



The Regional Municipality of Durham COUNCIL INFORMATION PACKAGE

Friday, December 22, 2023

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

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8. Advisory / Other Committee Minutes

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- December 12, 2023

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- December 14, 2023

Members of Council – Please advise the Regional Clerk at clerks@durham.ca, if you wish to pull an item from this CIP and include on the next regular agenda of the appropriate Standing Committee. Items will be added to the agenda if the Regional Clerk is advised not later than noon the day prior to the meeting, otherwise the item will be included on the agenda for the next regularly scheduled meeting of the applicable Committee.

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The Regional Municipality of Durham Information Report

From: Commissioner of Planning and Economic Development
Report: #2023-INFO-105
Date: December 21, 2023

Subject:

2023 Durham Environment & Climate Forum and Durham Environmental Achievement Awards, File: A01-37

Recommendation:

Receive for information

Report:

1. Purpose

1.1 The purpose of this report is to provide Council with an overview of the inaugural Durham Environment and Climate Forum held on November 14th, 2023, at Ontario Tech University. The event included the 2023 Durham Environmental Achievement Awards, hosted by the Durham Environment and Climate Advisory Committee (DECAC), as well as a presentation of the annual Region of Durham Greenhouse Gas Emissions Inventory and Progress Toward Net-Zero Climate Targets report prepared by Ontario Tech University on behalf of the Durham Climate Roundtable.

2. Background

2.1 In December 2022, Regional Council endorsed staff recommendations to transition the Durham Climate Roundtable from an advisory committee of Regional Council to an independent multi-stakeholder organization hosted by Ontario Tech University charged with supporting multi-stakeholder collaboration to drive the implementation of climate action strategies across the Region. A key element of the Durham Climate Roundtable mandate is to build awareness and accountability for climate action through an annual report tracking progress towards GHG reduction targets,

and an annual community climate forum to share results and exchange ideas and best practices to accelerate progress and celebrate success.

- 2.2 The inaugural Durham Environment and Climate Forum took place on November 14th, 2023, and featured a presentation of the 2022 GHG Inventory and Progress Towards Net-Zero Climate Targets report, as well as presentation of the Durham Environmental Achievement Awards program hosted by DECAC which recognizes environmental achievements of individuals and organizations in the public, private, and not-for-profit sectors within Durham Region. The Awards program recognizes efforts to promote, preserve, and enhance the Region's environment, including climate adaptation and mitigation efforts.

3. Previous Reports and Decisions

- 3.1 In December 2022, Council endorsed staff recommendations in Report [#2022-COW-28](#) to transition the Durham Region Roundtable on Climate Change from its role as an advisory committee to Regional Council to an independent multi-stakeholder entity based within Ontario Tech University, and for changes to the name and mandate of the Durham Environmental Advisory Committee to include climate change matters.
- 3.2 In January 2023, Council considered the 2022 Annual Reports of the Durham Active Transportation Committee, Durham Agricultural Advisory Committee and Durham Environment and Climate Advisory Committee through Commissioner's Report [#2023-P-3](#).
- 3.3 In April 2023, Council considered DECAC Membership Appointments through Commissioner's Report [#2023-P-12](#).
- 3.4 In June 2023, Council considered DECAC's 2023 Workplan and Terms of Reference through Commissioner's Report [#2023-P-17](#).
- 3.5 In September 2023, Council considered the summary of the 2023 Pollinator Distribution Project through Information Report [#2023-INFO-75](#).

4. Presentation of the Region of Durham 2022 GHG Inventory and Progress Towards Net-Zero Climate Targets report

- 4.1 The forum featured a keynote presentation from Dr. Daniel Hoornweg on the recently released 2022 GHG inventory report for Durham Region, available [here](#). While the report finds that efforts are considerable and the pace of climate action is

increasing, it also finds that locally and globally, our collective progress is not on track to meet the goal of limiting global temperature increases to 1.5°C above pre-industrial values, nor even the minimum 'safe' target of limiting temperature increases to below 2°C (prerequisites for a net-zero economy). The UN finds that climate policies currently in place point to a 2.8°C temperature rise by the end of this century.

- 4.2 Finally, the report identifies priorities for action to support GHG mitigation in Durham Region, including:
- a. A shift to low-carbon integrated mobility (i.e. far fewer single occupant vehicle trips, especially in internal combustion engine vehicles);
 - b. Redesign neighbourhoods to be far less reliant on car access;
 - c. Phase out natural gas for space heating (consider adopting, or urging provincial adoption of, bans on natural gas furnaces in new neighbourhoods, similar to Nanaimo and Montreal); and
 - d. Shift personal purchasing practices, e.g., more local/regional tourism in favour of destinations requiring long-haul flights, eating more vegetarian meals, and emphasize waste minimization and reuse (especially food waste).

5. The 2023 Durham Environmental Achievement Awards

- 5.1 The forum also featured the 2023 Durham Environmental Achievement Awards hosted by DECAC. Eight nominations were received from a variety of sources across the Region this year, of which six were deemed complete and eligible. The nominees were of a high calibre and recognize the extraordinary efforts of citizen and organizations to preserve and enhance the Region's environment.
- 5.2 All nominations were reviewed by the DECAC Awards Subcommittee, which confirmed eligibility and completeness of each nomination package, confirmed nominees for the category as nominated, or recommended nominees for another category. The process ensures that the nominees fall within the most appropriate category. DECAC considered and endorsed the recommended nominations of the Awards Subcommittee at its October 19th meeting.
- 5.3 The Awards program has a total of eight categories, each named in honour of one of Durham's past environmental leaders. This year, awards were presented in four of the eight categories. The following nominees were selected to receive this year's awards:

- **Dr. J. Murray Speirs Restoration Award** for helping restore the natural environment and support climate adaptation, presented to Friends of Second Marsh for their work on their "[Let's De-Phrag the Marsh](#)" project, restoring one acre of natural habitat in the Oshawa Second Marsh and McLaughlin Bay Wildlife Preserve and raising community awareness of natural features.
- **Irene Kock Environmental Awareness Award** for fostering effective communication, sharing knowledge, and exhibiting leadership in helping others learn about the environment and climate change, presented to [Kyla Paonessa](#) for demonstrating community leadership in transforming a grass cul-de-sac island in her neighbourhood into a pollinator garden with more than 350 native plant species and for demonstrating commitment to its ongoing maintenance.
- **Jessica Markland Partnership Award** for co-operative efforts to enhance the environment and promote sustainability by building partnerships with public and community interests, and businesses, presented to [Durham TREES](#) for their collaboration between five local conservation authorities and the World Wildlife Fund to support landowners in planting more than 95,000 trees in Durham through their subsidized tree planting program.
- **John G. Goodwin Sustainable Group Award** for a group that has gone above and beyond to make a positive impact on the environment through education and/or stewardship, presented to the students and staff of Monsignor Leo Cleary Catholic Elementary School for their long-lasting positive impacts to student learning and the environment through various student and staff-led initiatives, including a recycling and compost program, a new greenhouse, a pollinator garden, chicken coop, and a planted windbreak and privacy hedge.

5.4 The selected award recipients each received an engraved glass award, along with a potted tree, donated by the Central Lake Ontario Conservation Authority (CLOCA).

5.5 DECAC looks forward to awarding all eight awards categories in future years. The other four categories include:

- **George A. Scott Stewardship Award:** for helping maintain, protect, and preserve Durham's environment.
- **Eric Krause Innovation Award:** for forward-thinking and innovative efforts to encourage positive change through plans, policies, or initiatives related to enhancing the environment and building climate resilience.

- **Evylin Stroud Lifetime Achievement Award:** For individuals who continually dedicate themselves to protecting the environment and mitigating the impacts of climate change.
- **Lois James Leadership Award:** for an elementary or secondary school student who has made a contribution to protecting Durham’s environment.

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

7. Conclusion

7.1 The Durham Environment and Climate Forum was presented in partnership with DECAC, the Durham Climate Roundtable hosted by Ontario Tech University, and Central Lake Ontario Conservation Authority (CLOCA). DECAC thanks all partners for their various contributions, including venue space, event planning support, and tree giveaways, and looks forward to future collaboration opportunities.

7.2 The DECAC Awards Subcommittee members, including Keiko Lui, Kimberly Murray, and Bryan Widner, are be commended for their efforts towards the successful planning and execution of the 2023 Durham Environmental Achievement Awards program.

Respectfully submitted,

Original signed by

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

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-106
Date: December 21, 2023

Subject:

2023 Convergence Music, Arts and Culture Festival

Recommendation:

Receive for Information

Report:

1. Purpose

1.1 The purpose of this report is to advise Regional Council of the first Convergence Music, Arts, and Culture Festival, a festival held in downtown Oshawa between Friday September 22nd and Sunday September 24th, 2023.

2. Background

2.1 The Convergence Music, Arts, and Culture Festival (Convergence) was an initiative of Oshawa Tourism, which is a division of the Greater Oshawa Chamber of Commerce. Supported by the City of Oshawa, the Regional Municipality of Durham Economic Development and Tourism, and other partners, this event is envisioned as an annual festival.

2.2 Convergence promoted local music, arts, and culture, and offered a creative and welcoming environment for all ages in downtown Oshawa. There were activities throughout the weekend, with the main festival event happening on Saturday September 23rd, 2023.

3. Previous Reports and Decisions

3.1 There are no previous reports or decisions.

4. Events Overview

4.1 Convergence is a three-day festival. Ticketed events were held at venues in downtown Oshawa on Friday September 22nd and Sunday September 24th such as the Oshawa Music Awards (OMAs), live music performances, and immersive art experiences.

4.2 During the main event on Saturday September 23rd, between 11:30 A.M. and 10:00 P.M. there were a wide range of activities to explore along King Street and side streets which were closed for the event:

- a. Live pro-wrestling
- b. Contemporary circus performers
- c. The Punk Rock Flea Market Oshawa (a collective of alternative arts vendors)
- d. The Nerd Alley (a collective of comics, arts, and music vendors)
- e. Art installation inside and outside at 70 King Street (former Genosha hotel)
- f. Two stages of live music performances
- g. International street food alley
- h. Pop up dance performance
- i. Spark Centre event at Biltmore Theatre with panel discussions

4.3 Artists presenting works at the event included Jenn E Norton, Lynne McIlvride, VITAL! Contemporary Circus, Durham Shoestring Performers, Willy Zenga, and Viktor Tinkl.

4.4 Musicians performing at this event included a diverse line up of local and nationally-recognized acts including Cale Crowe, Delon Om, Eddy Jones, NEiRMA, Haddix, Matthew Holtby, Chastity, Preston Pablo, and The Strumbellas.

5. Event Metrics of Success

5.1 Convergence was a great success and planning is underway for a 2024 event to be held September 20th to 22nd, 2024.

5.2 Visitor data was collected for Convergence on the main event day Saturday September 23rd within a defined geographic area in downtown Oshawa for event reporting purposes. Metrics include:

- a. Environics data which captured 8,277 households in attendance at the event;
 - b. Environics data estimated a visible minority presence of 26.7%, with 21.3% of attendees born outside of Canada.
 - c. GroundLevel Insights data captured 14,285 individual mobile devices in attendance, reporting 22% (3143) visitors from more than 40km away from Oshawa; the average visitor travelled more than 50kms.
 - d. GroundLevel Insights data captured mobile devices in attendance at the event using English, French, Mandarin, and Hindi as primary languages.
 - e. GroundLevel Insights Real Economic Impact model, which tracks revenues during the event and the behaviors of attendees for 30 days following the event, estimated a lift in revenue to local businesses at \$1.7 million.
- 5.3 The Ontario Ministry of Tourism, Culture & Sports' "TREIM" modeling calculator can provide estimated economic impact of visitors from 40km away for tourism events. Using the above metrics from the Groundlevel Insights data, this tool estimates that the Saturday event at Convergence Oshawa 2023 had a local economic impact of \$885,394.

6. Budget Implications

- 6.1 Durham Region Economic Development and Tourism provided financial and in-kind support to this event. \$17,000 of core event funding was sourced from the approved 2023 Economic Development and Tourism Division budget and an additional \$5,000 of in-kind support was provided to this festival. In-kind support includes activities such as staff time for promotional activities and support during the event.

7. Relationship to Strategic Plan

- 7.1 This report aligns with/addresses the following strategic goals and priorities in the Durham region Strategic Plan:
- a. Goal 2 – Community Vitality
 - Priority 2.2 Enhance community safety and well-being
 - Priority 2.5 Build a healthy, inclusive, age-friendly community where everyone feels a sense of belonging.
 - b. Goal 3 – Economic Prosperity
 - Priority 3.1 Position Durham Region as the location of choice for business

- Priority 3.2 Leverage Durham’s prime geography, social infrastructure, and strong partnerships to foster economic growth
- Priority 3.4 Capitalize on Durham’s strengths in key economic sectors to attract high-quality jobs

8. Conclusion

- 8.1 Convergence Music, Arts, and Culture Festival was a highly successful inaugural event, and it can play a significant future role in enhancing tourism to Durham Region.
- 8.2 Convergence supports Durham Tourism’s brand messaging that Durham Region offers urban excitement and country charm, by contributing to Durham’s reputation for urban excitement.
- 8.3 Convergence has provided significant economic impact, and shows how Durham Region is a welcoming and inclusive community. It is expected that Convergence will continue to grow and offer experiences that bring people together through music, arts, and culture.

9. Attachments

Attachment #1: Photos of Convergence Music, Arts, and Culture Festival.

Respectfully submitted,

Original signed by

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



Wrestling welcomed guests from Simcoe Street corridor



Family Enjoying Art Activities



Fans looking on as Chastity performs



Guests sit at the Emerging Artist stage



Artist Viktor Tinkl discusses his art inside 70 King



The Strumbellas closed the night



Aerial view of Downtown Oshawa during the Strumbellas



Interoffice Memorandum

Date: December 22, 2023

To: Health & Social Services Committee

From: Dr. Robert Kyle

Subject: Health Information Update – December 17, 2023

Health
Department

Please find attached the latest links to health information from the Health Department and other key sources that you may find of interest. Links may need to be copied and pasted directly in your web browser to open, including the link below.

You may also wish to browse the online Health Department Reference Manual available at [Board of Health Manual](#), which is continually updated.

Boards of health are required to “superintend, provide or ensure the provision of the health programs and services required by the [Health Protection and Promotion] Act and the regulations to the persons who reside in the health unit served by the board” (section 4, clause a, HPPA). In addition, medical officers of health are required to “[report] directly to the board of health on issues relating to public health concerns and to public health programs and services under this or any other Act” (sub-section 67.(1), HPPA).

Accordingly, the Health Information Update is a component of the Health Department’s ‘Accountability Framework’, which also may include program and other reports, Health Plans, Quality Enhancement Plans, Durham Health Check-Ups, business plans and budgets; provincial performance indicators and targets, monitoring, compliance audits and assessments; RDPS certification; and accreditation by Accreditation Canada.

Respectfully submitted,

Original signed by

R.J. Kyle, BSc, MD, MHSc, CCFP, FRCPC, FACPM
Commissioner & Medical Officer of Health

*“Service Excellence
for our Communities*

UPDATES FOR HEALTH & SOCIAL SERVICES COMMITTEE
December 17, 2023

Health Department Media Releases/Publications

tinyurl.com/mszmcusc

- Durham.ca/HCP Website Updated (Dec 4)

tinyurl.com/2ye8rrp6

- Drug Reporting Tool (Dec 5)

tinyurl.com/42yvv9d4

- Tuberculosis Medication Access: New Pickering Location (Dec 6)

GOVERNMENT OF CANADA

Canadian Food Inspection Agency

tinyurl.com/23nn3685

- Fresh cut cantaloupe products recalled due to Salmonella (Dec 8)

Department of Finance Canada

tinyurl.com/2cehfzqv

- Deputy Prime Minister announces record major federal transfers of nearly \$100 billion to provinces and territories (Dec 15)

Employment and Social Development Canada

tinyurl.com/bde3x6k9

- Government of Canada launches online questionnaire to gather input for 2024 Annual Report on Sustainability Goals (Dec 8)

Environment and Climate Change Canada

tinyurl.com/mr36embb

- Minister Guilbeault announces Canada's draft methane regulations to support cleaner energy and climate change (Dec 4)

tinyurl.com/skzae5as

- Canada introduces framework to cap greenhouse gas pollution for oil and gas sector (Dec 7)

tinyurl.com/288jj75w

- First Progress Report on the 2023 Emissions Reduction Plan show Canada bending the curve on greenhouse gas emissions (Dec 7)

tinyurl.com/yjzxx5cr

- Government of Canada takes action to restore and protect nature with commitment to introduce a nature accountability bill in 2024 (Dec 9)

tinyurl.com/2tuww9j4

- Canada and United States announce renewed commitment on climate and nature ambition (Dec 11)

tinyurl.com/49zat3yj

- Statement by the Honourable Steven Guilbeault, Minister of Environment and Climate Change, on appealing the recent Federal Court decision and Canada's commitment to end plastic pollution (Dec 12)

tinyurl.com/zb452e33

- Minister Guilbeault reaffirms Canada's commitment to global climate action and continues to push for a strong outcome at COP28 (Dec 12)

tinyurl.com/5n6jbuze

- Canada contributes to historic outcomes on climate ambitions and clean energy at COP28 (Dec 13)

Health Canada

tinyurl.com/4kj3czdk

- Joint statement from the Minister of Health, the Minister of the Environment and Climate Change and the Minister of Indigenous Services on COP 23 (Dec 3)

tinyurl.com/5n7j2vwn

- Health Workforce Canada established to improve health workforce data and planning (Dec 6)

tinyurl.com/bdzys5kh

- Government of Canada announces supports to improve well-being of health workers and help internationally educated health professionals enter the workforce more quickly (Dec 7)

tinyurl.com/eu759sv3

- Making dental care more affordable in Canada (Dec 11)

Innovation, Science and Economic Development Canada

tinyurl.com/3m4xssc3

- Government of Canada supports science and research organizations that are transforming research and knowledge into to action (Dec 6)

tinyurl.com/mru3ej3y

- Agreement reached on retaining Medicago's strategic research and development assets in Canada and recovering payment for Medicago (Dec 8)

Natural Resources Canada

tinyurl.com/dcjcsfax

- Government of Canada Report Shows Climate Change Impacts – and Adaptation Actions – Are Evident in Sectors and Ecosystems in Canada (Dec 8)

Public Health Agency of Canada

tinyurl.com/38yne2hu

- Government of Canada Invests in Updating the Canadian Guideline on Concussion in Sport and other key concussions resources (Dec 5)

tinyurl.com/2y7d8aep

- Government of Canada Invests in New Tool for Educators to Prevent Gender-Based Violence (Dec 7)

tinyurl.com/t33xu7ss

- Public Health Notice: Outbreak of Salmonella infections linked to Malichita and Ruby brand cantaloupes (Dec 8)

tinyurl.com/2f3up5a6

- Government of Canada announces partnership with the Canadian Academy of Health Sciences to assess fetal alcohol spectrum disorder in Canada (Dec 13)

tinyurl.com/yfu9svfw

- Statement from the Chief Public Health Officer of Canada on Respiratory Illness Season (Dec 14)

tinyurl.com/p844nves

- Joint Statement from the Co-Chairs of the Special Advisory Committee on the Epidemic of Opioid Overdoses – Latest National Data on Substance-Related Harms (Dec 15)

tinyurl.com/36xx4n2z

- Statement from the Minister of Mental Health and Addictions and Associate Minister of Health on the Overdose Crisis (Dec 15)

Public Safety Canada

tinyurl.com/2w6bnkjj

- Legislation to reduce gun violence receives Royal Assent (Dec 17)

GOVERNMENT OF ONTARIO

Ministry of Children, Community and Social Services

tinyurl.com/34r8u25j

- Ontario Investing in Programs to Prevent and Address Gender-based Violence (Dec 6)

Ministry of Energy

tinyurl.com/ypm9sv

- Ontario Attracts New Opportunities with Trade Mission to France, United Kingdom, and COP28 (Dec 8)

Ministry of Health

tinyurl.com/3tprtvm

- Ontario Connecting Indigenous Peoples to Culturally Appropriate Care (Dec 7)

Ministry of Natural Resources and Forestry

tinyurl.com/yc46zu4f

- Ontario Taking Action to Enable Storage of CO2 Underground (Dec 13)

Premier's Office

tinyurl.com/azn54uey

- Ontario Consumers Will be Able to Buy Beer, Cider, Wine and Low-Alcohol Ready-to-Drink Beverages at Convenience, Grocery and Big Box Stores (Dec 14)

OTHER ORGANIZATIONS

Association of Local Public Health Agencies

tinyurl.com/24nk5p3f

- Expansion of Alcohol Distribution Letter (Dec 14)

Association of Municipalities of Ontario

tinyurl.com/mrxrdx8a

- Voluntary Mergers Letter (Dec 11)

Children's Healthcare Canada

tinyurl.com/muv8y7bv

- "Right-Sizing" Child and Youth Mental Health Systems Could Save Canada \$28 Billion Annually (Dec 14)

Dalhousie University

tinyurl.com/yysfxrsf

- Canada's Food Price Report 2024 predicts Canadians will finally get relief from "sticker-shock" (Dec 7)

IC/ES

tinyurl.com/yc2baetn

- Eating disorder hospitalizations on the rise, affecting 'atypical' groups the most (Dec 4)

Independent Electricity System Operator

tinyurl.com/3ny78xwt

- IESO Proposes New Clean Electricity Support to Help Meet Ontario's Energy Needs and Zero-Emissions Targets (Dec 11)

National Housing Council

tinyurl.com/mrpfxyd

- Co-Creating the Right to Adequate Housing in Canada (Dec 7)

Office of the Auditor General of Ontario

tinyurl.com/y4n5r3p5

- Ontario Auditor General Office's 2023 Report Released Today (Dec 6)

Office of the Fire Marshal

tinyurl.com/5cnm84c5

- Fire Safety Partners Help Keep Ontario Safe During the Holidays (Dec 12)

Ombudsman Ontario

tinyurl.com/dewa34rz

- French Language Services Commissioner reports robust results for Francophones and 40% increase in cases (Dec 7)

Ontario Community Health

tinyurl.com/364d6h4t

- Urgent Action Needed From Ontario Government to Address Critical Staffing Crisis in Community Health Sector (Dec 12)

Ontario Hospital Association

tinyurl.com/ycxwvurd

- Hospitalizations for Respiratory Illnesses On the Rise Ahead of the Holidays (Dec 7)

tinyurl.com/3p3feyut

- Half of Canada's Top 40 Research Hospitals Are in Ontario (Dec 7)

Registered Nurses' Association of Ontario

tinyurl.com/jar3u6h4

- RNAO has the strategy for government to adopt in the wake of auditor general report (Dec 7)

UNICEF Canada

tinyurl.com/3kh36364

- Canada still in middle of high-income countries on child poverty, new UNICEF report (Dec 6)

World Health Organization

tinyurl.com/35xhpb2v

- WHO calls on countries to increase taxes on alcohol and sugary sweetened beverages (Dec 5)

tinyurl.com/59xc8cp2

- WHO releases guidelines on chronic low back pain (Dec 7)

tinyurl.com/2s3pmcej

- Despite notable progress, road safety remains urgent global issue (Dec 13)

tinyurl.com/2u4h6t9x

- Statement on the antigen composition of COVID-19 vaccines (Dec 13)

tinyurl.com/4phr84hf

- Urgent action needed to protect children and prevent the uptake of e-cigarettes (Dec 14)



Corporate Services Department Legislative Services Division	
Date & Time Received:	December 19, 2023 8:59 am
Original To:	CIP
Copies To:	
Take Appropriate Action	<input type="checkbox"/> File <input type="checkbox"/>
Notes/Comments:	

Public Report

To: Economic and Development Services Committee

From: Warren Munro, HBA, MCIP, RPP, Commissioner,
Economic and Development Services Department

Report Number: ED-23-213

Date of Report: November 22, 2023

Date of Meeting: November 27, 2023

Subject: Oshawa Economic Development Strategy

Ward: All Wards

File: 03-05

1.0 Purpose

On December 12, 2022, City Council considered Item ED-22-210, a report of the Commissioner of Economic and Development Services regarding the Terms of Reference to develop a New Economic Development Strategy for the City of Oshawa, and passed the following motion:

- “1. That the Terms of Reference to develop a new Economic Development Strategy for the City of Oshawa be endorsed as set out in Attachment 1 to Report ED-22-210 dated November 23, 2022; and,
2. That, pursuant to Report ED-22-210 dated November 23, 2022, staff be authorized to proceed for the Request for Proposal in accordance with Attachment 1 to said Report.”

The purpose of this Report is to present the proposed 10-year Oshawa Economic Development Strategy.

Attachment 1 is a copy of the 10-year Oshawa Economic Development Strategy.

2.0 Recommendation

That the Economic and Development Services Committee recommend to City Council:

1. That, pursuant to Report ED-23-213 dated November 22, 2023, the Oshawa Economic Development Strategy forming Attachment 1 be approved, in principle, as a general guide for the Business and Economic Development Services Branch of the Economic and Development Services Department.

2. That staff report on the progress of the Oshawa Economic Development Strategy on an annual basis through the Economic and Development Services Committee.
3. That a copy of the Oshawa Economic Development Strategy with the related staff report and Council resolution be forwarded to the Region of Durham, the Greater Oshawa Chamber of Commerce, Ontario Tech University, Durham College, Trent University Durham GTA, Durham Workforce Authority, Spark Centre, the Business Advisory Centre Durham and the Hamilton-Oshawa Port Authority.

3.0 Executive Summary

Not applicable.

4.0 Input From Other Sources

The following have been consulted in preparation of this Report:

- Chief Administrative Officer

5.0 Analysis

5.1 Request For Proposal Process

Consistent with Report ED-22-210, staff within the Economic and Development Services Department launched a Request for Proposal (R.F.P.) to obtain a firm to develop, in partnership, the Oshawa Economic Development Strategy (O.E.D.S.). The R.F.P. was launched on January 30, 2023 and closed on February 24, 2024. Overall, ten proposals were received for the project team to evaluate.

After a fulsome review and scoring of the proposals, and in accordance with the City of Oshawa's Purchasing By-law 80-2020, Avison Young was awarded the contract, on May 4, 2023, to complete the scope of work detailed in Attachment 1 of Report ED-22-210.

5.2 Approach to Strategic Framework

5.2.1 Project Overview

The City of Oshawa is on an aspiring path to enhanced economic growth, supported by an abundance of new and forecasted employment, innovation and value sought-after by contemporary enterprise and talent. To further aid current initiatives and augment key attributes and assets, the city has engaged Avison Young to curate the development of a new O.E.D.S. with an aim of achieving these objectives, which has included the following activities:

- Unbiased, innovative and well-structured research regarding Oshawa's role within greater market context;
- Assessment of infrastructure assets and strategic initiatives;

- Industrial, Commercial and Institutional real estate review and analysis;
- Evaluation of target sector trends and opportunities;
- Comprehensive engagement processes;
- Competitive positioning;
- Decision-making framework development; and,
- Areas of focus, strategy and actions.

