark Consulting Services Ltd. on behalf of Vissers Sod Farm Ltd., 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 2021-007.

Recommendation:

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

- A) That Amendment #190 to the Durham Regional Official Plan, to permit the severance of a dwelling rendered surplus as a result of the consolidation of non-abutting farm parcels, be adopted, as contained in Attachment #3, to Commissioner's Report #2023-P-10; and
 - B) That "Notice of Adoption" be sent to the applicant, the applicant's agent, the Municipality of Clarington, the Ministry of Municipal Affairs and Housing, and all other person or public bodies who requested notification of this decision.
-

Report:**1. Purpose**

- 1.1 On July 8, 2021, Clark Consulting Services Ltd. on behalf of Antonius Vissers and Theodora Vissers (Vissers Sod Farm Ltd.), submitted an application to amend the Regional Official Plan (ROP) to permit the following:
- a. the severance of a dwelling rendered surplus as a result of the consolidation of non-abutting farm parcels in the Municipality of Clarington; and
 - b. that the proposed retained farm parcel be provided frontage onto a year-round publicly maintained road by way of a future access easement from the surplus farm dwelling parcel.

2. Site Description

- 2.1 The subject lands are located south of Taunton Road (Regional Road 4) between Green Road and Maple Grove Road. The site is municipally known as 4382 Green Road and is legally described as Part of Lots 17 and 18, Concession 4, former Township of Darlington, in the Municipality of Clarington. The site is located northwest of the Bowmanville Urban Area (refer to Attachment 1).
- 2.2 The subject lands are irregular in shape and contain an existing two-storey dwelling fronting on Green Road. The southern portion of the subject lands contains natural heritage features associated with the Harmony-Farewell Iroquois Beach Wetland Complex.
- 2.3 Green Road is public road maintained year-round, whereas the segment of Maple Grove Road that abuts the western limit of the subject lands is a seasonally maintained public road and provides access to the farm parcel during the spring, summer, and fall seasons.
- 2.4 Existing land uses surrounding the subject lands include:
- a. North – agricultural lands, wetlands, and woodlands;
 - b. East – Green Road, residential uses, woodlands and valleylands;
 - c. South – An unopened road allowance between Concessions 3 and 4, residential uses, wetlands, and woodlands; and
 - d. West – Maple Grove Road (a seasonally maintained public road), agricultural lands, wetlands, and woodlands.

3. Background

- 3.1 The applicant has applied to amend the ROP to sever a 0.607 ha (1.5 acre) parcel of land containing a dwelling that is considered surplus to the farm operation. The retained farm parcel of approximately 36.5 ha (90.3 acres) will continue to be farmed (refer to Attachment 2). The dwelling on the subject lands is not utilized by a farm employee and is currently rented to persons not involved with the farm business.
- 3.2 The applicant has concurrently applied to amend the Municipality of Clarington Official Plan and Zoning By-law (COPA 2021-0007 and ZBA 2021-0012) to sever the subject farm dwelling which is considered surplus to the farming operation, as a result of the consolidation of non-abutting farm parcels.

4. Previous Reports and Decisions

- 4.1 On September 7, 2021, the Planning and Economic Development Committee received the Public Meeting Report #2021-P-18 which includes the details of the proposed non-abutting surplus farm dwelling severance.

5. Reports Submitted in Support of the Application

- 5.1 A Planning Justification Report, including a Farm Holdings Inventory Report prepared by Clark Consulting Services Ltd. had been submitted to support the proposed application. The Planning Justification Report concluded that the application conforms with the applicable Provincial and Regional policies and the Provincial requirements of the Minimum Distance Separation.
- 5.2 The Site Screening Questionnaire completed by GHD Ltd. indicated that there are no environmental site contamination concerns at the subject lands.

6. Provincial Plans and Policies

- 6.1 The subject lands are located within the “Protected Countryside” designation in the Greenbelt Plan. Both the Provincial Policy Statement and the Greenbelt Plan permit the severance of a residence surplus to a farming operation as a result of the farm consolidation, provided that the planning authority ensures that a new residential dwelling is not permitted on the proposed retained farm lot created by the severance.

7. Durham Regional Official Plan (ROP) Context

- 7.1 The subject lands are designated “Major Open Space Areas” in the ROP. There are Key Natural Heritage/Key Hydrologic Features identified on the south portion of the subject lands. Severance applications for agricultural uses within the Major Open Space Area designation may be considered in accordance with the relevant policies of Sub-Section 9A of the ROP.
- 7.2 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 severance or the establishment of any residential dwelling.

The Regional Official Plan also states that no further severance shall be permitted from the acquired farm parcel.

- 7.3 Policy 14.8.5 of the ROP requires all proposed lots to have frontage upon, and access to, a public road which is maintained by the appropriate authority as open to traffic on a year-round basis and is of a standard construction adequate to provide for the additional traffic generated by the proposed development.

8. Planning Analysis

- 8.1 Vissers Sod Farm Ltd. or individual family members of the farm corporation own ten farm properties which include five houses, in the Municipality of Clarington. The house located on the subject lands is currently rented out to a non-farm employee and is considered surplus to the farm operation.
- 8.2 The existing house located on the subject lands existed prior to December 16, 2004, when the Greenbelt Plan came in effect. The retained farmland comprising of 36.5 ha (90.3 acre) will continue to be a size viable for agriculture.

- 8.3 The draft Regional Official Plan Amendment requires that the retained farm parcel be rezoned to prohibit any further severances or the development of any new residential dwellings. The retained farm parcel will require frontage on Green Road which is a public road maintained year-round. Access to Green Road would be by way of an access easement to be granted from the proposed surplus farm dwelling parcel. The specific details of the proposed access easements will be addressed through the required future Land Division Committee process.
- 8.4 The proposed amendment is consistent with the PPS and conforms with the Greenbelt Plan and the Durham Regional Official Plan.

9. Public Meeting and Submissions

- 9.1 In accordance with the Planning Act, a notice of public meeting regarding this application was published in the appropriate newspaper, mailed to those who own land within 120 metres (400 feet) of the subject lands, and a public meeting was held on September 7, 2021. Commissioner's Report #2021-P-18 provides information on the application.
- 9.2 The Region did not receive any written submission from the public related to the proposed amendment application.

10. Consultation

- 10.1 On December 5, 2022, Clarington Council adopted the related Clarington Official Plan Amendment and Zoning By-law Amendment applications. The approval of the applications included permissions for the farm parcel to be provided with frontage on an open road by way of a future access easement from the surplus farm dwelling parcel. The Zoning By-law Amendment will prohibit any further severances and new residential development on the retained farm parcel.
- 10.2 The Central Lake Ontario Conservation Authority, the Ministry of Municipal Affairs and Housing, Durham Agricultural Advisory Committee, the Regional Health Department, the Regional Works Department, and Canada Post have no concerns with the approval of the application.
- 10.3 No comments or concerns were received from any member of the public.

11. Notice of Meeting

- 11.1 Written notification of the meeting time and location of the Planning and Economic Development Committee was sent to all that requested notification, in accordance with Regional Council procedure.
- 11.2 The recommendation of the Planning and Economic Development Committee is scheduled to be considered by the Regional Council on April 26, 2023. If Council adopts the proposed Amendment, notice will be given by the Regional Clerk and Council's decision will be final unless appealed to the Ontario Land Tribunal (OLT).

12. Relationship to Strategic Plan

- 12.1 In the processing of ROPA amendment applications, the objective is to ensure responsive, effective and fiscally sustainable service delivery in accordance with Goal 5 of the Durham Region Strategic Plan (DRSP), "Service Excellence".
- 12.2 Goal 3 of the DRSP promotes Economic Prosperity. The application specifically supports the Goal 3.5 "Provide a supportive environment for agriculture and agri-food industries".

13. Conclusion

- 13.1 The proposed amendment is consistent with the PPS and conforms with the policies of the Greenbelt Plan and the ROP. The provisions of the implementing Zoning By-law Amendment will prohibit any further severances and the development of a new residential dwelling for the retained farm parcel. Accordingly, it is recommended Amendment #190 to the ROP, as shown in Attachment 3, be adopted.

