



The Regional Municipality of Durham

Community Growth and Economic Development Committee Agenda

Tuesday, April 7, 2026, 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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3.1 Community Growth and Economic Development Committee meeting - March 3, 2026	4
4. Statutory Public Meetings	
There are no statutory public meetings	
5. Presentations	
5.1 Ian McVey, Director of Environment and Climate, and Nayel Halim, Policy Advisor Re: Continuation and Enhancement of the Durham Greener Buildings Program (2026-CG-9) [Item 7.2 a.] and Durham District Energy Strategy and Courtice Transit Oriented Community District Energy Update (2026- CG-10) [Item 7.2 b.]	10
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	b.	Federal Airport Lands
9.3	Durham Environment and Climate Advisory Committee	159

a. Implementation of the Lake Simcoe Protection Plan

10. Confidential Matters

There are no confidential matters to be considered

11. Other Business

12. Date of Next Meeting

Tuesday, May 5, 2026 at 9:30 AM

13. Adjournment

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The Regional Municipality of Durham

Community Growth and Economic Development Committee Minutes

Tuesday, March 3, 2026

A regular meeting of the Community Growth and Economic Development Committee was held on Tuesday, March 3, 2026 in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby, Ontario at 9:30 AM.

Councillor Chapman assumed the Chair.

1. Roll Call

Electronic participation was offered for this meeting.
* indicates individuals who participated electronically.

Members

Present: Councillor Chapman, Chair
Councillor Pickles, Vice-Chair*, attended the meeting at 9:32 AM
Councillor Collier* left the meeting at 10: 04 AM
Councillor Kerr
Councillor Shahid
Councillor Woo
Councillor Wotten*
Regional Chair Henry left the meeting at 10:10 AM

Also

Present: Councillor Carter*
Councillor Neal*
Councillor Pettingill*

Staff Present: S. Austin, E. Baxter-Trahair*, M. Broderick*, D. Ellis*, H. Finlay*, L. Fleury, L. Foulds, T. Fraser, S. Gill, C. Goodchild, A. Harras*, R. Inacio, S. Jibb, J. Kelly, C. Leitch, S. Lemon, I. McVey, N. Prasad, L. Trombino* and R. Woon.

2. Declarations of Pecuniary Interest

There were no declarations of pecuniary interest.

3. Adoption of Minutes

Motion #12

Moved by Councillor Kerr, Seconded by Councillor Shahid,
That the minutes of the regular Community Growth and Economic Development Committee meeting held on Tuesday, February 3, 2026, be adopted.

Carried

4. **Statutory Public Meetings**

There were no statutory public meetings.

5. **Presentations**

- 5.1 Pam Lancaster, Conservation Lands Coordinator, Ganaraska Region Conservation Authority; and Roy Mosher, Restoration Coordinator, Central Lake Ontario Conservation Authority
Re: Update on Durham TREES Program – Celebrating 5 Years of Success (2026-CG-7)
-

P. Lancaster, Conservation Lands Coordinator, Ganaraska Region Conservation Authority, and R. Mosher, Restoration Coordinator, Central Lake Ontario Conservation Authority, provided a presentation with an update on the Durham TREES Program. Highlights of the presentation included:

- Durham TREES Delivery Area
- Durham Trees - Locally Developed
- Durham Trees - Collaborative
- Durham Trees - Engagement Focused
- Durham Trees - Project Based Results
- Durham TREES by the numbers
- Benefits Beyond the Tree
- Collaborating for Climate Resilience
- Extension of Service
- New Durham TREES Offering

P. Lancaster and R. Mosher responded to questions with respect to program funding; requirements for the afforestation program; the resources provided; the engagement of community groups for planting; locations where trees have been planted; whether areas susceptible to or demonstrating erosion are part of targeted areas; the tree planting target for Phase 2 versus the total trees planted in Phase 1; the survival rate; spacing between trees; site preparation; the reasons for program success; projected climate impacts on commonly planted tree species; the program website (durhamtrees.org); the possibility of planting trees to create a snow fence; and the Clarington Trees for Rural Roads program.

- 5.2 Stacey Jibb, Manager, Agriculture and Rural Economic Development, and Steffan Lemon, Program Specialist, Agriculture and Rural
Re: Growing Agri-Food Durham Annual Report (2026-EDT-1)
-

S. Jibb, Manager, Agriculture and Rural Economic Development, and S. Lemon, Program Specialist, Agriculture and Rural, provided a presentation regarding Growing Agri-Food Durham Annual Report.

Highlights of the presentation included:

- Growing Agri-Food Durham Purpose
- Goal Areas
 - Goal 1: Retain and expand local food businesses
 - Goal 2: Streamline the regulation and approval process for agri-food business
 - Goal 3: Enable and encourage agriculture related and on-farm diversified uses related to agriculture
 - Goal 4: Advocate for infrastructure support
 - Goal 5: Support businesses to increase agri-food processing capacity
 - Goal 6: Identify opportunities and solutions for the workforce and labour shortages in the agri-food sector
 - Goal 7: Provide resources for aging and young farmers
 - Goal 8: Partner with agriculture organizations to deliver and expand agriculture literacy in the Region
 - Goal 9: Enable a culture of innovation in agriculture and food
 - Goal 10: Enhance urban agriculture
- Annual Reporting and 2026 Priorities

S. Jibb responded to questions with respect to typical areas that farm businesses are diversifying into; the existence of a program advisory committee for the Durham College Barrett Centre of Innovation in Sustainable Urban Agriculture; whether there is an initiative to increase course offerings at community colleges to encourage entry into the agricultural sector; encouraging innovation in agriculture; Goal 3 and the status of implementing policies related to enabling agriculture related and on-farm diversified uses in the Township of Uxbridge; Goal 2 and staff's presentation at an on-farm diversified uses workshop organized by the Municipality of Clarington; and activities related to Goal 7.

6. Delegations

There were no delegations.

7. Community Growth

7.1 Correspondence

- A) Correspondence from County of Prince Edward, Re: Resolution passed at their Council meeting held on January 29, 2026, in support of Bill 21, Protect Our Food Act, 2025
-

Councillor Neal suggested that the correspondence be referred to the Durham Agricultural Advisory Committee.

Motion #13

Moved by Councillor Woo, Seconded by Councillor Kerr,
That the correspondence received from the County of Prince Edward regarding the resolution passed at their Council meeting held on January 29, 2026, in support of Bill 21, Protect Our Food Act, 2025, be received for information.

**Referred to the Durham Agricultural Advisory Committee
(See Following Motion)**

Motion #14

Moved by Councillor Woo, Seconded by Councillor Kerr,
That the correspondence received from the County of Prince Edward regarding the resolution passed at their Council meeting held on January 29, 2026, in support of Bill 21, Protect Our Food Act, 2025, be referred to the Durham Agricultural Advisory Committee for comment.

Carried

- B) Correspondence from Doug Glass, Ajax resident, re: Report #2026-CG-7: Update on Durham TREES Program – Celebrating 5 Years of Success; Report #2026-CG-8: Smart Mobility Durham 2025 Annual Report and 2026 Workplan; and Report #2026-EDT-1: Growing Agri-Food Durham Annual Report
-

Motion #15

Moved by Councillor Kerr, Seconded by Councillor Shahid,
That the correspondence received from Doug Glass, Ajax resident, regarding Report #2026-CG-7, Report #2026-CG-8, and Report #2026-EDT-1, be referred to consideration of Items 7.2 A), 7.2 B), and 8.2 A).

Carried

7.2 Reports

- A) Update on Durham TREES Program – Celebrating 5 Years of Success (2026-CG-7)
-

Report #2026-CG-7 from S. Austin, Commissioner of Community Growth and Economic Development, was received.

Motion #16

Moved by Councillor Shahid, Seconded by Councillor Kerr,
That Report #2026-CG-7 of the Commissioner of Community Growth and Economic Development be received for information.

Carried

B) Smart Mobility Durham 2025 Annual Report and 2026 Workplan
(2026-CG-8)

Report #2026-CG-8 from S. Austin, Commissioner of Community Growth and Economic Development, was received.

Motion #17

Moved by Councillor Shahid, Seconded by Councillor Kerr,
That we recommend to Council:

- A) That Report #2026-CG-8 of the Commissioner of Community Growth and Economic Development, including the Smart Mobility Durham's 2025 Annual Report as outlined in Attachment 1, be received;
- B) That Smart Mobility Durham's 2026 Workplan be approved, as outlined in Attachment 2 to Report #2026-CG-8; and
- C) That a copy of Report #2026-CG-8 be forwarded to the Durham Active Transportation Committee and the Area Municipalities.

Carried

8. Economic Development

8.1 Correspondence

There were no communications to consider.

8.2 Reports

A) Growing Agri-Food Durham Annual Report
(2026-EDT-1)

Report #2026-EDT-1 from S. Austin, Commissioner of Community Growth and Economic Development, was received.

Motion #18

Moved by Councillor Woo, Seconded by Councillor Shahid,
That Report #2026-EDT-1 of the Commissioner of Community Growth 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

There was no other business to be considered.

12. Date of Next Meeting

The next regularly scheduled Community Growth and Economic Development Committee meeting will be held on Tuesday, April 7, 2026 at 9:30 AM in Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby.

13. Adjournment

Motion #19

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

Carried

The meeting adjourned at 10:35 AM

Respectfully submitted,

B. Chapman
Chair

T. Fraser
Committee Clerk



Durham Greener Buildings & District Energy Strategy

Presentation to Community Growth and Economic Development Committee

April 7th 2026



Climate, Growth and Infrastructure Context

- Buildings account for ~33% of community GHG emissions
- Population and employment growth straining energy systems

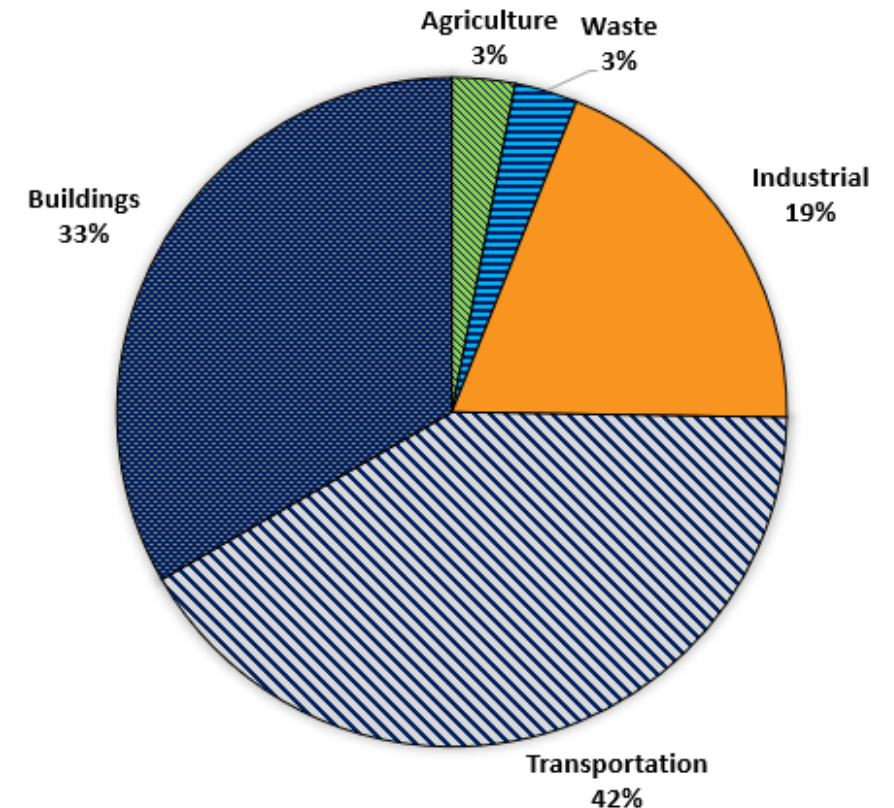
Focus areas:

- **Existing buildings** - Durham Greener Buildings (performance, retrofits)
- **New growth areas** – district energy (low carbon systems in high-density areas)

Supports:

- Improved building performance & emissions reductions
- Energy security and resilience
- Long term cost stability

Durham Community-wide GHG Emissions by Sector in 2024
(Source: Toronto Atmospheric Fund)



Durham Greener Buildings – Program Overview

- Launched in 2024 (3-year program)
- Voluntary benchmarking and capacity-building program
- **Supports:**
 - Energy benchmarking – supports compliance with Ontario’s Energy & Water Reporting and Benchmarking (EWRB) Requirement & Broader Public Sector (BPS) Reporting
 - Performance tracking
 - Retrofit planning
 - Focus on public sector and large buildings



Durham Greener Buildings – Results

- 545 Broader Public Sector (BPS) Buildings Participated (12% increase in enrollment)
- Delivered:
 - Technical support and training
 - Workshops and engagement activities
 - Recognition and performance initiatives – **Durham Greener Buildings Challenge**
- Measurement is foundational to managing energy performance and enabling retrofit action



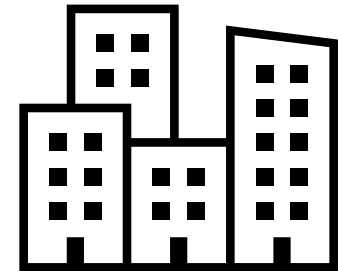
Durham Greener Buildings – Key Insights

- Technical support is critical to participation
- Data quality drives outcomes
- Sector-specific approaches required
- **Key barriers:**
 - Limited awareness on energy benchmarking
 - Data access challenges
 - Split incentives in multi-tenant buildings



Durham Greener Buildings – Phase 2 (2026-2029)

- Continue core program delivery
 - Energy benchmarking, support BPS buildings, improve data quality, expand engagement efforts
- Expand focus to:
 - Community housing
 - Multi-unit residential
- Strengthen alignment with utility programs - connect building owners with retrofit funding, incentives, and technical support.



Durham Greener Buildings – Phase 2 Enhancements

- Enhanced technical support and data quality
- Improved access to incentives, financing, and retrofit pathways
- Expanded utility partnerships for outreach and delivery
- New tools to streamline benchmarking and reporting
- Focus on community housing and Broader Public Sector

Outcomes:

- Improved building performance and asset management
- Supports cost savings & GHG reduction
- Increased retrofit readiness and implementation
- Reduced GHG emissions
- Positions Region for scalable retrofit delivery



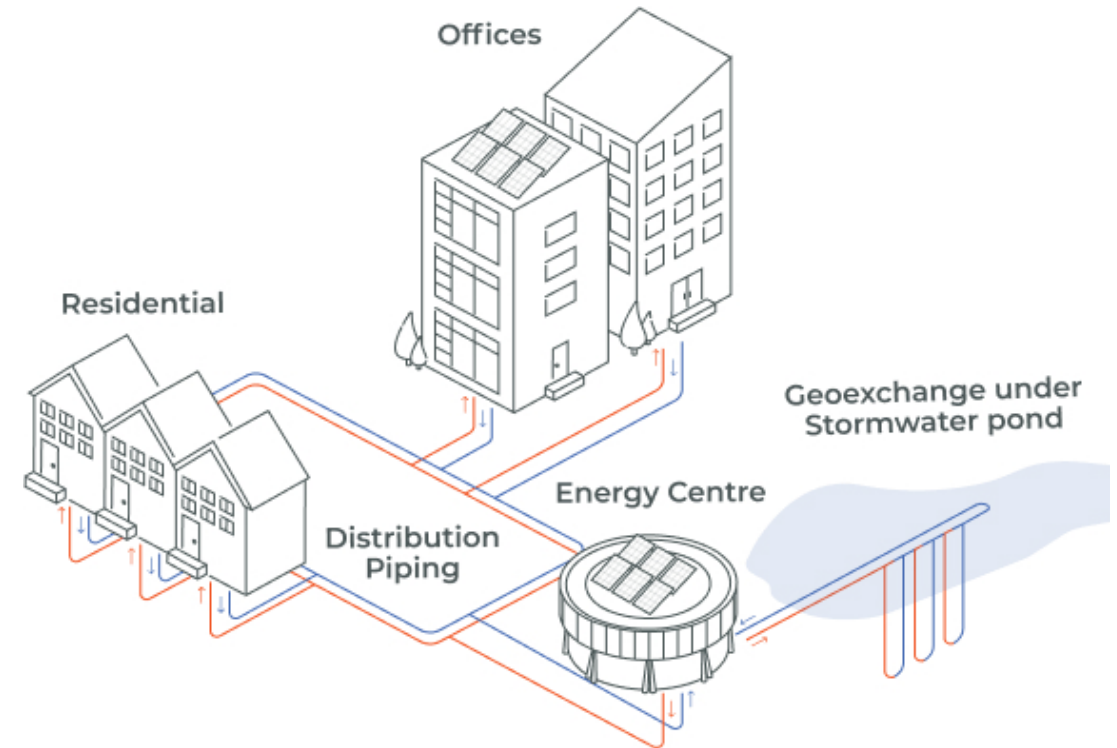


Durham District Energy Strategy & CTOC District Energy Update

- Report provides an update on two related initiatives:
 - Region-wide District Energy Strategy
 - Courtice Transit Oriented Community (CTOC) District Energy System
- Informational update only - no new Council direction requested
- Aligns with broader work on building decarbonization and infrastructure planning

What is District Energy?

- Centralized heating/cooling systems serving multiple buildings through shared infrastructure
- Enables:
 - Use of low-carbon and waste heat sources
 - More efficient, resilient thermal infrastructure
- Most effective in:
 - High-density, mixed-use areas
 - Greenfield developments where infrastructure can be coordinated upfront



Source: Blatchford Renewable Energy Utility

Durham District Energy Strategy

- Advancing a Region-wide District Energy strategy to:
 - Identify and prioritize future district energy opportunities
 - Sequence where detailed feasibility studies should occur
- FCM funding secured (\$200,000) to support development
- **Key work underway:**
 - Heat mapping and demand analysis
 - Wastewater heat recovery analysis
 - Identification of priority implementation areas
- Focused on Strategic Growth Areas and Major Transit Station Areas across Durham
- Completion targeted for **Q2 2027**



Durham District Energy Strategy – Focus Areas

Area Municipality	Location/ Description
Town of Ajax	Focused in the Ajax Downtown Regional Centre Area and the Ajax GO Station Secondary Plan Area
Municipality of Clarington	Focused in the Courtice Transit-Oriented Community Area and the Bowmanville West Urban Centre and Major Transit Station (GO Train) Area
City of Oshawa	Focused in Downtown Oshawa Urban Growth Centre
City of Pickering	Focused in Pickering City Centre Area and Employment Lands
Town of Whitby	Focused in Downtown Whitby Community Secondary Plan area and Whitby GO Station MTSA

CTOC District Energy System – Why Courtice?

Strategic Site Selection

CTOC is a greenfield transit area allowing integration of district energy infrastructure from the start

Proximity to Energy-from-Waste Facility

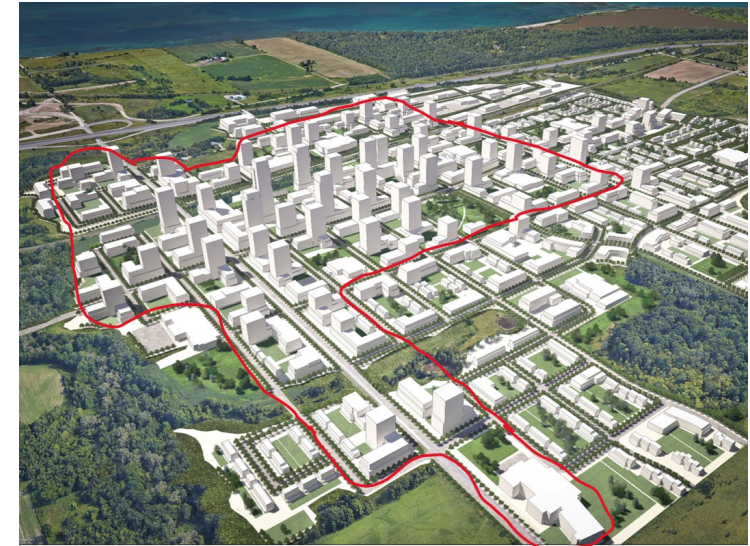
Close location to Durham York Energy Centre enables use of recovered heat as low-carbon energy

Feasibility Study Insights

Study identified heat recovery as preferred supply with phased implementation around Courtice GO Station

Regional Strategy Implications

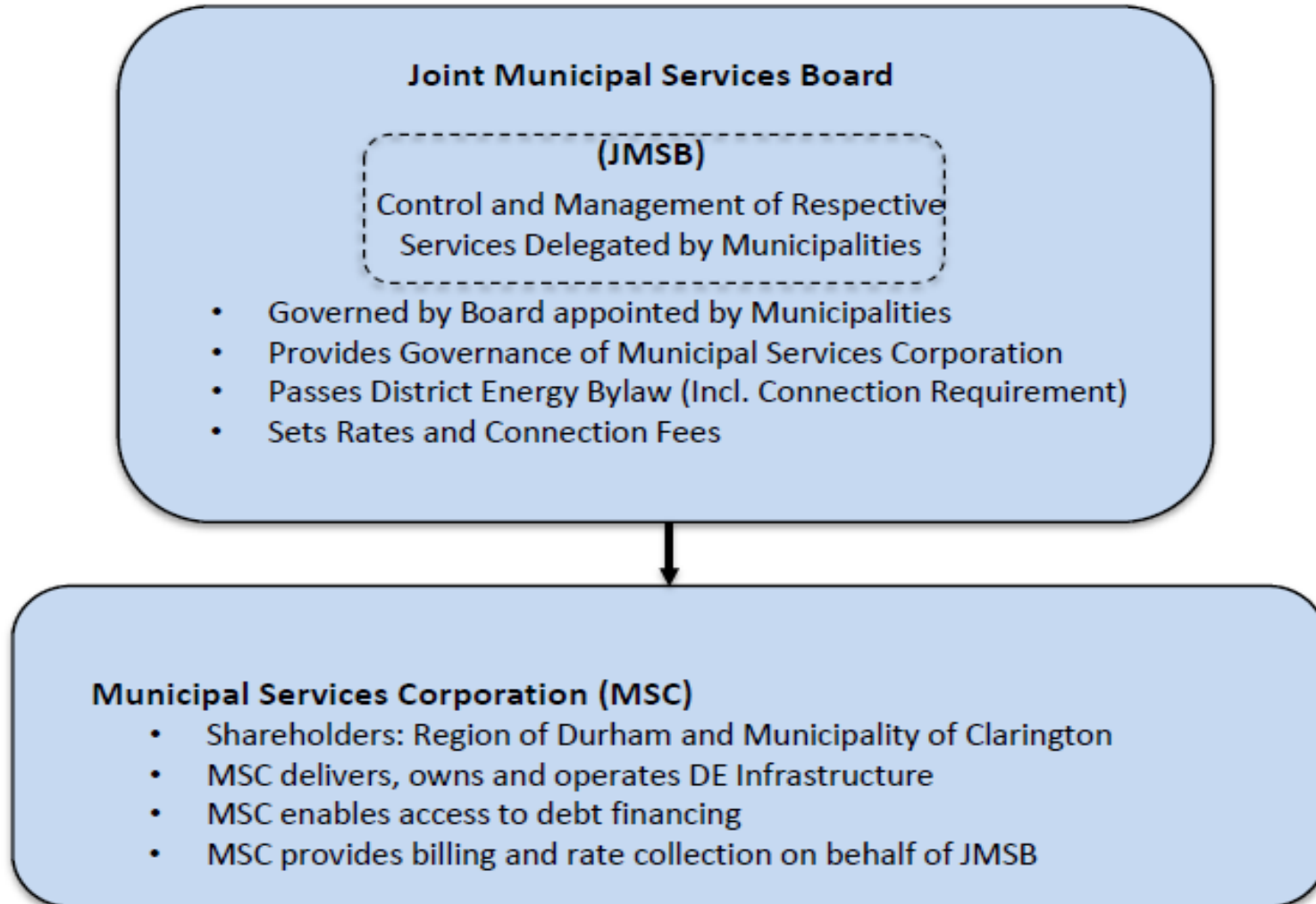
Courtice project serves as a model for future district energy systems in Durham region



CTOC DES: Progress since last Council update

- Continued refinement of:
 - Technical and financial assumptions
 - Comprehensive business case for a Municipal Services Corporation
- District energy supportive policy included in the Clarington adopted CTOC Secondary Plan
- RFEOI issued:
 - Strong market interest
 - Emphasis on clear ownership and governance structures
- Ongoing engagement with:
 - Landowners and developers
 - Metrolinx (GO Station Coordination)
 - MSIFN/Minogi Corp

Durham-Clarington Joint Ownership Model



Timing, Dependencies, and Next Steps

- **Project timing influenced by:**
 - Development market conditions
 - Courtice GO Station delivery timelines
 - Partner alignment
- **Current focus:**
 - Finalize business case and MSC framework
 - Continuing partner and financing discussions
 - Preparing for a Council decision in Q1 2027



Thank You

Ian McVey and Nayel Halim

Environment and Climate Division,
Community Growth and Economic
Development Department

ian.mcvey@durham.ca

Nayel.halim@durham.ca

[durham.ca](https://www.durham.ca)

[@RegionofDurham](https://www.instagram.com/RegionofDurham)





Growing North Durham Annual Report

Durham Region Community
Growth & Economic
Development Committee

April 7, 2026



Background

- Endorsed in early 2023 by Regional and north Durham Township Councils
- Supporting the *Ready Set Future* plan
- Goals and actions to support economic growth across north Durham to 2027
- Commitment to provide annual reports to Councils



Plan Approach

- North Durham-wide collaboration for plan implementation
- Regular communication and meetings

Three Pillars

- People
- Places
- Prosperity



People

- Workforce development
- BACD business support
- Labour Force Study – Employee Transportation
- Talent Attraction Campaign – *North of Unexpected*
- Information sharing with business community
- Business features





Places

- North Durham lens on marketing initiatives and campaigns – 129 mentions
- Scugog EDAC Home Sweet Scugog Program
- Uxbridge Downtown Revitalization
- Program-related and ad-hoc business support





Prosperity

- ROD grant applications – Uxbridge & Scugog
- Business Visitation Program to support retention
- Investment inquiries
- Building, Business and Parcel inventories
- Ec. Dev assets updated & maintained
- Tourism support on-going
- Agriculture-related (AR) and on-farm diversified (OFD) uses



Looking Ahead

- Workforce development & transportation support
- Scugog Business Program implementation workplan
- Business Visitation Program to support retention
- Building, Business and Parcel inventories



Questions & Thank you!

