



## The Regional Municipality of Durham

### Planning and Economic Development Committee Agenda

Tuesday, February 7, 2023, 9:30 a.m.

Regional Council Chambers

Regional Headquarters Building

605 Rossland Road East, Whitby

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

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

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| 4. Statutory Public Meetings                                                                                                                                                                                       |       |
| There are no statutory public meetings                                                                                                                                                                             |       |
| 5. Presentations                                                                                                                                                                                                   |       |
| 5.1 Stacey Jibb, Manager of Agriculture & Rural Economic Development, and Glen Macfarlane, Rural Program Specialist<br>Re: Growing North Durham: Rural Economic Development Action Plan (2023-EDT-2) [Item 8.2 a.] |       |
| 5.2 Stacey Jibb, Manager of Agriculture & Rural Economic Development<br>Re: Best Practices for On-Farm Diversified Uses (2023-EDT-3) [Item 8.2 b.]                                                                 |       |
| 6. Delegations                                                                                                                                                                                                     |       |
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**7. Planning**

7.1 Correspondence

7.2 Reports

There are no reports to consider.

**8. Economic Development**

8.1 Correspondence

8.2 Reports

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| a. | Report #2023-EDT-2<br>Growing North Durham: Rural Economic Development Action Plan | 66  |
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**9. Advisory Committee Resolutions**

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| 9.1 | Durham Agricultural Advisory Committee<br>Re: Impacts on Food Prices and Opportunities for Advocacy to Improve Financial Viability for the Agri-food Sector<br><br>Recommendation: Approval and Subsequent Recommendation to Regional Council | 145 |
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**10. Confidential Matters**

There are no confidential matters to be considered

**11. Other Business**

**12. Date of Next Meeting**

Tuesday, March 7, 2023 at 9:30 AM

**13. Adjournment**

Notice regarding collection, use and disclosure of personal information:

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

## **The Regional Municipality of Durham**

### **MINUTES**

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

**Tuesday, January 10, 2023**

A regular meeting of the Planning & Economic Development Committee was held on Tuesday, January 10, 2023 in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby, Ontario at 9:30 AM. Electronic participation was offered for this meeting.

#### **1. Roll Call**

Present: Councillor Chapman, Chair  
Councillor Pickles, Vice-Chair  
Councillor Collier\* attended for part of the meeting  
Councillor Kerr  
Councillor Neal  
Councillor Shahid  
Councillor Wotten\* attended for part of the meeting  
Regional Chair Henry  
**\* denotes Councillors participating electronically**

Also  
Present: Councillor Dies\*  
Councillor Marimpietri attended the meeting at 9:56 AM  
**\* denotes Councillors participating electronically**

Staff  
Present: S. Austin, Director, Strategic Initiatives, Chief Administrative Office  
E. Baxter-Trahair, Chief Administrative Officer  
C. Boyd, Solicitor, Chief Administrative Office – Legal Services  
B. Bridgeman, Commissioner of Planning and Economic Development  
A. Caruso, Senior Planner, Transportation Planning  
S. Gill, Director, Economic Development and Tourism  
C. Goodchild, Manager, Policy Planning & Special Studies  
L. Huinink, Director, Rapid Transit and Transit Oriented Development  
J. Hunt, Regional Solicitor/Director of Legal Services, Chief Administrative Office – Legal Services  
S. Jibb, Manager, Economic Development, Agriculture and Rural Affairs  
G. Muller, Director of Planning  
G. Pereira, Manager, Transportation Planning  
B. Pickard, Manager, Tourism  
L. Riviere-Doersam, Principal Planner  
D. Ruby, Manager, Economic Development, Business Development and Investment

J. Severs, Manager, Economic Development, Marketing and Cluster Development  
L. Trombino, Manager, Plan Implementation  
R. Inacio, Systems Support Specialist, Corporate Services – IT  
C. Bandel, Deputy Clerk, Corporate Services – Legislative Services  
S. Ciani, Committee Clerk, Corporate Services – Legislative Services  
N. Prasad, Assistant Secretary to Council, Corporate Services – Legislative Services  
K. Smith, Committee Clerk, Corporate Services – Legislative Services

**2. Declarations of Interest**

There were no declarations of interest.

**3. Adoption of Minutes**

Moved by Councillor Neal, Seconded by Councillor Shahid,  
(1) That the minutes of the regular Planning & Economic Development Committee meeting held on Tuesday, December 6, 2022, be adopted.  
CARRIED

**4. Statutory Public Meetings**

- 4.1 Application to Amend the Durham Regional Official Plan, submitted by 2648870 Ontario Inc., to permit a resort development in the Hamlet of Port Bolster, Township of Brock, File: OPA 2022-005 (2023-P-1)
- 

The Chair advised that this portion of the Planning & Economic Development Committee meeting constitutes the Statutory Public Information meeting under the Planning Act for a proposed amendment to the Durham Regional Official Plan. He also advised that notice of the public meeting was advertised in the applicable newspaper and mailed to landowners and residents within 120 metres of the subject property. He noted that it is important that anyone who may have an interest in this matter make a submission prior to Regional Council making a decision.

**A) Presentation**

Lori Riviere-Doersam, Principal Planner, Planning Division, provided a presentation outlining the details of Report #2023-P-1 of the Commissioner of Planning and Economic Development. She advised that an application has been submitted by Fotenn Consultants Inc., on behalf of 2648870 Ontario Inc., to permit the development of a 46-unit resort in the Hamlet of Port Bolster, in the Township of Brock. The subject site is municipally known as Lot 1, Concession 14 and is located at 23801 Thorah Park Boulevard, in the Hamlet of Port Bolster. She provided an overview of the application and land use policy considerations. She also advised that to date there have been questions and concerns raised by



residents related to potential traffic impacts, access to the lake, and potential lighting impacts.

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

B) Delegations

1. Miles Weekes, Senior Planner, Fotenn Consultants, and Martin Shoom, Architect, Shoom Design + Architecture, on behalf of 2648870 Ontario Inc.

Miles Weekes and Martin Shoom appeared with respect to the application to amend the Durham Regional Official Plan submitted on behalf of 2648870 Ontario Inc. They advised that they are the applicants' agent and were present to answer any questions on Report #2023-P-1.

M. Weekes provided an overview of the questions received to date regarding traffic, servicing, environment, lighting generated by the site, operations, and local opportunities.

M. Weekes responded to questions from the Committee.

C) Correspondence

1. Donald Millett, Beaverton resident
2. Connie Drago, Beaverton resident

D) Report

Moved by Councillor Shahid, Seconded by Councillor Neal,

- (2) A) That Report #2023-P-1 of the Commissioner of Planning and Economic Development be received for information; and

- B) That all submissions received be referred to the Planning and Economic Development Department for consideration.

CARRIED

**5. Presentations**

5.1 Brandon Pickard, Manager of Tourism, and Stacey Jibb, Manager of Agriculture and Rural Economic Development, re: On-Farm Diversification

Brandon Pickard, Manager of Tourism, and Stacey Jibb, Manager of Agriculture and Rural Economic Development, provided a presentation regarding On-Farm Diversification. Highlights of their presentation included:

- What are On-Farm Diversified Uses?
- Economic Benefits

- Best Practices and Resources
- Current Projects/Next Steps
- Gates Open 2022

Staff responded to questions with respect to provincial grant funding available; location and expected attendance of the Gates Open event for 2023; Durham College farming involvement with Durham Farm Fresh; the application process for the Gates Open event; and the guidelines to determine if a farm qualifies for on-farm diversified uses.

## **6. Delegations**

### **6.1 Ivan Battye, Whitby Resident, re: Airports in Durham Region**

Moved by Councillor Shahid, Seconded by Councillor Kerr,  
(3) That the delegation from Ivan Battye, Whitby resident, re: Airports in Durham Region, and correspondence Item 7.1 A) from Ivan Battye, Whitby resident, re: Airports in Durham Region, be deferred to the February 7, 2023 Planning and Economic Development Committee meeting.

CARRIED

### **6.2 Geoff Carpentier, Chair, Durham Environmental Advisory Committee (DEAC), re: Durham Environmental Advisory Committee 2022 Annual Report (2023-P-3)**

Geoff Carpentier was not in attendance at this point in the meeting. The delegation from G. Carpentier was deferred to the February 7, 2023 Planning & Economic Development Committee meeting later in the meeting. See Motion (8) on page 7.

### **6.3 Ron Lalonde, Chair, Durham Active Transportation Committee (DATC), re: Durham Active Transportation Committee 2022 Annual Report (2023-P-3)**

R. Lalonde appeared before the Committee with respect to the Durham Active Transportation Committee (DATC) 2022 Annual Report. He highlighted the various activities of DATC in 2022, including:

- The Active Sustainable School Travel (ASST) to develop school safety travel plans for elementary schools throughout Durham;
- Durham Region's Smart Commute Program to consider alternative travel modes such as active transportation, car pooling, and transit; and
- Finalizing the Ontario Traffic Manual Book 18 Cycling Guidelines, which provides cycling infrastructure design specifications to improve cycling safety and a complete street design perspective.

R. Lalonde responded to questions from the Committee. The Committee thanked R. Lalonde and members of DATC for their work.

6.4 Zac Cohoon, Chair, Durham Agricultural Advisory Committee (DAAC), re: Durham Agricultural Advisory Committee 2022 Annual Report (2023-P-3)

Z. Cohoon appeared before the Committee with respect to the Durham Agricultural Advisory Committee (DAAC) 2022 Annual Report. He highlighted the various activities of DAAC in 2022, including:

- An overview of the presentations and discussions throughout 2022.
- Providing advice to Durham Region on several issues including Official Plan Amendment applications, rural economic development needs and opportunities, potential for Local Food Logistics Hub and Innovation Centre, Durham Community Energy Plan Task Force, Growing Agri-Food Durham Plan – Priority Areas, and Envision Durham.
- An overview of the annual Farm Tour hosted by DAAC which was held at Sargent Dairy Farm in Enniskillen.
- Comments regarding the challenges currently being experienced by Durham farmers by the increasing cost of operational inputs such as fuel and federal tariffs on fertilizer.

Z. Cohoon responded to questions from the Committee. The Committee thanked Z. Cohoon and members of DAAC for their work.

**7. Planning**

7.1 Correspondence

A) Correspondence from Ivan Battye, Whitby resident, re: Airports in Durham Region

This matter was considered earlier in the meeting. See Motion (3) on Page 4.

B) Correspondence from Toronto and Region Conservation Authority, re: Recruitment of Municipal Representatives on Regional Watershed Alliance

Moved by Councillor Shahid, Seconded by Councillor Kerr,

- (4) That Councillor Pickles be nominated as the Durham Region Municipal representative on the Regional Watershed Alliance, and Amanda Bathe, Senior Planner, Planning and Economic Development, be nominated as the alternate.

CARRIED

7.2 Reports

A) Smart Mobility Durham 2022 Annual Report and 2023 Workplan (2023-P-2)

Report #2023-P-2 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

Moved by Councillor Kerr, Seconded by Councillor Shahid,

(5) That we recommend to Council:

- A) That Report #2023-P-2 of the Commissioner of Planning and Economic Development be received as Smart Mobility Durham's 2022 Annual Report and 2023 Workplan;
- B) That Smart Mobility Durham's 2023 Workplan be approved, as outlined in Attachment #2 to Report #2023-P-2; and
- C) That a copy of Report #2023-P-2 be forwarded to the Durham Active Transportation Committee, and the Area Municipalities.

CARRIED

B) 2022 Annual Reports of the Durham Active Transportation Committee, Durham Agricultural Advisory Committee and Durham Environmental Advisory Committee (2023-P-3)

Report #2023-P-3 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

Moved by Councillor Kerr, Seconded by Councillor Shahid,

(6) That Report #2023-P-3 of the Commissioner of Planning and Economic Development be received for information.

CARRIED

**8. Economic Development**

8.1 Correspondence

There were no communications to consider.

8.2 Reports

A) Gates Open 2022: Find Your Flavour (2023-EDT-1)

Report #2023-EDT-1 from B. Bridgeman, Commissioner of Planning and Economic Development, was received.

Moved by Councillor Pickles, Seconded by Councillor Kerr,

(7) That Report #2023-EDT-1 of the Commissioner of Planning and Economic Development be received for information.

CARRIED

**9. Advisory Committee Resolutions**

There were no advisory committee resolutions to be considered.

**10. Confidential Matters**

There were no confidential matters to be considered.

**11. Other Business**

**11.1** Geoff Carpentier, Chair, Durham Environmental Advisory Committee (DEAC), re: Durham Environmental Advisory Committee 2022 Annual Report (2023-P-3)

Moved by Regional Chair Henry, Seconded by Councillor Kerr,  
(8) That the delegation from Geoff Carpentier, Chair, Durham Environmental Advisory Committee (DEAC), re: Durham Environmental Advisory Committee 2022 Annual Report be deferred to the February 7, 2023 Planning and Economic Development Committee meeting.

CARRIED

**12. Date of Next Meeting**

The next regularly scheduled Planning & Economic Development Committee meeting will be held on Tuesday, February 7, 2023 at 9:30 AM in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby.

**13. Adjournment**

Moved by Councillor Kerr, Seconded by Councillor Neal,  
(9) That the meeting be adjourned.

CARRIED

The meeting adjourned at 10:49 AM

Respectfully submitted,

---

B. Chapman, Chair

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K. Smith, Committee Clerk

## **Airports in Durham Region ..(read time 9 min.)**

### **About This Submission**

Durham Council, over an extended period of time, has been given false and misleading information regarding airports. The information has been provided by the GTAA, Transport Canada, and various encumbered “experts.” (Appendix various see 7 of this submission)

### **Pickering Airport an Economic Driver?**

Durham Regional Council has repeatedly confirmed a need for a Pickering airport in Durham as an acceptable driver for growth. Durham believes and declares that airports are substantial growth generators with positive cost-benefit potential.

Transport Canada owns the Pickering Lands and holds them in case of need for a future airport project. But Transport Canada is contractually constrained within Article 44 of its Ground Lease with the Greater Toronto Airports Authority (GTAA). A Pickering Airport cannot proceed until Toronto Pearson International Airport is no longer “**meeting any capacity and demand requirements.**” (Appendix 1)

The GTAA’s current Master Plan (2017-2037) foresees no existing or projected capacity issues within the Plan’s timeframe. (Appendix 2)

The Minister of Transport has agreed with this assessment. (Appendix 3)

The practical and absolute capacity limits declared for a 5-runway or a planned 6-runway system in the GTAA’s 2008 Master Plan were expected to be reached between 2013 and 2023, but such references were not included in the 2017 Master Plan, (Appendix 4) and were false from conception. (Appendix p.42) **The two master plans clearly define the term “capacity” as used in the Ground Lease contract, quoted above.** The GTAA has stated in its 2017 Master Plan that these limits will not be reached before that Plan’s termination date of 2037. (Appendix 2)

Two major reports commissioned by Transport Canada to analyze Southern Ontario airport capacity – the Needs Assessment Study: Pickering Lands, dated 2010 and released in 2011 (Appendix 5) and the KPMG Supply and Demand Report, dated 2016 and released in 2020 (Appendix 6) – do not contradict either of the related GTAA Master Plans. “Capacity” definitions are clearly outlined in both the 2008 Master Plan and in the Needs Assessment Study.

Nowhere in the KPMG Supply and Demand Report (or anywhere else in the study’s four reports) does KPMG state or even imply that a Pickering airport will be needed by 2036. The report does say, multiple times, that it WON’T be needed. And nowhere does GTAA say or even imply that the airport will be needed in 2037 or at any known date after that. A review of the calculations provided by all these Transport Canada reports suggests that it is unreasonable to conclude that a Pickering airport would be viable before the year 2100. (Appendix 7)

This view is supported by the current GTAA Master Plan gate build projections and airline passenger-load-factor increases per movement, as presented in their annual reports. (Appendix 7-D)

Conclusion: A Pickering airport may never be contractually or financially viable. (Appendix 7-G)

## Oshawa Airport an Economic Driver?

On March 28, 2022, Oshawa Council considered its airport's future in two reports: From the Development Service Committee (DSC) meeting of Mar. 7, 2022, the report **DS-22-64** (pp. 83-91) — Re amending 1997 Operating and Option Agreement for the Oshawa Executive Airport (Appendix 8) and the report **DS-22-67** — Proposed Noise Abatement Procedures for the Oshawa Executive Airport. (Appendices 8 and 10)

Oshawa forwarded both reports to the Minister of Transport with requests for changes to the 1997 Oshawa Operating and Options Agreement (the Transport Canada—Oshawa legal agreement). Both reports reference an impending Pickering Airport build, as does the 1997 Oshawa Operating and Options Agreement itself. Both Oshawa and Durham have stated, without providing supporting evidence, that Toronto International will be at capacity in 2036.

Report DS-22-64 advised on a continuing and increasing – and previously undisclosed – airport debt of about **\$10 million**, and seeks to (1) open the agreement, (2) amend the agreement by 14 years to obtain an earlier termination date, and (3) enable the sale of some airport lands now. (Once permitted, the selling of land will likely continue, as the proceeds from the sales will help to pay down operating deficits that are a product of mismanagement.) (Appendix 9)

Report DS-22-67 engages in and details a process, required by Transport Canada, to attempt to legalize and enforce Oshawa Council's wishes for new (and unprecedented) restricted hours of operation at Oshawa Airport to reduce noise although there is video evidence that the community had been aware ahead of time that 100,000 training movements would be part of Oshawa airport's decision to be a base for a flying school. (Appendices 9 and 14)

This is an extensive arbitration process, which has been undertaken by an approved aviation specialist who in this case is young and clearly inexperienced, per his resume, which demonstrates to me that he will be overwhelmed by Oshawa senior staff.

"Noise" is a value legally defined by the Government of Canada and the Government of Ontario. Based on that legal definition, **there is no "noise"** at Oshawa Airport and no sound that exceeds that which Highway 401 delivers 24/7 on a 1-mile swath across Durham.<sup>1</sup>

Toronto Pearson receives 363 noise complaints per 1000 movements.<sup>2</sup> Oshawa gets 3 per 1000,<sup>3</sup> and note that the noise contours of the flight school are inside the airport boundary. (Appendix 10)

The bulk of the operational restrictions Oshawa seeks are extraordinary in nature and are unprecedented in the industry. (Appendix 10)

The two Oshawa documents clearly indicate a lack of due diligence by the city. Such failures can result in an airport's loss of viability, a lack of regional growth, loss of ownership of the airport as outlined in the 1997 Operating and Option Agreement for the Oshawa Executive Airport, or Oshawa Airport's premature closure. Oshawa Airport is specifically named in the GTAA's Ground Lease as being outside the GTAA/Transport Canada legal agreement restrictions within Article 44. (Appendix 1) If Oshawa fails to operate its airport according to the 1997 agreement, Transport Canada can resume airport operation. (Appendix 11)

## Summary

The Minister of Transport cannot go forward with Pickering, by contract as long as Toronto Pearson is “meeting all capacity and demand requirements.” See Article 44, GTAA/TC Ground Lease. No capacity constraint is anticipated at Toronto International in the foreseeable future; therefore, there is no business case for Pickering.

Durham Council has been misled regarding Toronto International Airport capacity by the GTAA, Transport Canada, and various “experts.”

The Minister of Transport cannot approve noise regulations in Oshawa. There is no airport noise at Oshawa by definition.

Oshawa Airport’s business plan increasingly fails, due to mismanagement and a lack of expertise.

## Recommendations

If Durham Regional Council truly believes in the benefits of airports as growth drivers, Council should assume some measure of control and immediately intervene with the Minister of Transport to request that he incorporate the Oshawa Airport into the National Airport System and lease it under a long-term contract to a viable professional entity. Can he do that? Yes, he can. (Appendix 11)

Durham Council should call the GTAA to account. Council has the most expedient means of doing so. (Appendix 15)

### Notes:

1. Aeroustics Engineering Ltd.: Durham Live Tourist Destination – City of Pickering Ref. A 03/14, Environmental Noise Feasibility Study, May 29, 2014. [https://www.pickering.ca/en/city-hall/resources/A0314\\_NoiseStudy\\_May2014.pdf](https://www.pickering.ca/en/city-hall/resources/A0314_NoiseStudy_May2014.pdf)
2. Government of Canada, Honourable Judy A. Sgro, Chair: Assessing the Impact of Aircraft Noise in the Vicinity of Major Canadian Airports: Report of the Standing Committee on Transport, Infrastructure and Communities, March 2019. <https://www.ourcommons.ca/Content/Committee/421/TRAN/Reports/RP10366059/tranrp28/tranrp28-e.pdf>.
3. HM Aero Aviation Consulting: Oshawa Executive Airport: Proposed Noise Abatement Procedures – Public Consultation Materials, Final Report, September 27, 2021 (p. 10) <https://www.oshawa.ca/en/transportation-parking/resources/Documents/CYOO---Public-Consultation-Materials---2021.09.27---Final-Report.pdf>

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The author is a retired Bombardier Downsview 10,000 hr. DH 8 production test pilot. During a 40+ year aviation career, I worked for Transport Canada for 7 years planning/flight checking, certifying the Ontario airports/navigation system. I have flown and taught aviation globally in scheduled and unscheduled operations.



## Appendix 1: GTAA Ground Lease, Article 44

Note: This article is common to all national airports in Canada.

Note

“Will not”

Note

“or Oshawa”

43.01.01 The Tenant acknowledges that the Landlord is subject to the **Access to Information Act**, R.S.C. 1985, c.A-1 and may be required to release this Lease and any other information or documents in Her possession or control relating to this Lease pursuant to the **Access to Information Act**.

### ARTICLE 44 - DIRECT COMPETITION BY LANDLORD

#### Section 44.01 Direct Competition by Landlord

44.01.01 If the Tenant is continuously and actively meeting any capacity and demand requirements for airport and aviation services at the Airport, the Landlord will not construct and operate, during the Term, an airport as a Major International Airport within seventy-five (75) kilometres from any point on the perimeter of the Lands.

44.01.02 Nothing in this Article 44 shall prohibit, restrict, affect or reduce:

- (a) the right or power of the Parliament of Canada to enact laws;
- (b) the Landlord's right to construct or operate the Toronto City Centre airport, Hamilton airport, or Oshawa airport in any manner it deems appropriate;
- (c) the Landlord's right to levy and collect (subject to any of the other Instruments) taxes, fees and charges related to any governmental function, including any:
  - (i) air transportation tax,
  - (ii) ticket tax,
  - (iii) regulatory fees,
  - (iv) local air navigation service fees,
  - (v) en route fees, and

- (vi) charge or fee to recover any direct and indirect cost to the Landlord of providing any service at the Airport.

### ARTICLE 45 - ENTIRE AGREEMENT

[https://](https://cdn.torontopearson.com/-/media/project/pearson/content/corporate/who-we-are/pdfs/publications/ground-lease.pdf?modified=20190508161505&rev=e96ec6f4cf27475188e030b52c485d15&hash=BA88E2D6D0CD7CC2AC30E4AFC856CA00)

[cdn.torontopearson.com/-/media/project/pearson/content/corporate/who-we-are/pdfs/publications/ground-lease.pdf?modified=20190508161505&rev=e96ec6f4cf27475188e030b52c485d15&hash=BA88E2D6D0CD7CC2AC30E4AFC856CA00](https://cdn.torontopearson.com/-/media/project/pearson/content/corporate/who-we-are/pdfs/publications/ground-lease.pdf?modified=20190508161505&rev=e96ec6f4cf27475188e030b52c485d15&hash=BA88E2D6D0CD7CC2AC30E4AFC856CA00)

## Appendix 2: Toronto Pearson International Airport Master Plan, 2017–2037

Regarding potential for 6th runway (p41):

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### 6. Airside System

An airport's ability to grow is largely determined by the capacity of its airside system – in the simplest terms, all of the infrastructure that aircraft use before and after their flights, from fuel and deicing facilities to parking areas and cargo loading equipment. The relative maturity of Toronto Pearson's airside system is therefore a critical factor in our long-term planning. Any proposed development of other major airport sub-systems – including terminals, cargo facilities, and groundside access and support functions – must be aligned with our airside system to ensure balanced growth across all operations.

#### Introduction

Runways form the heart of any airside system. An airport can only accommodate so many – typically fewer than its physical footprint might suggest. Moreover, runways require space beyond the areas actually used by planes to land and take off; they also need taxiways, operational zones such as aprons, and room for navigational aids. Various regulations and standards designed to ensure the safe operation of aircraft also affect runway configuration, along with the overall capacity of airside infrastructure.

In the early 1990s, Transport Canada conducted an environmental assessment exploring the prospect of adding three new runways at Toronto Pearson. Two have since been constructed and commissioned, bringing the total number of runways to five. A sixth was approved as part of the assessment but has not been built. We'll continue to monitor demand in order to make sound projections – in consultation with our stakeholders – about whether this additional runway might be required to support increased passenger traffic, operational resiliency, a growing region and expansion of the broader Canadian economy.

The analysis presented in this chapter suggests that our current five-runway airside system will accommodate projected traffic increases within the timeframe of this Master Plan; a sixth runway is not needed to meet growth through 2037. However, we will continue to protect the necessary land and zoning, as detailed in our Land Use Plan. Demand is indeed growing, and we expect that additional airside capacity will be required at some point. When, exactly, will depend on how factors such as increased aircraft movements, the renewal of carrier fleets and the need for operational continuity evolve relative to our projections.

Another factor that will influence future infrastructure discussions is the prospect of trade-offs in service quality.

<https://cdn.torontopearson.com/-/media/project/pearson/content/corporate/who-we-are/pdfs/publications/master-plan-min.pdf?modified=20190328155402&rev=c2de3cc7194a49b1a19952393726ccc6&hash=455F8523173448C394644FC1686BB011>



### Appendix 3: Response by the Minister of Transport, April 12, 2021

Minister Omar Alghabra's response to a petition presented to the House of Commons:

**Response by the Minister of Transport**

Signed by (Minister or Parliamentary Secretary): The Honourable Omar Alghabra

The Government of Canada is taking a balanced approach to the management of the Pickering Lands, ensuring environmental, aviation and economic demands are being met.

In June 2013, the Government of Canada announced that it would retain a smaller land area for retention for a potential future airport site in the southeast quadrant of the Pickering Lands. The Government concurrently announced that it was transferring approximately 4,700 acres of the Pickering Lands to Parks Canada Agency (PCA) for the creation of the Rouge National Urban Park (RNUP). The transfer was completed in April 2015. Subsequently, on April 1, 2017, an additional 5,200 acres was transferred to PCA to further expand the RNUP. Transport Canada has retained approximately 8,700 acres for a potential future airport.

In 2015, Dr. Gary Polonsky, the Independent Advisor on the Economic Development of the Pickering Lands, was mandated by the Government to conduct targeted stakeholder consultations on the future development of the Pickering Lands, including a potential future airport. The Advisor's report, as well as Transport Canada's response to his recommendations, are publicly available online at the following links: <https://www.tc.gc.ca/eng/ontario/economic-development-pickering-lands.html> and <https://www.tc.gc.ca/eng/ontario/report-pickering-lands.html>

In May 2016, Transport Canada awarded a contract to KPMG to undertake a Pickering Lands Aviation Sector Analysis, which will update supply and demand forecasts from the 2011 Needs Assessment Study for aviation traffic, develop options for the type and role of an airport in the regional airport system, and provide an assessment of the economic impact of these options. The analysis was completed in 2019.

In 2018, Transport Canada completed an agricultural lease renewal initiative which provided greater certainty to farmers through longer lease tenures. As of April 1, 2018, all agricultural leases were updated to a 10-year lease term. This agricultural lease model has enabled lease holders to make sound business decisions by providing longer tenures and fixed rental rates.

The timing of any decision concerning the development of a potential airport on the Pickering Lands will be influenced by many market and non-market factors beyond the exclusive consideration of passenger capacities at other airports within the Southern Ontario airports system. Such factors may include, but are not limited to: shifting airline business models, regional population growth and evolving demographics, infrastructure needs and investments, as well as the interests and needs of regional stakeholders.

There are no predetermined decisions based on results from the Aviation Sector Analysis, and no decisions or plans have been made to develop an airport on the Pickering Lands. The Aviation Sector Analysis would be one of many inputs into the development of a future recommendation for the Pickering Lands. Any decision on the development of the Pickering Lands will be made based on a sound business case and updated data on aviation demand and capacity.

 **History** 

**Presented to the House of Commons**  
[Jennifer O'Connell \(Pickering—Uxbridge\)](#)

Note

<https://petitions.ourcommons.ca/en/Petition/Details?Petition=432-00562>

## Appendix 4: GTAA Master Plan, 2008-2030

(Ch.15 p.15.1

Pertinent  
section  
highlighted

### APPROACHING TORONTO PEARSON'S CAPACITY

#### Chapter 15

##### 15.1 SYNOPSIS

Toronto Pearson is the principal airport for commercial air service activity within the GTA and south-central Ontario, a role that the Airport is expected to retain throughout the planning horizon of this Master Plan. Previous chapters of this Master Plan have discussed the ability of Toronto Pearson to continue to fulfill this function. This chapter will discuss the potential consequences as Toronto Pearson nears its capacity. As stated in Chapter 5, due to the large land areas required for runways and associated facilities, the airside system defines the ultimate capacity of the Airport. The development of other major sub-systems including passenger terminals and ground transportation facilities will be carried out so as to maintain a balanced system.

Chapter 5 of this Master Plan defined the capacity limits of Toronto Pearson's airside system under two scenarios, the current five-runway system and the six-runway system, which represents the maximum build out of airside capacity within the Toronto Pearson site.

Based on current traffic patterns, technologies, standards and operational protocols, the five-runway



system has a practical capacity of approximately 520,000 aircraft movements and a maximum capacity of 610,000 aircraft movements per annum. Air traffic demand forecasts for Toronto Pearson suggest that the practical capacity of the five-runway system will be reached by approximately 2013, while its maximum capacity with significant levels of airside congestion and delay will be reached by about 2019.

The practical capacity of the six-runway system has been calculated to be approximately 580,000 aircraft movements and the maximum capacity has been calculated to be 680,000 aircraft movements per annum. Current traffic forecasts suggest that the practical and maximum capacities of the six-runway system will be reached by 2017 and 2023 respectively. This

six-runway airside capacity range translates into an equivalent passenger volume range of approximately 46 to 54 million passengers per annum.

Having a dependable and predictable airport operation which results in strong, on-time departure and arrival performance is an extremely important performance factor for airlines and the travelling public. Under either the five-runway or six-runway scenario, as Toronto Pearson surpasses its practical airside



Excerpt from the Synopsis on the previous page (critical details in bold)

“the **five-runway system** has a **practical capacity** of approximately **520,000** aircraft movements and a **maximum capacity** of **610,000** aircraft movements per annum. Air traffic demand forecasts for Toronto Pearson suggest that the practical capacity of the five-runway system will be reached by approximately **2013**, while its maximum capacity with significant levels of airside congestion and delay will be reached by about **2019**.

The **practical capacity of the six-runway system** has been calculated to be approximately **580,000** aircraft movements and the **maximum capacity has been calculated to be 680,000** aircraft movements per annum. Current traffic forecasts suggest that the **practical and maximum capacities of the six-runway system will be reached by 2017 and 2023** respectively.”

*Comment 1*

Stated otherwise:

**“In 5 years a 10 year window will occur starting in 2013 that concludes in 2023.”**

And

Sequentially the following must take place before reaching the airport CAPACITY limit:

- a) *Practical capacity for the 5 runway system [being 85% of max. capacity].*
- b) *Construction and completion of the 6th runway taking ~5 years.*
- c) *Maximum capacity of the 5th runway, [assumed an innocuous event].*
- d) *Practical capacity of the 6th runway; and*
- e) *6th runway maximum capacity and Maximum **Capacity** of the airport. [the only event that can contractually trigger Pickering]*

*Comment 1*

It is wrong the error is extreme

Toronto never attained this **520,000** number in the next 10 years.