14. Attachments

- Attachment #1: Location Sketch
- Attachment #2: Agricultural Land Holdings
- Attachment #3: Amendment #190 to the Durham Regional Official Plan

Respectfully submitted,

Original signed by

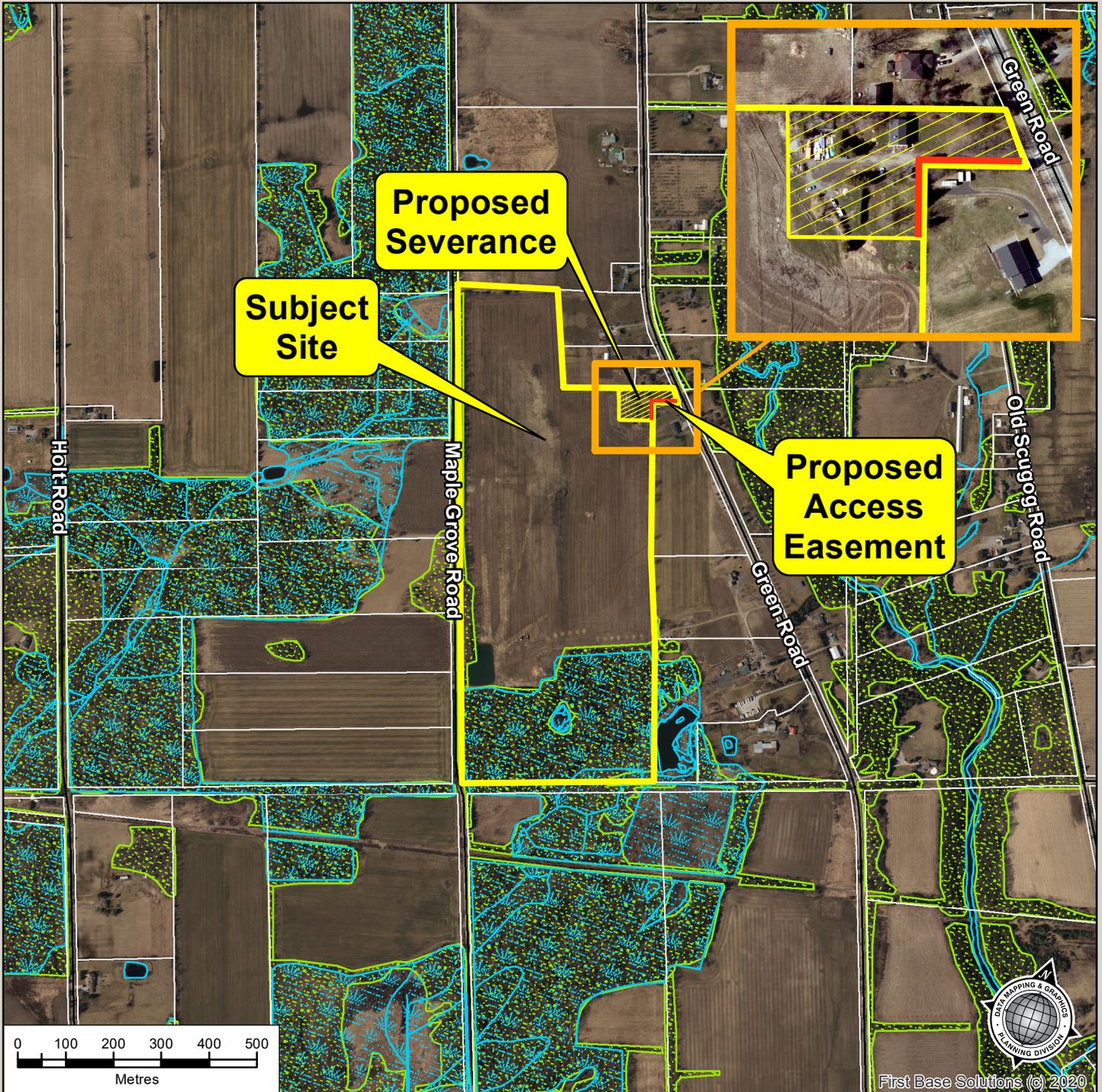
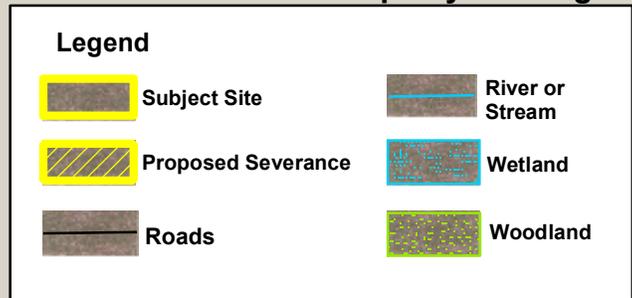
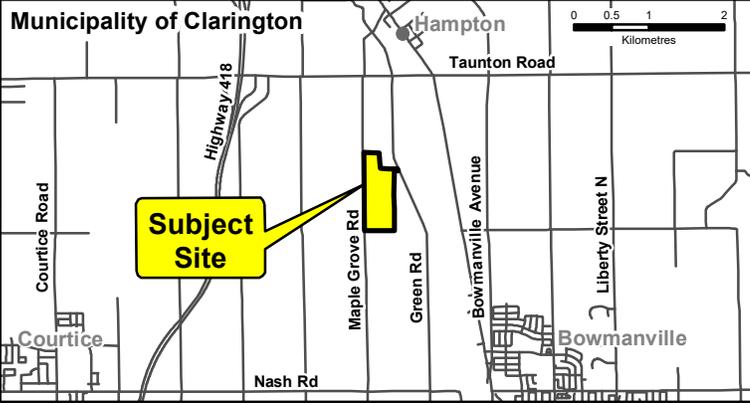
Brian Bridgeman, MCIP, RPP
Commissioner of Planning and
Economic Development

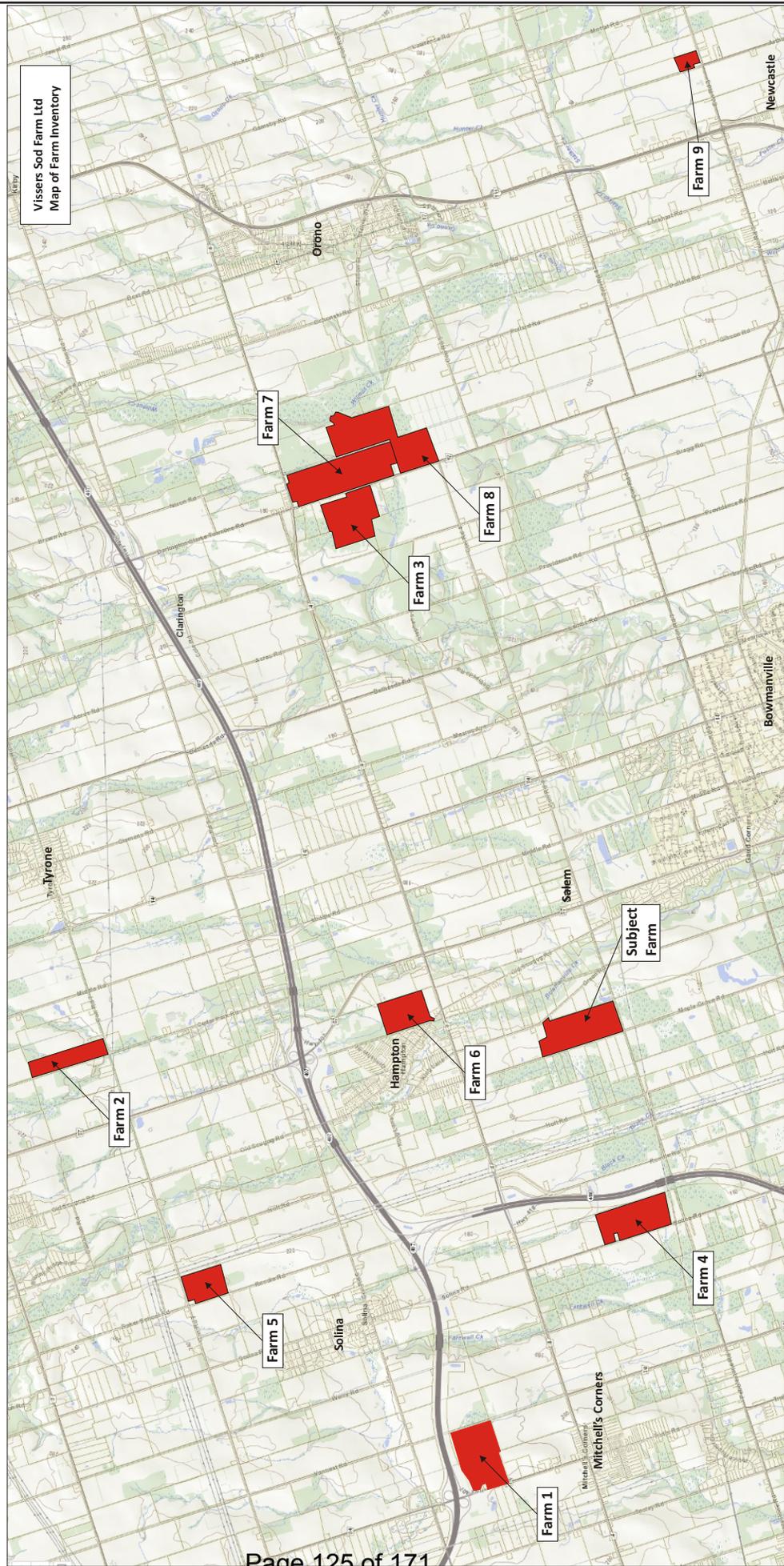
Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer

