

THIS LETTER HAS BEEN FORWARDED
TO THE EIGHT AREA CLERKS

Sent Via Email



January 29, 2025

Mary Medeiros
Clerk
City of Oshawa
50 Centre Street South
Oshawa, ON, L1H 3Z7

**The Regional
Municipality of
Durham**

Corporate Services
Department –
Legislative Services
Division

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durham.ca

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

Dear M. Medeiros:

**RE: Durham Region's 2025-2035 Strategic Plan (2025-COW-2),
Our File: C13**

Council of the Region of Durham, at its meeting held on January 29, 2025, adopted the following recommendations of the Committee of the Whole:

- A) That Regional Council adopt Durham Region's 2025-2035 Strategic Plan (Attachment #1 to Report #2025-COW-2 of the Chief Administrative Officer);
- B) That Regional Council direct the Chief Administrative Officer to develop related performance indicators to demonstrate Plan progress;
- C) That Regional Council direct the Chief Administrative Officer to develop the first supporting Implementation Plan for 2025-2028 that identifies key actions and related corporate performance measures; and
- D) That a copy of Report #2025-COW-2 be forwarded to the local area municipalities within the Region of Durham.

Please find enclosed a copy of Report #2025-COW-2 for your information.

Alexander Harras

Alexander Harras, M.P.A.
Director of Legislative Services & Regional Clerk
AH/tf

Enclosed

c: E. Baxter-Trahair, Chief Administrative Officer

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 2071



The Regional Municipality of Durham Report

To: Committee of the Whole
From: Chief Administrative Officer
Report: #2025-COW-2
Date: January 15, 2025

Subject:

Durham Region's 2025-2035 Strategic Plan

Recommendation:

That the Committee of the Whole recommends to Regional Council:

- A) That Regional Council adopt Durham Region's 2025-2035 Strategic Plan (Attachment #1);
 - B) That Regional Council direct the Chief Administrative Officer to develop related performance indicators to demonstrate Plan progress;
 - C) That Regional Council direct the Chief Administrative Officer to develop the first supporting Implementation Plan for 2025-2028 that identifies key actions and related corporate performance measures; and
 - D) That a copy of this report be forwarded to the local area municipalities within the Region of Durham.
-

Report:

1. Purpose

- 1.1 This purpose of this report is to present Durham Region's 2025-2035 Strategic Plan to Regional Council for endorsement.

2. Background

- 2.1 On September 27, 2023, Regional Council endorsed the process to develop Durham Region's 2025 Strategic Plan and governance structure, as detailed in the Committee of the Whole report [#2023-COW-32](#).
-

- 2.2 Durham Region's 2025-2035 Strategic Plan was developed in four phases:
- a. Phase 1: Knowledge Gathering (February – May 2023)
 - b. Phase 2: Planning (June – December 2023)
 - c. Phase 3: Engagement (January – June 2024)
 - d. Phase 4: Writing and Approvals (July – December 2024)
- 2.3 Regular updates on the development of Durham Region's 2025-2035 Strategic Plan were shared with Regional Council, as outlined in Section 3.
- 2.4 In October 2024, the community was invited to review the draft Strategic Plan through a variety of engagement opportunities, ask questions, and provide comments to staff. Based on the feedback received, revisions were made to the 2025-2035 Strategic Plan.

3. Previous Reports and Decisions

- 3.1 Committee of the Whole [#2023-COW-32](#)
- 3.2 [Regional Council September 27, 2023](#)
- 3.3 [Special Regional Council Meeting January 25, 2024](#)
- 3.4 Committee of the Whole [#2024-COW-23](#)
- 3.5 [Regional Council June 26, 2024](#)
- 3.6 Council Information Package [October 4, 2024](#)
- a. [Staff Correspondence 4.1](#)
 - b. [Durham Region's 2025 Draft Strategic Plan](#)
- 3.7 Committee of the Whole [October 9, 2024](#)
- a. [Presentation 4.1](#)

4. About the Strategic Plan

- 4.1 Durham Region's 2025-2035 Strategic Plan is a community plan. It reflects what we heard from community members and is supported by staff expertise.
- 4.2 The Plan includes both community aspirations and complex social issues that often are not the sole responsibility of one organization or group, including the Region of
-

Durham. Our role within the community, however, is to collaborate with others to address larger community opportunities and challenges.

- 4.3 Durham Region's 2025-2035 Strategic Plan will act as a compass to advance our work to achieve the future we want to create.
- 4.4 The Plan shares the community's vision for the future of Durham Region: "Connected communities. Connected to you." Connected, caring, and welcoming communities that respect the natural environment and create prosperity for all.
- 4.5 To achieve the vision of "Connected communities. Connected to you.", there are five Strategic Directions that will guide our work and act as a lens for decision-making over the next 10 years. The five Strategic Directions are:
 - a. Connected and Vibrant Communities;
 - b. Environmental Sustainability and Climate Action;
 - c. Healthy People, Caring Communities;
 - d. Resilient Local Economies; and
 - e. Strong Relationships.
- 4.6 Each of the five Strategic Directions contains Pathways that outline the high-level areas of action that will move us toward achieving the Community Vision. There are a total of 29 Pathways included in the Plan as detailed in Attachment #1.
- 4.7 Implementation of the Strategic Directions and Pathways is supported by the Foundation of People, Processes, and Technology. The details of the Plan's Foundation are described in Attachment #1.
- 4.8 The Corporate Mission, Values, and Implementation Plans are presented together in Attachment #1 as the specific commitments the Region of Durham will make to advance the Strategic Directions and Pathways within Durham Region's 2025-2035 Strategic Plan.
- 4.9 The Corporate Mission Statement is: Working together to serve diverse and growing communities by providing equitable, sustainable, and integrated services that improve people's lives.
- 4.10 Through our actions, the Region of Durham will demonstrate our Corporate Values which are: Accountable, Caring, Collaborative, Inclusive and Innovative. The Corporate Values are further described in Attachment #1.

