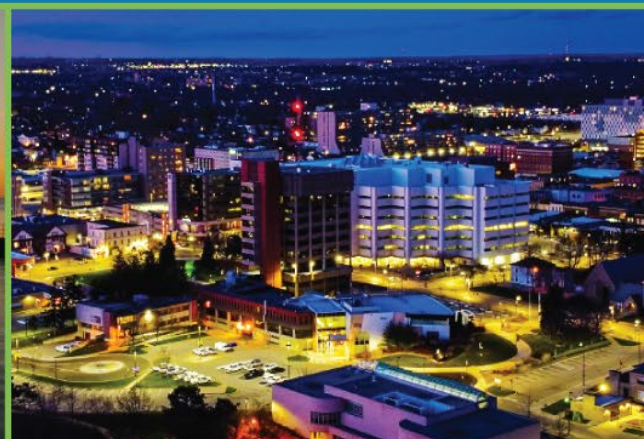
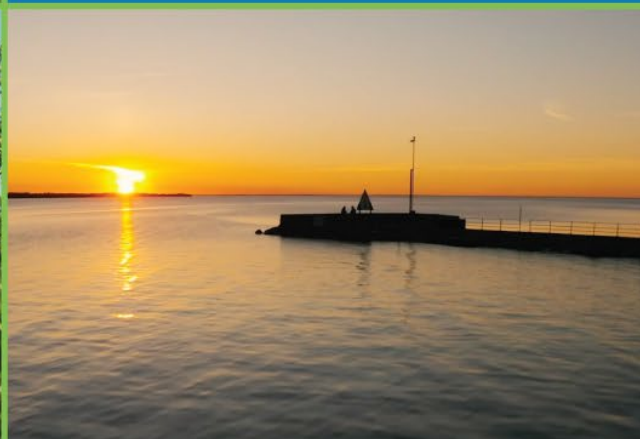




# Durham Region's 2025 Strategic Plan

Committee of the Whole  
October 9, 2024





# Durham Region's 2025 Strategic Plan Timeline

## Knowledge Gathering Phase 1

- ✓ Review Internal Long-Range Plans/Strategies
- ✓ Complete Jurisdictional Scan
- ✓ Review Local Area Municipality Strategic Plans

February - May 2023

## Planning Phase 2

- ✓ Establish Governance Structure
- ✓ Develop Engagement Strategy
- ✓ Develop Community Profile
- ✓ Develop Communications Strategy
- ✓ Procure Consultant
- ✓ Provide plan development timelines to Regional Council

June - December 2023

## Engagement Phase 3

- ✓ Conduct session with Regional Council
- ✓ Conduct planning workshops for Leadership and Staff
- ✓ Conduct Public Consultation and Engagement
- ✓ Summarize and Share Engagement Findings
- ✓ Provide summary of engagement to Regional Council

January - June 2024

## Writing Phase 4

- ✓ Draft Strategic Plan
- ✓ Steering Committee and Advisory Group Review and Approval of Draft Plan
- Share draft with community for additional input
- Obtain Council endorsement of 2025 Strategic Plan

July 2024 - January 2025

## Implementation Phase 5

- Promote and Distribute the Strategic Plan
- Action and Deliver Key Initiatives
- Report on Key Initiatives and Key Performance Indicators
- Update Public-facing Community Dashboard

Ongoing



# About the Strategic Plan

## Community-Informed Plan

- Durham Region's 2025 Strategic Plan is a community plan.
- The Plan reflects what we heard from community members through the engagement phase and is supported by staff expertise.
- The 2025 Strategic Plan reflects a community Vision, Strategic Directions, and Pathways for the future of Durham Region, over the next 10 years.
- The Plan will be presented to Council for endorsement in January 2025.
- The community will be consulted at the midpoint of the Plan (2030) to ensure the Plan is still reflective of the community need.



# About the Strategic Plan - Regional Commitments

## Regional Commitments

- The Plan will act as a compass to advance our work over the next 10 years, for both Council and staff.
- Together, along with partners, businesses and community members, the Region will work to achieve the future we want to create in Durham.
- Through the Region's Mission and Values, we will work towards achieving the Community Vision.
- The Region will develop corporate Implementation Plans to outline the specific initiatives that we will deliver to advance the Strategic Directions and Pathways.
- These short-term Implementation Plans will ensure flexibility and adaptability.
- The Implementation Plans will be aligned with the annual business planning and budget process.



# About the Strategic Plan - Regional Reporting

## Regional Reporting

- The Region of Durham is committed to demonstrating our progress and communicating results throughout the life of the Plan.
- Each year, the Region will 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 our [community dashboard](#).



# Engagement Summary and Results – Youth Art

- Received 20 youth art contest submissions for “Designing our Future”



Iyal – Age 5



Jeremie – Age 8



Christa – Age 10

# Engagement Summary and Results (March 2024)

- Internal engagement reaching approximately 400 staff, including department heads, directors, managers and front-line staff.