Municipal Context





Amendment #190 to the Durham Regional Official Plan

Purpose and Effect:	The purpose of this Amendment is to permit the severance of a dwelling rendered surplus as a result of the consolidation of non-abutting farm parcels on lands designated “Major Open Space Areas”.
Location:	The subject site is located south of Taunton Road between Green Road and Maple Grove Road. The site is municipally known as 4382 Green Road and is legally described as Part of Lots 17 and 18, Concession 4, former Township of Darlington, in the Municipality of Clarington.
Basis:	The subject site is proposed to be consolidated with the other non-abutting farm parcels owned by the applicant. The residential dwelling on the subject site is not required by, and is surplus to, the farm operation. This amendment conforms with the Durham Regional Official Plan, the Greenbelt Plan, and the Growth Plan for the Greater Golden Horseshoe and is consistent with the Provincial Policy Statement.
Amendment:	<p>The Durham Regional Official Plan is hereby amended by adding the following policy exception to Section 9A.3.2:</p> <p>“9A.3.2 ddd) A surplus farm dwelling is severed from the parcel identified as Assessment No. 18-17-010-080-19900 located in Part of Lots 17 and 18, Concession 4, former Township of Darlington, in the Municipality of Clarington, subject to the inclusion of provisions in the zoning by-law to prohibit the establishment of any dwellings on the retained parcel. In accordance with Provincial and Regional policies, no further severance of the property is permitted. A 5-metre access easement on the severed parcel shall be granted in favour of the retained farm parcel to provide access to Green Road.”</p>
Implementation:	The provisions set forth in the Durham Regional Official Plan regarding the implementation of the Plan shall apply in regard to this Amendment.
Interpretation:	The provisions set forth in the Durham Regional Official Plan regarding the interpretation of the Plan shall apply in regards to this Amendment.



The Regional Municipality of Durham Report

To: Planning and Economic Development Committee
From: Commissioner of Planning and Economic Development
Report: #2023-P-11
Date: April 4, 2023

Subject:

Durham Agricultural Advisory Committee (DAAC) Membership Appointments, File:C07-02

Recommendations:

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

- A) That the following citizen volunteers be appointed as “area municipal representatives” to the Durham Agricultural Advisory Committee: Neil Guthrie (Ajax); Tom Watpool (Brock); Tom Barrie (Clarington); Derrik Stevenson (Oshawa); Gord Taylor (Pickering); Nicole Swain (Scugog); Brian Hulshof (Uxbridge) and Ronald Death (Whitby);
- B) That the following citizen volunteers be appointed as “at large” farmer members to the Durham Agricultural Advisory Committee: Zac Cohoon (Scugog); Bryan Smith (Uxbridge); and Hubert Shillings (Oshawa);
- C) That the following citizen volunteers be appointed as “at large” non-farmer members to the Durham Agricultural Advisory Committee: Dave Risebrough (Uxbridge); Gerri Lynn O’Connor (Uxbridge); Matthew Sommerville (Scugog);
- D) That the following citizen volunteer be appointed as the “Durham Region Federation of Agriculture representative” to the Durham Agricultural Advisory Committee: Mark Shiers;

-
- E) That the above-named citizen volunteers be advised of their appointment to the 2023-2026 term of the Durham Agricultural Advisory Committee;
- F) That unsuccessful applicants to the Durham Agricultural Advisory Committee be notified; and
- G) That a copy of Commissioner's Report #2023-P-11 be forwarded to the area municipalities and the Durham Region Federation of Agriculture.
-

Report:**1. Purpose**

- 1.1 The purpose of this report is to appoint citizen volunteers to serve on the Durham Agricultural Advisory Committee (DAAC) for the 2023-2026 term.

2. Background

- 2.1 DAAC was established in 2002 to provide advice to the Region on agricultural policy and planning matters, as expressed in the Durham Regional Official Plan.
- 2.2 DAAC's activities are guided by an approved [Terms of Reference](#) establishing the scope of activities, membership selection and composition, as well as meeting dates. The activities are further guided by an [annual workplan](#), approved by Regional Council. DAAC reports annually to the Planning and Economic Development Committee on their activities.
- 2.3 The DAAC [Terms of Reference](#) provides for the Planning and Economic Development Committee to recommend individuals for appointment by Regional Council. DAAC membership corresponds with the term of Regional Council.
- 2.4 DAAC is comprised of sixteen members, as follows:
- One Council representative from the Planning and Economic Development Committee (Councillor Wilma Wotten, and Councillor John Neal as the alternate member, appointed December 2022).
 - Eight citizen volunteers as "area municipal representatives", one from each area municipality, who are bona fide farmers directly involved in the agricultural industry;
 - Six "at large" members (three farmers and three non-farmers), nominated by the Planning and Economic Development Department; and
 - One representative of the Durham Region Federation of Agriculture (DRFA).

3. Membership Nominations/ Appointments

- 3.1 In accordance with the DAAC [Terms of Reference](#), advertisements were placed online and in local newspapers throughout the Region throughout summer and fall 2022 seeking expressions of interest from individuals wishing to serve on DAAC. The names of all individuals who expressed interest, and a summary of their agricultural-related experience, are provided in Confidential Attachment 1.
- 3.2 Each area municipality was provided with a list of qualified candidates and requested to nominate one representative in accordance with the DAAC [Terms of Reference](#). Nominations have been received from all eight municipalities and are reflected in Recommendation A.
- 3.3 In accordance with the DAAC [Terms of Reference](#), the Planning and Economic Development Committee appoints six “at large” members (3 farmers and 3 non-farmers). Recommendations B and C reflect the candidates for the at-large positions.
- 3.4 The Durham Federation of Agriculture has nominated Mark Shiers as their representative on the Committee.
- 3.5 Confidential Attachment 1 identifies a list of other applicants who will be retained for consideration in the event of a future vacancy.

4. Reports and Decisions

- 4.1 In March 2019, Council considered DAAC’s Membership Appointments for the 2019-2022 term through Commissioner’s Report [#2019-P-10](#).
- 4.2 [#2023-P-3](#) - 2022 Annual Reports of the Durham Active Transportation Committee, Durham Agricultural Advisory Committee and Durham Environmental Advisory Committee.

5. Relationship to the Strategic Plan

- 5.1 This report aligns with/addresses the following strategic goals and priorities in the Durham Region Strategic Plan:
 - a. Under Goal 3; Economic Prosperity, Objective 3.5, Provide a supportive environment for agriculture and agri-food industries.

6. Conclusion

6.1 DAAC had many notable accomplishments during the 2019-2022 term, despite the challenges posed by the COVID-19 pandemic. The Planning and Economic Development Department thanks all outgoing members for their time and commitment invested into the activities of the committee.

6.2 The Planning and Economic Development Department thanks all applicants for their interest for the 2023-2026 term. Unsuccessful applications in this round of membership nominations will be retained for consideration in the event of a future vacancy.

7. Attachments

Attachment #1: Durham Agricultural Advisory Committee Membership Nominations (under separate cover)

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



The Regional Municipality of Durham Report

To: Planning and Economic Development Committee
From: Commissioner of Planning and Economic Development
Report: #2023-P-12
Date: April 4, 2023

Subject:

Durham Environment and Climate Advisory Committee (DECAC) Membership
Appointments, File: A01-37-02

Recommendation:

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

- A) That the following citizen volunteers be appointed as **Area Municipal Representatives** to the Durham Environment and Climate Advisory Committee: Muaz Nasir (Ajax); William Baszyk (Brock); Kim Murray (Clarington); Dimitri Stathopoulos (Oshawa); Ozair Chaudhry (Pickering); Geoff Carpentier (Scugog); Bruce Foxtan (Uxbridge); and Bryan Widner (Whitby);
- B) That the following citizen volunteers be appointed as **At-Large** members to the Durham Environment and Climate Advisory Committee: Keiko Lui and Jay Cuthbertson;
- C) That the following citizen volunteer be appointed as the **Post-Secondary** member to the Durham Environment and Climate Advisory Committee: Peter Cohen;
- D) That the following citizen volunteer be appointed as the **Youth** member to the Durham Environment and Climate Advisory Committee: Luke Nguyen;
- E) That the above-named citizen volunteers be advised of their appointment to the Durham Environment and Climate Advisory Committee;

- F) That unsuccessful applicants to the Durham Environment and Climate Advisory Committee be notified; and
- G) That a copy of Commissioner's Report #2023-P-12 be forwarded to the area municipalities.
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Report:**1. Purpose**

- 1.1 The purpose of this report is to appoint citizen volunteers to serve on the Durham Environment and Climate Advisory Committee (DECAC).

