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# The Regional Municipality of Durham Report

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To: Committee of the Whole  
From: Chief Administrative Officer  
Report: #2023-COW-32  
Date: September 13, 2023

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**Subject:**

Proposed 2025 Durham Region Strategic Plan Governance Structure and Advisory Group

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**Recommendations:**

That the Committee of the Whole recommends to Regional Council:

- A) That the proposed 2025 Durham Region Strategic Plan Governance Structure detailed in report 2023-COW-32 be endorsed;
  - B) That an Advisory Group be established to support the development of the 2025 Durham Region Strategic Plan;
  - C) That the Durham Region Strategic Plan Advisory Group Terms of Reference, as proposed in Attachment #1 to report 2023-COW-32, be adopted; and
  - D) That the Durham Region Strategic Plan Advisory Group membership, as proposed in Section 5.1 to report 2023-COW-32, be endorsed.
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**Report:**

**1. Purpose**

- 1.1 The purpose of this report is to seek approval from Committee of the Whole (COW) to:
  - a. Approve the proposed 2025 Durham Region Strategic Plan Governance Structure;
  - b. Establish a 2025 Durham Region Strategic Plan Advisory Group;
  - c. Approve the Durham Region Strategic Plan Advisory Group Terms of Reference, as proposed in Attachment #1;

- d. Approve the Durham Region Strategic Plan Advisory Group membership, as proposed in Section 5.1.

**2. Background**

- 2.1 Durham Region’s Strategic Plan is the guiding document that outlines how we deliver service excellence through leadership, collaboration, innovation and environmental stewardship.
- 2.2 The current Durham Region Strategic Plan is approaching its end in December 2024. Planning is underway to initiate the development of the next 2025 Durham Region Strategic Plan.
- 2.3 The Strategic Plan will guide the direction of our work over the next few years. It will outline how we will continue to deliver award-winning programs and services and act as a compass to advance our work to achieve the futures we want to create.

**3. Previous Reports and Decisions**

- 3.1 There are no previous reports or decisions on this matter.

**4. 2025 Durham Region Strategic Plan Governance Structure**

- 4.1 To support the 2025 Strategic Plan development process and planning, Figure 1 illustrates the proposed governance structure, which includes the Strategic Plan Advisory Group as a key component.

*Figure 1: 2025 Durham Region Strategic Plan Governance Structure*



## **5. 2025 Durham Region Strategic Plan Advisory Group Proposed Membership**

5.1 The 2025 Durham Region Strategic Plan Advisory Group proposed membership includes:

- a. Marilyn Crawford, Regional Councillor (Ajax)
- b. Wilma Wotten, Regional Councillor (Scugog)
- c. Elaine Baxter-Trahair, Chief Administrative Officer
- d. Brian Bridgeman, Commissioner, Planning, Economic Development and Tourism
- e. Dr. Robert Kyle, Medical Officer of Health, Health Department

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

6.1 This report supports the development of the 2025 Durham Region Strategic Plan.

## **7. Next Steps**

7.1 If approved, staff liaisons will schedule the inaugural meeting with the Durham Region Strategic Plan Advisory Group in the Fall 2023 to review and advise on the plan development, as highlighted in Attachment #2.

7.2 For additional information, contact: Andrea Smith, Manager, Corporate Initiatives (Acting), at 905-668-7711, extension 2155.

7.3 Attachments

Attachment #1: 2025 Durham Region Strategic Plan Advisory Group Terms of Reference Draft (September 2023)

Attachment #2: 2025 Durham Region Strategic Plan: Proposed Timeline and Governance Structure

Prepared by: Andrea Smith, Manager, Corporate Initiatives (Acting), at 905-668-7711, extension 2155.

Approved by: Sandra Austin, Executive Director, Strategic Initiatives, 905-668-7711, extension 2449.

Respectfully submitted,

Recommended for Presentation to Committee

Original signed by

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Elaine C. Baxter-Trahair  
Chief Administrative Officer



## 2025 Durham Region Strategic Plan Advisory Group Terms of Reference

September 2023

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### 1. **Context and Introduction**

- 1.1 Durham Region's Strategic Plan is the guiding document that outlines how we deliver service excellence through leadership, collaboration, innovation and environmental stewardship.
- 1.2 The current Durham Region Strategic Plan is approaching its end in December 2024. Planning is underway to initiate the development of the next 2025 Durham Region Strategic Plan.
- 1.3 The Strategic Plan will guide the direction of our work over the next few years. It will outline how we will continue to deliver award-winning programs and services and act as a compass to advance our work to achieve the futures we want to create.

