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# The Regional Municipality of Durham Information Report

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From: Chief Administrative Officer  
Report: #2025-INFO-19  
Date: April 4, 2025

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**Subject:**

Durham Region 2020-2024 Strategic Plan Close-out Report

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**Recommendation:**

Receive for information

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**Report:**

**1. Purpose**

1.1 To share Durham Region's 2020-2024 Strategic Plan close-out report.

**2. Background**

2.1 Regional Council endorsed Durham Region's 2020-2024 Strategic Plan in March 2020 which concluded in December 2024.

2.2 The plan included five goal areas and 23 priority areas with 75 associated key performance indicators.

2.3 The key performance indicators demonstrated the results of the Region's efforts towards the goals of the plan.

2.4 The Region publicly shares plan progress, results achieved, and the impact of these efforts through the [public-facing community dashboard](#).

2.5 The community dashboard is currently being updated to reflect the approval of [Durham Region's 2025-2035 Strategic Plan](#).

**3. Previous Reports and Decisions**

3.1 Regional Council adopted the Durham Region's 2020-2024 Strategic Plan in March 2020 ([Report #2020-COW-4](#)).

- 3.2 In 2021, an update was provided to share highlights, provide stories of implementation efforts, and outline COVID-19 recovery efforts ([Report #2021-INFO-55](#)).
- 3.3 On February 15, 2023, Regional Council approved [Report #2023-COW-9](#) on Durham Region's 2020-2024 Strategic Plan community dashboard release, which included the 2022 year-end performance update.
- 3.4 On June 12, 2024, the 2023 year-end update was shared with Council ([Report #2024-COW-21](#)) and the [community dashboard](#) outlined our progress and key initiative highlights.
- 3.5 Progress on Durham Region's 2020-2024 Strategic Plan were reported in the Region of Durham's Year in Review publications:
  - a. [2020 Year in Review](#)
  - b. [2021 Year in Review](#)
  - c. [2022 Year in Review](#)
  - d. [2023 Year in Review](#)

#### **4. 2020-2024 Strategic Plan Performance Results**

- 4.1 The annual performance from 2020 to 2024 and the overall result for each key performance indicator is summarized in Attachment 1.
- 4.2 There are a total of 75 key performance indicators at the end of 2024:
  - a. 49 of 75 indicators (65.3 per cent) exceeded their target, met their target or have improved;
  - b. 1 of 75 indicators (1.3 per cent) did not change;
  - c. 18 of 75 indicators (24.0 per cent) did not meet their target or did not improve; and
  - d. 7 of 75 indicators (9.3 per cent) have no trend result available at the time of this report.
- 4.3 Supporting information, including indicator definitions can be found in Attachment 2.
- 4.4 Key initiative highlights and relationship to the Durham Region's 2025-2035 Strategic Plan can be found in Attachment 3.

#### **5. Relationship to Strategic Plan**

- 5.1 This report provides a performance summary of Durham Region's 2020-2024 Strategic Plan.

- 5.2 Many of the key concepts from the 2020-2024 Strategic Plan continue forward in Durham Region's 2025-2035 Strategic Plan. Attachment 3 outlines where concepts are reflected in the new Strategic Plan.

## **6. Conclusion**

- 6.1 2020-2024 Strategic Plan included five goal areas and 23 priority areas, with 75 associated key performance indicators. Overall, a majority of the key performance indicators exceeded their target, met their target, or have improved over the duration of the Plan.
- 6.2 The public-facing community dashboard will be updated to reflect Durham Region's 2025-2035 key performance indicators.

## **7. Attachments**

Attachment #1: Durham Region's 2020-2024 Strategic Plan Performance Summary

Attachment #2: Indicator Definitions

Attachment #3: 2024 Key Initiative Highlights and Linkages to Durham Region's 2025-2035 Strategic Plan

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Approved by: Sandra Austin, Executive Director of Strategic Initiatives

Respectfully submitted,



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Elaine C. Baxter-Trahair  
Chief Administrative Officer