2. Background

- 2.1 Established in 2001, the Durham Environmental Advisory Committee (DEAC) has provided advice to the Region on environmental policy and planning matters, as expressed in the Durham Regional Official Plan. DEAC's mandate was expanded in December 2022 to include climate change matters, with a new name and changes to member composition.
- 2.2 DECAC's activities will be guided by an approved [Terms of Reference](#) establishing the scope of activities, membership selection and composition, as well as meeting dates. The activities are further guided by an annual workplan, approved by Regional Council. DECAC will report its activities annually to the Planning and Economic Development Committee.
- 2.3 Planning and Economic Development Committee recommends individuals for appointment by Regional Council. DECAC membership, excluding post-secondary and youth members, corresponds with the term of Regional Council. Membership for the youth and post-secondary student members generally corresponds with the school year. Citizen volunteers in either the youth or post-secondary student roles may choose to remain on the Committee for more than one term, provided they are still a student attending a secondary or post-secondary institution, respectively.
- 2.4 DECAC is comprised of thirteen members, as follows:
- One Council representative from the Planning and Economic Development Committee (Councillor Maleeha Shahid, and Councillor Wilma Wotten as the alternate member, appointed December 2022);
 - Eight citizen volunteers as "area municipal representatives", one from each area municipality;

- Two citizen volunteers as “at large” members, nominated by the Planning and Economic Development Department; and
 - One post-secondary student and one youth member, nominated by the Planning and Economic Development Department.
- 2.5 The current composition represents a reduction in the number of members on DECAC. The former Durham Environmental Advisory Committee (DEAC) was comprised of seventeen members which included all of the roles in section 2.4 of this report in addition to:
- Three additional citizen volunteers as “at large” members (a total of five at-large members); and
 - One additional youth member (a total of two youth members).

3. Membership Nominations and Appointments

- 3.1 In accordance with the DECAC Terms of Reference, advertisements were placed online and in the local newspapers throughout the Region in August 2022 seeking expressions of interest from individuals wishing to serve on DECAC. The names of all individuals who expressed interest, and a summary of their experience, are provided in Confidential Attachment 1.
- 3.2 Each area municipality was provided with a list of qualified candidates and requested to nominate one representative for each Committee in accordance with the DECAC Terms of Reference. Nominations have been received from all eight area municipalities and are reflected in Recommendation A.
- 3.3 In accordance with the DECAC Terms of Reference, the Planning and Economic Development Committee must recommend two additional “at large” members for each Committee. Recommendation B reflects the candidates chosen for the at-large positions.
- 3.4 Letters of interest were also received from youth and post-secondary applicants through the advertisement released in August 2022. Two youth and one post-secondary applications were received. Recommendations C and D reflect the candidates for the post-secondary student and youth member, respectively.

4. Previous Reports and Decisions

- 4.1 [2022-COW-28](#) Evolution of the Durham Region Roundtable on Climate Change (DRRCC) and Durham Environmental Advisory Committee (DEAC).

4.2 [2023-P-3](#) 2022 Annual Reports of the Durham Active Transportation Committee, Durham Agricultural Advisory Committee and Durham Environmental Advisory Committee.

5. Relationship to Strategic Plan

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

- Goal 1: Environmental Sustainability's objective: To protect the environment for the future by demonstrating leadership in sustainability and addressing climate change.

6. Conclusion

6.1 DEAC had many notable accomplishments during the 2019-2022 term, despite the challenges posed by the COVID-19 pandemic. The Planning and Economic Development Department thanks all outgoing members for their time and commitment invested into the activities of the committee.

6.2 The Planning and Economic Development Department thanks all applicants for their interest on the Durham Environment and Climate Advisory Committee for the 2023-2026 term. Unsuccessful applications in this round of membership nominations will be retained for consideration in the event of a future vacancy.

7. Attachments

Attachment #1: Durham Environment and Climate Advisory Committee Membership Nominations (under separate cover)

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

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: #2023-EDT-5
Date: April 4, 2023

Subject:

Invest Durham – Five-Year Marketing Plan

Recommendation:

That the Planning and Economic Development Committee recommends:

That this report be received for information.

Report:

1. Purpose

- 1.1 The purpose of this report is to provide an overview of the new 2023-2027 Invest Durham Marketing Plan (the Marketing Plan), included as Attachment #1. The Marketing Plan is a five year action-focused document to guide the marketing activities of the Region of Durham's Economic Development and Tourism Division (Invest Durham), especially as it relates to the overall vision of [Ready Set Future: A PLACE Blueprint for Durham](#), 2023-2027 Economic Development and Tourism Strategy and Action Plan.
- 1.2 This report will be accompanied by a staff presentation by Jacquie Severs, Manager of Marketing and Cluster Development, to the Planning and Economic Development Committee.

2. Background

- 2.1 The Economic Development and Tourism Division has developed a new five-year Strategy and Action Plan. This strategy sets out the vision for long-term regional economic prosperity and contains a robust set of action items for the next five years. One action item will be to develop and implement growth strategies for key priority clusters, including Future Energy, Next-Generation Mobility, Arts, Culture & Creative Industries, Applied Digital Technology, and Agri-Food. This Plan supports these growth areas, leveraging the Invest Durham brand to attract inbound investment.
- 2.2 Durham Region's economy continues to transform. Durham's value proposition for investment is strong, and its central location within the Greater Toronto Hamilton Area (GTHA) elevates its relevance on a global stage. However, there is more to be done in terms of building general awareness of Durham Region, in particular its general location, quality of life, investment value proposition, and competitiveness.
- 2.3 The Marketing and Cluster Development section of Invest Durham is responsible for marketing the benefits of doing business in Durham Region to local, national, and international audiences.
- 2.4 This Marketing Plan is designed to create strong awareness and trust of the Invest Durham brand, significantly enhancing awareness of Durham Region and its business ecosystem; building Durham's reputation for innovation to solve global challenges; and broadly sharing the story of Durham Region with a goal of increasing investment to the region. This Plan positions Invest Durham as a central voice in Durham Region's economic community.
- 2.5 The Marketing Plan incorporates feedback gathered from the Durham Economic Development Partnership, comprised of economic development staff from Durham's area municipalities. It also incorporates feedback gathered during collaborative sessions with partners in development of Ready, Set, Future.

3. Previous Reports and Decisions

- 3.1 The following reports and decisions relate to the Marketing Plan:
 - a. [#2021-EDT-15](#): Ready Set Future Five Year Economic Development and Tourism Strategy.

4. Invest Durham Marketing Plan

- 4.1 The Marketing Plan, included as Attachment #1, is a 5-year action focused document to guide the activities of the Marketing and Cluster Development section of Invest Durham.
- 4.2 The Marketing Plan considers the current situation and future aspirations for Durham Region. It also explores the Invest Durham brand vision, messaging, positioning, and values. The Marketing Plan includes a high-level content strategy.
- 4.3 The Marketing Plan identifies 3 goals:
- Develop strong brand awareness for investment value.
 - Develop strong awareness for Durham Region as a place.
 - Use marketing success to foster Durham Region's innovation community.
- 4.4 Techniques that will enable the success of these goals include:
- Brand marketing.
 - Transformational storytelling.
 - Place branding differentiation.
 - Collaboration.
- 4.5 These goals and techniques are evident across five objectives identified within The Marketing Plan:
- **Objective 1:** Achieve strong brand awareness and brand trust through promotion of our value proposition for investment and focus on priority clusters as identified in Ready Set Future.
 - **Objective 2:** Firmly establish Invest Durham as the central voice for business in Durham Region by producing and partnering to produce consistent, reliable, timely and useful information for our partners, local business, entrepreneurs, investors, and others.
 - **Objective 3:** Strengthen our local economy and attract and retain talent to Durham Region through marketing activities and transformational storytelling that deepens quality of place and encourages a strong sense of pride in Durham Region.
 - **Objective 4:** Ensure marketing materials support investment attraction activities by building an inventory of information and resources that are data-driven, sector-specific, and brand-aligned.

- **Objective 5:** Align marketing processes to ensure our information, service, and communications are industry-leading, current, consistent, reliable, and responsive.

4.6 There are action items for each objective, and for each action item there is a timeline, anticipated outcomes, and key performance indicators.

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. Goal 3: Economic Prosperity

- 3.1 Position Durham Region as the location of choice for business.
- 3.2 Leverage Durham's prime geography, social infrastructure, and strong partnerships to foster economic growth.
- 3.4 Capitalize on Durham's strengths in key economic sectors to attract high-quality jobs.

6. Conclusion

6.1 The Marketing Plan identifies goal areas, objectives, and actions that will be undertaken or supported by Invest Durham staff over the next five years to increase investment into Durham Region. The Marketing Plan is guided by [Ready Set Future: A PLACE Blueprint for Durham](#), 2023-2027 Economic Development and Tourism Strategy and Action Plan.