5. Relationship to Strategic Plan

- 5.1 This report presents Durham Region's 2025-2035 Strategic Plan.
-

6. Next Steps

- 6.1 Pending Committee and Council endorsement, staff will develop the first supporting Implementation Plan to outline the specific actions and related corporate performance measures that will be delivered to advance the Strategic Directions and Pathways. The Implementation Plans will be aligned with the annual business planning and budget process.
- 6.2 Pending Committee and Council endorsement, staff will develop related performance indicators to demonstrate Plan progress and will share updates with Regional Council and the community through the [community dashboard](#).

7. Attachments

Attachment #1: Durham Region's 2025-2035 Strategic Plan

Attachment #2: Presentation

Prepared by: Andrea Smith, Policy Advisor, Corporate Initiatives, and Lesley-Ann Foulds, Manager, Corporate Initiatives.

Approved by: Sandra Austin, Executive Director, Strategic Initiatives.

Respectfully submitted,

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer



Durham Region's
2025-2035 Strategic Plan

Connected communities.
Connected to you.

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Letter from the Regional Chair and CAO

Durham Region's 2025 Strategic Plan reflects a year-long conversation with community members and partners, exploring the landscape of Durham Region for the coming decade.

The result is an ambitious, aspirational, and comprehensive plan that demonstrates a shared vision of connected, caring, and welcoming communities that respect the natural environment and create prosperity for all.

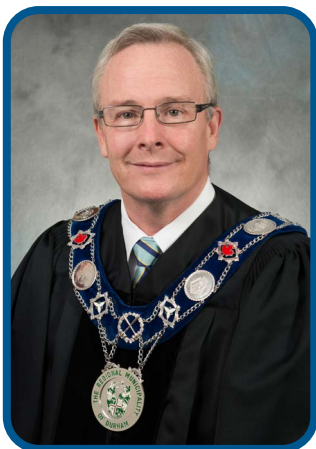
Connected communities. Connected to you.

On behalf of Regional Council and staff, we thank the thousands of residents, community partners, business leaders and youth for their feedback throughout this process. The insights into the key challenges we are facing—and innovative strategies to create the future of Durham Region—helped to shape this Plan.

This 10-year Plan will act as a compass to advance the work of both Council and staff. The Plan sets out five Strategic Directions that will support our collective vision for Durham's future: Connected and Vibrant Communities; Environmental Sustainability and Climate Action; Healthy People, Caring Communities; Resilient Local Economies; and Strong Relationships.

Council and staff are committed to working together to serve the diverse and growing communities across Durham Region by providing equitable, sustainable and integrated services that improve people's lives. The Region will continue to update the community and share our progress toward the Strategic Directions and Pathways within The Plan.

We look forward to putting The Plan into action and invite you to join us as we continue to build a better Durham for all.



John Henry
Regional Chair
and CEO



Elaine Baxter-Trahair
Chief Administrative
Officer



The Regional Municipality of Durham's Commitment to Truth and Reconciliation

We are grateful to the Indigenous Peoples who have long cared for the lands and waters on which Durham Region is located. We recognize and respect the rights of the Michi Saagiig Anishinaabeg as the signatory Nations to the Williams Treaties of 1923. We recognize that the creation of written treaties was complex, and we also honour the histories and role of the Haudenosaunee and Wendat who have long had presence here.

Our intent is to speak the truth and act in reconciliation. We continue to learn from the harms of the past and move forward with humility in our relationships with each other, the land, the waters, and all living things.

We commit to building and strengthening respectful relationships with First Nations, Inuit, Métis and urban Indigenous communities, in the true spirit of reciprocity and collaboration. We will take a coordinated and proactive approach to meaningful engagement with Indigenous communities to uplift cultural connection to the land, advance opportunities for ecological preservation and restoration, and support economic participation.

With the development and implementation of this Strategic Plan, we honour our commitments and responsibilities not only as treaty partners, but also as true collaborators in creating a connected and caring shared future for all generations—past, present, and those to come.



About Durham Region: A Community of Communities

Durham Region covers a diverse landscape that includes urban centres and rural communities, as well as vast natural spaces and agricultural lands. These are the lands and waters with which Indigenous Peoples have had a relationship of reciprocity since time immemorial. These lands are part of the treaty and traditional territories of Michi Saagiig and Chippewa Nations including the Mississaugas of Scugog Island First Nation, Alderville First Nation, Hiawatha First Nation, Curve Lake First Nation, and the Chippewa Nations of Georgina Island, Beausoleil and Rama.

Durham Region borders the County of Simcoe to the north, the City of Kawartha Lakes and Northumberland County to the east, and the Region of York and City of Toronto to the west.

Within the Region of Durham there are eight area municipalities, including the Town of Ajax, Township of Brock, Municipality of Clarington, City of Oshawa, City of Pickering, Township of Scugog, Township of Uxbridge, and the Town of Whitby. Currently home to more than 750,000 residents, Durham Region continues to be one of the fastest growing communities in Canada.

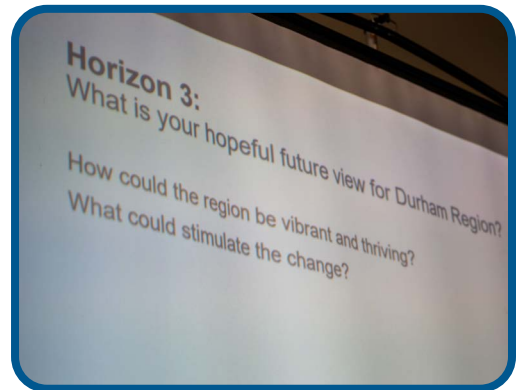
For more information, [read Durham Region's Profile on durham.ca](https://www.durham.ca/profile).

Engaging the Community to Develop Durham Region's Strategic Plan

In early 2024, the Region of Durham launched the engagement portion of the strategic planning process with the goal of reaching and receiving feedback from as many residents across the region as possible. Residents were asked to share their thoughts and ideas to help create Durham Region's Strategic Plan.