Attachment #1

Durham Region’s 2020-2024 Strategic Plan Performance Summary

Goal 1 – Environmental Sustainability

Priority	Key Performance Indicator	Baseline 2019	Target 2024	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024	Overall Result
1.1 Accelerate the adoption of green technologies and clean energy solutions through strategic partnerships and investment	<b>Increase</b> the number of residential home energy retrofits completed (installed and evaluated, cumulative over the plan).	Program launch 2022 0 retrofits	132 completed	Not Applicable	Not Applicable	5 completed (cumulative)	51 completed (cumulative)	157 completed (cumulative)	Exceeds Target
1.1 Accelerate the adoption of green technologies and clean energy solutions through strategic partnerships and investment	<b>Increase</b> the number of EV charging stations installed through the Zero Emission Vehicle Infrastructure Program (ZEVIP) program, cumulative over the plan.	Program launch 2020 0 stations	103 stations installed (in total)	9 stations installed (in total)	7 stations (16 stations in total)	42 stations (58 stations in total)	10 stations (68 stations in total)	45 stations (113 stations in total)	Exceeds Target
1.1 Accelerate the adoption of green technologies and clean energy solutions through strategic partnerships and investment	<b>Increase</b> the installed photovoltaic renewable energy capacity at Regional facilities.	Not Available	Not Available	~40 kW	~40 kW	~40 kW	~180kW	~180kW	Improved
1.1 Accelerate the adoption of green technologies and clean energy solutions through strategic partnerships and investment	<b>Decrease</b> the carbon footprint of the Durham Region community.	6,035,280 tCO2e	4,800,000 tCO2e	5,370,000 tCO2e	5,430,000 tCO2e	5,610,443 tCO2e	5,715,737 tCO2e	Not Available	Below Target
1.2 Increase waste diversion and resource recovery	<b>Decrease</b> residential garbage generation rate (kilograms per capita).	173.1 kg/capita in 2018 (2018 is baseline used for all Waste Plan metrics; used for consistency)	Decrease from 2020 pandemic level of 182.7 kg/capita	182.7 kg/capita	177.1 kg/capita	166.0 kg/capita	163.9 kg/capita	156.5 kg/capita	Meets Target
1.2 Increase waste diversion and resource recovery	<b>Increase</b> the percentage of locally generated waste recycled (used) in road rehabilitation.	23%	65% annually	35%	58%	61%	63%	66%	Exceeds Target
1.3 Protect, preserve, and restore the natural environment, including greenspaces, waterways, parks, trails, and farmlands	<b>Increase</b> the total number of trees planted in private properties (cumulative over the plan).	0 starting baseline	750,000 trees planted in total	Not Available	217,702 trees planted	314,686 trees planted (cumulative)	459,450 (cumulative)	624,260 trees planted (cumulative)	Below Target

Priority	Key Performance Indicator	Baseline 2019	Target 2024	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024	Overall Result
1.3 Protect, preserve, and restore the natural environment, including greenspaces, waterways, parks, trails, and farmlands	<b>Increase</b> the intensification rate in built-up areas of Durham.	37.6%	50% annually	53.2%	49.2%	46.7%	57.1%	Not Available	Meets Target
1.3 Protect, preserve, and restore the natural environment, including greenspaces, waterways, parks, trails, and farmlands	This indicator was intended to measure the implementation of climate adaptation programs in Durham.	Measure Not Developed	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available
1.4 Demonstrate leadership in sustainability and addressing climate change	<b>Decrease</b> corporate Greenhouse Gas (GHG) emissions.	182,800 tCO2e	146,240 tCO2e	180,500 tCO2e	179,500 tCO2e	179,200 tCO2e	178,000 tCO2e	Not Available	Below Target
1.4 Demonstrate leadership in sustainability and addressing climate change	<b>Increase</b> the percentage of zero emission vehicles in the Regional light duty fleet	Not Available	20%	Not Available	Not Available	2%	3%	5.45%	Below Target
1.4 Demonstrate leadership in sustainability and addressing climate change	<b>Increase</b> the total number of Regional facilities that have undergone a feasibility study for deep energy retrofits (cumulative over the plan).	0 studies	70 studies in total	Not Applicable	1 study	7 studies in total	14 studies in total	48 studies in total	Below Target
1.5 Expand sustainable and active transportation	<b>Increase</b> the total number of new kilometers added to the Regional cycling network (cumulative over the plan).	0 km	47.83 km in total	8.32 km	8.8 km (17.12 km in total)	3.88 km (21 km in total)	13.7 km (34.7 km in total)	15 km (49.7 km in total)	Exceeds Target
1.5 Expand sustainable and active transportation	<b>Increase</b> the annual number of Durham Region Transit (DRT) service revenue hours delivered.	518,423 hours	620,969 hours	260,426 hours	438,465 hours	509,615 hours	571,159 hours	650,948 hours	Exceeds Target