7. Attachments

Attachment #1: Invest Durham Five-Year Marketing Plan

Respectfully submitted,

Original signed by

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

Recommended for Presentation to Committee

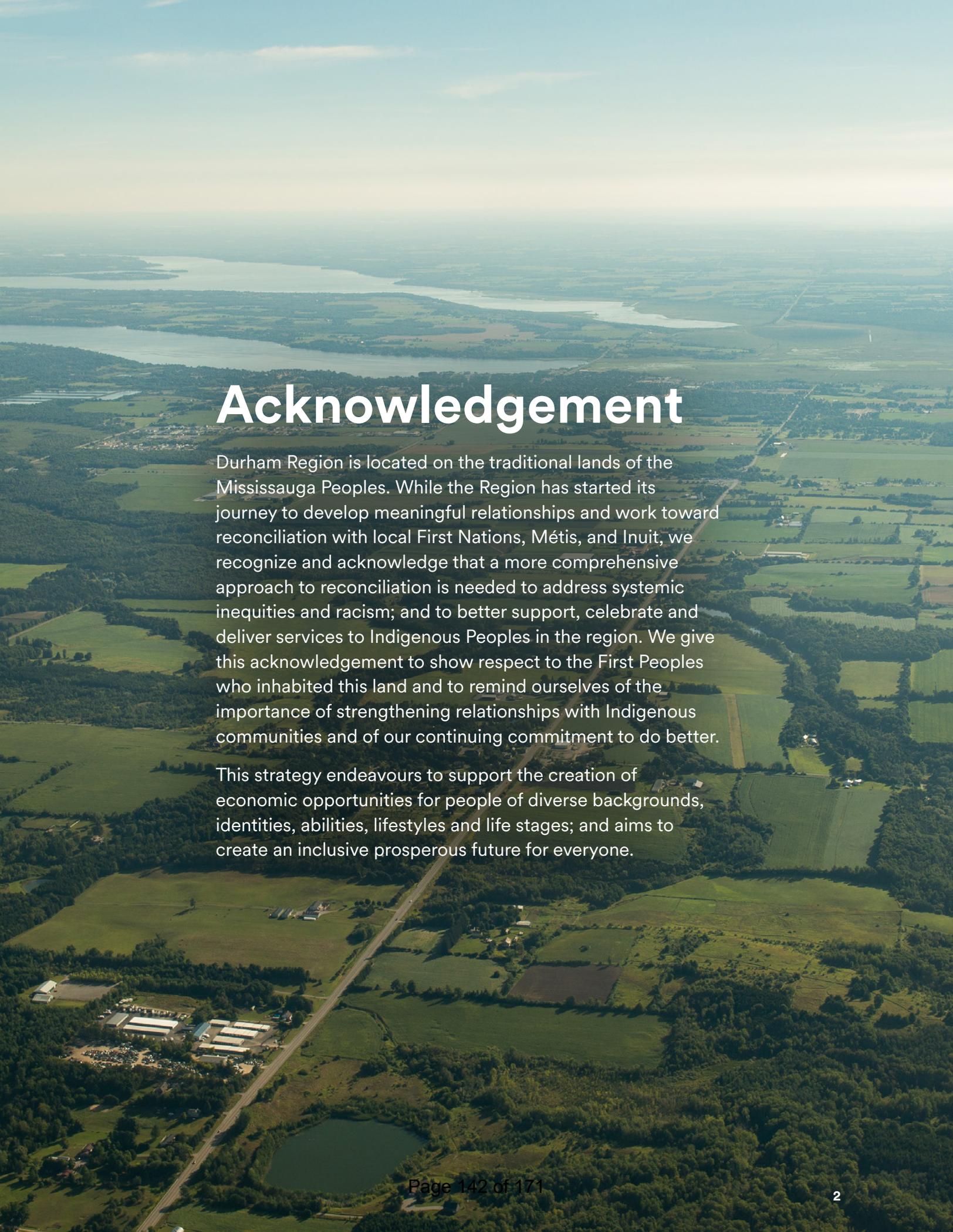
Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer

2023-2027

Invest Durham Marketing Plan





Acknowledgement

Durham Region is located on the traditional lands of the Mississauga Peoples. While the Region has started its journey to develop meaningful relationships and work toward reconciliation with local First Nations, Métis, and Inuit, we recognize and acknowledge that a more comprehensive approach to reconciliation is needed to address systemic inequities and racism; and to better support, celebrate and deliver services to Indigenous Peoples in the region. We give this acknowledgement to show respect to the First Peoples who inhabited this land and to remind ourselves of the importance of strengthening relationships with Indigenous communities and of our continuing commitment to do better.

This strategy endeavours to support the creation of economic opportunities for people of diverse backgrounds, identities, abilities, lifestyles and life stages; and aims to create an inclusive prosperous future for everyone.

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Introduction

The 2023-2027 Invest Durham Marketing Plan (the Plan) is a five-year action-focused document to guide the activities of the Marketing section of the Region of Durham's Economic Development and Tourism Division (Invest Durham).

The Plan is designed to consider the activities that will leverage the Invest Durham brand to attract inbound investment. It also leverages the brand to help companies grow and succeed in Durham Region through promotional opportunities, and to further the reputation of Durham Region as a good place to do business.

The Plan features collaborations with many other teams and organizations to achieve its goals. This Plan has been developed in parallel with Ready Set Future: A PLACE Blueprint for Durham (the Durham Region Economic Development and Tourism Strategy 2023-2027) and shares some of the action items found therein.



Invest Durham Today

Situated within the most in-demand province in what is widely considered the best country in the world, Durham Region is part of the strongest economic metropolitan area in Canada. With notable strengths in Future Energy, Next Generation Mobility (Next Gen Mobility), Arts Culture and Creative, Applied Digital Tech and Agri-Food, Durham Region’s economy continues to transform as companies innovate new technologies.

Durham’s value proposition for investment is strong, and its proximity within the Greater Toronto Hamilton Area (GTHA) is central to its relevance on a global stage. However, there is more to be done in terms of building general awareness of Durham Region—in particular its general location, quality of life, investment value proposition and competitiveness.

Ready Set Future: A PLACE Blueprint for Durham 2023-2027

The Vision Statement of Ready Set Future is:

Durham’s distinct cultural identity—and its vibrant and diverse downtowns—will be magnets for talent and investment, and the region’s innovation community will be known for solving global challenges.

Ready Set Future lays out a PLACE (People, Location, Acceleration, Creativity, Enablers) blueprint for achieving this vision, which sets a vision for the next 30 years:

People: Durham is a leader in Ontario for workforce skill and education attainment.

Location: Intensification and Renewal in Durham’s Urban Cores, and vibrant and diverse downtowns.

Acceleration: Durham’s innovators are solving global challenges.

Creativity: Durham has a distinct identity for arts, cultural and creative industries.

Enablers: Collaboration, a resourcing plan and performance metrics will unlock the potential of this strategy.

Ready Set Future, The PLACE Blueprint and its defined priority clusters are central influences within the Plan. Additional information and consultation for this Plan includes feedback gathered from the Durham Economic Development Partnership (DEDP).

Investment attraction marketing

Investment attraction can increase regional prosperity through job creation. Invest Durham, the investment attraction brand of Durham Region Economic Development and Tourism, is targeted at attracting new investments and supporting the growth of local businesses through a variety of methods. These include a digital strategy, targeted messaging, virtual and in-person events, advertising, public relations activities and more. The outcomes of these activities are intended to attract investments and support business growth to create new, high-value jobs; increase economic prosperity for the community; and build a more favourable environment for future industry investment.

Though the organization—Durham Region Economic Development and Tourism—has long existed, the Invest Durham brand as it exists today is approximately four years old. In this window of time, activities have been focused on building the brand reputation of Invest Durham, audience development, brand awareness and marketing in key sectors. Activities have included redeveloping foundational materials, including the Invest Durham website, establishing and building social media accounts, and developing new marketing materials including white papers and niche sector profiles.

The brand has received multiple recognitions from economic development, marketing and communications, and web development awards programs. It also significantly outperformed peers in follower and engagement growth on social media. Our brand has accelerated awareness of Durham Region as an area hungry and ready for significant investment.



During the COVID-19 pandemic, the Invest Durham brand was used as the central brand for promotions of the Durham Economic Task Force (DETF). The outcome of this was building local brand awareness and positioning Invest Durham to leverage the local business community to better promote the region to external audiences.

These activities have created a strong foundation on which to launch Invest Durham into the next five years of activities.

This plan is focused on the brand marketing activities of Invest Durham and is not intended to be comprehensive of all marketing activities undertaken by the Economic Development and Tourism Division of the Region of Durham. Significant additional marketing efforts are made by Durham Tourism, Film Durham, Sport Durham, and Rural and Agriculture Economic Development, which are targeted at their specific sectors and tailored audiences.



The Plan is designed to create strong awareness and trust of the Invest Durham brand, significantly enhancing awareness of Durham Region and its business ecosystem; building Durham’s reputation for innovation to solve global challenges; and continually telling the story of Durham Region with a goal of increasing investment into the region. This plan positions Invest Durham as a central voice in Durham Region’s economic community.