The calculation that generated these numbers can be found in GTAA's Master plan Chapter 5 page 11 below

Cont'd



(CH. 5,p.5.11

Calculations for  
the 5-runway  
system



Terminal Apron Areas and Dual Taxiway System

arrival runway, and 33R being used for departures and some possible off-loading of arrivals from 33L. The second diagram shows the operations that would occur under strong south wind conditions with 15R being used as the primary arrival runway, and 15L being used for departures and some possible off-loading of arrivals from 15R.

Through an analysis of historical aircraft movement data, the capacity of the north/south runways was found to be 75 movements per hour while the frequency of use tends to be approximately five per cent of the time in the 33 direction and approximately one per cent of the time in the 15 direction for a total of approximately six per cent of the time.

**Irregular Operations:** The final type of operation shown in the capacity coverage chart is termed "irregular" operations, which includes operational conditions that typically result in an airside throughput significantly below the other three more "regular" types of operations. Irregular operations do not relate to any specific

runway configuration, but rather could involve the use of any runway(s) depending on operational circumstances.

There are four primary types of events that comprise irregular operations:

- Snowstorms, that require the periodic closure of runways and taxiways for snow removal and the need to deice/anti-ice aircraft prior to departure.
- Thunderstorms, that result in an inability to load, unload or service aircraft on the apron due to unsafe working conditions.

- Poor visibility conditions, that limit operations to the runways and to aircraft with appropriate navigational equipment for such conditions.
- Other ad hoc circumstances that require the temporary closure of airside infrastructure, such as during emergency situations.

Based on an analysis of historical aircraft throughput data associated with irregular operations, the average throughput achieved during these types of events is approximately 30 movements per hour and these conditions tend to occur approximately one per cent of the time.

**Average Hourly Capacity:** Using the hourly capacity and frequency information from each of the four types of operations in the capacity coverage chart, Toronto Pearson's average hourly airside capacity can be calculated as follows:

$$(79\% \times 126) + (14\% \times 108) + (6\% \times 75) + (1\% \times 30) = 119 \text{ aircraft movements per hour}$$

**TABLE 5-2 MAXIMUM AND PRACTICAL ANNUAL CAPACITIES FOR THE EXISTING FIVE-RUNWAY SYSTEM**

| Hour Group   | Time Period(s)                                 | Number of Hours | Typical Demand                                  | Average Hourly Capacity | Planning Day Capacity |         |
|--------------|------------------------------------------------|-----------------|-------------------------------------------------|-------------------------|-----------------------|---------|
| Peak         | 6:30 a.m. – 9:29 a.m.<br>2:30 p.m. – 9:29 p.m. | 10              | x 1.00                                          | x 119                   | = 1,190               |         |
| Off-Peak     | 9:30 a.m. – 2:29 p.m.                          | 5               | x 0.80                                          | x 119                   | = 476                 |         |
| Transitional | 9:30 p.m. – 12:29 a.m.                         | 3               | x 0.55                                          | x 119                   | = 196                 |         |
| Night        | 12:30 a.m. – 6:29 a.m.                         | 6               | Capacity defined by nighttime operations budget |                         |                       | 55      |
|              |                                                |                 | Planning Day Capacity                           |                         |                       | 1,917   |
|              |                                                |                 |                                                 |                         |                       | x 320   |
|              |                                                |                 | Maximum Annual Capacity (Rounded)               |                         |                       | 610,000 |
|              |                                                |                 |                                                 |                         |                       | x 85%   |
|              |                                                |                 | Practical Annual Capacity (Rounded)             |                         |                       | 520,000 |

**Comment**

Please see Appendix 7 for explanations of the errors on this page.

Cont'd

(Ch.5, p.5-18

Calculations for  
the 6th runway  
system



runways, Toronto Pearson's average hourly airside capacity for the six-runway system would be calculated as follows:

$$(79\% \times 140) + (14\% \times 120) + (6\% \times 75) + (1\% \times 30) = 132 \text{ aircraft movements per hour}$$

Following the same method as was used in Section 5.2.7, this average

translated into a maximum achievable annual capacity of 680,000 and a practical annual capacity of 580,000 as shown in Table 5-3.

### 5.3.5 Demand/Capacity Assessment

The resulting annual capacity range for the six-runway system is

**TABLE 5-3 MAXIMUM AND PRACTICAL ANNUAL CAPACITIES FOR THE ULTIMATE SIX-RUNWAY SYSTEM**

| Hour Group   | Time Period(s)                                 | Number of Hours | Typical Demand                                  | Average Hourly Capacity | Planning Day Capacity               |
|--------------|------------------------------------------------|-----------------|-------------------------------------------------|-------------------------|-------------------------------------|
| Peak         | 6:30 a.m. – 9:29 a.m.<br>2:30 p.m. – 9:29 p.m. | 10              | x 1.00                                          | x 132                   | = 1,320                             |
| Off-Peak     | 9:30 a.m. – 2:29 p.m.                          | 5               | x 0.80                                          | x 132                   | = 528                               |
| Transitional | 9:30 p.m. – 12:29 a.m.                         | 3               | x 0.55                                          | x 132                   | = 218                               |
| Night        | 12:30 a.m. – 6:29 a.m.                         | 6               | Capacity defined by nighttime operations budget |                         |                                     |
|              |                                                |                 |                                                 |                         | 62                                  |
|              |                                                |                 |                                                 |                         | Planning Day Capacity               |
|              |                                                |                 |                                                 |                         | x 320                               |
|              |                                                |                 |                                                 |                         | Maximum Annual Capacity (Rounded)   |
|              |                                                |                 |                                                 |                         | x 85%                               |
|              |                                                |                 |                                                 |                         | Practical Annual Capacity (Rounded) |
|              |                                                |                 |                                                 |                         | 580,000                             |



#### Comment

Please see Appendix 7 for explanations of the errors on this page.

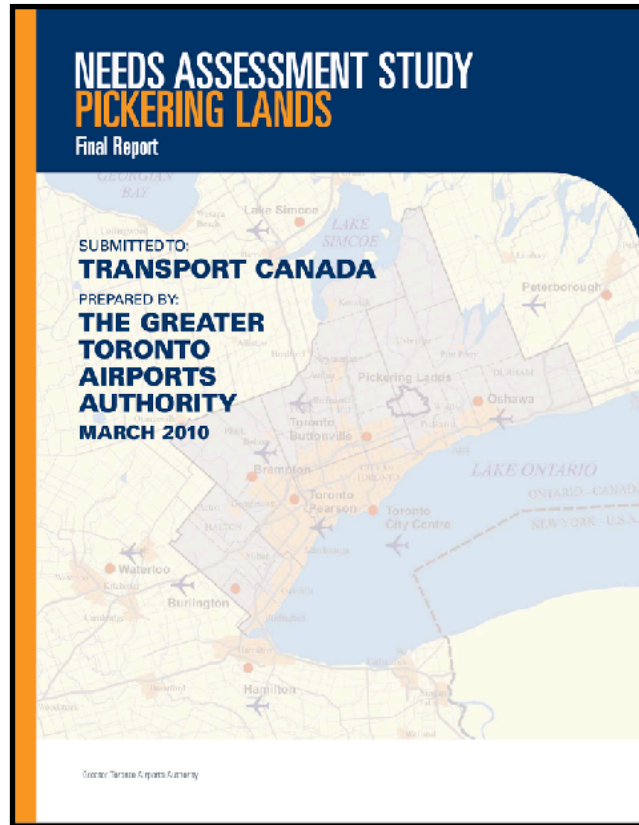
## Appendix 5: Needs Assessment Study: Pickering Lands, 2010

A copy can be provided on request

### *Excerpts*

#### “1.1 Study Background

In 2005, Transport Canada completed a preliminary due diligence review of the previous studies, and identified the need for some additional work to determine whether there is a future need for an airport on the Pickering lands, and if so the timing required for development.



Accordingly, in the fall of 2005, the Minister of Transport announced that Transport Canada would:

1. Coordinate further study regarding whether the airports serving the Greater Golden Horseshoe (GGH) area have the capacity to accommodate future air traffic demand.
2. Conduct a comprehensive due diligence review to determine the next steps for the Pickering lands.

As a significant part of the first item, Transport Canada retained the GTAA to undertake the Needs Assessment Study - Pickering Lands. This document is the report associated with the Needs Assessment Study.”.....Ch. 1, Page 1 of 8

### *Comment*

See NASPL chapter 4: Person average hourly capacity calculations and conclusions are identical for 5 and 6 runway configurations and those presented in ch 5(pp5.11 and 5.18 of the GTAA's 2008 Master Plan.      above.

***These capacity calculation errors are identical, large, and coordinated.***



## Appendix 6: Pickering Lands Aviation Sector Analysis: Supply and Demand Report, 2016

(Copy available on request.)

### Excerpts (bold added)

Executive summary, p.2, par 1:

“This Supply and Demand Report ..... presents an up-to-date projection as to whether **aviation capacity constraints** will trigger the need for an additional airport in the southern Ontario airport system within the next 20 years.”

Section 7.3.1 Selected Airfield Capacity Model, p. 105(121):

“The Prototype Airfield Capacity Model (PACM) was utilized in the determination of **airfield capacity** at each airport within the southern Ontario airports system **(except Toronto Pearson where capacity values were provided by the GTAA and validated by the project team)**” ...

“The model is not meant to replace detailed capacity analysis which often utilizes programs such as the FAA Airport and Airspace Simulation Model (SIMMOD) or the FAA Airfield Delay Simulation Model (ADSIM).”

Section 7.4.1.2 Airfield, p. 113(130)

“Currently at Toronto Pearson, the **GTAA applies an hourly cap of 90 movements in planning** its operations. Accordingly, under Base Condition and Condition A, **the cap of 90 movements has been used** as the hourly practical runway movement capacity for Toronto Pearson as this reflects current practices.”

and on p.114(131):

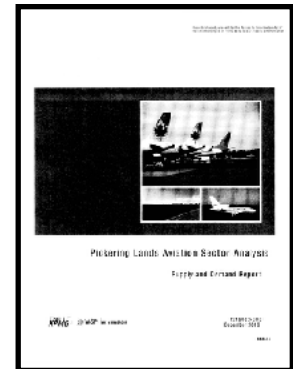
“Future airfield capacity is constrained by the current runway system. **There are no firm plans for adding an additional east-west parallel runway.**”

### Comment

Why (financially) plan, it is not needed... “**Future** airfield capacity is constrained”. True ...But when?

To repeat from A 2 above **GTAA MASTER PLAN 2017-2037 page 41**

“**a sixth runway is not needed to meet growth through 2037. However, we will continue to protect the necessary land and zoning, as detailed in our Land Use Plan. Demand is indeed growing, and we expect that additional airside capacity will be required at some point.**”



## Appendix 7: Where the Error Lies: The Math of “Capacity”

Toronto Capacity was explicitly determined and defined in the GTAA 20 year plan of 2008-2030 Chapter 15 Pg. 15.1 Synopsis; And, It said in summary as explained above:

**“In 5 years a 10 year window will occur starting in 2013 that concludes in 2023.”**

Year 2013 has long passed; Both GTAA and Transport Canada (KPMG) were forced undertake an update.

- There were no runway configuration changes; the 6th was never built.
- The capacity calculations had to be “reconfigured”.
- GTAA 2017, p. 41, stated *“The analysis presented in this chapter suggests that our current five-runway airside system will accommodate projected traffic increases within the [2017-2037] timeframe of this Master Plan.”*
- KPMG 2016, p.128 stated (bold added) **“Future** airfield capacity is constrained by the current runway system.” Transport Canada limited KPMG to a 20-year forecast horizon (2016-2036), a period when the GTAA calculates a 5-runway system will have sufficient practical capacity. The GTAA’s potential need to build a 6th runway sometime after 2037 was beyond KPMG’s planning horizon.

Neither study plans a sixth runway, which would take 3-5 years to build.

*IF: A 5 year lead time has gone to a 30 year lead time at a minimum per the 2017 Master Plan, THEN: The 10 year window also expands.*

***IF 5 becomes 30 = year 2043  
then 10 becomes 60 = year 2103***

*And that is conservative. It is also challenging to comprehend. The level of error is extreme. Is it true?. It is. We know that. Why have the projections of both TC and GTAA been so poor?*

The following pages reveal the fundamental errors and miscalculations regarding capacity.

Cont’d

(Appendix 7: Where the Error Lies: The Math of “Capacity,” cont’d)

**A GTAA forecasts**

3.12

| TABLE 3-6 ITINERANT AIRCRAFT MOVEMENTS |      |                                  |             |               |         |                                            |                 |
|----------------------------------------|------|----------------------------------|-------------|---------------|---------|--------------------------------------------|-----------------|
|                                        |      | Air Carrier – Passenger Aircraft |             |               |         | Cargo, Business Aviation, Ferry, Technical | Total Itinerant |
|                                        |      | Domestic                         | Transborder | International | Total   |                                            |                 |
| Actual                                 | 1990 | 172,000                          | 97,000      | 27,000        | 296,000 | 56,000                                     | 352,000         |
|                                        | 1995 | 156,000                          | 113,000     | 25,000        | 294,000 | 49,000                                     | 343,000         |
|                                        | 1996 | 170,000                          | 132,000     | 25,000        | 327,000 | 45,000                                     | 372,000         |
|                                        | 1997 | 168,000                          | 147,000     | 27,000        | 342,000 | 53,000                                     | 395,000         |
|                                        | 1998 | 177,000                          | 162,000     | 28,000        | 367,000 | 54,000                                     | 421,000         |
|                                        | 1999 | 195,000                          | 170,000     | 30,000        | 395,000 | 30,000                                     | 425,000         |
|                                        | 2000 | 168,000                          | 181,000     | 37,000        | 386,000 | 41,000                                     | 427,000         |
|                                        | 2001 | 148,000                          | 178,000     | 38,000        | 364,000 | 42,000                                     | 406,000         |
|                                        | 2002 | 135,000                          | 167,000     | 35,000        | 337,000 | 46,000                                     | 383,000         |
|                                        | 2003 | 136,000                          | 155,000     | 36,000        | 327,000 | 44,000                                     | 371,000         |
|                                        | 2004 | 151,000                          | 161,000     | 43,000        | 355,000 | 49,000                                     | 404,000         |
|                                        | 2005 | 152,000                          | 160,000     | 44,000        | 356,000 | 53,000                                     | 409,000         |
|                                        | 2006 | 163,000                          | 159,000     | 45,000        | 367,000 | 51,000                                     | 417,000         |
| Forecast                               | 2010 | 181,000                          | 186,000     | 54,000        | 421,000 | 60,000                                     | 481,000         |
|                                        | 2015 | 204,000                          | 220,000     | 66,000        | 490,000 | 65,000                                     | 555,000         |
|                                        | 2020 | 229,000                          | 257,000     | 78,000        | 564,000 | 73,000                                     | 637,000         |
|                                        | 2025 | 253,000                          | 297,000     | 91,000        | 641,000 | 81,000                                     | 722,000         |
|                                        | 2030 | 278,000                          | 331,000     | 103,000       | 712,000 | 89,000                                     | 801,000         |

The GTAA’s 2008 Master Plan forecasted 555,000 itinerant aircraft movements in 2015. The actual number of movements from 2015 annual reports: 444,000.

This is a forecasting error on the order of 20%. **Why the overestimated growth**

**B The calculations of Average Hourly Capacity ,**

Practical Capacity and Maximum Capacity are low, in both GTAA Master plans, as well as in NASPL , and KPMG. See appendices 5 & 6 above.

In the GTAA’s 2008 Master plan (p. 5.11) or a **5 runway airport** we see (bold added):

“Toronto Pearson’s average hourly airside capacity can be calculated as follows:  
**(79% x 126)** + (14% x 108) + (6% x 75) + (1% x 30) = 119 aircraft movements / hour.” .

The explanation for this calculation is on p.5.9 of the Master plan

“...this type of [E/W runway] operation has an absolute capacity of approximately 126 aircraft movements per hour, including 56 operations on Runway 05-23 and 70 operations on the closely spaced parallel runways, Runways 06-24R and 06R-24L.”

Cont’d

(Appendix 7: Where the Error Lies: The Math of “Capacity,” cont’d)

Additionally the GTAA 2008 Master P (p. 5.18)I tells us (bold added):

*“Applying the hourly capacities associated with the simultaneous operation of the four east/west runways, Toronto Pearson’s average hourly airside capacity for the **six runway system** would be calculated as follows:*

$$(79\% \times 140) + (14\% \times 120) + (6\% \times 75) + (1\% \times 30) = 132 \text{ aircraft movements per hour}”$$

In 2017 this GTAA calculation for the 5 runway calculation remained the same (see 2017 GTAA Master Plan, pp.46-49. A great deal of effort was expended to hide the fact that numbers were unchanged, the report saying:

*These capacity values reflect operations under instrument meteorological conditions (IMC).*

and later saying:

*Weather data suggests that we should be able to count on this capacity approximately 93 per cent of the time.*

This latter is a misstatement. From the formulae visual meteorological conditions (VMC) weather exists 85% (79+6) of the time. IMC exists only 14% of the time.

More significantly, on Page 47 of the 2017 Master plan we find (bold added):

*“Our analysis of recent data indicates that the capacity of the north/south runways is **nearly 90 aircraft movements per hour** under visual meteorological conditions (VMC), which are typical when the north/south runways are in use.”*

This capability upgrade from 75 ( see GTAA 2008 master Plan, p. 5.11) was not addressed in GTAA’s airport runway capacity calculations. KPMG basically agreed with the 2017 GTAA Master Plan, calculating N/S runway capacity at 86 movements per hr.( see 2016 KPMG Supply and demand report, section 7.4.1.2, p.113, line 11.

Given the increased N/S runway capacity, GTAA should have recalculated the average hourly airport capacity as follows:

**5 runway**

$$(0.79 \times (56+84)) + (.14 \times (48+72)) + (.06 \times 90) + (.01 \times 30) = 133.1...$$

**6 runway**

$$(0.79 \times (84+84)) + (.14 \times (72+72)) + (.06 \times 90) + (.01 \times 30) = 158.58...$$

This was not done. The numbers presented were deliberately low.

Cont’d .

(Appendix 7: Where the Error Lies: The Math of “Capacity,” cont’d)

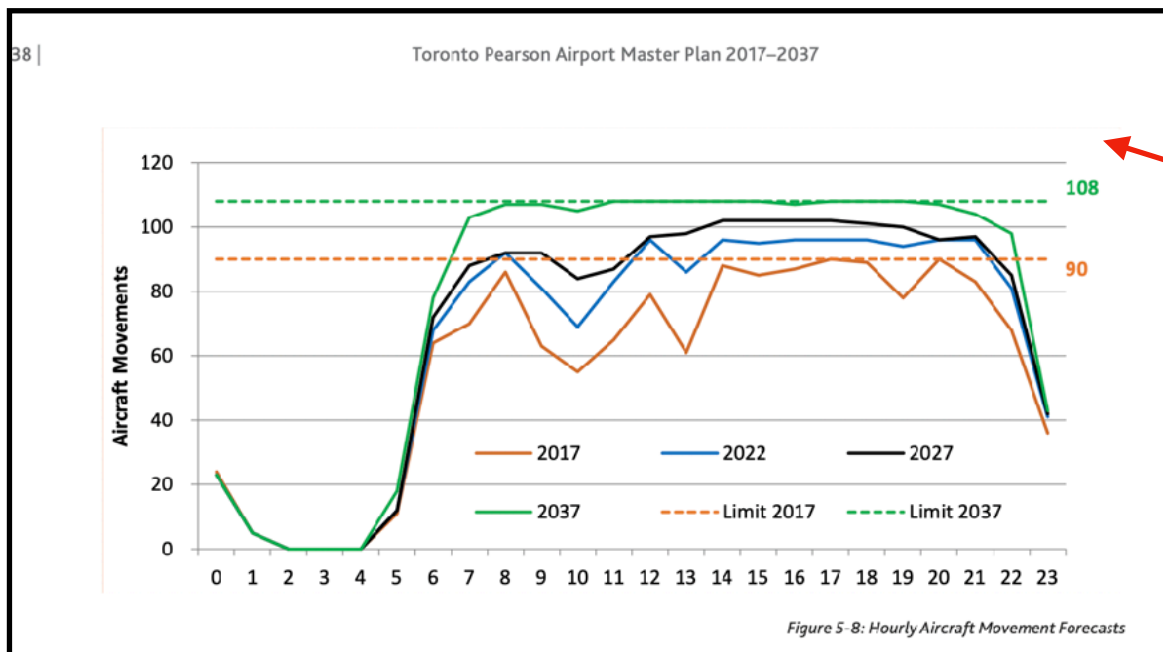
RE the average hourly capacity numbers on the previous page: Inherent with in them the reader should understand that on a sunny summer day with light winds, the airport’s hourly capacity is  $56+84 = 140$  and for the sixth runway is  $84+84 = 168$  and that most certainly, by the time the 6th runway arrives, numbers will exceed  $90+90 = 180$  per hour.

*Excerpt*

From Toronto Pearson Airport Master Plan, 2017-2037 (p. 37-38)

*Peak-Day Profiles*

*As a complement to our peak-hour forecasts, we also model typical busy days. Peak-day profiles enable us to track growth in passenger traffic during the shoulder periods around peak hours and generally help to contextualize peaks within the normal fluctuations of airport traffic. Limits noted in Figure 5-8 are indicative of demand management associated with aircraft movement activity.*



The use of planning numbers of 90 by KPMG and 90 and 108 by GTAA were deliberately too low and, therefore, false.

Cont’d

(Appendix 7: Where the Error Lies: The Math of “Capacity,” cont’d)

**C Benchmark Daily and Annual Numbers Updated**

From 2017 GTAA Master Plan, p.137 (bold added):

*Night Flight Restriction Program. Transport Canada restricts flights to and from Toronto Pearson between 12:30 a.m. and 6:30 a.m. Under the Night Flight Budget system, which aims to limit nighttime noise, only **about** 3 per cent of [daily] landings and departures take place during restricted hours.”*

(Note that KPMG ignore nighttime air traffic in their report.)

Using the latest average hourly airside capacity data, Toronto Pearson’s correct annual and daily capacity is calculated using the following formula:

Average Hrly X 18 Hrs /day X 1.03 nite Hrs X 365 d /yr

*5 runway system:*

133.1 X 18 X 365 X 1.03 = **900,701 annual or 2468 daily movements**

*6 runway system:*

158.6 X 18 X 365 X 1.03 = **1,073,127 annual or 2940 daily movements**

Compare the 5-runway annual capacity calculation above to:

- The GTAA 2017-2037 Master plan. (p. 49), which claim (bold added) a “*maximum annual airside capacity of **650,000 aircraft movements***”. They use a 95th percentile vs the standard 85th percentile.
- KPMG’s report (see next page) which is charted in Table 7.1 (p.115) an annually Practical throughput **622,000 aircraft movements**.

**Comments**

Given that the GTAA is forecasting that a 6th runway won't be needed until sometime after 2037 -- beyond the planning horizon of both studies -- annual capacities for a 6th runway were not calculated.

**At its busiest, Toronto Pearson is operating at below 50% of its capacity.**

Cont’d.



(Appendix 7: Where the Error Lies: The Math of “Capacity,” cont’d)

From KPMG: Supply and Demand report, 2016 (p. 115(131))

| Table 7.1 - Toronto Pearson Airport Estimated Airfield Capacity |            |             |             |
|-----------------------------------------------------------------|------------|-------------|-------------|
|                                                                 | Base Case  | Condition A | Condition B |
| <b>Flight Rules</b>                                             | IFR        | IFR         | IFR         |
| <b>Maximum Throughput (Hourly)</b>                              | 117        | 117         | 139.9       |
| <b>Practical Factor: :</b>                                      | CAP        | CAP         | CAP         |
| <b>Practical Throughput (Hourly)</b>                            | 90         | 90          | 108         |
| <b>Daily Operation Factor (Hours):</b>                          | x 18       | x 18        | x 18        |
| <b>Practical Throughput (Daily)</b>                             | 1620       | 1620        | 1944        |
| <b>Annualization Factor (Days/Annum):</b>                       | x320       | x320        | x 320       |
| <b>Practical Throughput (Annual)</b>                            | 518,400    | 518,400     | 622,080     |
|                                                                 | 518,000    | 518,000     | 622,000     |
| <b>Runway passenger factor</b>                                  | 128        | 148         | 148         |
| <b>Aircraft load factor:</b>                                    | 0.8        | 0.8         | 0.8         |
| <b>Runway Passenger Capacity (Annual)</b>                       | 53,084,160 | 61,378,560  | 73,654,272  |
|                                                                 | 53,100,000 | 61,400,000  | 73,700,000  |

*Comment*

My view: Because KPMG deliberately uses low hourly practical aircraft movement data, ignores nighttime air traffic, and states that Pearson operates 320 days/year when everyone knows that Toronto's airport is a 24 /7 operation, these facts render the complete report useless ... full stop.

### D Gate Build Numbers. What do they tell us?

What does Toronto believe? See the GTAA’s 2017 Master Plan (p. 38-39):

*“Apron and aircraft parking areas are designed based on peak occupancy, also known as peak stand demand.”*

*“We’re also continually adapting and enhancing ground operations to better meet peak-hour demand throughout our facilities.”*

| Peak Stand Demand |                 |                   |             |
|-------------------|-----------------|-------------------|-------------|
|                   | Wide Body Gates | Narrow Body Gates | Total Gates |
| 2017              | 31              | 61                | 92          |
| 2022              | 40              | 65                | 105         |
| 2027              | 51              | 64                | 115         |
| 2037              | 79              | 72                | 151         |

Table 5-4: Peak Stand Demand by Aircraft Type

### Comments

The 2017 GTAA Master Plan (p. 41 paragraph 4) reads as follows:

*“The analysis presented in this chapter suggests **that our current five-runway airside system will accommodate projected traffic increases within the timeframe of this Master Plan;**”*

The 2018 GTAA annual report (p.F5) reads as follows:

**Annual Movements 465,000** (precisely 465.4 in thousands )

If 92 gates in 2017= 465,000 movements what does 151 gates equal? Answer **763,207**

What is their real estimate of 5 runway **practical** capacity?

We said in this appendix, p.14: max. capacity **900,701** and taken at 15% reduction (X .85), **practical capacity =765,596**

**This is virtually the same as the preceding answer and is no coincidence.**

Cont’d

(Appendix 7: Where the Error Lies: The Math of “Capacity,” cont’d)

***Big Question***

Using the GTAA's data from its 2017 Master Plan, the calculated correct practical capacity of Pearson airport is 765,596 aircraft movements per year.

**So why does the GTAA falsely state a 650,000 maximum capacity on p. 49 in the same Plan?**

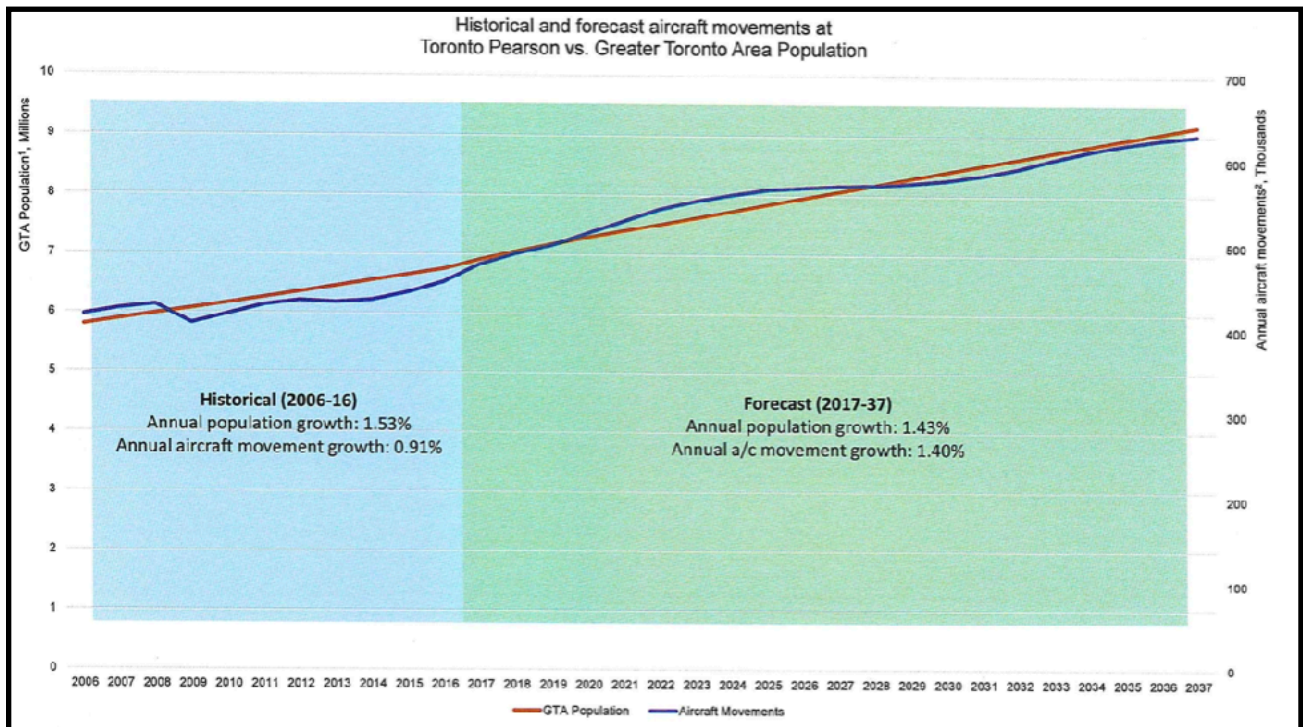
Cont’d.

**E. Why does GTAA consistently over state growth)?**



This is best said in their own words. Sources: Nov. 8, 2017, Regional Council minutes (p. 5 of 21) and associated GTAA presentation titled “Toronto Pearson Canada’s Gateway.”

This is the document, provided by Hillary Marshall, GTAA. There are 2 pages of interest.



This is from p. 4. It graphs Population and Aircraft movements. They conclude they are co-incident to 2037. The point of “When do we get Pickering” is not just “airport CAPACITY”. It is also about the rate of growth of aircraft movements and has nothing to do with population growth, as is so often relied upon.

To best understand, here is a good basic analogy:

You are Durham Commissioner and you want reliable bus transportation to the Toronto Airport. You buy 100 buses and contract an operator. He pays you a monthly fee for the buses. He operates “Airport to Durham” in what is called a “wet operation.” He staffs, maintains, and collects fares. After 10 years all is good all are happy, your busses are paid off.

Cont’d

(Appendix 7: Where the Error Lies: The Math of “Capacity”, cont’d)

Durham initiates a large housing project and you advise the operator that in the next year your population will double. What do you both do? Scenario #1 double your buses? Or Scenario #2: buy 100 double decker busses?

In the aviation business, the GTAA call this #2 Scenario “aircraft up-gauging.”

Originally the GTAA thought there was zero up-gauging, in which case the passengers per aircraft remains the same, as in Scenario #1, and movements directly responded to population growth (see Needs Assessment Study Pickering Lands (NASPL), section 4.4.5. This proved not to be the case. Scenario #2 is the reality.

**If passengers numbers per passenger aircraft increase in lockstep with population growth, then aircraft movements remain static, and Pickering never happens. And the Blue line on slide above is horizontal.** And the slide is false.

Now let’s look at p. 8 Pearson’s presentation:



*For comments on this slide, see next page.*

Cont’d



(Appendix 7: Where the Error Lies: The Math of “Capacity”, cont’d)

Compound Interest Calculator

Compound Interest | SIP Calculator | Daily Compounding

Currency: \$ € £ ₹ ¥

Initial balance: \$ 106

Interest rate: 1.4 % yearly

Years: 20 Months: 0

Compound interval: Yearly (1/yr)

Advanced options

Regular contributions (optional)  
Deposits Withdrawals

Deposit amount (optional)  
\$ monthly

Increase deposits yearly with inflation? (optional)

Calculate

Calculation Projection

|                                            |                                     |
|--------------------------------------------|-------------------------------------|
| Future investment value<br><b>\$139.98</b> | Initial balance<br>\$106.00         |
| Total interest earned<br><b>\$33.98</b>    | Effective Annual Rate (APY)<br>1.4% |

**Third line of Pearson's slide:**

2016-2037 indicates passenger loads increase from 106 to 140. Passengers /passenger aircraft movement.