What We Did

- Invited the seven Williams Treaty First Nations to engage and participate in dialogue.
- Developed and launched a community survey.
- Shared the community survey and information with over 170 local community partners, service providers, and associations.
- Hosted 24 pop-up events throughout the region to support face-to-face conversations with residents, including various Indigenous community events.
- Promoted engagement opportunities through digital media, radio advertising, and digital signs across the region.
- Released over 24 social media posts encouraging residents to learn more about the project by visiting the website.
- Provided an information package to Indigenous community organizations, community partners and service providers, business associations, members of Regional Council, and Committees of Council.
- Delivered 13 presentations, including delegations to all eight local area municipalities.
- Distributed 700 flyers and 1,000 postcards in libraries, seniors' centres, welcome centres, community and recreation centres.
- Launched an art contest for elementary and secondary school students.
- Hosted four in-depth, focused Community Conversations, representing 47 organizations/groups.
- Engaged with Regional staff through workshops.



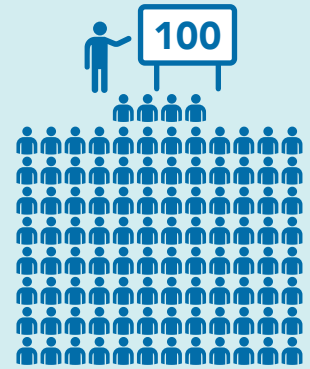
Engagement Results



Spoke with approximately 900 residents throughout the region.



Received over 8,400 website visits to the Your Durham page in March 2024.



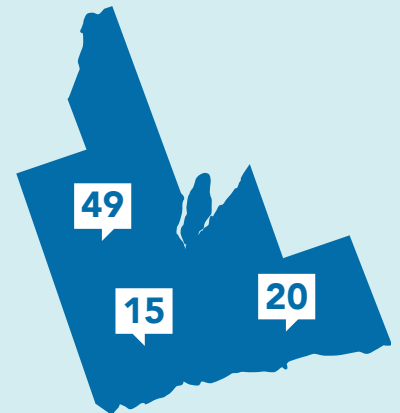
Presented to approximately 100 people in the community.



Received over 2,100 survey responses from the community.



Received 20 youth art contest submissions, where students shared their vision of Durham Region.



Engaged with 49 community partners, 15 business representatives and 20 youth leaders through the Community Conversations.



Received input from approximately 400 Regional staff.

What We Heard

- The community was invited to share their thoughts and ideas for the future of Durham Region and the feedback received informed the development of Durham Region's 2025 Strategic Plan. The full "What We Heard" report can be found on our website at durham.ca/StratPlan.
- In October 2024, the community was invited to review the draft Strategic Plan and provide comments through the Region's online engagement platform, Your Durham. In addition, the Region hosted three in-person community open houses for attendees to review the draft Strategic Plan, ask questions, and provide comments to staff. An additional session was conducted with staff from the local area municipalities to review the draft Strategic Plan and discuss areas of alignment.
- The draft Strategic Plan was revised based on the feedback received and presented to Council for endorsement in January 2025.



About the Strategic Plan

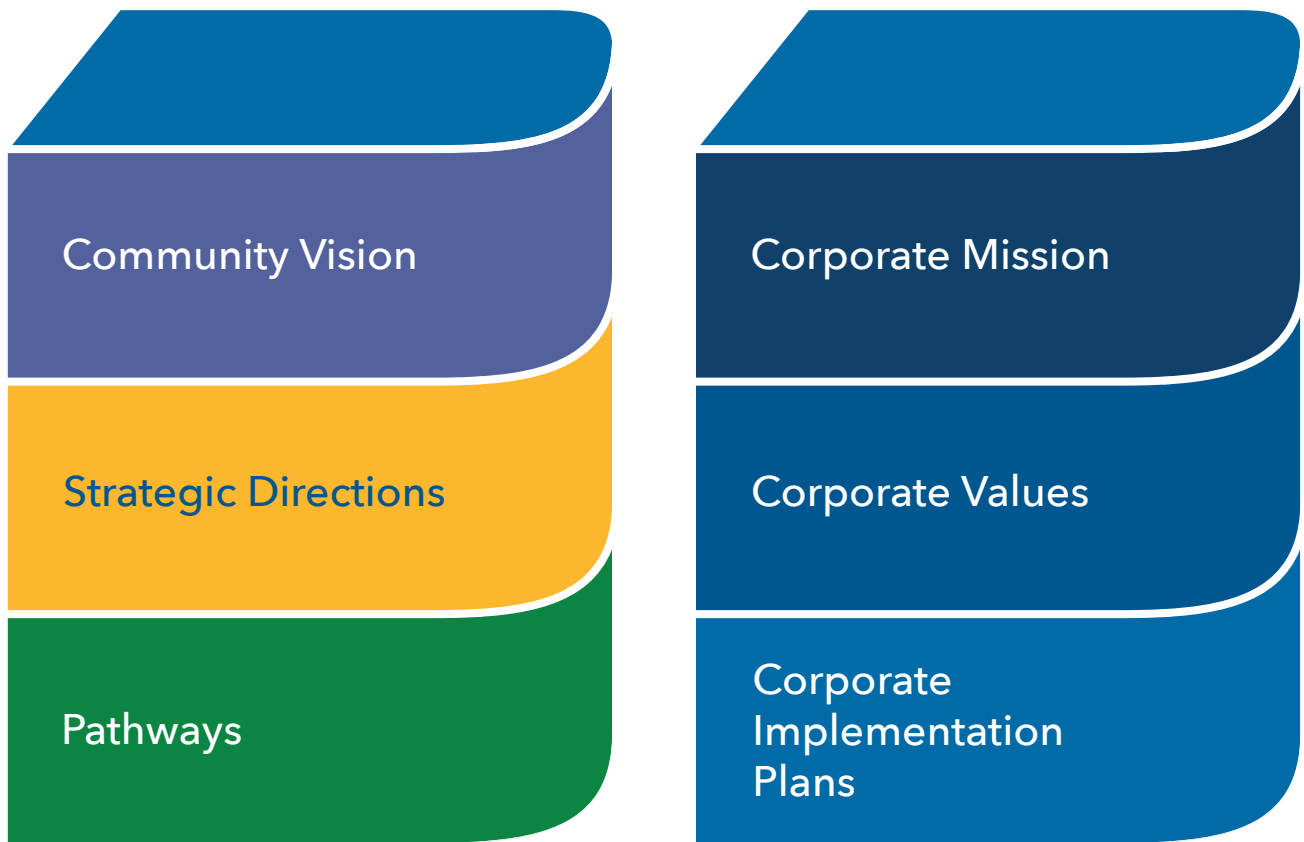
A Community-Informed Plan

Durham Region's 2025-2035 Strategic Plan reflects what we heard from community members and is supported by staff expertise.