Invest Durham the Future

The Vision

To stand out among our global competitors, we must promote our value proposition to attract talented residents, grow businesses and attract inbound investment. We must consistently communicate the region's strengths—both nationally and internationally—to innovative businesses, entrepreneurs, the Realtor and developer community, and senior agencies in government. While reputational strength must be earned, the Region must also build momentum behind our reputation with consistent, effective and authentic promotion of our successes.

To align with the PLACE Blueprint, Invest Durham the brand also has established a 30-year vision.



Invest Durham will be recognized as one of the most well-known, trusted and creative economic development organizations in Canada. As an outcome, Durham Region is seen nationally and internationally as a creative, innovative, and welcoming place to establish and rapidly grow a business. Invest Durham aspires to be known throughout external domestic and international markets for its innovation community that is solving global challenges.



To progress toward this vision, actions over the next five years will:

- Promote Durham Region as a good place to invest, with particular focus on bringing in investment and supporting growth of established businesses.
- Support businesses and entrepreneurship in Durham Region’s downtowns and central business districts.
- Deepen awareness of Durham Region’s value proposition both within Durham as well as regionally and internationally.
- Use marketing activities to support workforce development, in particular those that help to retain graduate talent.
- Host, collaborate in and participate in flagship events.
- Develop and implement a government relations strategy to promote the interests of Durham’s priority clusters to provincial and national governments.

The Plan also holds space for cross-departmental marketing activities including those which support Durham Tourism, Film Durham, Sport Durham, and Rural and Agriculture Economic Development, as well as supportive activities for other Regional departments.

Invest Durham will use creative, industry-leading and innovative approaches to economic marketing to achieve our goals.



Marketing Plan Goals

- **Develop strong brand awareness for investment value:** Firmly establish the reputation that Durham Region is the very best opportunity for investment in the GTHA.
- **Develop strong awareness for Durham Region as a place:** Enhance Durham Region's reputation and place brand, while firmly establishing the reputation that Durham Region is a good place to start a business. Particular focus is placed on Durham Region's downtowns, and their offering as a welcoming and supportive environment for small and medium, startup, independent, innovative, and creative businesses and entrepreneurs.
- **Use marketing success to foster Durham Region's innovation community:** Firmly establish that Durham Region is a community where innovative businesses thrive, so that Durham Region is further regarded on a national and international stage as an economic engine for Canada.

Techniques that will enable the success of these goals include:

- **Brand marketing:** Use bold, creative and engaging marketing to portray Durham Region as the vibrant, innovative community that it is. Leverage the Invest Durham brand to help deepen pride of place, promote Durham's investment value proposition and strengthen our economy.
- **Transformational storytelling:** Undertake initiatives that spotlight real entrepreneurship success stories; portray Durham Region as a great place to work or start, grow or relocate your business; and deepen pride of place to foster connections of residents to local businesses.
- **Place branding differentiation:** Manage and enhance the reputation of Durham Region to achieve a distinct position; specifically communicate successes of our local businesses to local and regional communities and partners; promote and support our 14 downtowns; demonstrate our urban excitement and country charm; and promote our distinct sense of place.
- **Collaboration:** Work with our partners to strengthen, foster and promote the Durham Region business and innovation community by working with groups including chambers and boards of trade, Business Improvement Areas (BIAs), accelerators and incubators, post-secondary institutions, and other business communities and groups.

SOAR Analysis

(Strengths, Opportunities, Aspirations, Results)

In contrast to a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, the SOAR model focuses on what is known to work, rather than internal weaknesses or perceived threats that might not take place.

The output from a SOAR analysis is a set of actions that leverage strengths and opportunities to strive for shared aspirations with measurable results.

Strengths: Regional Value Proposition

- Location within Ontario and Canada
- Location within Greater Toronto Hamilton Area
- Booming population growth
- Increasing diversification of our population
- Growing and thriving post-secondary institutions
- Existing cluster – Clean Energy Capital of Canada
- Rapid emergence of Artificial Intelligence, cybersecurity and technology sector jobs
- Rapid emergence of Next Gen Mobility cluster – Research and Development (R & D) facilities, startup community, Ontario Vehicle Innovation Network (OVIN) and Durham Regional Technology Development Site (DRTDS)
- Rural and urban mix, high quality of life via access to recreation and outdoors, vibrant and growing restaurants, and creative communities
- Transportation assets (Port, 400-series infrastructure, potential airport)
- GO East extension
- Existing innovation cells and hubs, business and entrepreneurship support networks
- Strong agricultural community, agri-tourism, innovation in agriculture
- Talent and labour force growth
- Compelling value proposition for residents who work from home

Strengths: Marketing Analysis

- High national and moderately high international understanding of location and value proposition for Toronto
- High quality of life rankings for Canada
- Strong Invest Durham marketing partnerships and collaborations with innovation community and business groups
- Strong brand with good foundational brand assets
- Consistent social media growth; strong foundation on which to build social campaigns
- Established regional value proposition

Opportunities: Regional Value Proposition

- Changing availability of talent – talent previously commuting to Toronto now working from home, remote talent and hybrid workers— talent that wants to give up the commute and stay closer to home
- Significant excitement around and activity in Next Gen Mobility and Future Energy clusters in Durham Region
- Graduating talent from post-secondary startup programs including Brilliant Catalyst
- Opportunities in energy value chain due to continued Ontario Power Generation expansion
- Opportunities in Next Gen Mobility due to emerging cluster, momentum in automotive industry resurgence in Ontario
- Updated cluster approach leading to measurable outcomes
- Upcoming serviced employment lands availability
- Technology infrastructure innovation and investment (Broadband, Electric Vehicle tech)
- Changes in how office space is needed due to continued global impacts of the pandemic and changing attitudes toward remote working, addition of hub offices, co-working spaces, etc
- Demand for innovative tech company small space or innovation clubhouse spaces.
- Demand for growth in Arts and Culture cluster
- Interest and demand for local food

Opportunities: Marketing Analysis

- Opportunity to significantly grow awareness of Durham Region's location
- Opportunity to leverage provincial marketing around OVIN and other major investments in Next Gen Mobility
- Opportunities to leverage post-secondary institutions' talent story
- Opportunities to leverage recent announcements on small modular reactors and clean energy investments in Durham Region
- Opportunities to build momentum behind Next Gen Mobility through targeted investment attraction
- Marketing opportunities for in-demand employment lands
- Opportunity to be a centralized and trusted voice for business in Durham Region
- Marketing opportunities presented by shift to work from home, which include but are not limited to, more disposable income remaining in the region, higher interest in local business and future entrepreneurship

Aspirations: Regional Value Proposition

- Lead Ontario for workforce skill and education attainment
- Intensification and renewal in Durham's urban cores and vibrant and diverse downtowns
- Durham's innovators are solving global challenges
- Durham has a distinct identity for arts, culture and creative industries
- Highly marketable quality of place and strong marketing materials to support that message
- Strong external preconceptions of the economy in Durham Region
- Seen as a strong competitor for investments against comparable areas in the Waterloo-Toronto Region Innovation Corridor
- Strong broadband speeds available through our rural communities
- Quality supply of market-ready employment lands, class A office space
- Home to a centralized innovation space or clubhouse for foreign and domestic tech companies to land in and grow, network and collaborate
- Well-resourced marketing and business development teams able to effectively manage and service leads

Aspirations: Marketing Analysis

- A strong presence reputation in the Waterloo-Toronto Region Innovation Corridor
- High brand awareness of Durham Region's location and value proposition
- Positive brand associations for Invest Durham and Durham Region
- Increased awareness of Durham Region on a national and international level
- High level of understanding that Durham Region is a diverse business ecosystem
- Regarded reputationally as a creative and strong economic development organization among other government professionals
- Numerous success stories to tell as outcome of marketing initiatives; measurable impacts that can be reported on as successes
- Effective marketing processes that ensure materials are readily available

Results

- Significant growth of social media channels and monthly Invest Durham e-newsletter subscribers
- Many new users discovering our content as measured through website traffic
- High engagement rates among subscribers to Invest Durham channels.
- Investment leads that can be directly tied to results of marketing campaigns
- Positive unpaid media impressions and mentions of Durham Region

Key brand messaging



The value of having a strong investment attraction and economic development brand, that is distinct from the Regional Government identity, is rooted in its ability to offer relevance and speak to a business audience directly, consistently, and with relevance and focus into specific strategic sectors.

Through this direct, consistent and strategic business-oriented communication, Invest Durham establishes itself in a position of thought leadership among business communities; builds and supports the business community; and collaborates with others who further establish and nurture a supportive business environment.

Invest Durham's brand is designed to align with the competitive priority clusters for Durham Region's investment attraction strategies. Through its websites, social media presence and branded marketing materials, Invest Durham presents Durham Region to high-value business audiences with modern tactics and sophisticated—but clear—language.