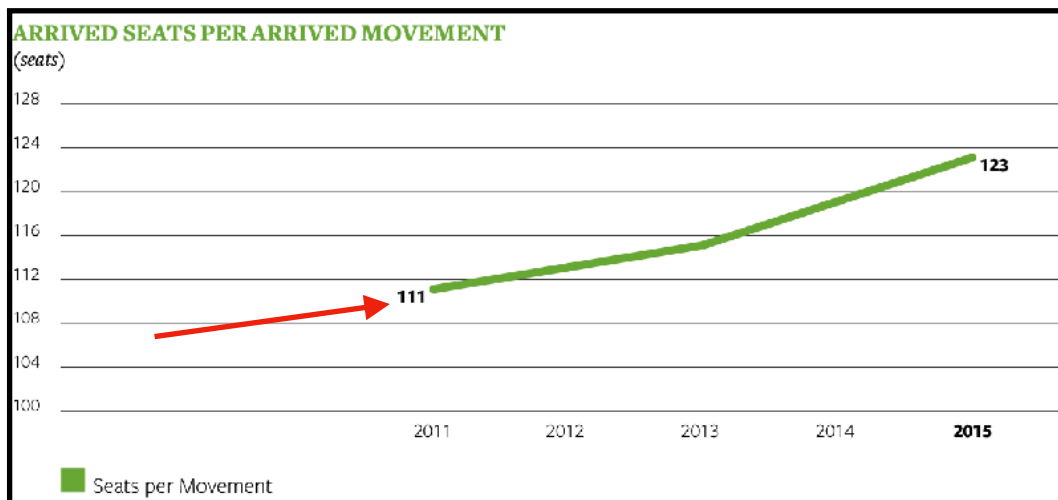
Input to a compound calculator= **over 20 years**  
**1.4%.**

**Bottom Line re Pearsons slide:** Both line 2 and line 3 of the slide above cannot be true in a stated population growth of 1.43 %.

P.S. the growth rate in 20 years on 456,000-632,000 is 1.645%

<https://www.thecalculatorsite.com/finance/calculators/compoundinterestcalculator.php>

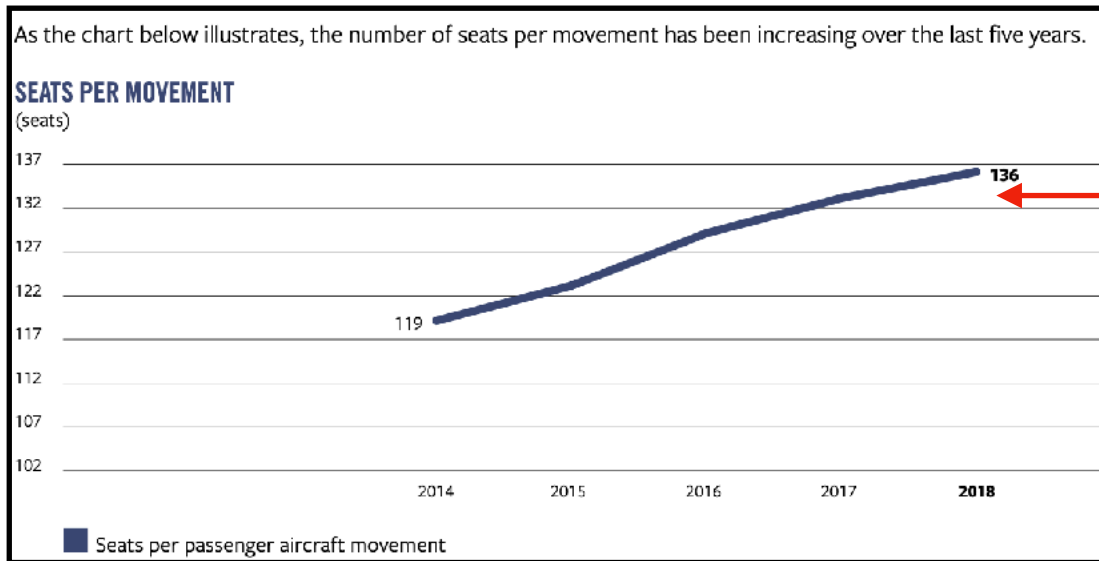
**F. Question: What is really happening? (seeGTAA's 2015 Annual Report, p. f4)**



Cont'd

## (Appendix 7: Where the Error Lies: The Math of “Capacity”, cont’d)

From 2018 GTAA Annual Report, p. f6:



NOTE:

load factors: 81.5 per cent in 2014 to 82.0 per cent in 2015 for a a year-over-year absolute growth in the average load factor of 0.4 per cent.

Load factor increases 81.8 in 2016; 82.6 in 2017; 83.4 in 2018 Pg f5

Compound Interest | SIP Calculator | Daily Compounding

Currency: \$ £ € ₹ ¥

Initial balance: \$ 111

Interest rate: 2.57 % yearly

Years: 8 Months: 0

Compound interval: Yearly (1/yr)

Advanced options:

Regular contributions (optional): Deposits Withdrawals

Deposit amount (optional): \$ yearly

Increase deposits yearly with inflation? (optional)

Calculate

**Calculation Projection**

|                         |                             |
|-------------------------|-----------------------------|
| Future investment value | Initial balance             |
| <b>\$135.98</b>         | \$111.00                    |
| Total interest earned   | Effective Annual Rate (APY) |
| <b>\$24.98</b>          | 2.57%                       |

Without consideration of the load factor increases from 81.5-83.4 that average ~0.4% per year these charts provide a conservative compound increase of **111-136** or 2.57% annually viewed over 8 years.

This would indicate stagnant movement growth rates.

Various GTAA annual reports section f show:

1997 .....395,292

2011 .....428,477

2018 .....473,000 total movements).

**This delivers a 0.855% over a long term compounded increase in total movements**

Cont'd



**G. Summary of Capacity Errors identified on pp.9-20-21 of This Appendix**

(Errors made by both Transport Canada and GTAA)Both TC and GTAA)

1. In 2008, the GTAA over-estimated movement growth-rate forecasts by 20%.
2. In 2008, the GTAA reasonably calculated and explained average hourly movements.
3. In 2011, in GTAA's Needs Assessment Report to Transport Canada (NASPL) aircraft capacity growth-rates (seats per movement) were discounted (forecast as zero) in 2011. Neither GTAA nor TC appear to understand what is occurring.
4. Annual airport capacities were intentionally under-calculated by both TC and GTAA in 2008 by 25% for both 5 and 6 runways. Both parties knew then to be false in 2011.
5. KPMG is requested to recalculate airport capacities but do not do so. They simply accept a GTAA planning number as capacity in 2016. TC endorse the report Feb.2020.
6. The GTAA falsify their 2017 capacity calculations, failing to include their new capabilities for average hourly movements, as outlined on pp.46-49 of their 2017 Master Plan.
7. Annual movement capacities although revised, were intentionally under-calculated again in 2016-2017 by both parties.
8. GTAA's gate planning numbers clearly show the false airport movement forecasts.
9. Information provided in annual GTAA reports to Durham Region contains consistently false data and conclusions. e.g., see Appendix 7.p19 above and pp. 31-33 following.
10. Historical Aircraft load factors indicate they are increasing faster than GTAA/TC's go to population growth model. This airport growth model is false. GTAA fail to adequately report this, as is required by the GTAA Ground lease para. 9.01.07.
11. Price Waterhouse Coopers and KPMG, contractors to GTAA, fail to understand the full scope of their duties and fail to diligently report to the “Landlord” (Minister of Transport, Canada) as required by GTAA Ground lease Article /Section 9.02 within their 5 year recurring Performance Reviews of the GTAA. See Appendix 1 above for link to full document.

## Appendix 8: Report DS-22-64: Re amending 1997 Operating and Option Agreement for the Oshawa Executive Airport

Report DS-22-64 to Oshawa Development Service Committee meeting of March 7, 2022.  
[Mar 7 DSC see pp.83-91. https://calendar.oshawa.ca/meetings/Detail/2022-03-07-1330-Development-Services-Committee-Meeting2/930afb7e-2b8f-4da9-b1f7-aefb01503bf8](https://calendar.oshawa.ca/meetings/Detail/2022-03-07-1330-Development-Services-Committee-Meeting2/930afb7e-2b8f-4da9-b1f7-aefb01503bf8)

### *Excerpts (bold added)*

#### Para 2.1

“Transport Canada be requested to amend the 1997 Operating and Option Agreement for the Oshawa Executive Airport to remove said lands from the area subject to the agreement.”

#### Para 5.1

“significant concerns with airport noise”

#### Para 5.3

“formally requesting the removal of the South Field and East Airport Accessible Trail lands from the agreement on the basis that the City’s financial contribution to the Airport **operating budget totalling \$2.2 million** and the City’s financial contribution to the Airport **capital budget totalling \$7.5 million** over the 2017-2021”

### *Comments*

- Total deficit **9.7 million** being 2.2 operating and 7.5 million capital.
- Not previously reported, although requested multiple times over the years at airport meetings and directly from S. Wilcox, airport manager; Mayor Carter; and via the Oshawa Board of Trade.

#### Para 5.4

“Federal Government be requested to implement a number of amendments to the 1997 Agreement.”

“The City should request an **increase in the percentage** of the proceeds to which it is entitled under the 1997 Agreement for the period between 2033 and 2047 as set out above.”

“...**uncertainty associated with Pickering** – the City runs the risk of making an investment only to lose it in the event that the Federal Government **opens Pickering** and Oshawa’s Airport becomes redundant.

### *Comments*

- An increase in the percentage of the proceeds actually translates into a 14-year reduction shortening of the Agreement, from 2047 to 2033.
- Commissioner Munro has claimed that Pickering will open in 2033 and 2036.
- He repeats Durham Region’s **incorrect assumption of Toronto capacity**.

## Appendix 9: Oshawa Airport Business Plan, 2015-2019

*Excerpts (pp. 73, 76)*

Table 8: Five Year Expense Forecast

| Projected Expenses              | 2015 (\$)        | 2016 (\$)        | 2017 (\$)        | 2018 (\$)        | 2019 (\$)        |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Airport Expense - Avgas         | 550,000          | 650,000          | 975,000          | 1,300,000        | 1,560,000        |
| Airport Expense - Jet Fuel      | 588,000          | 750,000          | 1,500,000        | 2,000,000        | 2,500,000        |
| Management contract             | 698,500          | 712,470          | 726,719          | 741,254          | 756,079          |
| Airport Operating Expenses      | 170,900          | 174,318          | 177,804          | 181,360          | 184,988          |
| CBSA After Hours Service        | 0                | 4,000            | 4,000            | 4,000            | 4,000            |
| Terminal Operating Expense      | 122,000          | 124,440          | 126,929          | 129,467          | 132,057          |
| <b>Total Projected Expenses</b> | <b>2,129,400</b> | <b>2,415,228</b> | <b>3,510,453</b> | <b>4,356,082</b> | <b>5,137,123</b> |

Table 9: Summary of Net Airport Operating Budget

| Summary                                  | 2015 (\$)        | 2016 (\$)        | 2017 (\$)        | 2018 (\$)        | 2019 (\$)        |
|------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Total Projected Income from Airport Fees | 1,807,200        | 2,114,054        | 3,360,325        | 4,323,215        | 5,219,510        |
| Total Projected Expenses                 | 2,129,400        | 2,415,228        | 3,510,453        | 4,356,082        | 5,137,123        |
| <b>Net Airport Operating Budget</b>      | <b>(322,200)</b> | <b>(301,174)</b> | <b>(126,227)</b> | <b>(8,966)</b>   | <b>82,387</b>    |
| Contribution to Airport Capital Reserve  | 150,000          | 150,000          | 250,000          | 250,000          | 250,000          |
| <b>Total Airport Budget</b>              | <b>(472,200)</b> | <b>(451,174)</b> | <b>(376,227)</b> | <b>(258,966)</b> | <b>(167,613)</b> |

**Note:** In 2014, \$1.5 million in property tax was paid on airport land with the City of Oshawa retaining just over \$500,000.

Table 12: Forecast 20 Year Airport Capital Reserve Account Projection

| Capital Reserve Contributions and Withdrawals     | 2015             | 2016               | 2017               | 2018               | 2019               | 2020               | 2030             | 2033           |
|---------------------------------------------------|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|----------------|
| Opening Balance                                   | (730,000)        | (580,000)          | (4,924,500)        | (4,343,500)        | (3,454,500)        | (3,415,000)        | (3,597,000)      | (715,000)      |
| Land Sales                                        | 0                | 0                  | 388,000            | 704,000            | 1,108,000          | 0                  | 0                | 0              |
| 20 Year Capital Recommendations                   | 0                | (4,494,500)        | (57,000)           | (65,000)           | (1,318,500)        | (432,000)          | (118,000)        | 0              |
| Infrastructure Contribution from Operating Budget | 150,000          | 150,000            | 250,000            | 250,000            | 250,000            | 250,000            | 3,000,000        | 990,000        |
| <b>Year End Balance</b>                           | <b>(580,000)</b> | <b>(4,924,500)</b> | <b>(4,343,500)</b> | <b>(3,454,500)</b> | <b>(3,415,000)</b> | <b>(3,597,000)</b> | <b>(715,000)</b> | <b>275,000</b> |

(Document no longer on the web but available on request. The 2008 Plan is available.)

Cont'd

Excerpts:- Oshawa Airport Business Plan 2015-2019. Cont.

*Excerpt*

March 2014 from

WSP Canada Inc. 311 Goderich Street P.O. Box 1600 Port Elgin, Ontario, Canada N0H 2C0 Tel: 519-389-4343 x 233 Fax: 519-389-4728 [www.wspgroup.co](http://www.wspgroup.co)

As part of Oshawa Airport Business Plan 2015-2019

Table 4-1

Oshawa Municipal Airport  
Capital Plan Update  
Summary of Costs of Capital Works for the Period 2014-2033

| Item | Description                  | Estimated Capital Costs |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
|------|------------------------------|-------------------------|-----------|-------------|----------|----------|-------------|-----------|------|------|------|------|------|------|------|------|------|-----------|--|
|      |                              | 2014                    | 2015      | 2016        | 2017     | 2018     | 2019        | 2020      | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030      |  |
| 1.0  | Runways                      |                         |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 1.1  | Runway 12-30                 |                         |           | \$2,130,000 |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 1.2  | Runway 05-23                 |                         |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 2.0  | Taxiways                     |                         |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 2.1  | Taxiway Alpha                |                         | \$61,000  |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 2.2  | Taxiway Bravo                |                         |           | \$1,052,000 |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 2.3  | Taxiway Charlie North        |                         |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 2.4  | Taxiway Charlie Mid          |                         |           |             | \$57,000 |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 2.5  | Taxiway Charlie South        |                         |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 2.6  | Taxiway Delta                |                         | \$223,500 |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 3.0  | Aprons                       |                         |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 3.1  | Apron I                      |                         |           | \$653,000   |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 3.2  | Apron II Tie-Downs           |                         |           |             |          |          |             | \$432,000 |      |      |      |      |      |      |      |      |      |           |  |
| 3.3  | Apron II City T- Hangar Area |                         |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 4.0  | Approach Lighting            |                         |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 4.1  | Runway 12 R/L                |                         |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 4.2  | Runway 12 PAPI               |                         |           |             |          |          | \$30,500    |           |      |      |      |      |      |      |      |      |      |           |  |
| 4.3  | Runway 30 R/L                |                         |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 4.4  | Runway 30 PAPI               |                         |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 4.5  | Runway 05 R/L                |                         |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 4.6  | Runway 05 PAPI               |                         |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 4.7  | Runway 23 R/L                |                         |           |             |          |          | \$17,500    |           |      |      |      |      |      |      |      |      |      |           |  |
| 4.8  | Runway 23 PAPI               |                         |           |             |          |          | \$30,500    |           |      |      |      |      |      |      |      |      |      |           |  |
| 5.0  | Runway Edgelighting          |                         |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 5.1  | Runway 12-30                 |                         |           |             |          |          | \$470,000   |           |      |      |      |      |      |      |      |      |      |           |  |
| 5.2  | Runway 05-23                 |                         |           |             |          |          | \$330,500   |           |      |      |      |      |      |      |      |      |      |           |  |
| 6.0  | Taxiway Edgelighting         |                         |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 6.1  | Taxiway Alpha                |                         |           |             |          |          | \$12,500    |           |      |      |      |      |      |      |      |      |      |           |  |
| 6.2  | Taxiway Bravo                |                         |           |             |          |          | \$216,000   |           |      |      |      |      |      |      |      |      |      |           |  |
| 6.3  | Taxiway Charlie              |                         |           |             |          |          | \$11,500    |           |      |      |      |      |      |      |      |      |      | \$118,000 |  |
| 6.4  | Taxiway Delta                |                         |           |             |          |          | \$46,000    |           |      |      |      |      |      |      |      |      |      |           |  |
| 7.0  | Apron Edgelighting           |                         |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 7.1  | Apron I                      |                         |           |             |          |          | \$15,500    |           |      |      |      |      |      |      |      |      |      |           |  |
| 8.0  | FEC Building                 |                         |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 8.1  | ALCP                         |                         |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 8.2  | Regulators                   |                         |           |             |          |          | \$138,000   |           |      |      |      |      |      |      |      |      |      |           |  |
| 9.0  | Future Development           |                         |           |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 9.1  | Proposed South Access Route  |                         |           | \$50,000    |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 9.2  | FEC Fencing Replacement      |                         | \$16,000  |             |          |          |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 9.3  | LOC Area Fencing Replacement |                         |           |             |          | \$65,000 |             |           |      |      |      |      |      |      |      |      |      |           |  |
| 9.0  | TOTAL                        | \$0                     | \$300,500 | \$4,194,000 | \$57,000 | \$65,000 | \$1,318,500 | \$432,000 | \$0  | \$0  | \$0  | \$0  | \$0  | \$0  | \$0  | \$0  | \$0  | \$118,000 |  |

Notes:

Notes:

*Comment*

This is the source document for the material on the preceding page. ON TIME and ON Budget it was not. The debt far exceeds the budget and the deficit of \$10 M.

## Appendix 10: Report DS-22-67: Proposed Noise Abatement Procedures for the Oshawa Executive Airport

**Report DS-22-67** to Development Service Committee meeting of March 7, 2022 (p. 204)

<https://pub-oshawa.escribemeetings.com/filestream.ashx?DocumentId=8312>

*Excerpt*

**Table 6.2 - Final Proposed Noise Abatement Procedures**

| No.                                                                           | Final Proposed Noise Abatement Procedure                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>602.105(a) Preferential Runways</b>                                        |                                                                                                                                                                                                                                                                                                                                                                                                               |
| 1                                                                             | <b>Overnight Preferential Runways:</b> Between the hours of 9:30 PM and 7:30 AM, consideration should be given to using Runway 12 for arrivals and Runway 30 for departures, consistent with safety of operations.                                                                                                                                                                                            |
| 2                                                                             | <b>Tower Open Preferential Runways:</b> Aircraft will use Runway 30 when the winds are from a heading of 210° (incrementally) to 030° at up to 5 kts.                                                                                                                                                                                                                                                         |
| <b>602.105(c) Hours When Aircraft Operations are Prohibited or Restricted</b> |                                                                                                                                                                                                                                                                                                                                                                                                               |
| 3                                                                             | <b>Overnight Restricted Hours:</b> Between the hours of 9:30 PM and 7:30 AM, only police, medical and industrial emergency flights are permitted to arrive at and depart from the Airport. Airport tenants with aircraft based at the Airport are permitted to arrive between the hours described above, but are not permitted to depart, independent from police, medical, and industrial emergency flights. |
| 4                                                                             | <b>Overnight Engine Run-Ups:</b> Scheduled engine run-ups associated with aircraft maintenance are prohibited from 9:30 PM to 7:30 AM.                                                                                                                                                                                                                                                                        |
| <b>602.105(e) Departure Procedures</b>                                        |                                                                                                                                                                                                                                                                                                                                                                                                               |
| 5                                                                             | <b>Departure Turns:</b> Departing aircraft will continue to fly on the runway heading until they reach 1,000 ft. ASL before making any turns.                                                                                                                                                                                                                                                                 |
| <b>602.105(g) Prohibition or Restriction of Training Flights</b>              |                                                                                                                                                                                                                                                                                                                                                                                                               |
| 6                                                                             | <b>Time of Day Flight Training Restrictions:</b> Flight training aircraft are not permitted to depart Friday-Monday before 8:00 AM and after 4:00 PM May 1 – September 30; and Friday-Monday before 8:00 AM and after 8:00 PM October 1 – April 30.                                                                                                                                                           |
| 7                                                                             | <b>Alternating Seasonal Weekend Flight Training Restrictions:</b> Flight training is not permitted on the 1st and 3rd Sunday of the month and 2nd and 4th Saturday of the month from May 1 – September 30.                                                                                                                                                                                                    |
| 8                                                                             | <b>Statutory Holiday Flight Training Restrictions:</b> Flight training is not permitted on the following federal statutory holidays: New Year's Day; Good Friday; Victoria Day; Canada Day; Labour Day; National Day for Truth and Reconciliation; Thanksgiving Day; Remembrance Day; Christmas Day; and Boxing Day.                                                                                          |
| 9                                                                             | <b>Circuit Restrictions:</b> A maximum of 4 aircraft are permitted in the circuit for training purposes for any runway at any given time.                                                                                                                                                                                                                                                                     |

Cont'd

(Appendix 10: Report DS-22-67: Proposed Noise Abatement Procedures for the Oshawa Executive Airport. Cont'd)

*Comments*

1. Other than Items # 2, 4, and 5 above, **Oshawa had no agreement** with the aviation community.
2. Appendix A, of DS-22-67 Implementation process (found on p.194, items 4-11) reveals the consequences of failures of aviation consensus. See: Proposed Noise Abatement Procedures for the Oshawa Executive Airport. pp. 175-241.
3. **No documentation of the objections** was included within this report DS-22-67. The objections are significant. The report is incomplete without them, particularly in light of the comments provided by Transport Canada staff. Transport Canada will be making the preliminary recommendations.
4. **No other aviation professional group agreed with Oshawa's recommendations, other than #s 2, 4, and 5.**

Further, within the documentation and discussion, **no other airport was provided as an example of a full hard nighttime closure.** All examples that were provided have a permission system whereby the airport manager can waive the closure due to unusual circumstances. **Oshawa intends to provide no relief.**

*I suggest that the Minister would not accept this responsibility, now or in the future. Given this report, I suggest he would be loath to assign that duty to this Oshawa airport manager. Oshawa deals with pilots of reduced experience **and aircraft cannot stop in the air.***

Cont'd

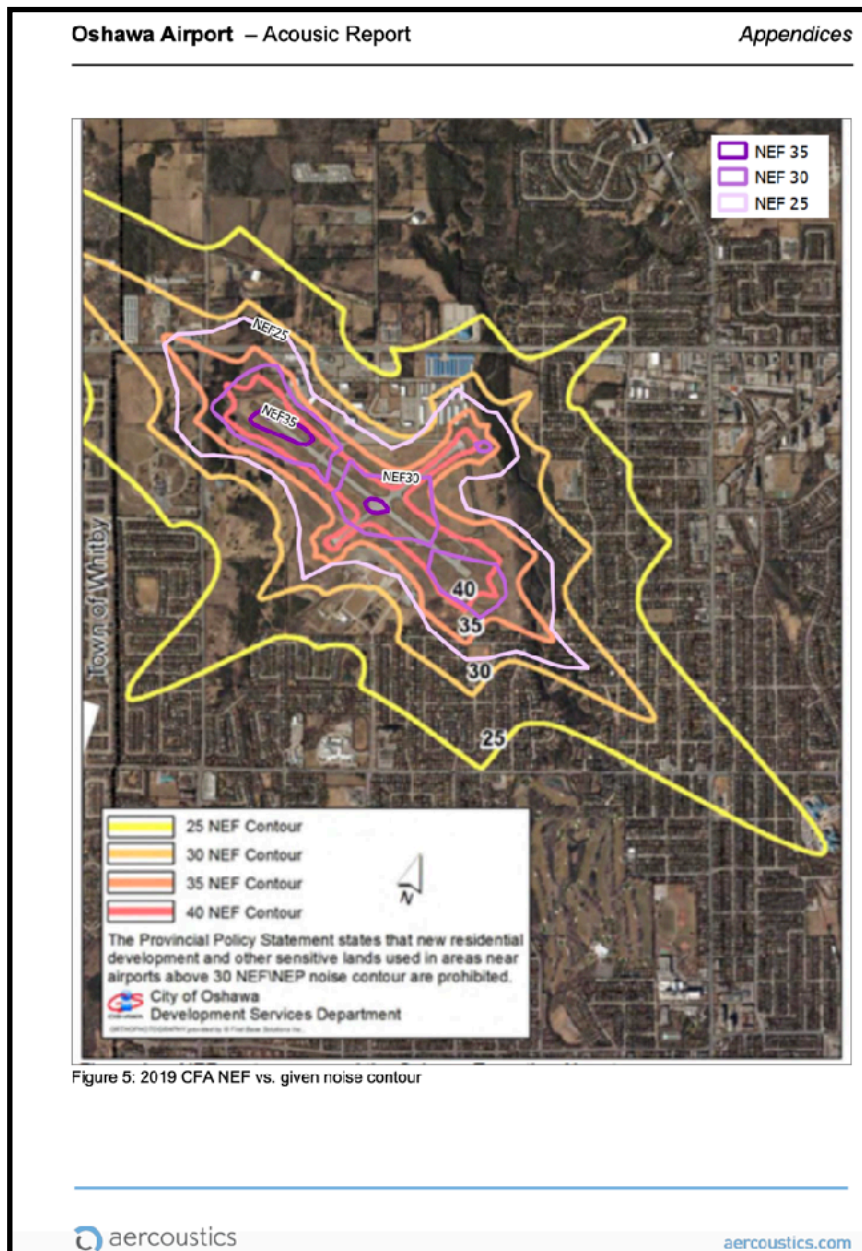


(Appendix 10: Report DS-22-67: Proposed Noise Abatement Procedures for the Oshawa Executive Airport. Cont'd)

5. Acoustic report Project21325.00 Oshawa Airport Canadian Flight Academy for Weintraug Erskine Huang LLP Toronto by Nicholas Sylvestre-Williams, M.ENG., P. ENG. Nov 16 2021 was not included or provided for this public discussion.

*Excerpt/ Comment*

The flight school NEF contours remain on the airport property.





## **Appendix 11: 1997 Operating and Option Agreement for the Oshawa Executive Airport**

### *Excerpts*

“THIS AGREEMENT made as of the 21st day of March, 1997”

<https://www.oshawa.ca/en/transportation-parking/resources/Documents/Oshawa-Operating-Options-Agreement.pdf>

2.01.01 The Airport Operator undertakes, .....to continuously, actively, diligently and carefully manage, operate. and maintain the Airport, as an Aerodrome open to the public, in accordance with this Agreement and the Aeronautics Act, R.S.C. 1985, c, A-2. and Regulations made thereunder.

2.01.02

c)...the Airport Operator shall remain liable to Her Majesty in respect of its obligations hereunder.

2.01.05 Notwithstanding any provision contained in this agreement... the Airport Operator shall not enter into any ... agreements that have a term exceeding twenty years in total including options to renew or extensions, without the prior written consent of Her Majesty, which may be unreasonably withheld.

3.02.03. If the Airport Operator wishes to cease Airport Operations for any reason other than the Decision to Open the Pickering Airport or the actual opening of the Pickering Airport, then the Airport Operator may sell the Airport Assets (the "Regular Sale") in accordance with the provisions herein and allocate the proceeds of sale in accordance with the provisions of subsection 3 07 or the Airport Operator may request that Her Majesty exercise her Option to Purchase provided it first gives notice.

3.02.04. :.....if the Airport Operator is in default ... then Her Majesty may exercise Her Option to Purchase.

3.03.01. If the Airport Operator gives Notice... to cease Airport Operations, Her Majesty shall have an Option to Purchase ...In accordance with Schedule "B.

#### Schedule A

Legal Description of Airport Lands ...

#### Schedule B

4.01.01. If ... the Airport Operator no longer intends to continuously actively and diligently manage operate and maintain on the Airport Lands a certified airport, (registered aerodrome) open to the public, the Airport Operator shall give Notice to the Minister in accordance with ... 3.02.01 of this Agreement.



Cont'd

(Appendix 11: 1997 Operating and Option Agreement  
for the Oshawa Executive Airport, cont'd)

*Excerpt*

Schedule C (p. 31)

| Table II - Division of Proceeds - Regular Sale (Subsection 3.07) |                         |                    |
|------------------------------------------------------------------|-------------------------|--------------------|
| % of Net Regular Proceeds                                        |                         |                    |
| <u>Years</u>                                                     | <u>Airport Operator</u> | <u>Her Majesty</u> |
| 1 - 5                                                            | 0%                      | 100%               |
| 6 - 10                                                           | 0%                      | 100%               |
| 11 - 15                                                          | 0%                      | 100%               |
| 16 - 20                                                          | 0%                      | 100%               |
| 21 - 25                                                          | 8%                      | 92%                |
| 26 - 30                                                          | 12%                     | 88%                |
| 31 - 35                                                          | 18%                     | 82%                |
| 36 - 40                                                          | 28%                     | 72%                |
| 41 - 45                                                          | 42%                     | 58%                |
| 46 - 50                                                          | 65%                     | 35%                |
| 51 onward                                                        | 100%                    | 0%                 |

Mar. 1997-2023=26 years  
=~ 12% maybe

Does Oshawa own the airport? No it does not.

<https://www.oshawa.ca/en/transportation-parking/resources/Documents/Oshawa-Operating-Options-Agreement.pdf>

Cont'd

## Appendix 12: Enhanced index Durham GTAA meetings request # 2022-010

| 100% Zoom Add Category Pivot Table Insert Table |                                                                                       |               |                        |                                                                                                                                                                          |                                                          |
|-------------------------------------------------|---------------------------------------------------------------------------------------|---------------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| Sheet 1                                         |                                                                                       |               |                        |                                                                                                                                                                          |                                                          |
| Table 1                                         |                                                                                       |               |                        |                                                                                                                                                                          |                                                          |
|                                                 | Dept. Corporate Services, Legislative Services                                        |               |                        | Request                                                                                                                                                                  | 2022-                                                    |
| Doc. No.                                        | General Description                                                                   | Page. Numbers | Release yes/no/partial | Slides or??                                                                                                                                                              | Video / Speaker                                          |
| 1                                               | Planning & Economic Development Committee Minutes dated April 10, 2012 pg 2-4         | 1-19          | All below yes          | No/no - toby Lennox speaks Advises H Eng arrival questions slides yes not in minutes                                                                                     | Na                                                       |
| 2                                               | Planning & Economic Development Committee Minutes dated April 9, 2013 Pg 2-3          | 20-29         |                        | No/no Toby Lennox speaks - uses powerpoint .pt not shown questions slides yes not in minutes                                                                             | Na                                                       |
|                                                 | 2014 nothing                                                                          |               |                        |                                                                                                                                                                          |                                                          |
| 3                                               | Planning & Economic Development Committee Minutes dated January 6, 2015 page 5-6      | 30-56         |                        | No/no H Marshal L McKee Ian Clarke Power point presentation not shown in minutes McKee " YZ at capacity 2030-2032 Pickering reqd. 2027-2037                              | noaudio video See actual nasPI                           |
| 4                                               | Report from Commissioner of Planning and Economic Development dated November 10, 2015 | 57-74         |                        | Unusual...Have submission...Urban studies for GTAA/ Growth/ connectivity and Capacity also avail on gtaa web site slides yes not in minutes                              | Note H ENG makes "no runway build for 20 years" May 2017 |
| 5                                               | Committee of the Whole Minutes dated December 7, 2016                                 | 75-130        |                        | No No .. Year of the Hubs report and it is referenced ..... Ian Clark and L McKee.. "Copy of presentation provided to the clerk" minutes page 5 item3.3. _ not delivered | No audio video                                           |
| 6                                               | Regional Council of Durham Minutes dated November 8, 2017                             | 131-151       |                        |                                                                                                                                                                          |                                                          |
| 7                                               | Greater Toronto Airports Authority presentation dated November 8, 2017                | 152-169       |                        | H Marshall and her presentation on page 5 of 21 item #2. Slide 12 says "protects the 6th runway"                                                                         | No audio video. Confirm that                             |

Nov. 8, 2017: Rep. H. Marshall advises Council that the GTAA "protects the 6th runway."