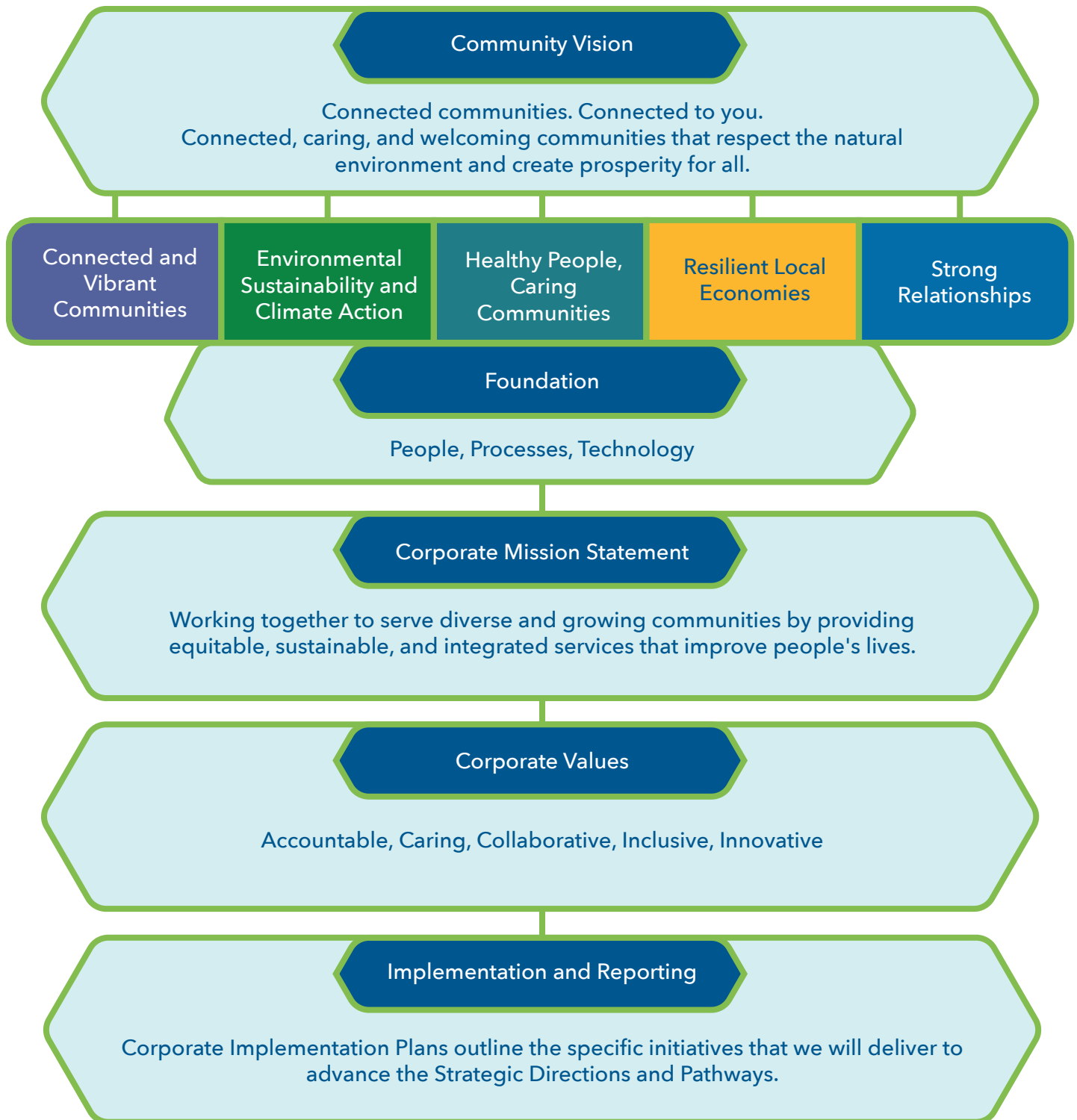
The Plan includes both community aspirations and complex social issues that often are not the sole responsibility of one organization or group, including the Region of Durham. Our role within the community, however, is to collaborate with others to address larger community opportunities and challenges.

The Vision, Strategic Directions, and Pathways are presented together to reflect a Community Vision for the future of Durham Region.

The Corporate Mission, Values, and Implementation Plans are presented together as the specific commitments the Region of Durham will make to advance the Strategic Directions and Pathways within Durham Region's 2025-2035 Strategic Plan.



Durham Region's 2025-2035 Strategic Plan Overview



Durham Region's 2025-2035 Strategic Plan

Community Vision

Connected communities. Connected to you.

Connected, caring, and welcoming communities that respect the natural environment and create prosperity for all.

Strategic Directions, Pathways, and Foundation

To achieve the vision of “Connected communities. Connected to you.”, there are five Strategic Directions that will guide our work and act as a lens for decision-making over the next 10 years. Each Strategic Direction contains Pathways that outline the high-level areas of action that will move us toward achieving the Community Vision. Implementation of the Strategic Directions and Pathways is supported by the foundation of people, processes, and technology.