InvestDurham@durham.ca

InvestDurham.ca



Investment Attraction Metrics

2025 Annual Activity Report

Community Growth and Economic Development
Committee

Maylene Broderick | April 7, 2026



What We Do



Collaboration with DEDP & Durham Region Ecosystem



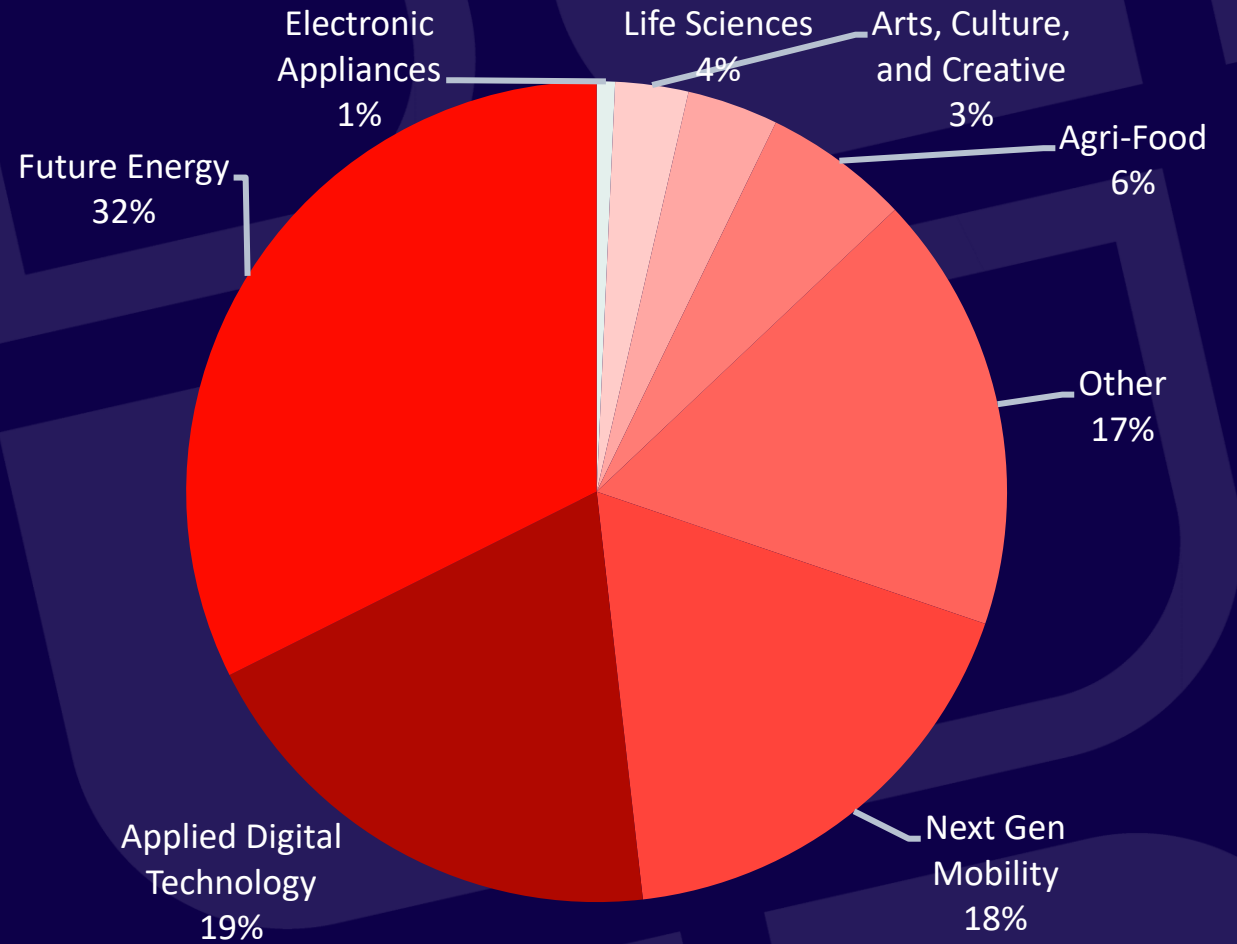
Our Focus



Investment Leads

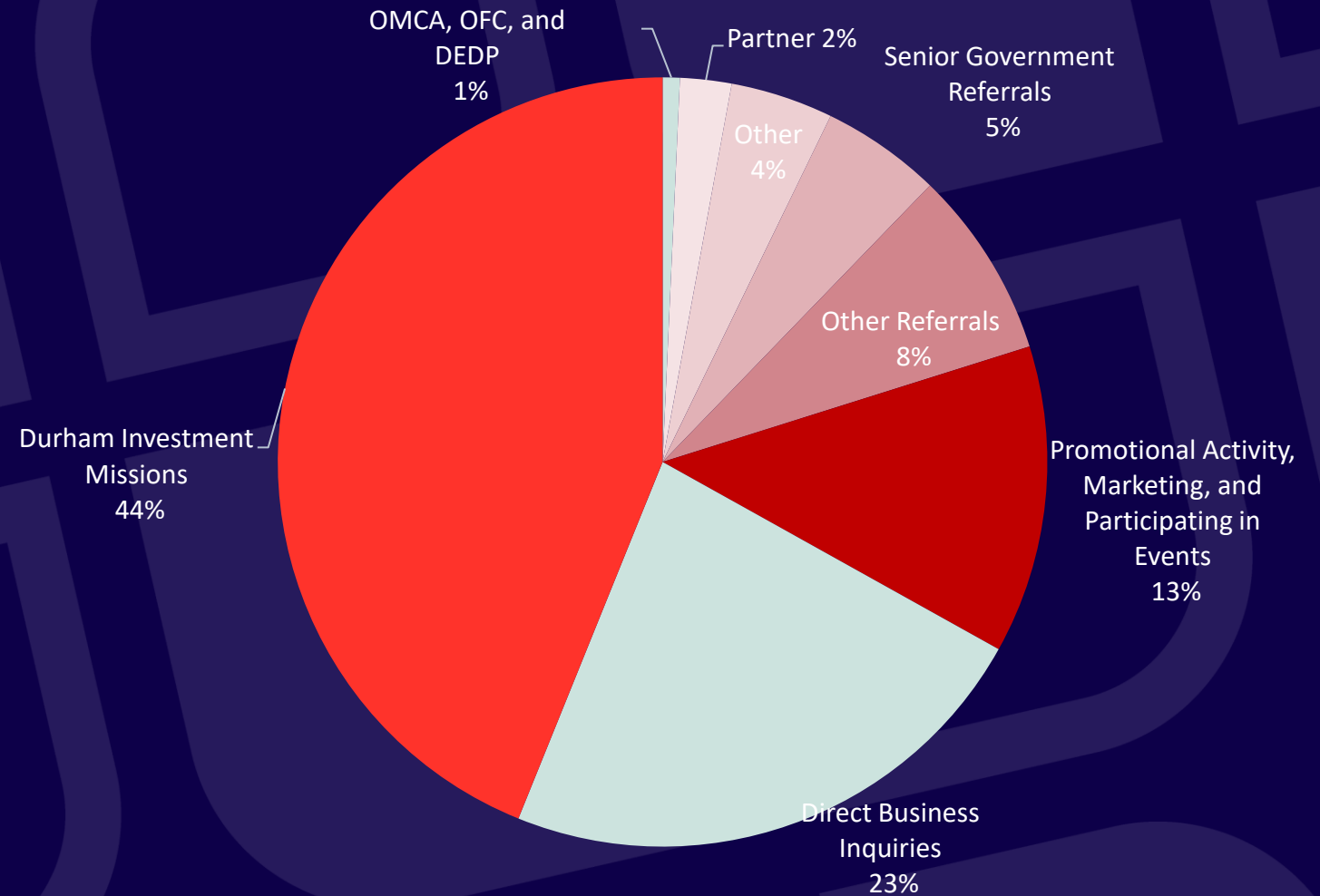
139

83 percent of new leads are in Durham's priority clusters.



Lead Sources

Invest Durham's lead generation and marketing and targeted initiatives, represent 65 percent of the total leads.



Metrics Summary

Annual Metric	Target	Actual
Prospective Investment Leads	125	139
Personalized Pitch Proposals Sent	35	34
Site Selection Services Delivered	25	33
In-Person Inbound Delegations / Tours	10	10
Number of Investment Missions	6	5
Support or Participate in Other Events	21	31
Touchpoints with Prospective Investors	1,000	1,301

Investment Attraction Missions

5



Supporting Events

31



Investment Successes

Clean Energy Capital of Canada

2



Investment Successes

Ajax

- Triforest Manufacturing Inc.
- Shandex Warehouse
- Creekside Ajax Campus
- 1120 – 1200 Salem Road North

Brock

- Underwood
- Alieh Farms
- Southpoint Equipment
- Liang

Clarington

- Action Car & Truck
- D&R Custom Steel
- Marriot Hotel
- GEMTEC
- Hatch

Oshawa

- GEODIS
- Ontario Power Generation
- Truu by Hilton
- Durham Creative Arts Centre
- Northwood Place

Pickering

- Bayridges Industrial Centre
- 1635 Bayly Retail Plaza Expansion
- 1030 Salk Road – Pickering Corporate Park
- Porsche Experience
- Lee Valley Tools – new flagship store
- HITech Bay

Uxbridge

- Rob-Don Properties
- UCEL Expansion
- Zano-Con Environmental Inc.

Scugog

- Windmill Farms
- Port Royal Mills

Whitby

- Mazda Distribution Centre
- Toromont
- Soft Moc
- PPF
- North American Steeles



Conclusion & Key Takeaways

**Strong
Investment
Results**

**Strategic
Partnerships**

**Regional
Collaboration**

**Challenges
and Outlook**



Questions



The Regional Municipality of Durham Report

To: Community Growth and Economic Development Committee
From: Commissioner of Community Growth and Economic Development
Report: #2026-CG-9
Date: April 7, 2026

Subject:

Continuation and Enhancement of the Durham Greener Buildings Program

Recommendation:

That the Community Growth and Economic Development Committee recommends to Regional Council:

- A) That Regional Council endorse the continuation of the Durham Greener Buildings Program for the period 2026–2029, as outlined in this report;
- B) That staff be directed to pursue external funding opportunities and partnerships to enable additional program enhancements, including expanded outreach and engagement with the commercial building sector and increased alignment with utility conservation and demand management programs;
- C) That the Commissioner of Community Growth and Economic Development or designate be authorized to execute the necessary agreement and any ancillary documents with Windfall Ecology Centre on a single source agreement and any ancillary agreements in forms satisfactory to the Regional Solicitor and Commissioner of Finance, to support joint implementation of the Program, as required; and

- D) This report and associated resolution(s) be forwarded to local area municipalities, the Ontario Ministry of Municipal Affairs and Housing, the Ontario Ministry of Energy, Natural Resources Canada, the Association of Municipalities of Ontario and the Federation of Canadian Municipalities for information.
-

Report:

1. Purpose

- 1.1 This report seeks Council endorsement for continuation of the Durham Greener Buildings (DGB) Program (the “Program”) for another three-year implementation period (2026-2029). Specifically, this report proposes the continuation of support for building energy benchmarking, strengthening participation within the Broader Public Sector and community housing sector, and advancing municipal facility energy performance. Continuation of the Program enables the Region to build on the outcomes of the initial 3-year implementation phase, while refining its delivery model based on lessons learned.
- 1.2 This report also seeks direction for staff to collaborate with local utilities and partner organizations to pursue external funding and partnerships that would enable further program enhancements, including expanded support for building retrofits and increased engagement with the commercial building sector. The proposed Program extension will help maintain momentum in improving building energy performance, reducing community-wide greenhouse gas emissions, and supporting cost savings and operational efficiencies for participating organizations, while aligning with Regional sustainability goals and provincial building energy benchmarking requirements.

2. Background

- 2.1 The Durham Greener Buildings (DGB) Program supports Durham Region’s long-term climate and energy objectives by building capacity for energy benchmarking, performance tracking, and retrofit planning across the existing building stock. Buildings account for approximately 33% of the Region’s community-wide greenhouse gas (GHG) emissions, and improving the performance of existing buildings is a critical component of achieving Durham’s climate targets.
- 2.2 The DGB Program was developed to align with the [Durham Community Energy Plan](#) (DCEP), which identifies deep energy retrofits in existing buildings as a key strategy to reduce GHG emissions and advance the transition to a low-carbon economy. The DGB Program functions as a voluntary capacity-building initiative that

complements [Ontario's Energy and Water Reporting and Benchmarking \(EWRB\) regulation](#) by supporting building owners and managers in collecting, managing, and interpreting energy and water data through ENERGY STAR Portfolio Manager (ESPM).

2.3 Since its launch in 2024, the DGB Program has focused on strengthening participation within the Broader Public Sector (BPS), improving data quality and readiness for performance analysis, and piloting strategies to engage the commercial and multi-unit residential sectors.

3. Summary of Durham Greener Buildings Program Implementation (2023-2026)

3.1 Over its first three years of implementation, the Program has demonstrated steady growth in participation and measurable improvements in data completeness and quality. Below is a detailed summary of program implementation:

- In Year 1 (2023) the Program focused on program start-up, launching the Building Challenge, developing an outreach strategy for commercial building engagement, engaging with municipalities and educational organizations through establishment of the Durham Greener Buildings Partnership.
- In Year 2 (2024), the Program enrolled 487 Broader Public Sector buildings across Durham Region municipalities and public institutions. This launch phase focused on establishing foundational program elements, onboarding early participants, and delivering targeted engagement activities, including stakeholder workshops, sector-specific webinars, and the first annual recognition event.
- In Year 3 (2025), participation increased to 545 Broader Public Sector buildings, representing an 11.9% increase in enrollment. Participation from the private and non-profit housing sectors also began to emerge, though remained limited. A key achievement during this period was the significant improvement in benchmarking data quality. Buildings with a full 12 months of energy data increased from 320 in 2024 to 509 in 2025, raising data completeness from approximately 66% to over 93% of enrolled buildings.

3.2 These year over year improvements were driven by sustained technical assistance, follow-up with participants, and increased familiarity with ENERGY STAR Portfolio Manager and reporting requirements.

3.3 Program activities over this period included:

- Delivery of stakeholder workshops and sector-specific educational webinars.
- Establishment of a Greener Buildings Partnership as a stakeholder advisory and capacity-building forum.
- Development of individualized building performance and insight reports.
- Implementation of data-driven outreach and engagement strategies to commercial building participants.
- Introduction of annual recognition and performance-based awards.

3.4 Collectively, these activities positioned the Program as a trusted entry point for benchmarking and performance improvement within Durham Region's public and institutional building sectors.

3.5 Implementation of the Program has generated several important lessons:

- Sustained participation and improved outcomes are strongly linked to hands-on technical support. Many organizations lack internal capacity to manage benchmarking independently, particularly during initial onboarding. Direct support has been essential to achieving increased data quality and continued engagement.
- Improving outcomes among existing participants has proven more effective than prioritizing rapid expansion. Focusing on data completeness and performance tracking has yielded more immediate and measurable benefits than broad but shallow recruitment efforts.
- Sector-specific engagement approaches are required. The motivations, constraints, and decision-making structures of public institutions, non-profit housing providers, and commercial property owners differ substantially. Tailored outreach and messaging improved program relevance and effectiveness.

3.6 Challenges and Barriers:

3.7 Implementation of the DGB program identified several barriers that limited participation and increased the level of effort required for effective outreach and engagement. These are summarized below:

- **Limited awareness and understanding** among commercial, institutional, and multi-unit residential building owners and tenants regarding energy benchmarking requirements, program objectives, and the potential value of

participation, which reduced responsiveness and required additional foundational education.

- **Challenges accessing accurate and up-to-date commercial building ownership and contact information**, compounded by privacy legislation that restricts staff access to building owner contact details, which limited the ability to conduct direct and targeted outreach to eligible commercial building owners and managers.
- **Effort associated with outreach and onboarding** - these demands were particularly pronounced during peak provincial reporting periods, placing additional pressure on program resources.
- **Portfolio-level participation dynamics**, where many commercial building owners manage properties across multiple jurisdictions and rely on separate corporate or national reporting systems, reducing the incentive to engage in a voluntary, regionally focused program.
- **Split incentives in multi-tenant buildings**, which limited alignment between landlords and tenants and reduced interest in benchmarking and data disclosure activities.
- **Concerns related to data privacy and data disclosure**, with some building owners hesitant to participate due to uncertainty about how building performance data would be used, shared, or protected.

3.8 Collectively, these early implementation challenges highlighted the need for more streamlined processes, prioritization of high-impact participants, and stronger alignment with partner programs and utility-led outreach efforts, which are reflected in the proposed Phase 2 program refinements.

3.9 Key takeaways from the first phase of DGB program implementation include:

- Energy benchmarking has proven to be an effective entry point for building retrofit planning, supporting both individual building improvements and portfolio-level decision-making.
- Data quality and reporting consistency improve significantly when participants receive ongoing technical support, follow-up, and guidance.
- Recognition and peer learning play an important role in strengthening participation and normalizing performance transparency. Recognition initiatives, including engagement activities such as the Building Challenge, provided motivation, encouraged healthy competition, and helped showcase leadership in sustainability and climate action across the Region.

- Public sector participation has provided leadership and proof-of-concept, demonstrating feasibility and helping build confidence for broader market transformation.
- Multi-unit residential and social housing buildings represent high-impact opportunities for targeted retrofit support, given their scale, energy use, and potential community benefits.

3.10 Overall, the Program has successfully established a foundation for building energy performance tracking and has demonstrated the value of a coordinated, voluntary approach to capacity-building within the existing building sector.

4. Continuation of Durham Greener Buildings – 2026-2029

4.1 Subject to Council approval, staff propose to extend the DGB Program for a three-year period (2026-2029) as Phase 2 of the Program. The proposed extension builds on the outcomes of the initial implementation phase and responds directly to lessons learned regarding data quality, participant capacity, and the need for stronger alignment with financing and utility incentive programs. Phase 2 is intended to strengthen program effectiveness, expand participation, and better position building owners to advance energy efficiency and emissions reduction efforts.

4.2 The objectives of Phase 2 are to:

- Support continued energy and water benchmarking using ENERGY STAR Portfolio Manager, maintaining benchmarking as a foundational entry point for performance tracking and retrofit planning.
- Strengthen participation and performance outcomes within the Broader Public Sector (BPS) and the multi-unit residential and social housing sectors, where significant energy-saving and community benefit opportunities exist.
- Improve data quality and readiness for performance analysis and retrofit planning through enhanced technical support, follow-up, and reporting consistency.
- Expand the Durham Greener Buildings Partnership as a stakeholder advisory and capacity-building forum. Collaboration with local utilities would support this objective by leveraging utility expertise and resources for marketing, outreach, engagement with commercial building owners, and the delivery of workshops and sponsored events.
- Facilitate access to financing, incentives, and technical support for building retrofits, helping to address key implementation barriers and supporting retrofit activity, including within community housing portfolios.

- Align municipal and utility outreach efforts to support energy efficiency, peak demand reduction, and emissions reductions to streamline coordination and engagement efforts.
- 4.3 Phase 2 will maintain and enhance the core elements of the Durham Greener Buildings (DGB) Program to strengthen delivery, improve participant experience, and support measurable performance outcomes. Key program elements include:
- Ongoing technical support for energy and water benchmarking, reporting, and data quality improvement to ensure consistent and reliable performance tracking.
 - Targeted webinars, workshops, and engagement events designed to build capacity, share practical guidance, and support participant onboarding and retention.
 - Continued operation of the Durham Greener Buildings Partnership, as a platform for BPS leadership, peer learning, and best-practice sharing. BPS participants will continue to play a leadership role by sharing experiences, promoting program participation, and supporting outreach to the commercial building sector through events and knowledge exchange.
 - Annual performance-based recognition and awards to acknowledge leadership, encourage continuous improvement, and normalize transparency in building performance.
 - Individualized building performance and insight reports to provide participants with actionable feedback and support decision-making for retrofit planning.
 - Implement the Battle of the Buildings (BoB) competition to translate standardized benchmarking data into measurable action through peer comparison, technical support, public recognition, and performance-based motivation.
 - Development and deployment of a digital ESPM-based chatbot to support benchmarking activities, data interpretation, and participant self-service.
- 4.4 Focus on community housing and broader public sector building portfolios.
- 4.5 Phase 2 will place increased emphasis on advancing energy benchmarking and retrofit readiness within community housing and BPS building portfolios. This focus builds on the Program's early success within the BPS and reflects the high potential for cost savings, greenhouse gas emissions reductions, and co-benefits related to housing affordability and energy poverty. The Region has secured funding to support retrofit initiatives within the community housing sector, creating a timely opportunity to better align benchmarking and planning activities with implementation

funding. Phase 2 of the DGB Program will thus support this alignment by helping to identify and prioritize high-impact retrofit candidates and improve project readiness.

4.6 Targeted support for these portfolios will include:

- Prioritized technical assistance to support benchmarking, data quality, and performance analysis;
- Identification of high impact retrofit opportunities, informed by existing Community Housing Building Construction Assessments (BCAs);
- Weather-ready and climate resilience assessments to help identify retrofit measures that improve building performance while increasing climate resilience; and
- Alignment with available funding and incentive programs to support implementation readiness and reduce financial barriers to retrofit activity. By strengthening the link between benchmarking, retrofit readiness, and available funding, Phase Two will enhance the Region's ability to advance retrofit delivery within public and community housing portfolios, while reinforcing leadership in climate action and equitable energy transition outcomes.

4.7 Utility and Partner Collaboration

4.8 As part of Phase 2 implementation, staff will collaborate with local electricity and gas utilities (e.g. Elexicon Energy, Oshawa Power and Utilities Corporation (OPUC), Hydro One, and Enbridge Gas) as well as funding partners such as the Toronto Atmospheric Fund (TAF), to enable additional program enhancements, while maintaining a focus on core municipal and Broader Public Sector priorities.

4.9 Engagement with privately owned commercial buildings has proven to be resource-intensive and challenging due to limited internal capacity among building owners, competing operational priorities, and uncertainty regarding the value of benchmarking. At the same time, fiscal constraints require the Region to prioritize core services and public sector leadership, limiting the level of direct outreach that can be sustained for the broader commercial market.