Cont'd

(Appendix 12: Enhanced index Durham GTAA meetings request # 2022-010, cont'd)

| Table 1. enhanced index durham/gtaa meetings |                                                                                                                                                                                          |                                                                                       |                                                                                                                                                                                                                                                                                    |                                                           |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| 4                                            | <p>Planning &amp; Economic Development Committee Minutes dated January 6, 2015 page 5-6</p> <p>Report from Commissioner of Planning and Economic Development dated November 10, 2015</p> | 57-74                                                                                 | <p>McKee Ian Clarke Power point presentation not shown in minutes McKee " YZ at capacity 2030-2032 Pickering reqd. 2027-2037</p> <p>Unusual...Have submission..Urban studies for GTAA/ Growth/ connectivity and Capacity also avail on gtaa web site slides yes not in minutes</p> | Note H ENG makes "no runway build for 20 years" May 2015  |
| 5                                            | Committee of the Whole Minutes dated December 7, 2016                                                                                                                                    | 75-130                                                                                | No No .. Year of the Hubs report and it is referenced ..... Ian Clark and L. McKee.. "Copy of presentation provided to the clerk" minutes page 5 item 3.3. _ not delivered                                                                                                         | No audio video                                            |
| 6                                            | Regional Council of Durham Minutes dated November 8, 2017                                                                                                                                | 131-151                                                                               |                                                                                                                                                                                                                                                                                    |                                                           |
| 7                                            | Greater Toronto Airports Authority presentation dated November 8, 2017                                                                                                                   | 152-169                                                                               | H Marshall and her presentation on page 5 of 21 item #2. Slide 12 says "protects the 6th runway"                                                                                                                                                                                   | No audio video. Confirm that                              |
| 8                                            | Committee of the Whole Minutes dated June 6, 2018 min and video part1                                                                                                                    | 170-247                                                                               | Minute — ??Airport in Pickering?                                                                                                                                                                                                                                                   | Van T and McKee. 00:29:50 to 33:00 "can not cope" see bio |
| 9                                            | Greater Toronto Airports Authority presentation (June 4, 2019)                                                                                                                           | 248-258                                                                               | Presentation                                                                                                                                                                                                                                                                       | Van T and McKee. Start 00: 01:29 questions 9:31-33:46     |
| 10                                           | Planning & Economic Development Committee Minutes dated June 4, 2019                                                                                                                     | 259-271                                                                               | Minutes Page 2 of 13 item #4 "expected to cope 85 m pas by 2037                                                                                                                                                                                                                    | "We have no Plans for new runways". At 16:36 mark         |
| 11                                           | Regional Council Minutes dated October 28, 2020                                                                                                                                          | 272-322                                                                               |                                                                                                                                                                                                                                                                                    |                                                           |
| 12                                           | 2020 GTAA to Durham Regional Council (October 28, 2020)                                                                                                                                  | 323-333                                                                               | Presentation                                                                                                                                                                                                                                                                       |                                                           |
| 13                                           | 2021 GTAA Annual Update Durham Region (November 2, 2021)                                                                                                                                 | 334-343                                                                               | Presentation                                                                                                                                                                                                                                                                       |                                                           |
| 14                                           | Planning & Economic Development Committee Minutes dated November 2, 2021                                                                                                                 | 344-351                                                                               | Minutes                                                                                                                                                                                                                                                                            | Van T & Flint:... 36:00 to 1:12:12                        |
|                                              | For video/ Web streaming see "Durham Region live streaming"                                                                                                                              | Should be part of historian meetings/ agendas/minutes with hyperlinking as per Oshawa |                                                                                                                                                                                                                                                                                    | Ap 11 2022                                                |

June 4, 2019: GTAA's rep. Johan van 't Hof advises Council: "no plans for new runways"

## Appendix 13: Video Clips from GTAA 2014/15 AGM, and GTAA Presentations to Durham Regional Council, June 6, 2018 and June 4, 2019

(Selecting the images below will initiate the link to a video recording)



### #1 GTAA AGM 2014/15 AGM

Howard Eng GTAA CEO on the timing of Pearson's 6th runway( aka 4th E/W runway).

This is a 1min 10 sec extract of an existing You Tube video is most important for providing an understanding of the future capacity issues at Toronto International Airport.



### #2 GTAA report to Durham Region Council, June 6, 2018

GTAA board member Johan van 't Hof. "My personal answer...we cannot cope...We... would have no concerns about an airport constructed in Pickering...[outlines various types]...Toronto airport is gonna become a Heathrow where we're gonna have to take bigger planes, 300 seats, 350 seats, just to get the bodies through because our runways are limited...so we need other airports..."



### #3 GTAA to Durham Region Council, June 4, 2019

Q: "There's talk of Pearson being built out... so it'd be, like, room for two more...runways so can you kind of confirm that, or...?"

A: [GTAA rep Johan van 't Hof]: "No, I can confirm...we have no plans for new runways."

### Comment

This directly contradicts the GTAA's current Master Plan (see Appendix 2).

## Appendix 14: Video Clip of Oshawa Council Meeting, June 25, 2012



**# 4 “In June 2012 council decided that it would not proceed with the runway extension and that the development of a new Business Plan based on the current runway length be undertaken” (p.16) Oshawa Airport Business Plan 2015-2019.**

The Mayor of Oshawa, John Henry, questioning Doug Thomson, a community representative delegation about a conversation they had "on Friday" [presumably June 22, 2012].

In this conversation, Mr Thomson recalled that Mr Henry was convinced that the community had not realized that they would be inundated with 100,000 training flights a year. Mr Thomson replied that he tried to convince the Mayor that "we [the community] do know that, and we are aware of it."

That Oshawa Airport Business Plan 2015-2019, now pronounced as “unacceptable” in council, outlined (pp.16 and 17) the series of decisions to limit runway length to 4000’ vs the proposed 5000, to limit scheduled airline operations, (source of federal funding) and to be a flight training operation of 100,000 training flights per year.

Oshawa based training flights currently number about 33,000 annual movements.  
(p. 19) Hm Proposed noise Abatement Procedures Public Consultation Materials Final Report Sept 27, 2021.

(Copies available on request.)



## Appendix 15: Municipalities Can Make Use of GTAA By-Law No. 2...



....to call GTAA to account..

...and Invite Transport Minister.

### **SECTION 11 - AD HOC MEETINGS BETWEEN THE CORPORATION, GOVERNMENT NOMINATORS AND MUNICIPAL NOMINATORS**

#### **11.1. Nominators Meeting**

The Corporation shall, at the request of any Government Nominator, Municipal Nominator or Named Community Nominator convene a meeting between the Corporation and the authorized representative of each of the Government Nominators, Municipal Nominators or Named Community Nominators, or such other person as the Government Nominator, Municipal Nominator or Named Community Nominator, as applicable, may select, to respond to questions on matters of public interest concerning the Corporation's business. The Government Nominator, Municipal Nominator or Named Community Nominator, as applicable, shall state in its request the general nature of the business to be discussed at the meeting. The Corporation shall ensure that the Chair and such other Directors and officers of the Corporation are present at the meeting.

Approved by TC July 14, 2017

-20-

## Appendix 16: Sundry other material

Some video links

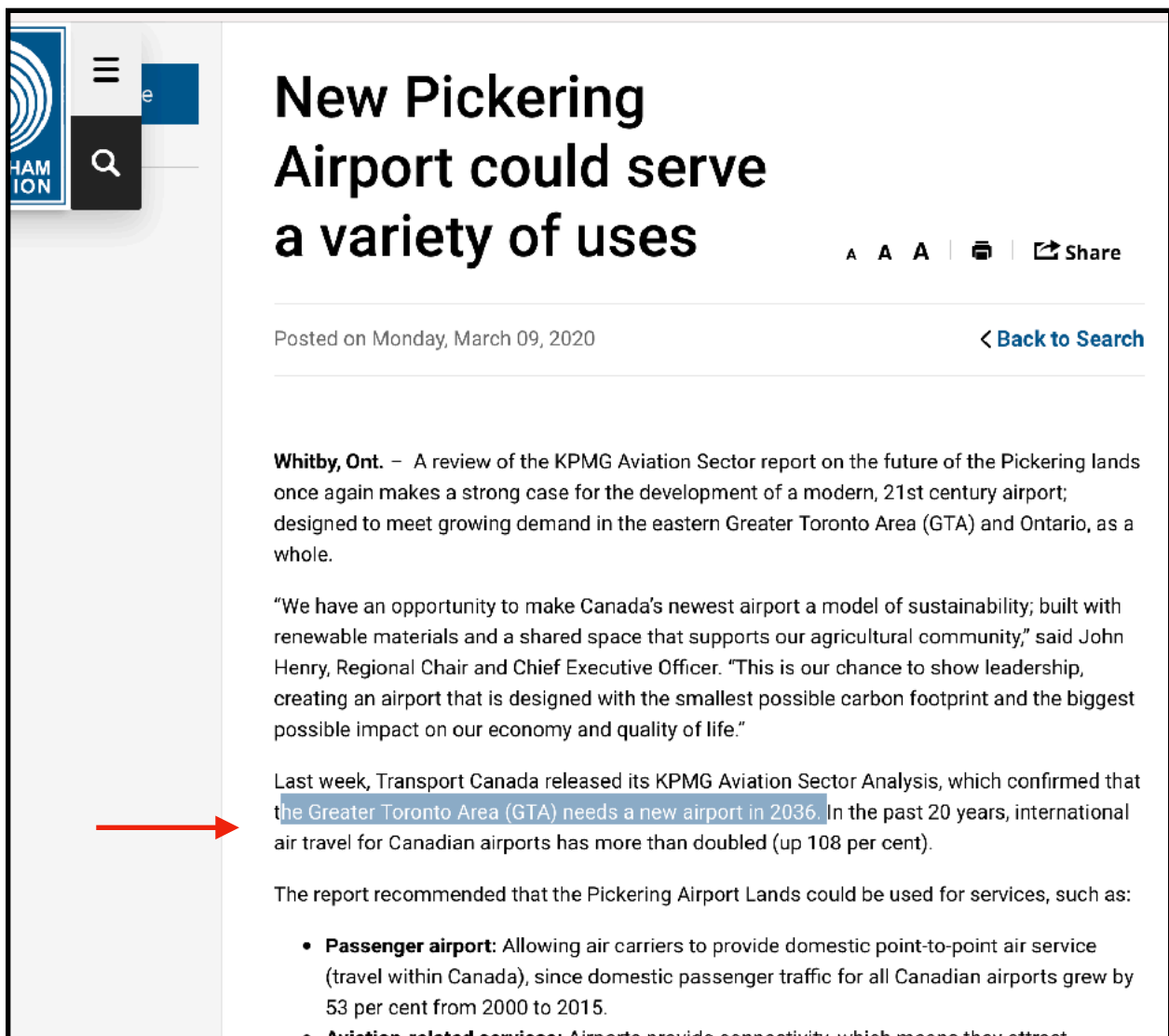
**Link 1 you tube video Toronto real Capacity** the math of capacity. Explained 6 min.

**Link 2 you tube video Toronto "Capacity" explained. Act 1 a tragedy** early history 11 min.

**Toronto "Capacity" terminated. Act 2 v2.** Sequence of events 12 min.

**Toronto "Capacity" replaced. Act 3 V2** Solution to the issue. 12 min.

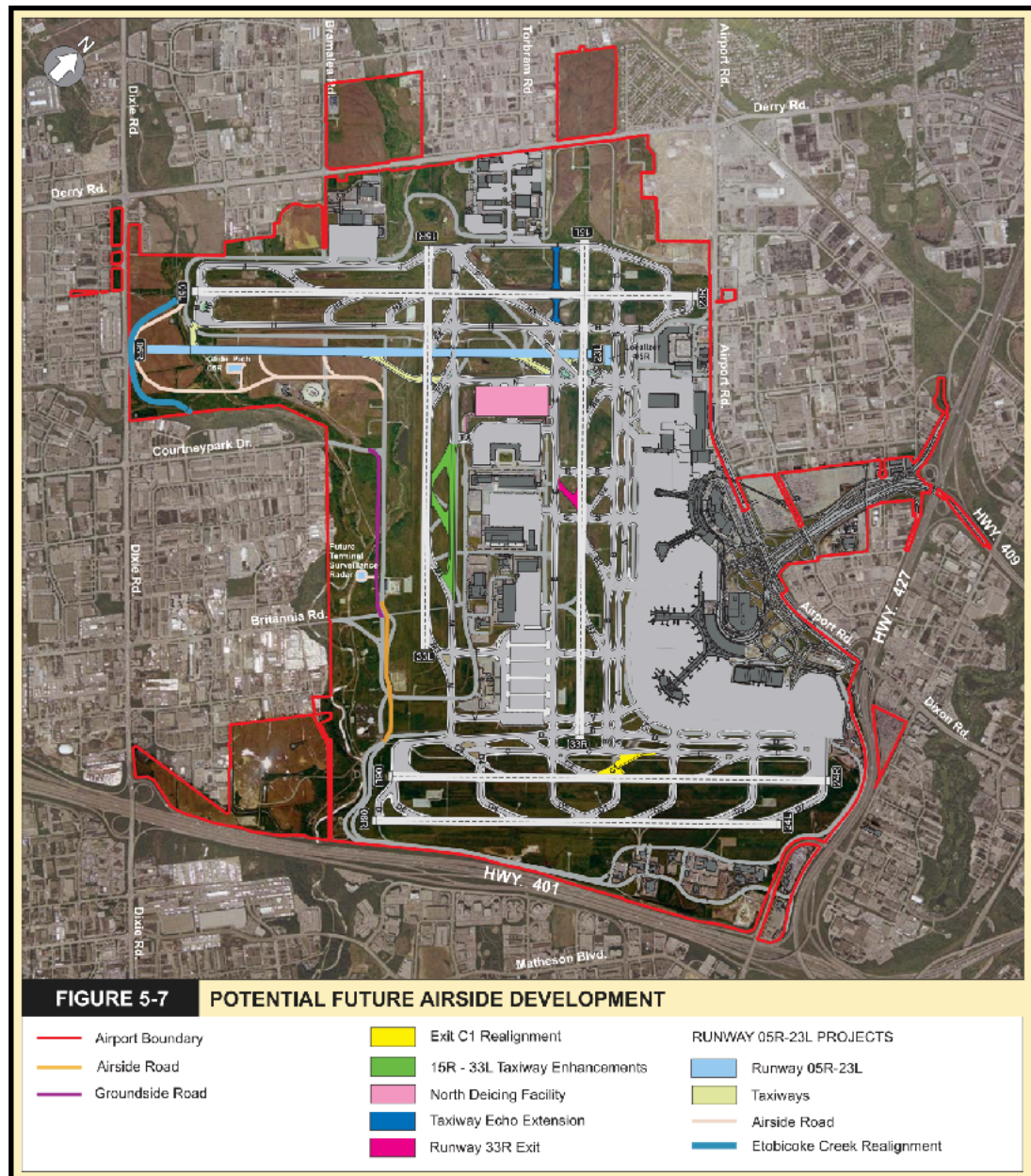
There is no rail to Resolute.

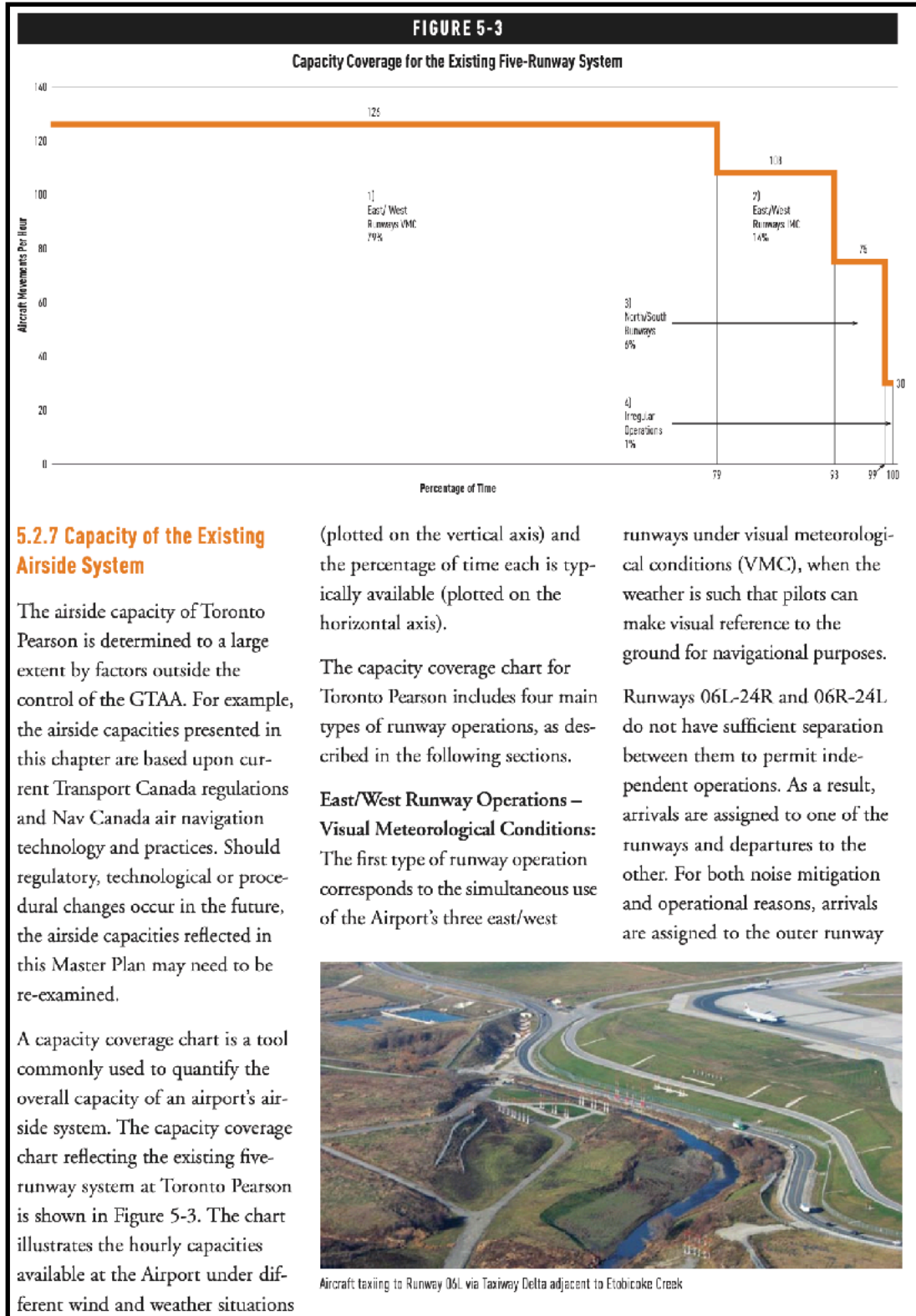


CONT'd

## Appendix 16: Sundry other material cont'd

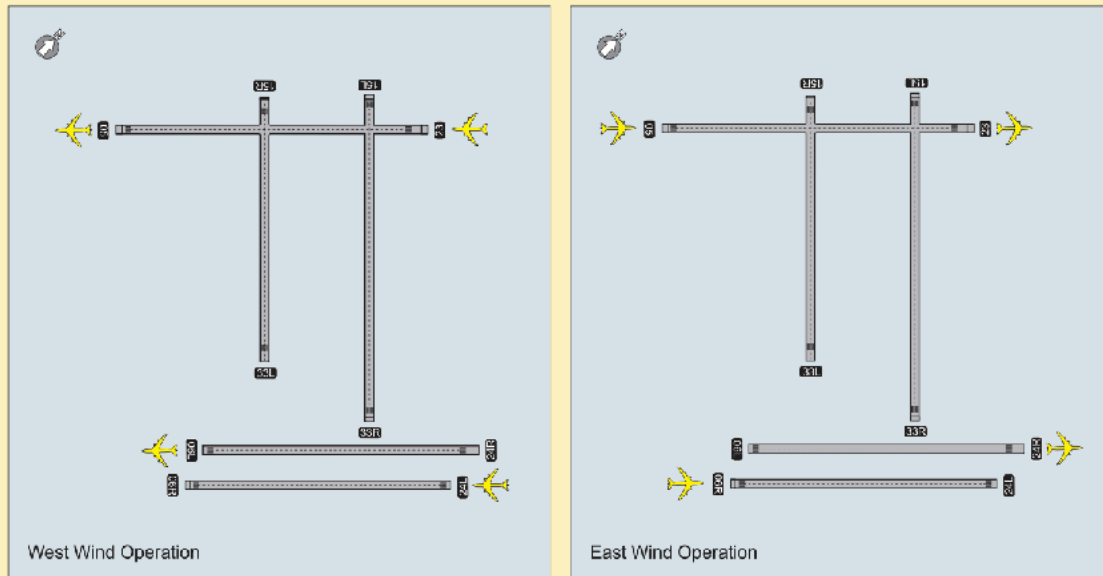
Toronto layout and the 6th runway GTAA 2008-30 master Plan







## Appendix 16: Sundry other material



**FIGURE 5-4 EAST/WEST RUNWAY OPERATIONS**

(06R-24L) and departures are assigned to the inner runway (06L-24R). Runway 05-23 is sufficiently separated from the southern runway complex to be operated independently, serving a mixture of arrivals and departures.

This type of runway operation is shown in Figure 5-4. Aircraft need to fly into the wind when landing and taking off. As a result, the first diagram applies to a westerly wind situation with arrivals on Runways 23 and 24L, and departures on Runways 23 and 24R. The second diagram applies to an easterly wind situation with arrivals on Runways 05 and 06R, and departures on Runways 05 and 06L.

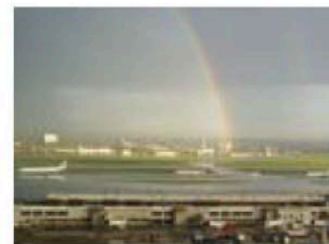
Through GTAA computer simulations, it was determined that based

on the anticipated aircraft fleet mix at Toronto Pearson and a balanced demand of arrivals and departures, this type of operation has a capacity of approximately 126 aircraft movements per hour, including 56 operations on Runway 05-23 and 70 operations on the closely spaced parallel runways, Runways 06L-24R and 06R-24L. This capacity exceeds current demand levels at Toronto Pearson. An analysis of weather data suggests that this type of operation tends to be available approximately 79 per cent of the time.

**East/West Runway Operations – Instrument Meteorological Conditions:** The second type of operation also corresponds to the use of the three east/west runways in the same manner, but under

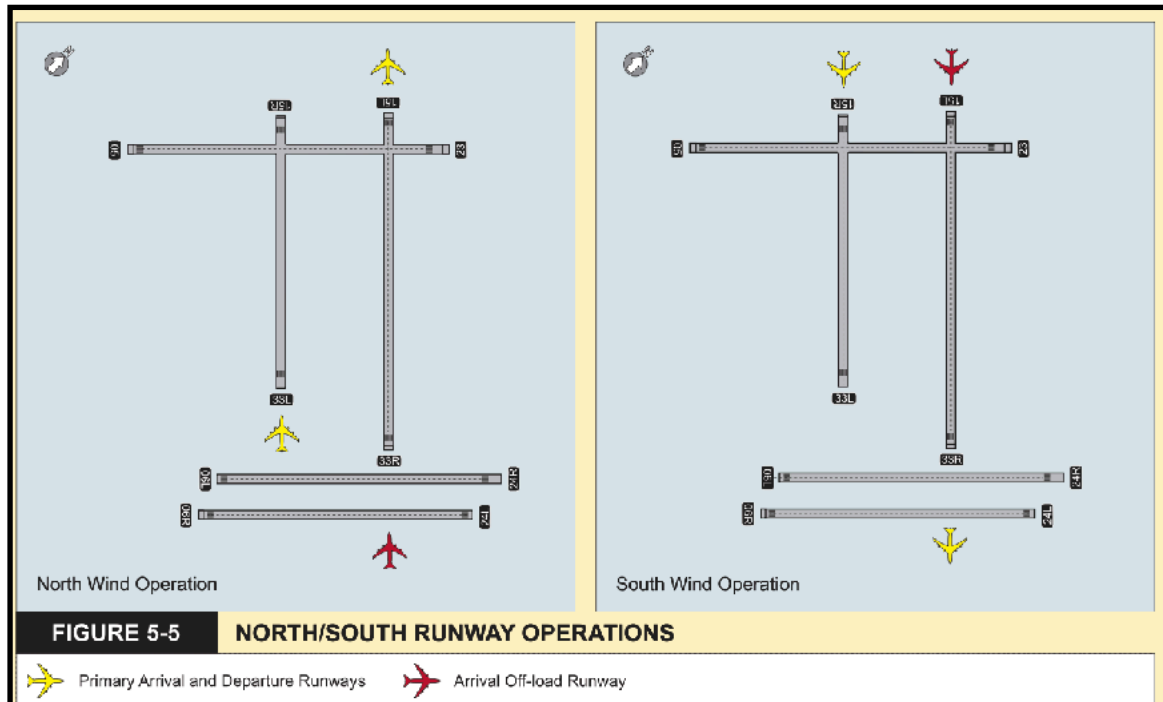
instrument meteorological conditions (IMC) that occur when visibility is such that instrumentation, rather than visual reference, is required for navigation. Under these conditions, larger separations between aircraft are required compared to the separations applied under visual meteorological conditions.

Based on GTAA computer simulations, the capacity of the three east/west runways decreases to approximately 108 aircraft movements per



Aircraft taxiing to departure runway

## Appendix 16: Sundry other material cont'd



hour during instrument meteorological conditions, including 48 operations on Runway 05-23 and 60 operations on the closely spaced parallel Runways 06L-24R and 06R-24L. This type of operation tends to occur approximately 14 per cent of the time.

Since using the east/west runways offers the highest capacity, these first two types of operations are preferred during peak time periods. However, since demand does not currently require the simultaneous use of all three east/west runways on a regular basis, air traffic control sometimes utilizes only two of the east/west runways, resulting in a lower capacity than presented in the capacity coverage chart.

Given that the purpose of the capacity coverage chart is to quantify the maximum capacity available under given wind and weather conditions, it is not necessary to reflect these lower capacity configurations in the chart. As air traffic demand grows over time, the frequency of using all three east/west runways simultaneously will increase toward the values given in the capacity coverage chart.

**North/South Runway Operations:** The third type of operation reflected in the capacity coverage chart pertains to the use of the north/south runways when strong cross-wind conditions preclude the use of the east/west runways. Similar to Runways 06L-24R and 06R-24L, Runways 15L-33R and

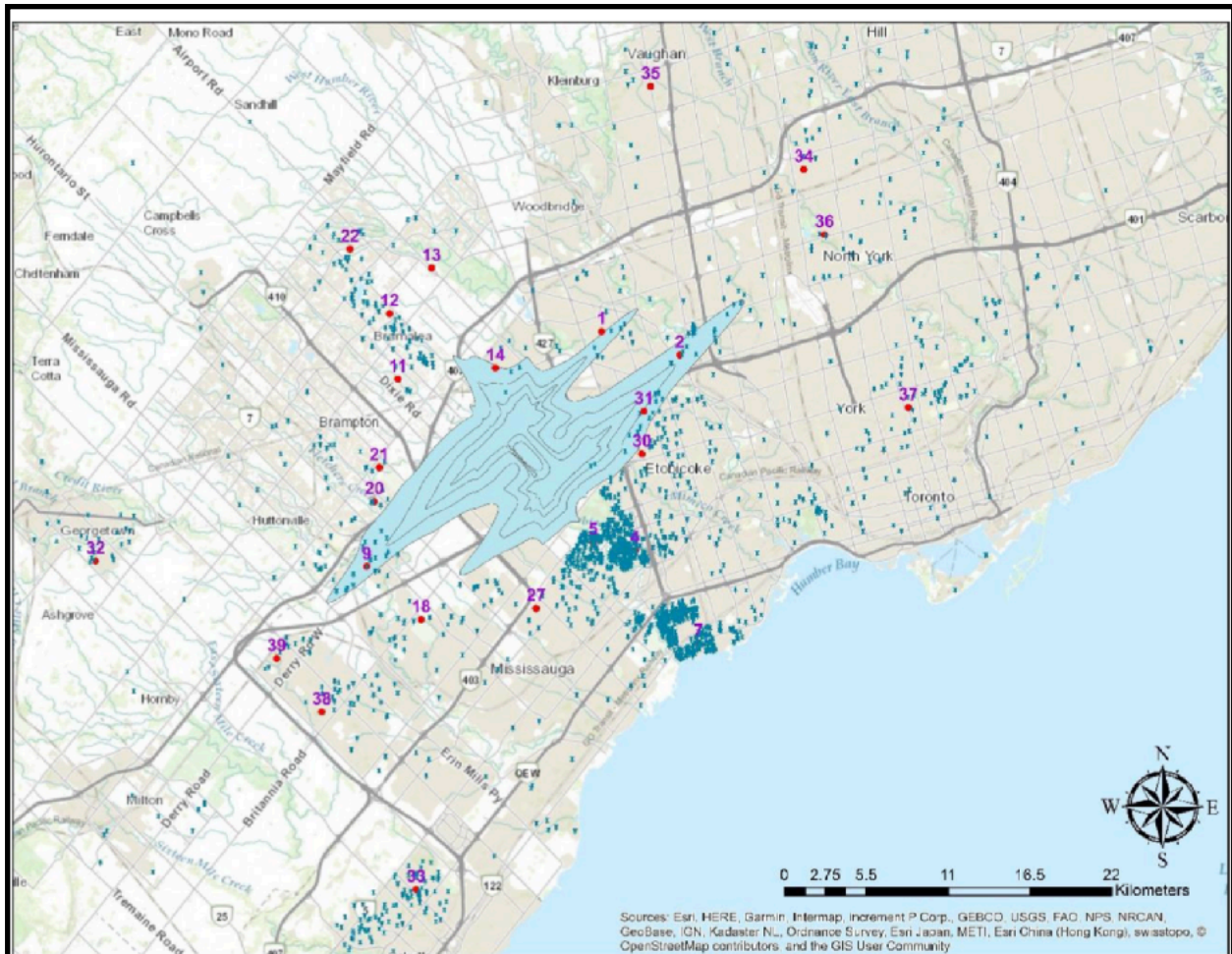
15R-33L do not have sufficient separation to permit independent operations. As a result, arrivals are assigned to one runway and departures to the other. Arrivals, which require less runway length than departures, are typically assigned to 15R-33L, the shorter runway, and departures are typically assigned to 15L-33R, the longer runway. Under this type of operation, it is not uncommon for arrivals of heavier aircraft to be off-loaded onto 15L-33R to provide a longer landing distance.

The resulting north/south runway operation is shown in Figure 5-5. The first diagram shows the operations that would occur under strong north wind conditions with 33L being used as the primary



## Appendix 16: Sundry other material cont'd

A Critical Review of Noise Exposure Forecast (NEF) Contours and the Efficacy as a Tool for Land Use Planning Yue Wu University of Windsor



**Figure 21: Unique complaints map in 2017 with NEF contours and NMT locations**

A Critical Review of Noise Exposure Forecast (NEF) Contours and the Efficacy as a Tool for Land Use Planning Yue Wu University of Windsor contours 25,30,35,40 see fig.9

There is no noise in Toronto. Contours 25-40.  
But superimpose this on Pickering plan.....