To ensure success and accuracy of information and strategic direction contained within the O.E.D.S., it has been imperative to actively engage with a diverse range of both business and community stakeholders. By fostering comprehensive participation of these groups, the project aimed to cultivate a well-rounded perspective on prospective economic opportunities for the City of Oshawa. The ultimate aspiration is to meticulously craft the O.E.D.S., providing a robust framework to guide, facilitate, and reshape the city's economic trajectory and development initiatives over the ensuing decade.

5.2.2 O.E.D.S. Objectives

The overarching goal of the O.E.D.S. is to further the transition of Oshawa's economic landscape from its historical heavy manufacturing foundation to a modern technology and science-driven economy which augments advanced manufacturing, bolsters city infrastructure assets and cultural enrichment, all of which collectively position Oshawa for substantial growth in the forthcoming years. Effectively, the O.E.D.S. objectives fall into six main pillars, including:

- Economic growth;
- Job creation;
- Enhanced trade;
- Economic diversification;
- Quality of life; and,
- Tax revenue generation.

5.2.3 City of Oshawa Background and Competitive Position

Positioned as the largest community in the Region of Durham and a rapidly expanding urban centre within the Greater Toronto-Hamilton Area (G.T.H.A.), the City of Oshawa is home to an array of residents, businesses, infrastructure, culture, communities and heritage assets. Historically known as an industrious-automotive hub, Oshawa has recently seen substantive growth in other sectors such as warehousing and distribution, food and agriculture, and energy. Moreover, as Oshawa's economy evolves into a momentous contemporary state, the city's lineage will play a key element in contributing to a sustainable long-term economic direction for its stakeholders.

Well-positioned and poised for significant sustainable long-term growth, the City of Oshawa is buoyed by record-breaking building permit activity, continuous and forecasted population growth and a robust employment pipeline.

The City of Oshawa possesses many strengths that have supported strong economic trends and investments and will continue to be a core pillar of the investment attraction efforts for the Business and Economic Development Services branch. Some of these strengths include:

- Premier location with proximity to major metropolitan centres;
- Development charge exemptions for all developments on industrial lands;
- Strong economic growth outpacing that of the Canada through 2031;
- Housing affordability, relative to the G.T.H.A.;
- Multiple post-secondary institutions within the City of Oshawa;
- Access to a large labour force within a 45-minute commute; and,
- Unique infrastructure network/mix including roads, rail (freight and passenger), port and air travel, which provides logistical leverage, global business accessibility and economic growth opportunities.

Despite the many strengths possessed by the city, it must recognize the need to remain competitive with other Regional and global cities in order to maintain an attractive business climate. There are some challenges experienced by the City of Oshawa. Understanding and recognizing these challenges form part of the action items within the O.E.D.S. as outlined in Attachment 1. The most prominent challenges experienced by the City of Oshawa are as follows:

- Heavy reliance on public/large employers;
- Lack of development incentives for businesses that are not within the industrial use classification;
- Talent retention due to “Brain Drain”, with educated/skilled individuals often pursuing opportunities in nearby cities; and,
- Limited supply of housing.

5.2.4 Pathway to O.E.D.S.

The Business and Economic Development Services branch has worked closely with the consulting team from Avison Young over the past six months to conduct comprehensive market research and engagement to:

- understand the strategic vision and desire of key stakeholders;

- understand the local, regional and national economy and Oshawa's role in the G.T.H.A.; and,
- identify the opportunities, strengths and challenges as perceived by a diverse group of stakeholders.

Following the research and engagement phase, identification of challenges, strengths and differentiators of the City of Oshawa were outlined to aid in the formulation of the key opportunities for the O.E.D.S. This investigation led to the development of key areas of focus, and strategies (goals and objectives) that identify and leverage the city's competitive advantage to foster sustainable economic growth. Additional analysis included the development of preliminary actions that could be advanced to accelerate the implementation of the O.E.D.S.

These opportunities were all assessed for overall alignment with the strategic direction of the City of Oshawa, economic and community impact, viability as it relates to implementation, and preliminary financial feasibility of the suggested action items. The action items outlined in Attachment 1 of Report ED-23-213 are the areas of focus and strategies that have been identified as ones that leverage the city's overall competitive advantages to foster sustainable economic growth.

All of the identified actions within Attachment 1 have been established through comprehensive research, stakeholder and public engagement as outlined in Section 5.3. To facilitate the ongoing analysis, an Implementation Roadmap has been developed to guide city staff post approval and continued efforts in refining the specific resource requirements.

5.3 Public Consultation Process

Staff undertook a three week public and industry stakeholder consultation process beginning on August 21, 2023 and concluding on September 14, 2023 to engage community members and industry and other business stakeholders on the O.E.D.S. to understand the local sentiment, daily experience and business matters in Oshawa.

The consultation process was comprised of various engagement initiatives that included the use of Connect Oshawa ([ConnectOshawa.ca](https://connectoshowa.ca)), the city's online engagement platform. Engagement opportunities included:

- Feedback form available online on Connect Oshawa (and on paper at Service Oshawa and the Community Engagement Table).
- Community Engagement Table on September 13, 2023 from 1:00 p.m. to 4:00 p.m. at CORE21 (21 Simcoe Street South) hosted by Avison Young and city staff from Business and Economic Development Services.

The consultation was promoted to the community and stakeholders using a variety of communication channels.

5.3.1 Public Response

Following the three week consultation process using Connect Oshawa, city staff received the following level of engagement:

- 106 completed the feedback form; and,
- Approximately 10 business representatives attended a community engagement table.

In terms of demographics:

- Responses were received from all age groups with the bulk of responses coming from those aged 35 to 44;
- 92% of respondents were either Oshawa residents and/or business/property owners;
- Responses were received from all Oshawa wards, with the bulk coming from Ward 4; and,
- The majority of respondents (55%) learned about the opportunity via email.

5.3.2 Stakeholder Interviews

To accompany the broader public consultation that was undertaken as part of the O.E.D.S. development, Avison Young conducted direct engagement with an additional 26 individuals that were identified by city staff as key stakeholders to the overall development of the O.E.D.S. These stakeholders included operators of key infrastructure assets, partners in other levels of government, internal City of Oshawa staff members, post-secondary institutions, and major employers in the city.

5.3.3 Findings

Throughout all facets of the public consultation and stakeholder engagement process, many recommendations came forward that were broad and far reaching. Further details can be found within Section 3 of Attachment 1 titled 'Research and Engagement'. The overall feedback has been classified into the following key themes, which supported the development of the action items proposed within the O.E.D.S.:

- Invest in transportation and logistics infrastructure;
- Accelerate innovation for growth sectors;
- Enhance incubators and support business growth;
- Enhance cultural vibrancy;
- Strengthen talent retention;
- Develop strategies for self-directed municipal economic advocacy;
- Develop investment ready land supply;
- Enhance private sector employment and activity;
- Reduce investment activity barriers;
- Increase community amenities and public spaces;
- Differentiate Oshawa; and,
- Attract domestic and foreign investment.

It is important to note that a common theme throughout the feedback form from the public respondents was the perception of safety in Downtown Oshawa and challenges for investment attraction as it relates to the city's overall reputation. This feedback has been considered in the proposed action items within the O.E.D.S. and the continued work through the Plan 20Thirty Action Plan for Continued Revitalization in Downtown Oshawa.

5.4 Strategic Plan Recommendations and Sectors of Focus

Through the market research and public/stakeholder consultation, the O.E.D.S. contains 10 economic sectors that should form the primary areas of focus by city staff for the 10-year duration of the strategic plan.

The O.E.D.S. includes a focus on continuing to support the city's traditional economic sectors, which have supported a strong economic foundation in the city in recent years. These economic sectors include:

- Advanced Manufacturing;
- Health and Biosciences;
- Multimodal Transportation;
- Information Technology; and,
- Energy Generation (Nuclear).

CB Richard Ellis has Oshawa ranked as one of the top five markets for tech talent growth across Canada. Accordingly, a recommended focus on the following emerging sectors should be seriously considered:

- Artificial Intelligence;
- Augmented Reality;
- Cybersecurity;
- eSports; and,
- Electric Vehicle and Automotive Technologies

Further details regarding the Traditional Major Sectors and Emerging Growth Sectors can be found within Section 4 of Attachment 1.

In addition to the focus sectors, the O.E.D.S. includes 54 actions for consideration by the branch that are focused across five key pillars:

- Economy and Employment;
- Capital Infrastructure;
- Real Estate;
- Growth and Expansion; and,
- Cultural Vitality.

5.5 Work Plan Development, Next Steps and Implications

Following the formal adoption of the O.E.D.S. by Council, the Director, Business and Economic Development Services will develop a work plan for the items that fall directly within the purview of the Business and Economic Development Services branch. Other

city staff and external partners will be engaged to advance items that are included in the action plan and fall within their purview.

Should the Report be adopted by Council, the Director, Business and Economic Development Services will provide an annual progress report to Economic and Development Services Committee to ensure both internal and external stakeholders are apprised of the progress of O.E.D.S. starting in the fourth quarter of 2024.

Throughout the development of the O.E.D.S. work plan, the branch will begin to evaluate the feasibility of the proposed action items within current branch staffing capacity and approved operating budget. Section 5 of Attachment 1 identifies the specified action items for consideration, suggested costing levels, and difficulty of implementation. It should be clearly identified through this Report that adoption of the O.E.D.S. does not confirm that all of the proposed actions can be completed without additional resources which may include but not be limited to staffing complements or operating or capital budget submissions within the Business and Economic Development Services branch.

Staff will evaluate opportunities to develop a feasible and responsible work plan that considers impact to the community, impact to the budget and impact to staff capacity within the branch at any given time. There are some actions that can be completed within existing branch structure, and others that will be researched and evaluated. It can be expected that future reports from city staff will be presented to the Economic and Development Services Committee for consideration to receive funding and endorsement of larger scale actions within the overall O.E.D.S.

6.0 Financial Implications

Though some of the strategies and actions detailed in O.E.D.S. can be completed using existing staff resources and funding, it is important to highlight the potential for increased staff capacity and financial investments as noted in Section 5.5 of this Report. It is recognized that to accomplish some action items, other sources of funding, partnerships and community involvement will be required.

Should additional city funding be required for individual action items, appropriate reports will be presented to City Council for consideration as part of the annual budget process or a separate report.

7.0 Relationship to the Oshawa Strategic Plan

The recommendation advances the Accountable Leadership, Cultural Vitality and Economic Prosperity and Financial Stewardship goals of the Oshawa Strategic Plan which included the direction to develop and implement an updated Economic Development Strategy.



Hailey Wright, BA Hons, Director,
Business and Economic Development Services



Warren Munro, HBA, MCIP, RPP, Commissioner,
Economic and Development Services Department



Economic Development Strategy

The City of Oshawa
Oshawa Economic Development Strategy (O.E.D.S.)

November 2023



**AVISON
YOUNG**

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Oshawa's Economic Opportunity

01 Project overview, objectives and background

Project overview

The City of Oshawa is actively pursuing a path towards bolstered economic growth, supported by an abundance of new and forecasted employment, innovation and the value modern businesses and talent seek. To further support current initiatives and augment key attributes and assets, the City has enlisted the support of Avison Young to create a new Oshawa Economic Development Strategy ("O.E.D.S.") which aims to achieve the following objectives:



To ensure success and accuracy of information and strategic direction contained herein, it was imperative to actively engage with a diverse range of both business and community stakeholders. By fostering comprehensive participation of these groups, the project seeks to cultivate a well-rounded perspective on prospective economic opportunities for the City. The ultimate aspiration is to meticulously craft the O.E.D.S., thereby providing a robust framework to guide, facilitate, and reshape the City's economic trajectory and development initiatives over the next ten years.

Objectives

The overarching goal is to further the transition of Oshawa's economic landscape from its historical heavy manufacturing foundation to a modern technology and science-driven economy. This new economy will augment advanced manufacturing, and bolster city infrastructure assets and cultural enrichment, all of which collectively position Oshawa for substantial growth over the next 10 years. Effectively, the Oshawa Economic Development Strategy objectives fall into six main buckets, including:

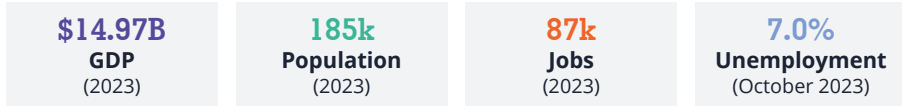


01 The City of Oshawa is a gateway to a multitude of major metropolitan markets

Oshawa background

Positioned as the largest community in the Region of Durham and a rapidly expanding urban centre within the Greater Toronto-Hamilton Area ("G.T.H.A."), the City of Oshawa is home to an array of residents, business, infrastructure, culture, community and heritage. Historically known as an industrious-automotive hub, Oshawa has recently seen substantive growth in other sectors such as warehousing and distribution, food and agriculture, and energy. Moreover, as Oshawa's economy evolves into its future state, the City's lineage will play a key element in contributing to a sustainable long-term economic direction for its stakeholders.

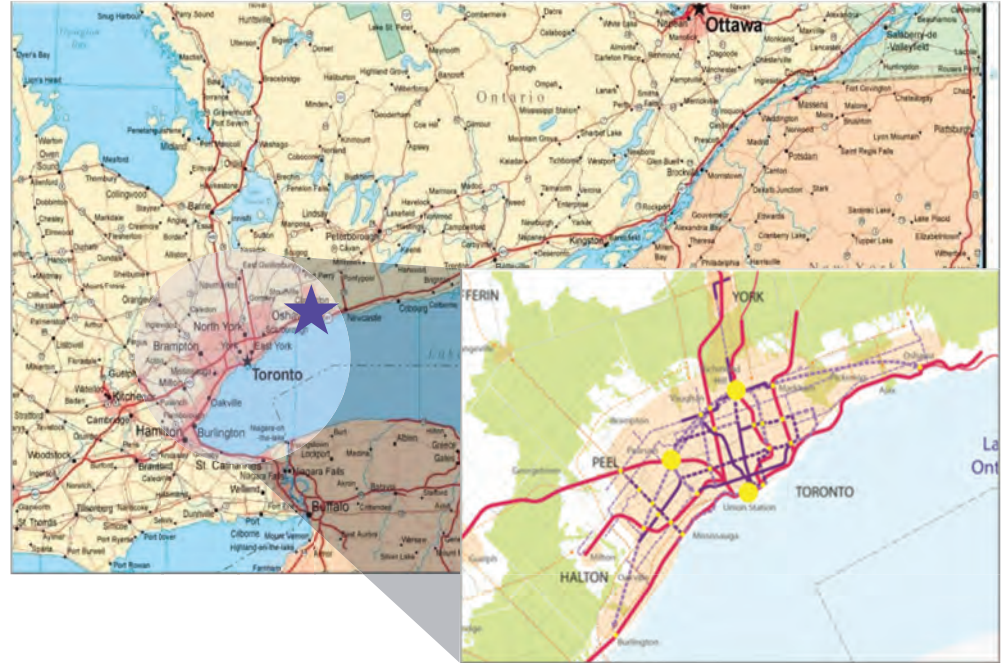
Well-positioned and poised for significant sustainable long-term growth, the City of Oshawa is buoyed by record-breaking building permit activity, continuous / forecasted population growth and robust new employment pipeline.



Source: StatsCanada October 2023 | Durham Workforce Authority reported 7.5%, for October 2023, ▲0.8% MoM

Fueled with a talent pipeline of approximately 30,000 post-secondary students and an abundance of Employment Lands positioned for development, the City of Oshawa is poised to attract an array of new investment from a diverse range of new prospective employers.

Oshawa's location connects 150+ million people in markets throughout Ontario, Quebec, as well as the midwest and northeast USA. Major markets within these geographies, include Toronto, Montreal, New York, Boston, Philadelphia, Columbus, Chicago, Detroit and Washington, providing Oshawa's economy access to over 150+ million North American consumers within a day's drive.

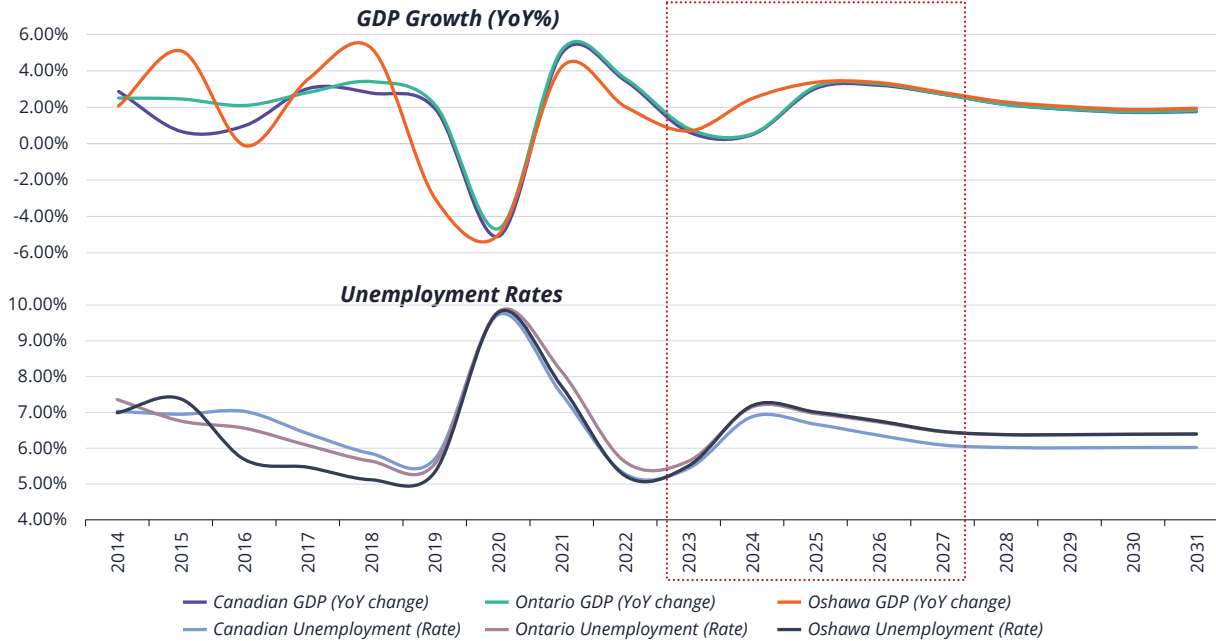


Land Extensive highway network (including 401 and 407), CN and CP rail corridors cross south Oshawa for freight services as well as Via and GO for passenger travel

Air Oshawa Executive Airport provides international passenger access to the region via private charters

Water A deep-water shipping port providing access to global markets via the St. Lawrence Seaway

Historical economic volatility positions Oshawa for accelerated near-term growth in advance of stabilization



Economic overview

- Oshawa's strong labour market and record construction growth have demonstrated economic resilience amid uncertain macro-economic times.
- Real estate costs, key employment growth sectors (e.g. tech) and quality of labour continue to be Oshawa's top-performing GDP growth drivers.
- In spite of global and national pressures, Oshawa's resilient economy anticipates continued growth.
- The unemployment rate in Oshawa peaked at 9.79% during early days of the COVID-19 Pandemic (2020), rebounding back to pre-pandemic levels in 2023 (5.51% as of Sept.) and remaining below the long-run average.
- Higher interest rates will weigh on spending and job creation more visibly through 2024. However due to Oshawa's core growth sectors, the City is likely to see less recessionary vulnerability than other parts of the Province.

Key takeaways

- Historically, and particularly through the COVID-19 Pandemic, Oshawa's unemployment and GDP growth have seen greater volatility than Provincial and National averages
- As a result of the recent economic slowdown (2022-2023) and despite rising unemployment forecasts, **Oshawa's GDP growth anticipates near-term acceleration** due to the City's unique local characteristics, including affordability, economic sectors and talent pool pipeline

Employment Sector Fluctuation (Q3 2023)

Job Growth	Job Loss
<ul style="list-style-type: none"> ✓ Agriculture, construction, trade services, transportation and warehousing, financial sector, professional and scientific services, public administration 	<ul style="list-style-type: none"> ✗ Natural resources, utilities, manufacturing, business and building services, education, healthcare, information and cultural services

Sources: Oxford Economics | StatsCan | TD and RBC Economics | CREA

Key economic drivers influencing Oshawa's local economy



Healthcare sector

Oshawa boasts a growing healthcare sector, including Lakeridge Health, which provides jobs, healthcare services and education to the community.



Automotive industry

Oshawa has a strong history in the automotive sector as it is home to General Motors Canada. The presence of manufacturing and related industries has historically been a significant economic driver for the City.



Educational institutions

The City is home to educational institutions like Ontario Tech University, Trent University Durham GTA and Durham College, which contribute to the local economy through education, research, and the skilled workforce they produce.



Affordable industrial land

Oshawa offers a competitive advantage with its ample supply of affordable industrial land, making it an attractive destination for businesses looking to establish or expand their operations.



Transportation infrastructure

Its strategic location along major transportation routes, including Highway 401 and proximity to Toronto, makes Oshawa a transportation hub, facilitating the movement of goods and people.



Cultural and recreational amenities

Oshawa's cultural assets, such as The Robert McLaughlin Gallery, Durham College's eSports Gaming Arena and the Tribute Communities Centre (currently General Motors Centre), contribute to its appeal and quality of life, along with its attractive waterfront.



Innovation and technology

There is a growing focus on innovation and technology, with the emergence of technology startups and research initiatives.



Entrepreneurship and small businesses enthusiasm

The presence of small businesses and a strong culture of entrepreneurship adds to the economic diversity and vitality of the City.



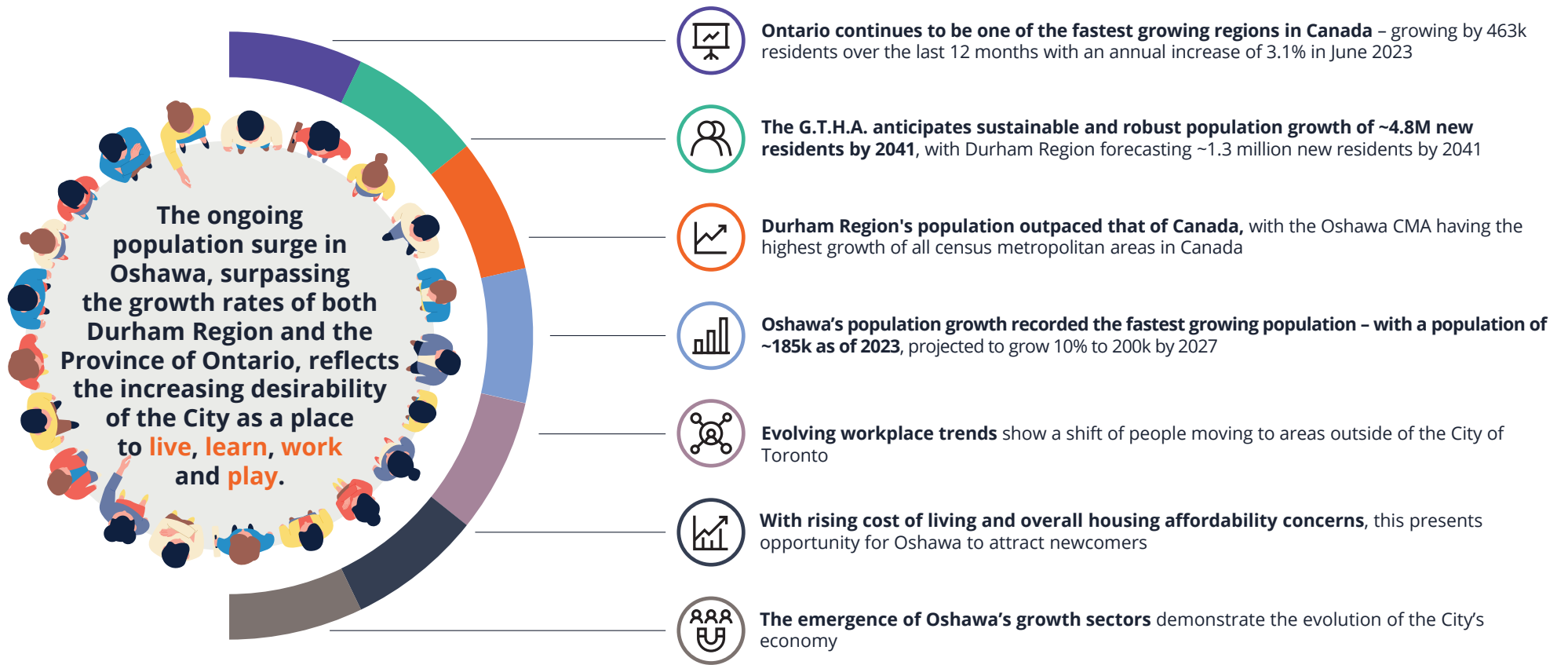
Strong community pride and engagement

A strong sense of community engagement and civic pride fosters local economic development and sustainability.



Growing population and cultural diversity

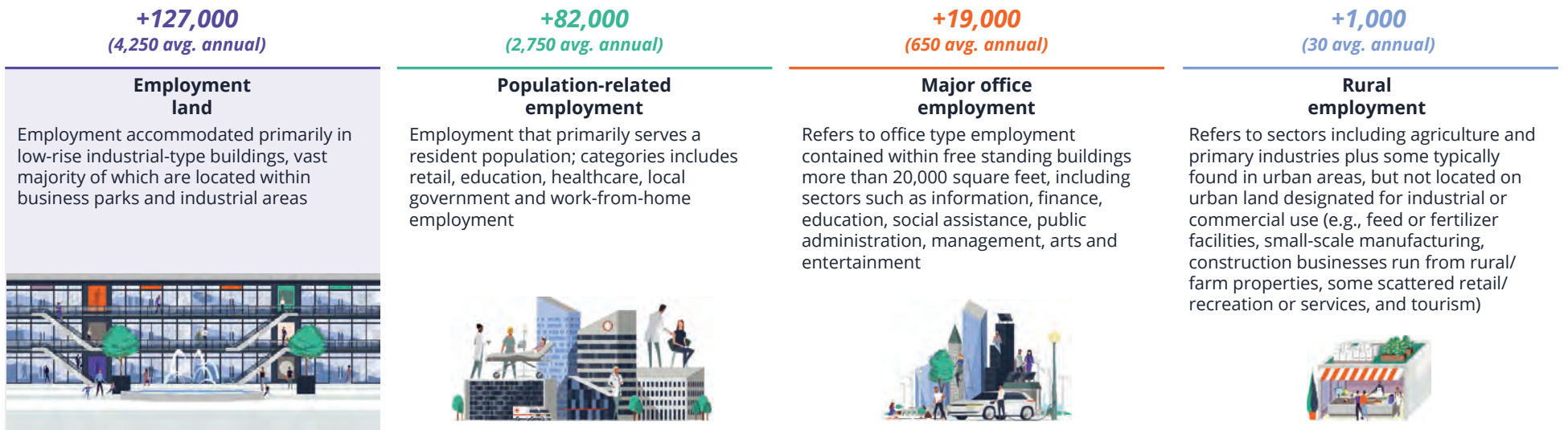
01 Oshawa's recent population surge has outpaced Durham Region and the Province of Ontario, reflecting increasing desirability



Durham Region projects 229,000 new jobs by 2051 led by 'Employment Land' primarily concentrated in business and industrial parks

While Durham Region is poised for substantive growth through the next three decades, over 55% of forecasted new employment (127,000) is anticipated via new 'Employment Land'.