# Community Conversations (May 2024)

Four Community Conversations with 84 people representing 47 organizations / groups:

- 49 Community Partners
- 15 Business representatives
- 20 Youth Leaders



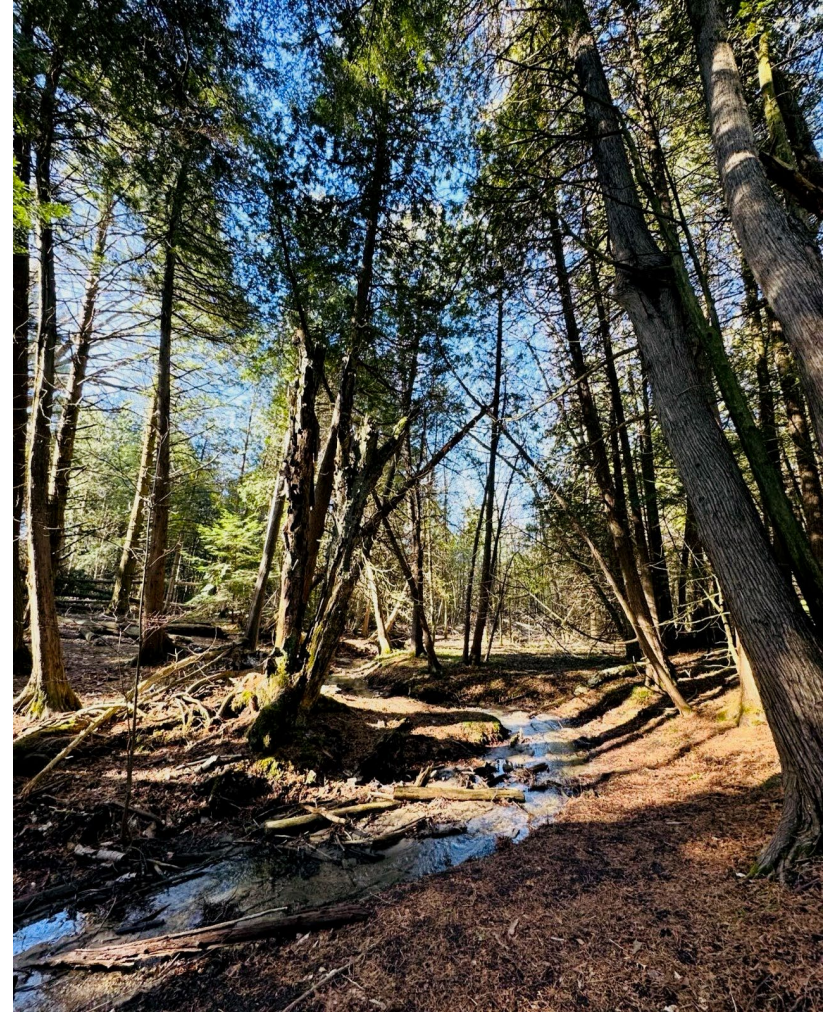


# Recap: Summary of ‘What We Heard’

Approved by Council June 26, 2024

# Summary of Defining Characteristics

- Access to nature, including parks, trails, waterfronts and greenspace
- Mix of rural and urban spaces
- Sense of safety
- Diverse and inclusive community
- Unique local industries, including agriculture, energy, and small businesses





# Summary of Issues

## Cost of Living

Rise in cost of living, with focus on housing and rental costs. Increasing number of residents experiencing homelessness. Food insecurity growing. Challenges for childcare, young people, and seniors.

## Rapid Growth

Urban planning, infrastructure, and services to match pace of growth. In particular, transportation infrastructure, affordable housing, and service delivery including transit. Protection of agricultural lands and natural surroundings.

## Infrastructure

Traffic and road maintenance. Density challenging the current transportation infrastructure. Planning of services or access to green space, upgrading of infrastructure, or other amenities. Access to high-speed internet services.

## Community Well-being

Observed increase in people experiencing homelessness and those living with mental health and addictions challenges in the community. In some cases, increased homelessness visible within community spaces caused uneasiness and concern.

## Safety

Concerns about safety for pedestrians in areas without sidewalks, general road safety, crime, and police services.

## Service Delivery

Services and resources, including housing and health services under strain associated with a growing and changing population. Services to support an aging population. Value for money and coordination of service delivery. Service delivery to north Durham.



# Summary of Issues (continued)

## Transit

Reliable and affordable transit options to address sustainability, cost of living, and mobility for students and seniors. Service delivery challenges to northern Durham.

## Health Services

Health services including primary care providers, hospitals, and paramedic / emergency services. Increased need for services to support people living with mental health and addiction challenges, as well as a growing demographic of seniors.

## Leadership

Lack of shared vision for the region. Responsible budgeting and decision-making to ensure investments align with community needs. Collaboration with all levels of government. Lack of trust in government.