End04232022 ib

<https://youtu.be/O3dMbeLph28>. .....Video this report to this point.

Other additional material

**GTAA annual report 2008**

<https://www.torontopearson.com/-/media/project/pearson/content/corporate/who-we-are/pdfs/annual-reports/2008-minutes-from-the-airport-min.pdf?modified=20190328154712>

The deposits to the debt service coverage fund, and the operations and maintenance fund were largely as projected.

None of the variances to the 2008 Business Plan discussed above was of a nature that caused the GTAA to take specific corrective actions.

#### **D) SUMMARY OF THE FIVE-YEAR BUSINESS PLAN**

The five-year Business Plan (2009 to 2013) is based on assumptions underlying the GTAA's assessment of various external factors. During 2009, the GTAA will be focused on managing the expected downturn in Airport activity caused by the slowing economy. This will include a careful review of operating expenses, continued focus on maximizing non-aeronautical revenue opportunities, incentives for new airline activity and a five dollar increase in the AIF for originating passengers. The connecting passenger AIF remains unchanged. Certain capital projects have also been deferred in response to the anticipated reduction in passenger demand.

The economic and operating assumptions for 2009 include:

- Inflation as measured by the CPI index of 2.0%;
- 30.3 million total passengers;
- Landed MTOW of 11.8 million tonnes; and
- 18.9 million landed seats.

Future capital development at the Airport includes the completion of the Terminal 3 Redevelopment project, the Terminal 3 Master Plan and the Post-ADP development project. These projects have been approved by the GTAA Board of Directors. The GTAA also anticipates spending approximately \$35.0 million per year on operations, maintenance and restoration capital projects in 2008 and approximately \$50.0 million per year for the balance of the Business Plan period. In addition to these expenditures, the GTAA has identified a number of projects that are anticipated to be required to meet growing passenger demand. These airport development projects total \$678.5 million over the forecast period. The timing and amount of these expenditures are subject to change as demand and operating conditions evolve and plans are finalized.

Over the forecast horizon, the primary drivers for the GTAA's Business Plan are the long-term growth in Airport activity and inflation. Specific revenue or cost containment initiatives carried out over this period may also impact revenues and expenses. The forecast average annual passenger growth rate from 2009 to 2013 is 2.3%. Aircraft movements and landed MTOW are expected to grow at a 4.6% and a 4.3% rate, respectively.

GTAA ANNUAL REPORT 2008 103

Movement increase 4.6%=

## Auditor report and sign off to annual report

### AUDITORS' REPORT

*To the Board of Directors of the Greater Toronto Airports Authority*

We have audited the balance sheets of the Greater Toronto Airports Authority as at December 31, 2008 and 2007 and the statements of operations, changes in net assets (deficiency) and cash flows for the years then ended. These financial statements are the responsibility of the Greater Toronto Airports Authority's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Greater Toronto Airports Authority as at December 31, 2008 and 2007 and the results of its operations, changes in its net assets (deficiency) and its cash flows for the years then ended in accordance with Canadian generally accepted accounting principles.

*PricewaterhouseCoopers LLP*

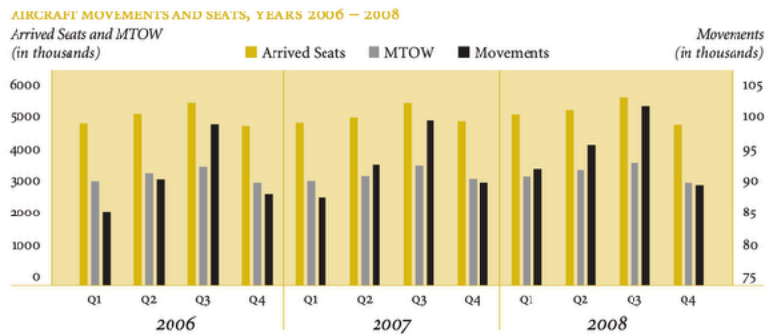
*Chartered Accountants, Licensed Public Accountants*

Toronto, Ontario

March 11, 2009

GTA A ANNUAL REPORT 2008 61

Flight activity is measured by aircraft movements. The type and size of aircraft using the Airport determines the MTOW and the number of seats. These measures are used to calculate airline charges for each flight. Total movements in 2008 increased by 1.2%, from 425,500 in 2007 to 430,588. MTOW for 2008 was 13.4 million tonnes, as compared to 13.2 million tonnes in 2007, an increase of 2.1%. Total arrived seats increased 2.7% from 20.3 million in 2007 to 20.8 million in 2008. During the past several years airlines have been adjusting their fleet mixes and flight schedules in order to improve their financial performance, resulting in airline load factors, or the ratio of passengers to seats, steadily increasing. Reduced air travel demand in the latter part of 2008 and as projected for 2009 as a result of the slowing economy has caused many airlines to reduce capacity through reduced schedules and changes in aircraft type utilized on certain routes. This is expected to keep airline load factors high despite the anticipated slowing in demand which will have a negative effect on MTOW and arrived seats. It is expected that air carriers will continue to engage in these capacity management techniques for the foreseeable future. The following graph illustrates the arrived seats, MTOW and movements (in thousands) for the past three years, by quarter:



In November 2006, the Government of Canada announced its “Blue Sky” policy whereby the federal government intends to proactively pursue opportunities to negotiate more liberalized agreements for international scheduled air transportation. Since that time a number of agreements have been put into place, including an agreement with the European Union. This policy initiative is expected to provide increased opportunities for passenger and cargo service to be added at Toronto Pearson as market demand warrants, although some legacy agreements continue to restrict open access to Toronto Pearson.

Page 35 above—

“Total movements in 2008 increased from 2007 by 1.2%, from 425,500 in 2007 to 430,588.”

## Calculation

Forecast 2013-(430,588\*1.046=**450,395**. Based on Actual # 2008 **not 520,000 of the 2008 master plan**

"The forecast average annual passenger growth rate from 2009 to 2013 is 2.3%. Aircraft movements and landed MTOW are expected to grow at a 4.6% and a 4.3% rate, respectively". p 103.

NOTE aircraft movements are not annual" as per remarks a year(2009) later... : as below

"The forecast average annual passenger growth rate from **2010 to 2014** is 3.6%. Aircraft movements are expected to grow at an average 3.6% rate over the forecast period while landed MTOW is expected to grow by 2.3% over the same period" p107 My red highlighting

Actual numbers c file statistical reviews/Pearson estimates over time

2013 431,300. **About 19,000 short ~ growth~ 0.2%**

2014 433,000

2015. 444,000

2016. 456,400

2017. 465.4T

2018...473.T

2019 452.8T

2020. 174.4

2021 173.0

There is a need to request that GTAA amend reporting ....return to providing Movement forecast and delivering the results of previous forecast and differences analysis.

excell look at 2008 annual report — Edited

View Zoom Add Category Pivot Table Insert Table Chart Text Shape Media Col

Sheet 1

Table 1

|                |         | 0.01 | Sum    | 1%              | 4.6%        | ~21%                 | 0.2                  |
|----------------|---------|------|--------|-----------------|-------------|----------------------|----------------------|
|                |         |      |        |                 |             | Growth rate required | Growth rate achieved |
|                |         |      |        | 1.01 multiplier | 1.046       | 1.208                | 1.002                |
|                | 430,588 | 4306 | 434894 | 434,893.88      | 450,395.048 | 520,000              | 431300               |
| Actual in 2013 | 431,300 |      | 450395 | Diff            | 19095       |                      |                      |
| 2007-2008      |         |      |        |                 |             |                      | 1.012                |
| actual 2007    | 425,500 |      |        |                 |             |                      | 430588               |

fx H4 + B4

## Responsibility

As per GTAA ground lease ... section 9. And is the legalized version in contract of the PAP.. PWC. Section 9 had this additional duty.

| Section 9.02 | Performance Review                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9.02.01      | On or before the fifth (5th) anniversary of the Date of Commencement and on or before the end of every fifth anniversary thereafter (it being the intent of this Section that not more than five (5) years shall have elapsed between reviews), the Tenant shall cause a review to be conducted and completed of its management, operation and financial performance since the last review or from the Date of Commencement if it is the first review.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 9.02.02      | Such review shall be conducted by a competent Person who is independent of and at Arm's Length with the Tenant and who is qualified to conduct such a review of the management, operation and financial performance of the Tenant.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 9.02.03      | The Tenant shall ensure that the Person conducting the review shall prepare a written report containing his findings.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 9.02.04      | <p>The Tenant shall ensure that the Person conducting the review shall include in the report at least the following:</p> <ul style="list-style-type: none"><li data-bbox="488 947 927 978">(a) the terms of reference of the review;</li><li data-bbox="488 999 1252 1188">(b) statements stating the extent to which the Tenant has been and is operating<ul style="list-style-type: none"><li data-bbox="558 1083 1081 1115">(i) a safe and efficient service to the public; and</li><li data-bbox="558 1136 1252 1188">(ii) an efficiently run undertaking in accordance with the Tenant's business plans and approved objects;</li></ul></li><li data-bbox="488 1209 1252 1535">(c) statements stating the extent to which financial and management controls, information systems and management practices have been and are maintained, including the steps taken to ensure that<ul style="list-style-type: none"><li data-bbox="558 1314 1252 1377">(i) the assets of the Tenant have been safeguarded and controlled;</li><li data-bbox="558 1398 1252 1461">(ii) the financial, human and physical resources of the Tenant have been managed economically and efficiently; and</li><li data-bbox="558 1482 1252 1535">(iii) the operations of the Tenant have been carried out effectively;</li></ul></li><li data-bbox="488 1556 1252 1608">(d) any further information that is reasonably required by any Nominator or by a majority of the Board;</li></ul> |



|         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                          |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
|         | (e) any concerns or qualifications that the Person conducting the review has with respect to any matter described in this Section; and                                                                                                                                                                                                                                                                                                                                     |                                          |
|         | (f) any other relevant information about the Tenant.                                                                                                                                                                                                                                                                                                                                                                                                                       |                                          |
| 9.02.05 | Subject to Subsection 9.02.06, the Tenant shall, within three months of the commencement of the review, provide a copy, free of charge, of any report referred to in Subsection 9.02.03 to the Landlord, and shall within the same period, provide a copy of such report and a summary of the report, excluding commercially confidential material or private personnel information, to each Nominator.                                                                    | Minister Transport Canada                |
| 9.02.06 | If issues arise during the course of the review which prevent it being concluded within the three month period referred to in Subsection 9.02.05, the Tenant shall cause an interim report to be prepared and provided in accordance with this Section within the three (3) month period referred to in Subsection 9.02.05 and the Tenant shall provide a final report in accordance with this Section not later than six (6) months after the commencement of the review. | Issues arising requires a Interim report |
| 9.02.07 | The Tenant shall, on request, provide to any member of the public a copy of the summary of any interim report or of any final report, excluding commercially confidential material or private personnel information.                                                                                                                                                                                                                                                       | Public gets summary only                 |
| 9.02.08 | The Tenant shall cause further reviews to be conducted pursuant to this Section when requested to do so by the Board or by a majority of the Nominators.                                                                                                                                                                                                                                                                                                                   |                                          |
| 9.02.09 | At the request of any Nominator the Tenant shall convene a meeting of its Board with the Person conducting the review and with the other Nominators in order to determine the course of action to be taken to resolve any problems disclosed by the report.                                                                                                                                                                                                                | ANY Nominator                            |

Who is/was the entity responsible for these reviews/reports to the minister?

Has anyone within Durham staff ever commented on the discrepancy between the 2008 master plan and the annual report of the same year.

RE: 9.02.05 did you ever receive such a report.

Were you advised of this discrepancy noted above and if so what were the findings of any "issues" report in accordance with 9.02.06. and or 9.02.08 or 9.02.09.

And

Will you provide a copy of any such documents?

I have read the Summaries of the last 20 years and there. Is no mention of these dual forecasts.

What are we talking about here?

**Past Performance review dates**

Nov 15 2001 deloitte unsigned

October 2006 PWC

**July 2011 PWC**

Sept 2016 PWC. Unsigned

Nov 26 2021 KPMG Partner and Managing Director, KPMG Corporate Finance Inc.

[rsimm@kpmg.ca](mailto:rsimm@kpmg.ca) Richard Simm 416-777-8437

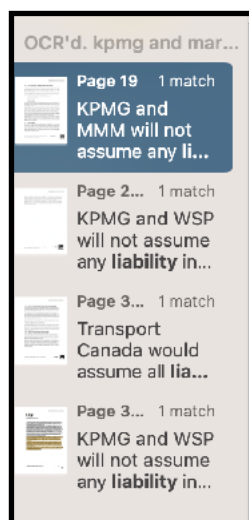
Ground lease... actions required of corporation and auditor above and beyond requirements of the Not for profit corporations act

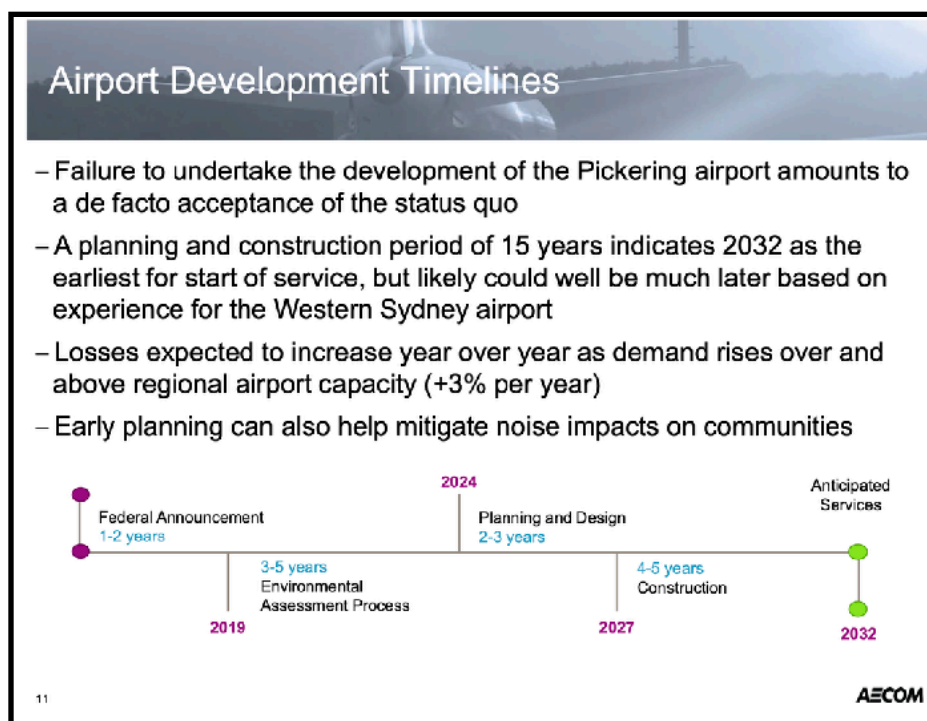
|         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
|         | (e) provide the annual report contemplated in Subsection 9.01.07 to each of the Nominators and to the Minister prior to the public meeting and, on request, to any member of the public.                                                                                                                                                                                                                                                                                                                                                                                       | ← |
| 9.01.07 | The Tenant shall, prior to each public meeting to be held pursuant to Subsection 9.01.05, publish an annual report in respect of the Lease Year (in this Subsection 9.01.07 called "that Lease Year") immediately preceding the Lease Year in which the public meeting is held which shall, as a minimum:                                                                                                                                                                                                                                                                      |   |
|         | (a) include the audited annual financial statements of the Tenant for that Lease Year, the Tenant's Auditor's report on such Tenant's audited annual financial statements, and a summary of the Tenant's affairs for that Lease Year;                                                                                                                                                                                                                                                                                                                                          |   |
|         | (b) contain a report on the Tenant's performance relating to the Tenant's business plan and objectives established for that Lease Year, and as applicable for the previous five Lease Years;                                                                                                                                                                                                                                                                                                                                                                                   |   |
|         | (c) include an explanation by the Tenant of all variances and corrective actions taken with respect to the Tenant's performance described in Paragraph 9.01.07(b);                                                                                                                                                                                                                                                                                                                                                                                                             | ← |
|         | (d) present a summary of the Tenant's business plan for the then current Lease Year and the Tenant's business plan containing a forecast for the next five Lease Years, including specific objectives, (measurable where feasible), for such summary and forecast and relating to the approved objects of the Tenant;                                                                                                                                                                                                                                                          | ← |
|         | (e) contain a report on the remuneration provided to each Board member and on the salary of each of the senior officers of the Tenant;                                                                                                                                                                                                                                                                                                                                                                                                                                         | ← |
|         | (f) contain a report on compliance or non-compliance with the Tenant's Code of Conduct; and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | ← |
|         | (g) report on all contracts in excess of an amount obtained by multiplying seventy-five thousand (\$75,000) dollars by the C.P.I. Adjustment Factor for that Lease Year which are entered into during that Lease Year and which contracts were not awarded on the basis of a public competitive tendering process and such report shall identify the parties to the contract, the amount of the contract, the nature of the contract, the circumstances of the contract and the reasons for not awarding such contract on the basis of a public competitive tendering process. |   |

KPMG and WSP's procedures consisted solely of inquiry, comparison and analysis of identified and provided information and relevant information from third-party sources. **The team relied on information provided by project participants without verification or audit.** The information contained in this document does not constitute an audit. Accordingly, KPMG and WSP do not express an opinion on such matters.

This document should be considered in its entirety, and in conjunction with the other three reports that comprise the Pickering Lands Aviation Sector Analysis. These reports provided many of the assumptions upon which the analysis contained in this report is based. Selection of, or reliance on, specific portions of this document could result in the misinterpretation of comments and analysis provided. **KPMG and WSP will not assume any liability** in connection with the reliance by any third party on this document.

KPMG and WSP reserve the right, **but will be under no obligation, to review all findings, conclusions and calculations included or referred to herein** and, if KPMG and WSP consider it necessary, to revise the findings, conclusions and calculations in light of any information that becomes known to KPMG and WSP after the date of this document.





Info report#2018-  
INFO-97

June 1 2018

Prepared by:

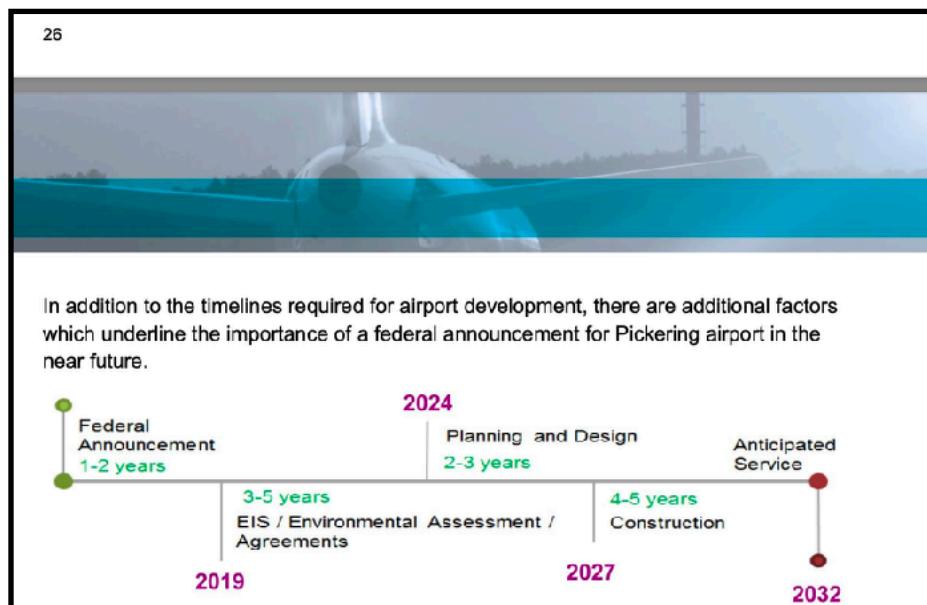
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[www.aecom.com](http://www.aecom.com)

Date: May 30, 2018  
Project #: 60562615

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Text



Durham white paper June1 2018.

## **“7. Conclusion and Next Steps**

- 7.1 The GTA is among the fastest growing large metropolitan regions in North America, yet its airport network is underdeveloped. **The federal government should commit to proceeding with an airport in Pickering, based on all of the past and ongoing studies that have identified the need for an airport.** A sustainable and innovative airport development in Pickering would provide the required additional capacity within close proximity to downtown Toronto and dramatically improve global connectivity of the GTA east. “

Delivered 6 months after GTAA 2017 master plan and 3 weeks after gtaa 2017 annual report.. it was out of date on delivery.

Signed by

Angela Gibson Director, Corporate Policy and Strategic Initiatives

Garry H. Cubitt, M.S.W. Chief Administrative Officer

**From:** Ivan Battye [REDACTED]  
**Subject:** Re: Aviation in Southern Ontario/Pickering/Oshawa  
**Date:** November 25, 2022 at 10:55 AM  
**To:** OMAR ALGHABRA [omar.alghabra@parl.gc.ca](mailto:omar.alghabra@parl.gc.ca), francois-philippe.champagne@parl.gc.ca, marco.mendicino@parl.gc.ca, infomedia@oag-bvg.gc.ca  
**Cc:** Ryan Turnbull, MP [Ryan.Turnbull@parl.gc.ca](mailto:Ryan.Turnbull@parl.gc.ca)

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IB

Dear Sirs and madam  
Yesterday I sent two letters to you.  
The original email was a single letter with a large attachment.  
That document caused failures of transmission. Apparently due to size.  
In resurrecting the two letters the covering letter reverted to a draft. My mistake..  
Please find below the correct letter.  
The second email with the attachments is unchanged.  
I apologize for the inconvenience  
Sincerely,  
Ivan Battye

November 24, 2022  
The Honourable Omar Alghabra Minister of Transport House of Commons  
Ottawa, Ontario Canada K1A 0A6 [omar.alghabra@parl.gc.ca](mailto:omar.alghabra@parl.gc.ca) Telephone: 613-992-1301

The Honourable Francois-Philippe Champagne  
Minister of Innovation, Science and Economic Development House of Commons  
Ottawa, Ontario Canada K1A 0A6 [francois-philippe.champagne@parl.gc.ca](mailto:francois-philippe.champagne@parl.gc.ca) Telephone: 613-995-4895

The Honourable Marco Mendicino  
Minister of Public Safety House of Commons  
Ottawa, Ontario Canada K1A 0A6 [marco.mendicino@parl.gc.ca](mailto:marco.mendicino@parl.gc.ca) Telephone: 613-992-6361

Karen Hogan, FCPA, FCA Office of Auditor General of Canada  
240 Sparks Street Ottawa, Ontario Canada K1A 0G6 [infomedia@oag-bvg.gc.ca](mailto:infomedia@oag-bvg.gc.ca) 613-954-8042

Dear Sirs and Madam:

Re: The ongoing critical issue of GTAA/Pickering. I am including the other Ministers as above. The issues are historical, recurring, and increasing in magnitude.

This is my fourth letter to your office on the subject. The last letter, Feb 20, 2018, included Minister Bains. His department's response from Ms. Francis McRae in Feb. 24, 2018 appears to have precipitated or at the least, coincided with the sudden departure of GTAA's Selma M. Lussenburg, Vice President Governance, Corporate Safety & Security, General Counsel and Corporate Secretary. No reply was received from your office that would suggest otherwise.

Attached are two documents to be sent to Durham Region Council outlining the public misinformation being provided by GTAA and Transport Canada staff on an ongoing basis. I was hopeful that the Lussenburg discipline and your more recent and welcome comments in the attached Appendix# 3, would have persuaded GTAA and TC senior staff to improve upon their past public behaviour. Sadly, this has not been the case as indicated by your "National Summit on the Recovery of the Air Sector" scheduled for Nov. 24, 2022, which I believe signals some recognition of the issues you have before you.

By now, two submissions, as noted in my attachments, with regard to Oshawa Airport may have come to your attention. With respect, I am concerned, as illustrated in these two attachments, with any guidance from your staff that might recommend approval of both Oshawa's requests. I believe this may be unwise and underestimate the significant risks that you may need to address both politically and pragmatically. Additional concern relates to the fact that there was no real public process for either document.

The attached appendices clearly indicate is that Oshawa staff have cleverly "hoisted" the Region, GTAA and Transport "on a long petard" of your own making. These fraudulent failures of oversight appear to have been constructed assiduously by your department's neglect, false and misleading information.

The 50 year old fiction of a requisite Pickering Airport now needs to be relinquished and is long past due. I look to you to bring this to an honourable closure.

Recently, as attached, JOHAN C. VAN 'T HOF, GTAA director, from Pickering, delivered the following comment on June



4, 2019 to Durham Council in their GTAA annual briefing and in response to a direct question:-  
"We have no plans for new runways." (See Appendix 13 Sound Byte #3)

The GTAA 2017-37 MasterPlan references this, (See Appendix 2) "... a sixth runway...we will continue to protect the necessary land and zoning,...and we expect that additional airside capacity will be required at some point."

This Code of Conduct issue should require "forthwith removal" (GTAA Ground Lease Article 9, Section .01.02.). Also see [GTAA Code of Business Conduct and Ethics](#) (Section 2.2 and various). The GTAA CEO appears to believe his 2018 remarks, (See Appendix 13 Sound Byte #2) the year previous, were acceptable. I disagree. Both remarks, as demonstrated in the two Sound Bytes, require at a minimum, a very public retraction. I ask for your intervention to restore truth and public trust.

I believe Mr. Van't Hof's' demeanour was most unprofessional and unethical. He would seem to be taking his view from your approved KPMG study that Durham Region has interpreted falsely as "Toronto needs an new airport in 2036". That KPMG Supply and Demand Report should be withdrawn. In the interests of restoring a transparent and honest communication with the public, I ask that you do so and advise Durham Council that their statement regarding 2036 is false and is a non-existent myth. Durham should review and withdraw their statement, accordingly.

This ongoing deception of the truth can no longer be permitted to persist. There appears no indication that your office oversight has any GTAA regulatory effect.

You will see in the attachments that I am asking Durham Region to exercise their privilege of calling the GTAA to a public accounting. I request your support in this matter in order that there be a region based, full and frank discussion. I hope that you attend.

Would you please advise me of you conclusions and recommendations on these matters.

Ivan R.S. Battye  
AA 79314 (QMA 955)  
[REDACTED]  
100 Muir Cres., Whitby On.  
L1P 1B6



# The Regional Municipality of Durham Report

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To: Planning and Economic Development Committee  
From: Commissioner of Planning and Economic Development  
Report: #2023-EDT-2  
Date: February 7, 2023

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**Subject:**

Growing North Durham: Rural Economic Development Action Plan

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**Recommendation:**

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

That the Growing North Durham: Rural Economic Development Action Plan, be endorsed.

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**Report:**

**1. Purpose**

- 1.1 The purpose of this report is to provide an overview of the Growing North Durham: Rural Economic Development Action Plan (“the Plan”), included as **Attachment #1**.
- 1.2 This Report will be accompanied by a staff presentation by Stacey Jibb; Manager of Agriculture and Rural Economic Development and Glen Macfarlane; Economic Development Specialist.

**2. Background**

- 2.1 Over the last 3 years, staff in the Agriculture and Rural Economic Development Section of the Economic Development and Tourism Division have worked in collaboration with staff from the Townships of Scugog, Uxbridge and Brock in developing a new action plan to replace the prior Vibrant North Durham Economic

Development Plan (VND Plan). Since 2013, the prior VND Plan provided a roadmap for economic development initiatives across north Durham.

- 2.2 Development of a new plan began in 2019, and consultations were held across north Durham to gather input on the effectiveness of various activities and projects that were underway or completed during the term of the prior plan.
- 2.3 The consultation session confirmed a desire by all parties to continue with the current approach, whereby the communities of north Durham would work together with Regional economic development staff, share resources, and advance common interests for economic development and tourism.
- 2.4 Throughout 2020 and 2021, staff reprioritized efforts to focus on supporting north Durham businesses and organizations throughout the ongoing COVID-19 pandemic and development of the new plan was paused temporarily.
- 2.5 A socio-economic analysis was undertaken by staff entitled North Durham by the Numbers to inform the development of the Plan. Since its creation, the analysis is regularly updated as new data becomes available (e.g., Census data). It is a valuable tool for effective economic development planning and allows staff and community organizations to better respond to the socio-economic impacts and changes happening in their communities. North Durham by the Numbers will be the subject of a separate report at a later date.
- 2.6 In parallel, the Region developed a new five-year Economic Development and Tourism Strategy and Action Plan ([Ready Set Future: A PLACE Blueprint for Durham](#)). The new North Durham Plan was developed to align with these broader regional economic aspirations and goals, and Ready Set Future contained specific priorities and initiatives for north Durham.

### **3. Previous Reports and Decisions**

- 3.1 [#2022-EDT-15](#) Ready Set Future: Five Year Economic Development and Tourism Strategy and Action Plan

### **4. Growing North Durham: Rural Economic Development Action Plan**

- 4.1 The delivery of economic development programming in north Durham relies on collaboration between the Region, the Townships of Scugog, Uxbridge and Brock; Economic Development Advisory Committees (EDACs) as well as business support organizations such as the Brock Board of Trade, Scugog Chamber of Commerce,

Uxbridge Chamber of Commerce, Business Improvement Areas (BIA), and more. This collaboration allows communities take part in identifying opportunities and solutions to economic challenges.

- 4.2 The Plan was presented to the Economic Development Advisory Committees in Scugog, Uxbridge and Brock in spring of 2022, and feedback was gathered at those meetings and subsequent surveys. Each EDAC is comprised of local business owners, Council representatives, senior Township staff and contacts from the BIAs, Chambers of Commerce and Board of Trade.
- 4.3 The Plan was also circulated to other interested parties identified as having a support role in implementation, including South Lake Community Futures Development Corporation, and the Ontario Ministry of Agriculture, Food and Rural Affairs.
- 4.4 The Plan is structured under three pillars. These pillars are central to supporting the community-driven approach to economic development in north Durham and complement the long-term aspirations identified within Ready Set Future (People, Location, Acceleration, and Creativity). The three key pillars are:
  - a. **People:** This pillar is about recognizing the strong correlation between human capital and economic growth.
  - b. **Places:** This pillar is about highlighting and strengthening north Durham's unique qualities of place that stimulate meaningful connections with the community.
  - c. **Prosperity:** The prosperity pillar is about business retention and making informed decisions to encourage and enable economic growth (e.g. sanitary sewer, water, transit, etc).
- 4.5 Within each pillar there are goal areas, objectives, and several high-level actions items. As a next step; resources, performance measures, and timelines will be developed in collaboration with the Townships to align with their respective capacities, while also maintaining a cohesive north Durham-wide approach to economic development. The Plan also captures projects underway or recently completed (e.g., the Scugog Business Program and the Uxbridge Downtown Revitalization Plan – My Downtown Uxbridge).

4.6 The below chart provides a summary of the goals and objectives identified within the Plan.

a. People

| Goal Area                                 | Objective                                                                                             |
|-------------------------------------------|-------------------------------------------------------------------------------------------------------|
| Support Entrepreneurship                  | Foster north Durham's entrepreneurial eco-system                                                      |
| Skills, Talent, and Workforce Development | Attract and retain a skilled workforce that meets the needs of the north Durham economy               |
| Foster the Innovation Economy             | North Durham businesses are recognized as a pivotal component of Durham Region's innovation community |

b. Places

| Goal Area                          | Objective                                                                                                                                                                |
|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Welcome New and Diverse Businesses | North Durham is a welcoming community that appeals to a diverse range of businesses, workforce, and talent                                                               |
| Vibrant Downtowns                  | The economic and social vibrancy of north Durham's downtowns are enhanced through ongoing downtown revitalization programming and community economic development efforts |
| Showcase North Durham              | Promote north Durham's value proposition, assets and quality of place to potential investors, businesses, and talent                                                     |

## c. Prosperity

| Goal Area                                                   | Objective                                                                                                                                                                        |
|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Business Retention and Expansion                            | Retain existing businesses and support their expansion in north Durham to create new jobs                                                                                        |
| Investment Readiness                                        | The north Durham communities are investment-ready and can effectively respond to investment inquiries while simultaneously supporting local business expansions and improvements |
| Employment Lands, Connectivity, and Economic Infrastructure | Ongoing improvements and expansions of north Durham's hard and soft infrastructure and employment land allocations are recognized as key drivers of economic prosperity          |

**5. Next Steps and Annual Reporting**

- 5.1 Regional Economic Development and Tourism staff will present the new Plan, along with Ready Set Future, to Council members of the Townships of Scugog, Uxbridge, and Brock throughout early 2023
- 5.2 Staff will also report annually to the Planning and Economic Development Committee with an update on progress implementing the actions of the Plan. Annual updates will also be provided to the Township's of Scugog, Uxbridge and Brock.
- 5.3 Once Economic Development Advisory Committees have been confirmed, Regional Economic Development and Tourism staff will work together with Township staff to ensure alignment between EDAC workplans and the Growing North Durham Plan, ensuring a cohesive approach to economic development across all three Townships.