4.10 Utility partnerships are intended to help address this engagement gap by leveraging existing customer relationships, trusted communication channels, and alignment with utility conservation and demand management objectives. Through these partnerships, utility-funded activities would be directed toward:

- Targeted marketing and communications to increase participation in the DGB Program.
 - Sponsorship of workshops and educational events that highlight pathways from benchmarking to action.
 - Commercial sector outreach within utility service territories.
 - Connection of building owners to utility incentive programs and technical supports.
- 4.11 This collaborative approach would strengthen participation in Ontario’s EWRB initiative, support uptake of utility conservation programs, and improve coordination between municipal and utility outreach efforts.
- 4.12 Program Delivery and Phasing
- 4.13 Phase 2 of the DGB Program will be delivered over a three-year period (2026–2029) using a phased approach that allows for program refinement, partnership development, and long-term scalability.
- **Year 1 (2026–2027):** Focus on system development and partnership building, including deployment of the ENERGY STAR Portfolio Manager (ESPM)–based benchmarking chatbot, refinement of communications and outreach strategies, early research and alignment with financing mechanisms, and strengthened collaboration with utilities and funding partners.
 - **Year 2 (2027–2028):** Focus on integration with identified financing and incentive programs, expanded collaboration with partner organizations, and continued delivery of technical support and capacity-building activities to support increased participation and improved performance outcomes.
 - **Year 3 (2028–2029):** Focus on program evaluation, optimization, and consolidation of tools, partnerships, and delivery approaches to support long-term scalability across the building sector.
- 4.14 Each year will culminate in an annual recognition event to acknowledge leadership and performance improvements among participating organizations.
- 4.15 Performance Measurement and Indicators

4.16 Phase 2 success will be assessed using the following key performance indicators, which reflect both program efficiency and market transformation outcomes:

- Improved data quality and completeness, including increased consistency, accuracy, and completeness of energy and water benchmarking data submitted by participants.
- Growth in program participation across priority sectors, including Broader Public Sector, community housing, and privately owned commercial buildings.
- More streamlined outreach and technical support delivery, reflected in reduced reliance on manual data requests and increased use of tools such as ESPM data sharing and automated support functions.
- Enhanced tenant and occupant engagement, supported through coordinated strategies with utility partners, including bill inserts, targeted communications, and shared outreach campaigns.
- Increased recognition of benchmarking as a decision-support tool, rather than solely a compliance activity, evidenced by greater use of benchmarking data to inform planning, retrofit readiness, and participation in incentive and financing programs.
- Increased energy efficiency incentives and rebates accruing to Program participants from provincial and federal energy efficiency programs.

4.17 Together, these indicators will support ongoing evaluation of Phase 2 outcomes and inform future program refinement, while ensuring alignment with Regional climate, energy efficiency, and capacity-building objectives.

5. Financial Implications

5.1 The total Regional cost of the proposed Durham Greener Buildings Phase 2 Program is \$150,000 annually over three years, subject to Council approval through the Annual Business Planning and Budget process.

5.2 Funding will support delivery of core program services, including benchmarking support, technical assistance, stakeholder engagements, program administration, and performance-based recognition activities.

5.3 Staff also propose to pursue external funding and partnership contributions from local utilities and other funding organizations to enable program enhancements, particularly to support commercial sector outreach, marketing, and engagement. Any external contributions secured would be used to supplement Regional funding and expand program activities without increasing the Regional cost.

- 5.4 As per Appendix C of the Purchasing By-law (#16-2020), single source purchases are permitted if additional deliveries by the original supplier for goods/services not included in initial procurement if a change of supplier cannot be made due to interchangeability/interoperability with existing goods/services from initial procurement and would cause significant inconvenience or substantial duplication of costs. With Council approval of the recommendations in this report, staff will negotiate a single source agreement with the Windfall Ecology Centre with terms and conditions satisfactory to the Regional Solicitor and Commissioner of Finance.
- 5.5 In the event that external partnership funding is not secured, the Program will proceed as within the approved Regional budget envelope.

6. Previous Reports and Decisions

- 6.1 The Durham Greener Buildings (DGB) program was established in 2024, following Regional Council's adoption of the recommendations outlined in [Report #2023-COW-16](#).

7. Conclusion and Next Steps

- 7.1 The Durham Greener Buildings Program has established a strong foundation for improving energy performance and reducing greenhouse gas emissions across Durham Region's building sector. The first phase of implementation demonstrated the value of a coordinated, voluntary, and capacity-building approach to energy benchmarking, particularly within the Broader Public Sector.
- 7.2 The proposed Phase 2 extension builds on this foundation by maintaining core benchmarking and engagement functions while strengthening alignment with retrofit financing, utility incentive programs, and partner initiatives. Increased emphasis on community housing, as well as public sector buildings will help address energy affordability and operational efficiency, while collaboration with utilities will support more effective engagement with the commercial sector.
- 7.3 Subject to Council approval, staff will proceed with:
- Negotiating a single source agreement with Windfall Ecology Centre
 - Finalizing partnership discussions with local utilities and funding organizations
 - Implementing the Phase 2 work plan beginning in 2026
 - Continuing annual performance tracking and reporting
 - Delivering annual recognition and stakeholder engagement activities.

- 7.4 The proposed extension of the Durham Greener Buildings Program will support the Region's climate objectives, improve building performance outcomes, and position Durham Region to advance building retrofit readiness in alignment with the Region's sustainability objectives.
- 7.5 For additional information, contact: Ian McVey, Director of Environment and Climate at 905-668-7711, extension 3803.
- 7.6 Approved by Ian McVey, Director of Environment and Climate at 905-668-7711, extension 3803.

8. Relationship to Strategic Plan

- 8.1 This report aligns with/addresses the following Strategic Direction(s) and Pathway(s) in Durham Region's 2025-2035 Strategic Plan:
- Environmental Sustainability and Climate Action
 - E1. Reduce corporate greenhouse gas emissions to meet established targets.
 - E2. Collaborate with partners on the low-carbon transition to reduce community greenhouse gas emissions across Durham Region.
 - E3. Prepare for and respond to severe weather impacts.
 - E4. Lead the transition to sustainable living through waste management, diversion, and the circular economy.
 - Resilient Local Economies
 - R1. Attract and retain quality employers that strengthen key economic sectors, including energy and technology.
 - R3. Develop, attract, and support a skilled and qualified workforce, including youth and newcomers.
 - Strong Relationships
 - S3. Collaborate across local area municipalities, with agencies, non-profits, and community partners to deliver co-ordinated and efficient services.

Prepared by: Nayel Halim, Policy Advisor, at 905-668-7711, extension 3803.

Respectfully submitted,

Original signed by

Sandra Austin
Commissioner of Community Growth and
Economic Development

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer

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



The Regional Municipality of Durham Report

To: Community Growth and Economic Development Committee
From: Commissioner of Community Growth and Economic Development
Report: #2026-CG-10
Date: April 7, 2026

Subject:

Durham District Energy Strategy and Courtice Transit Oriented Community District Energy Update

Recommendation:

That the Community Growth and Economic Development Committee recommends:

That this report be received for information

Report:

1. Purpose

1.1 This report provides Council with an update on the Region's ongoing district energy initiatives, including:

- a) Development of a region-wide district energy strategy; and
- b) The Courtice Transit Oriented Community (CTOC) district energy project.

2. Background

2.1 Durham Region and local area municipalities have set targets to reduce greenhouse gas (GHG) emissions. To meet these targets, it is imperative that GHG emissions from heating and cooling both new and existing buildings are reduced. As of 2024, commercial, institutional and residential buildings together account for 33 per cent of the Region's GHG emissions.

- 2.2 To accelerate GHG reductions in new construction and existing buildings, both building energy performance and transformation to low-carbon energy systems must be considered in parallel. This report is presented alongside report #2026-CG-9 (Continuation of Durham Greener Buildings Program) to highlight the alignment in these efforts.
- 2.3 District energy is identified as one of the top five strategies for reducing community-wide GHG emissions in the Council-endorsed [Durham Community Energy Plan](#) (DCEP). Beyond emissions reductions, district energy systems can support simplified building operations and maintenance, fuel flexibility, and reduced lifecycle costs for building owners and occupants. District energy infrastructure can also support high-quality local employment and long-term economic development.
- 2.4 District energy systems are generally most cost-effective in high-density, mixed-use developments, where infrastructure costs can be shared among multiple users and where heating demand varies throughout the day. These systems are particularly well-suited to greenfield developments, where they can be planned, coordinated and implemented alongside other municipal and utility infrastructure.
- 2.5 Electricity system capacity constraints in the eastern Greater Toronto Area (GTA) further reinforce the relevance of diversified energy infrastructure such as district energy. Forecasts prepared by the Independent Electricity System Operator (IESO) indicate that electricity demand in the GTA East region could increase by 98 per cent in summer and 126 per cent in winter by 2044 ([Report #2025-CG-11](#)). These increases are driven by electrification trends across residential, commercial, and industrial sectors and exceed the projected increase in demand province-wide. District energy can reduce reliance on peak electrical loads by using alternative thermal energy sources, helping to manage long-term utility costs and deferring the need for major electrical system upgrades.
- 2.6 In June 2025 the Government of Ontario released an Integrated Energy Plan, [Energy for Generations](#), that recognized the electricity system value of district energy with implementation directives to the IESO and OEB:
- a) Directive to IESO: “With respect to the Government of Ontario’s objective of expanding district energy systems, the IESO shall identify opportunities within current and upcoming policies, programs, and procurements for new and existing district energy systems that support forecasted electricity system needs”

- b) Directive to the OEB: “Report back by Oct. 31 '26 on the scope, timing and resourcing considerations for potential expansion of the OEB’s mandate to reflect the evolving energy landscape. The report should consider the overall suitability and potential challenges of a mandate expansion that addresses the specific opportunities of: ...district energy”.
- 2.7 The [Royal Bank of Canada has identified district heating and shared thermal infrastructure](#) as a cost-effective solution for fiscally strained municipalities, noting the ability to leverage existing municipal assets, support long-term cost recovery through user rates, and reduce pressure on traditional municipal capital budgets. The analysis highlights district energy as an approach that can improve infrastructure efficiency while supporting economic activity in local energy and construction sectors.

3. Development of a Durham District Energy Strategy

- 3.1 Regional staff advancing district energy opportunities through a district energy strategy that includes:
- a) region-wide opportunity analysis and prioritization across strategic growth areas,
 - b) detailed feasibility studies in identified priority areas,
 - c) developing an effective strategy to attract private sector investment, and
 - d) working with partners to develop a supportive policy framework.

District Energy Opportunity Analysis and Prioritization

- 3.2 The Regional Official Plan identifies Strategic Growth Areas where coordinated infrastructure delivery is required to support intensification and economic development. These include Durham Region’s Major Transit Station Areas (MTSAs) along the Lakeshore East GO corridor.
- 3.3 Over the course of 2026-2027 staff will advance a Region-wide district energy opportunity analysis across strategic growth areas to develop a clear prioritization of district energy opportunity areas. To support the development of this analysis staff applied for and successfully secured \$200,000 in grant funding through the Federation of Canadian Municipalities’ (FCM) Community Energy Systems stream to support technical analysis and development of the Plan.

3.4 Key elements of the opportunity analysis include:

- a) Region-wide spatial heat mapping to identify waste heat opportunities (including wastewater, municipal facilities, and commercial, institutional, and industrial sources);
- b) Assessment of current and future heat demand across growth areas; and
- c) Identification of priority heat planning areas where district energy may be most viable. These priority areas will inform an initial five-year implementation plan and guide where more detailed feasibility and business case work should be advanced.

3.5 The spatial heat mapping will focus on Strategic Growth Areas and urban centres identified in **Table 1**, where higher density development supports district energy viability. This analysis will focus on urban centres across area municipalities (Ajax, Whitby, Pickering, Oshawa, and Clarington) to help identify neighbourhoods with strong potential for district/thermal energy applications. Additional locations, including other Strategic Growth Areas, Major Transit Station Areas (MTSAs), Regional Centres, and redevelopment nodes such as Whitby GO and Bowmanville GO, will also be considered where strong district energy potential exists.

Table 1 – Region’s Strategic Growth Areas

Area Municipality	Location/ Description
Town of Ajax	Focused in the Ajax Downtown Regional Centre Area and the Ajax GO Station Secondary Plan Area
Municipality of Clarington	Focused in the Courtice Transit-Oriented Community Area and the Bowmanville West Urban Centre and Major Transit Station (GO Train) Area
City of Oshawa	Focused in Downtown Oshawa Urban Growth Centre
City of Pickering	Focused in Pickering City Centre Area and Employment Lands
Town of Whitby	Focused in Downtown Whitby Community Secondary Plan area and Whitby GO Station MTSA

- 3.6 Another key component of analysis is assessing the thermal energy potential of the Region's wastewater infrastructure. This involves deploying sensors at six locations across urban centres in Pickering, Ajax, Whitby, Oshawa, and Clarington to measure temperature and flow over a 12-month period.
- 3.7 The Durham Region District Energy Opportunity Analysis and Prioritization is anticipated to be completed in the first half of 2027. Once completed, the Region will have a strategic roadmap to guide future district energy infrastructure development. This feasibility analysis across all of the Region's strategic growth areas will help establish priority areas for implementation as well as a framework of policy and governance to enable strategic execution. Additionally, this initiative will support building capacity among local area municipalities, enhancing the ability to leverage low-carbon district energy and fostering an integrated planning approach that unites stakeholders and cross-departmental teams to achieve sustainable, low-carbon goals.

4. Courtice District Energy System (DES) Project Update

- 4.1 Regional staff have advanced a detailed feasibility study on the Courtice Transit Oriented Community (CTOC) MTSA, which was first presented to Council in 2024 through report [#2024-COW-1](#). CTOC was selected as the first area for a detailed feasibility study due to a confluence of factors including:
- a) The CTOC MTSA is a greenfield development area where new infrastructure is yet to be implemented (e.g. roads, water supply, sanitary sewer). This provides the opportunity to coordinate district energy implementation with overall site servicing to realize economies of scope and scale while minimizing future disruption;
 - b) The CTOC MTSA is strategically located within proximity to the Durham York Energy Centre (DYEC) which is governed by a [Host Community Agreement](#) between Durham Region and Clarington that commits to “strongly encourage and promote development within the Clarington Energy Park and other areas of Clarington to utilize district heating and cooling provided by the energy from waste facility”; and
 - c) The CTOC MTSA is projected to see significant new population density and commercial floor area over the coming decades.
- 4.2 This work identified a preferred low-carbon energy source and technology (i.e. heat recovery from the Durham York Energy Centre), infrastructure requirements, site service area and system phasing for business case development. This report found

strong potential for a district energy system serving high-density development in CTOC and directed staff to develop a recommended ownership and governance model in collaboration with the Municipality of Clarington.

- 4.3 In May 2025 Regional staff presented an update to Regional Council on the CTOC DES initiative through report [#2025-COW-19](#) which included recommendations for a joint municipal ownership model supported by a private sector delivery partner. Since the previous update, staff have maintained engagement with landowners within the Courtice Transit-Oriented Community (CTOC) and continued to refine the project's business case and delivery approach in collaboration with staff from the Municipality of Clarington. Key activities include the refinement of technical and financial assumptions, and the development of a comprehensive business case to support implementation through a Municipal Services Corporation (MSC).
- 4.4 In collaboration with the Municipality of Clarington, staff supported the inclusion of district energy supportive policy in the [CTOC Secondary Plan](#). The Secondary Plan has now been adopted by Clarington Council and includes policy direction to enable DES infrastructure within the CTOC Major Transit Station Area (MTSA). The Secondary Plan is currently under review by the Ontario Ministry of Municipal Affairs and Housing (MMAH).
- 4.5 Staff have also issued a Request for Expressions of Interest (RFEOI) to assess private-sector interest in collaboration to deliver DE infrastructure in CTOC. The RFEOI generated strong interest from the district energy market, including major Canadian operators and parties with construction, operational, and financing expertise. Feedback emphasized the importance of clearly defined governance, roles, and decision-making processes, and indicated openness to potential economic partnership opportunities.
- 4.6 The Courtice DES is closely tied to the delivery of the future Courtice GO Station and the surrounding transit-oriented development planned for the CTOC area. Staff continue to engage with landowners, developers, and Metrolinx to coordinate infrastructure planning and ensure that district energy development aligns with GO station delivery timelines and broader development phasing.
- 4.7 In parallel, staff are refining the technical and financial assumptions underpinning the business case, including reference case development, capital cost estimates, connection fee methodology, and rate-setting principles to support transparency, fairness, and long-term financial sustainability.

- 4.8 Staff have also begun engagement with potential financing partners, including infrastructure lenders and funding agencies, to explore financing structures and grant opportunities that could support implementation of the Courtice DES. These discussions will help inform the financial strategy for the project as the business case is further refined.
- 4.9 Staff are continuing engagement with the Mississaugas of Scugog Island First Nation (MSIFN) and its economic development corporation, Minogi Corp., to explore collaborative opportunities related to the Courtice DES. These discussions include potential economic partnership opportunities and identifying funding or investment opportunities, as several federal programs prioritize Indigenous-led or Indigenous-partnered clean energy projects.
- 4.10 Collectively, these activities position the Courtice DES for continued advancement toward a Council decision on implementation, subject to completion of the business case and further reporting. Previous reporting anticipated returning to Council in early 2026 with a finalized business case for the Courtice DES. However, additional time has been required to further refine the business case and ensure alignment with several external factors influencing the project. These include slower-than-anticipated development activity in the current market environment, evolving timelines related to the delivery of the future Courtice GO Station and associated transit-oriented development, and the need to continue engagement with key partners. Ensuring alignment is important to support the long-term viability and successful implementation of the system.
- 4.11 The following activities are underway or planned to advance the Courtice District Energy System for future Council decision in Q1 2027:
- a) Continued engagement with landowners and stakeholders within CTOC to support system alignment and phasing;
 - b) Ongoing refinement of the Courtice DES business case, including governance, financial, operational, implementation, and risk components;
 - c) Further development of the Municipal Services Corporation (MSC) business plan to support Council consideration;
 - d) Continued discussions with potential financing partners and funding agencies regarding financing structures and grant opportunities; and
 - e) Preparation of future reporting to Council upon completion of the refined business case.

5. Previous Reports and Decisions

- 5.1 The Courtice DES Recommended Business Model and Governance Framework [Report #2025-COW-19](#) was approved by Regional Council. The report sought Council endorsement to undertake next steps in implementing the district energy system, issue a RFEOI, explore financing partnerships, refine business case, and develop the MSC business plan.
- 5.2 The district energy strategy received FCM funding of \$200,000 after Regional Council's adoption of the recommendations outlined in [Report #2024-COW-49](#). The Plan supports the assessment and prioritization of district energy and waste heat recovery opportunities across the Region's Strategic Growth Areas.

6. Conclusion

- 6.1 Regional Staff will continue to advance both the region-wide district energy strategy and the detailed technical and financial analysis focused on the CTOC DES opportunity area. The broader strategy will result in a prioritization of district energy opportunity areas beyond CTOC, and an implementation roadmap, while the focused CTOC DES work is expected to lead to DE infrastructure delivery in time for the high-density development planned around the future Courtice GO Station.
- 6.2 Together, these initiatives support:
- more efficient use of regional and municipal infrastructure assets;
 - reduced lifecycle costs for building occupants and local utilities;
 - diversification and security of energy supply;
 - improved resilience to utility capacity constraints; and
 - support for local clean energy and construction sectors.
- 6.3 These outcomes align with Council's priorities related to infrastructure planning, economic development, environmental sustainability and risk management.

7. Relationship to Strategic Plan

- 7.1 This report aligns with/addresses the following Strategic Direction(s) and Pathway(s) in Durham Region's 2025-2035 Strategic Plan:
- a) Environmental Sustainability and Climate Action
- E1. Reduce corporate greenhouse gas emissions to meet established targets.

- E2. Collaborate with partners on the low-carbon transition to reduce community greenhouse gas emissions across Durham Region.
 - E3. Prepare for and respond to severe weather impacts.
 - E4. Lead the transition to sustainable living through waste management, diversion, and the circular economy.
- b) Resilient Local Economies
- R1. Attract and retain quality employers that strengthen key economic sectors, including energy and technology.
 - R3. Develop, attract, and support a skilled and qualified workforce, including youth and newcomers.
- c) Strong Relationships
- S3. Collaborate across local area municipalities, with agencies, non-profits, and community partners to deliver co-ordinated and efficient services.

Respectfully submitted,

Original signed by

Sandra Austin
Commissioner of Community Growth and
Economic Development

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer



The Regional Municipality of Durham Report

To: Community Growth and Economic Development Committee
From: Commissioner of Community Growth and Economic Development
Report: #2026-CG-11
Date: April 7, 2026

Subject:

Proposed changes to the Durham Climate Roundtable and Durham Environment and Climate Advisory Committee

Recommendation:

That the Community Growth and Economic Development Committee recommends to Regional Council:

- A) That the Region's collaboration agreement with Ontario Tech University governing the establishment and operation of the Durham Climate Roundtable not be renewed for another four-year term;
 - B) That the Durham Climate Roundtable and the Durham Environment and Climate Advisory Committee be transitioned to a new Durham Environment and Climate Advisory Table, effective for the next Council term, commencing in December 2026;
 - C) That the Durham Environment and Climate Advisory Committee be dissolved as an advisory committee to Regional Council effective November 14, 2026; and
 - D) That the proposed terms of reference for the Durham Environment and Climate Advisory Table, included as Attachment #1 to this report, be approved.
-

Report:

1. Purpose

- 1.1 The purpose of this report is to seek Regional Council endorsement of staff recommendations to:

- a. decline to renew the Durham Climate Roundtable Collaboration agreement with Ontario Tech University for another four-year term, and initiate an early termination of the existing agreement, to reduce costs amidst ongoing Regional budget pressures; and
- b. transition the existing Durham Environment and Climate Advisory Committee (DECAC) to a new Durham Environment and Climate Advisory Table (DECAT) with new terms of reference and membership structure that includes representation from individuals and organizations that are currently included in the Durham Climate Roundtable Leadership Committee.

2. Background

- 2.1 The Durham Environmental Advisory Committee (DEAC) was established in 2003 to provide advice to the Region on environmental planning matters, as expressed in the Regional Official Plan, and to be proactive and advise on matters identified on its own initiative.
- 2.2 In 2009, Regional Council established the Durham Region Roundtable on Climate Change (DRRCC) to lead the development of the Region's first ever climate change plan. Released in 2012, ['From Vision to Action: Region of Durham Community Climate Change Local Action Plan 2012'](#) helped to position the Region of Durham as a leader in addressing climate change.
- 2.3 In 2022, Regional Council approved changes to these advisory committees, through [Report #2022-COW-28](#). Changes included dissolving the DRRCC, revising the name of DEAC to the Durham Environment and Climate Advisory Committee (DECAC) and expanding its mandate to include climate change matters.
- 2.4 DECAC has operated throughout the current term of Council, reporting through the Community Growth and Economic Development Committee.
- 2.5 In 2022, in addition to dissolving the DRRCC and revising the name and mandate of DEAC, Regional Council endorsed a collaboration agreement with Ontario Tech University to establish an independent multi-stakeholder entity, based within the University's Brilliant Energy Institute, the Durham Climate Roundtable (DCR). The DCR's mandate is to support leadership and coordination between the Region, area municipalities, the University, and other key organizations within the community on actions required to transition towards a net zero clean energy economy. Key functions of the independent DCR have included:

- a. monitoring progress towards GHG emission targets set by the Region and area municipalities through an annual GHG progress report;
 - b. maintaining a [website](#) and social media presence to communicate the DCR's objectives, program of activities, and project deliverables;
 - c. organizing an annual multi-stakeholder climate forum where organizations and community members can receive updates on progress toward GHG targets, share ideas and best practices, and celebrate success; and
 - d. establishing a Leadership Committee consisting of elected official representatives from the Region, area municipalities, the Mississaugas of Scugog Island First Nation, and representatives from academia, industry and community organizations in the Region.
- 2.6 The collaboration agreement was executed in January 2023 and runs until November 2026. As part of the agreement, the Region provides Ontario Tech University with an annual \$100,000 contribution to help fulfill the mandate and functions outlined above. The agreement includes a provision enabling renewal of the agreement for another four-year term subject to Council approval.
- 2.7 In alignment with the collaboration agreement, the University, through the Brilliant Energy Institute, has undertaken several activities in support of the DCR mandate, including:
- a. hosting semi-annual DCR Leadership Committee meetings;
 - b. producing an annual GHG progress report with regional-level emissions data for Durham Region; and
 - c. supporting the organization of the annual DCR Fall Forum, which has had growing attendance each year and features keynote presentations from Ontario Tech University academics, panel discussions, and exhibitor booths to help connect people to organizations working on climate solutions.

3. Previous Reports and Decisions

- 3.1 Changes to the DEAC and DRRCC were endorsed through [Report #2022-COW-28](#) in December 2022.
- 3.2 The 2025 Annual Report and 2026 Workplan for the DECAC was endorsed through [Report #2026-CG-2](#) in January 2026.