## Community Connection

Lack of social cohesion and common identity, changing demographics, representation, lack of public spaces to gather and build community. The loss of local media as contributors to a lack of social cohesion. Social isolation and the lack of community engagement.

## Climate Change Impacts

Adverse impacts due to climate change and severe weather including contributions to issues such as affordability, food security, and health. Development planning to account for climate challenges. Loss of agricultural land and climate impacts on agriculture.

## Technology

Labour market impacts due to automation. Cyber security challenges due to increasing threats. Social media as an enabler to the creation of bias, mistrust, and misinformation. Inequitable access to technology.



# Summary of Aspirations

## Adapting to Growth

Clear vision and proactive plans in place for careful growth and delivery of services to meet needs of growing and changing population. Density as a precursor to sustainable and effective service delivery. Greenspace identified as important to well-being.

## Service Delivery

Increased transparency and accountability, responsible budgeting, taking a proactive and preventative approach, working with all levels of government and partners in the community, effective core service delivery, and service innovation.

## Supports for Vulnerable Populations

Access to services for an aging population, children and youth, newcomers, refugees and asylum seekers, those who are experiencing homelessness, low-income residents, and those who are living with mental health and addiction issues.

## Environmental Protection and Sustainability

Access to nature, preservation of green spaces in neighbourhoods, preservation of agricultural lands, safeguarding of wildlife. Thoughtful development, expanded transit services, and clean energy to support environmentally sustainable growth.

## Mobility Options

Improved public transit to reduce car dependency, active transportation, and walkable neighbourhoods with access to nature and amenities.



# Summary of Aspirations (continued)

## Business and Employment

Attraction and retention of businesses and employers, especially for youth. Increase in skilled workers, supports for local businesses tourism, and newcomers. Strengthening of current industry and diversification and development of new industries. Post-secondary institution contributions.

## Civic Engagement

More opportunities for the public to be heard by leaders, to access information, and contribute to regional decision-making. Improved Indigenous relations.

## Public Space

Welcoming and accessible public spaces to build community and share in community arts, culture, and entertainment events locally that are free of charge. Waterfront development to create beautiful natural public spaces and thriving businesses.

## Technology and Innovation

Opportunity to use new technologies and methods to modernize regional practices, deliver efficient programs and services, and enable community engagement.

## Recreation and Leisure

Local recreation opportunities, arts and cultural events, community gatherings, and entertainment, with emphasis on youth and senior recreation opportunities. Awareness and communication of community gatherings.



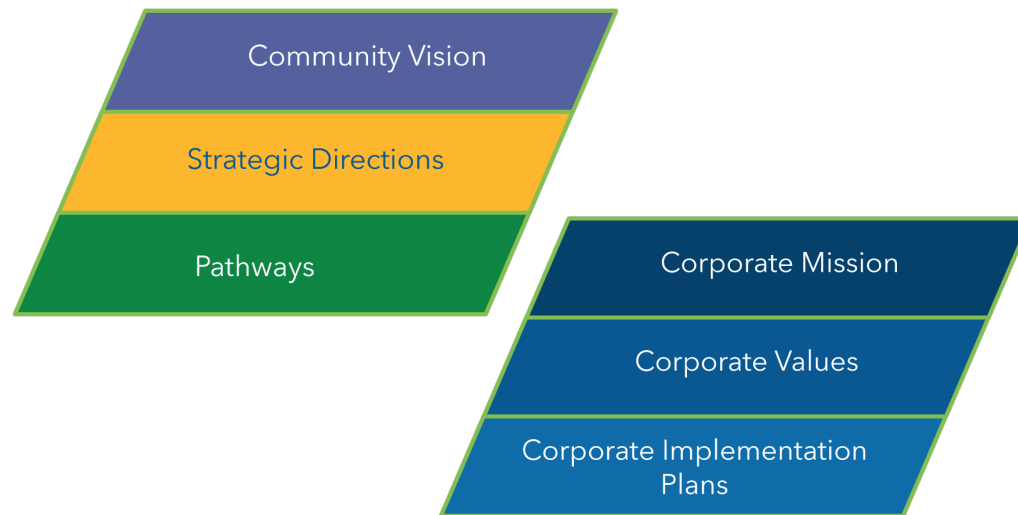
# Draft 2025 Strategic Plan

Public Review Period from October 9 – 27, 2024



# How to Read the Plan

- 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.



# Proposed 2025 Strategic Directions





# Opportunities to Review the Draft Plan

- Your Durham (October 9-27, 2024)
- Regional Headquarters Open Houses: October 23, 2024
  - Main lobby, outside of Council Chambers
    - Open House #1: 11:00am-2:00pm
    - Open House #2: 6:00pm-8:00pm
- North Durham Open House: October 24, 2024
  - Scugog Community Recreation Centre, 1655 Reach Street, Port Perry
    - 6:00pm-8:00pm



**Thank You!**