Total new jobs (2021 – 2051)



Key takeaways

- Total **new forecast 'Employment Land' jobs is 127,000** for Durham Region (2021 – 2051)
- **Fastest growing category is Employment Land at 2.75%** average growth per year *(4,250 new jobs annually)*
- Second fastest growing category is **Population-Related at 1.52% average growth** per year *(2,750 new jobs annually)*

Source: Hemson Consulting

01 Oshawa is positioned to benefit from rising population and evolving talent pipeline

Oshawa's *lower real estate costs, tech employment growth, quality of labour, premier location, and a rising number of business openings* position the City favorably for attracting larger employers.

 **Oshawa's projected GDP will outpace that of the region and country.**

Impacts include:

- Higher tax revenues for Oshawa
- Rise in local property values
- Increased employment and business development opportunities
- Enhanced reputation and community development

 **Oshawa is seeing a decline in its workforce participation**

Impacts include:

- Shift in employment age for labour pool
- Increased demand for local government and community support
- Decline in local government revenue (less tax income)
- Opportunity to introduce retraining programs and workforce development

 **Oshawa's economy and business environment is strongly focused in public sector**

Advantages

- Strong expertise and specialization in public sector industry
- Opportunity for innovation and competitiveness in focused sectors
- Increased demand for specialized skills and talents based on reputation

Challenges

- Lack of business and employment diversification
- Overreliance on single public sector
- Limitations to demographic diversity
- Difficulty in talent retention

 **Oshawa's streak of job gains halted with recent uptick in unemployment.**

Impacts include:

- Reduced consumer spending
- Increased demand for local government and community support
- Opportunity to attract new industries to promote job creation

 **The stabilized rate of business openings to closures signals growing interest in local businesses endeavors**

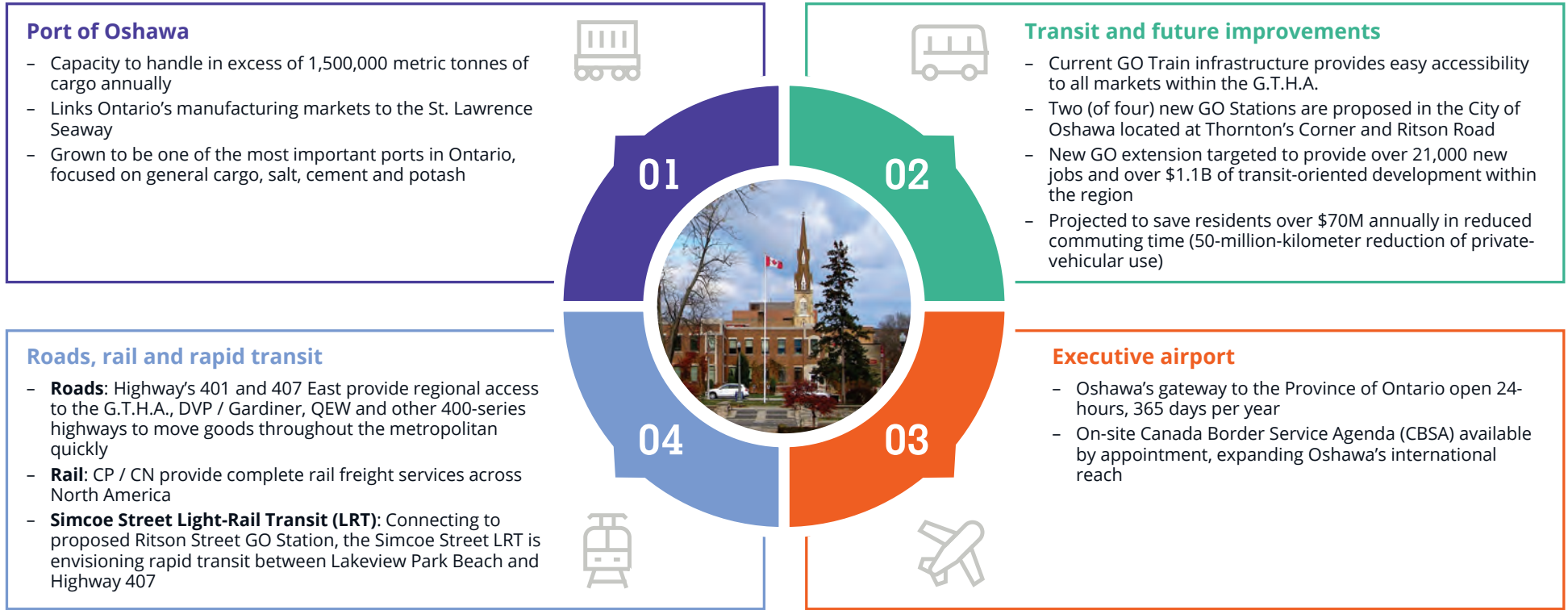
Impacts include:

- Enhanced interest and reputation in Oshawa's community
- Favorable conditions to be a preferred city of choice
- Increased talent creation, attraction and retention
- Increased diversity in business types
- Encouragement in fostering business partnerships, alliances and collaboration
- Increased streamlining of business opening opportunities



01 Oshawa's prime location coupled with its diverse range of infrastructure assets provide the City substantial competitive advantage within the G.T.H.A.

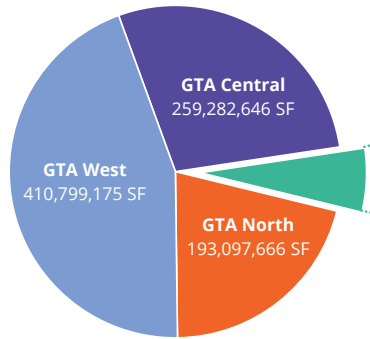
Oshawa is one of few Canadian cities that boasts an airport, rail lines, a deep-water port and 400-series highways all within proximity to each other. The combination of transportation facilities provides importers and exporters in the City a competitive advantage.



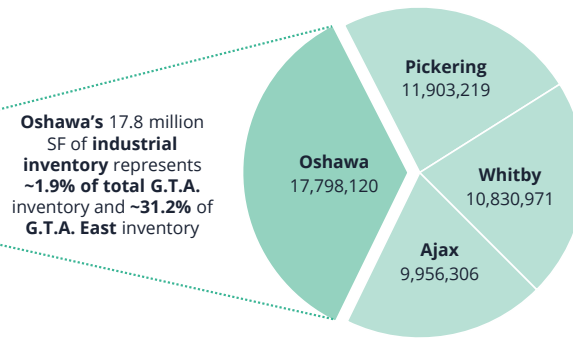
Oshawa's industrial sector perfectly positioned to thrive amongst latest boom

The bulk of new industrial supply in the Greater Toronto Area (G.T.A.) was historically concentrated in the West and North regions until recent years, as Central and East markets gain momentum.

G.T.A. industrial inventory – 920M SF



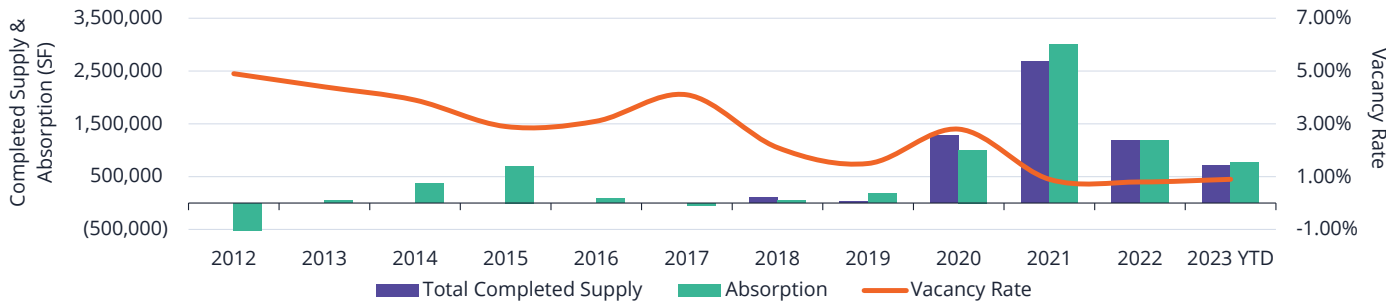
G.T.A. East industrial inventory – 57M SF



Industrial and flex space highlights

- Demand from tenants continues to **outstrip supply** on the leasing side, fueling investors' appetite for industrial assets.
- Following occupancy cost trends, **G.T.A. East has historically also had discounted sales pricing** relative to other G.T.A. markets for industrial investment transactions.
- While **Oshawa** has performed well amongst other G.T.A. East markets in recent years, it continues to see **lower pricing than its neighbouring cities**.

G.T.A. East industrial absorption, supply and vacancy



Key takeaways

- As a result of **low vacancies** throughout the G.T.A. / G.T.A. East markets along with Oshawa's **low occupancy costs and limited new supply**, the City of Oshawa has become one of the most attractive investment markets in the Province and is well positioned for sustainable growth through coming years

Source: Altus, CoStar

Oshawa's attractive location, affordability and distinguished labour force make it a great location for business and investment opportunities

Oshawa is set to play a crucial role in the G.T.H.A. over the foreseeable future, as a result of the region's stable business environment and strong GDP growth projections. However, Oshawa and Durham Region recognize the need to remain competitive against other regional and global cities in order to maintain an attractive business climate.

✓ Oshawa is leading the way in terms of **housing affordability**, relative to the G.T.H.A

✓ Projected to **experience strong economic growth**, outpacing that of the country through to 2031

✓ **Development charge exemptions** for all developments on industrial lands

✓ **Premier location with proximity** to major metropolitan centres



✓ Numerous **higher education institutions** within the City

✓ **Access to a large labour** force within a 45-minute commute

✓ **Unique infrastructure network:**

- Rail (freight and passenger)
- Port
- Executive airport air travel



02 **Competitive Position**

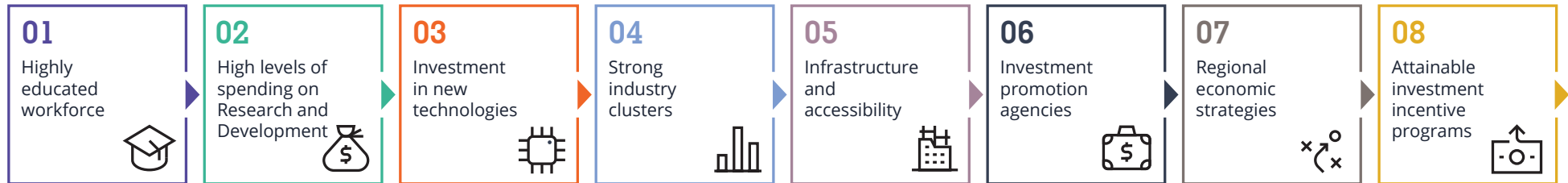
Canadian cities attracting high levels of investment demonstrate key characteristics

Based on research undertaken by the Conference Board, Canada's cities and major metropolitan areas continue to attract Foreign Direct Investment ("FDI") due to its access to additional markets, existing clusters of economic activity and established supply and distribution channels. Canada and cities within Ontario more specifically, continue to attract a growing share of population growth and new business investment.

Over half of Canada's population currently lives in its major cities, a share that according to economists will rise globally to two-thirds by 2051. Not surprisingly, major Canadian cities' share of economic activity has also been increasing alongside FDI. A city's ability to attract domestic and foreign direct investment is affected by many factors, including key traits identified below. Based on trends toward increased urbanization and the factors below, it is clear that Canadian cities, in particularly large metropolitan areas such as the G.T.H.A., have a tremendous opportunity for FDI attraction.



Cities that attract high levels of investment tend to demonstrate the following traits:



A recent report by The Economist named Vancouver, Calgary and **Toronto** as the fifth, seventh and **ninth** most livable cities in the world. Canada has a solid reputation within the international business community, which in turn presents Oshawa with an opportunity to market itself as a competitive FDI location within Canada and the G.T.H.A.

Source: Conference Board of Canada | [The Economist](#)

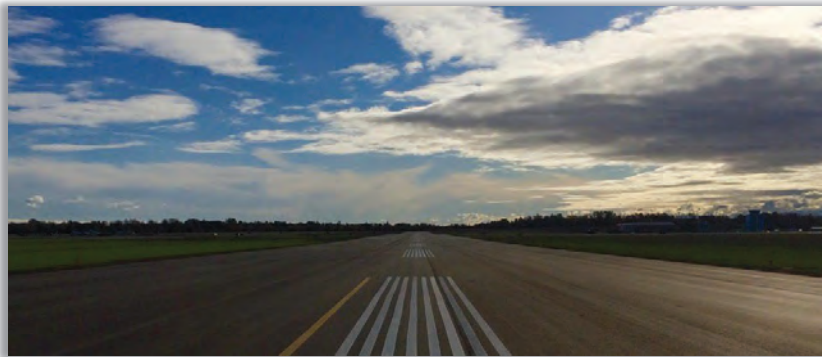
COMPETITIVE POSITION

02

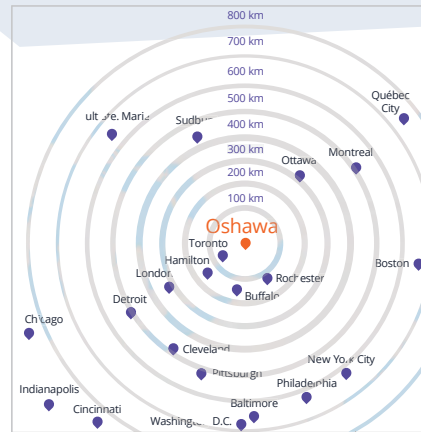
Oshawa's competitive position

Located along the north shore of Lake Ontario, **the City of Oshawa is the largest urban municipality in Durham Region** and is the eastern gateway to the G.T.H.A. Companies in Oshawa have quick and convenient access to Canada's largest consumer market of more than **5 million** people and are located within a day's drive of more than 120 million Canadian and American consumers. With easy connections to multiple U.S.A. border crossings into New York, Michigan and Minnesota, Oshawa offers superior access to American markets.

Oshawa's economy continues to show resilience as of **one of Canada's top 7 mid-sized cities for real GDP growth from 2023 to 2026**. Oshawa's favourable proximity to Toronto, which is Canada's most important economic hub, has led Oshawa to achieve some of the highest population growth in Canada, bringing with it an influx of new talent in the community. **As more employers allow employees to work fully remotely, the Conference Board anticipates that some Torontonians will opt to move to cities such as Oshawa that benefit from a lower cost of living.**



Development Insider



Distance to Major Centres	
Toronto, ON	58 km/37 mi
Buffalo, NY	222 km/138 mi
Ottawa, ON	357 km/243 mi
Windsor, ON	410 km/254 mi
Montreal, QC	486 km/302 mi
New York, NY	805 km/500 mi
Washington, DC	841 km/522 mi
Boston, MA	848 km/527 mi
Chicago, IL	880 km/547 mi
Atlanta, GA	1,598 km/993 mi

Oshawa's comparator cities identified based on size and geographical proximity

This overview examines comparably sized municipalities in **Ontario** that were within a 200km radius of Oshawa. These communities represent mid-sized communities (greater than 90,000 residents and lower than 200,000 residents), represent a lower tier municipality in a larger regional municipality, and have a local economic development function.

These findings are highlighted in the table below

City/Town	Population 2021
Oshawa	175,383
Ajax	130,656
Whitby	138,691
Pickering	114,696
Burlington	193,960
Guelph	143,740
Cambridge	142,642
St. Catharines	133,113
Waterloo	136,201

Key takeaways

1. A total of eight cities that meet our preset criteria have been identified as geographic competitors to Oshawa within the trade area
2. Among the recognized competitors, Oshawa stands out as one of the more populous cities

Note: This table is useful to illustrate the proximity of the identified competitors relative to Oshawa. The population figures above are pulled from StatsCanada.



Oshawa shares similar major sectors with its local competitors, with the emergence of growth industries as unique differentiators

Oshawa shares similar **major economic sectors** with its comparator cities, which presents Oshawa opportunity to leverage existing strengths and unique sectors.

Industry	Oshawa	Ajax	Burlington	Waterloo	Whitby	Cambridge	St. Catharines	Guelph	Pickering
Advanced Manufacturing	✓	✓	✓	✓	✓	✓	✓	✓	✓
Healthcare, Bioscience and Biomedical Life Sciences	✓	✓	✓	✗	✗	✗	✓	✗	✗
Multimodal Transport, Logistics, and Warehousing	✓	✓	✗	✗	✓	✗	✗	✗	✗
Information Technology and Digital Media	✓	✗	✓	✗	✓	✗	✗	✓	✓
Energy, Environmental and Engineering (+Clean Technologies)	✗	✓	✓	✓	✓	✗	✗	✓	✓
Food and Beverage Processing	✗	✓	✓	✓	✗	✓	✓	✗	✗
Business, Professional and Technical Services	✗	✓	✓	✗	✓	✗	✓	✗	✗
Aerospace	✗	✗	✗	✓	✗	✓	✗	✗	✗
Automotive	✓	✗	✗	✓	✗	✗	✗	✗	✗
Filming	▲	✗	✗	✗	✗	✓	✗	✗	✗
Cybersecurity	▲	✗	✗	✓	✗	✓	✗	✗	✗
Nuclear	✗	✗	✗	✗	✗	✓	✗	✗	✗
Artificial Intelligence (AI) and Augmented Reality (AR)	▲	✗	✗	▲	✗	✗	✓	✗	✗
Tourism	✗	▲	✗	✗	✗	✗	✓	✗	✗
Agriculture	✗	▲	✗	✗	✗	✗	✗	✓	✓
eSports	▲	✗	✗	✗	✗	✗	✗	✗	✗

Note: Checkmarks (✓) represent current **Major Economic Sectors**, Upward triangle (▲) represents **Emerging Sectors**, and the Cross Ex (✗) represents **non-major sectors**

Source: Respective Municipal Economic Development budget Reports 2020-2022

8 of Oshawa's top 10 employers are public sector

The majority of Oshawa's top employers are entities operating in the public sector, which includes various levels of government institutions and services. These employers may encompass municipal, Provincial, and federal government offices, educational institutions, healthcare facilities, and other public service-oriented organizations. Oshawa's other 2 top 10 employers operating in the private sector include General Motors and Concentrix, involved in manufacturing and professional services respectively.

	Oshawa	Ajax	Burlington	Waterloo	Whitby	Cambridge	St. Catharines	Guelph	Pickering
Public Sector	<ul style="list-style-type: none"> - Lakeridge Health - Durham College - Durham District School Board - Regional Municipality of Durham - Ontario Tech University - City of Oshawa - Durham Catholic District School Board - Ministry of Finance - Ontario Power Generation HQ 	<ul style="list-style-type: none"> - Lakeridge Health - Durham District School Board - Durham Catholic District School Board - Town of Ajax 	<ul style="list-style-type: none"> - City of Burlington - Joseph Brant Hospital 	<ul style="list-style-type: none"> - University of Waterloo - Waterloo Region District School Board - Conestoga College - Grand River Hospital - Region of Waterloo - Waterloo Region Catholic District School Board 	<ul style="list-style-type: none"> - Regional Municipality of Durham - Durham District School Board - Lakeridge Health - Town of Whitby - Durham Catholic District School Board 	<ul style="list-style-type: none"> - Cambridge Memorial Hospital - Corporation of the City of Cambridge 	<ul style="list-style-type: none"> - Brock University - Niagara Health System - District School Board of Niagara - City of St. Catharines - Ontario Ministry of Transportation 	<ul style="list-style-type: none"> - Guelph General Hospital - University of Guelph - City of Guelph - Upper Grand District School Board - Ministry of Agriculture, Foods and Rural Affairs 	<ul style="list-style-type: none"> - City of Pickering - Durham District School Board - Durham Catholic District School Board - Municipal Property Assessment Corporation (MPAC)
Private Sector	<ul style="list-style-type: none"> - General Motors - Concentrix 	<ul style="list-style-type: none"> - Loblaw Companies Limited - Costco Wholesale - SaFran. Messier-Bugatti-Dowty Inc. - Intact Insurance - Lear Canada - Tim Hortons 	<ul style="list-style-type: none"> - Boehringer Ingelheim - Cogeco - EMC Corporation of Canada - Evertz Microsystems - Sofina Foods Inc. - Attridge Transportation - Hunter Amenities International - Samuel, Son and Co. 	<ul style="list-style-type: none"> - Sun Life Financial - Manulife Financial - Honeywell Aerospace - Home Hardware (<i>head office</i>) 	<ul style="list-style-type: none"> - Gerdau - Central East LHIN - Sobeys Whitby Service Centre - ThermoFisher Scientific - Tim Hortons 	<ul style="list-style-type: none"> - Toyota - Challenger Motor Freight - Loblaw Companies - COM DEV International - Rockwell Automation Canada Control Systems - ATS Automation Tooling Systems Inc. - Trade-Mark Industrial - Aecon Industrial 	<ul style="list-style-type: none"> - General Motors - Algoma Central Corporation - SITEL - Royal LePage - Unifor 	<ul style="list-style-type: none"> - Linamar - Cargill Meat Solutions - Royal Canin Canada - Polycon Industries - The Co-operators 	<ul style="list-style-type: none"> - Rogers - Pickering Casino Resort - Aspect Retail Logistics - Orchard Villa Long Term Care - Black and McDonald Nuclear Services

Significance to Oshawa

- The prevalence of public sector employers signifies **Oshawa's importance as a regional administrative and service hub**, contributing to the City's employment activity.
- The concentration of public sector employers **presents potential opportunities for introducing private sector companies** when compared to its competitor cities.
- **This significantly highlights the need for diversification in the private sector to foster greater economic dynamism and enhance the City's overall economic development.**

Source: Respective Municipal Economic Development budget Reports 2020-2022

Comparator analysis of economic development spending reveals opportunity for Oshawa to allocate higher budget for economic development

These findings underline the need for increased emphasis on strategic investments and initiatives to bolster the economic potential and competitiveness of the overall region as other municipalities invest more on economic development. By identifying this gap, **Oshawa can work towards formulating targeted policies and programs to attract businesses and foster innovation, ultimately positioning and stimulating the City for regional economic prosperity.**

These findings are highlighted in the table below

City/Town	Population 2021	Economic Development Budget (2021)	Per Capita Economic Development Expenditure
Oshawa	175,383	\$913,248	\$5.29
Ajax	130,656	\$533,117	\$4.08
Whitby	138,691	\$449,807	\$3.24
Pickering	114,696	\$1,109,381	\$9.67
Burlington	193,960	\$1,416,000	\$7.30
Guelph	143,740	\$1,150,000	\$8.00
Cambridge	142,642	\$875,000	\$6.13
St. Catharines	133,113	\$1,345,113	\$10.11
Waterloo	136,201	\$2,326,141	\$17.08
Oakville*	223,214	\$759,500	\$3.40
Niagara Falls*	93,443	\$868,658	\$9.30

*Note: Oakville and Niagara Falls cities are included for the purpose of comparing them with Durham Region cities.

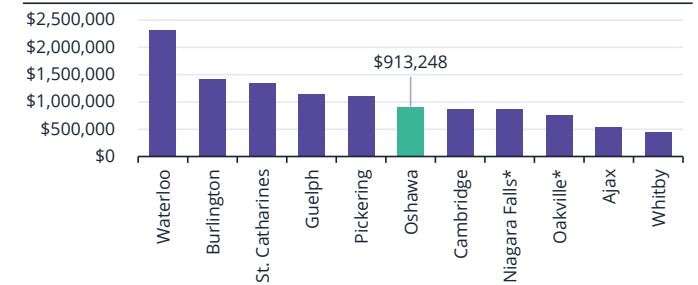
Key takeaways

1. Economic Development spending **varies significantly** between municipalities.
2. A **larger population does not directly correlate** to a higher or lower economic development budget.
3. It appears that **Durham Region municipalities invest less in Economic Development** than other comparators, with this being amplified in both Oshawa and Whitby.

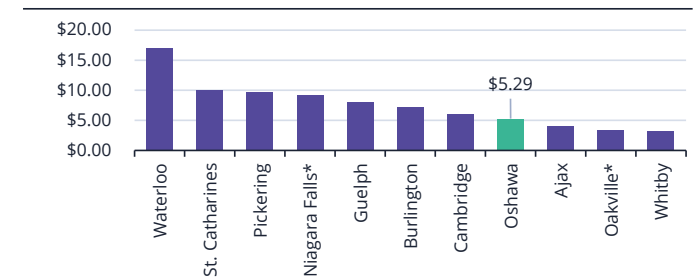
Note: This table is useful to illustrate economic development spending trends. These figures referenced above relate specifically to economic development services and cannot be a direct comparison between municipalities. Each community engages in different programs, and further some programs exist within the economic development department/division in one municipality, but outside of the economic development department/division in another.