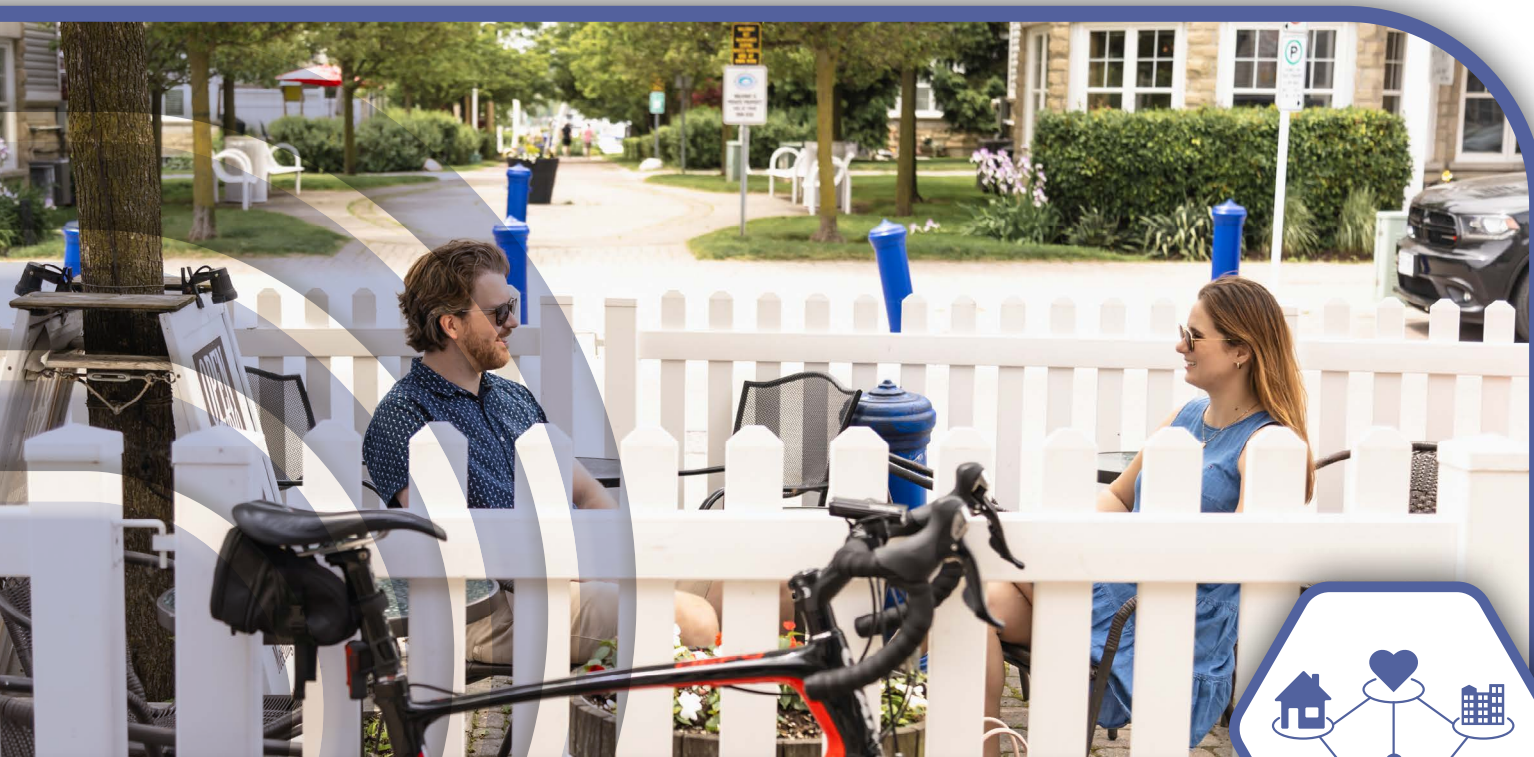


Connected and Vibrant Communities

Together, we will create connected and vibrant communities that take a proactive and responsible approach to growth and infrastructure. The physical spaces around us will be more connected and safe, to make people's days in Durham Region better. Durham Region will be more inclusive and welcoming, with an opportunity for all to find connection and community.

Pathways:

- 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.
- C3. Improve public transit system connectivity, reliability, and competitiveness.
- C4. Improve road safety, including the expansion and connection of active transportation networks to enhance the range of safe mobility options.
- C5. Improve digital connectivity and multi-channel access to information, resources, and service navigation.
- C6. Continue to revitalize and transform downtowns into hubs of economic, social, and cultural connection.
- C7. Create accessible, lively, and culturally welcoming public spaces, including opportunities to access nature.



Environmental Sustainability and Climate Action

We recognize the unique natural environment in Durham Region and will continue to respect greenspaces, waterways, and agricultural lands. Together, we will transition to low-carbon solutions, sustainable living practices, and make the necessary adaptations to withstand the impacts of severe weather.

Pathways:

- 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.
- E5. Respect the natural environment, including greenspaces, waterways, and agricultural lands.



Healthy People, Caring Communities

Durham Region will offer programs and services that meet the needs of the growing and changing communities across the region. We will continue to promote health and well-being and are committed to caring for those who are most in need. We will strive to improve the quality of life for all residents in the region.

Pathways:

- H1. Implement preventive strategies to support community health, including food security.
- H2. Collaborate with partners to respond to complex social issues that improve community safety and well-being, including mental health and addictions.
- H3. Integrate and co-ordinate service delivery for positive life outcomes, including investments in poverty prevention, housing solutions, and homelessness supports.
- H4. Support the development of healthy children and youth, including access to affordable and quality child care.
- H5. Provide services for seniors and work with community partners to support aging in place.
- H6. Collaborate with partners to co-ordinate settlement supports for newcomers.
- H7. Prepare for and respond to local health emergencies in partnership with the community.



Resilient Local Economies

Durham Region will be a place of opportunity where people can gain new skills, grow, and prosper. We will continue to support current industries, including agriculture, and develop emerging economic sectors. Local business growth and tourism will continue to create a vibrant economy, highlighting the distinct cultural identities across the region.

Pathways:

- 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.