4. Proposed Changes to Climate Advisory Bodies

- 4.1 Important progress has been made through the collaboration agreement with Ontario Tech University. However, staff do not recommend renewal of the current agreement for another four-year term. Regional staff recommend that the current collaboration agreement be terminated before the end of the term. The agreement allows either Party to terminate the agreement upon sixty (60) calendar days prior written notice to the other Party.
- 4.2 There is an opportunity to strengthen resident and industry participation and achieve more impactful outcomes through:
- a. the establishment of a new advisory table to replace the DECAC with representation from residents and organizations currently included in the independent DCR Leadership Committee (see Attachment #1 for proposed terms of reference);
 - b. work with The Atmospheric Fund (TAF) to augment their [Annual Carbon Emissions Inventory](#) for the Greater Toronto and Hamilton Area to include a greater level of insight on area municipal and regional emissions data. Notably, TAF's annual inventory already includes some GHG data for each area municipality in Durham, as well as a policy tracker; and
 - c. using Regional staff resources to organize and host the annual Durham Climate Forum. This event has been hosted at Regional Headquarters for the past two years and involves considerable effort from Regional staff. Making this a Region-organized and hosted event leverages existing resources.
- 4.3 More broadly, the evolution of the Community Growth and Economic Development Department has brought climate change expertise into the department, creating the opportunity to combine the functions of the DCR and DECAC into an environment and climate advisory table. This will result in administrative efficiencies and strengthen the Region's environmental and climate-related work.

5. Proposed new DECAT Terms of Reference

- 5.1 The proposed terms of reference for the new DECAT is included as Attachment #1 to this report.
- 5.2 The existing DECAC is a formal advisory committee established by Regional Council with prescribed rules under the Municipal Act, including strict procedural and reporting requirements. The new DECAT is proposed to be an advisory table that will provide advice and peer review from Durham's diverse community to inform

community-wide implementation of Durham's environmental sustainability and climate action initiatives. The Region has established other bodies and working groups under this model, such as the Durham Local Immigration Partnership (DLIP) and the Durham Advisory Committee on Homelessness (DACH).

- 5.3 The new DECAT will retain many of the existing DECAC's practices, such as the preparation of meeting agendas and minutes, but will allow more flexibility in the membership selection process and meeting quorum requirements, for example.
- 5.4 The current DECAC is comprised entirely of citizen members and a representative from the Community Growth and Economic Development Committee. Eight of these citizen members are area municipally appointed, requiring approval at area municipal Council meetings.
- 5.5 The new membership structure is proposed to be a minimum of 13, but not more than 17 members representing both Durham residents and organizations from sectors such as local building, transportation, energy, waste, etc. A member of the Community Growth and Economic Development Committee will also sit on the new advisory table. Regional staff will review and recommend membership for Regional Council endorsement. This change will facilitate greater efficiency and allow Regional Council to fill vacancies quickly.
- 5.6 Existing DECAC membership were consulted on the draft terms of reference for the new DECAT and provided their feedback to staff, which was incorporated into the proposed terms of reference included with this report.

6. Relationship to Strategic Plan

- 6.1 This report aligns with the following Strategic Directions and Pathways in Durham Region's 2025-2035 Strategic Plan:
 - a. Environmental Sustainability and Climate Action
 - E2. Collaborate with partners on the low-carbon transition to reduce community greenhouse gas emissions across Durham Region.
 - b. Strong Relationships
 - S1. Enhance inclusive opportunities for community engagement and meaningful collaboration.
 - S5. Ensure accountable and transparent decision-making to serve community needs, while responsibly managing available resources.

6.2 This report aligns with the following Foundation in Durham Region's 2025-2035 Strategic Plan:

- a. Processes: Continuously improving processes to ensure we are responsive to community needs.

7. Conclusion

7.1 The changes proposed in this report will enhance critical engagement with organizations and individuals with diverse perspectives to advise Regional staff and Council on how to achieve climate and environmental objectives. A revised structure will also maintain important community engagement initiatives like the annual climate forum and Environmental Achievement Awards, all while achieving financial efficiencies in the context of Regional budget pressures.

7.2 For additional information, contact: Ian McVey, Director Environment and Climate, at Ian.Mcvey@durham.ca.

7.3 Report and attachment prepared by Amanda Bathe, Principal Planner, Amanda.Bathe@durham.ca.

8. Attachments

- Attachment #1: Draft Terms of Reference for the Durham Environment and Climate Advisory Table.

Respectfully submitted,

Original signed by

Sandra Austin
Commissioner of Community Growth and
Economic Development

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer



Durham Environment and Climate Advisory Table

Terms of Reference

1. Mandate

- 1.1 The role of the Durham Environment and Climate Advisory Table (DECAT) is to provide advice to Regional staff from Durham's diverse community to inform community-wide implementation of Durham's environmental sustainability and climate action initiatives, as expressed in Regional policies and plans.
- 1.2 DECAT helps mobilize sectors and communities to move toward our shared goal of a zero-carbon, healthy, equitable, prosperous, and resilient Durham Region.
- 1.3 DECAT is established to act in an advisory capacity and may not direct Regional staff or make binding decisions on the municipal government. Any advice or recommendations that require formal action or implementation by Regional staff must be considered and approved by Regional Council.

2. Scope of Activities

- 2.1 The scope of the DECAT's activities include:
 - provide advice to the Region on effective implementation of new or existing programs, approaches, or policies relating to the natural environment and climate change adaptation and mitigation within Durham;
 - provide advice in identifying and implementing community outreach activities which support the growth of environmental awareness and appreciation in Durham;
 - provide advice on environmental data and the state of natural heritage features and water resources within Durham;
 - share information with, and mobilize, their organizations and/or communities to move forward with the coordinated implementation of environment and climate change initiatives;
 - identify emerging issues and topics for discussion and at the request of Regional standing committees or departments, provide advice on miscellaneous matters as they arise; and
 - review DECAT accomplishments and deliverables annually.

3. Membership

- 3.1 The DECAT will be comprised of thirteen to seventeen members, including one Regional Councillor appointed from the Community Growth and Economic Development Committee. The final number of members will be determined by the Region based on the representation of key sectors, and other factors such as geographic (i.e., area municipal) and demographic representation.
- 3.2 The DECAT will be comprised of representatives of organizations as well as individual members. Organizational representatives will represent sectors such as building, transportation, energy, and waste, etc. The Region will prioritize the inclusion of representation from Indigenous communities, youth and other groups that experience barriers to participation.
- 3.3 Resident applicants with academic qualifications and/or work experience in environmental and climate change-related disciplines will be an important consideration. Experience in a range of professional contexts including public agencies, academia, small business, labour, food systems, professional and industry associations, and community and socially focused organizations, is also encouraged, to bring a diverse range of perspectives to DECAT.
- 3.4 Durham Region will place an open call for individuals interested in appointment to the DECAT, in accordance with the Advisory Committee Recruitment and Selection Policy. Interested individuals will be required to submit a completed application form to the Regional Clerk outlining their interest and qualifications.
- 3.5 The Regional Community Growth and Economic Development Department will review the applications received and nominate members for appointment by the Community Growth and Economic Development Committee and Regional Council.
- 3.6 Membership term shall generally correspond with the term of Regional Council. If a member resigns, Regional staff may seek a replacement from the pool of existing applications, with a view to ensuring that the new member represents a similar constituency, focus area, and/or demographic to the departing member. If a suitable replacement cannot be found, a call for applications will commence.
- 3.7 At the discretion of the DECAT, non-attendance of three consecutive meetings may be sufficient grounds for replacement.

4. Officers

- 4.1 A Chair and a Vice-Chair will be elected annually by the membership of the DECAT. The Community Growth and Economic Development Committee representative will chair the inaugural DECAT meeting.
- 4.2 The role of the Chair/Vice-Chair is to be the primary contact for the DECAT Staff Liaison (see Section 5), preside over meetings, and ensure all members have an opportunity to share input and contribute during meetings.

5. Support Services

- 5.1 A staff liaison from the Community Growth and Economic Development Department will provide administrative, procedural, and technical support to the DECAT. Day-to-day activities of the staff liaison will be supported by Community Growth and Economic Development Department.
- 5.2 Regional staff will attend DECAT meetings to receive advice and feedback on programs and services, as needed.

6. Meetings

- 6.1 The DECAT will meet six (6) times per calendar year and the DECAT will establish a meeting schedule at its inaugural meeting that considers the business needs and schedule of Regional Council and Committees.
- 6.2 Special meetings may be held at the request of the Chair, Vice-Chair, or the Community Growth and Economic Development Department, as required. The staff liaison shall give notice of a special meeting at least 48 hours before the time appointed for such meeting.
- 6.3 Meetings may be held in an electronic or hybrid meeting format with electronic and in-person participation. Committee members may participate electronically using an approved platform. In-person or hybrid meetings will be held at Regional Headquarters, unless otherwise stated.
- 6.4 Meeting attendees are limited to group members and Regional staff. DECAT may invite presenters and observers to attend and/or participate in its meetings, where appropriate.

7. Agenda and Minutes

- 7.1 The DECAT meeting agendas will be prepared by the staff liaison, with input from Regional staff, DECAT members, and the DECAT Chair.
- 7.2 Public notice for regularly scheduled DECAT meetings shall be deemed to be given by making the agenda available from the Community Growth and Economic Development Department one week prior to the meeting.
- 7.3 The minutes of each DECAT meeting will be prepared by Regional staff from Legislative Services and will be submitted for approval at the next regular meeting. The unapproved minutes will be circulated to members of Regional Council as part of the Council Information Package (CIP) prepared by the Regional Clerk.

8. Decision Making

- 8.1 Decisions made by DECAT include, but are not limited to, recommendations to Regional staff regarding environmental and climate change related policy directions, programs and initiatives and/or advice to Regional Council.
- 8.2 The DECAT will seek to achieve consensus on decisions. If a consensus cannot be obtained, the Chair, at his or her discretion, may ask the members of DECAT to vote. Decisions will be reached by majority. In the case of a tie-vote, the Chair of DECAT shall have the deciding vote.
- 8.3 Quorum must be met to facilitate a vote, representing at minimum, a majority of DECAT members.

9. Sub-Committees/Working Groups

- 9.1 DECAT will have the opportunity to create sub-committees/working groups to help undertake activities that fulfill its activities, with approval from the Commissioner of Community Growth and Economic Development or designate. Any sub-committee or working group will be made up of members from DECAT and community volunteers, as needed.
- 9.2 Establishment of a sub-committee or working group will require DECAT members to submit a proposal to the staff liaison describing the proposed mandate, resources required, proposed membership and objectives.

9.3 Working groups will self-organize to hold meetings and select Chairs if deemed necessary. Working groups will inform the staff liaison of all meetings and invite them to attend.

9.4 Working groups will be added as a standing item to the DECAT meeting agenda in order to facilitate updates and reports.

10. Reporting

10.1 Advice from DECAT will be considered and incorporated by Regional staff in reports to Council, where applicable, through the Community Growth and Economic Development Committee.

10.2 An annual report summarizing the activities completed in the previous year shall be prepared by the DECAT staff liaison and forwarded to the Community Growth and Economic Development Committee.

10.3 An annual workplan with an estimate of the resources necessary and any suggested revisions to the Terms of Reference for the coming year shall also be prepared by the DECAT staff liaison for consideration and approval by the Commissioner of Community Growth and Economic Development or designate. To avoid duplication, the DECAT shall ensure that the workplan is co-ordinated with other environmental initiatives in the Region.



The Regional Municipality of Durham Report

To: Community Growth and Economic Development Committee
From: Commissioner of Community Growth and Economic Development
Report: #2026-CG-12
Date: April 7, 2026

Subject:

Regional Staff Comments on Transport Canada's Pickering Lands Public and Stakeholder Consultation

Recommendation:

That the Community Growth and Economic Development Committee recommends to Regional Council:

- A) That the following Regional staff comments be endorsed and submitted to Transport Canada as the Region's response to the public and stakeholder consultation on future uses for the Pickering Lands:
 - i) That the federal government define its priorities and long-term planning horizon for the Pickering Lands and prepare alternative land use concepts for stakeholder evaluation;
 - ii) That should the federal government determine that the Pickering Lands will be used to generate housing opportunities, a comprehensive land use framework be prepared to demonstrate that the creation of a complete and sustainable community balances the various interests in the land;
 - iii) That should a portion of the Pickering Lands be identified for residential development, sites should be set aside in advance for non-market housing, affordable, and supportive housing and that the cost of land to be made available should be discounted in exchange for long-term guarantees for affordable and attainable housing;

- iv) That should a portion of the Pickering Lands be identified as appropriate for employment uses, the federal government should target such industries which support advanced manufacturing (including modular construction);
- v) That timely resolution to align the federal Pickering Airport Site Zoning Regulations and provincial Ministers Zoning Orders on the Pickering Lands be prioritized;
- vi) That the federal government consider the scale of development and rate of growth of surrounding communities when determining the future of the Pickering Lands;
- vii) That the federal government engage with technical experts at the Toronto and Region Conservation Authority (TRCA), Indigenous communities, the Ministry of Agriculture, Food and Agribusiness (OMAFRA), the Ministry of Rural Affairs (MRA), and the Ministry of Environment, Conservation and Parks (MECP) to establish data informed criteria for evaluating high conservation value lands;
- viii) That the federal government prioritize a systems-based approach to expanding Rouge National Urban Park (RNUP), focusing on protecting and enhancing natural features and the linkages between them, but also preserving productive farmland as a stable supply of local food and support to Durham's food value chain and industries related to food production;
- ix) That the federal government consider the Durham Natural System Climate Change Vulnerability Assessment mapping in its assessment of the Pickering Lands;
- x) That the federal government review the Highway Access Management Plan Study, Preliminary Design Study and Class EA for the widening of Highway 7 and the Central Pickering Development Plan Class EA for Regional Services, 2014, for planning purposes for the Pickering Lands;
- xi) That further analysis and consultation specific to water and wastewater servicing and transportation infrastructure will be required for any new land use concept to ensure timing of development will be aligned with other development areas and planned Regional infrastructure expansions and that the appropriate financing arrangements will be in place to support the infrastructure costs related to servicing the Pickering Lands, to ensure that these costs are not funded from Durham residents and businesses;

- xii) That the Region encourages the federal government to ensure meaningful engagement with Indigenous rights holders, including providing appropriate capacity funding to support participation; and
- B) That a copy of this report be forwarded to Durham's area municipalities, conservation authorities, and the Williams Treaty First Nations.
-

Report:

1. Purpose

- 1.1 On March 2, 2026, Transport Canada launched public and stakeholder consultations on future uses for the Pickering Lands (former Pickering Federal Airport Lands). Feedback will be accepted until April 17, 2026. The City of Pickering requested and are awaiting confirmation of an extension to this timeline, as they have retained a consultant to complete a Land Use Review and Economic Analysis for the Pickering Lands.
- 1.2 The purpose of this report is to provide an overview of the consultation program and seek endorsement of Regional staff's comments for this stage of the process.

2. Background

- 2.1 In 1972, the federal government acquired 18,600 acres of land, largely in Pickering, but also Markham and Uxbridge to develop a future airport. The lands are commonly referred to as the Pickering Lands. In 1975, the plan for an airport was put on hold and the land was leased to residential, farm and commercial tenants.
- 2.2 Between 2011 and 2015, the federal government transferred 9,900 acres to Parks Canada for the Rouge National Urban Park (RNUP), retaining 8,700 acres for an airport and related uses. This process was finalized in May 2017.
- 2.3 The Regional Official Plan (ROP) has always recognized and protected the Pickering Lands for a future airport, with no consideration or planning for other land uses. Most recently, Envision Durham, the municipal comprehensive review of the ROP (approved by the province in December 2024) maintained these protections¹.

¹ Pursuant to Bill 23, as of January 1, 2025, the Region of Durham is defined by the province as an "upper-tier municipality without planning responsibilities". The new Regional Official Plan (ROP) has now become part of the Area Municipal Official Plans of Durham's eight municipalities. Each area municipality may repeal or amend it, meaning that each area municipality will have responsibility for the ROP as it pertains to their municipality.

- 2.4 In January 2025, the federal government announced that the Pickering Lands would no longer be used for a future airport. Instead, lands deemed to have high conservation value would be transferred to Parks Canada to support the mandate of RNUP and consultations would commence to determine future uses for the remaining lands.
- 2.5 It is unclear whether the federal government intends to continue to retain ownership and control over all or parts of the Pickering Lands for federal purposes or offer any part of the lands to other levels of government, housing providers, or others for development or conservation purposes.
- 2.6 On September 2, 2025, the Region received a letter from Transport Canada, as the lead on behalf of the federal government, requesting our participation in consultations related to the development of a land management strategy for the Pickering Lands.
- 2.7 To ensure a coordinated response to this request and also future consultations, Regional staff formed an internal working group with representation from Community Growth and Economic Development, Works, Finance, Durham Region Transit, and the CAO's Office.
- 2.8 On September 23, 2025, Regional staff met with representatives from Transport Canada, Canada Lands Company, and Public Service and Procurement Canada for a technical meeting and provided information about the context of the Pickering Lands namely, existing and planned infrastructure investments (roads, transit, water and sewer, etc.) in the vicinity. At the time, Transport Canada indicated that formal public and stakeholder consultations would begin in early 2026.
- 2.9 Following the Minister's announcement that the Pickering lands would not be used for an airport, the City of Pickering retained a consultant for a Land Use Review and Economic Analysis of the Pickering Lands that is anticipated to be complete by mid-May. It is Regional staff's understanding that this analysis will identify Pickering's preferred land use concept, centered on employment area uses, agricultural land protection and potential expansion to RNUP, and that it will form their submission to Transport Canada for this stage of consultation. Regional staff are participating on the steering committee for this analysis and will keep Council informed of its outcome.

3. Previous Reports and Decisions

- 3.1 An update on work to support the development of the potential future airport on the Pickering Lands was provided in [Report #2018-INFO-91](#) (dated June 1, 2018).
- 3.2 An overview of the Minister's announcement that the Pickering Lands would no longer be used as an airport was provided in [Report #2025-INFO-74](#) (dated September 19, 2025).
- 3.3 An update on the launch of public and stakeholder consultations for future land uses of the Pickering Lands was provided in [Report #2026-INFO-011](#) (dated March 6, 2026).

4. Transport Canada Pickering Lands Public and Stakeholder Consultation Program

- 4.1 On March 2, 2026, Transport Canada launched public and stakeholder consultations related to future land uses for the Pickering Lands. Feedback is invited until April 17, 2026.
- 4.2 A [consultation website](#) was developed that includes additional information to help focus public and stakeholder feedback.
- 4.3 Comments can be provided through an [online survey](#) and were also sought at four hybrid consultation sessions held at the Pickering Glen Golf Club on March 11 and 12, 2026. Regional staff participated in a session on March 11, 2026.
- 4.4 Regional staff have also participated in two Transport Canada sector-specific consultation sessions, including a municipal roundtable on March 16, 2026, and a housing roundtable on March 30, 2026.
- 4.5 The municipal roundtable included staff from municipalities in the vicinity of the Pickering Lands, including Durham, Pickering, Ajax, Uxbridge, Whitby, Oshawa, and Markham. The format of this meeting was an open-ended discussion where comments centred on the need for a balanced approach to future land uses. Transport Canada staff were particularly keen to hear municipal staff perspectives on the following key themes:
 - expansion of RNUP;
 - other conservation and environmental protection;
 - agricultural uses;
 - residential, commercial and industrial development;

- infrastructure to support development with discussion on payment in lieu of taxes; and
 - transportation, including the Alto High Speed Rail Canada.
- 4.6 In addition to Regional staff participation in sector-specific roundtable discussions, Transport Canada also invited representatives from the Durham Agricultural Advisory Committee (DAAC) to participate in an agricultural roundtable session on March 26, 2026.
- 4.7 As a result of [Report #2026-INFO-011](#), the launch of the consultations for the Pickering Lands was also discussed at the March 3, 2026, DAAC meeting where the following motion was passed and subsequently used to inform Regional staff comments herein:
- “That with respect to the Federal Airport Lands, the Durham Agricultural Advisory Committee (DAAC) re-affirms its position from the May 10, 2022, DAAC meeting stating that the preservation of agricultural land is vital to ensure Durham Region residents have access to a substantial and stable supply of local food, now and into the future as Durham’s population grows; and that access to growing food supports an entire food value chain and multiple industries related to food production that are imperative to Durham’s overall economic health.”
- 4.8 In addition to the roundtables that Regional staff have been invited to participate in, Transport Canada has also scheduled an environment roundtable that TRCA has been invited to.
- 4.9 It is Regional staff’s understanding that Transport Canada will be preparing a “What we Heard” document following consultations, which will be shared with Regional Council.
- 4.10 In parallel to the consultation opportunities noted above, Transport Canada has indicated that they are actively engaging with First Nations and intend to prepare an internal “What we Learned” document. Regional staff have been discussing the file with the Mississaugas of Scugog Island First Nation (MSIFN) through regular working meetings.
- 5. Regional Staff Analysis and Comments**
- 5.1 The following comments will be provided to Transport Canada in advance of the April 17, 2026 deadline. Regional staff will advise Transport Canada of any changes made to these comments following Regional Council consideration.

Complete Communities

- 5.2 The consultation approach by Transport Canada on the Pickering Lands thus far has been very open-ended. For the Region to effectively comment on this consultation exercise, **it is recommended that the federal government define its priorities and long-term planning horizon for the Pickering Lands and prepare alternative land use concepts for stakeholder evaluation.**
- 5.3 **Should the federal government determine that the Pickering Lands will be used to generate housing opportunities, a comprehensive land use framework be prepared to demonstrate that the creation of a complete and sustainable community balances the various interests in the land, including:**
- natural heritage protection and enhancement, and the preservation of Prime Agricultural Areas, including the transfer of lands deemed to have high conservation value to the RNUP;
 - a range of housing units by size and tenure, for all stages of life and household types, including affordable housing opportunities;
 - community energy planning with a goal of achieving low or net zero carbon energy systems to serve new housing development;
 - a mix of commercial services and employment areas that capitalize on economic opportunities for job creation, including the establishment of prestige Employment Areas located along the Highway 7 corridor and in proximity to Highway 407; and
 - associated public services and amenities, including access to transit, active transportation, and connectivity to surrounding communities.
- 5.4 **Should a portion of the Pickering Lands be identified for residential development, sites should be set aside in advance for non-market housing, affordable, and supportive housing and that the cost of land to be made available should be discounted in exchange for long-term guarantees for affordable and attainable housing.**
- 5.5 **Should a portion of the Pickering Lands be identified as appropriate for employment uses, the federal government should target such industries which support advanced manufacturing (including modular construction).**
- 5.6 The Pickering Airport Site Zoning Regulations, passed under the federal Aeronautics Act, prescribed approach surfaces, bird hazard zones and transitional surfaces which have implications on potential land uses well beyond the Pickering Lands. Further, the Noise Exposure Forecast (NEF) contours from the proposed

airport extended into the new urban expansion area of Northeast Pickering (NEP), which is within the designated urban area. Provincial Ministers Zoning Orders (MZO) are also in place which protect the airport as a land use. **Timely resolution to align the federal Pickering Airport Zoning Regulations and provincial Ministers Zoning Orders on the Pickering Lands should be prioritized.**

Growth Management

- 5.7 To inform Envision Durham, the municipal comprehensive review of the ROP, the Region undertook a Growth Management Study (GMS) which estimated that the City of Pickering's population is anticipated to increase by over 150,000 residents over the next 30 years; a significant portion of which would be anticipated within greenfield areas in the communities of Seaton (immediately south of the Pickering Lands) and the new urban expansion area of NEP (immediately east of the Pickering Lands).
- 5.8 At present, Seaton has approximately 20,000 units of various housing forms in the development pipeline, while NEP anticipates an additional 24,000 units over time. The City of Pickering is currently considering the NEP Secondary Plan; wherein it is not expected that all land in NEP will be built out by 2051.
- 5.9 Given the proximity of both Seaton and NEP to the Pickering Lands and their existing potential for greenfield development within the Urban Area Boundary, as well as the intensification potential that already exists in the City (particularly along the Kingston Road corridor), **the federal government should consider the scale of development and rate of growth of surrounding communities when determining the future of the Pickering Lands.**

Agricultural System Protection and Rouge National Urban Park

- 5.10 The federal government has outlined that a significant opportunity for the Pickering Lands is the transfer of "high conservation value lands" to Parks Canada to expand RNUP. However, the term "high conservation value lands" has yet to be defined. **It is recommended that the federal government engage with technical experts at TRCA, Indigenous communities, the Ministry of Agriculture, Food and Agribusiness (OMAFRA), Ministry of Rural Affairs (MRA), and the Ministry of Environment, Conservation and Parks (MECP) to establish data informed criteria for evaluating high conservation value lands.**

- 5.11 The RNUP's mandate is protecting and presenting the natural and cultural heritage of the Park and its diverse landscapes, promoting a vibrant farming community, and encouraging Canadians to discover and connect with their national protected heritage areas. In recognition of this mandate, **it is recommended that the federal government prioritize a systems-based approach to expanding RNUP, focusing on protecting and enhancing natural features and the linkages between them, but also preserving productive farmland as a stable supply of local food and support to Durham's food value chain and industries related to food production.**
- 5.12 Durham's Natural System Climate Change Vulnerability Assessment, completed by the Toronto Region Conservation Authority in 2022, includes mapping of natural system vulnerability. To assist in the review of land for transfer to RNUP and/or identification of potential lands for natural heritage system planning and implementation, **it is recommended that the federal government consider the Durham Natural System Climate Change Vulnerability Assessment mapping in its assessment of the Pickering Lands.**

Transportation

- 5.13 In May 2024, the Seaton Landowners Group undertook a Highway Access Management Plan (HAMP) Study for the Ontario Ministry of Transportation (MTO) along the Highway 7 corridor within the Seaton community. The purpose of the Study was to identify intersection spacing and control measures, and access management to support new development, within the Pickering Innovation Corridor lands, located mostly along the south side of Highway 7. The HAMP Study recommends the realignment of three sideline roads on the north side of Highway 7 within the Pickering Lands to align with existing and proposed road connections within the Seaton community on the south side of Highway 7.
- 5.14 In October 2025, the MTO initiated a Preliminary Design Study and Class Environmental Assessment for the widening of Highway 7 adjacent to the Pickering Lands. The limits of the Study are from 200 metres west of Reesor Road to 200 metres west of Brock Road in the City of Markham and City of Pickering. The Study will evaluate alternatives to widen Highway 7 to tie into the existing four lane cross-sections west of Reesor Road and east of Brock Road. A Public Information Centre (PIC) is planned in the spring, with further information available on the [project website](#).