Competitors such as Ottawa (Invest Ottawa), Waterloo Region (Waterloo EDC) and Hamilton (Invest in Hamilton), have each established investment attraction brands that advance and complement the corporate brand of the regions they represent. These investment attraction brands drive value for their respective regions by “speaking the language” of the business communities in which they are active and engaged. Maintaining, building and strengthening the Invest Durham brand is the best solution to attract a high-value and relevant audience.

Brand vision

Invest Durham will be recognized as one of the most well-known, trusted and creative economic development organizations in Canada. As an outcome, Durham Region is seen nationally and internationally as a creative, innovative, and welcoming place to establish and rapidly grow a business. Invest Durham aspires to be known throughout external domestic and international markets for its innovation community that is solving global challenges.



Vision statement

Invest Durham supports and promotes Durham Region's business ecosystem to grow, succeed and create value.

Built on the Region's history and commitment to work on the world's greatest challenges, Durham's innovation community is innovating the future.

Positioning

Businesses that are looking to rapidly grow need a thriving innovation community, a region that offers a talented workforce, and a great place to live for employees and founders. Durham Region is in-demand because it offers these qualities. We're confident our region is the very best opportunity for investment in the Greater Toronto Hamilton Area.

Core brand values

Collaboration: Durham Region is an innovation community. A strong community is collaborative; our innovation community is built on our region's history of innovation and through fostered partnerships.

Service: Invest Durham supports businesses. At Invest Durham, we support the evolution of our business ecosystem so that businesses can grow, thrive and create jobs in Durham Region.

Confident: Invest Durham is confident in the current and future economic opportunity in Durham Region. We are confident in the contribution of Durham Region's innovators. We're not just innovating, we're innovating to solve global challenges. And we're confident our innovators will continue to change the world.



Invest Durham domestic value proposition

In collaboration with our partners in the Durham Economic Development Partnership (DEDP), the domestic value proposition is designed to speak to domestic audiences who already understand Canada’s offering. Our international investment value proposition will be developed as an action of this plan and will leverage the brand strength of Canada and other qualities.

Domestic Value Proposition	Key Statement
Booming Growth	We’re confident the booming growth of our community offers the very best opportunity for investment in the GTHA.
Innovating the Future	We’re confident our innovation community will continue to solve the world’s biggest challenges.
In-Demand	We’re confident you will love our creative side. Explore it in our 14 vibrant downtowns.
Talent	We’re confident innovative businesses can find the talent they need in Durham Region.



Invest Durham Marketing 2023–2027 Action Plan

Objectives

1. Achieve strong brand awareness and brand trust through promotion of our value proposition for investment, and focus on priority clusters as identified in Ready Set Future: A PLACE Blueprint.
2. Firmly establish Invest Durham as the central voice for business in Durham Region by producing and partnering to produce consistent, reliable, timely and useful information for our partners, local businesses, entrepreneurs, investors and others.
3. Strengthen our local economy and attract and retain talent to Durham Region through marketing activities and transformational storytelling that deepens quality of place and encourages a strong sense of pride in Durham Region.
4. Ensure marketing materials support investment attraction activities by building an inventory of information and resources that are data-driven, sector-specific and brand-aligned.
5. Align marketing processes to ensure our information, service and communications are industry-leading, current, consistent, reliable and responsive.





Objective 1:

Achieve strong brand awareness and brand trust through promotion of our value proposition for investment, and a focus on priority clusters as identified in Ready Set Future: A PLACE Blueprint.

Actions	Timeline	Anticipated Outcomes
1.1 Develop and deliver creative promotional campaigns, including showcasing success stories to domestic and international audiences that build the region's reputation for innovating to solve global challenges.	Medium - 2024	Increased awareness of Durham Region's value proposition for investment.
1.2 Promote the strong post-secondary talent story in Durham Region through video and promotional campaigns.	Immediate/Ongoing	Leverage our talent story to create more awareness that Durham is a place to source in-demand talent.
1.3 Promote the region's career opportunities in innovation-led companies and priority clusters across the wider GTHA.	Immediate/Ongoing	Increased draw for talent to work in Durham Region.
1.4 Through content production, and working with notable publications, develop and execute advertorial and marketing strategies that shift narratives about Durham Region while building awareness of our attributes.	Immediate/Ongoing	Brand awareness and place brand enhancement for Durham Region.
1.5 Update the Regional Value Proposition for Investment (Domestic) on a bi-annual basis with input from the Durham Economic Development Partnership (DEDP).	Near - 2023	Consistent promotion of our value proposition.
1.6 Research, develop, and promote Durham Region's Value Proposition for Investment (International) in collaboration with the DEDP and develop an associated campaign targeting international audiences.	Medium - 2024	Developed international value proposition for investment and increased awareness for desired audiences.
1.7 Collaborate, participate in and host sector-specific events that have a high value in lead generation and brand awareness including Collision Conference, Access IO, Masterclass and others.	Immediate/Ongoing	Increased brand awareness and brand trust.
1.8 Enable growth in the film industry through a refreshed region-wide film sector strategy.	Near – 2023	Cluster development, strengthen Quality of Place.
1.9 Enable growth in the music industry through the development of a strategy to become a Music Region.	Near – 2023	Cluster development, strengthen Quality of Place.



Objective 2:

Firmly establish Invest Durham as the central voice for business in Durham Region by producing and partnering to produce consistent, reliable, timely and useful information for our partners, local businesses, entrepreneurs, investors and others.

Actions	Timeline	Outcomes
2.1 Consistently communicate good news stories about innovators in our communities through social media, blog posts, advertorials and other editorial opportunities.	Immediate/Ongoing	Building brand trust and audience growth.
2.2 Establish and promote a property site or portal that lists market-ready real estate and development sites for developers and businesses seeking a regional presence.	Medium - 2024	Provide timely and useful information to investors.
2.3 Build relationships with marketing professionals at other levels of government, local companies, post-secondary institutions and others, to build trust for shared content.	Immediate/Ongoing	Leverage professional networks to increase audiences and community awareness.
2.4 Produce a monthly e-newsletter that has relevant and timely information, is easy to read and garners consistent open rates.	Immediate/Ongoing	Consistently be relied upon for business information.
2.5 Maintain and update website directories including the Downtowns of Durham, Co-Working Spaces and Networking Groups. Consider the addition of new directories based on market needs.	Immediate/Ongoing	Develop ongoing relationships with local businesses.
2.6 Engage local business audiences through partnerships with local chambers and boards of trade, Business Advisory Centre of Durham, Spark Centre, 1855 and others, to promote events and opportunities for entrepreneurship growth, including tradeshow, business events and other opportunities.	Immediate/Ongoing	Develop ongoing relationships with local businesses.



Objective 3:

Strengthen our local economy and attract and retain talent to Durham Region through marketing activities and transformational storytelling that deepens quality of place and encourages a strong sense of pride in Durham Region.

Actions	Timeline	Outcomes
3.1 Create a promotion program to attract skilled and educated workers to the region, including a dedicated website that showcases the region’s vibrant urban centres and amenities.	Long - 2025	Building brand trust and audience growth.
3.2 Work with post-secondary institutions on a Magnetic Region program to retain graduates and implement a marketing campaign to attract new graduates from elsewhere into the region.	Medium - 2024	Provide timely and useful information to investors.
3.3 Promote locally owned, micro-manufacturing and creative industry startups.	Medium - 2024	Leverage professional networks to increase audiences and community awareness.
3.4 Develop annual program with student placements to undertake reputation enhancement activities including Wikipedia entries, Getty Images updates, story pitches and campaigns.	Medium - 2025	Consistently be relied upon for business information.
3.5 Firmly establish Durham Region as the Clean Energy Capital of Canada through development of a dedicated campaign and continue to work with partners in communicating the value proposition for locating clean tech, clean energy and future energy businesses in Durham Region.	Medium - 2024	Develop ongoing relationships with local businesses.
3.6 Research and undertake a sentiment analysis of Durham’s reputation in 2023 and follow up in 2027 to determine progress.	Near - 2023 and again in 2027	Develop ongoing relationships with local businesses.

Objective 4:

Ensure marketing materials support investment attraction activities by building an inventory of information and resources that are data-driven, sector-specific and brand-aligned.