Source: Respective Municipal Economic Development budget Reports 2020-2022

Economic development budget (2021)



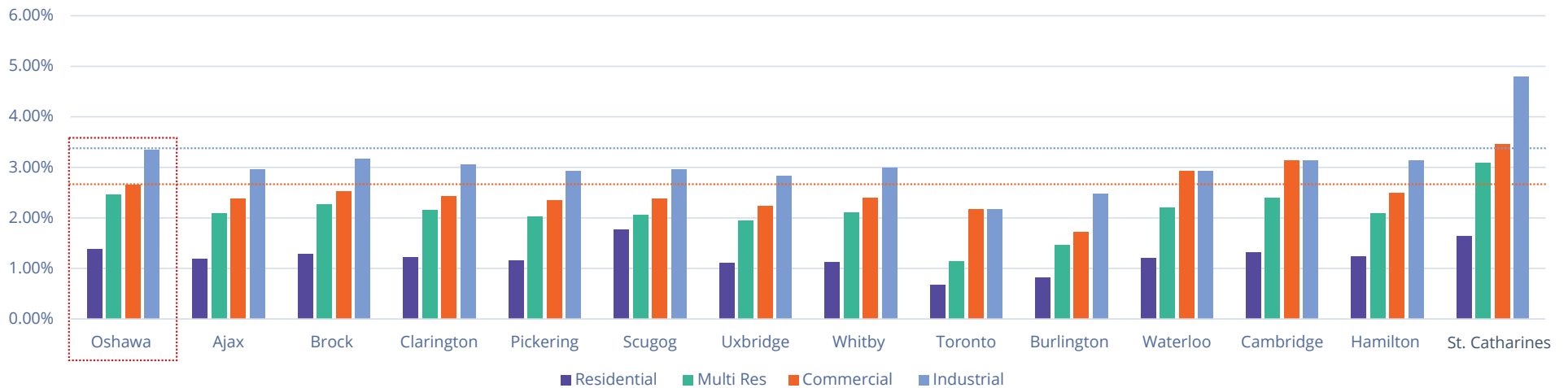
Per capita economic development expenditure



Oshawa's higher property tax rate across all asset classes may be a potential barrier to entry for attracting businesses and investors, due to higher capital and financial requirements

Property tax comparison across Southern Ontario

Property Tax Rates Across Southern Ontario



- Across southern Ontario, Oshawa's property tax rates on industrial properties are only lower than those found in St. Catharines
- In contrast to southern Ontario, Durham Region on average has overall property tax rates that fall within the moderate range
- Compared to Durham Region, Oshawa possesses the highest property tax rates across all asset classes
- Overall, Oshawa's elevated property tax rates will result in higher operating expenses for businesses when compared with most other cities across southern Ontario







Source: RE/MAX Real Estate Agent



03 **Research and Engagement**






03 Key takeaways – Challenges

Oshawa’s main challenges tie back into its reputational outlook, economic diversity and talent pipeline:

<p>Shift in Oshawa’s reputational outlook</p> <p>Oshawa has faced reputational challenges related to vulnerable populations, and the concentration of social service requirements. This has led to a perception of increased crime in certain areas of the City, affecting its overall image.</p> 	<p>Declined downtown activity</p> <p>The decline in downtown activities, as well as ongoing and / or proposed developments in the area present challenges for an innovation district to be formed, and it requires a major catalyst to kick start the area’s redevelopment and downtown vibrancy.</p> 	<p>Economic diversification</p> <p>Historically known for its ties to the automotive industry, Oshawa has an opportunity to diversify its economy with the goal of reducing dependence on a single sector. Economic diversification can provide stability and resilience against industry-specific downturns.</p> 
<p>Business attraction</p> <p>For Oshawa to attract new businesses and investment to the region, it will require creating an attractive business environment through incentives, streamlined regulations, and support for entrepreneurship. These requirements are currently being challenged by Red Tape barriers.</p> 	<p>Talent retention</p> <p>Ensuring that the local workforce has the necessary skills for emerging industries is crucial. An aging population can present challenges, particularly if there's a shortage of skilled workers, making it essential to attract and retain younger talent and promote educational opportunities.</p> 	<p>Housing affordability</p> <p>Due to Oshawa’s proximity to Toronto and other desirable suburban areas in the G.T.H.A., Oshawa is faced with talent retention challenges as employees commute out of Oshawa for work. The rising cost of housing can affect the standard of living and make it challenging for both residents and incoming talent to afford homes in the area.</p> 

03 Key takeaways – Opportunities

The City of Oshawa’s opportunities relate to enhancing its attractiveness and feasibility for new investment:

<p>Broader growth outlook</p> <p>The outlook for Ontario, Durham Region and Oshawa is very positive in both the short-term and long-term. The City of Oshawa is particularly well positioned within Ontario to compete for investment and can continue to attract national and international corporations.</p> 	<p>Demand for local real estate</p> <p>The forecast of growth is significant with an additional 600,000 people and 229,000 jobs expected for Durham Region alone between 2023 to 2051. Population growth will drive steady demand for real estate to accommodate new commercial and residential supply. The City’s sufficient supply of Employment Lands coupled with over \$1.1B of new transit-oriented mixed-use development provides substantive opportunity to capture this growing demand within the region.</p> 	<p>Leveraging existing waterfront</p> <p>Unique waterfront located in the south of Oshawa provides a mature landscape setting has views of the lake and a beautiful community park. The location presents significant development opportunities.</p> 
<p>Well-established economic and labour pool</p> <p>Well-educated labour base, along with a diversified economic base across five key sectors: life sciences, IT, healthcare, educational services and advanced manufacturing. This enables Oshawa to be well-positioned to compete for innovative activities within the broader G.T.H.A. region.</p> 	<p>Focus on innovation and emerging growth sectors</p> <p>The Federal and Provincial governments have made significant efforts in funding programs and tax credits to encourage Research and Development activities. This will strengthen innovation networks, which further feeds into Oshawa’s ongoing efforts to support and foster innovation within the City.</p> 	<p>Differentiate Oshawa – “Cool factor”</p> <p>Introducing unique outdoor locations comes in light of increasing levels of visitors & residents seeking more experiential opportunities & placemaking/mixed-use communities. This will enhance Oshawa’s overall cultural and recreational appeal.</p> 

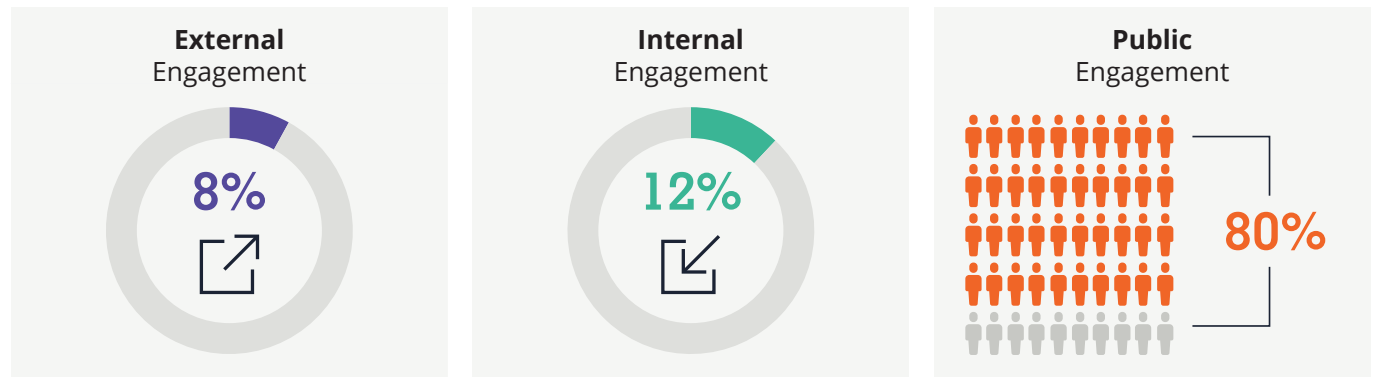
Stakeholder engagement – Overview

In collaboration with the City of Oshawa, Avison Young held engagement sessions and workshops with key stakeholders from situated in Oshawa to understand the local sentiment, daily experience and business matters in Oshawa as part of the research phase.

Stakeholder engagement played a crucial role in obtaining insights for the Oshawa Economic Development Strategy (O.E.D.S.). Beginning with stakeholder identification through our preliminary research, both internal and external stakeholders were selected to be interviewed and surveyed, recognizing that each participant would provide unique and valuable input.

An analysis of the interview feedback and survey results was conducted. We are of the understanding that the survey results may vary based on the various sectors and backgrounds that these experts possess. As such, we've summarized the results while being mindful of potential biases.

Feedback was solicited from the below participants, with a massive thank you



A total of 132 respondents participated in the engagement for Oshawa's Economic Development Strategy (O.E.D.S.).



Stakeholder engagement – Approach

Four key stakeholder groups were consulted as part of the user assessment.

	 City of Oshawa	 Education sector Subject matter experts	 Public agencies	 Business, industry and infrastructure leaders	 Community
Stakeholder groups	<p>An all-day roundtable session was held with City of Oshawa internal stakeholders including Economic Development Office, Transportation Planning, Environment, Park and Forestry, Policy Planning, City Planning, Community Planning, Research and Special Projects,, City of Oshawa's Business Enterprise Centre, and Cultural.</p>	<p>Education Subject Matter Experts (SME) were consulted to identify key trends and opportunities; including representatives from the City of Oshawa, Trent University, Ontario Tech, Durham College, etc. for major educational institution, research and development, or other considerations</p>	<p>Key Provincial and other public agencies were consulted to understand various Provincial and global efforts in relation to the City of Oshawa. The engagement includes representatives from Oshawa Tourism, Spark Centre, etc.</p>	<p>Business, industry and infrastructure leaders were engaged for additional insights and feedback, particularly related to business developers, real estate developers, and open house business community.</p>	<p>Engagement sought the participation of a diverse cross-section of the community to capture the opinions, experiences, and insights of a wide range of individuals with varying backgrounds experiences and viewpoints. This ensured that the voices of all community members were represented.</p>
Consultation	<p>Multiple in-person roundtable sessions with the City of Oshawa internal department leads:</p> <ol style="list-style-type: none"> 1. General 2. Economic Development 3. Cultural 	<p>One-on-one virtual interviews with subject matter experts in major Oshawa educational institutions</p> 	<p>One-on-one virtual interviews with key public agencies to identify current or planned initiatives with a bearing on the Innovation Corridor.</p> 	<p>One-on-one virtual interviews and in-person open house with current business, industry and infrastructure stakeholders to understand intentions and implications for development.</p> 	<p>Online survey and submission of feedback forms to understand general challenges and opportunities from the viewpoint of the community.</p> 

Key stakeholder engagement – Key themes

The insights gained from stakeholder engagement revealed key takeaways related to infrastructure improvements, “Red Tape” mitigation, and leveraging its emerging industry sectors.

<p>Invest in transportation and logistics infrastructure </p> <p>Offering strong public and private transport connectivity by enhancing Oshawa's existing infrastructure will attract businesses requiring connectivity to other G.T.H.A. regions (Airport, Port, Railway systems).</p>	<p>Accelerate innovation for growth sectors </p> <p>Offering grants, loans, funding, facilities, and amenities that support firms in developing new products, services, or methods will boost Oshawa's emerging growth sectors.</p>	<p>Enhance incubators and support business growth </p> <p>Offering structured business support/advice and long-term mentoring to educate about local business creation, business survival, productivity, and effectively growing respective employment bases.</p>	<p>Enhanced cultural vibrancy </p> <p>Offering musical, cultural, sports, leisure, and tourism events that will support and accelerate Oshawa's visitor spending.</p>
<p>Strengthen talent retention (universities and business) </p> <p>Further collaboration between universities/colleges and medium-large employers/businesses related to Oshawa's Major and Growing/Emerging industries to retain talent and enhance the emerging sectors.</p>	<p>Self directed municipal economic advocacy </p> <p>The City can have a stronger say and hand over the Regional government Protocols to investment leads, prospects for the City of Oshawa.</p>	<p>Investment ready land supply </p> <p>By introducing retrofit programs and development incentives, the City can encourage the revitalization and investment into outdated buildings. Further, providing support for serviced land and industrial parks (e.g.. Northwood Business Park) will further encourage private investment into those areas.</p>	<p>Increasing private sector employment and activity </p> <p>Offering private sector loans or grants to local businesses aimed at promoting entrepreneurship, especially for micro, small, and medium-sized businesses (to shift from public sector dominance of top employers).</p>
<p>Reduce investment activity barriers (Red Tape) </p> <p>Implementing area-based incentives to stimulate investment such as tax/wage subsidies and streamlined planning processes. An increased permit response rate, approval rate, and reduced permit fees/costs will facilitate a more appealing business climate.</p>	<p>Community amenities and public spaces </p> <p>Enhancing the quality of public spaces in town centres and commercial areas will boost foot traffic, generate interest, stimulate spending, and attract external investments.</p>	<p>Differentiate Oshawa – “Cool Factor” </p> <p>Introducing unique outdoor locations like Rendezview, Stackt Market or Chicago's “Cloud Gate” (aka The Bean) to attract visitors and enhance Oshawa's cultural appeal.</p>	<p>Attract domestic and foreign investment </p> <p>Explore and expand domestic and foreign direct investment opportunities. Enhance collaboration between the public sector, private sector, and educational institutions to create an effective and supportive ecosystem for investment.</p>













04

Target Sector Trends and Opportunities

Oshawa continues to support its traditional economic sectors while initiating a focus towards attracting emerging growth sectors






Some of Canada’s biggest milestones come from Oshawa, placing it on the technological forefront of advanced manufacturing, medical research, as well as developments in the Artificial Intelligence and Cybersecurity sectors. **Oshawa has been ranked as one of the top five markets for tech talent growth across Canada and will continue to embrace and support emerging sectors.**

Traditional Major Sectors	Advanced Manufacturing  <p>Advanced manufacturing has ushered in new methods of production of goods and services using computer-controlled and micro-electronics-based equipment, including CAD design, robots and automated storage systems.</p>	Health and Biosciences  <p>Oshawa is a centre of excellence in healthcare and a regional hub for education, training and clinical research activity. The industry represents 11% of Canada's annual G.D.P. and accounts for over 11,000 jobs in Oshawa.</p>	Multimodal Transportation  <p>Oshawa is one of few cities that can boast an airport, rail lines, a regional deep-sea port and major highways, all in proximate to each other. Companies appreciate that the port's loading dock is located 2 km/1.2 mi from Highway 401.</p>	Information Technology (IT)  <p>Oshawa has established itself as a destination for tech related to software, hardware, computer service and telecommunications, e-learning, e-commerce, and digital entertainment.</p>	Energy Generation (Nuclear)  <p>Oshawa is centrally located in Durham Region, which through Ontario Power Generation (O.P.G.) carries the responsibility of delivering roughly 50% of Ontario's energy needs for 15 million people. O.P.G. is also one of the largest infrastructure projects across Canada.</p>	
	+	+	+	+	+	
	Emerging Growth Sectors	Artificial Intelligence (AI)  <p>Ontario Tech University's recent advancements in healthcare simulation, adaptive linguistics and aerodynamics advance Oshawa as a hub for AI creativity.</p>	Augmented Reality (AR)  <p>Durham College students are creating 3D rendered buildings as part of a downtown AR tour of development activities that pop up on their phone/tablet.</p>	Cybersecurity  <p>Oshawa has made recent breakthroughs as part of this emerging sector which includes the practice of protecting systems, networks, and programs from digital attacks aimed at accessing, changing, or destroying sensitive information.</p>	eSports  <p>With the opening of its eSports Gaming Arena in Oshawa, Durham College is taking a leading role by providing students with vital hands-on experience for career success in the global eSports market. This market represents a \$1.6 billion per year industry.</p>	EV and Automotive Technologies  <p>As Ontario's flagship initiative for the automotive technologies and mobility solutions, OVIN, the Ontario Vehicle Innovation Network, is driving economic development and catalyzing a future that builds safer, cleaner, and efficient transportation.</p>

Source: [City of Oshawa](#) | [Development Insider](#) - Innovations Driving the Future Economy




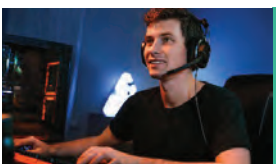

Research takeaways (target sectors) – Traditional major sectors

Summary of Traditional Major Sectors and their impact on Oshawa's Economy

Findings		Impact to Oshawa
	<p>Advanced manufacturing:</p> <ul style="list-style-type: none"> - Develop a long-term strategic vision - Promote innovation by streamlining regulations - Create specialized industrial facilities - Develop a skilled workforce - Encourage sustainability practices - Explore export opportunities - Support workforce development - Foster public-private partnerships - Establish innovation hubs 	<p>Oshawa can create a supportive ecosystem for advanced manufacturing, attract new businesses, and strengthen the existing ones, ultimately leading to sector growth and job creation. Collaboration with local businesses, educational institutions, and government agencies is key to success.</p>
	<p>Health and biosciences:</p> <ul style="list-style-type: none"> - Healthcare education and training programs for a skilled workforce - Collaboration with universities, medical schools, and vocational institutions - Specialized training and research opportunities - Support for healthcare research and innovation - Provide grants, tax incentives, and access to research facilities 	<p>A progressive support system will lead to increased employment opportunities in the City by providing skilled workers with promising career prospects, improved healthcare infrastructure and innovation. Oshawa can become a hub for medical innovation, positioning itself as a leader in the healthcare industry for the region and contributing to advancements in medical science and technology.</p>
	<p>Multimodal transportation and logistics:</p> <ul style="list-style-type: none"> - Executive airport, rail system, and port make Oshawa a transit hub and unique to comparators - Attract more business by leveraging these transportation assets and expanding service lines - Improve efficiency of goods movement - Partner with CN Rail and CP Rail to enhance intermodal facilities - Explore modernization of port facilities - Accommodate a wider range of vessels and cargo types 	<p>Oshawa can enhance its support workforce development through training programs, partnerships with technical schools, and vocational training to ensure its skilled labour force stays ahead of competitor cities. The City can further promote sustainability and efficiency by encouraging eco-friendly transportation practices and adopting technology-driven solutions to support the local environment.</p>
	<p>Information Technology (IT):</p> <ul style="list-style-type: none"> - Opportunity to foster IT research and innovation - Incentives for company research investments - Collaboration with local academic institutions - Specialized IT infrastructure and tech hubs - Attract tech businesses and startups - Competitive edge over neighbouring municipalities - Growing demand for IT services 	<p>By fostering an entrepreneurial culture, providing access to venture capital, and streamlining regulatory processes, Oshawa can incentivize organic IT business growth along with higher service availability. These measures will stimulate the expansion of Oshawa's IT sector, driving economic growth, job opportunities and technological advancements.</p>
	<p>Energy generation (Nuclear):</p> <ul style="list-style-type: none"> - The introduction of an organization like O.P.G., which supplies 50% of Ontario's energy for 15 million people, would elevate Oshawa's reputation in the energy industry - Unique opportunity for workforce development and training programs - Encourage collaboration with energy companies - Streamline regulatory processes for energy sector 	<p>Embracing new technological innovations and providing incentive strategies will enable Oshawa to strengthen its position in the energy generation industry, stimulate job growth, and contribute to a more sustainable and reliable energy future.</p>

Research takeaways (target sectors) – Emerging growth sectors

Summary of Emerging Growth Sectors and their impact on Oshawa's Economy

Findings		Impact to Oshawa
	<p>Artificial Intelligence (AI):</p> <ul style="list-style-type: none"> - Growing demand for data analysis skills due to massive daily data generation - Oshawa's graduate programs offer the necessary skills - Graduates can help organizations analyze data and use advanced analytics and AI for historical understanding and future predictions 	<p>The need for highly skilled workers to develop and maintain a wide range of AI applications is growing rapidly. With a talent pool and educational organizations leveraging new innovations, local businesses can harness AI and analytics that can lead to efficient problem-solving across various sectors, ultimately contributing to economic growth and social progress.</p>
	<p>Augmented Reality (AR):</p> <ul style="list-style-type: none"> - Joint exploration and development of diverse applications - Augmented reality perceived as a marketing tool - Aim to enhance Oshawa's reputation and heritage preservation 	<p>Embracing AR enhances the accessibility and appreciation of Oshawa's public art, enriching the cultural experience for residents and visitors alike. It further demonstrates the City's commitment to preserving and promoting its artistic heritage, contributing to a more vibrant and culturally rich community.</p>
	<p>Cybersecurity:</p> <ul style="list-style-type: none"> - Durham College, Ontario Tech University and Trent University host Cybersecurity Innovation Centres - They provide leading-edge education in cybersecurity and offer applied research services - This will prepare cybersecurity professionals for the growing demand in the region - Services are available for Oshawa's public and private-sector organizations 	<p>With further collaboration with graduate programs along with streamlined graduate job opportunities, Oshawa can thrive in the cybersecurity industry by getting ahead of its competitor cities. Students develop, evaluate and support digital security solutions by creating cost-effective and secure computing environments.</p>
	<p>eSports:</p> <ul style="list-style-type: none"> - Opportunity for Oshawa to expand services into the growing eSports industry, which leverages the 7.6 million gamers in Ontario - Identify untapped Amateur eSports markets around the G.T.H.A. and Durham Region to attract users - Centralize eSports communities in Oshawa 	<p>The opening of Durham College's eSports Gaming Arena in Oshawa allows the City to take a leading role by providing students with vital hands-on experience for career success in the global eSports market, which is exceeding \$1.6 billion per year. Oshawa can capture a large share of the lucrative industry, while further boasting itself as a pioneer and hub for embracing technology.</p>
	<p>EV and Automotive Technologies:</p> <ul style="list-style-type: none"> - OVIN (Ontario Vehicle Innovation Network) is Ontario's flagship initiative for automotive technologies and mobility solutions - OVIN is spurring economic development in the region through its automobile advancements - It's focused on creating a future with safer, cleaner, and more efficient transportation 	<p>By fostering innovation in the automotive sector, Oshawa can create additional jobs while attracting investment to the region. Furthermore, OVIN's focus on safer, cleaner, and more efficient transportation contributes to environmental sustainability and public safety, aligning with global efforts to reduce emissions and improve mobility.</p>



05

Strategic Framework

The pathway to Oshawa's Economic Development Strategy – Scope of work

O.E.D.S. targets and objectives

Development of a comprehensive economic development strategy to guide the transformation of the City's economy and its economic development activities over the next 10 years



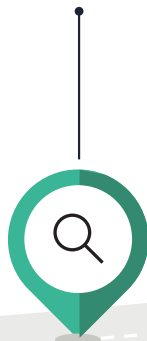
Conduct **market research** and **engagement** to understand:

- The City of Oshawa's **strategic vision** and the desires of key stakeholders.
- Local, regional and national economy and Oshawa's role in the G.T.H.A.
- Identify opportunities and challenges as identified by diverse stakeholders.



Analyze and review market research to identify Oshawa's **gaps**:

Identify **challenges**, and **strengths/differentiators** of the City which culminate in the formulation of key **opportunities**/options for the plan.



Options assessment based on Oshawa's objective:

Assess options for **alignment** with the overall direction that the City is heading in, **viability** with respect to whether the City has the capability to implement the options, and **financial feasibility**.



Identify strategic areas of focus:

Determine **areas of focus, and strategies (goals and objectives)** that identify and leverage the City's competitive advantages to foster sustainable economic growth.



Oshawa Economic Development Strategy (O.E.D.S.)



Formation of Oshawa's action plan and next steps:

Create an **action and implementation plan** to achieve the outlined goals and objectives to address specific challenges and capitalize on opportunities.

Defining Oshawa’s economic development opportunity through key areas of focus, strategies and actions

Research takeaways

Research identified several insights and key themes that are significant to the development of the O.E.D.S. This includes but are not limited to:

- **Oshawa’s current economy** is driven by 5 major sectors: Advanced Manufacturing, Health and Biosciences, Multimodal Transportation, Information Technology and Education.
- **Public sector employment plays a significant role in Oshawa** Eight of Oshawa’s top ten employers are in the public sector representing ~25% of the

total work force. Four of the ten largest employers are within the education industry.

- **Oshawa’s existing and diverse infrastructure** that drives local and regional economic activity. This includes the Executive Airport, Port of Oshawa, roads, rail and transit.
- **Oshawa’s emerging economy** is represented by 5 growth sectors: Artificial Intelligence, Augmented Reality, Cybersecurity, eSports and EV and Automotive Technologies.

Engagement takeaways

The insights and key themes gained from stakeholder engagement unveil various infrastructure opportunities:

- Infrastructure enhancement
- Improved transit connectivity
- Public Space/Multi-purpose development
- Harnessing Oshawa’s growth sectors and emerging industries
- Housing Affordability is a concern
- Leveraging existing waterfront

For additional key takeaways, the following provides themes relating to talent retention, business attraction and partnerships:

- Strengthening partnerships between local universities/colleges and key employers
- Retain talent by helping students and newcomers build grass roots
- Enhancing Environmental and Sustainability practices
- Streamlining bureaucratic processes

AREAS OF FOCUS

Advancing Oshawa’s economic development opportunity will rely on advancing the following areas of focus:

- **Economy and employment**
- **Infrastructure**
- **Real estate**
- **Growth and expansion**
- **Cultural vitality**

Focusing on these areas will enable Oshawa to augment and mature its existing expertise while providing a pathway to great economic impact that may include but not be limited to:

- **Job creation**
- **Economic growth**
- **Economic diversification**
- **Enhanced trade**
- **Quality of life**
- **Tax revenue generation**



STRATEGIES AND ACTIONS

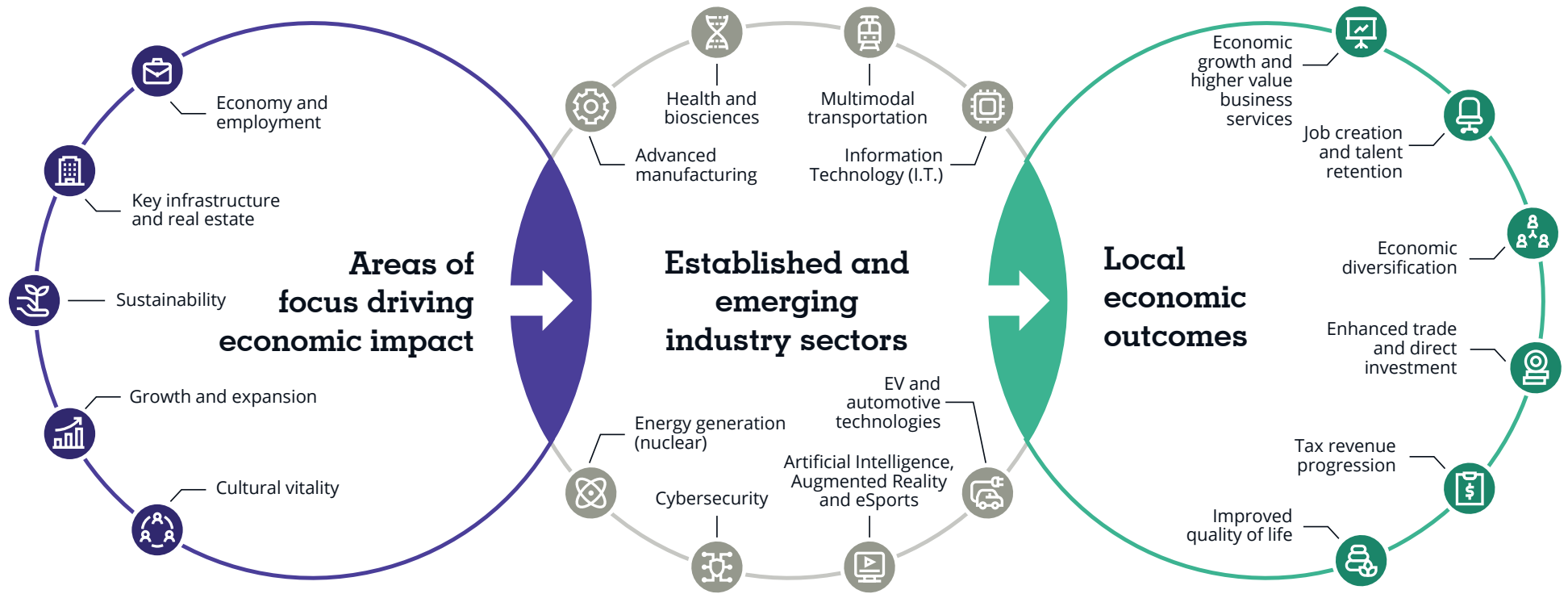
Informed by the Areas of Focus, strategies and actions provides specific steps or planned measurements that if undertaken may achieve the desired economic development goals. The intention of these actions are to provide:

- concrete, practical, and often policy-driven initiatives.
- actions to address specific challenges or opportunities.