**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 3: Economic Prosperity

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

## 7. Conclusion

- 7.1 The communities in north Durham share many socio-economic similarities. By consensus of the Region and Townships of Brock, Uxbridge, and Scugog, the most appropriate model for economic development remains to be a coordinated approach to economic development and tourism through collaborative strategy development, and through the delivery of projects and programming by the Region's Economic Development and Tourism Division.
- 7.2 The Growing North Durham Plan builds on the economic successes achieved under the prior plan. It is aligned with the Region's Economic Development and Tourism Strategy, and vice versa. Growing North Durham takes a community-driven approach to economic development planning that focuses on the pillars of people, places and prosperity, and takes advantage of the unique qualities of place that continue to make north Durham's economy vibrant and strong.

## 8. Attachments

Attachment #1: Growing North Durham: Rural Economic Development Action Plan

Respectfully submitted,

Original signed by

---

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

Recommended for Presentation to Committee

Original signed by

---

Elaine C. Baxter-Trahair  
Chief Administrative Officer



2023-2027

# Growing North Durham

Rural Economic Development  
Action Plan





An aerial photograph of a rural landscape. In the foreground, there are green fields, a road, and a small pond. In the middle ground, there are more fields and some buildings. In the background, there is a large body of water, possibly a lake or a wide river, under a clear blue sky.

# Acknowledgement

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

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



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## Executive Summary

The three northern Townships of Brock, Scugog and Uxbridge within the Region of Durham, have been identified as “north Durham”. Covering approximately half of the total land area of the region, north Durham is home to about 8 per cent of Durham Region’s population with modest growth expected. Its rural character, unique villages and natural landscape distinguishes north Durham from the rest of the region.

In 2013 the Vibrant North Durham Economic Development Plan (VND Plan) was created. Through a collaborative economic development process, the three individual townships comprising north Durham identified common economic challenges and opportunities and recognized the benefits of coordinating resources. To continue building a dynamic and resilient economy ready to face challenges presented locally and globally, north Durham recognizes the impact of intentionally working together to reinforce the advantage of being heard as one voice. Like the first plan, the Growing North Durham: Rural Economic Development Action Plan (Growing North Durham Plan) intends to be a cohesive five-year living document guiding economic development thinking, processes, and projects within the three Townships.

In advance of preparing the updated plan and its high-level economic development strategies, an extensive review of relevant plans and reports from various governments and agencies was conducted. Durham Region economic development staff also reviewed and updated the “North Durham by the Numbers” document (Appendix 1) to ensure that current demographic and economic data was considered while preparing this renewed strategy. Background research and data provided a solid foundation for analyzing perceptions and realities in north Durham. This step was critical in understanding current trends to inform the updated economic development plan.

Community engagement was also an important component in developing the revised Plan. Considerable attention was dedicated to consultation at the community level to reflect on the successes of the first Plan and to build impactful strategies for the next five years. The collaborative participation of community members, elected officials and staff was essential in developing fresh ideas and relevant directions.

Following a review of the four strategies from the VND Plan, and input provided from stakeholders, it was determined that the Growing North Durham Plan would focus on three key pillars that will act as the foundation of economic development in north Durham moving forward.

**These three pillars are:**



To implement the objectives and actions listed under each key pillar, each Township will embark on developing Township Implementation Plans. The Implementation Plans should be crafted with input from both regional and municipal staff, Council, the broader business community (e.g. economic development committees, boards of trade, chambers of commerce, Business Improvement Areas (BIAs), etc.), the community at large, and other supportive partner organizations. The Implementation Plans will reflect the priorities and resources of each Township, while being open to collaborative opportunities where the advantage for north Durham to speak as one voice is reinforced.





# Introduction

## Purpose of the Plan

The COVID-19 pandemic has changed the way in which economies of virtually any scale operate. Whether we think of issues that have existed for many years but have been exacerbated by the pandemic, such as the need for reliable broadband in Durham Region’s rural areas, or newer trends such as the increased prevalence of teleworking and home-based businesses, economic development policies, programs and initiatives need to reflect these evolving circumstances. The updated Growing North Durham Plan will be a living document outlining strategic directions that will help north Durham realize its economic potential over the next five years.

The 2013-2018 VND Plan was highly effective at coordinating efforts to enact a wide range of economic development activities across north Durham. Extensive and individualized Township Action Plans were created by municipal and regional staff with input from councillors and volunteers from local economic development advisory committees. Leads were assigned to each action item and ongoing monitoring occurred during the life of the first Plan. Annual progress reports were provided to each Township Council. Many of the actions had been accomplished or were well underway by 2018. For this reason, the following updated strategies and subsequent implementation plans reflect the changing economic environment and emerging opportunities in north Durham will ensure this momentum will continue.



## Why North Durham?

While the Townships of Scugog, Uxbridge and Brock are unique from one another in many ways, they also share many similarities that warrant a north Durham approach. All three northern Townships are in immediate need of broadband improvements to ensure that reliable high-speed internet is available to all businesses and residents as the economy continues to go digital. The COVID-19 pandemic has exacerbated labour shortages across a wide variety of industries which is proving to be a difficult hurdle for many rural businesses. Simultaneously, the pandemic has increased interest in rural living, placing north Durham in a unique position as a group of rural communities within commuting distance of Toronto and other Greater Toronto Area (GTA) locations.

From an environmental perspective, north Durham is located almost entirely in Ontario's Greenbelt and/or the Oak Ridges Moraine. Despite comprising more than 50 per cent of the region's total land base, Durham Region's northern Townships account for about 8 per cent of the region's total population. While important for environmental preservation and sustainability, these conditions limit development. This highlights the need for north Durham's employment areas to be adequately pre-serviced to help attract investment to offset the residential tax base.

The similar socio-economic circumstances, natural features, challenges, and opportunities justify a north Durham approach. The intent is not to create a north versus south Durham ideology, but rather coordinate efforts, share resources and speak as one voice to ensure that the economic needs of Durham Region's rural municipalities are being heard and addressed beyond municipal boundaries.



# Related Strategies and Plans

## Regional Economic Development and Tourism Strategy

The Region's Economic Development and Tourism Strategy and Action Plan ([Ready Set Future: A PLACE Blueprint for Durham](#)) sets out a vision for Durham three decades into the future, including long-term aspirations focused on People, Location, Acceleration, Creativity and Enablers (PLACE) which complement the pillars identified within this Plan. Within the Region's Economic Development and Tourism Strategy and Action Plan is specific reference to the Growing North Durham Plan and actions to advance economic development initiatives in north Durham. The Growing North Durham Plan will support the implementation of the Regional Economic Development and Tourism Strategy and Action Plan and ensures north Durham is adequately represented for the significant contributions made to the regional economy.

## Tourism and Agri-Food

The Region of Durham, Townships of Scugog, Uxbridge and Brock and other partners involved in the development of this plan recognize the immense value that both agri-food and tourism provide to the north Durham economy. Due to the limited expansion opportunities that exists throughout north Durham because of the Provincial Growth Plan, Greenbelt Plan and Oak Ridge Moraine Conservation Plan, these two industries are critical to the well-being of the north Durham economy. Neither agriculture or tourism are explicitly referenced throughout this plan, due to the existence of standalone strategic action plans that outline detailed projects and initiatives that will be undertaken to support these industries over the next several years. [The Growing Agri-Food Durham Plan: A 5-year Action Plan](#) was endorsed in June 2022, while the Durham Tourism Action Plan will be developed throughout 2023.

## Broadband

The need for fast and reliable broadband in every corner of north Durham is also recognized as a strategic priority. While project support, information-sharing, and advocacy efforts are included within this plan, the Region of Durham has set up a team of dedicated professionals who are working to get broadband infrastructure built-out across the region. This work also has a standalone strategic plan, "[Connecting our Communities: A Broadband Strategy for Durham Region](#)".





# Laying the Foundation for Economic Development in North Durham



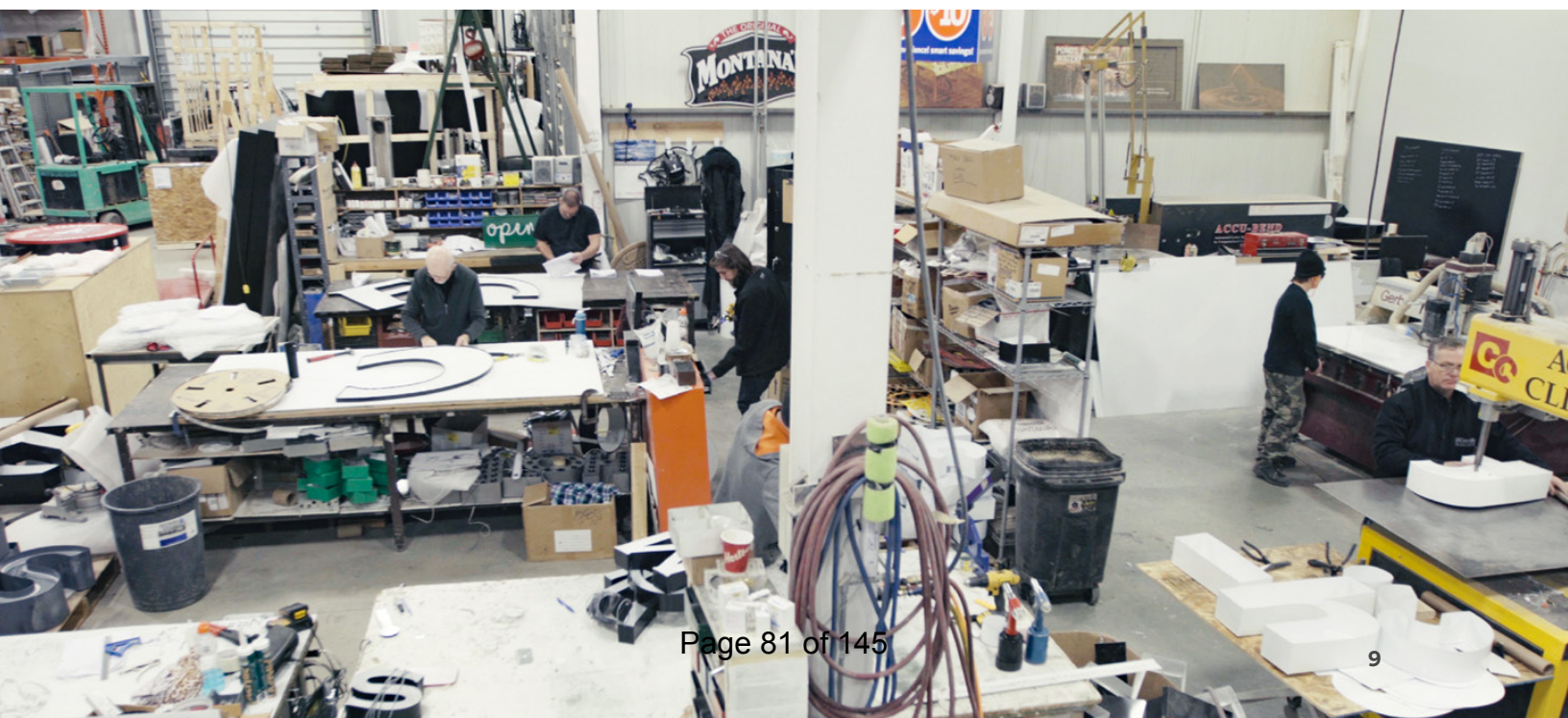
## 2018 and Earlier

The foundations of economic development in north Durham were established with the 2013-2018 VND Plan. It was developed as a cohesive 5-year plan to implement economic development thinking, processes, and projects in north Durham. The VND Plan entrenched a coordinated approach to economic development amongst the Townships of Scugog, Uxbridge and Brock with support from the Region of Durham.

The Plan identified 4 key strategies to build a dynamic and resilient economy:

-  1. Be open for business
-  2. Inspire and support entrepreneurship
-  3. Create a vibrant future for young adults
-  4. Build a stronger rural and small-town identity

In addition to the VND Plan, action plans were developed for each Township identifying specific actions to implement the 4 key strategies. Annual updates on the action plans were provided to each Township Council giving insight on the progress of the VND Plan. The Economic Development Advisory Committee's in each Township provided valuable guidance throughout the development and implementation of the VND Plan.





## 2019 and beyond

In 2019, the process to update the VND Plan for the next 5 years was initiated. The Ainley Group was retained to assist with leading the engagement activities and developing a draft final report. Throughout the spring of 2019, facilitated engagement sessions were held in each northern municipality as well as a fourth engagement session with participants from across north Durham. Throughout this period of engagement, business support organizations (e.g. Chambers of Commerce, Boards of Trade, BIAs, Economic Development and Tourism Advisory Committees, etc.) were invited to participate. In addition to leading facilitated engagement, the consultants reviewed several documents including the Agriculture Strategy, Official Plans, Community Tourism Plans, among others to understand programming and policy implications.

An economic analysis was undertaken titled “North Durham by the Numbers” which has been updated regularly as new data becomes available. This data informs and validates the feedback provided through the consultation process and assists with identifying actions based on both qualitative and quantitative sources.

A draft report was completed by the consultant and circulated to senior leadership at each municipality for initial review. Several updates were made over the preceding months, however unexpected factors such as staff changes, and the COVID-19 pandemic delayed the update process and temporarily refocused priorities.

The current iteration of the Plan has been formulated using the draft report and consultation sessions completed by the Ainley Group, data gathered and analyzed by staff and with the lens of the COVID-19 pandemic and how it will factor into the economic future of north Durham. It has been developed by regional economic development staff who have relied on the ongoing support and guidance of municipal staff and the Economic Development Advisory Committees (EDACs).





# An Informed Action Plan

The pillars, goals, objectives, and actions outlined within this plan were developed following research, public consultation, and data analysis to ensure that appropriate economic and social needs within north Durham are being addressed.

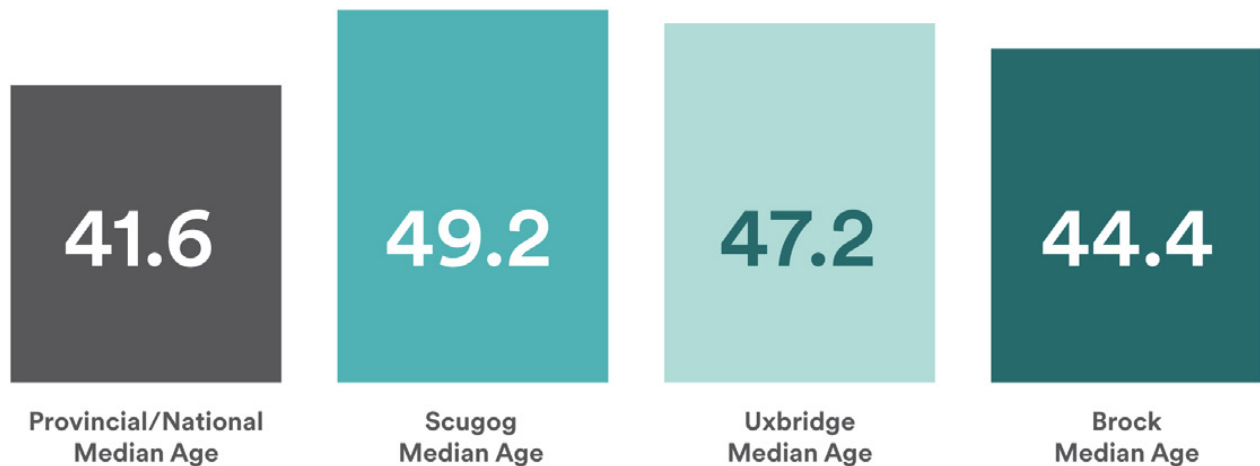


## Economic Snapshot

The economic snapshot below is a high-level summary of socio-economic data specific to north Durham. For more detailed socio-economic data, refer to North Durham by the Numbers (Appendix 1).



North Durham is expected to see modest population growth over the next 5 years as the combined population of Scugog, Uxbridge and Brock is estimated to grow by about 5% (approximately 58,800 people to 61,850 people).



The north Durham population is considerably older than the provincial or national average. The median age in Ontario and Canada is about 41.6 years compared to 49.2 in Scugog, 47.2 in Uxbridge and 44.4 in Brock.



Using Canada as a benchmark, north Durham has a high concentration of jobs in agriculture, construction, and arts/entertainment/recreation.



There were approximately 18,389 jobs across north Durham in 2022. There were an additional 5,573 self-employed jobs across the three communities for a total of 23,962 jobs.



In 2022, north Durham was home to approximately 2,037 businesses with employees.



The majority of employed north Durham residents are leaving north Durham for work. This is most evident in construction, educational services and public administration. However, Scugog and Uxbridge experienced a positive influx of people who work in jobs in the arts, creative and entertainment industry.

## Consultation and Feedback

Throughout spring 2019, several facilitated engagement sessions were conducted to form the basis of the updated Growing North Durham Plan. A session was held with each north Durham Economic Development Advisory Committee (EDAC) as well as a Tri-EDAC session where all three EDACs were consulted together. A report card was circulated in advance of each session and participants were given an opportunity to review what was completed between 2013 – 2019 and reflect on opportunities going forward.

In 2022, staff led additional consultation sessions with each EDAC (Uxbridge EDAC on April 28, Scugog EDAC on May 13 and Brock EDAC on June 9). An online survey was also distributed to each EDAC contact list to gather additional feedback on the Growing North Durham Plan.

In addition to presenting the Growing North Durham Plan to north Durham stakeholders, one of the main goals of the 2022 engagement sessions was to identify north Durham's value proposition in the eyes of local business leaders, elected officials and residents.

The following illustration includes some common themes.









# Key Pillars

This Plan focuses on three key pillars:



**People**



**Places**



**Prosperity**

A specific set of objectives and actions have been identified for each pillar. Township-specific implementation plans will be developed for each municipality to provide further direction and clarity on how actions can be implemented to best reflect the specific needs and resources of each municipality.



# People

**“This pillar is about recognizing the strong correlation between human capital and economic growth.”**

It is estimated that more than 58,000 people call the Townships of Scugog, Uxbridge and Brock home. While growth over the next decade is predicted to be modest, the COVID-19 pandemic has led to increased interest in the lifestyle offerings of rural areas and highlighted that people are one of north Durham’s greatest assets. This pillar is about recognizing the strong correlation between human capital and economic growth. It focuses on expanding the knowledge and skills of people and recognizing that investments in our workforce, including expanding opportunities for people from historically underserved communities, can contribute to a diverse employment base and other positive local impacts.



## What is human capital?

Human capital can be broadly defined as the stock of knowledge, skills and other personal characteristics embodied in people that helps them to be productive. Pursuing formal education (early childhood, formal school system, adult training programs) but also informal and on-the-job learning and work experience all represent investment in human capital.

Organization for Economic Cooperation and Development:  
[oecd.org/economy/human-capital](https://oecd.org/economy/human-capital)

## Goal Area: Support Entrepreneurship

**Objective:** Foster north Durham's entrepreneurial ecosystem.

### ➔ Actions:

- Re-introduce and host the annual North Durham Building Business Forum (BBF).
- Work with partners to develop, support and/or expand the reach of entrepreneurship programming in north Durham (Business Advisory Centre Durham, Building Youth Capacity, Uxbridge Youth Centre, etc.)
- Build connections with the home-based business community to support targeted business growth.
- Share relevant information with entrepreneurs and the greater business community (e.g. business support programs, funding opportunities for start-up businesses, events, webinars, etc.)

## Goal Area: Skills, Talent and Workforce Development

**Objective:** Attract and retain a skilled workforce that meets the needs of the north Durham economy.

### ➔ Actions:

- Conduct a skills gap analysis and commuter study for north Durham businesses to identify current/future needs and better understand how north Durham can capitalize on changing working conditions.
- Use skills-gap analysis and commuter study data to develop sector-specific workforce strategies.
- Work with secondary and post-secondary institutions to explore solutions to address workforce challenges, including micro-credentials and upskilling opportunities (e.g. promote the Tap into Talent campaign).
- Partner with Durham Workforce Authority and Durham College Community Employment Services to raise awareness of workforce resources available to businesses.
- Build on Region-wide efforts to create a 'Magnetic Region' marketing program with an intentional approach for north Durham (e.g. 'boomerang' for youth) – use data from skills-gap analysis and commuter study to shape marketing programs.



## Goal Area: Foster the Innovation Economy

**Objective:** North Durham businesses are recognized as a pivotal component of Durham Region's innovation community.

### ➔ Actions:

- Showcase innovation success stories from north Durham.
- Connect businesses and business support organizations with funding and resources aimed at enhancing digital literacy and online presence (e.g. Digital Main Street.)
- Connect aspiring innovators and existing businesses with post-secondary institutions, incubators, accelerators and other resources available to the innovation community across the region (e.g. post-secondary Tactical Teams, Spark Centre, 1855 Accelerator.)
- Create relationships with key businesses to deliver programs and services that support the adoption of new technologies and innovative approaches to doing business.







**“This pillar is about highlighting and strengthening north Durham’s unique qualities of place that stimulate meaningful connections with the community.”**

Home to a thriving arts scene, endless outdoor recreational activities and a strong agri-food community, the Townships of Scugog, Uxbridge and Brock offer a unique and increasingly sought-after lifestyle combining urban excitement and country charm. This pillar is about highlighting and strengthening north Durham’s unique qualities of place that stimulate meaningful connections with the community. Actions under this pillar will aim to promote and enhance the features that make north Durham a desirable, competitive, and economically vibrant place for a diverse range of businesses, workforce and talent.

### **Goal Area: Showcase North Durham**

**Objective:** Highlight north Durham’s value proposition, assets and quality of place to potential investors, businesses and talent.

#### **➡ Actions:**

- Develop multi-media campaigns to promote north Durham’s value proposition to domestic and international audiences.
- Highlight business success stories from north Durham through Invest Durham and Durham Tourism marketing channels.

## Goal Area: Welcome New and Diverse Businesses

**Objective:** North Durham is a welcoming community that appeals to a diverse range of businesses, workforce, and talent.

### ➔ Actions:

- Partner to deliver targeted training to employers on culture, leadership, immigration, diversity, well-being, and skilled workforce attraction.
- Work with local business support organizations to re-initiate Red Welcome Wagon Programs.
- Partner with OMAFRA to produce a Market Area Data Report and Market Threshold Analysis for north Durham to identify potential business opportunities.
- Undertake targeted business attraction efforts to entice a diverse range of businesses to locate in strategic commercial/industrial areas across north Durham.

## Goal Area: Vibrant Downtowns

**Objective:** The economic and social vibrancy of north Durham's downtowns are enhanced through ongoing downtown revitalization programming and community economic development efforts.

### ➔ Actions:

- Support the implementation of downtown revitalization action plans (e.g. My Downtown Uxbridge) and/or review existing action plans (e.g. Shop Brock).
- Maintain a current inventory of vacant storefronts in downtowns and promote to new or expanding businesses.
- Build on the prominent arts and culture scene in north Durham by encouraging and supporting place-making initiatives in downtowns (e.g. town squares, murals, beautification, etc.)





# Prosperity

**“The prosperity pillar is about business retention and making informed decisions to encourage and enable economic growth.”**

The Latin origins of the word prosperous mean “doing well” and this pillar aims to see north Durham thrive. The prosperity pillar is about business retention and making informed decisions to encourage and enable economic growth (e.g. sanitary sewer, water, transit, etc). Building off the success of the 2013-2018 VND Plan, this pillar goes a step further in recognizing that economic development not only plays a key role in ensuring north Durham is vibrant but also enables residents and businesses to prosper for years to come.

## **Goal Area: Business Retention & Expansion**

**Objective:** Retain existing businesses and support their expansion in north Durham to create new jobs as 76 – 90 per cent of new jobs come from already existing businesses (Ontario Ministry of Agriculture, Food and Rural Affairs - OMAFRA).

### **➔ Actions:**

- Establish a standardized business visitation program across north Durham to develop relationships with businesses (identify challenges/opportunities, provide resources (where appropriate), and establish baseline data for year over year comparison.
- Execute and implement project-based Business Retention and Expansion programming using the OMAFRA model (e.g. Scugog BR+E program).



## Goal Area: Investment Readiness

**Objective:** The north Durham communities are investment ready and can effectively respond to investment inquiries while supporting local business expansions and improvements.

### ➔ Actions:

- Complete an Investment Readiness Self-Assessment and develop a process to effectively respond to investment inquiries for north Durham.
- In coordination with Planning staff, develop and maintain an inventory of investment-ready industrial and commercial properties available in north Durham.
- Act on opportunities to better leverage available Community Improvement Plans (CIPs) to support economic development efforts, including participation in the budget planning process, gathering advice from economic development committees and enhanced promotion of CIP programs to building, property and/or business owners.
- Compile and share current community and economic data:
  - Develop updated community profiles for all three north Durham townships ensuring that they are kept up to date as new data becomes available and shared with appropriate audiences.
  - Develop online business information toolkits for each north Durham township ensuring they are updated as information changes and proactively share with new, prospective and existing businesses.

## Goal Area: Employment Lands, Connectivity and Economic Infrastructure

**Objective:** Ongoing improvements and expansions of north Durham's hard and soft infrastructure and employment land allocations are recognized as key drivers of economic prosperity.

### ➔ Actions:

- Provide connections and support the appropriate staff/teams leading infrastructure projects and improvements in north Durham (e.g. broadband, transit, etc.)
- Continue advocacy efforts to expand and/or service employment areas in north Durham.
- Work with South Lake Community Futures Development Corporation to increase their existing presence in Brock Township.
- Explore opportunities to expand the South Lake Community Futures Development Corporation catchment area into the Townships of Scugog and Uxbridge.
- Share information related to progress being made on infrastructure initiatives.

# Next Steps/Implementation

With support from Durham Region's northern municipalities, north Durham business support organizations (Chambers of Commerce, Boards of Trade, BIAs) and local economic development committees, township-specific implementation plans will be developed to outline localized actions that align with the overarching pillars, goals, objectives and actions outlined above. Activities, leads, partners and timelines will be identified within each township action plan to ensure that implementation of the Growing North Durham Plan remains achievable and on track. Progress will be monitored regularly, and adjustments may be made to the plan as economic circumstances evolve, both locally and more broadly.



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





# The Regional Municipality of Durham Report

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To: Planning and Economic Development Committee  
From: Commissioner of Planning and Economic Development  
Report: #2023-EDT-3  
Date: February 7, 2023

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**Subject:**

Best Practices for On-Farm Diversified Uses

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**Recommendation:**

That the Planning and Economic Development Committee recommends:

That this report be received for information.

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**Report:**

**1. Purpose**

- 1.1 The purpose of this report is to deliver a report to Committee that was recently released by the University of Guelph, School of Environmental Design and Rural Development titled "[Guidelines on Permitted Uses as a Tool to Achieve Farmland Protection, Farm Diversification and Economic Benefits: Assessing effectiveness and identifying best practices](#)".
- 1.2 This report will be accompanied by a staff presentation by Stacey Jibb, Manager of Agriculture and Rural Economic Development.
- 1.3 Published in November 2022, the Report was written by Dr. Wayne Caldwell, Dr. Pam Duesling and Emily Sousa. It was funded by the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) and the Ontario Agri-Food Innovation Alliance.

## 2. Background

- 2.1 Durham's Agri-Food sector is a leading contributor to the local economy, with more than 1,200 farms generating \$354 million in farm cash receipts, it is estimated that this sector supports jobs for 27,105 people through 3,360 local agri-food business establishments.
- 2.2 More than 80 per cent of Durham lies within the provincially designated Greenbelt, which supports a thriving agri-food industry through job creation and stewardship of the region's natural assets. With a competitive edge over other Greater Toronto and Hamilton Area (GTHA) municipalities, the ongoing growth of the agri-food cluster is critical to the overall economic success of the region, allowing Durham to leverage opportunities for growth across the entire value chain. There is a vital role to play in attracting visitors through enabling new agri-tourism offerings, local food and On-Farm Diversified Uses (OFDU), that support enhanced quality of place and access to local products and experiences. Our farmers are cutting-edge, creating an environment that provides access to the right tools and resources to invest in and adopt leading agri-tech and modern agricultural applications.
- 2.3 The Region's new five-year Economic Development and Tourism Strategy ([Ready Set Future: A PLACE Blueprint for Durham](#)) outlines five priority clusters with a high potential for creating good, high-quality jobs. One of the priority clusters is Agri-Food, inclusive of the economic growth opportunities listed in the paragraph above.
- 2.4 OFDUs are permitted in Prime Agricultural Areas under the Provincial Policy Statement (PPS). To help municipalities, decision-makers, farmers and others to interpret the PPS, the Ministry of Agriculture, Food and Rural Affairs developed [Guidelines on Permitted Uses in Ontario's Prime Agricultural Areas](#) (the Guidelines). The Guidelines provide criteria and examples of OFDUs, that allow farmers to balance farmland preservation with appropriate development opportunities and allow additional revenue to be generated on the farm.
- 2.5 While OFDUs cover a broad range of business types, they must meet five policy criteria as specified in the PPS:
- a. Located on a farm
  - b. Secondary to the principal agricultural use of the property
  - c. Limited in area (e.g., 2% of farmland to a maximum of 1 ha)
  - d. Includes (but is not limited to) home occupations, home industries, agri-tourism, and value-added uses
  - e. Is compatible with, and does not hinder, surrounding agricultural operations

- 2.6 Examples of OFDUs include (but are not limited to) value-added uses such as a winery, bakery, agri-tourism and recreational uses, home occupations such as a bookkeeper or daycare, home industries such as a vehicle repair shop, retail services like a farm market, and a small café or restaurant.
- 2.7 The agri-food industry is evolving and OFDUs have emerged as a significant economic development opportunity to grow the agri-food industry by creating more jobs on the same amount of land, introducing new revenue streams to help agricultural operations remain viable, providing job opportunities for farm families, and attracting visitors to rural areas to learn about food and farming.
- 2.8 Since this is an emerging trend, many municipalities are still grappling with how to translate the Provincial guidance into a local policy appropriate for their community context.
- 2.9 To support OFDUs, policies have been included in the draft new Regional Official Plan (to be released later this month) that encourages and permits agricultural-related uses and OFDUs in prime agricultural areas, Major Open Space Areas and the Oak Ridges Moraine land use designations, subject to the criteria laid out in the Guidelines and the PPS.
- 2.10 The Report identifies several jurisdictions across Ontario who have also included policies in their Official Plans and land use permissions in their local Zoning By-Laws. For instance, the County of Brant (a single-tier municipality) has developed OFDU specific policy with the intent of having land-use policies to help farmers branch out and add to their income potential within prime agricultural areas. The County of Brant has also created a resource for farm businesses to utilize titled [‘Planning Your Agriculture-Related Use or On-Farm Diversified Use Project Guide’](#) which identifies project qualifications and requirements as well how to get started with an OFDU as a component of your business.

### **3. Previous Reports and Decisions**

- 3.1 Growing Agri-Food Durham – A Five-Year Plan to Grow the Agri-Food Industry, was endorsed by Council in June 2022 ([#2022-EDT-10](#)).
- 3.2 The Local Food Business Retention and Expansion Project: Annual Implementation Update ([#2022-EDT-16](#)).