Strong Relationships

In Durham Region, people will feel engaged and involved in their communities. Through open collaboration, dialogue, and partnerships, we will build trust and work to advance the Community Vision for the future of Durham Region.

Pathways:

- 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.
- S4. Advocate to the federal and provincial government and agencies to advance regional priorities.
- S5. Ensure accountable and transparent decision-making to serve community needs, while responsibly managing available resources.



The Foundation Supporting Plan Implementation

Underpinning the Strategic Plan is a foundation that will support implementation.

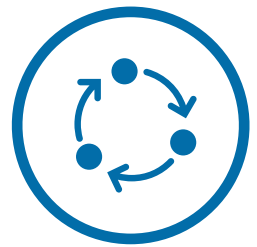
People

Making the Region of Durham a great place to work, attracting, and retaining talent. We will implement a future-focused staffing strategy that supports the health, safety, wellness, and skill development of staff and will take actions toward improving diversity, equity, and inclusion outcomes.



Processes

Continuously improving processes to ensure we are responsive to community needs. We will improve data analytics and information sharing to support data-informed decision-making. Internal business processes will be enhanced to improve cross-functional issue monitoring and action. We will continue to modernize our budget and business planning processes.



Technology

Keeping pace with technological change to ensure efficient and effective service delivery. We will modernize our internal systems and use new technology to improve customer experience, service delivery, and efficiency. We will proactively enhance key technology policies, including artificial intelligence and cyber risk management strategies, to ensure they keep pace with advancements in technology.



The Regional Municipality of Durham

Durham Region's 2025 Strategic Plan will act as a compass to advance our work over the next 10 years, for both Council and staff. The Strategic Plan will guide the Region of Durham by informing the scope of various long-range and annual Regional plans.



Regional Service Delivery

The Region of Durham provides programs and services that meet provincially mandated standards and serve community needs. We provide upper-tier municipal services across communities, such as transit, public health, regional roads, and water and sewer infrastructure.

For a full list of Regional services, please visit durham.ca/Durham101.

Through the Region's Mission and Values, we will work toward achieving the Community Vision. The Region will develop short-term corporate Implementation Plans to outline the specific initiatives that will advance the Strategic Directions and Pathways.

Corporate Mission Statement

Working together to serve diverse and growing communities by providing equitable, sustainable, and integrated services that improve people's lives.

Corporate Values

Through our actions, we will demonstrate that we are:

Accountable: We are accountable to community members and continue to build trust by demonstrating efficiency, transparency, and data-informed decision-making.

Caring: We are caring, compassionate, and thoughtful. We apply a client-centred and sustainable approach to serving community needs.

Collaborative: We are collaborative and recognize the importance of working together and engaging the community to achieve a shared vision for the future.

Inclusive: We are inclusive and work to ensure that everything we do is accessible, equitable, and fair. We aim to create a welcoming environment for all.

Innovative: We are innovative and adaptable to meet community needs. We modernize, continuously improve, and strive for excellence in all that we do.

Implementation and Reporting

Implementation

The Region will develop corporate Implementation Plans to outline the specific initiatives that we will deliver to advance the Strategic Directions and Pathways. The Implementation Plans will be aligned with the annual business planning and budget process.

Regional Reporting

The Region of Durham is committed to demonstrating our progress and communicating results throughout the life of the Plan. The Region will continue to update the community and share how we are advancing the Strategic Directions and Pathways within The Plan. We will continue to share our progress on the [community dashboard](#).





Contact Us

The Regional Municipality of Durham
605 Rossland Road East
Whitby, Ontario L1N 6A3
Telephone: 905-668-7711
Toll-free: 1-800-372-1102
Email: info@durham.ca

If this information is required in an accessible format, please contact the accessibility coordinator at 905-668-4113 extension 2009 or email accessibility@durham.ca



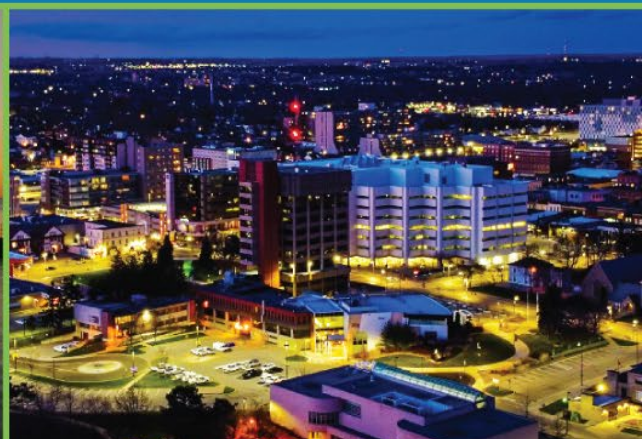
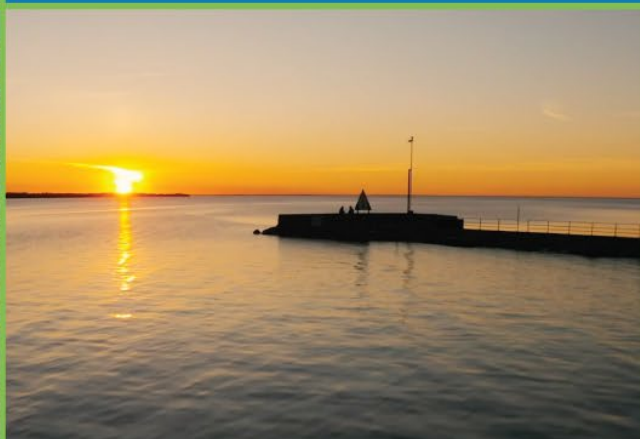