### 2. **Goal**

- 2.1 The Durham Region Strategic Plan Advisory Group will champion the development of the 2025 Durham Region Strategic Plan and advise Regional staff on the direction and scope of the plan.

### 3. **Mandate**

- 3.1 The 2025 Durham Region Strategic Plan Advisory Group will act in an advisory role on behalf of Regional Council to support the development of the 2025 Strategic Plan, in collaboration with Regional staff.
- 3.2 The 2025 Durham Region Strategic Plan Advisory Group is a volunteer Advisory Group established by Regional Council in accordance with these Terms of Reference.
- 3.3 The Advisory Group is a key component within the overarching 2025 Strategic Plan governance structure, as illustrated in Figure 1.

### 4. **Scope of Activities**

- 4.1 The scope of activities that the 2025 Durham Region Strategic Plan Advisory Group may undertake include, but are not limited to:

- provide advice, feedback and guidance to Regional staff on the development of the 2025 Durham Region Strategic Plan, including strategic direction and scope of the plan;
- attend and participate in planning workshops and discussions;
- support and enable successful development of the Durham Region Strategic Plan by engaging and influencing relevant partners and networks.

## 5. **Composition**

5.1 The 2025 Durham Region Strategic Plan Advisory Group will be composed of five members as follows:

- The Chief Administrative Officer (CAO) of the Region (Chair)
- 2 Regional Councillors
- 2 Department Heads

5.2 The term of membership shall correspond with the project timelines required to develop the 2025 Durham Region Strategic Plan, commencing in the fall 2023 until the launch of the plan in early 2025.

## 6. **Membership Selection**

6.1 All members of the 2025 Durham Region Strategic Plan Advisory Group shall be appointed by Regional Council.

## 7. **Officers**

7.1 The Region's CAO will chair the Durham Region Strategic Plan Advisory Group meetings.

## 8. **Support Services**

8.1 Staff liaisons from the Office of the CAO shall be appointed by the Chair to support the activities of the 2025 Durham Region Strategic Plan Advisory Group. The staff liaisons will provide administrative support to the Advisory Group.

8.2 The staff liaisons shall keep the Region's Commissioners, Strategic Plan Steering Committee and Senior Leadership Team apprised of the advice and direction of the Durham Region Strategic Plan Advisory Group.

9. **Meeting Schedule**

- 9.1 The 2025 Durham Region Strategic Plan Advisory Group will establish a quarterly meeting schedule at its inaugural meeting (Fall 2023), taking into account the business needs and schedule of Regional Committees/Council.
- 9.2 Quorum shall be at least one Regional Councillor and one Regional staff member.