#### **4. Best Practices for Municipalities to support On-Farm Diversified Uses**

- 4.1 The Report is based on research conducted by the University of Guelph over the prior year, including interviews with farm organizations, rural municipal planning departments across Ontario, and over 150 farmers diversifying their farm operations. The research team presented to the Durham Agricultural Advisory Committee and the Agricultural Advisory Committee of Clarington and gathered input.
- 4.2 Recommended best practices from the report are summarized below:
- a. Recognize the value of the OMAFRA Guidelines as a helpful tool. They provide a baseline to interpret policy and open new opportunities for financial viability for farmers.
  - b. Implement the Guidelines into local-level approaches, including definitions in the zoning by-law, size and scale criteria, and as-of-right land use permissions.
  - c. Municipalities should have pre-consultation meetings with farmers to increase awareness of what applications, timelines, and fees may be required to apply for an OFDU.
  - d. Where possible, responsible, and feasible, municipalities should scale back fees and requirements for farmers applying for OFDU development permissions.
  - e. Enhance working relationships and collaboration between municipalities, OMAFRA, and various farm organizations, to provide resources to support OFDUs in the agricultural community.
  - f. Farmers should maintain positive neighbourly relationships with adjacent landowners to ensure the most successful outcomes for farm operations and OFDUs.

#### **5. The Five Tests of an On-Farm Diversified Use**

- 5.1 To assist municipalities with evaluating OFDU applications, the report also debuts the 'Five Tests of an OFDU' pre-Consultation Compatibility Tool. This tool can assist municipalities in determining the relative merits and impacts of different policy choices to ensure OFDUs are screened for their compatibility, potential on- and off-site impacts, and that they meet the criteria of provincial policy.

## **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 3: Economic Prosperity

- Item 3.5: Provide a supportive environment for agriculture and agri-food industries

## **7. Conclusion**

7.1 The attached report from the Province of Ontario outlines the best practices for municipalities in supporting and enabling OFDUs, as a means to grow financial viability of agri-food businesses. By adopting these best practices, municipalities can preserve farmland, create high-value jobs in agricultural areas, grow rural economies and support tourism.

7.2 The draft new Regional Official Plan will include a policy framework that encourages and permits agricultural-related uses and OFDUs in prime agricultural areas, Major Open Space Areas and the Oak Ridges Moraine land use designations, subject to the certain circumstances as laid out in the Permitted Uses in Prime Agricultural Area Guidelines and the PPS.

7.3 A copy of this report will be circulated to Durham's Area Municipal Directors/Commissioners of Planning.

Respectfully submitted,

Original signed by

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

Recommended for Presentation to Committee

Original signed by

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Elaine C. Baxter-Trahair  
Chief Administrative Officer



# The Regional Municipality of Durham

## Report

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

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**Subject:**

Investment Attraction Metrics – Annual Activity Report 2022

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**Recommendation:**

That the Planning and Economic Development Committee recommends:

That this report be received for information.

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**Report:**

**1. Purpose**

- 1.1 This report summarizes and provides an annual overview of the 2022 investment attraction metrics, outlining the investment attraction activities as well as real estate related queries handled by the Business Development and Investment Section of the Economic Development and Tourism Division (Invest Durham) in 2022.

**2. Background**

- 2.1 Invest Durham's investment attraction activities in 2022 were focused on four areas:
- a. Generate and source leads for potential new investment, including investment attraction missions, in-market lead generation services, and hosting investor tours and delegations;
  - b. Respond to investment inquiries and deliver specialized services and advice to prospective investors;
  - c. Promote the Region among the real estate and development community; and

- d. Cultivate relationships with community partners, post-secondary institutions, and senior agencies, such as the Federal and Provincial Governments, to promote investment attraction to Durham.
- 2.2 Invest Durham has categorized potential investors based on level of commitment and planned investment time horizon. See Appendix 1 for an overview of the Invest Durham Sales Funnel, which lists definitions of stages in the sales funnel - 'Target', 'Lead', 'Prospect', 'Opportunity', 'Active Investor', 'Closed-Hold', 'Closed-Lost', and 'Win'.

### **3. Previous Reports**

- 3.1 [#2022-EDT-3](#) Investment Attraction Metrics – Annual Activity Report 2021
- 3.2 [#2022-EDT-15](#) Ready Set Future: Five Year Economic Development and Tourism Strategy and Action Plan

### **4. Year End Review 2022: Investment Attraction Metrics**

- 4.1 In 2022, Invest Durham handled 157 leads or investment inquiries, an increase in activity from 112 leads in 2021. An overview of the leads is included as Appendix 2 of this report. Of the 157 leads serviced in 2022:
  - a. 7 leads (5 percent) have been moved to closed-lost or closed-hold due to a change in the companies' business plans or lack of suitable real estate to service the lead
  - b. 148 leads (94 percent) are still open and are in various stages of the sales funnel
  - c. 2 leads (1 percent) successfully landed in the region, namely Key2Enable a computer software company and Vegan Delights, a commercial kitchen plus bistro
- 4.2 A third successful investment was secured, from a prior-year lead. Excelencia, a global leader in technology and IT services, established a physical presence in Durham.
- 4.3 The leads and inquiries represent a wide range of industrial sectors. The top five industries, constituting approximately 50 percent of the total leads, are listed below. A breakdown of leads by industry is included as Appendix 3.
  - a. Automotive & related industries: 15 percent
  - b. Renewables and Environment, including nuclear: 13 percent



- c. Food Production: 10 percent
  - d. Oil and Energy, including clean fuels: 6 percent
  - e. Machinery manufacturing: 6 percent
- 4.4 Leads were generated through a variety of sources. The breakdown of leads by source is shown in Appendix 4 of this report, and summarized below:
- a. 101 leads (65 percent) were generated from Invest Durham's investment missions, both virtual and in-person
  - b. 15 leads (10 percent) came through referrals or introductions from an intermediary such as community members, businesses, site selectors and real estate agencies
  - c. 13 leads (8 percent) came from companies that directly contacted Invest Durham
  - d. 13 leads (8 percent) originated from Invest Durham's partnerships and relationships with the Province of Ontario, Ontario Manufacturing Communities Alliance (OMCA), Ontario Food Cluster (OFC), and Durham Economic Development Partnership (DEDP)
  - e. 8 leads (5 percent) were generated as a result of Invest Durham's promotional and marketing efforts, outside of the missions
  - f. 7 leads (4 percent) came from Toronto Global
- 4.5 In 2022, Invest Durham undertook 10 investment attraction missions, with a dual purpose of meeting with prospective investors, and promoting Durham Region in our strategic target geographies. A summary of these activities is outlined in Appendix 5.
- 4.6 In addition to the investment missions, Invest Durham participated in 8 industry events/conferences/trade shows in 2022, to identify and meet with prospective investors, develop new relationships with strategic partners, or strengthen existing relationships. A summary of these is outlined in Appendix 6.
- 4.7 In 2022, the Business Development and Investment team hosted a total of 9 inbound delegations and site tours with prospective investors. Details of these are provided in Appendix 7.
- 4.8 With support from our partners, staff supported 3 successful investments into Durham Region. Note that 1 successful investment is from a lead generated in a prior year. For these, Regional staff acted in either a lead role or a supporting role, differentiated by whether the investor's primary contact during the decision-making process was Regional staff or one of the Region's partners. In all listed successful

investments, Regional staff were involved in providing information and support during the investment decision-making process. See Appendix 8 for details of the successful investments.

- 4.9 In 2022, Invest Durham substantially advanced Regional relationships with important partner organizations for investment attraction, particularly with senior government investment attraction agencies both domestically and internationally. These senior agencies, or senior government staff of foreign governments, are critical to successfully attracting investment. Strong relationships result in an awareness of Durham's brand, reputation, and value proposition for investment, and prospective investments are referred to Durham through these agencies. See Appendix 9 for details on the various partnership meetings held.

## **5. Ready Set Future and Planned Investment Attraction Plan**

- 5.1 Looking forward to 2023, Invest Durham's Business Development and Investment Section will focus on priority clusters with high growth potential, such as Future Energy, Next-Generation Mobility/Automotive, Applied Digital Technology, and Agri-Food. Staff will deliver the following core areas of service delivery:
- a. Investment Attraction
  - b. Supporting and strengthening the innovation community
  - c. Developing tactical cluster growth strategies
  - d. Creating a new network for Durham's top 50 businesses and coordinate with the DEDP to deliver tailored growth support services
  - e. Developing and advancing partnerships with senior investment agencies
  - f. Continuing to assess and advance initiatives to improve investment readiness
- 5.2 A new five-year Investment Attraction Plan will be developed, detailing actions and strategies to secure inbound business investment from domestic and international markets in key priority clusters. This Investment Attraction Plan will consider global trends in FDI (Foreign Direct Investment), the suitability of various foreign geographies as targets for Investment Attraction based on the similarity between a geography's economy and Durham's economy, and prescribe the types of investment missions and lead servicing activities to be undertaken. It will also consider Durham's unique value proposition and sector strengths, as outlined in the recent strategy [Ready Set Future](#).

- 5.3 The Investment Attraction work plan for 2023 will include several investment missions targeting businesses in the key priority clusters identified in Ready Set Future. Invest Durham will be undertaking approximately 8 investment missions in 2023, generating investment leads in target geographies, and meeting with companies that represent the best opportunities for investment and expansion into Durham.
- 5.4 The first Investment Attraction mission in 2023 was a physical booth presence at the North America Consumer Electronics Show. There, Project Arrow was unveiled – the first fully Canadian EV/AV vehicle – spearheaded by the Automotive Parts Manufacturing Association and built at Ontario Tech University. Durham leveraged the significant press coverage and international interest in the project to showcase the Region, including through digital media channels and advertorial news articles in trade magazines.
- 5.5 Separately, a plan will be developed for key account business retention and expansion (BR&E) within Durham, and for supporting and leveraging organizations and assets in Durham’s innovation community, with a particular focus on businesses at the intersection of clean energy and next-generation mobility/automotive. The vision is to establish a virtual ‘club house’ for these organizations. If successfully launched, this club house could demonstrate to prospective investors that Durham has the capacity and supportive ecosystem to welcome and enable businesses wishing to expand into North America. This initiative is being referred to internally as the ‘DRIVE’ initiative (Durham Region Intersection of Vehicles and Energy).
- 5.6 It is planned that DRIVE will address the following objectives:
- a. Create new opportunities for business-to-business connections and business development opportunities within the Durham economy, and act as a group of ready-made connections for inbound investors
  - b. Strengthen Durham’s reputation for innovation. The initiative will support the demonstration and testing of innovative technologies
  - c. Many incubators and accelerators in Durham Region provide access to Canada’s Start Up Visa program and provide resources for companies looking to establish a Canadian presence. DRIVE could aggregate the soft-landing opportunities present at multiple facilities into a unified channel for the betterment of these organisations and improve Durham’s investment attraction potential.

## **6. Relationship to Strategic Plan**

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

(3.1) - Position Durham Region as the location of choice for business;

(3.2) - Leverage Durham's prime geography, social infrastructure, and strong partnerships to foster economic growth; and

(3.4) - Capitalize on Durham's strengths in key economic sectors to attract high-quality jobs.

## **7. Conclusion**

7.1 The investment attraction efforts and resulting lead generation in 2022 fared better than in 2021. While still affected by the impacts of COVID-19 restrictions during the first half in 2022, Invest Durham planned and implemented a mix of in-person and virtual missions in the second half of the year, and participated in key industry events to promote Durham Region as the best place to invest. Invest Durham also held key meetings with senior government agencies involved in investment attraction and partners in strategic target geographies, to build the sales pipeline of innovative prospective investors.

7.2 In 2022, Invest Durham held meetings with senior investment attraction agencies to significantly advance relationships, serviced 157 leads, undertook 10 investment attraction missions, participated in 8 events and conferences, hosted 9 inbound delegations, and supported 3 successful new investments.

7.3 Beginning to deliver on the goals and 2023 actions in the Region's new five-year Economic Development Strategy and Action Plan: Ready Set Future, the Business Development and Investment Section will be developing a new Investment Attraction Plan, and focusing on the core objectives of Investment Attraction, supporting the innovation community, developing cluster growth strategies, creating a new network of the Region's top 50 employers in collaboration with the Durham Economic Development Partnership, advancing relationships with senior agencies, and growing investment readiness.

7.4 A copy of this report will be provided to the Area Municipalities through the Durham Economic Development Partnership.



Respectfully submitted,

Original signed by

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

Recommended for Presentation to Committee

Original signed by

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Elaine C. Baxter-Trahair  
Chief Administrative Officer

## Appendix 1: Durham Region Economic Development Investment Attraction Funnel

The Investment Attraction Funnel has 7 categories, and potential investors are categorized based on criteria in 3 areas: their level of commitment to Durham Region; the level of commitment to making an investment; and their planned timeline associated with the investment.

### 1. Target

Identified as a company that may potentially invest but no contact or discussion yet.

### 2. Lead

| Commitment to Durham                                                                       | Executive team commitment                           | Time horizon & communication                                                     |
|--------------------------------------------------------------------------------------------|-----------------------------------------------------|----------------------------------------------------------------------------------|
| Indicated an interest in expanding to/within North America; Durham Region is a possibility | Little or no investment business planning completed | Investment time horizon is $\leq 5$ years. We provide information at this stage. |

### 3. Prospect

| Commitment to Durham                                   | Executive team commitment                                                 | Time horizon & communication                                                                  |
|--------------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| Seriously considering Durham among other possibilities | Business plan in development, but no executive team approval (or unknown) | Investment time horizon is $\geq 2$ and $\leq 5$ years. We provide information at this stage. |

If we have not heard from prospects in over 12 months, prospects are bumped down to the lead stage.

#### 4. Opportunity

| Commitment to Durham                 | Executive team commitment                                             | Time horizon & communication                                                                            |
|--------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| Durham is a primary choice to invest | Business plan in advanced stage, and/or executive team approval known | $\leq 2$ years investment timeline<br>We provide advanced services and advice, including site selection |

If we have not heard from Opportunities in over 4 months, opportunities are bumped down to the prospect stage.

#### 5. Active Investor

| Commitment to Durham                         | Executive team commitment                                                                                              | Time horizon & communication                                                |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| In the process of investing in Durham Region | Business plan approved; company in active negotiating to purchase or lease property; or in zoning/OP application stage | $\leq 3$ months investment timeline. We assist the investor with logistics. |

#### 6. Win

Investment has been successfully made in Durham through a firm agreement to purchase or lease real estate.

#### 7. Closed Lost

Discontinued due to no reasonably foreseeable future investment potential.

#### 8. Closed Hold

Project plan put on hold by the business.

**Appendix 2: Investment leads generated in 2022**

| #  | Investment Lead/Inquiry                                         | Industry                 | Stage in Funnel | Company Source            |
|----|-----------------------------------------------------------------|--------------------------|-----------------|---------------------------|
| 1  | Key2Enable - Education Technology - R&D and Service Centre      | Computer Software        | Closed Won      | Mission - Channel Partner |
| 2  | Vegan Delights - Commercial kitchen plus bistro                 | Food & Beverages         | Closed Won      | Direct Inbound            |
| 3  | Ice Cream plant                                                 | Food & Beverages         | Active Investor | Direct Inbound            |
| 4  | Innovative agricultural operations                              | Farming                  | Opportunity     | DEDP Member               |
| 5  | Light assembly and manufacturing of medical devices             | Medical Devices          | Opportunity     | Referral                  |
| 6  | New mail annex for Uxbridge/Port Perry                          | Package/Freight Delivery | Opportunity     | DEDP Member               |
| 7  | Electric Vehicle (EV) factory in Durham Region                  | Automotive               | Opportunity     | Referral                  |
| 8  | Energy company relocation within Durham Region                  | Renewables & Environment | Opportunity     | Marketing                 |
| 9  | Automotive warehousing                                          | Automotive               | Opportunity     | Direct Inbound            |
| 10 | Autonomous vehicles technology solutions - expansion within GTA | Automotive               | Opportunity     | Mission - Channel Partner |
| 11 | Office space for an EV adoption company                         | Automotive               | Opportunity     | Mission - Channel Partner |
| 12 | New corporate headquarters for a packaging company              | Packaging and Containers | Opportunity     | Direct Inbound            |
| 13 | Fuel cell assembly plant - North American expansion             | Renewables & Environment | Prospect        | Mission - Channel Partner |



| #  | Investment Lead/Inquiry                                               | Industry                             | Stage in Funnel | Company Source            |
|----|-----------------------------------------------------------------------|--------------------------------------|-----------------|---------------------------|
| 14 | Building supply centre                                                | Commercial Real Estate               | Prospect        | Realtor/Site Selector     |
| 15 | Engineering office for energy sector company                          | Mechanical or Industrial Engineering | Prospect        | Realtor/Site Selector     |
| 16 | PVC Pipe Recycling Facility                                           | Mechanical or Industrial Engineering | Prospect        | Direct Inbound            |
| 17 | Drink dispensing products manufacturing                               | Food & Beverages                     | Prospect        | Mission - Channel Partner |
| 18 | Major electric vehicle parts manufacturing facility                   | Automotive                           | Prospect        | Marketing                 |
| 19 | Premium furniture distribution centre                                 | Furniture                            | Prospect        | Mission - Channel Partner |
| 20 | Home fashion products warehousing and distribution                    | Construction                         | Prospect        | Direct Inbound            |
| 21 | Car-sharing technology company                                        | Automotive                           | Prospect        | Marketing                 |
| 22 | Artificial Intelligence (AI)-enabled medical technology Company       | Medical Devices                      | Prospect        | Referral                  |
| 23 | Automotive manufacturing facility                                     | Automotive                           | Prospect        | Toronto Global            |
| 24 | Small modular reactors (SMR) technology - engineering services office | Renewables & Environment             | Prospect        | Toronto Global            |
| 25 | Semiconductor design & development centre - expansion from the U.S    | Semiconductors                       | Prospect        | Mission - Channel Partner |
| 26 | Measurement technology products                                       | Mechanical or Industrial Engineering | Prospect        | Mission - Channel Partner |
| 27 | Major electric vehicles parts manufacturing plant                     | Automotive                           | Prospect        | Marketing                 |

| #  | Investment Lead/Inquiry                                          | Industry                              | Stage in Funnel | Company Source            |
|----|------------------------------------------------------------------|---------------------------------------|-----------------|---------------------------|
| 28 | Automotive battery material plant                                | Automotive                            | Lead            | Province                  |
| 29 | Automated beverage preparation equipment facility                | Food Production                       | Lead            | Mission - Channel Partner |
| 30 | Advanced manufacturing facility                                  | Electrical/ Electronics Manufacturing | Lead            | Direct Inbound            |
| 31 | Vertical farming - expansion to Canada                           | Farming                               | Lead            | Mission - Channel Partner |
| 32 | Autonomous vehicles technology solution                          | Automotive                            | Lead            | Mission - Channel Partner |
| 33 | AI-based healthcare technology company - Canadian expansion      | Hospital & Health Care                | Lead            | Mission - Channel Partner |
| 34 | Brewing operations facility                                      | Food Production                       | Lead            | Mission - Channel Partner |
| 35 | Wastewater treatment technology company                          | Renewables & Environment              | Lead            | Mission - Channel Partner |
| 36 | Electric vehicle manufacturing factory                           | Automotive                            | Lead            | Province                  |
| 37 | Home products assembling facility - international expansion      | Business Supplies and Equipment       | Lead            | Province                  |
| 38 | Electric vehicle manufacturing facility                          | Automotive                            | Lead            | Province                  |
| 39 | Education technology - Canadian expansion                        | Education Management                  | Lead            | Mission - Channel Partner |
| 40 | Environment and energy technology company - Canadian expansion   | Renewables & Environment              | Lead            | Mission - Channel Partner |
| 41 | Advanced management software for healthcare - Canadian expansion | Information Technology and Services   | Lead            | Mission - Channel Partner |

| #  | Investment Lead/Inquiry                                                     | Industry                            | Stage in Funnel | Company Source            |
|----|-----------------------------------------------------------------------------|-------------------------------------|-----------------|---------------------------|
| 42 | Education technology for kids' learning - Canadian expansion                | Education Management                | Lead            | Mission - Channel Partner |
| 43 | Advanced drone technology company                                           | Aviation & Aerospace                | Lead            | Mission - Channel Partner |
| 44 | Stainless steel containers manufacturing facility - international expansion | Packaging and Containers            | Lead            | Mission - Channel Partner |
| 45 | Energy storage solutions - Canadian expansion                               | Renewables & Environment            | Lead            | Province                  |
| 46 | Sports tourism complex with racing track                                    | Leisure, Travel & Tourism           | Lead            | Direct Inbound            |
| 47 | Beverage production technology company - Canadian expansion                 | Machinery                           | Lead            | Mission - Channel Partner |
| 48 | Civil engineering office – GTA expansion                                    | Civil Engineering                   | Lead            | Direct Inbound            |
| 49 | Electric vehicle battery manufacturing investment                           | Venture Capital & Private Equity    | Lead            | Toronto Global            |
| 50 | Nanotechnology for automotive/aerospace industries                          | Nanotechnology                      | Lead            | Mission - Channel Partner |
| 51 | Microbial food production facility - expansion from the U.S                 | Food Production                     | Lead            | Mission - Channel Partner |
| 52 | Portable solar energy - manufacturing in Canada                             | Renewables & Environment            | Lead            | Mission - Channel Partner |
| 53 | Agri-tech from Israel - R&D plus business development office                | Information Technology and Services | Lead            | Mission - Channel Partner |
| 54 | Plastics pellet manufacturing facility - Canadian expansion                 | Renewables & Environment            | Lead            | Marketing                 |

| #  | Investment Lead/Inquiry                                                | Industry                             | Stage in Funnel | Company Source            |
|----|------------------------------------------------------------------------|--------------------------------------|-----------------|---------------------------|
| 55 | Danish export - strategic partnership with Danish trade office         | International Trade and Development  | Lead            | Mission - Channel Partner |
| 56 | Multi-sector consulting company - setup in GTA                         | Automotive                           | Lead            | Mission - Channel Partner |
| 57 | Customer Relationship Management technology - Canadian Expansion       | Information Technology and Services  | Lead            | Marketing                 |
| 58 | Carbon monitoring technology - sales office in Canada                  | Renewables & Environment             | Lead            | Mission - Channel Partner |
| 59 | Hydrogen production technology pilot in Ontario                        | Renewables & Environment             | Lead            | Mission - Channel Partner |
| 60 | Food production equipment manufacturing                                | Food Production                      | Lead            | Mission - Channel Partner |
| 61 | Manufacturing of cleantech products                                    | Renewables & Environment             | Lead            | Mission - Channel Partner |
| 62 | Charging technology company for automotive                             | Automotive                           | Lead            | Mission - Channel Partner |
| 63 | Solutions for energy efficiency                                        | Oil & Energy                         | Lead            | Mission - Channel Partner |
| 64 | Soil treatment technology - GTA expansion                              | Environmental Services               | Lead            | Mission - Channel Partner |
| 65 | An entertainment park in Oshawa                                        | Commercial Real Estate               | Lead            | Direct Inbound            |
| 66 | Low-volume production of composite materials - expansion from Italy    | Automotive                           | Lead            | Mission - Channel Partner |
| 67 | Prototyping of heating/cooling technology - expansion to North America | Mechanical or Industrial Engineering | Lead            | Mission - Channel Partner |
| 68 | Generation, storage, and transportation of                             | Renewables & Environment             | Lead            | Mission - Channel Partner |



| #  | Investment Lead/Inquiry                                         | Industry                              | Stage in Funnel | Company Source            |
|----|-----------------------------------------------------------------|---------------------------------------|-----------------|---------------------------|
|    | renewable energy - Canadian expansion                           |                                       |                 |                           |
| 69 | Food ingredients manufacturing facility                         | Food Production                       | Lead            | Province                  |
| 70 | Food production facility - greenfield investment                | Food Production                       | Lead            | Province                  |
| 71 | Food production technology company - Canadian expansion         | Computer Software                     | Lead            | Mission - Channel Partner |
| 72 | Green diesel production and storage - expansion to Canada       | Oil & Energy                          | Lead            | Mission - Channel Partner |
| 73 | Off-grid solar products - warehousing & distribution centre     | Renewables & Environment              | Lead            | Mission - Channel Partner |
| 74 | Renewable energy solutions provider - engineering office in GTA | Renewables & Environment              | Lead            | Mission - Channel Partner |
| 75 | Smart energy solutions provider - Canadian expansion            | Consumer Electronics                  | Lead            | Mission - Channel Partner |
| 76 | Electronics manufacturing facility                              | Electrical/ Electronics Manufacturing | Lead            | Mission - Channel Partner |
| 77 | Hydrogen production plant - North American expansion            | Renewables & Environment              | Lead            | Mission - Channel Partner |
| 78 | Advertisement screens production and distribution office        | Electrical/ Electronics Manufacturing | Lead            | Mission - Channel Partner |
| 79 | Synthetic fuel for renewable energy - office in Canada          | Oil & Energy                          | Lead            | Mission - Channel Partner |

| #  | Investment Lead/Inquiry                                               | Industry                 | Stage in Funnel | Company Source            |
|----|-----------------------------------------------------------------------|--------------------------|-----------------|---------------------------|
| 80 | Energy solutions for Net Zero - Canadian expansion                    | Renewables & Environment | Lead            | Marketing                 |
| 81 | Vehicle charge network establishment- tech company                    | Automotive               | Lead            | Direct Inbound            |
| 82 | Steel manufacturing and sales for creative construction industry      | Building Materials       | Lead            | Mission - Channel Partner |
| 83 | Indoor play area for children                                         | Entertainment            | Lead            | Direct Inbound            |
| 84 | Sustainable metal packaging company - expansion to Canada             | Packaging and Containers | Lead            | Mission - Channel Partner |
| 85 | Bavarian brewery - expansion into Canada                              | Food & Beverages         | Lead            | Mission - Channel Partner |
| 86 | Keg management solutions for beverages - expansion into Canada        | Food & Beverages         | Lead            | Mission - Channel Partner |
| 87 | PET packaging solutions company - GTA expansion                       | Machinery                | Lead            | Mission - Channel Partner |
| 88 | Sustainable process optimization company - expansion to Canada        | Food Production          | Lead            | Mission - Channel Partner |
| 89 | Labelling machine production facility and sales - expansion to Canada | Machinery                | Lead            | Mission - Channel Partner |
| 90 | Hydrogen technology - engineering office in Canada                    | Renewables & Environment | Lead            | Mission - Channel Partner |
| 91 | Hydrogen production technology company                                | Renewables & Environment | Lead            | Mission - Channel Partner |

| #   | Investment Lead/Inquiry                                                                 | Industry                            | Stage in Funnel | Company Source            |
|-----|-----------------------------------------------------------------------------------------|-------------------------------------|-----------------|---------------------------|
| 92  | Regenerative packaging solutions - Canadian expansion                                   | Plastics                            | Lead            | Mission - Channel Partner |
| 93  | Pasteurizing with UV-light technology - Canadian expansion                              | Food Production                     | Lead            | Mission - Channel Partner |
| 94  | Specialized electrical and electronics products manufacturing - Canadian expansion      | Electrical/Electronic Manufacturing | Lead            | Mission - Channel Partner |
| 95  | Fusion energy pilot for 2027                                                            | Renewables & Environment            | Lead            | Mission - Channel Partner |
| 96  | Biotechnology company - Canadian expansion                                              | Biotechnology                       | Lead            | Mission - Channel Partner |
| 97  | Quality control and testing equipment for metal packaging industry - Canadian expansion | Machinery                           | Lead            | Mission - Channel Partner |
| 98  | Dispensing and branding machinery manufacturer - Canadian expansion                     | Machinery                           | Lead            | Mission - Channel Partner |
| 99  | AI-based technology company - hybrid office in Canada                                   | Information Technology and Services | Lead            | Mission - Channel Partner |
| 100 | Metaverse technology web 3.0 - Canadian expansion                                       | Think Tanks                         | Lead            | Referral                  |
| 101 | International technology and engineering company - Canadian expansion                   | Machinery                           | Lead            | Mission - Channel Partner |
| 102 | Silicon anodes manufacturing for batteries - Canadian expansion                         | Electrical/Electronic Manufacturing | Lead            | Mission - Channel Partner |
| 103 | Medical devices manufacturing - Canadian expansion                                      | Medical Devices                     | Lead            | Mission - Channel Partner |

| #   | Investment Lead/Inquiry                                                  | Industry                            | Stage in Funnel | Company Source            |
|-----|--------------------------------------------------------------------------|-------------------------------------|-----------------|---------------------------|
| 104 | Brewing machines technology company - Canadian expansion                 | Food Production                     | Lead            | Mission - Channel Partner |
| 105 | Manufacturing of renewable energy semiconductors - Expansion into Canada | Electrical/Electronic Manufacturing | Lead            | Mission - Channel Partner |
| 106 | Blow moulding manufacturing - Canadian expansion from India              | Plastics                            | Lead            | Mission - Channel Partner |
| 107 | Industrial automation products manufacturing                             | Industrial Automation               | Lead            | Mission - Channel Partner |
| 108 | Measurement technology solutions for research and industry               | Chemicals                           | Lead            | Mission - Channel Partner |
| 109 | Solid-state battery solutions for automotive industry                    | Oil & Energy                        | Lead            | Mission - Channel Partner |
| 110 | Healthcare products for elderly - expansion to Canada                    | Hospital & Health Care              | Lead            | Mission - Channel Partner |
| 111 | Construction implementation and service provider                         | Construction                        | Lead            | Mission - Channel Partner |
| 112 | Industrial solutions for food production industry                        | Machinery                           | Lead            | Mission - Channel Partner |
| 113 | Biotechnology in food production industry - Canadian expansion           | Machinery                           | Lead            | Mission - Channel Partner |
| 114 | High-pressure technology for hydrogen testing - expansion into Canada    | Oil & Energy                        | Lead            | Mission - Channel Partner |
| 115 | Rebar manufacturing facility in Canada                                   | Construction                        | Lead            | Realtor/Site Selector     |