- solutions to capitalize on opportunities and create a conducive environment for sustainable economic growth and development.
- essential components of an economic development strategy, serving as the practical means to achieve the broader economic goals and objectives set by policymakers and stakeholders.

Identifying the drivers and impact to measure the O.E.D.S.

As Oshawa progresses with the implementation of the O.E.D.S., the following figure illustrates how the Areas of Focus contribute to economic impact, emphasizing both established and emerging industry sectors to drive economic outcomes. This comprehensive framework is designed to align with strategic priorities and accommodate the evolving economic landscape, fostering a proactive approach to embracing opportunities.



05 Overview of areas of focus and strategy recommendations



Economy and Employment



Strategy 1A

Enhance local business development

This strategy is designed to foster sustainable business growth and stability within Oshawa and its surrounding communities. This approach prioritizes the enhancement of local businesses by supporting their development, training and long-term success.

Objectives

- Organically grow local business through utilizing the in-place network and economic framework
- Leverage existing / planned infrastructure to grow Canadian grain exports

KPI's

- GDP growth (excluding new enterprise) and Sectoral Contribution
 - Number of business openings/closures
 - Employment rate and net job growth
-

Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
1.A.1) Implement Economic Development Reviews on all Aligned Municipal Strategies and Plans	<ul style="list-style-type: none"> Support the integration of economic development perspectives on all aligned municipal strategies and plans Align Economic and Development Services objectives as part of the planning review for internal and external submissions 	💰💰		Short-term			Economic and Development services
1.A.2) Develop Annual Business Engagement	<ul style="list-style-type: none"> Engage with at least 20 local businesses on an annual basis to understand their aspirations, plans and challenges 	💰💰		Short-term			Economic and Development services
1.A.3) Promote Community Improvement Plans (CIP)	<ul style="list-style-type: none"> Educate building and business owners on CIP initiatives and incentives to further promote their availability Encourage further investment via promotional activities for CIP (e.g., direct stakeholder contact, town halls, webinars, etc.) 	💰		Medium-term			Economic and Development services
1.A.4) Establish Business Educational Workshops	<ul style="list-style-type: none"> Develop and host educational forums for CIP awareness, agri-tourism benefits and key sector collaboration and synergies Develop a roadmap for business support in the community including access to financing and business planning support, looking for gaps and demands for service 	💰💰		Medium-term			Durham Workforce Authority, Region of Durham, Greater Oshawa Chamber of Commerce Provincial Partners
1.A.5) Establish Industry Economic Roundtable	<ul style="list-style-type: none"> Establish an industry roundtable comprised of significant Oshawa employers Maintain regular contact and communication initiatives with key industry leaders, emerging businesses and personnel via quarterly economic development town halls, newsletters and other media sources 	💰💰		Short-term			Oshawa Chamber, Region of Durham, Durham Workforce Authority
1.A.6) Establish 'Welcome to Oshawa Business' Protocol	<ul style="list-style-type: none"> Establish a 'Welcome to Oshawa' protocol for new residents and businesses 	💰💰💰		Short-term			Oshawa Chamber, Durham Region, Workforce Authority, Service Oshawa
1.A.7) Drive Innovative Economic Reputation	<ul style="list-style-type: none"> Showcase and elevate exposure of examples where Oshawa has solved global challenges (e.g., Lactalis distribution facility) Promote the City via reputable print / web media outlets (e.g., Globe and Mail, Financial Post and National Association for Industrial and Office Parks) 	💰💰💰		Medium-term			Economic and Development services

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.

Economy and Employment



Strategy 1A

Enhance local business development (contd.)

This strategy is designed to foster sustainable business growth and stability within Oshawa and its surrounding communities. This approach prioritizes the enhancement of local businesses by supporting their development, training and long-term success.



Objectives

- Organically grow local business through utilizing the in-place network and economic framework
- Leverage existing / planned infrastructure to grow Canadian grain exports

KPI's

- GDP growth (excluding new enterprise) and Sectoral Contribution
- Number of business openings/closures
- Employment rate and net job growth



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
1.A.8) Local Business Upskilling	<ul style="list-style-type: none"> • Work with Spark Centre to provide advice and support for businesses to 'grow their own' skills through reskilling and upskilling programs 	💰💰		Short-term			Spark, Post-Secondary Partners
1.A.9) Business Coaching	<ul style="list-style-type: none"> • Provide 1-1 business support to help independent businesses remain in downtown Oshawa and adapt their offer to better meet consumer needs 	💰💰		Medium-term			Economic and Development services
1.A.10) Establish and Strengthen Promotional Business and Economic Events	<ul style="list-style-type: none"> • Host flagship G.T.H.A.-wide events annually to showcase the City's investment-ready businesses, technologies and research to investors, companies and entrepreneurs (in addition to annual Realtor and Developer event) • Host a Future Energy event in the region to entice international audience 	💰		Medium-term			Durham Region, O.P.G., Municipal Partners
1.A.11) Global Trade Campaigns	<ul style="list-style-type: none"> • Develop direct global trade campaigns to market Oshawa's infrastructure opportunities 	💰💰		Long-term			Durham Region, Invest in Ontario / Invest in Canada
1.A.12) Secure and Host of Flagship Business Events	<ul style="list-style-type: none"> • Host flagship G.T.H.A.-wide business events to showcase Oshawa's capabilities and potential 	💰💰		Long-term			Economic and Development services
1.A.13) Expand Resources to Deliver the Economic Development Strategy	<ul style="list-style-type: none"> • Expand employee and financial resources and services needed to both execute and track performance of the O.E.D.S. • Provide regular updates to Council and administration on the local economy and the challenges and opportunities facing businesses • Report to Council, the community and other key stakeholders on O.E.D.S. implementation, accomplishments, and ongoing efforts to support economic development in Oshawa 	💰💰💰		Short-term			C.L.T./ Council

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.

Economy and Employment



Strategy 1B

Intensify workforce development and talent retention

The process of creating an environment to enhance the skills, knowledge, and capabilities of the workforce, while simultaneously implementing policies and practices designed to reducing turnover allowing for the retention of talent within the City.



Objectives

- Foster and improve workforce and talent retention
- Stimulate post-secondary graduate residential retention

KPI's

- Net job growth
- Sectoral job creation
- Employee turnover rate
- Student population growth



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
1.B.1) Strengthen Oshawa's Reputation Associated with Community Quality	<ul style="list-style-type: none"> Undertake activities that improve Oshawa's Quality of Place metrics Establish process for sponsorship opportunities for events to enhance the City Host specific (i.e., arts, sport, etc.) downtown core events that engage, inspire and connect the community, creating sport and social legacies 	💰💰		Medium-term			Economic and Development services
1.B.2) Deepen Post-Secondary Off-Campus Community Connections	<ul style="list-style-type: none"> Recruit and encourage co-operative education programs with local post-secondary institutions Encourage post-secondary institutions to implement outreach programs that address community needs, such as tutoring services, adult education, or workshops 	💰💰		Medium-term			Economic and Development services
1.B.3) Enhance Current and Future Talent Capabilities and Requirements	<ul style="list-style-type: none"> Form a major employers and educational roundtable Identify demand and supply gaps in local talent required to support local business sectors Work with local educational institutions to address specific workforce demand in the local community including regular diploma programs or targeted, customized training 	💰		Short-term			Economic and Development services / Durham Workforce Authority
1.B.4) Develop and Offer Entrepreneurial Workshops / Seminars for Students, Local Small Business and Other Stakeholders	<ul style="list-style-type: none"> Curate workshops/seminars dedicated to bringing together entrepreneurs to encourage collaboration with a goal of fostering new ideas and business opportunities Work with successful local businesspeople to offer mentorship and support to aspiring entrepreneurs 	💰💰		Medium-term			Economic and Development services
1.B.5) Develop Co-Operative Education Incentive Plan for Local Business	<ul style="list-style-type: none"> Help post secondary institutions to find co-op work with designated employers Work to connect local business with higher education to develop programs designed to increase student learning and participation in the workplace at a younger age 	💰💰		Medium-term			Post-Secondary Institutions
1.B.6) Establish Sponsorship Opportunities and Incentive Packages for Local Business	<ul style="list-style-type: none"> Create appealing sponsorship packages with various levels of involvement, offering exposure and recognition in return for financial support Reach out to local businesses to gauge their interest in sponsoring community events or initiatives 	💰💰💰		Long-term			Community Partnerships

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.

05 Capital Infrastructure



Strategy 2A

Key infrastructure optimization

The process of optimizing existing capital infrastructure to achieve peak efficiency and performance ultimately resulting in the most significant economic impact and benefit for Oshawa.



Objectives

- Expand shipping capabilities
- Broaden air and water shipping offerings

KPI's

- Increased Shipping Network Volume



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
2.A.1) Support Opportunities for Growth at the Port of Oshawa	<ul style="list-style-type: none"> • Determine economic, and business benefits to accelerate capital improvements to support Port operations • Investigate feasibility / ROI implications for additional infrastructure investments (i.e., shipping container facilities, silos, liquid storage, petroleum storage, etc.) 	\$ \$		Medium-term			HOPA, Planning Services
2.A.2) Examine Potential Avenues for the City to Leverage the Airport for Strategic Opportunities	<ul style="list-style-type: none"> • Explore ways where the City can support expansion opportunities aimed at augmenting both the capacity and array of commodities for both inbound and outbound activities at the port • Partner with the Greater Toronto Airport Authority (G.T.A.A.) to explore strategic growth possibilities 	\$ \$ \$		Long-term			Oshawa Executive Airport, Planning Services

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.

Capital Infrastructure



Strategy 2B

Investigate new infrastructure feasibility and requirements

The process of analyzing and evaluating the financial viability associated with expanding the municipally owned infrastructure network to support service operators.



Objectives

- Enhance infrastructure offering for northern-Oshawa businesses
- Leverage existing under-utilized infrastructure
- Reduce congestion throughout city

KPI's

- Increased infrastructure capabilities



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
2.B.1) Augment and Advance Comprehensive 'Mobility Hub' Lands Strategy	<ul style="list-style-type: none"> Support planning, real estate and economic impacts studies that capture future GO Stations opportunity to optimize community and economic impacts Investigate all lands surrounding future transit improvements (i.e., GO Stations, LRT, etc.) to ensure highest / best use for transit hubs Engage diverse community and business stakeholders (i.e., local residents, commuter-employees, etc.) to garner feedback 	Ⓢ		Medium-term			Planning Services
2.B.2) Investigate Economic Impact of Infrastructure Investment	<ul style="list-style-type: none"> Conduct an in-depth assessment of increasing capital investment to support the freight rail network, followed by a financial analysis to determine the implications on profitability and feasibility Provide support for additional rail and port infrastructure investments (i.e., shipping container facilities, silos, liquid storage, petroleum storage, etc.) whether industry or City led 	ⓈⓈⓈ		Medium-term			Finance / Planning Services
2.B.3) Expand Infrastructure Network Opportunities	<ul style="list-style-type: none"> Investigate the City's opportunity to encourage, or support railway extensions to industrial parks in proximity to Highway 401, or alternatively introducing and developing a 'Rail-port' for local Oshawa business to leverage this significant, under-utilized infrastructure. Explore opportunities to build downtown parking spaces to service employees, customers, and downtown visitors Explore municipal ability to contribute to the introduction of an LRT infrastructure system (e.g., MTSA investigation) 	ⓈⓈⓈ		Long-term			CN / CP Rail, MTO, Planning Services

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.



Strategy 3A

Enhance impact of Oshawa's real estate portfolio

The process of developing a comprehensive program for municipal owned real estate assets, emphasizing the key specifications, opportunities and potential implications on the City's economic climate with the aim of maximizing efficiency and performance.



Objectives

- Space optimization
- Development lands
- Address long-term care and affordable housing requirements
- Downtown revitalization

KPI's

- Develop a complete inventory of all city owned lands
- Identify opportunities to maximize the potential of city lands



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
3.A.1) Develop City of Oshawa Industrial Land Strategy	<ul style="list-style-type: none"> • Develop and implement an industrial land strategy to support the growth and development of Oshawa's employment and industrial sector 	\$		Medium-term			Economic Development
3.A.2) Review of Oshawa's City-Owned Real Estate Portfolio	<ul style="list-style-type: none"> • Align uses of city owned assets to ensure optimal performance. Further, this will allow for a determination of what assets may be underutilized and have greater potential 	\$		Medium-term			Planning Services
3.A.3) Real Estate Optimization	<ul style="list-style-type: none"> • Explore redevelopment opportunities to incorporate mixed use residential, commercial and tourism uses 	\$		Short-term			Planning Services
3.A.4) Update Community Improvement Plans	<ul style="list-style-type: none"> • Incentivize comprehensive neighbourhood redevelopment by updating Community Improvement Plans for economically identified priority lands 	\$\$		Medium-term			Planning Services
3.A.5) Unlock Large-Scale Development	<ul style="list-style-type: none"> • Support anchor institutions to unlock large-scale development plans that align with the objectives of this strategy 	\$		Medium-term			Planning Services

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.



Strategy 3B

Ensure sufficient supply of 'shovel-ready' industrial and Employment Lands

Developing an inventory of competitive 'shovel-ready' industrial/Employment Lands to accommodate investment in advanced manufacturing, agriculture, food processing, warehousing/distribution and logistics.

Objectives

- Encourage Development Activity within the City

KPI's

- Business space expansion
- Sectoral job creation



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
3.B.1) Develop a Formal Employment / Industrial Lands Review and Strategy	<ul style="list-style-type: none"> Create an inventory of specific development-ready industrial / employment sites to meet a range of requirements Establish a municipal process for identifying target sites and expediting the approval process, particularly for lands in proximity to Highway 407 	\$		Long-term			Planning Services
3.B.2) Identify Regionally Significant Site	<ul style="list-style-type: none"> Identify regionally significant industrial sites and subsequently protect these areas from conversions to other uses 	\$		Short-term			Planning Services
3.B.3) Brownfield Remediation Incentives	<ul style="list-style-type: none"> Continue to provide incentives for sites in need of remediation, particularly with respect to "green" industries that may not be suitable for new business park locations 	\$\$\$		Short-term			Planning Services
3.B.4) Streamline Development Process	<ul style="list-style-type: none"> Reduce regulations / amend policies that hamper economically impactful development activity 	\$		Medium-term			Planning Services
3.B.5) Participate in the MEDJCT Site certification program	<ul style="list-style-type: none"> Participation in the MEDJCT (Ministry of Economic Development, Job Creation and Trade) site certification program should be considered for sites that would qualify 	\$		Medium-term			Planning Services,

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.

Growth and Expansion



Strategy 4A

Attract new domestic and foreign direct investment

The process of developing an environment that is enticing for foreign investment and generates interest among external stakeholders.



Objectives

- Develop an attractive investment climate within the City of Oshawa
- Attract new business to the City

KPI's

- Business growth
- Increased investment volume into the City



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
4.A.1) Favourable Investment Environment	<ul style="list-style-type: none"> • Implement policies that are favourable to investors such as streamlined regulations, red tape reduction, etc. to ease the entrance of foreign companies 	\$		Medium-term			Planning Services / Finance
4.A.2) Incentive Creation	<ul style="list-style-type: none"> • Develop an incentive policies to help offset the cost of entrance and ensures the Oshawa economy is an attractive environment such as grants and subsidies in accordance with Municipal Act 	\$		Medium-term			Planning Services / Finance
4.A.3) Articulate Value Proposition	<ul style="list-style-type: none"> • Enhance awareness and visibility for Oshawa as an integrated part of the G.T.H.A. economy • Differentiate Oshawa within the broader marketplace as a prime location for new business investment • Facilitate the location decision: make it easy for potential targets to make the investment 	\$\$		Short-term			Economic and Development services
4.A.4) Augment Lead Generation	<ul style="list-style-type: none"> • Target the right sectors in the right geographies; align focus sectors with shifting sector composition and Oshawa's competitive advantages focusing on exports from existing enterprise first followed by inbound investment opportunities from international prospects 	\$		Medium-term			Economic and Development services
4.A.5) Assure Investment Propensity	<ul style="list-style-type: none"> • Ensure strong supply of shovel-ready lands, particularly for large space users such as distribution, warehousing, large food processing, and manufacturing activities • Take a proactive and integrated approach to tracking and securing investment and facilitating approvals • Provide strong after sales support to ensure smooth adjustment to the City and leverage additional opportunities 	\$\$\$		Medium-term			Planning Services

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.

Growth and Expansion



Strategy 4B

Develop competitive incentive programs for the City

The process of ensuring a favourable array of financial incentives for businesses to augment the City's appeal as a favourable operating environment for businesses.



Objectives

- Support local business within the City of Oshawa

KPI's

- Higher start-up business success rates
- Job creation



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
4.B.1) Grant Benefits	<ul style="list-style-type: none"> Develop grant policies to assist with activities such as research and development for emerging sectors, and redeveloping manufacturing facilities 	💰💰		Medium-term			Planning Services
4.B.2) Taxes	<ul style="list-style-type: none"> Offer tax incentives for companies entering Oshawa that can come in the form of value added taxes, indirect taxes, property and land use taxes and customs and duties 	💰💰		Medium-term			Finance
4.B.3) Infrastructure Support	<ul style="list-style-type: none"> Qualified plans for government support and investment for infrastructure to maintain plants 	💰		Short-term			Economic and Development services
4.B.4) Land Purchase Price	<ul style="list-style-type: none"> Government support for purchase of land needed for facilities including expropriation proceedings; land purchase assistance and financing; discount land purchase agreements; rent exemptions consistent with the Municipal Act 	💰💰		Medium-term			Finance
4.B.5) Employee Assistance Programs (EAPs)	<ul style="list-style-type: none"> Provide new residences with counselling on visa application process Provide career counselling workshops for immigrants 	💰💰		Medium-term			Spark Centre
4.B.6) General Investment Projects	<ul style="list-style-type: none"> Actively market the city as an attractive investment destination through targeted marketing campaigns, trade shows, and development events Simplify/expedite the permitting and approval process for investment projects Offer financial incentives and grants to attract investors Implement programs that specifically target businesses to relocate or expand in Oshawa 	💰💰💰		Medium-term			Economic and Development services

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.

05 Growth and Expansion



Strategy 4C

Develop targeted marketing materials and Oshawa branding

The process of generating a myriad of marketing materials and branding for the City of Oshawa with a focus on promoting the business environment to help entice prospective investors.



Objectives

- Foster and Improve awareness for economic activities with the City of Oshawa

KPI's

- Attract greater investment into the City



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
4.C.1) Develop Competitive Economic Marketing Material	<ul style="list-style-type: none"> Create economic marketing material to brand and promote Oshawa's economic engine (i.e., unique advantages, talent pool, sector-specific, made-in-Oshawa advantages, etc.) 	\$		Medium-term			Economic and Development services
4.C.2) Establish "Made in Oshawa" Branding	<ul style="list-style-type: none"> Develop branding for locally manufactured products to spread awareness of "Oshawa Made" goods through various distribution channels 	\$		Short-term			Economic and Development services
4.C.3) Brand and Promote Oshawa's Economic Engine	<ul style="list-style-type: none"> Promote Oshawa's unique advantages as a place to grow both Provincial and national presence – collectively making it a superior location to do business within the G.T.H.A. Promote access to talent pool: Demonstrate that new firms will be able to attract the 'best and brightest' Market Oshawa's congestion advantage: Oshawa business can save excess travel delay costs compared to operating in Toronto, Peel Region, York Region and rest of the G.T.H.A. 	\$		Long-term			Economic and Development services
4.C.4) Target Events to Revitalize Downtown Engagement	<ul style="list-style-type: none"> Work with industry partners to create extensive and exciting events and programs to attract visitors from the broader region Assist event partners with queries relating to licensing, spaces, marketing and other topics Review licensing and planning policies to ensure they enable organizers to easily plan vibrant, diverse and well-managed events 	\$		Short-term			Oshawa Chamber/ Oshawa Tourism/ Durham Region Tourism

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.

05 Cultural Vitality



Strategy 5A

Create a vibrant community for people to live, work, learn and play

The process of creating communities that support a multitude of activities which ultimately results in a desire amongst residents to reside in those areas.



Objectives

- Enhance community vibrancy and community inclusivity

KPI's

- Resident Satisfaction
- Community Involvement
- Population growth



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
5.A.1) Align Oshawa's Key Arts, Culture and Heritage Goals and Projects	<ul style="list-style-type: none"> Renew Oshawa's Culture Counts: Updating Oshawa's Arts, Culture and Heritage Plan by remapping the plan to ensure it supports the most up to date demographic profile. Establish or renew terms of reference, metrics and investment parameters Explore opportunities to support the growth of arts, culture, and heritage activities by reducing barriers for community-run programming 	\$		Short-term			Economic and Development services
5.A.2) Expand Financially Sustainable Local Art, Cultural Events, Music Festivals and Theatre Productions	<ul style="list-style-type: none"> Develop event specific business cases and specific KPIs that outline the economic, social, and cultural objectives to be achieved prior to investment Establish specific objectives and roles for Oshawa's arts and culture council to support and fund local artists, musicians, and performers Assess the public art program to define scope, investment, and envisioned economic impact of the investment. Explore external funding sources and corporate sponsorship to offset program costs Commission, as per a defined business case / economic impact assessment, public art installations and sculptures to beautify public spaces and create a sense of cultural identity. Establish public art and locational criteria to guide investment Collaborate with local associations and other not-for-profits to create marketplaces, fairs and venues for local artisans to showcase and sell their crafts and artwork. Review municipal policies as required to reduce red tape and accelerate event adoption in lieu of municipal investment 	\$ \$		Medium-term			Economic and Development services
5.A.3) Promote Heritage Preservation and Cultural Infrastructure Districts	<ul style="list-style-type: none"> Increase opportunities for visitors to learn about Oshawa's history along with its historical sites and landmarks 	\$		Short-term			Economic and Development services

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.

05 Cultural Vitality



Strategy 5A

Create a vibrant community for people to live, work, learn and play (contd.)

The process of creating communities that support a multitude of activities which ultimately results in a desire amongst citizens to reside in those areas.



Objectives

- Enhance community vibrancy and community inclusivity

KPI's

- Resident Satisfaction
- Community Involvement
- Population growth



Actions*	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
5.A.4) Support Cultural Programming and Education	<ul style="list-style-type: none"> Develop partnerships with private organizations and foundations to support cultural endeavors Increase the diversity of programs offered and supported, ensuring programs are representative of a wide variety of artistic disciplines and cultures Facilitate the promotion of local businesses and partnering organizations who actively increase cultural vitality of the City Create incubator programs to help grow local arts and culture 	\$		Long-term			Economic and Development services
5.A.5) Mitigate Social Issues Impacting the Business Environment	<ul style="list-style-type: none"> Establish a multi-stakeholder working group comprised of regional and municipal government, business and community representation to identify required business supports, assign responsibilities and develop strategies to mitigate social issues impacting the business environment Support the Region in their primary responsibility and delivery of programs and services associated with public health, housing and other social services Engage in expanded government relations to advocate for further investment, and align local efforts 	\$		Short-term			Economic and Development services

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.



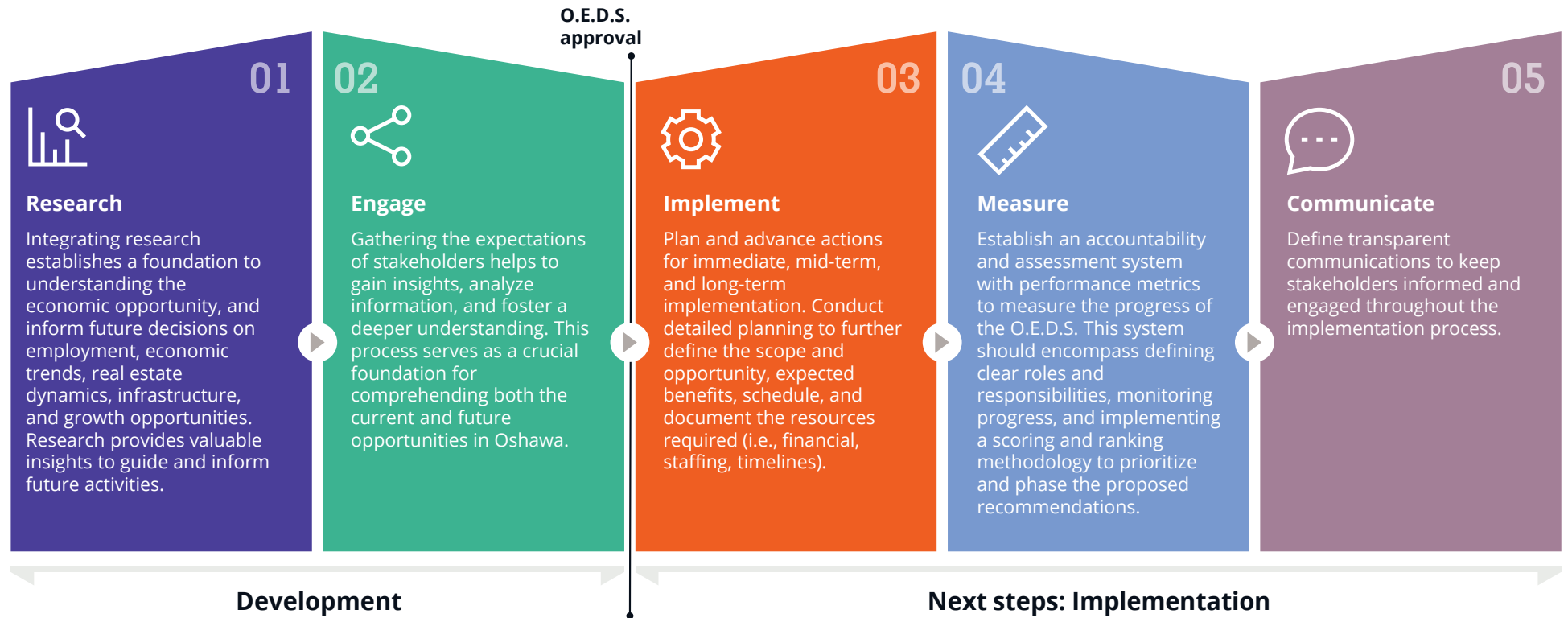
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Implementation Framework

O.E.D.S. implementation roadmap

The Implementation Roadmap delineates the developmental and implementation process of the Oshawa Economic Development Strategy (O.E.D.S.). It offers guidance on the phases completed and outlines the upcoming phases. Future phases will focus on refining specific actions, milestones, timelines, and resource requirements to advance the Areas of Focus and achieve strategic goals.

By structuring the O.E.D.S. into sequential phases, the roadmap aims to provide a comprehensive framework for efficient implementation, enhancing the prospects of success.



O.E.D.S. action timeline recommendation

The following highlights the **proposed timelines for the outlined actions**. While these serve as an initial guide, adjustments to the timelines may occur due to additional planning, organizational resource availability, and other influencing factors.