5.15 With respect to the Highway 7/Whites Road and Highway 7/Peter Matthews Drive existing and planned intersections, the Central Pickering Development Plan Class EA for Regional Services, 2014, includes a short section north of Highway 7 as part of the preliminary design to identify how future north legs for these intersections can be accommodated. **It is recommended that the federal government review the HAMP Study, Preliminary Design Study and Class EA for the widening of Highway 7 and the Central Pickering Development Plan Class EA for Regional Services, 2014, for planning purposes for the Pickering Lands.**

Water and Wastewater Servicing

5.16 Beyond an airport, the Region has never contemplated development on the Pickering Lands. Accordingly, downstream water and wastewater systems have been designed based on anticipated flows for an airport and supporting employment uses. **Further analysis and consultation specific to water and wastewater servicing and transportation infrastructure will be required for any new land use concept to ensure timing of development will be aligned with other development areas and planned Regional infrastructure expansions (e.g., Ajax Water Supply Plant and Duffin Creek Water Pollution Control Plant, and twinning of the York-Durham Trunk Sanitary Sewer) and that the appropriate financing arrangements will be in place to support the infrastructure costs related to servicing the Pickering Lands, to ensure that these costs are not funded from Durham Region residents and businesses.**

Indigenous Engagement

5.17 The federal government has indicated that consultation with Indigenous communities on the Pickering Lands is ongoing and that an internal “What we Learned” document will be produced. **The Region encourages the federal government to ensure meaningful engagement with Indigenous rights holders, including providing appropriate capacity funding to support participation.**

6. Relationship to Strategic Plan

6.1 This report aligns with the following Strategic Directions and Pathways in Durham Region’s 2025-2035 Strategic Plan:

- Connected and Vibrant Communities
 - C1. Align Regional infrastructure and asset management with projected growth, climate impacts, and community needs.

- C2. Enable a full range of housing options, including housing that is affordable and close to transit.
- C7. Create accessible, lively, and culturally welcoming public spaces, including opportunities to access nature.
- Environmental Sustainability and Climate Action
 - E5. Respect the natural environment, including greenspaces, waterways, and agricultural lands.
- Resilient Local Economies
 - R4. Protect and strengthen the local agriculture sector and food supply chains.
- Strong Relationships
 - S4. Advocate to the federal and provincial government and agencies to advance regional priorities.

7. Conclusion

- 7.1 Transport Canada has launched consultations specific to the public and stakeholder vision for future land uses of the Pickering Lands. Feedback on this stage of consultation is requested by April 17, 2026.
- 7.2 A Regional staff internal working group, represented by Community Growth and Economic Development, Works, Finance, Durham Region Transit, and the CAO's Office collaborated on the development of these comments and are seeking Committee and Council endorsement.
- 7.3 Regional staff comments, in the form of this report, will be provided to Transport Canada prior to their consultation deadline. Transport Canada will be made aware if Regional Council makes any changes to the comments following their April meeting.
- 7.4 Regional staff will continue to participate in future consultation opportunities and work with Transport Canada and other ministries to advance federal, provincial and municipal priorities for the Pickering Lands.
- 7.5 For additional information, please contact: Amanda Bathe, Principal Planner, Amanda.Bathe@durham.ca.

Respectfully submitted,

Original signed by

Sandra Austin
Commissioner of Community Growth and
Economic Development

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer



The Regional Municipality of Durham Report

To: Community Growth and Economic Development Committee
From: Commissioner of Community Growth and Economic Development
Report: #2026-CG-13
Date: April 7, 2026

Subject:

MSIFN-Durham Bilateral Agreement – Establishing an Indigenous Advisory Circle

Recommendation:

That the Community Growth and Economic Development Committee recommends to Regional Council:

- A) That Regional Council supports the establishment of an Indigenous Advisory Circle to provide advice to Regional Council and staff;
 - B) That the Foundational Framework for the Indigenous Advisory Circle, outlined in Attachment 1 to this report, be received for information; and
 - C) That in accordance with the Foundational Framework, Regional Council appoint a non-voting representative to the Indigenous Advisory Circle.
-

Report:

1. Purpose

1.1 The purpose of this report is to:

- a. Outline the rationale for establishing an advisory circle comprised of Williams Treaty First Nations and urban Indigenous representatives, which will create a space for government-to-government relationship building, dialogue and enable opportunities to advise staff and Regional Council in alignment with Item 3.1.7 of the [MSIFN-Durham Bilateral Agreement](#).

- b. Obtain Regional Council support for staff to establish the Advisory Circle and to continue to co-develop and implement the Foundational Framework (terms of reference document) with Indigenous partners.

2. Background

- 2.1 In May 2025, Regional Council approved the signing of a [Bilateral Agreement](#) between Mississaugas of Scugog Island First Nation (MSIFN) and the Region, which upholds the rights of Indigenous peoples and advances reconciliation by creating the foundations for respectful collaboration on mutual areas of interest ([2025-COW-18](#)).
 - a. The intent of the Bilateral Agreement is relationship-building. MSIFN and Regional staff, including the Commissioner of Community Growth and Economic Development, have met regularly to discuss a developing workplan and share opportunities, including joint applications to maximize grant funding.
 - b. This First Nation-municipal partnership is further supported by funding from the [Community Economic Development Initiative](#) (CEDI) program co-led by the Council for Advancement of Native Development Officers (CANDO) and Federation of Canadian Municipalities (FCM).
- 2.2 Item 3.1.7 of the Bilateral Agreement states that the Region will investigate the establishment of an Indigenous Advisory Committee, similar to existing Advisory Committees of Council that provide insight and advice. Staff have been working with partners at MSIFN (including the consulting team at Minogi Corporation, supporting MSIFN consultation) to explore options and scope for the committee (herein referred to as the Indigenous Advisory Circle, or “the Circle”).
- 2.3 The Indigenous Advisory Circle (“The Circle”) is intended to improve and restore right relations between the Region and Indigenous partners. The Circle will do this by sharing insights, identifying priority issues, and working with staff to make recommendations to Regional Council and Committee.
- 2.4 Recommendations may improve Regional plans, projects, programs and services, as well as foster reconciliatory action.

3. Previous Reports and Decisions

- 3.1 [2025-COW-18](#) MSIFN-Durham Bilateral Agreement – Government-to-Government Collaboration between the Mississaugas of Scugog Island First Nation (MSIFN) and the Region of Durham.

4. The Indigenous Advisory Circle as a foundation for reconciliation

- 4.1 The [United Nations Declaration on the Rights of Indigenous Peoples](#) (UNDRIP) is an international instrument, recognized through Canada's federal [UNDRIP Act](#), that affirms the rights of Indigenous peoples to self-determination, cultural identity, participation in decision-making, and protection of their traditional lands and resources. It emphasizes the importance of Indigenous peoples having a meaningful role in government policies and actions that affect them, including consultation and collaboration on issues of mutual concern.
- a. Truth and Reconciliation Commission [Call to Action](#) #43 calls on municipalities and other governments to adopt and implement UNDRIP.
- 4.2 In addition to addressing commitments within the MSIFN-Durham Region Bilateral Agreement, co-creating an Indigenous Advisory Circle with Indigenous partners aligns with the principles within UNDRIP by fostering collaborative processes, increasing effective communication on issues of concern to Indigenous peoples, demonstrating recognition of Indigenous inherent and treaty rights, and moving the Region from ad-hoc consultation towards meaningful relationships.
- 4.3 Other municipalities, like [City of Toronto](#) and [City of Hamilton](#) have implemented Indigenous advisory committees. Similar to other advisory committees and committees of council, Indigenous advisory committees can provide municipalities with vital perspectives and guidance that support culturally informed decision-making, fostering meaningful partnerships and advancing reconciliation through collaborative action and mutual understanding.
- 4.4 In alignment with UNDRIP and the spirit of authentic reconciliation, the structure of the Circle will be co-developed to ensure an approach that is both effective and meaningful. It is crucial for reconciliation to establish a format and process that is culturally safe, and respects community partners. Partners will lead in shaping discussions and recommendations, ensuring that priorities are informed by Indigenous protocols and ways of doing. This partner-led approach will support sustained collaboration and provide greater value to the organizations involved.
- a. The Circle is intended to focus on relationship-building. It is not intended to replace or alter the Region's consultation activities related to the delegated procedural aspects of the Crown's Duty to Consult and Accommodate on certain Regional projects. Formal consultation in such situations will continue through the appropriate channels.

- b. The Circle will be strategic in nature and is not intended to alter or replace other sector-specific collaboration tables and engagement venues in which the Region administrates or participates.
- 4.5 The Region has consistently sought opportunities to improve and strengthen collaboration and ensure meaningful feedback on Regional programs and projects; to date, we have developed the Braiding Pathways resource guide and toolkit to support meaningful engagement by Regional staff. Local area municipalities have engaged a consultant to design a consultation guide. Implementing an Advisory Circle will further strengthen this work.

5. Framework for implementation

- 5.1 The attached draft “Foundational Framework” will act as the initial terms of reference for the Circle. It is intended to set the foundation to establish the Indigenous Advisory Circle. The key elements of the framework (members, protocols, scope of activities, etc.) are those necessary to bring together key partners to begin meeting. This approach supports the Circle in being truly Indigenous-led, culturally-safe and focused on the priorities that matter to Indigenous communities.
- 5.2 The framework was developed with guidance and direction from MSIFN consultation as a starting point and will continue to evolve based on the recommendations of members and emerging priorities. As changes are recommended to the Foundational Framework, staff will coordinate reports to the Community Growth and Economic Development Committee.
- 5.3 The Indigenous Relations team within the Community Growth and Economic Development department will act as liaison and administrative support for the Circle.
- a. Requests for information from the Circle will be addressed with support from the Region’s internal Indigenous Relations Community of Practice, a group of staff that engages in cross-departmental collaboration to advance reconciliation and provide consistency across the Region’s engagement, consultation and relationship-building practices.
 - b. The Circle will report to the Community Growth and Economic Development Committee with the support of staff liaisons.

6. Relationship to Strategic Plan

6.1 This report aligns with/addresses the following Strategic Direction(s) and Pathway(s) in Durham Region's 2025-2035 Strategic Plan:

a. Strong Relationships

- S1. Enhance inclusive opportunities for community engagement and meaningful collaboration.
- S2. Build and strengthen respectful relationships with First Nations, Inuit, Métis, and urban Indigenous communities.
- S3. Collaborate across local area municipalities, with agencies, non-profits, and community partners to deliver co-ordinated and efficient services.

6.2 This report aligns with/addresses the following Foundation(s) in Durham Region's 2025-2035 Strategic Plan:

- a. Processes: Continuously improving processes to ensure we are responsive to community needs.

7. Conclusion

7.1 Implementing the Circle will strengthen relationships, foster inclusive engagement, and support ongoing collaboration with Indigenous partners and local communities.

7.2 The next steps will include continuing conversations with rights-holding First Nations partners to further refine the Framework. Following this, staff will collaborate with partners to hold a culturally appropriate opening meeting with the confirmed members of the Circle. This will support the Region and Indigenous partners welcoming this new journey in a good way.

7.3 Staff will keep Community Growth and Economic Development Committee and Council apprised of changes to the framework and new developments.

7.4 This report was reviewed by Legislative Services and Legal Services.

7.5 For additional information, contact: Debbie Ellis, Manager of Indigenous Relations at debbie.ellis@durham.ca.

8. Attachments

Attachment #1: Foundational Framework

Respectfully submitted,

Original signed by

Sandra Austin
Commissioner of Community Growth and
Economic Development

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer

Indigenous Advisory Circle

Foundational Framework

This framework is intended to provide the foundations for the Indigenous Advisory Circle (“the Circle”) to meet and carry out their intent in a manner that is Indigenous-led and community-driven. The framework may evolve and be revised at the discretion of the voting members of the Indigenous Advisory Circle. This framework is to be understood as the Terms of Reference for the Circle.

1. Acknowledgement

Durham Region is an upper-tier municipality and community that encompasses lands, waters and plant and animal relations from Lake Ontario in the south, to Lake Simcoe and Lake Scugog in the north. From east to west, these relations were cared for by the Michi Saagiig and Chippewa, who have been reciprocally cared for by the lands and waters in this place since time immemorial.

These peoples are now recognized as the rights-holding nations of Mississaugas of Scugog Island First Nation, Alderville First Nation, Curve Lake First Nation, Hiawatha First Nation, Georgina Island First Nation, Beausoleil First Nation, and the Chippewas of Rama First Nation.

Colonization deeply impacted these relationships between Indigenous Peoples and the land, which is now home to many diverse people, industries, and agriculture. One of the ways this relationship was changed was through the signing of the 1923 Williams Treaties, between the seven Williams Treaty First Nations (WTFNs) and the Crown. The original Williams Treaties limited the rights of the Michi Saagiig and Chippewa in many ways, including limiting hunting and fishing, which impacts not only tradition and culture, but survival.

While the Williams Treaties First Nations Settlement Agreement, reached in 2018, recognized the pre-existing rights of the Williams Treaty nations, there have been many decisions that have excluded and ignored the rights of these communities. Without meaningful dialogue these harms will continue to be perpetuated against Indigenous communities.

It is imperative that we collectively change the way things are done – not only to right the wrongs of the past and present, but to create a collaborative shared future that is built on principles of reciprocity and care for the next seven generations of relations - people, lands and waters.

2. Intent of the Indigenous Advisory Circle

The primary intent of the Circle is to foster relationship-building and trust between the Region and Indigenous partners through ongoing dialogue.

Durham Region exists on the traditional and treaty lands of the Williams Treaty First Nations, and as a regional municipality, undertakes work that impacts Indigenous people and communities, from development and investment attraction, to public works projects, to providing health and social services.

In recognition of these impacts as well as the inherent and Treaty rights of Indigenous Peoples, the Region is creating space for the Circle to participate and share their perspectives on self-determined matters of importance and interest.

The Circle is an avenue for Rights-holding First Nations and urban Indigenous communities to share information, provide input and recommendations on Regional policies of interest, consider and propose new Regional policies, projects, or initiatives that may advance the Rights, interests, and well-being of First Nations and Indigenous communities.

The Circle is separate and apart from any consultations that may be undertaken by the Region on behalf of the Crown when a legal Duty to Consult is triggered and the procedural aspects of that duty have been formally delegated to the Region. Meetings of the Circle do not constitute formal consultation for those purposes.

The Circle is rooted in item 3.1.7 of the [Mississaugas of Scugog Island – Durham Region Bilateral Agreement](#) which states that the Region investigate the establishment of an Indigenous Advisory Committee, similar to existing Committees of Council that provide insight and advice.

3. Cultural Protocols

- 3.1 To ensure meetings are centered in spirit and remain culturally safe for attendees, cultural practice and protocols will deeply inform the Circle's structure, meetings, and conventions.
- 3.2 These may include smudging, making efforts to open and close meetings in a good way, or inviting Elders, Knowledge Keepers, and youth to share their sacred perspectives.
- 3.3 **To respect established traditions and maintain the cultural significance of these protocols and practices, they will not be included within this document. This does not undermine their importance and centrality to the Circle's existence.**

4. Scope of Activities

The Circle will undertake activities that foster dialogue on matters of importance and interest to Indigenous people and communities, including, but not limited to:

- 4.1 Sharing advice and insight on community experiences, priorities, aspirations, issues, and concerns;

- 4.2 Providing recommendations on policies, programs and projects of interest as well as advising on procedures, plans, strategies, and operations;
- 4.3 Guiding Reconciliatory action aligned with the Williams Treaties, the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Commission's 94 Calls to Action, and the Royal Commission on Aboriginal Peoples; and
- 4.4 Supporting coordinated action with key partners and Regional staff on current issues.

5. Membership

Composition

The Circle will have an initial composition that will be further refined by the members. The Circle will strive to achieve a balance of voices in its composition. The term "voting" should be understood to refer to decision-making capacity as understood in Indigenous worldviews belonging to the rights-holding members.

The Circle will initially be comprised of:

5.1 Rights-holding Community Voting Members may consist of:

- 1 voting seat for each Williams Treaty First Nation that elects to participate.

5.2 Non-voting Members may be invited, and include:

- The Commissioner of Community Growth and Economic Development or designate (1);
- A member of Regional Council (1);
- An urban Indigenous representative from invited tables or designated organizations (1 each);
- A representative from each Conservation Authority within Durham Region (1 each);
- 2 Regular Regional staff liaisons (2);
- A staff representative from each of Durham Region's 8 local area municipalities (1 each).

5.3 Members may send a designate should they be absent.

5.4 The Circle may also invite individuals in a supporting (non-voting) capacity, including:

- Elders, youth, and knowledge keepers;
- Up to two support staff may attend from each Nation;
- Other Regional Commissioners, directors and staff who may attend per the Circle's request.

Nomination and Selection

5.5 Communities will use their own practices and protocols to nominate individuals to the Circle. Existing members of the Circle will confirm the nomination.

Terms

- 5.6 An individual's membership within the Circle will continue until that individual is no longer nominated by their community or organization, or their role changes in such a way that they can no longer meaningfully participate or speak on behalf of their community or organization.
- 5.7 Members are required to give one month of notice to the Circle, during which the nominating community or organization will nominate a new member, which will be confirmed by the Circle.

6. Meeting Procedures and Governance

Circle co-chairs

- 6.1 Meetings will be led and facilitated by two co-chairs who will be responsible for ensuring each member of the Circle has a voice in the process. Co-chairs will honour the tradition and structure of a circle in their facilitation.
- 6.2 Co-chairs will be nominated annually and confirmed by simple majority of voting members.

Meeting frequency

- 6.3 Circle meetings will be held on a quarterly basis. The Circle may vote to hold interim meetings to respond to pressing issues as required.

Meeting locations(s)

- 6.4 The meeting location will be selected at the discretion of members. The Region will host meetings as requested, at Regional Headquarters (605 Rossland Rd E, Whitby). Meetings may also be held within First Nations and other community spaces.

Knowledge Management

- 6.5 Meeting agendas will be co-developed by the Region at the discretion of Circle Co-chairs.
- 6.6 Decisions will be recorded in meeting minutes, which will be distributed for review in advance of the subsequent meeting.
- 6.7 To respect sacred knowledge and Indigenous protocols, meetings will not be video recorded and may be closed at any time to non-members.
- 6.8 All members will strive to respect the First Nations Information Governance principles of OCAP: Ownership, Control, Access, and Possession. Circle information, including but not limited to reports, agendas, and minutes, shall be understood to be co-owned between the voting members of the Circle. While the Region is the administrative support, all members have the right to access, control, and possess the data generated by and shared within the Circle. This includes guiding how any data and insights, including traditional knowledge, are used either internally or publicly.

7. Responsibilities

- 7.1 All members of the Circle are responsible for:
 - 7.1.1 Engaging in the spirit of respect and reciprocity;
 - 7.1.2 Hearing all voices and perspectives;
 - 7.1.3 Providing information and opportunities to advance shared goals;
 - 7.1.4 Sharing updates and information from the Circle back to their respective communities and organizations and support updates or annual reports to Regional Council.
- 7.2 Regional staff are responsible for:
 - 7.2.1 Providing administrative and meeting support, including drafting and circulating agendas and meeting minutes;
 - 7.2.2 Ensuring cultural protocols are respected and welcomed within Regional spaces;
 - 7.2.3 Liaising with other Commissioners and staff across departments to ensure information is shared and to connect members of the Circle with relevant portfolio leads;
 - 7.2.4 Coordinating presentations and information-sharing on behalf of the Region in response to requests from the Circle;

- 7.2.5 Developing reports to Regional Council and Committees that include recommendations from the Circle; and
- 7.2.6 Respecting the Circle as an Indigenous-led entity.



The Regional Municipality of Durham Report

To: Community Growth and Economic Development Committee
From: Commissioner of Community Growth and Economic Development
Report: #2026-EDT-2
Date: April 7, 2026

Subject:

Growing North Durham Plan 2025 Annual Activity Report

Recommendation:

That the Community Growth and Economic Development Committee recommends:

That this report be received for information.

Report:

1. Purpose

- 1.1 The purpose of this report is to provide an annual report on the implementation of the [Growing North Durham: Rural Economic Development Action Plan](#).
- 1.2 The report will be accompanied by a staff presentation from Stacey Jibb, Manager of Agriculture and Rural Economic Development and Jessica Rhynas, Rural Economic Development Specialist.

2. Background

- 2.1 The Growing North Durham Plan was endorsed by Regional Council as well as the Councils of the Townships of Scugog, Uxbridge and Brock in early 2023. It sets out goals and actions to support economic growth across north Durham to 2027.

3. Previous Reports and Decisions

- 3.1 The 2023-2027 Growing Durham: Rural Economic Development Action Plan was received by Planning and Economic Development Committee on February 7, 2023 ([#2023-EDT-2](#)).
- 3.2 The Growing North Durham Annual Activity Report for 2024 was received by Community Growth and Economic Development Committee on March 4, 2025 ([#2025-EDT-6](#)).

4. Implementation Update

- 4.1 The delivery of economic development programming in north Durham relies on collaboration between Durham Region (Economic Development and Tourism staff), the Townships of Scugog, Uxbridge and Brock, and various business support organizations including the Brock Board of Trade, North Durham Chamber of Commerce, Scugog Economic Development Advisory Committee, and Uxbridge Downtown Revitalization Committee.
- 4.2 This collaborative approach encourages community stakeholders to take part in identifying opportunities and solutions to economic challenges and has been integral in the implementation of the Growing North Durham Plan so far.
- 4.3 The Growing North Durham Plan (“the Plan”) is structured under three pillars: People, Places and Prosperity. Each pillar contains goal areas and actions that support a community-driven approach to economic development. Identified below are some of the key activities that were either underway or completed within each pillar in 2025:
- a. **People:** This pillar recognizes the strong correlation between human capital and economic growth.
 - Working with partners at the Brock Board of Trade (BBoT) and the North Durham Chamber of Commerce (NDCC), staff supported several business workshops on topics related to workforce needs including Succession Planning, Workforce Insights, and AI and Digital Marketing.
 - Rural Economic Development content, including business success stories, is shared through the Invest Durham e-newsletter and media channels, and Durham Tourism channels when relevant. Invest Durham

and Durham Tourism continue to grow their online presence which benefits entrepreneurs and small business owners in north Durham.

- The North Durham Labour Force Study identified workforce barriers related to transportation in north Durham, staff have continued to work with Durham Region Transit, the NDCC and municipal partners to explore solutions that could benefit the workforce in north Durham. For instance, the Agriculture and Rural Economic Development team along with Durham Region Transit staff participated in webinar hosted by the NDCC in early 2026 and plans are underway to explore ways to collaborate to gather better data to inform future transit planning.
 - In late 2025, Economic Development and Tourism Division staff began work on a campaign to attract talent to north Durham. The [North of Unexpected](#) campaign launched on February 23, 2026, and will run until April 3, 2026. The campaign primarily targets an audience currently living and working in Toronto, in the technology and manufacturing sectors, between the ages of 25-55, who may consider a career move to north Durham.
- b. **Places:** This pillar highlights and strengthens north Durham's unique qualities of place that stimulate meaningful connections with the community.
- In partnership with the Business Advisory Centre Durham, a workshop titled *Boost Your Tourism Brand* was held in the Township of Uxbridge to help businesses learn the ins and outs of marketing their business in north Durham.
 - Several initiatives and campaigns led by the Division's Marketing, Tourism and Rural Tourism staff have been delivered over the last year with strong north Durham content or focus, including *Gather at the Farm*, *Rural Routes*, *Durham Region Signature Sites*, *Recreate the Holiday Magic* and *#ShopinDurham Week*.
 - Across the Invest Durham, Durham Tourism and Downtowns of Durham platforms, north Durham or a north Durham business was mentioned 129 times in blog posts throughout 2025.
 - Staff supported the development of the Scugog Economic Development Advisory Committee's "*Home Sweet Scugog Welcome Wagon Program*", which was implemented by the Committee in 2025.