Actions	Timeline	Outcomes
<p>4.1 Complete a review and update of the Invest Durham website to ensure alignment with the Economic Development and Tourism Strategic Plan 2023-2027 and associated documents, as well as the Domestic and International Value Propositions.</p>	<p>Near – 2023 and 2024</p>	<p>Ensure key content is aligned to strategic goals.</p>
<p>4.2 Ensure marketing material inventories are available to promote programs that are developed in partnership with other teams, organizations and partners. For example, targeted training programs, business expansion programs, urban renewal projects, strategic commercial development and flagship events.</p>	<p>Immediate/Ongoing</p>	<p>Support investment attraction activities and ease of deployment of materials.</p>
<p>4.3 Redevelop the Invest Durham Community Profile.</p>	<p>Near - 2023</p>	<p>Ensure foundational marketing materials are up-to-date.</p>
<p>4.4 Develop campaigns that utilize creative messages and marketing strategies to stand out among economic development industry competitors, supporting the implied brand message that Durham Region is a welcoming environment to creative thinkers, business owners, professionals and entrepreneurs.</p>	<p>Medium - 2024</p>	<p>Leverage outcomes of priority cluster documents to create marketing campaigns.</p>
<p>4.5 Develop and or maintain key documents including the Signature Sites package, Realtor and Developer tool kit and other investment readiness materials.</p>	<p>Immediate/Ongoing</p>	<p>Ensure materials are readily available as needed.</p>
<p>4.6 Develop and maintain a library of materials available upon request to media, partners and others, which may include brand assets, images, video and others.</p>	<p>Far - 2026</p>	<p>Improve access to owned imagery.</p>
<p>4.7 Create updated Priority Cluster marketing materials to align with the Economic Development and Tourism Strategy 2023-2027.</p>	<p>Medium - 2024</p>	<p>Leverage outcomes of priority cluster documents to create marketing campaigns.</p>
<p>4.8 Develop marketing campaigns to promote serviced employment land in the region to attract investment from desired sectors as defined by the Economic Development and Tourism Strategy 2023-2027.</p>	<p>Medium – 2024 (or as lands ready)</p>	<p>Attract investment into serviced employment lands.</p>

Objective 5:

Align marketing processes to ensure information, service and communications are industry-leading, current, consistent, reliable and responsive.

Actions	Timeline	Outcomes
5.1 Measure and track performance of marketing campaigns, social media platforms and other metrics to ensure content is relevant to our audiences.	Immediate/Ongoing	Ensure key content is aligned to strategic goals.
5.2 Ensure the region's diverse community voices are reflected in all Invest Durham content including blog posts, social media and promotional materials, to better represent our residents.	Immediate/Ongoing	Support investment attraction activities and ease of deployment of materials.
5.3 Produce an annual Invest Durham report that highlights key investments and achievements of the division.	Annual	Ensure foundational marketing materials are up-to-date.
5.4 Maintain brand standards and visual assets including maps, graphics, brand guidelines and other materials to ensure they are consistent.	Immediate/Ongoing	Leverage outcomes of priority cluster documents to create marketing campaigns.
5.5 Refine the use of our customer relationship management platform to ensure processes and marketing activities are operating effectively.	Far - 2025	Ensure materials are readily available as needed.
5.6 Review industry best practices and platforms to ensure marketing materials are innovative, suited to the needs of our audiences and are considering new technologies.	Annual/Near-2023	Improve access to owned imagery.
5.7 Develop content strategy for TikTok.	Annual/Near-2023	Ensure opportunities are leveraged to grow awareness of Durham Region.
5.8 Continue to build national and international awareness of Durham Region's value proposition through targeted, industry-leading, disruptive and digital strategies.	Immediate/Ongoing	Leverage outcomes of priority cluster documents to create marketing campaigns.

Content Strategy

Themes



Good news stories

- Investment announcements.
- Quality of life – positive media about life in Durham Region.
- Quality of life – stories from Downtowns of Durham or Tourism blog if relevant, business-focused in target categories.
- Invest Durham and relevant Region of Durham news releases.
- Good news stories from local business and post-secondaries– awards and announcements, rankings, arts and culture awards (i.e., Juno Awards), major business milestones, expansions.
- Downtowns of Durham stories about new business openings, spaces available, stories of business resilience, professional services and office-based companies in downtowns, as well as storefronts.
- Local founder success stories with particular focus on the supports they have accessed.



Campaign messages – investment attraction content

- Roll out of messages tied to promotional campaigns, nationally and internationally.
- Messages about the region as the Clean Energy Capital of Canada.
- Shop Local messaging, especially as it is specific to promoting independent, innovative, creative and locally owned businesses.
- Campaigns to promote specific initiatives including virtual events or awareness of regional initiatives including the Business Count.
- Spaces and locations available for investment (real estate, employment lands projects).



Brand marketing

- General brand content – Why Durham Region?, our value proposition for investment.
- Partnership announcements and content related to event sponsorships.
- Joining and or leading conversations about Durham Region as a good place to do business.
- Career opportunities in Durham and why Durham is a good place to work.
- Advertorial partnerships with news media.
- Stories that support brand positioning and vision – confident about how we will continue to change the world and solve big problems.
- Ongoing and repetitive use of key brand iconography: (i.e., Clean Energy, apples, trails, (Capitals) farm-to-fork, creative downtowns and key brand values (collaboration, service, confidence).



Aligned partner content

- Shared content from community partners, Durham Economic Task Force, Durham Economic Development Partnership, chambers, boards of trade, Business Advisory Centre Durham, 1855 Accelerator, Spark Centre, post-secondaries, etc.
- Business success and recovery events and webinars.
- News from regional, provincial and federal investment attraction agencies, when appropriate.

Tone/Voice/Images

Key components of the social media brand voice for Invest Durham are the brand values: collaboration, service and confidence. The voice is professional and service-oriented, however, it also at times uses a personal tone to drive conversation and connection.

When Invest Durham publishes on social media, it uses a professional tone with confident, clear and concise statements pointing to key resources and information. Statements are positive and forward-thinking. In comments and replies, Invest Durham uses human and personal statements in plain language including “we are excited,” “this is a great place to do business,” or “Congratulations, Jeff!”

When appropriate, Invest Durham may use internet slang or lingo, memes and other timely content to join relevant conversations with its audience. This is done in a very limited fashion and only when related to business, quality of life or the value proposition of Durham Region for investment.



Images used by Invest Durham are brand-aligned, created in-house whenever possible and sourced from in-house libraries of images whenever possible. As a second supply, Invest Durham uses Burst and Getty Images for content that is brand-aligned. Images consistently portray the diverse community of Durham Region and consider inclusivity in content graphics and images. All content is designed to meet accessibility requirements.

Cadence

LinkedIn

Cadence	Approach
Daily – Weekdays, with occasional weekends if content volume demands it; Weekly Careers Newsletter	<ul style="list-style-type: none">● Five times weekly scheduled posts.● Actively replying to comments.● Thanking users who share content in their comments.● Tagging partners and users often to gain visibility.● Provided content to staff for thought leadership or increased visibility of key messages.● Boosted posts to gain visibility and followers.

Twitter

Cadence	Approach
At least daily - weekdays	<ul style="list-style-type: none">● At minimum, one daily scheduled tweet.● Ad hoc content based on casual review.● Weekends – checking notifications and retweeting relevant content.● Joining relevant conversations and retweeting partner content daily.● Increased participation during events and major news stories.

Instagram

Cadence	Approach
Twice weekly	<ul style="list-style-type: none">● Rotation between image and graphic to create attractive visual “grid.”● Regular “stories” features to share partner content.● Boosted posts to gain visibility and followers, promote events and support campaigns.

E-newsletter Email

Cadence	Approach
Monthly	<ul style="list-style-type: none"> • Good news stories – major headlines, investments. • Key marketing messages. • Push to website content – blog features, news releases, announcements. • Forward looking – upcoming events and opportunities. • Call to action to contact us.

Targeted email

Cadence	Approach
Campaign-based	<ul style="list-style-type: none"> • Sales funnel advancement email campaigns; especially following campaigns, events and other times of lead gathering. • Multi-email ‘drip’ campaigns to be executed through the year as needed in collaboration with Business Development team.

TikTok

Cadence	Approach
To be launched pending approval	<ul style="list-style-type: none"> • For People pillar of Ready, Set, Future: A PLACE Blueprint.

Associated plans, supports, and priorities

- Durham Tourism – engage in key projects and sponsorships that align quality of life and quality of place, including Downtowns of Durham. Support marketing activities and editorial oversight.
- Collaborate with Sport Durham to support advertising and brand needs, advise on marketing strategies.
- Durham Agriculture and Rural Economic Development – supporting key activities and design marketing assets.
- Film Durham – support key activities, strategy development and design marketing assets.
- Lead and support development of Music Region project and associated materials.



Key Performance Indicators

Category	Metric	Tracking Mechanism	Target
Digital/Social	Global social follower growth; all platforms combined: Invest Durham LinkedIn, Twitter, Instagram, E-newsletter subscribers, etc	Hubspot and social channel reporting	Growth target set annually in consideration of market factors and trends. 2023 target is 18%
Digital	Invest Durham website views	Google Analytics	45,000 annual page views
Campaigns	Impressions and Click Through Rate, campaign dependent, website traffic final goal	Various digital platforms	15,000 new website users annually
Total Engagements	Global engagement rate across platforms	Email open rate + email clicks + social media interactions= total engagement	Target of 16,000 Engagements annually
Sentiment	Earned positive media coverage, social sentiment	Measured analysis tool to be determined	Sentiment analysis improvement, metric to be set



InvestDurham.ca

 Durham Region, Ontario, Canada

If this information is required in an accessible format, please contact Economic Development and Tourism at 905-668-4113, ext. 2619.