Areas of focus / strategies	Short Term 1 – 2 years	Medium Term 3 – 5 years	Long Term 6+ years		
1. Economy and employment	1.A.1) Implement Economic Development Reviews on all Aligned Municipal Strategies and Plans 1.A.2) Develop Annual Business Engagement 1.A.5) Establish Industry Economic Roundtable 1.A.8) Local Business Upskilling	1.A.6) Establish 'Welcome to Oshawa Business' Protocol 1.A.13) Expand resources to deliver the Economic Development Strategy 1.B.3) Enhance Current and Future Talent Capabilities and Requirements	1.A.3) Promote Community Improvement Plans (CIP) 1.A.4) Establish Business Educational Workshops 1.A.7) Drive Innovative Economic Reputation 1.A.9) Business Coaching 1.A.10) Establish and Strengthen Promotional Business and Economic Events	1.B.1) Strengthen Oshawa reputation associated with community quality 1.B.2) Deepen Post-Secondary off-Campus Community Connections 1.B.4) Develop and Offer Entrepreneurial Workshops / Seminars for Students, Local Small Business and Other Stakeholders 1.B.5) Develop Co-Operative Education incentive Plan for Local Business	1.A.11) Global Trade Campaigns 1.A.12) Secure and host of Flagship Business Events 1.B.6) Establish Sponsorship opportunities and Incentive Packages for Local Business
2. Capital infrastructure		2.A.1) Support opportunities for growth at the Oshawa Port 2.B.2) Investigate Economic Impact of Infrastructure Investment	2.B.1) Augment and Advance Comprehensive 'Mobility Hub' Lands Strategy	2.A.2) Examine potential avenues for the City to leverage the airport for strategic opportunities 2.B.3) Expand Infrastructure Network Opportunities	
3. Real estate	3.A.3) Real Estate Optimization Strategy 3.B.3) Brownfield Remediation Incentives	3.B.2) Identify Regionally Significant Site	3.A.1) Develop City of Oshawa Industrial Land Strategy 3.A.4) Update Community Improvement Plans 3.B.4) Streamline Development Process	3.A.2) Review of Oshawa's City-Owned Real Estate Portfolio 3.A.5) Unlock Large-Scale development 3.B.5) Participate in the MEDJCT Site certification program	3.B.1) Develop a formal employment / industrial lands review and strategy
4. Growth and expansion	4.A.3) Articulate Value Proposition 4.C.2) Establish "Made in Oshawa" Branding	4.B.3) Infrastructure Support 4.C.4) Target events to revitalize downtown engagement	4.A.1) Favourable Investment Environment 4.A.4) Augment Lead Generation 4.B.1) Grant Benefits 4.B.4) Land Purchase Price 4.B.6) General Investment Projects	4.A.2) Incentive Creation 4.A.5) Assure Investment Propensity 4.B.2) Taxes 4.B.5) Employee Assistance Program (EAP) 4.C.1) Develop Competitive Economic Marketing Material	4.C.3) Brand and Promote Oshawa's Economic Engine
5. Cultural vitality	5.A.1) Align Oshawa's key arts, culture and heritage goals and projects 5.A.5) Mitigate social issues impacting the business environment	5.A.3) Promote Heritage Preservation and Cultural Infrastructure Districts	5.A.2) Expand financially sustainable local art, cultural events, music festivals and theatre productions	5.A.4) Support Cultural Programming and Education	

Implementation Planning and Action Scoping

Upon approval of the O.E.D.S. Areas of Focus and Strategies from Council, essential action scoping and planning tasks must be undertaken before committing resources and implementing. The following outlines keys activities that will assist in defining the full opportunity. Undertaking these steps ensures that actions are well-defined, effectively managed, and executed within the allocated budget and timeline, thus maximizing the likelihood of successful implementation and achieving the desired outcomes.

Activity	Description / Intent
Define objectives	Explicitly outline the project's goals, desired outcomes, and benefits is essential to securing stakeholder alignment with the project deliverables and end objectives.
Establish scope and governance	Develop a detailed statement of scope that explicitly states deliverables and action boundaries to ensure all stakeholders are aware of what is in and out of scope. List of all deliverables expected, and those that are excluded from the action. Identify the department or individual accountable for the delivery and final acceptance of the action deliverable(s).
Identify stakeholders	Thoroughly determine all the parties, both directly and indirectly involved with or affected by the action. This comprehensive assessment should encompass all stakeholders, including individuals, organizations, and communities, to ensure effective engagement and proactive management of potential impacts throughout the execution of the action.
Define deliverables	Clearly define action deliverable(s) whether they are specific outputs, tangible or intangible, that must be produced to fulfill the action's objectives. They represent the measurable results and outcomes that signify the successful completion of action.
Estimate resource requirements	Determine resources required to successfully complete the project, including human resources, equipment and technology, and support staff / subject matter experts as required. Identified if external support is required from key stakeholders, and the magnitude of their involvement.
Financial summary / estimated budget required	Identification of expected costs and creation of a detailed budget to implement the action. Includes identifying the potential funding source(s), required financial resources and the impact on the approved or forecasted budget. Where applicable provide information to identify whether capital, operating or both funding is requires to support the action.
Develop project schedule	Development of a timeline to breakdown the project into tasks and appropriately estimating durations and allocation of resources.
Action success criteria and metrics	Outline the measurable action objectives and criteria for success. Define key performance metrics, including the frequency of measurement.

Action Scoping – Example Scoping Framework

Assessment framework may be used to incentivize economic development

The following framework aims to help the City of Oshawa to determine the appropriate steps that should be taken to assess a project.



Example framework



Sample assessment framework

Opportunity may be analyzed on a case-by-case basis using the following framework

Action	Council Objective Alignment	Economic Growth	Economic Diversification	Job Creation	Quality of Life
[Action 1]	-	-	-	-	-
[Action 2]	-	-	-	-	-
[Action 3]	-	-	-	-	-
[Action 4]	-	-	-	-	-
[Action 5]	-	-	-	-	-



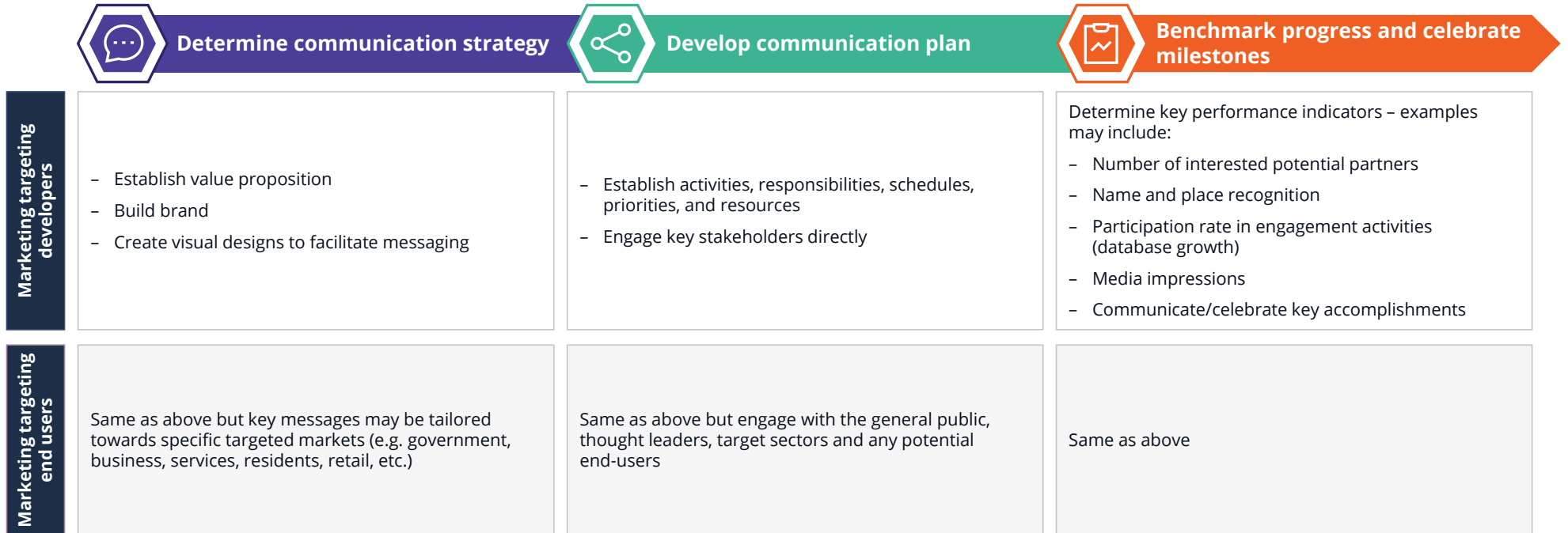
07 **Marketing Approach**

Marketing approach - Work program overview

Three-step marketing programs have been developed for economic development to target developers and end-users / tenants

A marketing strategy identifies the path between the end results and the means that can be utilized to achieve the desired outcome. A marketing plan focuses on resource allocation and actionable items to achieve both short-term and long-term objectives.

Based on the long-term nature of economic development, it's crucial to target both developers and end users/tenants. While much of the positioning, channels and tools may remain the same, the key messaging will vary based on the target audience. As such, two marketing strategies are presented below.







Marketing approach - Step I: Establish the value proposition

Value propositions have been established based on four essential elements to communicate key visions and considerations

A value proposition is a carefully crafted, simple statement that captures the essence of the value of a project, that will be provided to the target market. A value proposition can be broken down into four elements: understand the targeted audience, identify goals that need to be achieved, state the competitive advantage and voice the future vision.

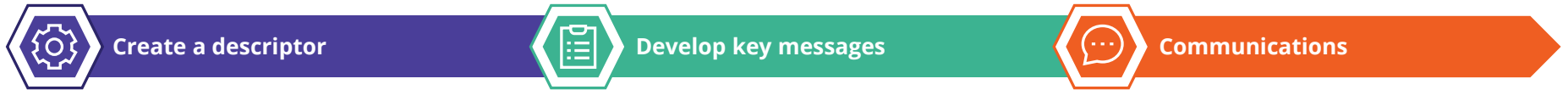
Based on the described approach, **we have drafted two value propositions:** one intended to target developers and the other intended to target tenants / end users.

	Value proposition example targeting developers	Value proposition example targeting tenants / end users
Targeted audience 	Ahead of the curve, prospective developers, investors and partners	Forward-thinking, savvy businesses, services, arts organizations, retailers and residents- along with key industry sectors
Goals to achieve 	Building a dynamic, technologically advanced and ecologically considered mixed-use development	Locating in a dynamic, technologically advanced and ecologically-sound evolving community
Competitive advantage 	An opportunity to create the future and be a leading investor in one of the leading G.T.H.A. locations	An opportunity to be part of the future and be a bold leader located in one of the prominent G.T.H.A. cities with a tremendous future ahead
Vision 	Innovation through the industrial and commercial sector can become a unique, vibrant, accessible, connected, sustainable, and innovative employment district	The City will advance an Innovation Area that will be a culturally vibrant, innovative, walkable, sustainable, and friendly employment district

Marketing approach - Step II: Build brand

Steps to build a successful brand

The **“Oshawa” brand** will evolve over time and therefore should be flexible while the name and key messages will likely remain constant. The brand needs to be coherent and not just consistent. **Although the full “Oshawa” brand story may not be fully defined** from the outset, it is essential to establish the necessary foundation for brand recognition.



General approach	<p>A very short slogan will help communicate what Oshawa represents</p>	<p>Key messages should incorporate various ideas and be presented in a way that is easily understood</p>	<p>Determine appropriate communication tools to channels</p>
Suggestions and recommendations	<p>Some ideas might be:</p> <ul style="list-style-type: none"> - Advanced technology corridor - A Place for Creativity - Diverse. Unique. Accessible. - Where Innovation Meets Tomorrow - Innovation Hub - Redefining Urban Living - Explore, Experience, Excel 	<p>Identify and prioritize important concepts, examples may include:</p> <ul style="list-style-type: none"> - One of the last affordable opportunities in the G.T.H.A. - Proximity to UTM, Pearson International Airport, GO Transit, etc. - Central in the Toronto Innovation corridor - Oshawa’s history of growth and constant transformation - Oshawa’s economic strength, resiliency, talent pool, diversity, prosperity, safety, etc. - Green district 	<p>Distribute the messages to reach the right people; examples of communication tools may include:</p> <ul style="list-style-type: none"> - Social media - Website - Video - Brochures - Infographics - Newsletters - Presentations - Exhibitions - Signage

Marketing approach - Step III: Engage stakeholders

Stakeholder engagement: Two-way and one-way engagement

Stakeholder engagement is an important part of the process

The stakeholder engagement process can start conversations regarding the Oshawa Economic Development opportunity and therefore should be continued throughout the process. This may be in the form of both one-way engagements or two-way discussions.

It is important to note that the engagement process should be transparent, respectful, and inclusive of all interested parties. As a result of these discussions, participants will become more informed about Oshawa opportunities while their inputs can contribute to the overall success of the development.

Understand the intent of each stakeholder engagement session

Inform

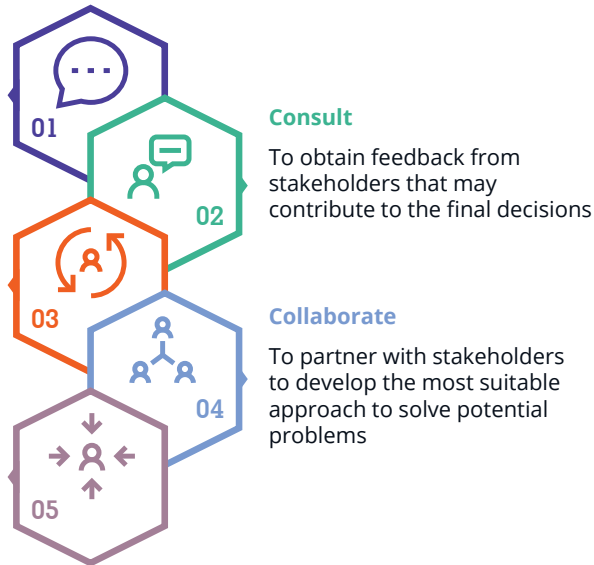
To provide balanced and objective information updates on a consistent basis in order to keep stakeholders informed about the project

Involve

To work directly with stakeholders to ensure that their concerns, ideas and needs are well-understood and potentially addressed

Empower

To empower stakeholders to become advocates for the project in their own community



Targeted audience

- Thought-leaders
- Stakeholders
- General public
- Government

Ways to engage

- Social media
- Surveys
- Town halls
- Individual interviews
- Public displays
- Intercept interviews



What to communicate


















- Key messages
- Vision and development plans
- Project updates
- Key milestones and achievements

How often

- May vary depending on the selected channel
- Social media updates on a regular basis
- Calendar to be updated for upcoming events

Marketing approach - Step IV: Utilize marketing tools

Various short-term and long-term marketing tools may be considered

Channel / Consideration	Description	Cost	Implementation difficulty	Duration	Impact on developers	Impact on tenants/end users	Customization required *
 Social Media	Blog, Instagram, Twitter, Facebook	💰💰	Regular updates with part-time maintenance (intermediate) 	Ongoing Long-term	High Active Essential	High Active Essential	No
 Website	Main platform for communication	💰💰💰	Professional designs with regular maintenance required (intermediate) 	Ongoing Long-term	Medium Passive but essential	Medium Passive but essential	No
 Video	Dynamic, brief videos to strengthen credibility and understanding	💰💰💰💰	One-time professional costs (difficult) 	One-time Short to Mid-term	High	High	No
 PowerPoint presentation	Public Presentation	💰💰	Update as necessary (intermediate) 	Ongoing with changes	High For direct contact	High For direct contact	Yes
 Brochure	12 to 24 page brochure that communicates key messages	💰	Monthly or quarterly updates (intermediate) 	Ongoing occasional updates	Medium Builds credibility "Leave behind" for prospects	Medium Builds credibility "Leave behind" for prospects	Yes
 One-pagers	Simple, engaging maps/ infographics to display important information "at-a-glance"	💰	Professional graphic designs of "marketing-friendly" posters (intermediate) 	Updates based on key milestones	High Fast and easy to understand	High Fast and easy to understand	Yes
 Survey	Simple surveys to assess public recognition of the project	💰💰	Wide distribution with a database that tracks responses (intermediate) 	Ongoing regular updates	Medium To accumulate knowledge	Medium To accumulate knowledge	Yes
 Newsletter	Simple template used for digital distribution	💰	Semi-annual updates (easy) 	Ongoing occasional updates	Low	Low	No
 Logo animation	3 to 5-second logo animation with a tagline	💰	One-time graphic design (intermediate) 	One-time Short-term can be updated	Medium For credibility	Medium For credibility	Yes
 Public information displays	Billboards, banners, signage, etc.	💰💰💰💰	Periodic information displays (intermediate) 	One-time Mid-term to Long-term	Medium	Medium	No

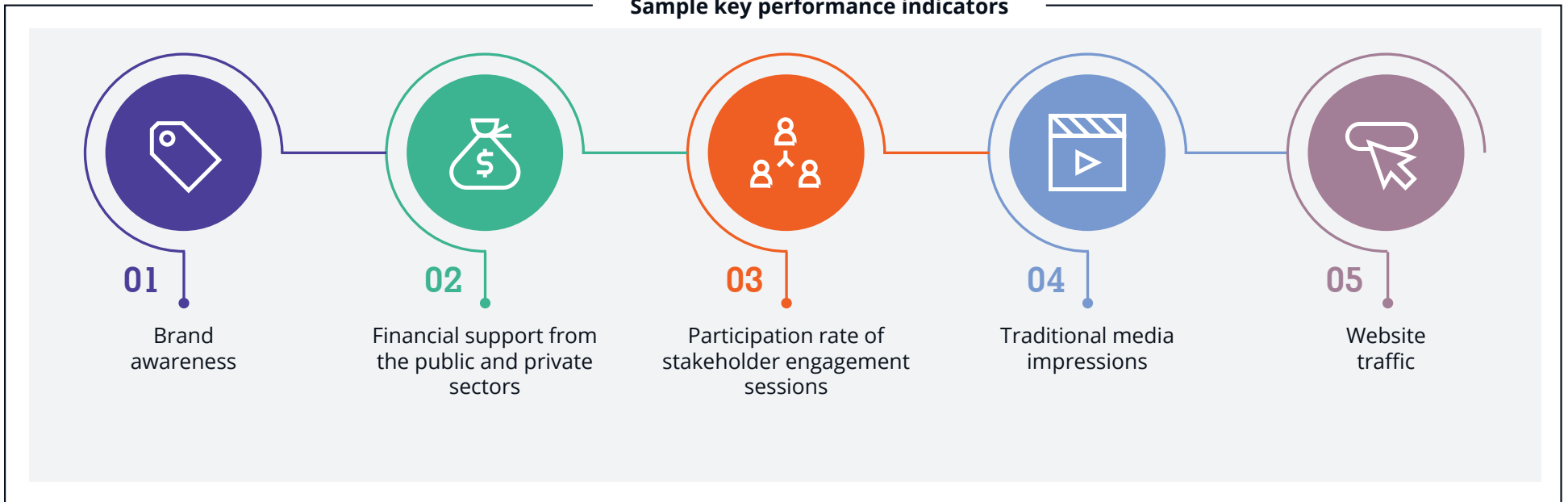
Marketing approach - Step V: Celebrate benchmarks and milestones

Monitoring and assessing progress is essential to measuring the effectiveness and efficiency of a marketing plan at any given time, and to determine if adjustments are required

Benchmarking and monitoring are essential steps to ensuring the success of a marketing strategy. A number of quantitative and qualitative indicators can be utilized to assess performance and impact. Examples of key performance indicators are shown in the graphics below and can be compared against other similar developments in the area and within the region.

Given the long-term nature of the O.E.D.S., it is important to set key milestones and celebrate achievements to maintain enthusiasm for a project.

Sample key performance indicators



Thank you

Sheila Botting

Principal and President

Americas Professional Services

+1 416 673 4059

sheila.botting@avisonyoung.com

For more information

avisonyoung.com

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About Avison Young

Avison Young creates real economic, social and environmental value as a global real estate advisor, powered by people. As a private company, our clients collaborate with an empowered partner who is invested in their success. Our integrated talent realizes the full potential of real estate by using global intelligence platforms that provide clients with insights and advantage. Together, we can create healthy, productive workplaces for employees, cities that are centres for prosperity for their citizens, and built spaces and places that create a net benefit to the economy, the environment and the community



File: 03-05

December 18, 2023

DELIVERED BY E-MAIL

clerks@durham.ca

Region of Durham

Re: Staff Report on ED-23-213 - Oshawa Economic Development Strategy (All Wards)

Oshawa City Council considered the above matter at its meeting of December 11, 2023 and adopted the following recommendation of the Economic and Development Services Committee:

1. “That, pursuant to Report ED-23-213 dated November 22, 2023, the Oshawa Economic Development Strategy forming Attachment 1 be approved, in principle, as a general guide for the Business and Economic Development Services Branch of the Economic and Development Services Department, with the exception that page 21 in section 2 be deleted; and,
2. That staff report on the progress of the Oshawa Economic Development Strategy on an annual basis through the Economic and Development Services Committee; and,
3. That a copy of the Oshawa Economic Development Strategy with the related staff report and Council resolution be forwarded to the Region of Durham, the Greater Oshawa Chamber of Commerce, Ontario Tech University, Durham College, Trent University Durham GTA, Durham Workforce Authority, Spark Centre, the Business Advisory Centre Durham and the Hamilton-Oshawa Port Authority.”

Please find attached a copy of Report ED-23-213 and the Oshawa Economic Development Strategy for your information.

If you need further assistance concerning the above matter, please contact Hailey Wright, Director, Business and Economic Development Services at the address listed below or by telephone at 905-436-3311.

Kind Regards,

A handwritten signature in black ink, appearing to read 'Mary Medeiros', written in a cursive style.

Mary Medeiros
Director, Legislative Services/City Clerk

/kc


Cc: Economic and Development Services Department

Clarington

If this information is required in an alternate format, please contact the Accessibility Co-ordinator at 905-623-3379 ext. 2131

December 20, 2023

The Honourable Doug Ford, M.P.P.
Premier of Ontario
Via Email: premier@ontario.ca

	Corporate Services Department Legislative Services Division
Date & Time Received:	December 21, 2023 9:07 am
Original To:	CIP
Copies To:	
Take Appropriate Action	<input type="checkbox"/> File <input type="checkbox"/>
Notes/Comments:	

Dear Premier:

Re: Support for Adults with Autism Spectrum Disorder (ASD)

File Number: PG.25.06

At a meeting held on December 18, 2023, the Council of the Municipality of Clarington passed the following Resolution #C-171-23:

That the following resolution from the Town of Ajax, regarding Support for Adults with Autism Spectrum Disorder, be endorsed by the Municipality of Clarington: Whereas the bulk of government funded programs for individuals with autism spectrum disorder (ASD) end at age 18 in Ontario;

And whereas families supporting a loved one with ASD are often forced to make the difficult decision between expensive private day programs and leaving the workforce to provide care;

And whereas getting out of the home and connecting with others can alleviate social isolation, improve mental and physical health, and lead to an overall better quality of life;

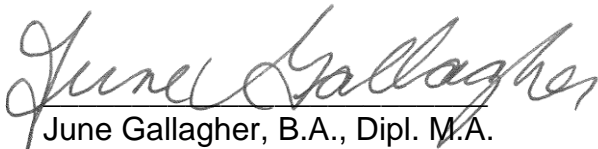
And whereas Autism Home Base, based in Bowmanville and with weekly drop-ins at McLean Community Centre in Ajax, provides supports and services to 191 Durham Region families, or more than 450 participants, five days a week;

And whereas by supporting programs for adults with ASD, the Government of Ontario can achieve its goal of keeping patients healthy in their communities and out of hospitals, as noted in the Ministry of Health's 2022-2023 Strategic Plan;

Now therefore be it resolved that Clarington Council formally requests that the Government of Ontario provide core funding for organizations providing programs, care, and services for adults with ASD, including Autism Home Base, as part of the 2024 Provincial Budget; and

That a copy of this resolution be forwarded to Premier Doug Ford, Minister Health Sylvia Jones, Minister Finance Peter Bethlenfalvy, Minister Mental Health and Addictions Michael Tibollo, Ajax MPP Patrice Barnes, Todd McCarthy, MPP Durham, David Piccini, MPP NorthumberlandPeterborough South, the Region of Durham, the lower tier Durham municipalities, local school boards, the Association of Municipalities of Ontario, and Autism Ontario.

Yours truly,



June Gallagher, B.A., Dipl. M.A.
Municipal Clerk

JG/lh

c:

The Honourable Sylvia Jones, M.P.P., Minister of Health Sylvia.Jones@pc.ola.org

The Honourable Peter Bethlenfalvy, M.P.P., Minister of Finance, -
Minister.fin@ontario.ca

The Honourable Michael Tibollo, M.P.P., Associate Minister of Mental Health and Addictions - michael.tibollo@pc.ola.org

Patrice Barnes, M.P.P., Ajax - Patrice.Barnes@pc.ola.org

The Honourable Todd McCarthy, M.P.P., Durham - Todd.McCarthy@pc.ola.org

The Honourable David Piccini, M.P.P., Northumberland-Peterborough South -
david.piccini@pc.ola.org

Susan Cassel, City Clerk, City of Pickering - clerks@pickering.ca

Nicole Cooper, Director of Legislative & Information Services, Town of Ajax -
clerks@ajax.ca

Alexander Harras, Regional Clerk, The Regional Municipality of Durham -
clerks@durham.ca

Christopher Harris, Town Clerk, Town of Whitby - clerk@whitby.ca

R. Walton, Director of Corporate Services/Municipal Clerk, Township of Scugog –
clerks@scugog.ca

Fernando Lamanna, Clerk/Deputy CAO, Township of Brock - clerks@brock.ca

Debbie Leroux, Director of Legislative Services/Clerk, Township of Uxbridge -
dleroux@uxbridge.ca

Mary Medeiros, City Clerk, City of Oshawa - clerks@oshawa.ca

Cheryl Bandel, Deputy Regional Clerk, Regional Municipality of Durham –
clerks@durham.ca

Dr. Robert Kyle, Chief Medical Officer of Health, The Regional Municipality of Durham,
Health Department – robert.kyle@durham.ca

Association of Municipalities of Ontario (AMO) - amo@amo.on.ca

Rita Russo, Director of Education, Kawartha Pine Ridge District School Board –
Rita_Russo@kprdsb.ca

Cathy Abraham, Kawartha Pine Ridge District School Board -
cathy_abraham@kprdsb.ca

Paul Brown, Kawartha Pine Ridge District School Board - paul_a_brown@kprdsb.ca

Kathleen Flynn, Kawartha Pine Ridge District School Board- kathleen_flynn@kprdsb.ca

Stephen O'Sullivan, Director of Education and Secretary-Treasurer, Peterborough
Victoria Northumberland and Clarington Catholic School Board -
sosullivan@pvncdsb.on.ca


Kevin MacKenzie - kmackenzie@pvncdsb.on.ca

Joshua Glover - jglover@pvncdsb.on.ca

Autism Ontario – info@autismontario.ca

Autism Home Base – info@autismhomebase.com

Town of Whitby
575 Rossland Road East,
Whitby, ON L1N 2M8
905.430.4300
whitby.ca

 Corporate Services Department Legislative Services Division	
Date & Time Received:	December 21, 2023 8:44 am
Original To:	CIP
Copies To:	
Take Appropriate Action	<input type="checkbox"/> File <input type="checkbox"/>
Notes/Comments:	



December 20, 2023

Via email:

Jason McWilliam
Manager of Legislative Services/Deputy Clerk
Town of Ajax
clerks@ajax.ca

Re: Correspondence # 2023-616 received from J. McWilliam, Manager of Legislative Services/Deputy Clerk, Town of Ajax regarding the resolution for Support for Adults with Autism Spectrum Disorder (ASD)

Please be advised that at its meeting held on December 18, 2023, the Council of the Town of Whitby adopted the following as Resolution # 227-23:

1. That Correspondence # 2023-616 from J. McWilliam, Manager of Legislative Services/Deputy Clerk, Town of Ajax regarding the resolution for Support for Adults with Autism Spectrum Disorder (ASD) be endorsed by Council; and,
2. That a copy of this resolution be forwarded to Premier Doug Ford, Sylvia Jones, Minister of Health, Peter Bethenfalvy, Minister of Finance, Michael Tibollo, Minister of Mental Health and Addictions, Lorne Coe, Whitby MPP, the Region of Durham, area municipalities in Durham Region, local school boards, the Association of Municipalities of Ontario, and Autism Ontario.