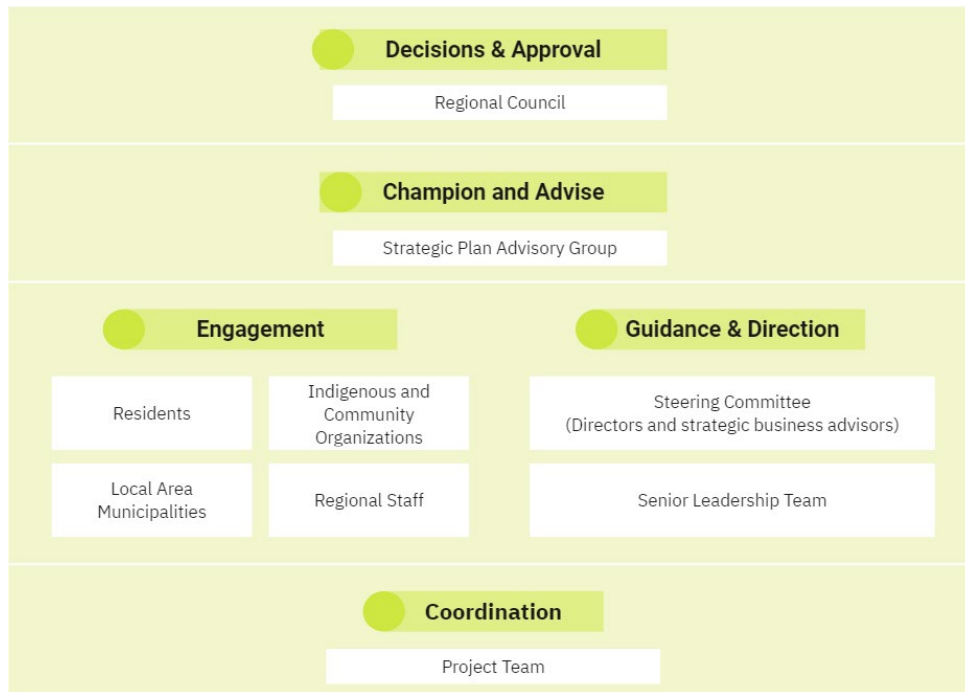
10. **Agendas & Minutes**

- 10.1 The Durham Region Strategic Plan Advisory Group agendas will be prepared by the staff liaisons, along with the Chair, with input from other members, and will be circulated to all Advisory Group members at least five days before the meeting.
- 10.2 The minutes of each Durham Region Strategic Plan Advisory Group meeting will be included in the agenda for the following meeting and approved by the members.

11. **Rules of Procedure**

- 11.1 The Advisory Group may follow the rules of procedure set out in Regional Council's Procedure By-law for the conduct of business at its meetings, with necessary modifications as deemed appropriate by the Chair.
- 11.2 The Durham Region Strategic Plan Advisory Group will seek to achieve consensus on decisions. Recommendations are "carried" if supported by a majority. Only resolutions as they appear in the adopted Minutes may be considered as officially representing the position of the Durham Region Strategic Plan Advisory Group.