- Working closely with the Township staff, a Rural Ontario Development (ROD) grant was submitted in 2025 for continued support of implementing the Downtown Uxbridge Strategic Plan and Action Plan.
 - Staff continue to support implementation of Uxbridge Downtown Revitalization initiatives, including representation on the Uxbridge Downtown Revitalization Committee and will be assisting with completion of downtown report cards this spring.
 - Staff attended selected business openings and celebrations and connected with new businesses to make them aware of support available. One-on-one support was provided to 57 current or prospective north Durham businesses throughout 2025 and early 2026. This support included activities such providing letters of support, identifying funding opportunities, assisting with site selection, facilitating connections to industry partners, and sharing relevant information and data.
- c. **Prosperity:** The prosperity pillar is about business retention and making informed decisions to encourage and enable economic growth.
- Staff worked closely with the Township of Scugog to assist with preparing and delivering the Scugog Business Program (SBP) Final Report and Action Plan. In the second half of 2025, staff worked to develop a workplan to assist with implementation.
 - Recently, the Township of Scugog and Regional Economic Development and Tourism staff worked together to apply to the ROD Program to support ongoing implementation of the SBP to 2028.
 - Using the SBP as a model, staff are developing options for a standardized approach to ongoing business visitations across north Durham to more effectively deliver business retention programming. Plans are underway to launch a business visitation program in 2026.
 - In Coordination with Township staff from across north Durham, Regional Economic Development and Tourism staff respond to investment inquiries on an ongoing basis. Most investment inquiries are generated through the Region's Business Development and Investment Team who undertake investment attraction work on behalf of all Durham municipalities. In other cases, investment leads are received directly by Regional Economic Development and Township staff. Of the 21

investment inquiries circulated to the Durham Economic Development Partnership (DEDP) in 2025, at least one north Durham site was deemed suitable and was submitted on 10 occasions.

- Township-specific Business Toolkits were updated and promoted.
- Staff continue promote the [Invest Durham Signature Sites](#) document which features key investment opportunities across Durham.
- Staff continue to develop relationships with owners or representatives of developable employment and commercial land across north Durham, share servicing information, and discuss opportunities with potential investors and partners.

Staff continue to engage in discussions on the servicing of north Durham employment lands, highlight the importance of servicing for economic growth.

5. Relationship to Strategic Plan

5.1 This report aligns with/addresses the following Strategic Direction(s) and Pathway(s) in Durham Region's 2025-2035 Strategic Plan:

a. Connected and Vibrant Communities

- C6. Continue to revitalize and transform downtowns into hubs of economic, social, and cultural connection.

b. Resilient Local Economies

- R1. Attract and retain quality employers that strengthen key economic sectors, including energy and technology.
- R2. Support the growth of new business startups and small to medium local businesses.
- R3. Develop, attract, and support a skilled and qualified workforce, including youth and newcomers.
- R4. Protect and strengthen the local agriculture sector and food supply chains.
- R5. Cultivate and promote local arts, culture, quality of place, and tourism that embrace urban excitement and country charm.

5.2 This report aligns with/addresses the following Foundation(s) in Durham Region's 2025-2035 Strategic Plan:

- a. People: Making the Region of Durham a great place to work, attracting, and retaining talent.

6. Conclusion

6.1 The Growing North Durham Plan represents an ongoing commitment for a collaborative north Durham approach to the delivery of economic development programming in the Townships of Scugog, Uxbridge and Brock. Updates have been scheduled throughout April to each Council in north Durham to provide updates on the progress of implementing the Growing North Durham Plan, and planned activities for 2026.

6.2 Plans are underway to support, advance, or launch several key initiatives that will continue to advance goals of the Plan. Areas of focus will include ongoing execution of the North of Unexpected talent attraction campaign, development of a standardized business visitation program, exploration of a job fair to be hosted with north Durham partners and implementation of the Scugog Business Program.

6.3 For additional information, contact: Stacey Jibb, Manager of Agriculture and Rural Economic Development.

Respectfully submitted,

Original signed by

Sandra Austin
Commissioner of Community Growth and
Economic Development

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer



The Regional Municipality of Durham Report

To: Community Growth and Economic Development Committee
From: Commissioner of Community Growth and Economic Development
Report: 2026-EDT-3
Date: April 7, 2026

Subject:

Investment Attraction Metrics – Annual Activity Report 2025

Recommendation:

That the Community Growth and Economic Development Committee recommends:

That this report be received for information.

Report:

1. Purpose

- 1.1 This report summarizes and provides an annual overview of the 2025 investment attraction metrics, outlining the investment attraction activities as well as real estate related queries handled by the Durham Region Economic Development and Tourism Division (Invest Durham) in 2025.
- 1.2 This report also summarizes major commercial and industrial investments of economic significance across the Region in 2025, as reported by the eight area municipalities through the Durham Economic Development Partnership (DEDP).
- 1.3 This report will be accompanied by a presentation to Committee by the Region's Manager of Business Development and Investment, Maylene Broderick.

2. Background

2.1 Invest Durham's investment attraction activities in 2025 were focused on five 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.
- d. Cultivate relationships with community partners, post-secondary institutions, and senior government agencies, to promote investment attraction to Durham.
- e. Establish partnerships with international economic development agencies that promote investment mobility between Durham's respective communities and strengthen Durham's resources for investment attraction in priority sectors.

3. Previous Reports

- 3.1 [#2022-EDT-15](#) Ready Set Future: Five Year Economic Development and Tourism Strategy and Action Plan.
- 3.2 [#2025-EDT-7](#) Investment Attraction Metrics – Annual Activity Report 2024.
- 3.3 [#2025-EDT-13](#) Hannover Messe 2025 Final Outcomes and Metrics Report
- 3.4 [#2025-EDT-14](#) Executive Summary Invest Durham Investment Attraction Plan 2025 – 2028.

4. Investment Attraction Plan and current Investment Attraction Climate

- 4.1 The Invest Durham Investment Attraction Plan (IAP) 2025 – 2028 was endorsed by Regional Council in October 2025. The IAP was developed to attract domestic and foreign direct investment aligned with Durham's future economy and targets the five key priority clusters outlined in the Regional Economic Development Strategy, Ready Set Future. The IAP focuses on the key elements that make Durham Region an attractive destination for a growing array of industries, businesses, and investors, as well as identifying target geographies.
- 4.2 Foreign Direct Investment became particularly challenging in 2025 due to the imposition of US tariffs on various global markets, including many manufactured goods from Canada, and the impending CUSMA negotiations. The impact of US Tariffs on global markets has led to global market uncertainty. Investment efforts led by Invest in Canada at a federal level and Invest Ontario at a provincial level,

continue to position Canada as a top investment destination for global companies seeking a stable, resilient and reliable business partner in markets other than the US.

5. Year End Review 2025: Investment Attraction Metrics

5.1 In 2025, Invest Durham handled 139 leads or investment inquiries. An overview of the leads and their status are found in Appendix 1. A summary of Leads by Industry Sector is found in Appendix 2.

Of the 139 leads serviced in 2025:

- a. 24 leads (17 per cent) have been moved to Closed-Lost due to a change in the companies' business plans or lack of suitable real estate to service the lead.
- b. 11 leads (8 per cent) are Active Investors.
- c. 104 leads (75 per cent) are still open and are in various stages of the sales funnel.

5.2 Due to the concentration of efforts by the team to source new investment primarily from the five priority clusters outlined in Ready Set Future, 83 per cent of new leads are in these priority clusters and industries of interest in the Investment Attraction Plan. The breakdown by priority cluster is shown below and summarized in Appendix 3:

- a. Future Energy: No. of Leads: 45 (32 per cent)
- b. Agri-Food: No. of Leads: 8 (6 per cent)
- c. Next Gen Mobility: No. of Leads: 25 (18 per cent)
- d. Applied Digital Technology: No. of Leads: 27 (19 per cent)
- e. Arts, Culture, and Creative: No. of Leads: 4 (3 per cent)
- f. Life Sciences: No. of leads: 5 (4 per cent)
- g. Electrical Appliance: No. of Leads: 1 (1 per cent)
- h. Other: No. of Leads: 24 (18 per cent)

5.3 Invest Durham's promotional activities, initiatives, and targeted lead generation accounts for 65 percent of the total leads. Invest Durham's relationships and brand messaging to partners and amplifiers, accounts for 35 percent of the total leads. A further breakdown of leads by source is shown in Appendix 4 and is summarized below:

- a. 61 leads (44 per cent) were generated from Invest Durham's investment missions, both virtual and in-person, including through Invest Durham's targeted lead generation efforts.

- b. 18 leads (13 per cent) were generated through participation in events.
- c. 38 leads (27 per cent) came from companies that directly contacted Invest Durham, and other sources.
- d. Four leads (3 per cent) originated from Invest Durham's partnerships with Ontario Manufacturing Communities Alliance (OMCA), Ontario Food Cluster (OFC), and the Durham Economic Development Partnership (DEDP).
- e. Seven leads (5 per cent) came from the Province, including Invest Ontario, and the Ministry of Economic Development, Job Creation, and Trade (MEDJCT).
- f. 11 leads (8 per cent) came through referrals or introductions from intermediaries.

5.4 Invest Durham categorizes potential investors based on level of commitment and planned investment time horizon based on the Invest Durham Sales Funnel. The stages in the funnel, from least to most advanced, are: 'Lead', 'Prospect', 'Opportunity', 'Active Investor', and 'Closed' or 'Win'. A summary of 2025 new leads by stage is found in Appendix 5.

5.5 Annual metrics tracked by the Business Development and Investment Section of Invest Durham for the full year 2025 are below:

Annual Metric	Target	Actual 2025
Prospective Investment Leads	125	139
Personalized Pitch Proposals Sent	35	34
Site Selection Services Delivered	25	33
In-Person Inbound Delegations / Tours	10	10
Number of Investment Missions	6	5
Support or Participate in Other Events	21	31
Touchpoints with Prospective Investors	1000	1301

5.6 In 2025, Invest Durham undertook five investment missions to meet with qualified leads for investment. As part of these activities, Invest Durham led the initiative for Durham and key partners across the Region to exhibit at the Hannover Messe 2025 Trade show (HM25). Metrics of the HM25 Mission are contained in Appendix 6.

5.7 In addition to the investment missions, Invest Durham participated in 31 industry events, conferences, and trade shows in 2025, to identify and meet with prospective investors, develop new relationships with strategic partners, and/or strengthen existing relationships. A summary of these is outlined in Appendix 7.

- 5.8 In 2025, the Business Development and Investment Attraction team hosted 10 inbound delegations and site tours with prospective investors. Details of these are provided in Appendix 8.
- 5.9 In 2025, 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. Responsiveness to requests from these agencies, and the quality of information provided, leads to an increase in prospective investment referrals to Durham through these agencies. See Appendix 9 for details on the various activities of Invest Durham to advance these critical relationships.
- 5.10 **Wins:** Wins are listed in this report based on the level of involvement of Invest Durham to support the business in making an investment decision:
- a. **Lead Role:** Invest Durham held the primary relationship with the prospective investor, or worked directly with the prospective investor, and materially contributed to their decision to select Durham for a new investment.
 - b. **Supportive Role:** Invest Durham provided services or support throughout the investment process, but the relationship with the business was primarily with another party or level of government.
 - c. **No direct involvement:** Investments for which Invest Durham had no direct relationship with the investor throughout the decision-making process and are not included in the 'Wins' metric. It could be that the investor did not seek government support or worked exclusively with another level of government. It is important to note that in these cases, the Invest Durham marketing activities to promote the Region and showcase Durham's value proposition and development opportunities may have contributed to the investment decision; however, this is usually not quantifiable.
 - d. It is also important to note that the Region's work to increase investment readiness through the priority servicing of employment lands, or the development of broadband infrastructure, may in some cases have contributed to new investments. Significant investments collected from the area municipalities show their most significant commercial and industrial investments in 2025.

5.11 Invest Durham welcomed two new investment announcements in 2025: GE Vernova Hitachi, and Siemens Energy Canada. Invest Durham has been providing continued support to GE Vernova Hitachi to assist them in the establishing of a new Small Modular Reactor Engineering and Service Centre in Durham Region. The investment was [announced in June, 2025](#). Invest Durham has also been supporting Siemens Energy Canada for over two years, who recently celebrated the opening of an engineering office in Pickering, which will focus on growing sales and engineering expertise in the nuclear energy sector: an area critical to Canada's clean energy future. Successful Investments are listed with greater detail in Appendix 10.

6. Durham Economic Development Partnership Investment Successes

6.1 The DEDP has prepared a list of commercial and industrial investments across the Region throughout 2025, to showcase to the Committee and Council, that are economically significant. This list includes investments which municipal economic development staff may not have had a direct role in supporting. Each Area Municipality provided their most significant investments to showcase in this report. For the purposes of this report, the top five investments in each area municipality are showcased. Appendix 11 of this report shows a list of 34 significant investments in 2025.

7. International Economic Development Partnerships

7.1 Invest Durham's Business Development and Investment team identified a regional economic development agency with whom it would be well suited to form an economic development partnership, based on certain criteria including similarity of economies, post-secondary interests, and areas of mutual interest in two-way trade, investment, and academic collaboration.

7.2 Invest Durham arranged for a targeted networking session co-hosted with one of Durham's European partner geographies, the City of Nuremberg, Germany's Economic Affairs and Science Department and Nuremberg Chamber of Commerce at HM25. The event, '*Smart Solutions for a Common Future*', was primarily a networking event for German and Canadian companies. The objectives of the event were to position Durham as a key investment destination due to its integrated investor ecosystem, and to ensure improved brand recognition and awareness for Durham Region with the German industrial technology business community. Over 100 people registered to attend the networking session, and the digital invite had over 2 million digital impressions.

7.3 Invest Durham continues to nurture the existing partnerships with both Business Tampere, Finland and Necker-Alb, Germany and is planning missions to both areas in 2026.

8. Ready, Set, Future

8.1 Invest Durham's Business Development and Investment Section has demonstrated a clear focus on the priority clusters in Ready Set Future: Future Energy, Next-Generation Mobility/Automotive, Applied Digital Technology, Agri-Food, and Creative Industries. This has resulted in a significant increase in investment attraction opportunities, specifically in those sectors. Invest Durham has successfully implemented and will continue to deliver the following core areas of service:

- a. Investment attraction, as guided by the recent Investment Attraction Plan (IAP) 2025 – 2028.
- b. Supporting and strengthening the innovation community (on-going) – Invest Durham works in collaboration with Spark Centre, 1855 Whitby, Ontario Tech University, Trent University, Durham College, and other key members of Durham's Innovation Community.
- c. Invest Durham, in partnership with the DEDP, developed a Key Accounts Program that identifies a network of the region's largest employers that are innovating to solve global challenges. The program seeks to connect with the Region's largest businesses, providing tailored support to encourage the development of new business lines and/or support significant investments by foreign owners.
- d. Invest Durham, in partnership with key stakeholders including post-secondary institutions, school boards, Durham Employment Services, Durham Workforce Authority, Invest Ontario, Ministry of Skills, Labour, Trade and Development, and key regional Employers, is in the process of developing a Workforce Development Strategy and Action Plan, 2027– 2031.
- e. Invest Durham will continue to assess and advance initiatives to improve investment readiness of the Region (on-going), by working with other internal Divisions to develop a comprehensive industry value proposition for hydrogen energy, that identifies strategic opportunities, competitive advantages, and pathways for investment attraction and growth by assessing and documenting relevant assets in the region.

9. Trade Diversification Program

9.1 In 2025, the United States implemented new tariffs on industrial goods from certain trading partners, including Canada. As a result, after consultation with the Durham Economic Task Force (DETF), Invest Durham commenced with the implementation of a Tariff Diversification Program. This included the following initiatives to assist businesses in the Region to mitigate adverse impacts of the newly imposed tariffs:

- a. Tariff Response webpage - Tariff Response - Invest Durham
- b. Series of webinars - Navigating the uncertainty of Tariffs; How to Diversify Export Markets, and Tariff Supports available to Businesses.
- c. Invest Durham submitted a grant funding application to the Trade Impacted Communities Program Grant Fund – Export Development Program, for up to 40 Durham Businesses over two years. Durham is currently awaiting a response from the provincial funder.

10. Conclusion

10.1 Despite a challenging global investment climate in 2025, including the onset of U.S. tariffs, Invest Durham achieved stronger lead advancement and investment likelihood than in 2024, exceeding targets for site selection services, investor engagement, and events. Five missions were completed, with one deferred to reallocate resources to tariff-related business support.

10.2 Invest Durham strengthened partnerships with federal and provincial agencies, advancing investment attraction and trade strategies, and positioning Durham as Canada's Clean Energy Capital.

10.3 Collaboration with area municipalities and DEDP partners supported 139 investor leads, five missions, 31 events, 10 inbound delegations, and two successful new investments.

10.4 A major highlight was the planning and delivery of a mission to showcase Durham to the international industrial technology community at the Hannover Messe 2025 Trade show (HM25), alongside key partners across the Region, generating significant international engagement and R&D partnership discussions.

10.5 The team also finalized the 2025–2028 Investment Attraction Plan, launched a regional large employer support initiative, delivered tariff-response support to local businesses, and initiated the development of the Regional Workforce Development Strategy and Action Plan.

10.6 A copy of this report will be provided to the Area Municipalities through the DEDP.

Respectfully submitted,

Original signed by

Sandra Austin
Commissioner of Planning and
Economic Development

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer

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Appendix 1: Investment Leads Generated in 2025

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
1	MRI Software enhancement Tech company	Applied Digital Technology	Lead	Event
2	Land Intelligence data company	Applied Digital Technology	Lead	Event
3	Greenhouse Gas Waste Capture Technology	Future Energy	Lead	Event
4	Food Logistics Solution	Agri-Food	Lead	Event
5	Venture Capitalist Start-Up focus	Other	Lead	Event
6	Precision Machinist Facility	Next Gen Mobility	Lead	Event
7	Automation and Robotics Solution	Next Gen Mobility	Lead	Event
8	Helicopter Manufacturer	Next Gen Mobility	Lead	Event
9	Public Energy Facility	Future Energy	Opportunity	Event
10	Nuclear engineering company expansion into Durham Region	Future Energy	Active Investor	Referral
11	Italian Ball and Valve Manufacturer	Next Gen Mobility	Closed lost	event
12	Hydrogen Partnership	Future Energy	Lead	Event
13	Abu Dhabi - ADIO	Next Gen Mobility	Lead	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
14	Embassy of Brussels Investment Attraction	Future Energy	Closed lost	Lead Generation
15	Medi-Tech Lab	Applied Digital Technology	Closed lost	Event
16	Concrete Mix & Asphalt Manufacturing Facility	Future Energy	Opportunity	Partner
17	German Aircraft Tug Manufacturer - North American Expansion	Next Gen Mobility	Lead	Lead Generation
18	Land for Large Vessels	Next Gen Mobility	Closed lost	Referral
19	Canadian Industrial Valve Manufacturing Office	Future Energy	Active Investor	Lead Generation
20	Sport / Recreational Facility	Other	Opportunity	Direct Inbound
21	Singaporean Film and Game Co-Development - Bring a Major Gaming Developer into DR	Applied Digital Technology	Lead	Event
22	Taiwanese Whisky - Canadian Market Entry	Agri-Food	Lead	Event
23	Ballistic and EnerStar Window Manufacturer - Facility in DR	Agri-Food	Prospect	Referral
24	Toronto Distillery - Expansion into Durham Region	Agri-Food	Prospect	Referral
25	Italian Tile Manufacturer Location in DR	Other	Lead	Event

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
26	Toronto Global - Site Database for AI Data Centre	Applied Digital Technology	Active Investor	Referral
27	Largest NA Hydrogen Producer - Gas Facility and HQ in DR	Future Energy	Prospect	Event
28	Laminate Flooring Manufacturer	Other	Opportunity	Referral
29	French Building Materials Manufacturer - Future Operations Site Review	Other	Prospect	Partner
30	GTA Power Producer - Hydrogen Peaker Plant for IESO [Multiple Locations]	Future Energy	Active Investor	Referral
31	Dutch Manufacturer of Hydrogen Catalyst Materials - Canadian Market Entry	Future Energy	Lead	Referral
32	Canadian Owned Nordic Spa - GTA Expansion	Arts, Culture, and Creative	Opportunity	Lead Generation
33	Singaporean Advanced Manufacturing Software Solutions - Canadian Market Expansion	Applied Digital Technology	Lead	Lead Generation
34	Singaporean Advanced Manufacturing Integrator - Canadian Expansion	Applied Digital Technology	Lead	Lead Generation
35	Singaporean Autonomous Driving Solutions Company	Next Gen Mobility	Lead	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
36	Taiwanese Tech Co. - Sales and R&D Office in Canada	Applied Digital Technology	Lead	Lead Generation
37	Taiwanese Fabless Magnetic Sensor Design - Canadian Expansion	Applied Digital Technology	Lead	Lead Generation
38	Taiwanese Photovoltaic Solutions Manufacturer - Pilot Projects	Future Energy	Lead	Lead Generation
39	Taiwan Cybersecurity in Chips Solutions - Canadian Partnerships	Applied Digital Technology	Lead	Lead Generation
40	Taiwanese EV Charger Manufacturers - NA Investment	Next Gen Mobility	Lead	Lead Generation
41	Project Cardinal	Next Gen Mobility	Prospect	Province
42	Taiwanese Adv Manufacturing Eng Services - Educational Program Partnership	Applied Digital Technology	Lead	Lead Generation
43	Taiwanese Li+ Battery Manufacturer - Distribution into Canada	Future Energy	Lead	Lead Generation
44	Polish Digital Development for Manufacturing - Collaboration	Applied Digital Technology	Lead	Event
45	European Metal Processing of Ultra Pure Metals - Canadian Supply Chain Development	Applied Digital Technology	Lead	Event

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
46	Korean Robot Industry Association - Partnership Discussion	Applied Digital Technology	Closed lost	Other
47	Metal Processing Company	Next Gen Mobility	Lead	Referral
48	German Lightweight Transport Manufacturing - Canadian Facility	Next Gen Mobility	Prospect	Lead Generation
49	Digital Solutions Company	Applied Digital Technology	Lead	Referral
50	Dutch Compressors - Distribution / Acquisition in Canada	Future Energy	Lead	Lead Generation
51	Danish Hydrogen Electrolyzer Manufacturer - Pilot Project	Future Energy	Lead	Lead Generation
52	Ice Cleaning Company	Next Gen Mobility	Lead	Referral
53	German Hydrogen Refuelling Station Manufacturer - Partnership Discussion	Future Energy	Lead	Lead Generation
54	German Autonomous Work Robots - Manufacturing in Canada	Applied Digital Technology	Prospect	Lead Generation
55	Saxony Hydrogen Innovation Cluster - Collaboration Opportunities	Future Energy	Lead	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
56	German H2 Gas Monitoring Lab and Service	Future Energy	Lead	Lead Generation
57	Local Air Compressor Business - Manufacturing Facility in DR	Future Energy	Prospect	Direct Inbound
58	Electronic component manufacturer	Next Gen Mobility	Lead	Lead Generation
59	French EV and Hybrid Tier 1 - Canadian Market Overview	Next Gen Mobility	Prospect	Lead Generation
60	Leading NA Technology - Solid State LiDar - Canadian Operation Expansion	Applied Digital Technology	Prospect	Lead Generation
61	Japanese Toilet Manufacturer in MedTech - Cdn Operations for NA Expansion	Life Sciences	Prospect	Lead Generation
62	French Health AI - NA Operations Location	Life Sciences	Prospect	Lead Generation
63	US Solid State Batteries for EVs - Manufacturing Expansion	Next Gen Mobility	Prospect	Lead Generation
64	EV Location Intelligence - Canadian Pilots for Office Expansion	Next Gen Mobility	Prospect	Lead Generation
65	US Leader in HardTech for Defence and Mobility - Canadian Expansion	Next Gen Mobility	Prospect	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
66	NA manufacturer of Heavy Duty Buses seeking to expand service centre - specializing in electric, zero-emission, hybrid, CNG bus technologies	Next Gen Mobility	Opportunity	Direct Inbound
67	DEDP-0198: Project HI-BEAM.	Future Energy	Opportunity	Province
68	Manufactures of advanced lifting and handling systems for critical industrial environments - interest in Canada	Future Energy	Lead	Lead Generation
69	Leader in engineering and technology solutions, providing mission-critical services in defense, intelligence, energy, and environmental sectors - Interest in Canada/North America nuclear projects	Future Energy	Lead	Lead Generation
70	STEM education and collaboration with post-secondaries (Supporting education for power generation)	Applied Digital Technology	Prospect	Lead Generation
71	Consulting firm delivering product and process engineering, industrial installation, and digital transformation solutions - in Canada, expansion into Durham Region	Future Energy	Lead	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
72	Global nuclear services company - interest in Canada	Future Energy	Lead	Other
73	T1/2 supplier for nuclear projects interested in supplier	Future Energy	Lead	Lead Generation
74	Global technology leader in electrification and power grid solutions - interest to supply to local supplier	Future Energy	Opportunity	Lead Generation
75	Energy Sector - Supporting supplier	Future Energy	Opportunity	Lead Generation
76	Company servicing pumps, valves, seals, and automation systems - interest to supply local power producer projects and expand into Ontario	Future Energy	Prospect	Lead Generation
77	Manufacturer of advanced turbine island technologies and lifecycle services for nuclear power plants - expansion planning to Durham Region/North America	Future Energy	Opportunity	Lead Generation
78	Engineering and project management firm specializing in energy transition and infrastructure seeking to expand into Durham Region	Future Energy	Opportunity	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
79	DEDP-0189: Site w/ Rail Access	Other	Closed lost	Direct Inbound
80	DEDP-0195: Independent School expansion	Other	Opportunity	Direct Inbound
81	DEDP-0194: Life science biologics manufacturer	Life Sciences	Active Investor	Province
82	DEDP-0193: Teachers' Federation seeking new office build in the Durham Region.	Other	Opportunity	Direct Inbound
83	DEDP-0192: National telecom provider to source all suitable land or building options	Other	Prospect	Direct Inbound
84	Project Trident: NA manufacturer of eco-friendly products seeking to build innovation manufacturing and production campus	Future Energy	Active Investor	Direct Inbound
85	Project Apex ref: Invest Ontario	Future Energy	Lead	Province
86	Quebec Chemical Manufacturer Seeking 70k-150k Site	Other	Lead	Direct Inbound
87	DEDP-0186 Pigment Chemical Manufacturer Seeking Greenfield	Other	Closed lost	Direct Inbound
88	Developer interested in CEBP	Future Energy	Lead	Direct Inbound