Attachment 2



Durham Region's 2025-2035 Strategic Plan

Committee of the Whole #2025-COW-2
January 15, 2025





Durham Region's 2025-2035 Strategic Plan Timeline



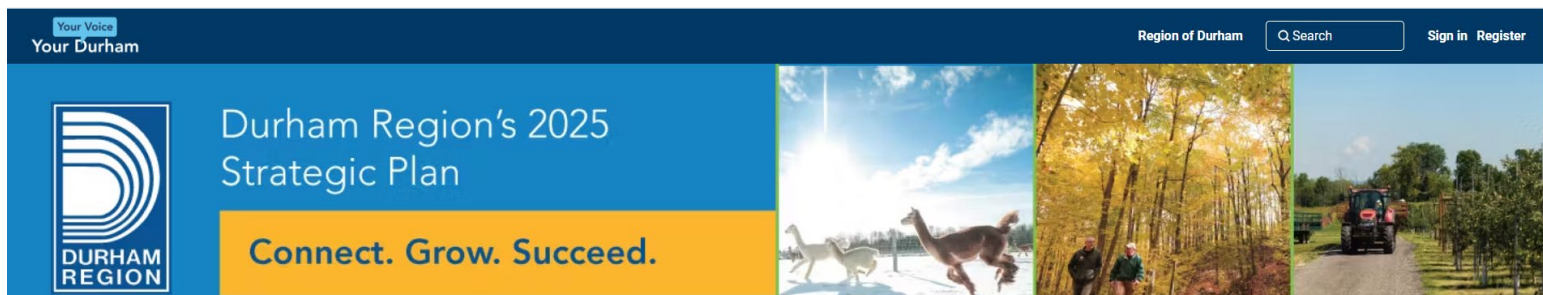


Summary of Fall Engagement Activities

Your Durham	Social Media	Community Survey	Open Houses
Information shared with Regional Council	Community Events	Local Area Municipal CAOs Update	Local Area Municipal Staff Session
CAO Newsletter	Digital Display Boards	Insider	Budget Town Hall
Department Heads Meeting	Senior Leadership Team Workshop	Manager Presentations	Regional Staff Engagement

Community Engagement – Your Durham

- Between October 4 to October 27, 2024, the community was invited to review the draft Strategic Plan and provide comments.
 - 845 website visits
- 16 posts on Facebook and X to promote the engagement opportunities
 - 6,681 impressions; 60 engagements





Community Engagement - Events

- Truth and Reconciliation Awareness Walk (September 20, 2024)
 - 70 face-to-face discussions with residents
- Local area municipal staff session (October 16, 2024)
 - 5 Local Area Municipalities participated
- Durham Climate Roundtable (October 19, 2024)
 - 45 face-to-face discussions with residents
- Three Open Houses (October 23 & 24, 2024)
 - 177 face-to-face discussions with residents
 - 35 qualitative responses received and recorded



Regional Staff Engagement

- Senior Leadership Team (September 17, 2024)
- Management Professional Learning Network (October 7 & 9, 2024)
- Department Head meeting (October 21, 2024)
- All Regional staff:
 - Durham Region internal e-newsletter (October 18 & 25, 2024)
 - CAO Message (October 21, 2024)
 - Digital Banners (October 4 – 27, 2024)



Community Survey Results



Community Survey Results

Q1: Does the proposed vision statement reflect your vision of the future of Durham Region?

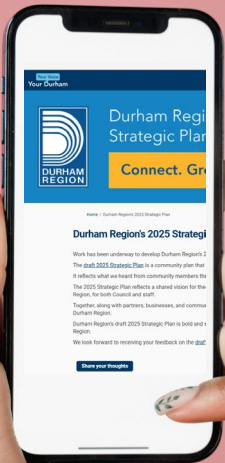
- 87% of respondents ‘Strongly Agreed’ or ‘Agreed’

Q2: Do the following Strategic Directions reflect your vision for the future of Durham Region?

- All Strategic Directions scored between 92-83% of respondents saying ‘Strongly Agreed’ or ‘Agreed’

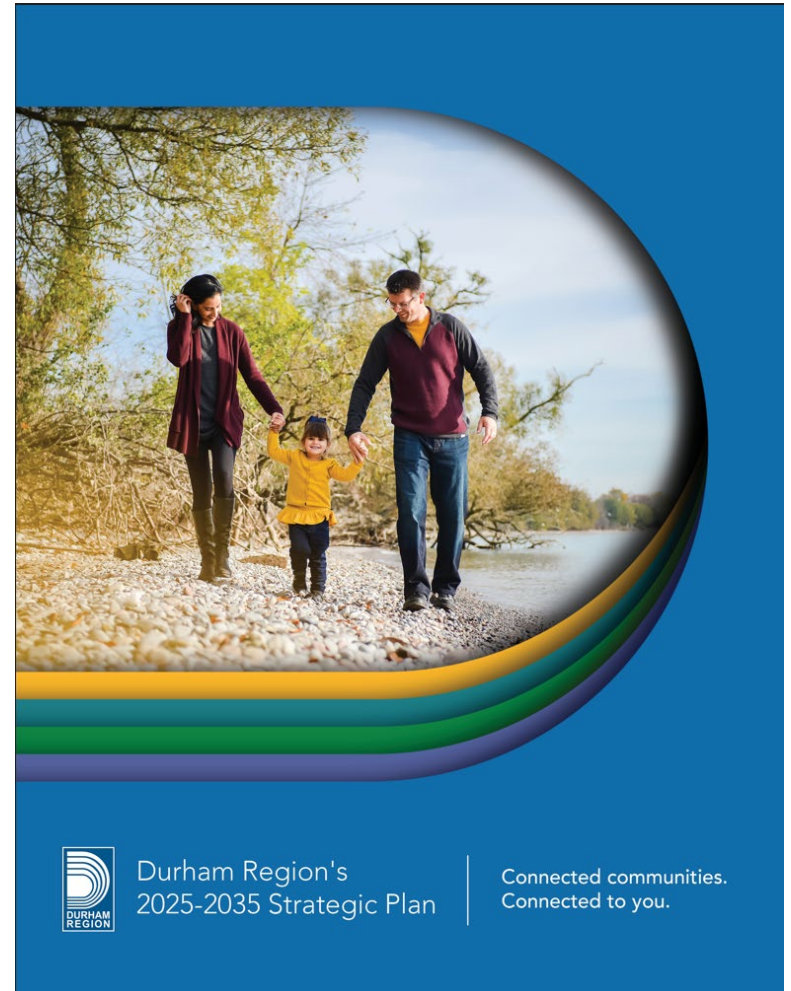
Q3: How important is it to you that the Region act on each of these values?