Figure 1. 2025 Durham Region Strategic Plan Governance Structure







Attachment #2

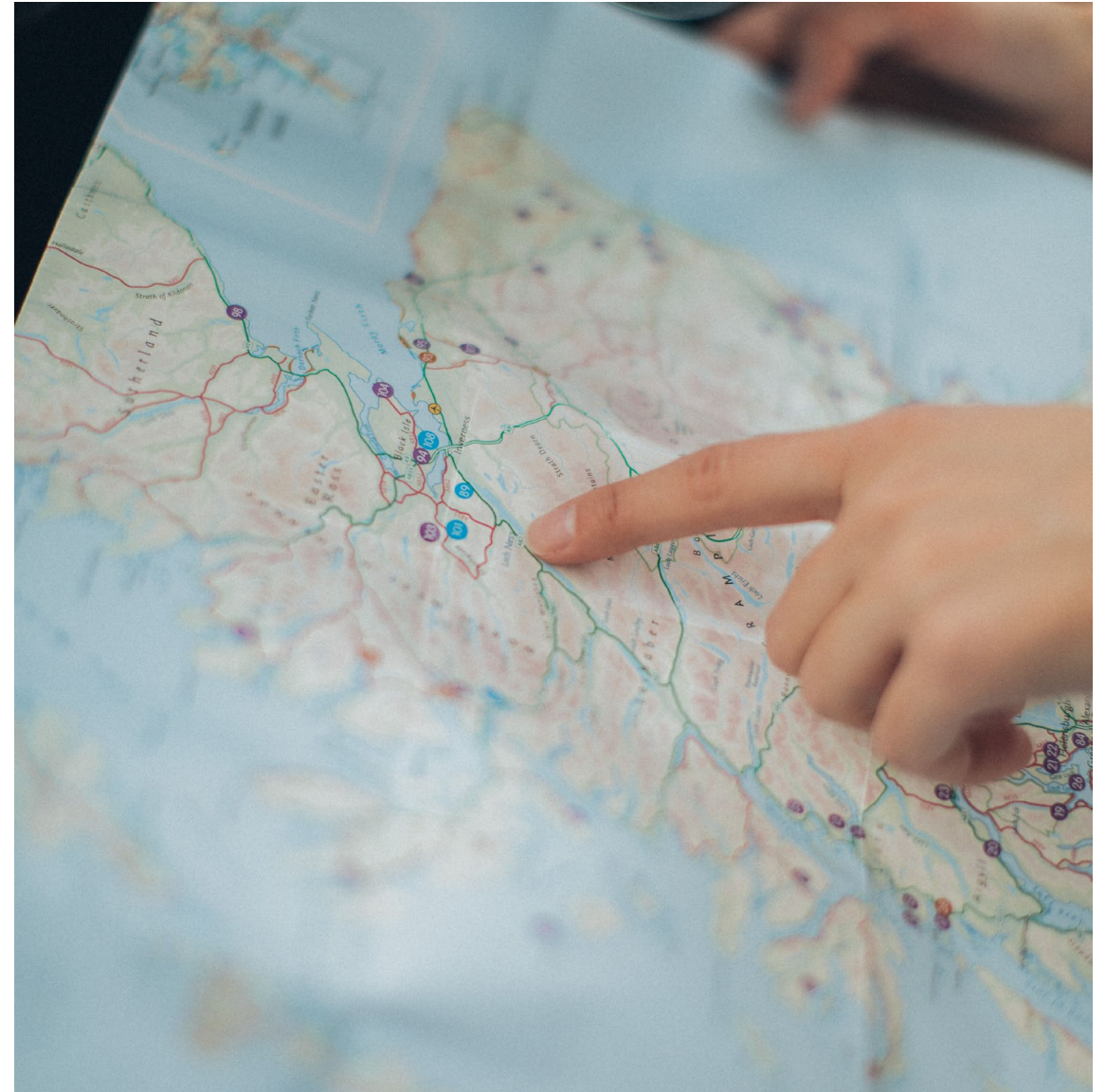


# 2025 Durham Region Strategic Plan

Proposed Timeline and  
Governance Structure

# Purpose

- To share the proposed 2025 Durham Region Strategic Plan development timeline.
- To share the proposed governance structure to oversee the development of the 2025 Durham Region Strategic Plan.





# Background

- Durham Region's Strategic Plan is the guiding document that outlines how we deliver service excellence through leadership, collaboration, innovation and environmental stewardship.
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- The Durham Region Strategic Plan will guide the direction of our work over the next few years. It will outline how we will continue to deliver award-winning programs and services and act as a compass to advance our work to achieve the futures we want to create.