Should you require further information, please do not hesitate to contact the Office of the Town Clerk at 905-430-4315.

Kevin Narraway
Sr. Manager of Legislative Services/Deputy Clerk

Att: [Correspondence # 2023-616 received from J. McWilliam, Manager of Legislative Services/Deputy Clerk, Town of Ajax regarding the resolution for Support for Adults with Autism Spectrum Disorder \(ASD\)](#)

Copy: C. Harris, Town Clerk – Town of Whitby – clerk@whitby.ca

Honourable Doug Ford, Premier of Ontario - premier@ontario.ca
Honourable Sylvia Jones, Minister of Health - sylvia.jones@ontario.ca
Honourable Peter Bethenfalvy, Minister of Finance -
peter.bethenfalvy@pc.ola.org
Michael A. Tibollo, Associate Minister of Mental Health and Addictions -
Michael.Tiboloco@pc.ola.org
Lorne Coe, MPP, Whitby - lorne.coe@pc.ola.org
Alexander Harras, Regional Clerk, The Regional Municipality of Durham -
clerks@durham.ca
N. Cooper, Director of Legislative and Information Services, Town of Ajax -
clerks@ajax.ca
J. Gallagher, Clerk, Municipality of Clarington – clerks@clarington.net
F. Lamanna, Clerk/Deputy CAO, Township of Brock -
fernando.lamanna@brock.ca
M. Medeiros, City Clerk, City of Oshawa - clerks@oshawa.ca
S. Cassel, City Clerk, City of Pickering - clerks@pickering.ca
R. Walton, Director of Corporate Services/Municipal Clerk – rwalton@scugog.ca
D. Leroux, Clerk, Township of Uxbridge - dleroux@uxbridge.ca
Association of Municipalities of Ontario (AMO) - amo@amo.on.ca
Durham Catholic District School Board - DCDSB.Communications@dcdsb.ca
Durham District School Board - general.inquiry@ddsb.ca
Autism Ontario - info@autismontario.com



TOWN OF AJAX
65 Harwood Avenue South
Ajax ON L1S 3S9 www.ajax.ca

The Honorable Doug Ford
Premier of Ontario
Legislative Building Queen's Park
Toronto ON M7A 1A1
premier@ontario.ca

Sent by E-Mail

November 29, 2023

Re: Support for Adults with Autism Spectrum Disorder (ASD)

The following resolution was passed by Ajax Town Council at its meeting held on November 27, 2023:

WHEREAS the bulk of government funded programs for individuals with Autism Spectrum Disorder (ASD) end at age 18 in Ontario;

AND WHEREAS families supporting a loved one with ASD are often forced to make the difficult decision between expensive private day programs and leaving the workforce to provide care;

AND WHEREAS getting out of the home and connecting with others can alleviate social isolation, improve mental and physical health, and lead to an overall better quality of life;

AND WHEREAS Autism Home Base, based in Bowmanville and with weekly drop-ins at McLean Community Centre in Ajax, provides supports and services to 191 Durham Region families, or more than 450 participants, five days a week;

AND WHEREAS by supporting programs for adults with ASD, the Government of Ontario can achieve its goal of keeping patients healthy in their communities and out of hospitals, as noted in the Ministry of Health's 2022-2023 Strategic Plan;

NOW THEREFORE BE IT RESOLVED THAT:

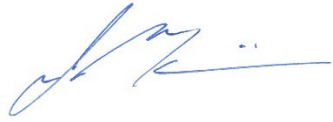
Ajax Council formally requests that the Government of Ontario provide core funding for organizations providing programs, care, and services for adults with ASD, including Autism Home Base, as part of the 2024 Provincial Budget; and

A copy of this resolution be forwarded to Premier Doug Ford, Minister Health Sylvia Jones, Minister Finance Peter Bethlenfalvy, Minister Mental Health and Addictions Michael Tibollo, Ajax MPP Patrice Barnes, the Region of Durham, the lower tier Durham municipalities, local school boards, the Association of Municipalities of Ontario, and Autism Ontario.

CARRIED

If you require further information please contact me at 905-619-2529 ext. 3342 or Jason.McWilliam@ajax.ca.


Sincerely,

A handwritten signature in blue ink, appearing to read 'Jason McWilliam', with a long horizontal flourish extending to the right.

Jason McWilliam
Manager of Legislative Services/Deputy Clerk

Copy: Regional Councillor S. Lee
Councillor L. Bower
Hon. Sylvia Jones, Minister of Health
Hon. Peter Bethlenfalvy, Minister of Finance
Hon. Michael A. Tibollo, Minister of Mental Health and Addictions
Patrice Barnes, MPP for Ajax
Region of Durham
All Durham Region municipalities
Local school boards
Association of Municipalities of Ontario
Autism Ontario

Town of Whitby
575 Rossland Road East,
Whitby, ON L1N 2M8
905.430.4300
whitby.ca

 Corporate Services Department Legislative Services Division	
Date & Time Received:	December 21, 2023 9:05 am
Original To:	CIP
Copies To:	
Take Appropriate Action	<input type="checkbox"/> File <input type="checkbox"/>
Notes/Comments:	



December 20, 2023

Via email:

Alexander Harras
Regional Clerk
The Regional Municipality of Durham
clerks@durham.ca

Re: Correspondence # 2023-618 received from A. Harras, Regional Clerk, Region of Durham, regarding Durham Region's response to the proposed Affordable Homes and Good Jobs Act (Bill 134)

Please be advised that at its meeting held on December 18, 2023, the Council of the Town of Whitby adopted the following as Resolution # 226-23:

1. That Correspondence # 2023-618 from A. Harras, Regional Clerk, Region of Durham regarding Durham Region's response to the proposed Affordable Homes and Good Jobs Act (Bill 134) be endorsed by Council; and,
2. That a copy of this resolution be forwarded to the Region of Durham, area municipalities in Durham Region, Members of Provincial Parliament in Durham Region, the Minister of Municipal Affairs and Housing, and the Associate Minister of Housing.

Should you require further information, please do not hesitate to contact the Office of the Town Clerk at 905-430-4315.


Kevin Narraway
Sr. Manager of Legislative Services/Deputy Clerk

Att: [Correspondence # 2023-618 received from A. Harras, Regional Clerk, Region of Durham, regarding Durham Region's response to the proposed Affordable Homes and Good Jobs Act \(Bill 134\)](#)

Copy: R. Saunders, Commissioner of Planning and Development – saundersr@whitby.ca
C. Harris, Town Clerk – Town of Whitby – clerk@whitby.ca

Honourable Paul Calandra, Minister of Municipal Affairs and Housing - minister.mah@ontario.ca
Honourable Rob Flack, Associate Minister of Housing – Minister.AMOH@ontario.ca
Honourable Todd J. McCarthy, MPP, Durham - todd.mccarthy@pc.ola.org
Patrice Barnes, MPP, Ajax – patrice.barnes@pc.ola.org
Lorne Coe, MPP, Whitby – lorne.coe@pc.ola.org
Jennifer K. French, MPP, Oshawa – jfrench-co@npd.on.ca
Honourable Peter Bethlenfalvy, MPP, Pickering-Uxbridge - peter.bethlenfalvy@pc.ola.org
Laurie Scott, MPP, Haliburton-Kawartha Lakes-Brock – laurie.scott@pc.ola.org
N. Cooper, Director of Legislative and Information Services, Town of Ajax – clerks@ajax.ca
J. Gallagher, Clerk, Municipality of Clarington – clerks@clarington.net
F. Lamanna, Clerk/Deputy CAO, Township of Brock - fernando.lamanna@brock.ca
M. Medeiros, City Clerk, City of Oshawa - clerks@oshawa.ca
S. Cassel, City Clerk, City of Pickering – clerks@pickering.ca
R. Walton, Director of Corporate Services/Municipal Clerk – rwalton@scugog.ca
D. Leroux, Clerk, Township of Uxbridge - dleroux@uxbridge.ca



November 29, 2023

Chris Harris
Municipal Clerk
Town of Whitby
575 Rossland Road East
Whitby, ON L1N 2M8.
clerk@whitby.ca

**The Regional
Municipality of
Durham**

Corporate Services
Department –
Legislative Services
Division

605 Rossland Rd. E.
Level 1
PO Box 623
Whitby, ON L1N 6A3
Canada

905-668-7711
1-800-372-1102

durham.ca

**Alexander Harras
M.P.A.
Director of
Legislative Services
& Regional Clerk**

Dear Chris:

RE: Durham Region’s response to the proposed Affordable Homes and Good Jobs Act (Bill 134) (2023-F-30), Our File: D06

Council of the Region of Durham, at its meeting held on November 29, 2023, adopted the following recommendations of the Finance & Administration Committee:

- A) That Report #2023-F-30 of the Commissioner of Finance be endorsed as Durham Region’s response to the Environmental Registry of Ontario (ERO) posting regarding the proposed Affordable Homes and Good Jobs Act, 2023 with the following key comments and recommendations that the Province:
 - i. refine the definition of “affordable residential unit” to consider affordability across various unit types (i.e., single-detached, semi-detached, townhomes, and apartments by number of bedrooms);
 - ii. update the definition of “affordable residential unit” to ensure that affordable residential units are only available to households that meet and maintain certain income thresholds;
 - iii. allow municipalities to structure the affordable residential unit exemption to address timing of when DCs are collected relative to when the final purchase price or rental rate is known; and
 - iv. make municipalities whole by fully funding the shortfalls created by the affordable residential unit exemption to avoid transferring the cost of this

If you require this information in an accessible format, please contact Eamonn.Rodgers@durham.ca or call 1-800-372-1102 extension 3677.

exemption to the existing property tax, and water and sewer user rate base.

- B) That a copy of Report #2023-F-30 of the Commissioner of Finance and Council resolution be sent to all area municipalities in Durham Region and Durham members of Provincial Parliament (MPPs).

Please find enclosed a copy of Report #2023-F-30 for your information.

Alexander Harras

Alexander Harras,
Director of Legislative Services & Regional Clerk

AH/sr

c: N. Taylor, Commissioner of Finance



Municipal Offices: 66 Charlotte Street
Port Colborne, Ontario L3K 3C8 • www.portcolborne.ca

PORT COLBORNE

Legislative Services

T 905.835.2900 ext 106 F 905.834.5746

E saima.tufail@portcolborne.ca

 Corporate Services Department Legislative Services Division	
Date & Time Received:	December 19, 2023 8:55 am
Original To:	CIP
Copies To:	
Take Appropriate Action	<input type="checkbox"/> File <input type="checkbox"/>
Notes/Comments:	

December 12, 2023

Bonfield Township
Office of the Deputy Clerk – via email to: deputyclerk@bonfieldtownship.com
365 Highway 531
Bonfield ON
P0H 1E0

Town of Gore Bay
Office of the City Clerk – via email to: scarr@gorebay.ca
15 Water Street
Gore Bay, ON
P0P 1H0

Dear Sir or Madam:

Re: Bonfield Township and Town of Gore Bay - Support Tax Credit Increase Volunteer Firefighters

Please be advised that, at its meeting of November 28, 2023 the Council of The Corporation of the City of Port Colborne resolved as follows:

That the correspondence from Bonfield Township and Town of Gore Bay regarding Support Tax Credit Increase Volunteer Firefighters, be supported.

A copy of the above noted resolution is enclosed for your reference.

Sincerely,

S. Tufail

Saima Tufail
Acting City Clerk

- cc. Association of Fire Chiefs of Ontario
- Nipissing Mutual Aid Association
- Manitoulin Fire Mutual Aid Association
- Association of Municipalities of Ontario



15650

Moved by Dan Osborne

Seconded by Ken Blodgett

BE IT RESOLVED THAT Gore Bay Council supports the Municipality of Wawa regarding requesting the Government of Canada to amend subsections 118.06 (2) and 118.07 of the Income Tax Act to increase the amount of tax credits for volunteer firefighting and search and rescue volunteer services from \$3,000 to \$10,000;

FURTHER, this resolution be forwarded to the Association of Fire Chiefs of Ontario, Manitoulin Fire Mutual Aid Association, Association of Municipalities of Ontario, and all Ontario municipalities.

Carried



**BONFIELD TOWNSHIP
OFFICE OF THE DEPUTY CLERK**

365 HIGHWAY 531
BONFIELD ON POH 1E0

Telephone: 705-776-2641 Fax: 705-776-1154

Website: <http://www.bonfieldtownship.com>

Email: deputyclerk@bonfieldtownship.com

RESOLUTION OF COUNCIL

November 14th, 2023

No. 15

Moved by Councillor Clark

Seconded by Councillor Featherstone

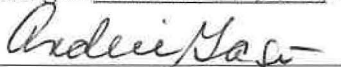
WHEREAS Canada has 90,000 volunteer firefighters who provide fire and all hazard emergency services to their communities; in addition, approximately 8,000 essential search and rescue volunteers respond to thousands of incidents every year; and WHEREAS many of these individuals receive some form of pay on call, an honorarium, or are given some funding to cover expenses, but they do not draw a living wage from firefighting; and; WHEREAS without volunteer firefighters and search and rescue volunteers, thousands of communities in Canada would have no fire and emergency response coverage; and; WHEREAS in 2013, the federal government initiated a tax credit recognizing these individuals, and calling on the federal government to increase this tax credit from \$3,000 to \$10,000; and; WHEREAS volunteer firefighters account for 71 % of Canada's total firefighting essential first responders;

- The tax code of Canada currently allows volunteer firefighters and search and rescue volunteers to claim a \$3,000 tax credit if 200 hours of volunteer services were completed in a calendar year;
- This works out to a mere \$450 per year, which we allow these essential volunteers to keep of their own income from their regular jobs, \$2.25 an hour;
- If they volunteer more than 200 hours, which many do, this tax credit becomes even less;
- These essential volunteers not only put their lives on the line and give their time, training and efforts to Canadians, but they also allow cities and municipalities to keep property taxes lower than if paid services were required;
- It would also help retain these volunteers in a time when volunteerism is decreasing.

THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the Township of Bonfield call upon the Government of Canada to support Bill C-310 and enact amendments to subsections 118.06 (2) and 118.07 (2) of the Income Tax Act in order to increase the amount of the tax credits for volunteer firefighting and search and rescue volunteer services from \$3,000 to \$10,000; and FURTHERMORE THAT a copy of the resolution be shared with the Association of Fire Chiefs of Ontario, Nipissing Mutual Aid Association, Association of Municipalities of Ontario and all Ontario municipalities.

Carried Jason Corbett

CERTIFIED to be a true copy of Resolution No. 15 of the Township of Bonfield's Regular Council Meeting of November 14th, 2023, and which Resolution is in full force and effect.


Andrée Gagné
Deputy Clerk-Treasurer



The County of Brant

David Bailey
MAYOR

December 21, 2023

Re: County of Brant Resolution – Gender-based Violence and Intimate-partner Violence

I am writing on behalf of the County of Brant council to request that your region declare a gender-based violence and intimate partner violence epidemic across Canada, as seen in the attached County of Brant resolution which was passed at the County of Brant Council meeting of November 28, 2023.

Sincerely,

David Bailey
Mayor
County of Brant

 Corporate Services Department Legislative Services Division	
Date & Time Received:	December 21, 2023 10:24 am
Original To:	CIP
Copies To:	
Take Appropriate Action	<input type="checkbox"/> File <input type="checkbox"/>
Notes/Comments:	

Encl. County of Brant Resolution – Gender-based Violence and Intimate-partner Violence

November 28, 2023

Re: County of Brant Resolution – November 28, 2023

At the meeting of November 28, 2023, the Council of the County of Brant adopted the following:

WHEREAS more than 72 municipalities and regions including the Cities of Toronto, Ottawa, Burlington, Windsor, London, Woodstock and most recently, Brantford, along with Peel, Durham and Halton Regions, Norfolk County, Haldimand County, and, of course, Renfrew County, across Ontario have declared a gender-based violence and/or intimate partner violence epidemic; and

WHEREAS by declaring gender-based violence and intimate partner violence an epidemic, The County of Brant can join the growing number of municipalities and regions in Canada in demanding action from all levels of government to address this growing epidemic; and

WHEREAS the incidences of gender-based violence and intimate partner violence increased exponentially throughout the COVID-19 pandemic and have not decreased, while funding to provide the growing demand of services and support for victims and survivors of intimate partner and gender-based violence has not kept pace; and

WHEREAS In 2022, the Canadian Centre for Justice and Community Safety Statistics (a division of Statistics Canada) issued a report to the House of Commons Standing Committee on the Status of Women that highlighted the rural rate of reported intimate partner violence against women to be 598 per 100,000 population in Ontario, which compares to 378 per 100,000 population in urban locations; and

WHEREAS those experiencing gender-based and intimate partner violence in rural and farming communities, like those in the County of Brant, face unique risk factors such as isolation, lack of and/or barriers to service and support, strong traditions and community values around firearms, and a sense of responsibility for livestock and pets, which prevent women from seeking support and increase the risk of domestic violence and domestic homicide; and

WHEREAS The Brant OPP reported that, as of September 2023, year-to-date domestic disturbance calls have increased by 4.3%; and

WHEREAS Nova Vita answered over 4,500 crisis and support calls in 2022, and in the same year, 648 women who were seeking safe shelter from family violence were turned away because the shelters were full and had no bed space to offer them. This number doesn't include their children; and

WHEREAS In Ontario last year, a woman was killed every week (52 femicides in 52 weeks) and, In Canada, a woman was killed every 2 days; and

WHEREAS 30% of women report having experienced a sexual assault since the age of 15, and 44% of women report having experienced some form of intimate partner violence (IPV) in their lifetime; and

WHEREAS Gender-Based Violence impacts individuals, families, and communities, and it also places a costly burden on the health, social, and justice systems. In 2009, it was estimated that IPV had an economic cost of \$7.4 billion annually and sexual violence a cost of \$4.8 billion annually; and

WHEREAS the Province of Ontario states that it will not declare gender-based and intimate partner violence an epidemic as the term epidemic refers to the spread of diseases; and

WHEREAS Merriam Webster defines disease as a condition of the living animal or of one of its parts that impairs normal functioning and is typically manifested by distinguishing signs and symptoms; and

WHEREAS the numerous physical, psychological, and behavioral symptoms that are a consequence of gender-based and intimate partner violence reveal that it meets the definition of disease.

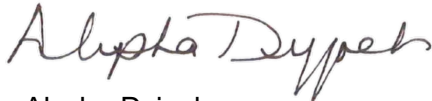
THEREFORE, BE IT RESOLVED:

- A. THAT The County of Brant Council DECLARE Gender-based violence and Intimate Partner Violence an epidemic in the County of Brant; and*
- B. THAT The County of Brant Council RECOMMEND that gender-based violence and intimate-partner violence be declared an epidemic in the Province of Ontario; and*
- C. That The County of Brant Council REQUEST that Femicide be added as a term to the Criminal Code of Canada and state its position to the Honourable Arif Virani, Minister of Justice and Attorney General Canada, and the Prime Minister of Canada; and*
- D. THAT The County of Brant Council REQUEST that the Federation of Canadian Municipalities (FCM), the Association of Municipalities of Ontario (AMO) and all municipalities and regions in Ontario declare a gender-based and intimate partner violence epidemic across the country; and*
- E. THAT The County of Brant REQUEST the provincial and federal governments rightfully declare intimate partner and gender-based violence an epidemic and enact the additional 95 recommendations from the inquest into the 2015 murders of Carol Culleton, Anastasia Kuzyk and Nathalie Warmerdam in Renfrew County, Ontario, which provide a roadmap to preventing intimate partner violence from escalating to femicide; and*
- F. THAT The County of Brant REQUEST that the provincial and federal governments provide the necessary support to municipalities, regions and their emergency and social*

services to meaningfully address the gender-based violence and intimate-partner violence epidemic; and

- G. THAT staff BE DIRECTED to assess what would be required to complete a Community IPV Action Plan that includes items such as resources to address the local IPV epidemic, an awareness campaign, funding a dedicated rural outreach worker through Nova Vita, approaches to engaging with at-risk youth, and other opportunities for County of Brant Council to support, and bring a report back to council before the end of the year for possible inclusions to be considered for the 2024 budget; and*
- H. THAT staff BE DIRECTED to include within the plan the ways the County of Brant can ensure that all victims of intimate partner violence are included, regardless of gender, sex, identity, family status, social economic status, and other barriers to accessing traditional intimate partner violence support services.*
- I. THAT a copy of this resolution BE FORWARDED to the Brant County Health Unit, as well as the three MPs and three MPPs representing the County of Brant residents.*


Respectfully,



Alysha Dyjach
Director of Council Services, Clerk
County of Brant

December 12, 2023

Municipalities of Ontario

 Corporate Services Department Legislative Services Division	
Date & Time Received:	December 19, 2023 8:47 am
Original To:	CIP
Copies To:	
Take Appropriate Action	<input type="checkbox"/> File <input type="checkbox"/>
Notes/Comments:	

Sent Via Email

Re: Amendment to the Occupational Health and Safety Act to Clarify the Definition of "Employer"

The following resolution was passed by Council of the City of Greater Sudbury on December 5, 2023:

CC2023-303: WHEREAS in 2015 the City of Greater Sudbury (the "City") entered into a contract with a contractor experienced in road construction projects to complete a project on Elgin Street in the City's downtown core;

AND WHEREAS the contract provided that the contractor would be the constructor for the project as that term is defined in the Occupational Health and Safety Act (the "Act");

AND WHEREAS an employee of the constructor operating a grader on the project struck and killed a pedestrian;

AND WHEREAS the City was charged with offences under the Act as the constructor and the employer;

AND WHEREAS after being acquitted at trial and on appeal, the Ontario Court of Appeal, in a decision issued on April 23, 2021, found the City to be liable for contraventions of the Construction Regulations as an employer as it employed quality control inspectors to monitor the quality of work on the project from time-to-time;

AND WHEREAS the Supreme Court of Canada, in a decision issued on November 10, 2023, was evenly divided 4-4 on the issue resulting in dismissal of the City's appeal;

AND WHEREAS the consequence of this decision is that municipalities in Ontario, as well as all other owners of property in the province, who wish to undertake construction, are subject to being charged and convicted as an employer for offences in relation to project sites for which they have no control and have, in accordance with the Act, contracted with an entity to assume plenary oversight and authority over the work on such site as the constructor; AND WHEREAS the potential of an owner being charged as an employer as that term is defined in the Act in circumstances where it has engaged a constructor disregards and renders meaningless the owner-constructor provisions contained in the Act and presents an unacceptable level of increased risk and confusion for owners and contractors throughout the province;

PO BOX 5000 STN A
200 BRADY STREET
SUDBURY ON P3A 5P3

CP 5000 SUCCA
200, RUE BRADY
SUDBURY ON P3A 5P3

705.671.2489

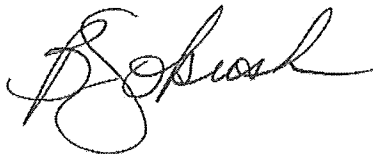
www.greatersudbury.ca
www.grandsudbury.ca

AND WHEREAS the City believes that the safety of workers is paramount however the safety of workers on construction projects in Ontario is not increased by placing liability on parties that do not have control of and are not responsible for the conduct of the work on such sites;

NOW THEREFORE BE IT RESOLVED THAT the Council for the City of Greater Sudbury requests that the province amend the Occupational Health and Safety Act to clarify the definition of "employer" to exclude owners that have contracted with a constructor for a project;

AND BE IT FURTHER RESOLVED THAT this motion be provided to the Honourable Doug Ford, Premier of Ontario, the Honourable David Piccini, Minister of Labour, Immigration, Training and Skills Development, the Honourable Paul Calandra, Minister of Municipal Affairs and Housing, France Gelin, MPP for Nickel Belt, Jamie West, MPP for Sudbury, the Association of Municipalities of Ontario, the Federation of Northern Ontario Municipalities, Ontario's Big City Mayors, Mayors and Regional Chairs of Ontario, Northern Ontario Large Urban Mayors, the Council of Ontario Construction Associations, the Ontario Chamber of Commerce and all Ontario municipalities.

Yours truly,

A handwritten signature in black ink, appearing to read 'Brigitte Sobush', written in a cursive style.

Brigitte Sobush
Manager of Clerk's Services/Deputy City Clerk


- c. Members of City Council
Eric Labelle, City Solicitor and Clerk



OFFICE OF THE CITY CLERK
500 Donald Street East
Thunder Bay, ON P7E 5V3

Tel: (807) 625-2230

Fax: (807) 623-5468

	Corporate Services Department Legislative Services Division	
	Date & Time Received:	December 21, 2023 8:41 am
Original To:	CIP	
Copies To:		
Take Appropriate Action	<input type="checkbox"/>	File <input type="checkbox"/>
Notes/Comments:		

Tuesday, December 19, 2023

The Honourable Doug Ford
Premier of Ontario
premier@ontario.ca

Re: Advocacy– Short Term Rentals

Please be advised that the following resolution was adopted by Committee of the Whole at its meeting held on November 27, 2023 and subsequently ratified by City Council on December 11, 2023:

WITH RESPECT to the memorandum dated November 6, 2023 from Councillor Shelby Ch'ng, Vice Chair of Intergovernmental Affairs Committee, we recommend in support of the request to the Government of Ontario to establish a regulatory framework requiring digital platforms such as Airbnb and VRBO to:

- Require owners using the digital platforms to comply with municipal planning and licensing regulations; and
- Prevent advertising of properties that are not registered with the relevant municipality; and
- Provide a contact with the platform to ensure ongoing and effective communications for provincial and municipal officials;

AND THAT the City of Thunder Bay call upon the Province of Ontario to work with municipalities to address situations in which long term housing stock has been lost to corporate ownership of short-term rental properties;

AND THAT a copy of this resolution be forwarded to Premier Doug Ford, Minister of Municipal Affairs and Housing Paul Calandra, MPP Lise Vaugeois and MPP Kevin Holland, the Association of Municipalities of Ontario (AMO), the Northern Ontario Municipal Association (NOMA) and all municipalities in Ontario;

AND THAT any necessary by-laws be presented to Council for ratification.