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
89	Group seeking 35 acre site	Other	Lead	Province
90	Manufacture of cosmetics seeking relocation in Durham Region	Other	Prospect	Direct Inbound
91	Undisclosed 22 acre - Pickering Innovation Corridor	Other	Active Investor	Direct Inbound
92	Nuclear engineering/project management company seeking site and office expansion	Future Energy	Opportunity	Direct Inbound
93	Canadian department store seeking corporate store site	Other	Active Investor	Direct Inbound
94	OEM automotive importer seeking sites in Durham Region	Next Gen Mobility	Active Investor	Direct Inbound
95	Nuclear supply chain company specializing in engineering services and nuclear facility/waste management seeking sites in Durham Region	Future Energy	Opportunity	Direct Inbound
96	German compressor company interest in Durham Region	Future Energy	Active Investor	Direct Inbound

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
97	Energy engineering company (nuclear/isotopes) seeking relocation in Durham Region	Future Energy	Active Investor	Direct Inbound
98	Inquiring on Durham Region on Smart City collaboration	Future Energy	Closed lost	Lead Generation
99	German post-secondary interest in collaboration	Future Energy	Closed lost	Lead Generation
100	Advanced energy solution and energy storage company exploring Durham Region	Future Energy	Closed lost	Lead Generation
101	Turkish manufacturer of transformers - exploring NA expansion	Future Energy	Prospect	Lead Generation
102	French manufacturer of electrical control cabinets and enclosures - opportunities in Durham Region	Future Energy	Prospect	Lead Generation
103	German boiler manufacturer seeking opportunities in Ontario	Future Energy	Prospect	Lead Generation
104	Turkish pulley manufacturer	Other	Closed lost	Lead Generation
105	Global rail solutions company	Next Gen Mobility	Closed lost	Lead Generation
106	Austrian drive and lifting technology	Other	Closed lost	Lead Generation

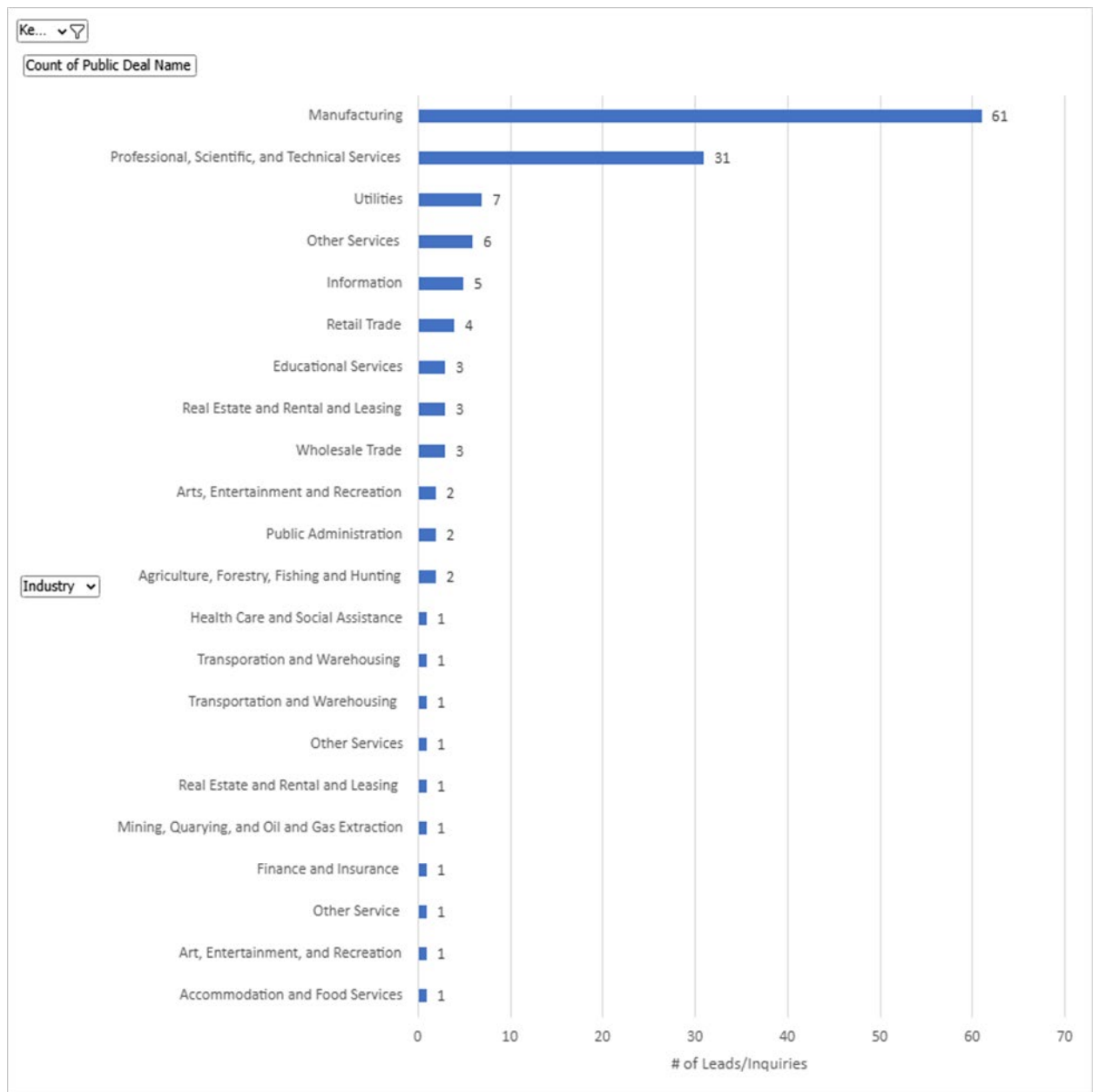
#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
107	Turkish manufacturer of industrial compressors seeking opportunities in Durham Region	Future Energy	Prospect	Lead Generation
108	AI research company seeking opportunities in Durham Region	Applied Digital Technology	Closed lost	Lead Generation
109	Advanced surface treatments for light metals - interest in NA market	Next Gen Mobility	Lead	Lead Generation
110	DEDP-0172: Project Yeti US based Energy Company	Future Energy	Closed lost	Province
111	DEDP-0196: Aerospace Manufacturer DR Site Review	Next Gen Mobility	Opportunity	Province
112	Ventilation Solutions Company expansion into Durham Region	Other	Opportunity	DEDP Member
113	DEDP-0197 Wood Coating Manufacturer Durham Region site	Other	Opportunity	Direct Inbound
114	Abattoir Expansion into Durham Region	Agri-Food	Opportunity	Partner
115	Value-Added Meat Processing Plant Expansion	Agri-Food	Closed lost	Other
116	IT Consulting and Service Company interested in partnership and workforce opportunities	Applied Digital Technology	Closed lost	Other

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
117	Industrial solutions provider expansion into North America	Applied Digital Technology	Closed lost	Other
118	Appliances, Electrical, Electronics Manufacturing NA Expansion	Electronic Appliances	Closed lost	Other
119	Headseat and AI Software Manufacturing NA Expansion	Applied Digital Technology	Closed lost	Lead Generation
120	Turkish AI Financial Software Company NA Expansion	Applied Digital Technology	Closed lost	Lead Generation
121	Food and Beverage Distributor expansion into Durham Region	Agri-Food	Closed lost	Direct Inbound
122	Clinic Expansion Project	Life Sciences	Prospect	Direct Inbound
123	Wholesale Grocery Center & Warehouse	Agri-Food	Lead	Direct Inbound
124	Animal health company Expansion	Life Sciences	Prospect	Direct Inbound
125	Gift Shop in Downtown Uxbridge	Arts, Culture, and Creative	Lead	Direct Inbound
126	Community Pottery Studio	Arts, Culture, and Creative	Prospect	Direct Inbound
127	Sporting Goods Store Relocation in Uxbridge	Other	Prospect	Direct Inbound

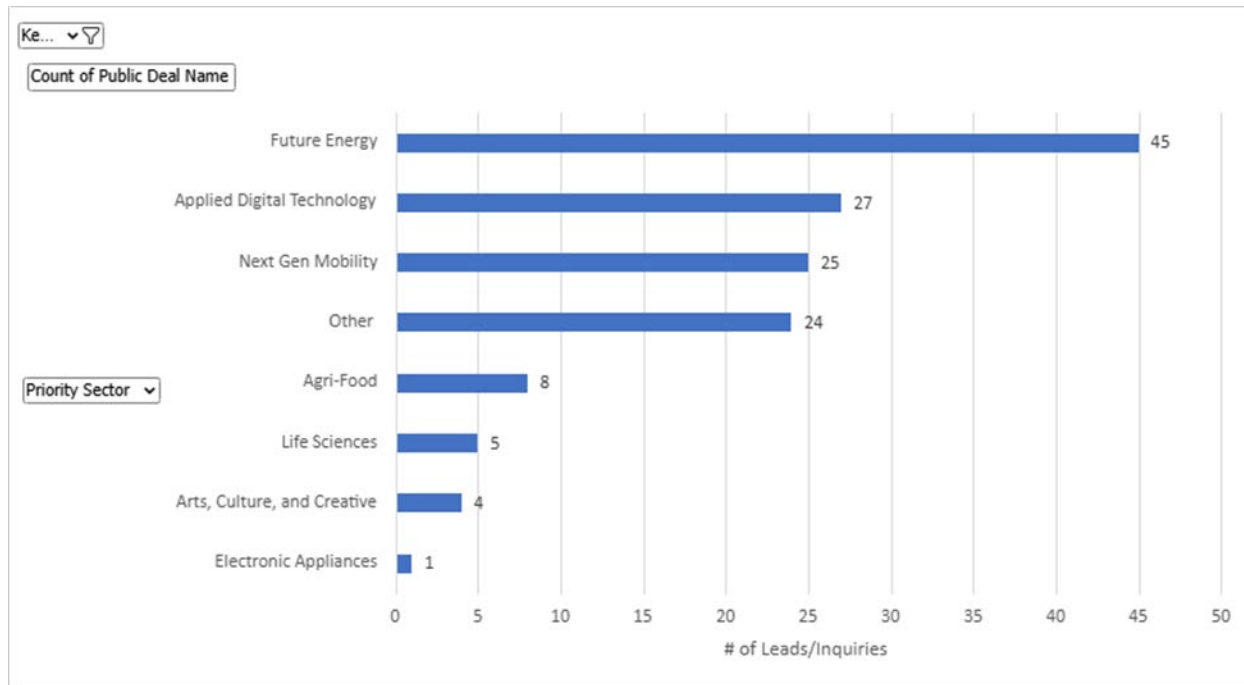
#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
128	New Gym Seeking Location in North Durham	Other	Prospect	Direct Inbound
129	Steel Manufacturing Company Relocating to North Durham	Other	Prospect	Direct Inbound
130	Green Homes Project	Other	Prospect	Direct Inbound
131	Automotive sector Distributor Expansion	Next Gen Mobility	Prospect	Direct Inbound
132	Distillery Expanding into North Durham	Arts, Culture, and Creative	Prospect	Direct Inbound
133	AI SME Network in Baden-Württemberg	Applied Digital Technology	Closed lost	Lead Generation
134	German Research Center for Artificial Intelligence	Applied Digital Technology	Lead	Lead Generation
135	Venture Capitalist Organization - Clean Technology	Other	Lead	Lead Generation
136	Trading/Financing Renewable Infrastructure Co Expansion	Future Energy	Closed lost	Lead Generation
137	Next Gen Mobility Association in Baden- Württemberg	Next Gen Mobility	Lead	Lead Generation
138	Technology Business Association in Baden- Württemberg	Applied Digital Technology	Lead	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
139	Monitoring Software for Food Production - Expansion	Applied Digital Technology	Lead	Lead Generation

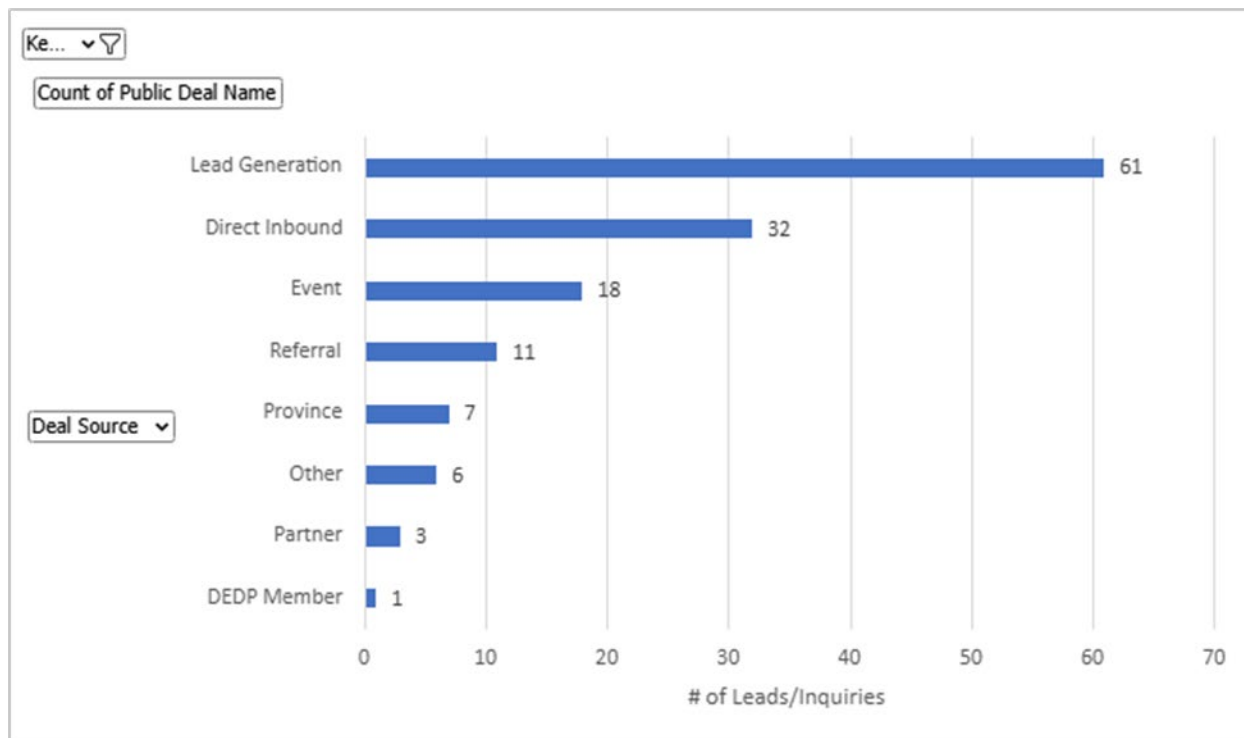
Appendix 2: Investment Leads/Inquiries by Industry, 2025



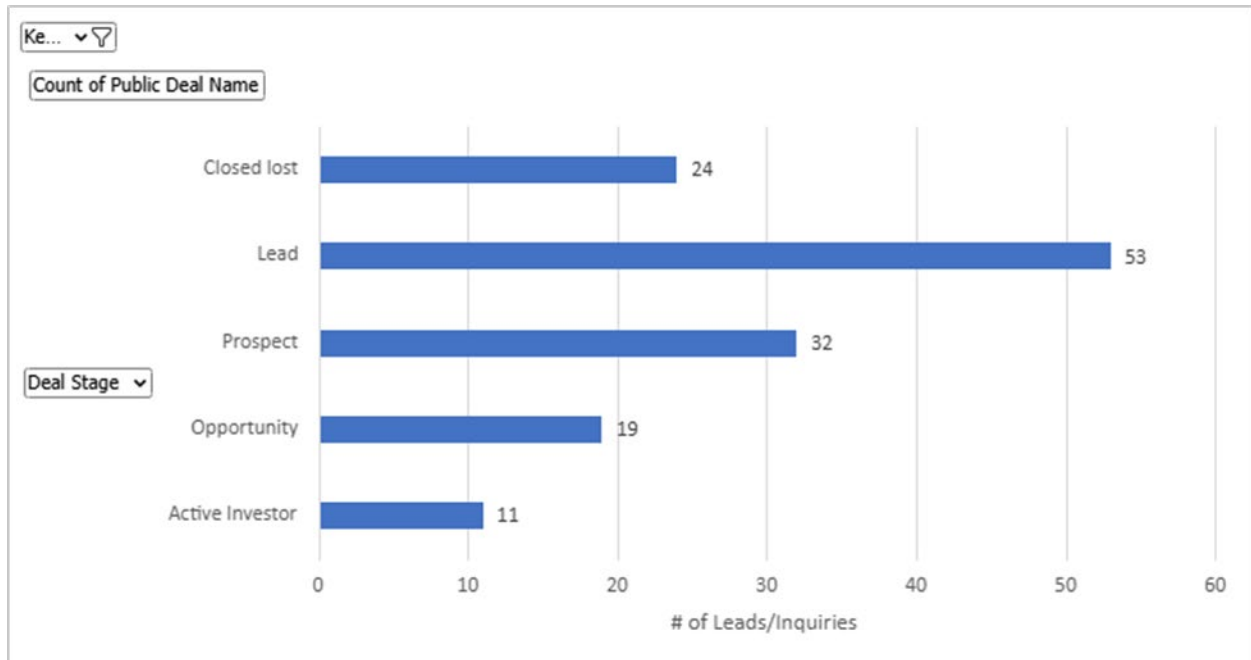
Appendix 3: Investment Lead/Inquiries by Priority Cluster, 2025



Appendix 4: Investment Leads/Inquiries by Source, 2025



Appendix 5: Investment Leads/Inquiries by Stages, 2025



Appendix 6: Hannover Messe Summary Report, 2025

Target Outcome	Target	Outcome
Number of new connections with individuals	500	Approx. 1,300*
Number of qualified new Leads for prospective investment in Durham Region	50	59
Number of resulting requests by prospective investors for site selection support within 3 months	5	6
Number of relationships advanced with staff from senior investment attraction agencies in Ontario and Canada	20	28
Percentage of Durham and partner participants surveyed that felt the booth was very effective or effective at representing Durham Region as a whole	90% or higher	100%
Percentage of Durham and partner participants surveyed that felt exhibiting at Hannover Messe 2025 was somewhat to very valuable to achieving their organization's goals	80% or higher	100%
Number of domestic or international federal or provincial/state Ministers that visited the booth to learn about Durham Region	5	8
Paid and organic digital impressions for the dedicated promotional campaign	350,000	2,843,566
Deeper engagements (click-throughs) to website content	4,000	10,296
Mentions in major media	5	17

*Note: Total new connections were estimated based on daily booth visits

Appendix 7: Business Development and Investment Events, 2025**1. 1855 Masterclass – Leadership, Don Lovisa (January)**

Presentation and networking event.

2. European Chambers Networking Night (January)

European Chambers networking night is a bi-monthly event hosted by various Canadian European Chambers of Commerce based in Toronto. The event provides an opportunity to meet consulate representatives from target geographies for investment and many companies representing foreign organizations ready to expand to Canada are in attendance of these events.

3. Regional Chair's Luncheon (February)

Annual address to the members of the Oshawa, Whitby, Clarington, Ajax-Pickering Board of Trades and Chambers of Commerce.

4. Barret Center Conference (February)

The Barrett Centre of Innovation in Sustainable Urban Agriculture's 2nd annual Urban Agriculture Conference, bringing leaders from across policy, education, food security, and innovation sectors to discuss reimagining urban spaces to strengthen urban agriculture in communities.

5. Whitby Chamber of Commerce – Address by Mayor Roy (March)

Annual address from the Mayor of Whitby to members of the Whitby Chamber of Commerce.

6. GOCC Innovators Exchange Networking Event (March)

An inspiring morning of connection and conversation with the members of the Oshawa Chamber of Commerce, tailored to reimagining the future of women in business. An opportunity for business leaders, owners, and professionals to network, share insights, and discuss opportunities to empower women in the business world.

7. APBOT Mayors' Breakfast (March)

Annual address from the Mayors of Ajax and Pickering to the members of the Ajax-Pickering Board of Trade regarding business community matters in their respective municipalities.

8. CBOT Mayor's Breakfast (March)

Annual address from the Mayor of Clarington to the members of the Clarington Board of Trade regarding business community issues.

9. Durham College and Chambers Gala Event (April)

Durham College Faculty of Business & IT – an inspiring evening celebrating innovation, collaboration, and the future of business. This event brings students, educators, and industry leaders together to build meaningful connections.

10. GOCC AGM and Keynote Speaker (April)

Daniel Tisch, President and CEO, Ontario Chamber of Commerce shares key insights from the Ontario Economic Report and what they mean for business. Explore Ontario's shifting political and economic landscape, including renewed U.S. trade tensions.

11. CBOT AGM and Business Awards (April)

Annual business awards and recognition event for the members of the Clarington business community.

12. Invest Pickering Economic Update (May)

Invest Pickering will discuss major projects and developments taking place across the City of Pickering with key businesses, developers, and stakeholders.

13. AI in Action (May)

Invest Durham sponsored the event that took place at Durham College. Participants learned about AI software, usage advice, current trends and developments, as well as celebrated local business accomplishments for those who worked with the AI Hub.

14. BURSA Chamber of Commerce (May)

Durham Region value proposition and focus sector presentation to the Bursa Chamber of Commerce, ten businesses in attendance.

15. Clarington Energy Summit (May)

Durham Region and Clarington communities are leading the way in innovative, clean energy solutions. Clarington, home to Darlington Nuclear, the CES is an opportunity to connect, explore partnerships, and support nuclear innovation.

16. GOCC Economic Update event (May)

Annual Economic Update event by Deputy Chief Economist, Derek Burleton, TD Bank. This informative and engaging event focuses on providing attendees with insights into the current and future economic landscape.

17. HOPA Ports Report to Community Event (June)

This event included HOPA highlights from 2024 and what's ahead in 2025, financial highlights, infrastructure investment updates, and economic, social and environmental actions in the port community.

18. Automotive Parts Manufacturing Association (APMA) Annual Conference (June)

Also known as the Canadian Automotive Summit, Canadian automotive manufacturers networked and provided keynote speeches on the current state and outlook of the automotive market. A particular emphasis was placed on the impact of tariffs and CUSMA re-negotiations on the auto sector in Ontario.

19. WCC/RBC Economic Update (June)

Quarterly economic update co-hosted by the Whitby Chamber of Commerce and Royal Bank of Canada. Invest Durham provided a presentation on target markets and sectors.

20. PACE Digital Delivery Innovation Demonstration (June)

PACE Digital Twinning & Adaptive Learning presentation and hands-on demos of their work: Design & Planning Station, Training Simulation, Construction Assist Station, Education Pathway Demo.

21. 2024 DAAC Farm Tour (September)

DAAC's annual event showcasing innovative and successful farming operations in Durham Region, highlighting the economic and cultural importance of agriculture. The tour featured speakers from various farming operations in Durham and was hosted at Kubota, Pickering.