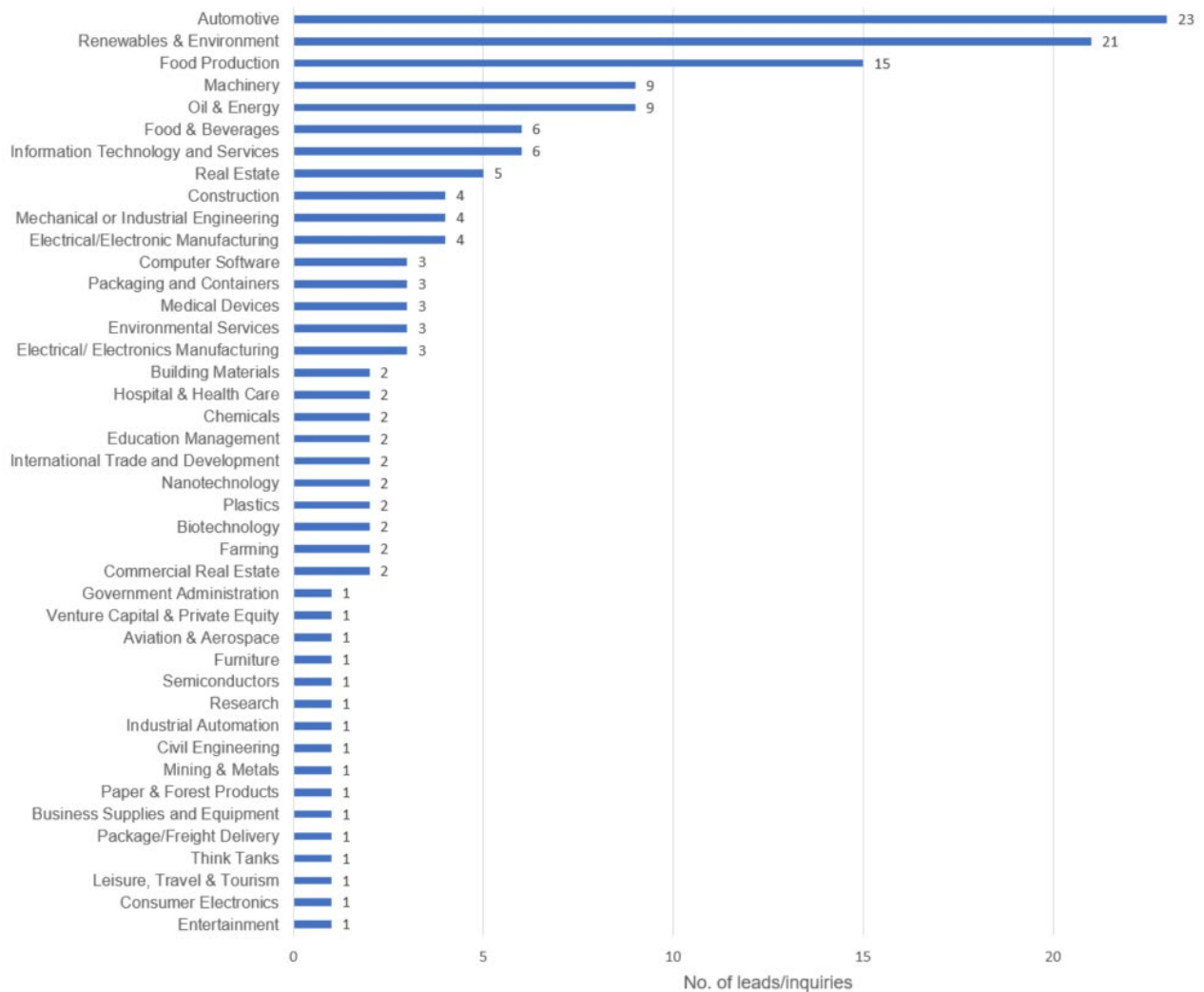
| #   | Investment Lead/Inquiry                                                     | Industry                            | Stage in Funnel | Company Source            |
|-----|-----------------------------------------------------------------------------|-------------------------------------|-----------------|---------------------------|
| 116 | Rubber manufacturing & recycling facility                                   | Real Estate                         | Lead            | Realtor/Site Selector     |
| 117 | Aluminum parts manufacturing - Canadian expansion                           | Mining & Metals                     | Lead            | Mission - Channel Partner |
| 118 | Algorithms and scientific computing company                                 | Research                            | Lead            | Mission - Channel Partner |
| 119 | Battery manufacturing facility - expansion to Canada                        | Renewables & Environment            | Lead            | Mission - Channel Partner |
| 120 | Soybean based food production                                               | Food Production                     | Lead            | Province                  |
| 121 | Artificial Intelligence and spectral sensing solutions - Canadian expansion | Information Technology and Services | Lead            | Mission - Channel Partner |
| 122 | Labelling company for the beverage industry                                 | Paper & Forest Products             | Lead            | Mission - Channel Partner |
| 123 | Clean cement production facility                                            | Building Materials                  | Lead            | Toronto Global            |
| 124 | Sprinkles food production industrial facility                               | Food & Beverages                    | Lead            | Marketing                 |
| 125 | Automotive battery production plant and warehousing facility                | Automotive                          | Lead            | Province                  |
| 126 | Powder coating treatment                                                    | Chemicals                           | Lead            | Referral                  |
| 127 | Soil testing & analysis - research & development facility                   | Computer Software                   | Lead            | Mission - Channel Partner |
| 128 | EV charging software platform & application for various electric vehicles   | Automotive                          | Lead            | Mission - Channel Partner |
| 129 | Safe networked computing platforms - North American expansion               | Machinery                           | Lead            | Mission - Channel Partner |

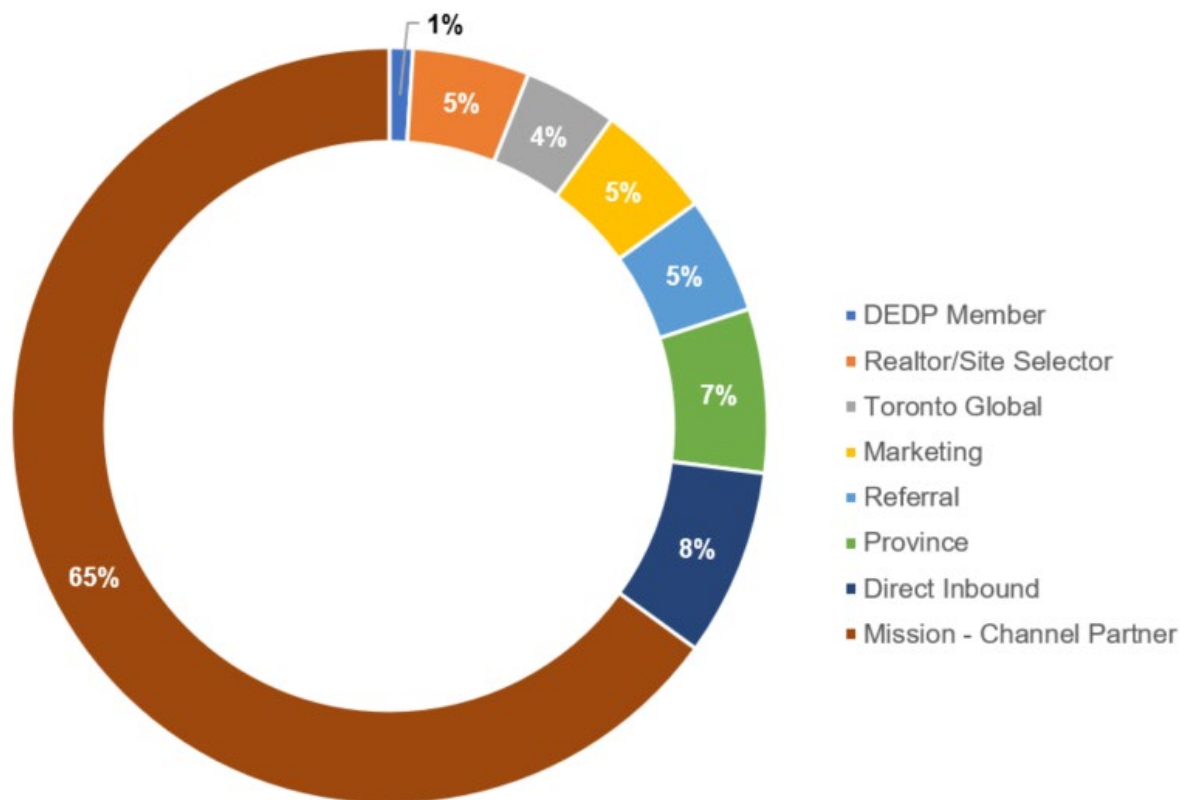
| #   | Investment Lead/Inquiry                                               | Industry                            | Stage in Funnel | Company Source            |
|-----|-----------------------------------------------------------------------|-------------------------------------|-----------------|---------------------------|
| 130 | IoT (Internet of Things) and smart products for the energy industry   | Oil & Energy                        | Lead            | Mission - Channel Partner |
| 131 | Industrial space for a pre-built home manufacturer                    | Construction                        | Lead            | Realtor/Site Selector     |
| 132 | E-mobility, C2X communication and autonomous driving                  | Electrical/Electronic Manufacturing | Lead            | Mission - Channel Partner |
| 133 | AI technology for driverless driving - business development in Canada | Automotive                          | Lead            | Referral                  |
| 134 | Custom IT solutions provider - set up a North American HQ             | Information Technology and Services | Lead            | Mission - Channel Partner |
| 135 | Automotive battery pack manufacturing - FDI in Canada                 | Automotive                          | Lead            | Province                  |
| 136 | Mealworm production vertical farming - protein from insects           | Biotechnology                       | Lead            | Mission - Channel Partner |
| 137 | Engineering and automation services for the beverage and packaging    | Food Production                     | Lead            | Mission - Channel Partner |
| 138 | Green hydrogen electrolyzers manufacturer                             | Oil & Energy                        | Target          | Mission - Channel Partner |
| 139 | Agriculture soil analysis environmental services                      | Environmental Services              | Target          | Mission - Channel Partner |
| 140 | Food and beverage processing and machinery supply                     | Food Production                     | Target          | Mission - Channel Partner |
| 141 | Thermal battery from residual industrial heat                         | Oil & Energy                        | Target          | Mission - Channel Partner |
| 142 | Agri-food protein products                                            | Food Production                     | Target          | Mission - Channel Partner |

| #   | Investment Lead/Inquiry                                                     | Industry                            | Stage in Funnel | Company Source            |
|-----|-----------------------------------------------------------------------------|-------------------------------------|-----------------|---------------------------|
| 143 | Dumpling company from Saskatchewan - expansion to Ontario                   | Real Estate                         | Target          | Realtor/Site Selector     |
| 144 | EV manufacturer seeking light automotive assembly for North American market | Automotive                          | Target          | Mission - Channel Partner |
| 145 | Organic waste into animal feed production                                   | Food Production                     | Target          | Mission - Channel Partner |
| 146 | Protein technology plant-based meat production                              | Food Production                     | Target          | Mission - Channel Partner |
| 147 | Hydrogen electrolyzer equipment supplier and manufacturer                   | Oil & Energy                        | Target          | Mission - Channel Partner |
| 148 | Research & development partnership for niche automotive manufacturing       | Automotive                          | Target          | Referral                  |
| 149 | Bio inputs for agriculture - decarbonization                                | Environmental Services              | Target          | Mission - Channel Partner |
| 150 | Bio-inhibitor sticker for produce preservation                              | Nanotechnology                      | Target          | Mission - Channel Partner |
| 151 | AI-based data labelling technology company - office in GTA                  | Automotive                          | Closed hold     | Toronto Global            |
| 152 | German automotive parts supplier - industrial space in GTA                  | Real Estate                         | Closed hold     | Referral                  |
| 153 | Recycling of roofing shingles - facility in GTA                             | Renewables & Environment            | Closed hold     | Toronto Global            |
| 154 | EV battery manufacturing company from Asia - industrial space in Canada     | International Trade and Development | Closed Lost     | Toronto Global            |
| 155 | Mixed use land development - 30+ acres                                      | Real Estate                         | Closed Lost     | Direct Inbound            |

| #   | Investment Lead/Inquiry                                                | Industry                  | Stage in Funnel | Company Source        |
|-----|------------------------------------------------------------------------|---------------------------|-----------------|-----------------------|
| 156 | Manufacturing of building products - industrial space in North America | Real Estate               | Closed Lost     | Realtor/Site Selector |
| 157 | Semiconductor manufacturing facility - industrial space in Ontario     | Government Administration | Closed Lost     | Province              |



**Appendix 3: Investment Leads/Inquiries by Industry, 2022**

**Appendix 4: Investment Leads/Inquiries by source, 2022**

**Appendix 5: Missions, 2022**

| # | Mission                                                  | Month   | Partner                                            | Leads | Notes                                                                                                                                                                                                                                                                                                     |
|---|----------------------------------------------------------|---------|----------------------------------------------------|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Virtual lead generation (due to pandemic)                | Ongoing | Third-party Consultant                             | 28    | 203 target companies contacted                                                                                                                                                                                                                                                                            |
| 2 | CNA (Canadian Nuclear Association) 2022                  | April   | Durham Region Partners, and third-party Consultant | 0     | Investment Promotion activity to showcase Durham Region as the Clean Energy Capital of Canada<br><br>Advanced existing leads and relationships in energy sector. Co-hosted a reception for Durham Region and ecosystem partners including new investor landing in Canada supported by the investment team |
| 3 | Reuters SMR (Small Modular Reactor) and Advanced Reactor | May     | None                                               | 1     | Industry leading conference on nuclear energy regulatory agenda<br><br>Investment Promotion activity to showcase Durham Region as the Clean Energy Capital of Canada<br><br>Presentation of OPG and GE Hitachi                                                                                            |

| # | Mission                   | Month | Partner                                                                    | Leads | Notes                                                                                                                                                                                                                                                                                             |
|---|---------------------------|-------|----------------------------------------------------------------------------|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |                           |       |                                                                            |       | updates on SMR in Darlington<br><br>10 company meetings during the event                                                                                                                                                                                                                          |
| 4 | Hannover Messe            | May   | Third-party consultant                                                     | 25    | Europe's leading trade fair for industrial technology companies in manufacturing, robotics, automotive, ICT, and energy<br><br>Investment Promotion activity to showcase Durham Region for advanced manufacturing, advanced mobility and clean energy<br><br>63 company meetings during the event |
| 5 | Automate and AutoTech USA | June  | Ministry of Economic Development, Job Creation and Trade – Ontario Mission | 1     | Automate is USA's largest advanced manufacturing and robotics trade show. AutoTech USA is an advanced mobility trade show and Ontario trade mission event<br><br>Attended events for investment promotion and attraction                                                                          |



| # | Mission                                                         | Month     | Partner                | Leads | Notes                                                                                                                                                                                                                      |
|---|-----------------------------------------------------------------|-----------|------------------------|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |                                                                 |           |                        |       | 47 company meetings during the event                                                                                                                                                                                       |
| 6 | Reuters Automotive Europe AND The Battery Show Europe           | June      | None                   | 2     | <p>Automotive Conference featuring OEMS and Tier 1 suppliers in EV/automotive battery manufacturing</p> <p>Attended events for investment promotion and attraction</p> <p>21 company meetings during the event</p>         |
| 7 | Drinktec                                                        | September | Third-party consultant | 30    | <p>World's leading trade fair for the beverage and liquid food industry</p> <p>Attended events for investment promotion and attraction for food processing and agriculture</p> <p>44 company meetings during the event</p> |
| 8 | Reuters Automotive USA AND APMA (Automotive Parts Manufacturers | October   | None                   | 1     | Partnership meetings held to establish ongoing partnerships with Advanced Automotive sector partners and                                                                                                                   |

| #  | Mission                                                                                                                                                                                  | Month    | Partner                                                                                                                       | Leads | Notes                                                                                                                                                                                                                                                                                       |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | Association)<br>conference                                                                                                                                                               |          |                                                                                                                               |       | investment attraction<br>agencies<br><br>21 company meetings<br>during the Reuters<br>event                                                                                                                                                                                                 |
| 9  | Canada – UAE<br>Trade Mission<br>2022                                                                                                                                                    | November | Mission<br>organized by<br>a partner<br>organization<br>in the<br>Region.<br>Invest<br>Durham<br>attended as a<br>participant | 6     | Mission to Dubai and<br>Abu Dhabi to expand<br>trade, export, and FDI<br>prospects for Durham<br>businesses with UAE<br><br>Staff held meetings<br>with 11 senior officials<br>to establish bilateral<br>investment attraction<br>& trade relationships<br>in a target geography            |
| 10 | Cleantech<br>Forum, Clean-<br>Tech Trade<br>Commissioner<br>Annual<br>Meeting, AND<br>Multi-City<br>Mission to<br>Germany<br>(Munich,<br>Stuttgart,<br>Nuremberg,<br>and Neckar-<br>Alb) | November | A third-party<br>consultant<br>handled a<br>portion of the<br>mission.                                                        | 8     | The multi-city mission<br>was undertaken to<br>strengthen our<br>Economic<br>Development<br>Partnerships with<br>Nuremberg and<br>Neckar-Alb, and to<br>strengthen<br>relationships with the<br>Canada foreign trade<br>commissioner service<br><br>33 company meetings<br>during the event |

**Appendix 6: Business Development & Investment Events, 2022**

| # | Event                                                   | Month | Notes                                                                                                                                                                                                                                                                                                                                                                                                           |
|---|---------------------------------------------------------|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Globe Forum 2022 (Virtual)                              | March | <p>Globe Forum is focused on solutions, sustainability, innovation, and policy for achieving Canada's net-zero agenda. A leading Canada bi-annual sustainability and climate policy conference</p> <p>Investment promotion and research for Canada's latest policy. Connected to Cleantech Trade Commissioner services. Investment team attended virtually</p>                                                  |
| 2 | Advanced Transportation and Manufacturing Summit (ATMS) | May   | <p>ATMS focuses on latest trends in Industry 4.0 for Aerospace, Automotive, and Defense sectors</p> <p>Investment promotion and investment initiative to connect with industry associations, partners in the advanced manufacturing, advanced mobility, and aerospace sector</p>                                                                                                                                |
| 3 | SiberX Women in Cyber                                   | May   | <p>The 2022 Canadian Women in Cybersecurity conference celebrated the diversity of thought, experience, ability, and background of women who are leading cybersecurity</p> <p>Investment promotion initiative for Durham Region's campaign 'Tap into Talent' and strength in ICT, cybersecurity, and artificial intelligence. Collaborated with Ontario Tech University and Durham College as co-exhibitors</p> |

| # | Event                               | Month | Notes                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---|-------------------------------------|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4 | FDI Forum Montreal                  | May   | The FDI Forum brought together thought leaders in economic development in North America. Invest Durham participated to build relationships with leading site-selectors and generated one investment lead from the forum                                                                                                                                                                                                                          |
| 5 | Collision 2022                      | June  | <p>Canada's largest international startup tech conference</p> <p>Invest Durham planned and organized a booth at the event along with its partners - the DEDP, Post-Secondary Institutions, Spark Centre, and 1855 Whitby</p> <p>Investment promotion and investment attraction for Durham Region to technology companies in Canada and international attendees. Announced two companies landing in Durham Region. Three leads were generated</p> |
| 6 | Canada's Innovation Corridor Summit | June  | <p>Canada's Innovation Corridor Summit (CICS) is a regional connectivity and collaboration event within the regional economic development agencies in the Greater Golden Horseshoe</p> <p>OPG Sponsored a Durham Region panel moderated by Simon Gill and panelists were executives from OPG, Elexicon, Ontario Tech University and Durham Region</p>                                                                                            |



| # | Event                                | Month     | Notes                                                                                                                                                                                                                     |
|---|--------------------------------------|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |                                      |           | The panel is an investment promotion initiative for Durham Region as the Clean Energy Capital of Canada                                                                                                                   |
| 7 | OPG/OCNI Supplier's Day and Workshop | September | In-person workshop to discuss the future of OPG and steps towards Net-Zero. Invest Durham participated and generated 1 lead                                                                                               |
| 8 | OREA's Reality+ Conference           | November  | Reality+ conference focusses on the emerging trends in real estate in Canada. Invest Durham participated to connect with realtors and industrial developers and promote Durham Region's value proposition for development |

**Appendix 7: Inbound Delegations to Durham Region, 2022**

| # | Delegation                                           | Purpose               | Partner        | Outcome                                                                                                                                                                                                                                                                              |
|---|------------------------------------------------------|-----------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Company: battery production for electric vehicles    | Site Selection        | Toronto Global | Invest Durham hosted a company delegation in the EV battery manufacturing industry. Regional staff, along with a team from Toronto Global, arranged a visit to a large suitable investment site. The company is exploring all sites, including Durham.                               |
| 2 | Company: AI based data labelling technology company  | Investment Attraction | Toronto Global | Invest Durham hosted senior leadership from a South Korean technology company seeking to establish an office in Greater Toronto Area. Invest Durham presented the Durham Region and arranged a meeting with 1855 Technology Accelerator in Whitby. The project is currently on hold. |
| 3 | Company: Entertainment Park in Oshawa, Durham Region | Site Selection        | City of Oshawa | At the request of the prospective investor, Regional staff arranged an introductory meeting with the City of Oshawa to discuss the Northwood Business Park as a potential site. Staff provided information                                                                           |

| # | Delegation                                                                                               | Purpose               | Partner                                                               | Outcome                                                                                                                                                                                                                                                                                                     |
|---|----------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |                                                                                                          |                       |                                                                       | needed by the site selector and is continuing to remain in contact. The lead is active.                                                                                                                                                                                                                     |
| 4 | Company: Parts manufacturing plant for electric vehicles                                                 | Investment Attraction | 1855 Whitby Technology Accelerator, Ontario Tech, and Durham College. | Invest Durham hosted senior leadership from an automotive company interested in setting up a plant in Canada. The staff hosted the meeting at 1855 Whitby and introduced the Regional Chair, Ontario Tech University, Durham College, and Elexicon, followed by a tour of Ontario Tech. The lead is active. |
| 5 | Company: A Dublin-based developer and manufacturer of the next generation autonomous mobility technology | Investment Attraction | Ontario Tech University and Durham College                            | Invest Durham staff hosted an international autonomous mobility company to promote the technology ecosystem in Durham Region. The lead is currently active.                                                                                                                                                 |
| 6 | Political: Consulate-General of Japan in Toronto                                                         | Relationship building | Ontario Power Generation and Eastern Canada Toyota                    | Invest Durham team hosted the delegation at 1855 Whitby and arranged meetings with the Regional Chair, Regional Commissioner of Planning and                                                                                                                                                                |

| # | Delegation                                | Purpose               | Partner                                          | Outcome                                                                                                                                                                                                                          |
|---|-------------------------------------------|-----------------------|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |                                           |                       | Parts Distribution Centre                        | Economic Development, Ontario Power Generation and GE-Hitachi, and Eastern Canada Toyota Parts Distribution Centre. The meetings were to highlight the ongoing work happening on SMRs (Small Modular Reactors) in Durham Region. |
| 7 | Company: US Publicly Traded LiDAR company | Investment Attraction | Reuters Automotive Europe Munich                 | Staff hosted an investor seeking an opportunity to deploy smart-city projects with partners in the GTA. The lead is active.                                                                                                      |
| 8 | Company: MedTech company light assembly   | Investment Attraction | A third-party Accounting Firm                    | Staff hosted an investor that is planning to establish a light assembly and manufacturing facility in 2023. The lead is active.                                                                                                  |
| 9 | Company: US health-tech start-up company  | Investment Attraction | Ontario Shores Centre for Mental Health Sciences | Staff met with the investor in Ontario Shores Centre in Whitby. The investor is seeking to establish a presence and build their product in Canada. The lead is active.                                                           |

**Appendix 8: Successful Investments, 2022**

| # | Company           | Regional Role                                            | Partner                            | Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---|-------------------|----------------------------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | <b>Key2Enable</b> | Lead role in investment attraction and lead facilitation | 1855 Whitby Technology Accelerator | <p>Key2Enable is a Brazil-originated technology company currently based in Abu Dhabi, UAE. Key2Enable designs and develops assistive technology for people with disabilities to learn.</p> <p>In 2021, Invest Durham made the initial pitch to the company and made introductions with 1855 Accelerator for a landing pad and Durham College for a potential R&amp;D collaboration. Invest Durham hosted a delegation from Key2Enable in 2022, and co-arranged meetings with the Abilities Centre.</p> <p>Key2Enable has become a member of 1855 Technology Accelerator and is working on arranging resources for its entry in the Canadian market.</p> <p><a href="#">Key2Enable: Assistive Technology for Accessibility and (R)evolution</a></p> |



| # | Company                                               | Regional Role                                          | Partner                                        | Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---|-------------------------------------------------------|--------------------------------------------------------|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2 | <b>Excelencia</b>                                     | Support role in investment attraction and facilitation | 1855 Technology Accelerator and Toronto Global | <p>Excelencia is a fast-growing IT solutions company with presence in the U.S and clientele across the globe. The company was initially contacted by Toronto Global and included Invest Durham to pitch Durham Region in 2021.</p> <p>Invest Durham handled the initial pitch and delivered customer service to the investor.</p> <p>Excelencia became a member of 1855 Technology Accelerator in 2022 and brings excellent employment opportunities to Durham.</p> <p><a href="#">About our company   Excelencia Consulting</a></p> |
| 3 | <b>Vegan Delights – Commercial Kitchen and Bistro</b> | Lead role in helping the company with site selection   | DEDP                                           | <p>Vegan Delights reached out to Invest Durham to receive support to launch its commercial kitchen and bistro in Durham. Invest Durham handled the site search through DEDP and presented viable options to the company, which finally secured a place in Whitby.</p> <p><a href="#">Vegan Delights by Lisa-Ann (vegan-delights.ca)</a></p>                                                                                                                                                                                          |

**Appendix 9: Advancing Relationships with Senior Agencies in 2022**

| <b>Organization/Partner/Ecosystem Player</b>           | <b>Outcome</b>                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Government of Canada Trade Commissioner Service</b> | Introduction to 22 trade commissioners focused on clean energy, advanced automotive, and advanced manufacturing. TCS representatives: Germany, Belgium, USA, Korea, Italy, Finland, Norway, Austria, France, Romania, Spain, Norway, Iceland. Singapore, Malaysia, and Thailand – Focusing on Monthly meetings with key markets in Germany, Korea, USA. |
| <b>Government of Canada</b>                            | <p>Meeting in market with European market Federal Trade Commissioner to promote Durham Region. Ongoing bi-Monthly meetings.</p> <p>Meeting with Immigration, Refugees and Citizenship Canada to establish supporting relationship for foreign company staff entering Canada.</p>                                                                        |
| <b>Ontario Trade and Investment</b>                    | <p>Introduction – activities for investment attraction with markets: Chicago, New York, Detroit, Austin, Munich, Seoul. Focus of promotion for Durham Region in advanced mobility, advanced manufacturing, and clean energy.</p> <p>Focusing on trade and promotion activities.</p>                                                                     |
| <b>Ontario Canadian Nuclear Industries (OCNI)</b>      | <p>OCNI hosts events and foreign delegations to promote domestic and international trade in Ontario's nuclear sector.</p> <p>Meeting with CEO of OCNI to discuss Durham Region's SMR and nuclear strategy and objectives for investment promotion in nuclear and clean energy.</p>                                                                      |

| <b>Organization/Partner/Ecosystem Player</b>            | <b>Outcome</b>                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                         | Investment team will support events, delegations, and foreign companies seeking to invest and support Canada's nuclear energy sector.                                                                                                                                                   |
| <b>Canadian German Chamber of Industry and Commerce</b> | <p>Future delegations and collaboration in Durham Region. Attending German-Canada industry events in trade and investment.</p> <p>Connecting with potential investors seeking to invest in Canada.</p>                                                                                  |
| <b>Business Finland</b>                                 | <p>Promotion of Durham Region for trade and investment opportunities in advanced mobility, advanced manufacturing, and clean energy.</p> <p>Focused on promotion of B2B engagement and market research. Interest in Finland businesses engaging with clean energy sector in Canada.</p> |
| <b>Business Sweden</b>                                  | <p>Promotion of Durham Region for trade and investment opportunities in advanced mobility, advanced manufacturing, and clean energy.</p> <p>Focused on promotion of B2B engagement and market research.</p>                                                                             |
| <b>Baden-Württemberg International</b>                  | <p>German State Agency for International Economic &amp; Scientific Cooperation.</p> <p>Promotion of Durham Region for trade and investment opportunities in advanced mobility, advanced manufacturing, and clean energy.</p>                                                            |
| <b>E-Mobil Baden-Württemberg</b>                        | Automotive cluster development organisation in Baden-Württemberg.                                                                                                                                                                                                                       |

| Organization/Partner/Ecosystem Player                   | Outcome                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                         | <p>Promotion of Durham Region for trade and investment opportunities in advanced mobility.</p> <p>Discussion for future delegations of German company visits.</p>                                                                                                                                                                                                                                          |
| <b>Bayern Innovative (Automotive Cluster)</b>           | <p>Bayern Innovative is organization for state supported initiatives in innovative management for entrepreneurs, start-ups, and SMEs in energy, automotive, advanced manufacturing and advanced materials, digitization, and health.</p> <p>Promotion of Durham Region for trade and investment opportunities. Discussions on future delegations of Germany innovation ecosystem and SME partnerships.</p> |
| <b>Invest Bavaria</b>                                   | <p>Invest Bavaria is the state of Bavaria's investment promotion and attraction arm.</p> <p>Promotion of Durham Region for trade and investment opportunities in advanced mobility, advanced manufacturing, and clean energy.</p> <p>Collaborator on future delegations to Germany.</p>                                                                                                                    |
| <b>Bavarian Ministry of Economic Affairs and Energy</b> | <p>The Bavarian Ministry of Economic Affairs promotes and supports Bavarian trade.</p> <p>Promotion of Durham Region for trade and investment opportunities in advanced mobility, advanced manufacturing, and clean energy.</p> <p>Collaborator on future delegations to Germany.</p>                                                                                                                      |
| <b>IHK Reutlingen,</b>                                  | <p>Chamber of Commerce for the Region of Reutlingen.</p>                                                                                                                                                                                                                                                                                                                                                   |

| <b>Organization/Partner/Ecosystem<br/>Player</b>                         | <b>Outcome</b>                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                          | <p>Promotion of Durham Region for trade and investment opportunities in advanced mobility, advanced manufacturing, and clean energy.</p> <p>Discussions for future delegations of German company visits to Durham Region.</p> <p>Advancement of formal Economic Development Partnership between Durham Region and Region of Neckar-Alb.</p> |
| <b>IHK Nuremburg,</b>                                                    | <p>Chamber of Commerce for the Region of Nuremburg.</p> <p>Promotion of Durham Region for trade and investment opportunities in advanced mobility, advanced manufacturing, and clean energy.</p> <p>Advancement of formal Economic Development Partnership between Durham Region and Metropolitan Region of Nuremburg.</p>                  |
| <b>Cleantech Flanders</b>                                                | <p>Flanders Cleantech is a clean energy, technology, and innovation organization to promote trade, investment, and international cooperation in Belgium.</p> <p>Promotion of Durham Region for investment, research, and trade opportunities for Benelux companies in Canada for clean energy and decarbonization projects.</p>             |
| <b>Invest in Ontario</b>                                                 | <p>Various meetings held to discuss investment attraction and promotion of Durham region.</p>                                                                                                                                                                                                                                               |
| <b>Ministry of Economic Development, Job Creation and Trade (MEDJCT)</b> | <p>Various meetings held with senior MEDJCT officials to build relationships and promote</p>                                                                                                                                                                                                                                                |



| <b>Organization/Partner/Ecosystem<br/>Player</b> | <b>Outcome</b>                                                                                                                                                     |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                  | Durham Region's Advanced Automotive and Energy clusters.                                                                                                           |
| <b>Toronto Global</b>                            | Various meetings held to discuss investment attraction opportunities and promotion of Durham Region.                                                               |
| <b>Invest in Canada</b>                          | Various meetings held to discuss investment attraction and promotion of Durham Region.                                                                             |
| <b>Metropolitan Region of<br/>Nuremberg</b>      | Met with Deputy Mayor and head of Economic Development to advance Economic Development Partnership between Durham Region and the Metropolitan Region of Nuremberg. |

## **Resolutions from Advisory Committees**

### **Durham Agricultural Advisory Committee**

1. Impacts on Food Prices and Opportunities for Advocacy to Improve Financial Viability for the Agri-food Sector
- 

That we recommend to the Planning and Economic Development Committee for approval and subsequent recommendation to Regional Council:

Whereas the agri-food industry is one of the top economic drivers in Durham Region supporting a workforce of over 27,105 people through 3,360 agri-food businesses, more than 1,200 farms and farm families, contributing upwards of \$354 million to Ontario's total farm production and supporting \$775 million in GDP;

And Whereas food prices have seen their steepest increase since 1981 with a year over year increase of 11% as of October 2022;

And Whereas inputs for farmers and primary producers have increased significantly in the last year, including fertilizer prices increasing 95.8% compared to July 2020, fuel prices have seen a historic year-over-year increase, while chemical/herbicide markets have experienced shortages and increased prices. Despite these changes, farmers have not seen a significant increase in their primary product price to compensate for the rising cost of inputs;

And Whereas the profit margin for farmers was adversely impacted by a 35% tariff placed on fertilizer imports, including fertilizer purchased prior to economic sanctions being placed on Russia and Belarus that farmers in Canada rely on to support food production.

Now therefore be it resolved that the Durham Agricultural Advisory Committee requests that Regional Council recognize the importance of agriculture in Durham Region by encouraging the federal government to compensate farmers for tariffs paid on fertilizer, one of the contributing factors to increased food costs.