CARRIED

Should you have any further questions relative to the above, please do not hesitate to contact the undersigned.

Yours very truly,



Dana Earle
Deputy City Clerk

Cc:

Minister of Municipal Affairs and Housing Paul Calandra
MPP Lise Vaugeois
MPP Kevin Holland
Association of Municipalities of Ontario (AMO)
Northern Ontario Municipal Association (NOMA)
All municipalities in Ontario



Corporate Services Department Legislative Services Division	
Date & Time Received:	December 19, 2023 10:24 am
Original To:	CIP
Copies To:	
Take Appropriate Action	<input type="checkbox"/> File <input type="checkbox"/>
Notes/Comments:	

Staff Report No: 65-23-BOD
Page No: 1 of 3
Agenda Item No: 5 BOD-10-23

Staff Report

To: Board of Directors

From: David Lembcke, Manager of Environmental Science and Monitoring; and Bill Thompson, Manager of Watershed Plans and Strategies

Date: December 15, 2023

Subject

Framework to Limit Liability for Winter Maintenance Contractors Employing Best Practices

Recommendation

That Staff Report No. 65-23-BOD regarding a framework to limit liability for winter maintenance contractors employing best practices be received; and

Further that staff be directed to circulate this report and the attached template resolution to watershed municipalities.

Purpose of this Staff Report

The purpose of this Staff Report No. 65-23-BOD is to provide the Board of Directors with a template resolution should their Councils wish to advocate for a Provincial regulatory framework that limits liability for contractors following best practices for roads maintenance. Such a framework would help address the sustainability of small business in this sector, as well as environmental concerns around chloride.

Background

At their November 2023 meeting, the Board received a presentation and staff report on the impacts of chloride, which advised that chloride concentrations in the surface waters of the Lake Simcoe watershed are above Canadian Water Quality Guidelines in many places and continue to increase due to the use of winter salt on roads and parking lots. This trend is not unique to the Lake Simcoe watershed and is mirrored in the lakes and streams across southern Ontario and the northeastern United States. Decreasing the amount of winter salt use throughout the watershed is critical to the long-term health of Lake Simcoe.

Research, including local studies on a large commercial parking lot in the Lake Simcoe watershed, has demonstrated that adopting best practices like those used in New Hampshire can reduce salt use by 40% without any increase in slips and falls. In fact, in some cases, the over-application of salt can create a slipperier surface for walking on. The most substantial barrier to reducing salt application, however, is concern over liability.

In addition to the environmental concerns over escalating chloride concentrations, there is also a business sustainability crisis in the winter maintenance industry. Many contractors are seeing insurance costs escalate substantially which, combined with the frequency of slip and fall legal settlements, is creating a significant challenge for these small businesses across the province. Many businesses have failed due to these challenges, and some property owners have been unable to find winter maintenance contractors.

Issues

The Conservation Authority believes that there is a solution within reach to reduce salt application and assist businesses in this sector, while ensuring public safety.

The Conservation Authority has been working with organizations including Landscape Ontario and other partners to share information and seek solutions to address the issue of winter salt usage. A Salt Forum held this past October, led by the Conservation Authority and Landscape Ontario, provided a platform for contractors, provincial staff, municipal staff, conservation authorities, academia, and non-governmental organizations to review lessons learned and solutions to the issue of winter road salt. There was unanimous agreement amongst participants that there are significant challenges for both water quality and business sustainability in Ontario. The solution that all participants are working towards, including contractors and property owners, is implementation of technical standards and a Regulatory framework similar to one in place in the state of New Hampshire. In New Hampshire, contractors that have been trained and certified in winter maintenance best practice and can demonstrate due diligence through appropriate record keeping have limited liability against slip and fall claims.

This unanimous agreement amongst such a diverse range of stakeholders is rare, and creating technical standards and a Provincial regulatory framework that limits liability for contractors following best practices significantly benefits each sector and ultimately the environment. It will reduce salt application on private parking lots, provide more certainty and reduce risk for insurance underwriters, thereby helping with business sustainability, while maintaining public safety. It is important to note that the framework that exists in New Hampshire is built upon the Smart About Salt Program that was created and is in use here in Ontario, and that the liability limitation has been successfully defended in the highest level of New Hampshire state courts.

Relevance to Conservation Authority Policy

This work supports strategic directions 2.1 (Knowledge of watershed health and management decisions are improved through comprehensive, leading-edge science) and 3.2 (Mutually beneficial partnerships leverage knowledge and resources for watershed health outcomes).

Impact on Conservation Authority Finances

This report has no impact to Conservation Authority finances.

Summary and Recommendations

It is therefore Recommended That Staff Report No. 65-23-BOD regarding a framework to limit liability for winter maintenance contractors employing best practices be received; and **Further that** staff be directed to circulate this report and the attached template resolution to watershed municipalities.

Pre-Submission Review

This Staff Report has been reviewed by the General Manager, Integrated Watershed Management and the Chief Administrative Officer.

Signed by:

Signed by:

Don Goodyear
General Manager, Integrated Watershed
Management

Rob Baldwin
Chief Administrative Officer

Attachment

1. Template Resolution regarding a framework to limit liability for winter maintenance contractors employing best practices

Template resolution regarding a framework to limit liability for winter maintenance contractors employing best practices

Whereas: Chloride concentrations in the surface waters of the Lake Simcoe watershed are above Canadian Water Quality Guidelines in many places and continue to increase due to the use of winter salt on roads and parking lots; and

Whereas: Decreasing the amount of winter salt use throughout the watershed is critical to the long-term health of Lake Simcoe; and

Whereas: a substantial barrier to the reduction of salt application for parking lots and walkways is concern over liability; and

Whereas: businesses in the winter maintenance sector are seeing insurance and legal costs dramatically escalate to the point where many have failed, and some property owners have been unable to find winter maintenance contractors.

Therefore, be it resolved that the Council for (*municipality*) requests that the Attorney General of Ontario and the Minister of the Environment, Conservation and Parks establish technical standards and a Provincial regulatory framework that limits liability for contractors following best practices to ensure public safety, business sustainability, and environmental protection.

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

The Regional Municipality of Durham

MINUTES

DURHAM AGRICULTURAL ADVISORY COMMITTEE

December 12, 2023

A meeting of the Durham Agricultural Advisory Committee was held on Tuesday, December 12, 2023 in Meeting Room 1-A, Regional Headquarters Building, 605 Rossland Road East, Whitby, Ontario at 7:30 PM. Electronic participation was offered for this meeting.

1. Roll Call

Present: T. Barrie, Clarington
Z. Cohoon, Member at Large, Chair
R. Death, Whitby
N. Guthrie, Ajax
B. Hulshof, Uxbridge
D. Risebrough, Member at Large, Vice-Chair
M. Shiers, Durham Region Federation of Agriculture
B. Smith, Uxbridge, Vice-Chair
M. Somerville*, Member at Large
D. Stevenson, Oshawa
N. Swain, Scugog, attended the meeting at 7:39 PM
G. Taylor, Pickering
T. Watpool, Brock

*** denotes members of the Committee participating electronically**

Absent: G. O'Connor, Member at Large
H. Schillings, Member at Large
W. Wotten, Regional Councillor

Staff

Present: A. De Vos, Program Specialist, Department of Planning and Economic Development
S. Jibb, Manager, Agricultural & Rural Economic Development, Department of Planning and Economic Development
R. Inacio, Systems Support Specialist, Corporate Services – IT
M. Scott, Project Planner, Department of Planning and Economic Development
K. Smith*, Committee Clerk, Corporate Services – Legislative Services
*** denotes staff participating electronically**

2. Declarations of Interest

There were no declarations of interest.

3. Adoption of Minutes

Moved by T. Barrie, Seconded by B. Smith,
That the minutes of the Durham Agricultural Advisory Committee meeting
held on Tuesday, November 14, 2023, be adopted.
CARRIED

4. Presentations

A) Martin Straathof, Executive Director, Ontario Farmland Trust – Duffins Rouge Agricultural Preserve Easements

Martin Straathof, Executive Director, Ontario Farmland Trust, provided a
PowerPoint presentation with regards to Ontario Farmland Trust and the Duffins
Rouge Agricultural Preserve.

Highlights of the presentation included:

- Ontario Farmland Trust (OFT)
- Our Main Activities
- OFT Team
- Education & Outreach – Annual Farmland Forum and Webinar
- Farmland Protection – Conservation Easement Agreements
- Farmland Easement Agreements
- Using Farmland Conservation Easements
- Farrow Family Farms – Bruce County, 2021
- OFT and Durham Region
- Duffins Rouge Agricultural Preserve (DRAP)
- OFT's Proposal for DRAP
- OFT as a Resource

M. Straathof responded to questions with regards to how the easement holders
can transfer the easements to another person; who holds the conservation
easements; whether the easements were in place when the land was purchased;
how to get approval to put a road through an area that has an easement on the
land; what is done when development surrounds a land trust and makes it
impossible for a farm to operate; the legality of an easement and how the
conditions in the agreement are enforced; and the history of Duffins Rouge
Agricultural Preserve and how the easements were removed and reinstated.

General discussion ensued with regards to endorsement from the Committee with
respect to the role that Ontario Farmland Trust plays in the conservation and
protection of agricultural lands.

M. Scott advised that the correspondence from Ontario Farmland Trust regarding
Response to Proposed Act regarding the Duffins Rouge Agricultural Preserve
was included on the November 17, 2023 Council Information Package.

B) Jeremy Dunn, Commercial Vice President, Hamilton Oshawa Port Authority (HOPA) – Oshawa Port Update

Jeremy Dunn, Commercial Vice President, Hamilton Oshawa Port Authority, participating electronically, provided a PowerPoint presentation with regards to Oshawa Port Update.

Highlights of the presentation included:

- Who We Are – Managing Working Waterfront on the Canadian Great Lakes
- Hamilton Oshawa Port Authority (HOPA) Ports – Our Vision
- Upcoming Projects – Port of Oshawa
- Major Projects – Port of Oshawa Export Development
- Port of Oshawa – East Wharf Surfacing & Stormwater Management
- Port of Oshawa – Improving Export Capability for Durham’s Agricultural Community
- Grain Terminal – FWS Industrial Products Canada Ltd.
- Project Schedule
- Port of Oshawa – New Grain Terminal

J. Dunn responded to questions with regards to where the scales will be located after the renovation of the Port of Oshawa; whether the Port of Oshawa will be open during construction; how project delays will be handled; whether the current operator will be changing; who will be the merchandiser for the grain system; whether the construction will be able to handle truck traffic; and whether the probing station is being moved during construction.

5. Discussion Items

A) Agricultural 101 Training

A. De Vos advised that Z. Cohoon and N. Swain provided the Agricultural 101 Training presentation to Scugog on December 4, 2023. She further advised that the date for Oshawa needs to be finalized, and that a volunteer is needed to deliver the presentation to Pickering. Presentations for the remaining municipalities are in the process of being scheduled.

B) Rural and Agricultural Economic Development Update

S. Jibb advised that they are continuing to deliver the annual reports on the Growing Agri Food Durham plan. They have presented to the Federation of Agriculture, and still need to present to Durham Farm Connections, Clarington Agriculture Committee and Durham Farm Fresh.

A. De Vos advised that they will be filming at Gordon Food Service in Ajax for the Apple Value Chain video project and the Precision Ag Field Day will be running in 2024 at Tom and Sally Barrie’s.

M. Sommerville requested an update on the zoning by-law project. S. Jibb advised that they are continuing to work with Scugog, Uxbridge and Brock and the goal is to have similar zoning by-laws across the municipalities that will permit agriculture related and on-farm diversified uses. She stated that the terms of reference and project work plan was recently finalized and at the end of January they will be undergoing a Request for Proposal (RFP) to retain a consultant to undertake the work.

C) Agricultural Advisory Committee Clarington Update

T. Barrie advised that the next meeting will take place on December 14, 2023 and they will be discussing the lack of trimming trees and fixing ditches with the Works department.

D) Durham Farm Fresh Update

J. McKay advised that Durham Farm Fresh did not obtain quorum at the Annual General Meeting (AGM) on November 30, 2023 and will be rescheduling the meeting in the new year.

E) Greater Golden Horseshoe Food and Farming Alliance Update

M. Scott advised that the group is working on an urban agriculture paper with the Barrett Centre and will likely give a presentation to the Committee in the Spring 2024.

F) Durham Region Federation of Agriculture Update

M. Shiers provided the following update:

- The Ontario Federation of Agriculture was going to provide a presentation at the last meeting, however due to technical difficulties it was not able to happen. S. Jibb and A. De Vos provided an update on behalf of Durham Region.
- Correspondence from Ontario Farmland Trust as discussed earlier in the meeting was on the agenda and there were reports from delegates regarding the Ontario Federation of Agriculture's Annual General Meeting.
- The next meeting is being held at the Scugog Library on December 19, 2023 with a social event beginning at 6:30 PM and the meeting beginning at 8:30 PM.

G) Harmony Road Compost Facility

Harmony Road Compost Facility – Regional Biomass Treatment Centre was provided as Attachment #2 to the Agenda and received.

M. Scott stated that the centre did not require any approvals from the Region of Durham.

M. Scott responded to questions with regards to who purchased the biomass treatment centre; and whether the compost is coming from Durham Region or other municipalities.

Discussion ensued with regards to who will be doing the clean up from the past company; what is being brought to the compost site; and the cost associated with dumping compost.

H) Independent Electricity Systems Operator (IESO) Battery Storage Sites

Correspondence from Jonathan Clifford, Business Development Manager, WPD Canada Corporation, re: Independent Electricity Systems Operator (IESO) Battery Storage Sites was provided as a link to the Agenda and received.

M. Scott provided an update on the proposed battery storage sites in Durham Region. He stated the Clarington site on Langmaid Road will likely not be going forward, the Trillium Energy Storage site in Cherrywood in Pickering will be going forward, the ABO Wind site in Beaverton is currently on hold, and the WPD Canada site in Beaverton is moving forward.

M. Scott further advised that municipal sign-off for a battery storage site is required. The applications to the IESO are due later this week with the required supply studies. He also noted that there have been concerns in the community with the proposed battery storage sites.

Discussion ensued with regards to concerns with placing battery storage sites on the shores of agriculture lands and sensitive waterways; the Committee not being in favour of this type of development on agricultural land in the Region of Durham; and concerns with implementing battery storage sites with rare power outages in Ontario.

Moved by B. Smith, Seconded by D. Risebrough,
That we recommend to the Planning and Economic Development
Committee for approval and subsequent recommendation to Regional
Council:

That Council be advised of the Durham Agricultural Advisory Committee not being in support of battery storage sites being located on, or adjacent to, agricultural land in Durham Region.

CARRIED

6. Information Items

A) Roundabout Construction – Brock Road & Goodwood Road, Uxbridge

Correspondence from Christopher Kho, Deputy Project Manager, Parsons Inc., re: Notice of Study Commencement Letter – Brock Road (Regional Road 1) and

Goodwood Road (Regional Road 21) Roundabout Construction, Township of Uxbridge was provided as Attachment #4 to the Agenda and received.

M. Scott requested feedback from Committee members in response to the letter. Committee members requested that either mounting curbs be larger or rolling curbs be used, and that the shoulders be paved.

Discussion ensued with regards to shrubs and bushes in the centre of roundabouts; and lane width in roundabouts.

7. Other Business

A) Warming Centre in LLC

M. Scott advised Committee members that the LL-C at Regional Headquarters is now being used as a warming centre and recommended that the North entrance doors be used to enter the facility.

B) Waste Transfer Station Limits

Discussion ensued with regards to whether there limits on the amount of oil and tires that can be dropped off at the Port Perry transfer station; whether there is any way to increase the drop off limits for agriculture workers; whether there is a designated day for agriculture workers to drop off materials; and other ways to dispose of oil.

C) Ontario Farmland Trust

D. Stevenson questioned what the Committee's action plan was for the Ontario Farmland Trust and whether the Committee will be making a statement on the matter.

M. Scott advised that he will circulate the presentation and additional materials in order for Committee members to conduct research regarding the topic prior to making a statement on behalf of the Committee.

Discussion ensued with regards to the tax benefit of having an agriculture easement; urban sprawl along Lake Ontario; and creating a sub-committee to conduct research and prepare a statement, if required.

D) Township of Scugog Agriculture Roundtable

N. Swain advised that the Scugog Agriculture Roundtable will be taking place on January 18, 2024 at 10:00 AM in the Scugog Council Chambers, and that invitations will be sent out this week. She advised Committee members to provide questions in advance of the meeting in order to have appropriate staff available to answer.

8. Date of Next Meeting

The next meeting of the Durham Agricultural Advisory Committee will be held on Tuesday, January 16, 2024 starting at 7:30 PM.

9. Adjournment

Moved by D. Stevenson, Seconded by M. Sheirs,
That the meeting be adjourned.

CARRIED

The meeting adjourned at 9:06 PM

Respectfully submitted,

Z.Cphoon, Chair

K. Smith, Committee Clerk

The Regional Municipality of Durham

MINUTES

DURHAM ACTIVE TRANSPORTATION COMMITTEE

Thursday, December 14, 2023

A meeting of the Durham Active Transportation Committee was held on Thursday, December 14, 2023 in Meeting Room 1-A, Regional Headquarters Building, 605 Rossland Road East, Whitby at 7:00 PM. Electronic participation was offered for this meeting.

1. Roll Call

Present: R. Lalonde, Whitby, Chair
B. Astley, Oshawa
A. Heywood*, Pickering
C. Houston, Clarington, Vice-Chair
Councillor Kerr
K. Mirani*, Brock
P. Smith*, Uxbridge
T. Van Helsdingen*, Ajax

*** denotes members participating electronically**

Absent: M. Gibbons, Scugog

Staff

Present: A. Caruso, Senior Planner, Transportation Planning, Planning and Economic Development
A. Chung, Systems Support Specialist, Corporate Services – IT
C. Leitch, Principal Planner, Transportation Planning, Planning and Economic Development
F. Mannan*, Project Manager, Rapid Transit Office
G. Pereira, Manager, Transportation Planning, Planning and Economic Development
S. Singh*, GIS Specialist, Traffic Safety, Works Department
V. Walker, Committee Clerk, Corporate Services – Legislative Services

*** denotes staff participating electronically**

2. Declarations of Interest

There were no declarations of interest.

3. Adoption of Minutes

Moved by B. Astley, Seconded by C. Houston,
That the minutes of the Durham Active Transportation Committee meeting held on October 11, 2023, be adopted.

CARRIED

4. Presentations

A) David Simor, Director, The Centre for Active Transportation (TCAT), re: Complete Streets: Considerations to Keep in Mind for Implementation

David Simor, Director, The Centre for Active Transportation (TCAT), provided a PowerPoint presentation regarding Complete Streets: Considerations to Keep in Mind for Implementation.

Highlights of the presentation included:

- The Centre for Active Transportation (TCAT)
- TCAT & Complete Streets
- What are Complete Streets?
- What do they Look Like?
- What are the Benefits?
- 5 Considerations for Complete Streets Implementation
 - Make It About Vision
 - Can't Please Everyone (so don't try)
 - More than Townhalls
 - Meet People Where They Are
 - Leave Them Feeling Good
 - Look Beyond Traffic Counts
 - Infrastructure is Not Neutral
- Mobility & Personal Identity
- Providing for Different Needs
- More Considerations

D. Simor responded to a question from the Committee regarding the purpose of reducing the role of police enforcement in creating safer streets.

B) Kevan Marshall, Project Manager, Transit Services, Region of Waterloo, re: Making Sustainable Transportation the Easy Choice in Waterloo Region

Kevan Marshall, Project Manager, Transit Services, Region of Waterloo, provided a PowerPoint presentation regarding Making Sustainable Transportation the Easy Choice in Waterloo Region.

Highlights of the presentation included:

- Transit-Supportive Active Transportation is Our Priority
- Region of Waterloo Bike Map (2021)
- Waterloo Region's TravelWise Program
- TravelWise Bike Month Contest
- Cycling and Transit
- Transit Bike Parking
- Region of Waterloo + Neuron Micromobility
- Next Stop: Market District

- The Market Trail
- Market Trail's Public Consultation Success Story
- Market Trail – Building Towards Opening Day
- Transit Hub Trail
- Key Takeaways
- The Importance of Advisory Committees
- Region of Waterloo Active Transportation Advisory Committee (ATAC)
- ATAC Vision
- ATAC Mission, Goals, and Objectives
- Territorial Acknowledgements

K. Marshall responded to questions from the Committee regarding whether the Market Trail has additional points of entry along the route other than at the start and end of the trail; if any of the trail markings include icons for pedestrians; whether the Region of Waterloo has received feedback from the community or City staff relating to concerns of pedestrians interacting on the same path as e-scooters and bicycles and how that has been addressed; how the locations of the e-scooters were determined and their proximity to residential areas; and the process and challenges with implementing trail crossings over a rail line.

C) Shivani Singh, GIS Specialist, Traffic Safety, Region of Durham, re: Traffic Data

Shivani Singh, GIS Specialist, Traffic Safety, Region of Durham and Steven Kemp, Manager, Traffic Safety and Operations, Region of Durham, provided a PowerPoint presentation regarding Durham Vision Zero – Strategic Road Safety Action Plan.

Highlights of the presentation included:

- Durham Vision Zero
- Vision and Goal
- Pedestrian and Cyclist Volumes
- Pedestrian and Cyclist Collisions
- Cyclist Collision Frequency
- Top 10 Cyclist Collision Locations
- Pedestrian Collision Frequency
- Top 10 Pedestrian Collision Locations
- Eco-Counters
- New Pedestrian and Cycling Initiatives
- Bicycle Signals – Cross-rides

Discussion ensued regarding potential future placement of cross-rides in the Region.

S. Kemp and S. Singh responded to questions from the Committee regarding whether the reasons are known as to why Taunton Road experiences a

larger number of bicycle and vehicular collisions than other roads in the Region; whether the eco-counters can detect a carbon fibre bicycle; how the collected collision data is used for future planning; whether the collected data includes both regional and municipal roads; and whether Leading Bicycle Intervals that has been piloted in Ottawa and Toronto will be piloted in Durham Region, and locations that would be most suitable for same.

D) Chris Leitch, Principal Planner, Durham Region, re: Meadoway Update

Chris Leitch, Principal Planner, Durham Region provided a PowerPoint presentation regarding an Update to the Durham Meadoway Visioning Study.

Highlights of the presentation included:

- Project Introduction
- Study Process and Engagement
- Purpose of Visioning Study
- Where is the Durham Meadoway?
- Overview by the Numbers
- The Vision
 - Vision Statement
 - Guiding Principles
 - Beyond the Multi-Use Path
- The Route
 - Route Evaluation Overview
 - Preferred Route and Interim Connections
 - Durham Meadoway Segments (1 – 11)
 - Conceptual Sketch
 - Rendering
- Next Steps
 - Implementation Strategy
 - Cost Estimation – Class EA Study
 - Potential of Durham Meadoway
 - Decision Making Steps
 - Potential Funding Opportunities

C. Leitch responded to a question from the Committee regarding the reception and feedback received from the Council's of the local area municipalities.

5. Delegations

There were no delegations.

6. Discussion Items

A) Bike Friendly Status: DATC Sub-committee

A. Caruso stated that the Committee expressed interest in applying for Bike Friendly Status in the Region following the Share the Road Cycling Coalition presentation from the previous meeting. A. Caruso suggested the formation of a Bike Friendly Status Sub-committee that would be responsible for collecting data and documentation as it relates to cycling within the community, and preparing and submitting the application.

Moved by B. Astley, Seconded by C. Houston,
That a Bike Friendly Status Sub-committee be formed, and that B. Astley, R. Lalonde, P. Smith and C. Houston be appointed to it.
CARRIED

B) TransCanada Trail: North Durham Rail Trail Update

A. Caruso stated that the Eastern Ontario Trail Alliance has agreed to assume maintenance of the trail and will meet with the Region in early 2024 to discuss the details with respect to maintenance responsibilities. A. Caruso advised that a further update will be made at the next Committee meeting.

A. Caruso responded to questions from the Committee with regards to whether the Eastern Ontario Trail Alliance is primarily an ATV organization; and whether they have agreed to take over maintenance for the whole trail or just the section from Lakeridge to Lindsay.

7. Information Items

A) Copenhagen City Tour, Anthony Caruso

A. Caruso provided an overview of the Copenhagen City Tour that he attended in September 2023 as part of a grant prize awarded to 4 Canadian municipalities and Ontario Tech University through the Canadian Institute for Health Research, which provided an opportunity to experience Copenhagen's approach to active transportation. A. Caruso stated that the event included a 5-day interactive workshop, study tours and site visits.

A. Caruso advised that Copenhagen has implemented many changes to make the city more friendly to pedestrians and cyclists, including removing most car parking and creating bike parking. A. Caruso advised that Copenhagen prioritizes walkways and cycle paths, which are plowed before roads during winter months. He stated that a multi-functional approach to integrate cycling infrastructure goes into the city's design process, which is demonstrated by the many bridges constructed across canals that connect the city, and at Copenhagen University where covered bicycle parking is offered for protection from rain and snow.

A. Caruso advised that there will be a full-day workshop at Ontario Tech University on June 17, 2024, to discuss improving access to active transportation.

8. Other Business

A) Upgrading and Expanding Safe Active Transportation Networks in Oshawa – and Beyond

Councillor Kerr stated that with a second GO Station coming to the City of Oshawa, there is an opportunity to upgrade and expand the active transportation networks that connect the city. Councillor Kerr suggested this could be achieved through constructing multi-use pathways (MUPs) in locations that would provide access the GO stations, widening the tunnel under the GO train tracks at the existing station to create separate pedestrian and active transportation links; and invoking no street parking along Mary Street during peak times to increase the confidence of active transportation commuters.

Councillor Kerr welcomed any feedback from the Committee on the proposed suggestions or to provide additional options for consideration.

B) Introduction of Region of Durham’s new Active Transportation Specialist

S. Kemp stated that the Regional Cycling Plan Update contained approval for a new Active Transportation Specialist position and introduced Fariha Mannan as the successful candidate for the role.

9. Date of Next Meeting

The next regularly scheduled meeting of the Durham Active Transportation Committee will be held on Thursday, March 7, 2024 in Meeting Room 1-B, Regional Headquarters Building, 605 Rossland Road East, Whitby, at 7:00 PM.

10. Adjournment

Moved by Councillor Kerr, Seconded by B. Astley,
That the meeting be adjourned.

CARRIED

The meeting adjourned at 9:00 PM

R. Lalonde, Chair
Durham Active Transportation
Committee

V. Walker, Committee Clerk