22. OCNi Nuclear Industry Supplier Days (September)

Invest Durham participated in the OCNi Nuclear Industry Supplier Days two-day event. Invest Durham sponsored the business breakfast where staff provided welcoming remarks underscoring Durham Region's position as the Clean Energy Capital of Canada. The event featured a supplier trade show showcasing organizations that support Ontario's power generators, along with workshops and expert panel discussions focused on strengthening supply chain resiliency, expanding industry capacity, and enabling meaningful networking across the nuclear supply chain. During the opening remarks, Minister of Environment, Conservation and Parks, Todd McCarthy, highlighted Durham Region's leadership as Canada's Clean Energy Capital and noted that Ontario Tech University is the leading postsecondary institution supporting Ontario's nuclear economy.

23. OCC – Smart Growth Summit (September)

This event focused on sustainable finance, emerging technologies, smart mobility, workforce development, and smart agrifood. Symposium featured keynote speeches, interactive sessions, fireside chats, and expert panel discussions, aiming to explore the transformative use of technology for a sustainable and resilient future.

24. Skills Bridge Summit (September)

This event is dedicated to the future of Ontario's SME workforce. Sessions explored the evolving talent landscape, emerging megatrends impacting SMEs, the role of AI and new technologies in the workforce, and practical strategies for upskilling and talent development.

25. GOCC RBC Economic Forecast Event (September)

RBC's annual economic forecast event delivered to the members of the Greater Oshawa Chamber of Commerce.

26. CBOT Mayor's Address & Dinner (September)

Annual address from the Mayor of Clarington to members of the Clarington Board of Trade.

27. APBOT Business Excellence Awards (October)

Invest Durham joined APBOT to celebrate business achievements in the Ajax and Pickering communities. Invest Durham sponsored an award, and staff delivered a speech highlighting Invest Durham's initiatives and our upcoming participation at Hannover Messe.

28. The Isotope Advantage: How Canada's Nuclear Sector is Shaping Global Health (October)

Invest Durham attended this event that highlighted Ontario's growing isotope leadership to explore investment, collaboration, regulation, safety, resilient supply chains, infrastructure to meet demand, and talent essential for advancing global cancer care and future health innovation in Canada.

29. Whitby Economic Development Advanced Manufacturing Roundtable (November)

An event that brings together industry leaders, innovators, and stakeholders to explore emerging trends, challenges, and opportunities within Whitby's advanced manufacturing sector. The Region's Manager of Business Development & Investment moderated the panel.

30. WCC Business Excellence Awards (November)

Invest Durham joined the Whitby Chamber of Commerce (WCC) to celebrate business achievements in Whitby.

31. EMC Eastern Ontario Manufacturing Excellence Forum (November)

A gathering of industry leaders, innovators, and decision makers in the manufacturing sector from across Canada. This event was focused on the impact of US tariffs and opportunities for trade outside of the US.

Appendix 8: Inbound Delegations to Durham Region, 2025

1. Project Evergreen - Site Selection Tour

Month: January

Purpose: Site Selection

Partner: City of Oshawa

In collaboration with the City of Oshawa's Economic Development team, Invest Durham hosted a prospective investor from the academic sector, who is exploring opportunities to expand into the Region. The delegation included key decision-makers, highlighting the importance and potential impact of this initiative. This visit underscores Invest Durham's commitment to fostering and attracting top-tier talent to the area and collaboration with area municipalities to deliver excellent service.

2. Project Ivy Executive Tour

Month: February

Purpose: Investment Attraction

Partner: Durham Region

This prospective investor tour showcased locations of interest around the Region for higher educational use. The investment project remains open, and staff continue to advance it.

3. Consular General Belgium: Durham Region Tour

Month: May

Purpose: Partnership Building

Partner: Invest Durham

Invest Durham hosted the Consular General of Belgium to a tour of the Region. The Consular delegation was introduced to regional leadership, shown prime employment ready sites and visited the Darlington Power Plant Visitor Centre. The Consular General of Belgium was also introduced to the Ontario Tech University Partnership Team to discuss possible R&D collaboration.

4. BURSA Chamber of Commerce

Month: May

Purpose: Investment Attraction

Partner: Whitby Chamber of Commerce

Business members and staff of the Bursa Chamber of Commerce (Turkey) visited the Whitby Chamber of Commerce to explore synergies and collaboration opportunities. Invest Durham presented the Region's value proposition for business, and our sectors of focus.

5. Korean Delegation Nuclear Tour

Month: June

Purpose: Investment Attraction

Partner: Ontario Tech University & Durham College

Attendees from the energy and nuclear sector of Korea—in various business categories i.e., suppliers, associations, EPCs—toured OPG Pickering, received a clean energy ecosystem presentation from Durham College, and toured the nuclear simulation lab at Ontario Tech University. Attendees were all members of KOTRA (Korea Trade-Investment Promotion Agency).

6. Invest Ontario visit to Durham College

Month: June

Purpose: Partnership Building

Partner: Durham College

Invest Ontario's Senior Regional Advisor toured Durham College to assess its training capacity, corporate training development, and industry partnerships in support of prospective investment opportunities. The visit focused on understanding the College's ability to develop and scale talent pipelines (particularly in critical skilled trades, cybersecurity, and AI) to meet employer needs. Strengthening this relationship will help Invest Ontario evaluate how Durham College can de-risk labour supply, accelerate workforce readiness, and enhance investor confidence. Invest Durham will support future investor visits as needed.

7. Netherlands Zeeland Province visit to Ontario Tech University

Month: September

Purpose: Partnership Building

Partner: Ontario Tech University

In October 2025, Invest Durham partnered with Ontario Tech University in hosting a Dutch delegation from the Province of Zeeland, Netherlands. The delegation was chaired by the Kings Commissioner (equivalent to a Provincial Premier in Canada), provincial cabinet members, mayors, councilors, academics, public officials and business representatives from the Zeeland Province who visited Durham to learn about the "Clean Energy Capital of Canada".

8. Global Affairs Canada Visit to Durham Region

Month: October

Purpose: Partnership Building & Investment Attraction

Partner: Durham Region

Invest Durham hosted two senior investment officers, from Global Affairs Canada's Investment Promotion and Governance Division, following the Economic Development Association of Canada's annual conference. Durham Region's value proposition for business investment was presented and discussed, followed by continued conversation at a local business.

9. France Canada Chamber of Commerce and Consular General of France

Month: October

Purpose: Partnership Building

Partner: Invest Durham

Invest Durham hosted the Consular General of France, staff from Business France and the CEO and Chairman of the France Canada Chamber of Commerce to a tour of SAFRAN Landing Systems, a French company operating in Ajax, Durham Region. The delegation was welcomed by Chair Henry and Deputy Mayor of Ajax, Councilor Sterling Lee.

10. Netherlands Delegation – Nuclear Power (November)

Invest Durham attended the event hosted by the Consulate General of the Kingdom of the Netherlands in Toronto. A delegation of Dutch companies visited Durham Region to assess Canada's capacity for nuclear innovation, including small modular reactors, advanced fuels, R&D, and workforce development. The mission brought together Dutch industry leaders, supply chain, research institutions, and government representatives with Canadian counterparts to explore opportunities for joint R&D, accelerate demonstration projects, and scale next generation nuclear solutions in both regions.

Appendix 9: Advancing Relationships with Senior Agencies in 2025**FEDERAL****1. Government of Canada Trade Commissioner Services (Global Affairs Canada)**

- 1.1 A greater and more strategic utilization of federal trade and investment partners located internationally, resulting in connection with federal trade commissioners focused on clean energy, advanced automotive, advanced manufacturing to identify significant investment opportunities.
- 1.2 Met with TCS representatives from USA: New York and Philadelphia, Germany, Taiwan, Singapore, China, United Kingdom, Switzerland, Netherlands, Italy and Spain.
- 1.3 Met with TCS Germany, Munich and Berlin offices, in preparation for Hannover Messe 2025.
- 1.4 Met with TCS: Beijing office as part of due diligence on a prospective investor exploring setting up a pre-fabrication housing factory in Durham.
- 1.5 Hosted federal trade commissioners from New York City and Philadelphia and co-hosted a delegation of US Energy executives in partnership with Invest Ontario.
- 1.6 Met with the Chief Trade Commissioner, TCS European Chief and TCS Nordics, TCS Netherlands at Hannover Messe 2025 to begin planning for mission visits in 2026.

2. Invest in Canada

- 2.1 Various meetings held with Invest in Canada staff to discuss investment attraction and promotion of Durham Region.
- 2.2 Met with Invest in Canada CEO, Laurel Broten and her team at Hannover Messe 2025, to discuss investment prospects in Durham and position the region as the Clean Energy Capital of Canada.

3. Innovation, Science and Economic Development Canada (ISED)

- 3.1 Partnered with NGen, an agency of ISED to exhibit at Hannover Messe 2025, where Canada was the partner country.

4. National Research Council of Canada Industrial Research Assistance Program (NRC IRAP)

- 4.1 Close collaboration with location representatives of NRC IRAP to connect prospective investors for research funding opportunities in agri-tech, connected technologies, semiconductor and hard tech, automotive, and clean energy.

5. Immigration, Refugees and Citizenship Canada (IRCC)

- 5.1 Worked closely with IRCC to understand the programs in place to support skilled foreign worker immigration and work programs such as work permits, intracompany transfer, and designated service channels for prominent employers in the region.

6. Business Council of Canada

- 6.1 Invest Durham organized a meeting with the COE of the Business Council of Canada, Mr. Goldy Hyder at Hannover Messe 2025 where he discussed the important role of municipalities to enabling business growth and development with the Durham delegation.

PROVINCIAL

7. Ontario Trade and Investment

- 7.1 The Ontario Trade and Investment officers stationed at Canadian embassies throughout the world are in regular contact with Invest Durham staff for sector specific inbound delegations, G2B outreach opportunities, and direct company support.
- 7.2 On-going collaboration with overseas missions for investment attraction and co-exhibiting at shows.

8. Invest in Ontario

- 8.1 Collaboration with sector specialists and site selector representatives to promote Durham Region's ecosystem in mobility, clean energy, and manufacturing while demonstrating investment readiness for FDI.

9. Ministry of Economic Development, Job Creation and Trade (MEDJCT)

- 9.1 Various meetings were held with senior MEDJCT officials to build relationships and promote Durham Region's automotive, energy, and advanced manufacturing clusters.
- 9.2 Collaborating with project leaders for various inbound delegations interested in Ontario's and Durham Region's sector ecosystems.
- 9.3 Attended MEDJCT led trade missions to international delegations, including Korea and Japan.
- 9.4 Met with Toronto Regional Board of Trade-World Trade Centre representatives at HM25 and submitted joint grant application to the Trade Impacted Communities Program to support up to 40 Durham-based businesses to develop export plans to markets outside of the US.

10. Ministry of Labour, Immigration, Trades, and Skills Development (MLITSD)

- 10.1 Regularly connecting with MLITSD to understand provincial level skilled labour and immigration program support mechanisms, as well as obtain information on skills development for companies in key target sectors, including existing businesses within Durham Region as well as prospective investors who are evaluating the labour market for interested areas of investment.
- 10.2 Working with MLITSD on their referral program to support companies who would like to apply for the Dedicated Service channel with IRCC.
- 10.3 This is a program for companies who have a significant economic impact on the Canadian economy that need to rapidly navigate skilled labour immigration and work permit programs. This channel is beneficial to both local businesses and potential investors.
- 10.4 Invest Durham became a member of the Ontario Chamber of Commerce in 2025. This provides networking opportunities with key large businesses and key supply chain partners in the province. In addition, Invest Durham was invited to present the progress on the development of the Workforce Strategy and Action Plan at the OCC Workforce Committee.

INTERNATIONAL**11. Canadian German Chamber of Industry and Commerce (CGCIC)**

- 11.1 Invest Durham is a member of CGCIC which includes connecting potential investors from Germany to market ready or expansion services in Canada.
- 11.2 CGCIC connects Durham Region with German companies who are ready to invest into Canada.
- 11.3 Attended German-Canada industry events in trade and investment.

12. Canada Finland Chamber of Commerce (CFCC)

- 12.1 Delegations and collaboration in Durham Region.
- 12.2 Co-hosted Finland-Ontario industry events in trade and investment.
- 12.3 Connecting with potential investors through CFCC seeking to invest in Canada.

13. Business Finland

- 13.1 Worked with the Toronto-based office who provides support for market-ready Finnish companies who are serious about investing into Canada.
- 13.2 Collaborated with Business Finland to meet with key partners during the Finnish Partnership Mission and identify activities to promote investment attraction from

Finnish companies into Durham Region through mutually shared key target segments.

14. Italian-Canadian Chamber of Commerce

14.1 Invest Durham became a member of the Italian-Canadian Chamber of Commerce (ICCO) in 2025 to begin exploring two-way trade and investment opportunities and network with businesses interested in investing in Canada, with a focus on agri-processing and next generation mobility.

15. Canada China Business Council

15.1 Invest Durham became a member of the Canada China Business Council (CCBC) in late 2025 to begin exploring two-way trade and investment opportunities and network with businesses interested in investing in Canada.

16. France Canada Chamber

16.1 Invest Durham became a member of the France Canada Chamber in 2025 to begin exploring two-way trade and investment opportunities and network with businesses interested in investing in Canada, with a focus on Clean Energy and Advanced Manufacturing.

Industrial Policy/Organizations

17. Ontario Canadian Nuclear Industries (OCNI)

- 17.1 OCNI hosts events and foreign delegations to promote domestic and international trade in Ontario's nuclear sector, which Invest Durham has participated in through exhibiting or providing opening remarks.
- 17.2 Met with senior leaders of OCNI to discuss Durham Region's SMR and nuclear strategy and objectives for investment promotion in nuclear and clean energy.

18. Ontario Vehicle Innovation Network (OVIN)

- 18.1 Invest Durham works very closely with OVIN through our various automotive ecosystem partners (Ontario Tech Automotive Centre of Excellence and Durham College) and through other initiatives on the regional level that require matched provincial funding.
- 18.2 Invest Durham has referred automotive investors to OVIN and vice versa.
- 18.3 Other ongoing activities include partnership renewals and Durham Region Technology Development Site (DRTDS) challenge statements, and smart cities, including support for the City of Oshawa as lead for DRIVE (Durham's OVIN technology development site).

- 18.4 Durham Region is a member of Automotive Parts Manufacturing Association (APMA) and connects potential investors and current automotive businesses with APMA to be part of the Canadian-wide automotive manufacturing ecosystem.
- 18.5 Invest Durham participates in the APMA Canadian Automotive Summit, inviting investors and partners to attend.
- 18.6 Invest Durham and City of Oshawa Economic Development co-hosted an APMA member event. Flavio Volpe shared updates on the CUSMA negotiations and the impact on the auto-sector.
- 18.7 Invest Durham is a member of the Ontario Manufacturing Communities Alliance (OMCA). The Ontario Manufacturing Communities Alliance (OMCA) is a partnership of economic development organizations, committed to bringing new business opportunities to the Ontario (Canada) manufacturing sector.
- 18.8 Invest Durham is also a member of Ontario Food Cluster (OFC). OFC is made up of several economic development entities that work in collaboration to support agri-food development and inbound investment attraction, in Ontario. The work done by OFC included research, identification of incentives, etc. to support agri-business growth and development in Ontario.

Appendix 10: Successful Investments (“Wins”), 2025**1. Siemens Energy Canada**

Regional Role: Lead role in investment attraction and lead facilitation
Partner: DEDP

Invest Durham began discussions with Siemens Energy Canada to locate an office in Durham in 2023. In January 2026, Siemens Energy Canada announced the recent opening of an office in Pickering, Durham Region. The office will accommodate engineering professionals and was opened to support Siemens Energy Canada’s involvement in the Nuclear Refurbishment Project.

2. GE-Vernova-Hitachi (GVH)

Regional Role: Supporting role in investment attraction and lead facilitation
Partner: Real Estate Broker

Invest Durham has been supporting GVH for the prior two years, and more actively during the prior year with their expansion aspirations and identifying suitable sites. The project will be located in Durham. GVH will be building an office complex and a state-of-the-art training centre.

Appendix 11: Significant Investment Highlights by Area Municipality 2025**Notes**

N/A – Not available

TBD – To be determined

Ajax: 5

Company	Jobs Created	Building Size / New Floor Space Added (sq ft)	Comments
Triforest Manufacturing Inc.	20	N/A	Underway with Phase II of their expansion and is expected to generate over 80 new full-time jobs and contribute approximately CAD 100 million in annual output.
Warehousing Facility	50	750,000	Completed
Shandex Warehouse	N/A	97,927	Completed
Creekside Ajax Campus	N/A	Building A: 290,780 Building B: 250,643 Building C: 419,012	Earthworks completed. Three phases totaling in just under 1 million square feet of Class A industrial space.
1120, 1130, 1140, 1150, 1160, 1190, and 1200 Salem Road North	N/A	76,907	Under construction

Clarington: 5

Company	Jobs Created	Building Size / New Floor Space Added (sq ft)	Comments
Action Car & Truck	80	141,000	Action Car & Truck is developing a 141,000 sq. ft. Eastern Ontario headquarters that will create 80 jobs, featuring warehouse, assembly, office, and retail space. The company specializes in automotive accessories and commercial vehicle upfitting.
D&R Custom Steel	60	66,000	D&R Custom Steel is constructing a 66,000 sq. ft. manufacturing and warehouse facility with office space, supporting 60 new jobs. The firm specializes in custom steel fabrication for water, air, mining, and material-handling industries.
Marriot Hotel	30	55,000	Marriott Hotel is developing a 55,000 sq. ft. hotel and event venue that will create 30 jobs, offering full-service accommodations and flexible meeting and event spaces.
GEMTEC	50	10,000	GEMTEC is retrofitting 10,000 sq. ft. into a modern office space to support 50 jobs. The company specializes in engineering services including civil, geotechnical, environmental, and materials testing.
Hatch	10	4,000	Hatch is converting 4,000 sq. ft. into a modern office space, supporting 10 jobs. Hatch specializes in engineering and consulting across the metals and minerals, energy, and infrastructure sectors.

Oshawa: 4

Company	Jobs Created	Building Size / New Floor Space Added (sq ft)	Comments
GEODIS	270	370,000 sq. ft.	GEODIS is a leading worldwide provider of customized transportation, warehousing, global logistics, and supply chain solutions. GEODIS opened their second home in Oshawa via industrial expansion at 1565 Thornton Rd. N. in Northwood Business Park, occupying 74% of the building space.
OPG	~2,000	285,000 sq. ft.	OPG officially moved into their new corporate headquarters at 1908 Colonel Sam Dr., adding to their existing regional presence at the Pickering and Darlington Nuclear Generating Stations.
Tru by Hilton	~50	~55,000 sq. ft.	The Tru by Hilton Oshawa is a newly built 97-room midscale hotel located across from the Oshawa Executive Airport, offering a contemporary new lodging option that reflects Oshawa's growing appeal as a destination for both business and leisure travelers.
Durham Creative Arts Centre (DCAC)	1	3,100 sq. ft.	DCACentre is a for-profit organization offering coworking and rental spaces for artists, entrepreneurs, and creative professionals at 2 Simcoe St. S. Unit 500. Their mission is to build sustainable, inclusive, and collaborative spaces that support the growth of individual artists and the broader creative community throughout Durham.

Pickering: 6

Company	Jobs Created	Building Size / New Floor Space Added (sq ft)	Comments
Bay Ridges Industrial Centre (1575 Clements Road)	TBD	270,163 sq ft	State-of-the-art industrial development. Strategically located minutes from Hwy 401; major new industrial capacity added to Pickering.
1635 Bayly Street (Retail Plaza Expansion)	TBD	Government office: ~50,000 sq ft; Daycare: ~8,000 sq ft	Continued build-out of the Brock/Bayly retail node with government office expansion and new daycare under construction. Adds significant commercial service space to South Pickering.
1030 Salk Road – Pickering Corporate Centre / Business Point	TBD	50,000 sq ft	Major addition of small-bay industrial condo space, supporting manufacturing, trades, and logistics users. Modern units with full mezzanine and drive-in doors.
Porsche Experience Centre Toronto (Pickering)	50+ (approx. 65 jobs)	45,000 SF	Opened June 2025, Canada's first Porsche Experience Centre and third in North America. Features a 2-km handling circuit, simulators, café, and visitor centre; major tourism and innovation investment.
Lee Valley Tools – New Flagship Store (1755 Pickering Parkway)	40	~17,000 SF (not net new)	Lee Valley's largest flagship store in Canada, Grand opening September 20, 2025. Featuring extensive product displays, workshops, and live demonstrations. Significant retail and employment investment in Pickering.
HiTech Bay 1851 Sandstone Manor	50+/-	56,000 sq ft	Officially moved to Pickering in 2025, a new and improved facility. They process, refurbish, and recycle IT assets and ensure secure data destruction and environmentally responsible disposal.

Whitby: 5

Company	Jobs Created	Building Size / New Floor Space Added (sq ft)	Comments
North American Steel	11-15	10,000 – 15,000	Extending the rear of the building to accommodate increased production
Toromont	Estimated 100+ jobs	48,000 sq ft	New branch scheduled to open in 2026, will offer equipment sales, rentals, parts, and service
Soft Moc	120-150	145,000 sq ft	Consolidation of two warehouses in Ajax and Pickering
PPFD	40	147,000 sq ft	Third facility at Whitby location
Mazda Distribution	36	279,000 sq ft	New Parts Distribution Centre located on Ashburn Road in Whitby, Ontario, designed to serve 127 dealerships across Canada and nearly 800 in the U.S.

Northern Municipalities (Brock, Scugog, Uxbridge): 9

Company	Jobs Created	Building Size / New Floor Space Added (sq ft)	Comments
Brock: 4			
Underwood	N/A	13,993	Added a new storage shed
Alieh Farms	N/A	22,604 sq ft	Added a new robotic dairy barn
Southpoint Equipment	N/A		New business – agricultural equipment repair and sales (Kubota)
Liang	N/A	3,840 sq ft	Added new machine Storage
Scugog: 2			
Windmill Farms	N/A	N/A	Merger with Heartee Foods and expansion of existing mushroom growing and processing facility
Port Royal Mills			Custom seed and grain blending as well as whole grain milling
Uxbridge: 3			
Rob-Don Properties	N/A	26,996	Dry goods warehouse and distribution operation plus office component)

Company	Jobs Created	Building Size / New Floor Space Added (sq ft)	Comments
UCEL	TBD	18,951	Industrial Building - Office and manufacturing space for Construction Hoists
Zano-Con Environmental Inc.	TBD	13, 950	Construction of Industrial Building (Repair Garage and Office Component)

Resolutions from Advisory Committees

Durham Active Transportation Committee

1. June Bike Month

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

Whereas June is Bike Month;

Whereas Durham Regional Community Growth staff have organized numerous bike friendly activities annually for over a decade to educate residents about cycling safety, promote the benefits of cycling, and encourage residents to bike more by participating in Bike Month throughout the month of June; and

Whereas the Durham Active Transportation Committee fully supports the Region of Durham's planned Bike Month activities.

Now therefore be it resolved that the Durham Active Transportation Committee request Regional Council's support of the planned Regional Bike Month activities and proclaim the month of June as Bike Month in the Region of Durham.

Resolutions from Advisory Committees

Durham Agricultural Advisory Committee

1. Resolution passed at Prince Edward County Council meeting held on January 29, 2026 in support of Bill 21, Protect Our Food Act, 2025
-

That the Community Growth and Economic Development Committee be advised of the following motion from the Durham Agricultural Advisory Committee:

That the Durham Agricultural Advisory Committee supports the Prince Edward County resolution passed at their Council meeting held on January 29, 2026 in support of Bill 21, Protect Our Food Act, 2025, and encourages Regional Council to also support the resolution.

[This item was referred to the Durham Agricultural Advisory Committee from the March 2, 2026 Community Growth & Economic Development Committee meeting for comment.]

2. Federal Airport Lands
-

That the Community Growth and Economic Development Committee be advised of the following motion from the Durham Agricultural Advisory Committee:

That with respect to the Federal Airport Lands, the Durham Agricultural Advisory Committee (DAAC) re-affirms its position from the May 10, 2022 DAAC meeting stating that the preservation of agricultural land is vital to ensure Durham Region residents have access to a substantial and stable supply of local food, now and into the future as Durham's population grows; and

That access to growing food supports an entire food value chain and multiple industries related to food production that are imperative to Durham's overall economic health.

Resolutions from Advisory Committees

Durham Environment and Climate Advisory Committee

1. Implementation of the Lake Simcoe Protection Plan

That we recommend to the Community Growth and Economic Development Committee:

That the Durham Environment and Climate Advisory Committee (DECAC) supports the recommendations contained within the Rescue Lake Simcoe Coalition's 'Protect Our Plan: From Good Goals to Practical Progress Report.