- All Values scored between 97-87% of respondents saying ‘Very Important’ or ‘Somewhat Important’



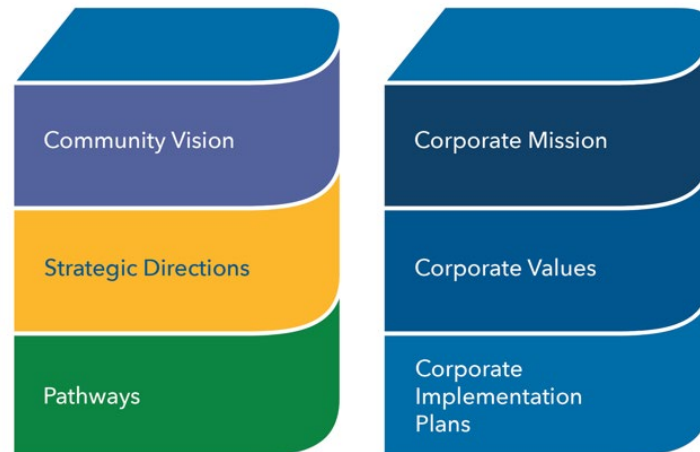
Durham Region's 2025-2035 Strategic Plan

- Durham Region's 2025-2035 Strategic Plan is a community plan.
- The Plan reflects a community Vision, Strategic Directions, and Pathways for the future of Durham Region.
- The Plan will act as a compass to advance our work over the next 10 years, for both Council and staff.



Strategic Plan Structure

- The Vision statement, Strategic Directions and Pathways are presented together to reflect a community vision for the future of Durham Region.
- The Mission statement, Corporate Values and Implementation Plans are presented together as the specific commitments made by the Region of Durham to advance the Strategic Directions and Pathways within the Plan.



Strategic Plan Summary





Connected and Vibrant Communities

Together, we will create connected and vibrant communities that take a proactive and responsible approach to growth and infrastructure. The physical spaces around us will be more connected and safe, to make people's days in Durham Region better. Durham Region will be more inclusive and welcoming, with an opportunity for all to find connection and community.





Environmental Sustainability and Climate Action

We recognize the unique natural environment in Durham Region and will continue to respect greenspaces, waterways, and agricultural lands. Together, we will transition to low-carbon solutions, sustainable living practices, and make the necessary adaptations to withstand the impacts of severe weather.





Healthy People, Caring Communities

Durham Region will offer programs and services that meet the needs of the growing and changing communities across the region. We will continue to promote health and well-being and are committed to caring for those who are most in need. We will strive to improve the quality of life for all residents in the region.





Resilient Local Economies

Durham Region will be a place of opportunity where people can gain new skills, grow, and prosper. We will continue to support current industries, including agriculture, and develop emerging economic sectors. Local business growth and tourism will continue to create a vibrant economy, highlighting the distinct cultural identities across the region.





Strong Relationships

In Durham Region, people will feel engaged and involved in their communities. Through open collaboration, dialogue, and partnerships, we will build trust and work to advance the Community Vision for the future of Durham Region.

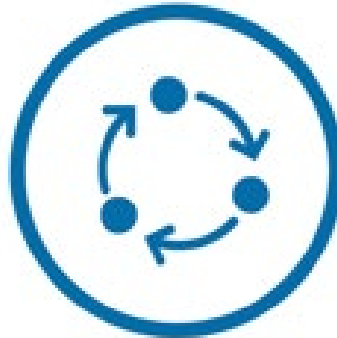


Implementation of the Strategic Directions and Pathways is supported by:

People



Processes



Technology





Corporate Mission Statement

Corporate Mission Statement

Working together to serve diverse and growing communities by providing equitable, sustainable, and integrated services that improve people's lives.



Corporate Values

Corporate Values

Accountable, Caring, Collaborative, Inclusive, Innovative



Reporting

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 2071



The Regional Municipality of Durham Report

To: Committee of the Whole
From: Chief Administrative Officer
Report: #2024-COW-21
Date: June 12, 2024

Subject:

Durham Region 2020-2024 Strategic Plan: 2023 Year-End Update

Recommendation:

That the Committee of the Whole recommends:
That this report be received for information.

Report:

1. Purpose

1.1 The purpose of this report is to share the 2023 year-end update regarding Durham Region's 2020-2024 Strategic Plan, as reported via the [community dashboard](#).

2. Background

- 2.1 Regional Council endorsed Durham Region's 2020-2024 Strategic Plan on March 25, 2020. The plan has 5 goal areas and 23 priority areas.
- 2.2 The key performance indicators for the Strategic Plan demonstrate the results of the Region's efforts towards the goals of the plan. Definitions of the indicators, along with additional context on how the value is calculated, have been included in the [public-facing community dashboard](#).
- 2.3 The dashboard ensures the community is informed of our progress, the results being achieved, and the impact of these efforts.

Durham Region Strategic Plan : 2020 - 2024

Durham Region

[Home](#)

[1. Environmental Sustainability](#)

[2. Community Vitality](#)

[3. Economic Prosperity](#)

[4. Social Investment](#)

[5. Service Excellence](#)

[Indicator Definitions](#)

Key Performance Indicators

[Goal 1: Environmental Sustaina...](#)

[Goal 2: Community Vitality](#)

[Goal 3: Economic Prosperity](#)

[Goal 4: Social Investment](#)

[Goal 5: Service Exceller](#)

Understanding the Indicators

The key performance indicators for the strategic plan are designed to demonstrate the results of efforts by the Region of Durham towards the goals of the plan. Below are the definitions of the indicators, along with additional context on how the value is calculated.



Next Steps

- Update Community Dashboard
- Develop the first supporting Implementation Plan



Thank You!