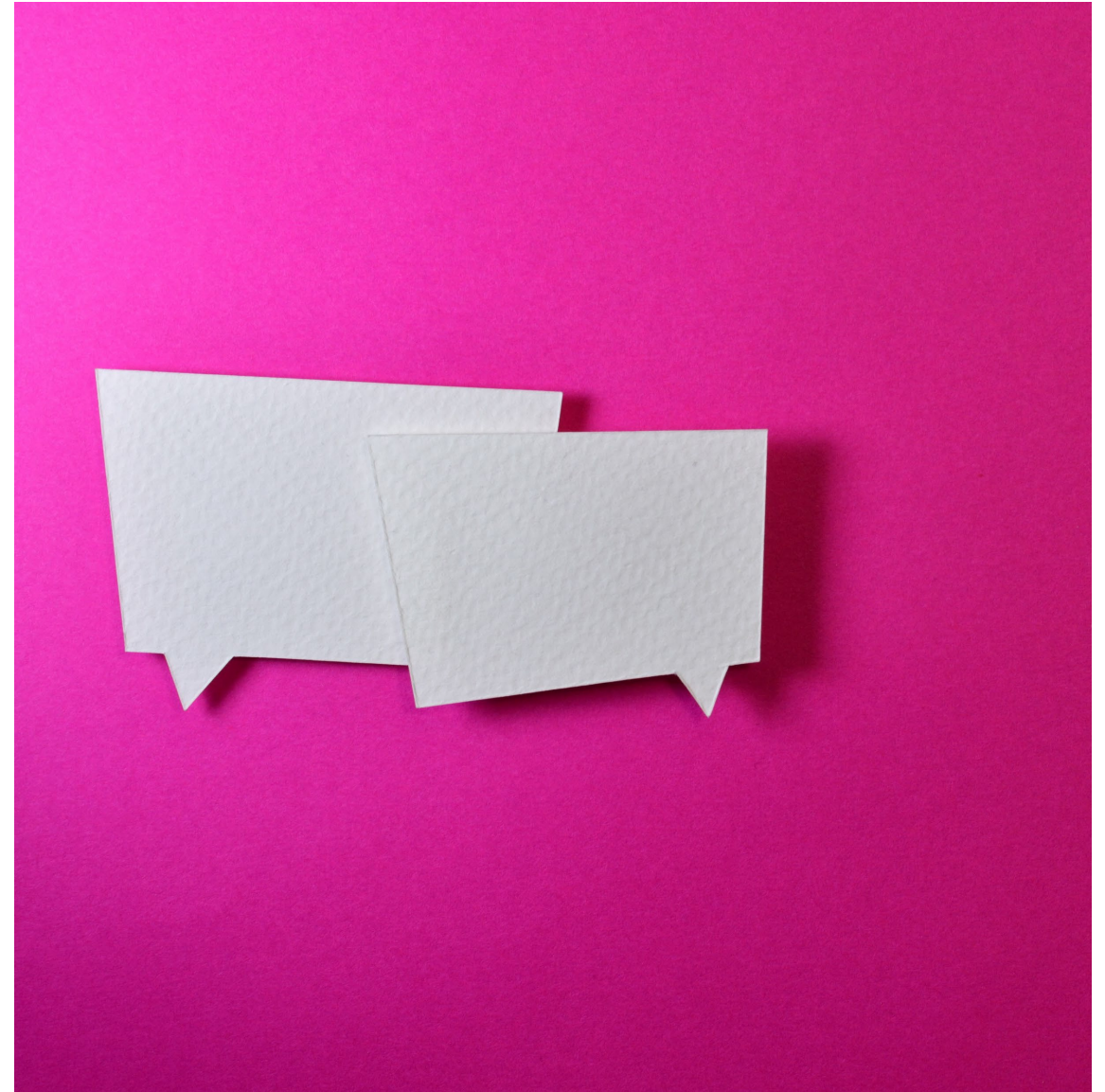


# Strategy Making!

A conversation we are going to have...

about what kinds of futures we want to create...

and how we think we can get there together...



# Approach to Strategy Development



Data-Informed Insights



Innovative Thinking



Meaningful Engagement



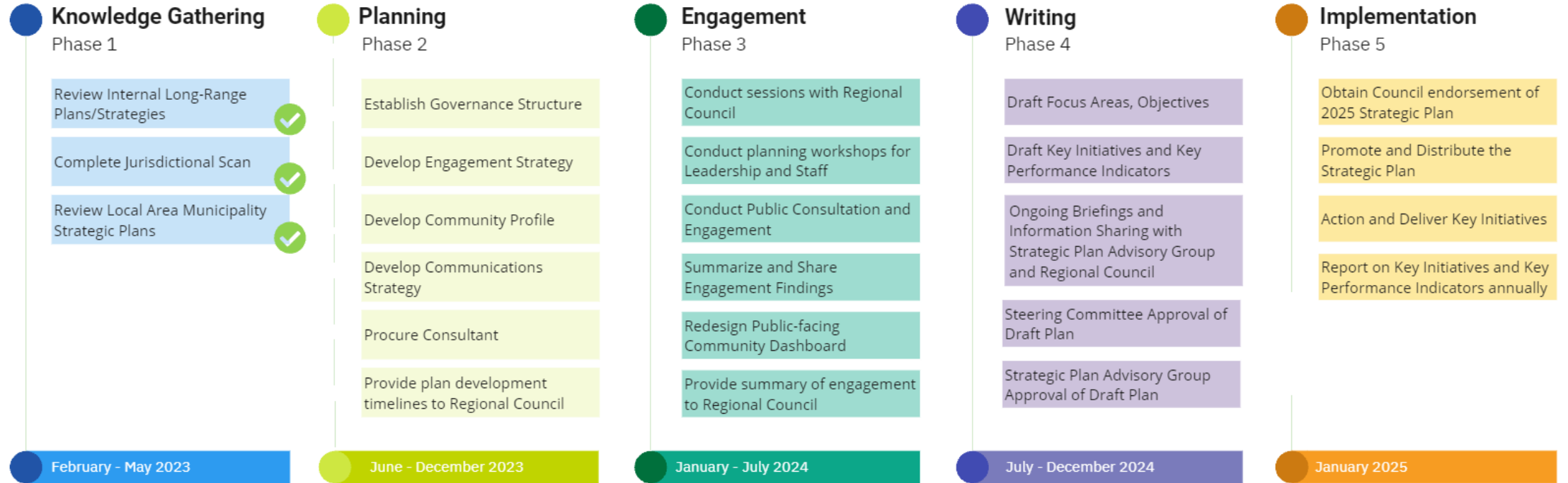
Community-Oriented Scope



Transparent Decision-Making



# 2025 Durham Region Strategic Plan Proposed Timeline





# 2025 Durham Region Strategic Plan Proposed Governance Structure







# Thank You!

Andrea Smith, Manager  
Corporate Initiatives (Acting)

Sandra Austin, Executive  
Director Strategic Initiatives

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

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