Goal 1 Data Disclaimers / Notes

- Priority 1.1: Electric Vehicle infrastructure includes only new stations installed under the Zero Emission Vehicle Infrastructure Program (ZEVIP). In 2023, the ZEVIP expanded to include public and corporate EV charging stations and therefore has a larger target over the term of the strategic plan.
- Priority 1.1: In 2023, the Durham Greener Homes indicator was revised to show a cumulative target over the term of the strategic plan.
- Priority 1.2: Generation rate updated to reflect December 2022 population estimates taken from [#2022-INFO-97](#) Monitoring of Growth Trends, File: D01-02-01. 2023 Waste Generation rate based on tonnage collected at the curb and at Waste Management Facilities based on December 2023 population estimates taken from [#2023-INFO-102](#).
- Priority 1.3: Due to the derecho windstorm in 2022, the Conservation Authorities focused their efforts on tree damage, clean up, and restoration in 2022 and 2023 which limited tree planting projects during this time.
- Priority 1.4: In 2022, the Zero Emission Vehicle Fleets indicator was updated to exclude hybrid only vehicles, of which the Region operates. Therefore, the total percentage of credited low-carbon vehicles was updated from 5 per cent to 2 per cent. In 2024, the Community Paramedic fleet was added into the light-duty fleet data.
- Priority 1.4: Greenhouse gas emission values subject to change through annual updates by way of improvements to data, refined quantification approaches and updates to emission intensity factors.

- Priority 1.4: The number of Regional Deep Energy Retrofits did not meet the target due to the lack of natural gas at some facilities, change in use of facilities, or facilities undergoing redevelopment.
- Priority 1.5: The COVID-19 pandemic adversely affected DRT service delivery in 2020 and 2021.

Goal 2 – Community Vitality

Priority	Key Performance Indicator	Baseline 2019	Target 2024	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024	Overall Result
2.1 Revitalize existing neighbourhoods and build complete communities that are walkable, well-connected, and have a mix of attainable housing	<b>Increase</b> the total percentage of bus stops throughout the network that are constructed or retrofitted to support active transportation and integration with other modes of transportation.	0%	100%	5%	15%	15%	4%	70%	Below Target
2.1 Revitalize existing neighbourhoods and build complete communities that are walkable, well-connected, and have a mix of attainable housing	<b>Approval</b> of Major Transit Station Area policies by Ministry of Municipal Affairs and Housing (MMAH).	Not Applicable	100% approved	Not Available	75% complete	90% complete	90% complete	100%	Meets Target
2.1 Revitalize existing neighbourhoods and build complete communities that are walkable, well-connected, and have a mix of attainable housing	<b>Increase</b> the total number of units approved through the affordable housing incentive program (cumulative over the plan).	Program launch 2022	50 units in total	Not Available	Not Available	Program launch	88 units in total	103 units (191 units in total)	Exceeds Target
2.1 Revitalize existing neighbourhoods and build complete communities that are walkable, well-connected, and have a mix of attainable housing	<b>Increase</b> the annual percentage of children and youth who walk or cycle to school.	22%	30%	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available
2.2 Enhance community safety and well-being	<b>Approval</b> of the Community Safety and Well-Being Plan.	Not Applicable	100% approved	Not Applicable	100% approved	Not Applicable	Not Applicable	Not Applicable	Meets Target
2.2 Enhance community safety and well-being	<b>Improve</b> the annual percentage of Canadian Triage and Acuity Scale 1 (CTAS 1) response times within target.	81.24% calls within target	75% calls within target	76.56% calls within target	75.15% calls within target	63.6% calls within target	69.5% calls within target	66.7% calls within target	Below Target
2.2 Enhance community safety and well-being	<b>Decrease</b> the annual number of collisions on Durham roads resulting in injuries or fatalities.	1525 collisions	10% reduction between 2019-2024 (1373 collisions)	948 collisions	1073 collisions	1157 collisions	1269 collisions	1370 collisions	Meets Target

[illegible]



Priority	Key Performance Indicator	Baseline 2019	Target 2024	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024	Overall Result
2.5 Build a healthy, inclusive, age-friendly community where everyone feels a sense of belonging	<b>Increase</b> the annual percentage of adults who rate their sense of belonging to the local community as strong or very strong.	83%	Not Available	Not Available	80%	77%	75%	Not Available	Not Improved
2.5 Build a healthy, inclusive, age-friendly community where everyone feels a sense of belonging	<b>Increase</b> the percentage of Durham Region employees reporting a positive sense of inclusion.	Not Available	Not Available	Not Available	Not Available	75% employees report positively	Not Available	Not Available	Not Available
2.5 Build a healthy, inclusive, age-friendly community where everyone feels a sense of belonging	<b>Increase</b> the total percentage of scheduled service bus stops that meet Accessibility for Ontarians with Disabilities Act (AODA) accessibility requirements.	Not Available	95%	83%	90%	90%	94%	98%	Exceeds Target
2.5 Build a healthy, inclusive, age-friendly community where everyone feels a sense of belonging	<b>Increase</b> the total percentage of Regional traffic control signals with countdown pedestrian signals.	24%	85%	45%	62%	70%	78%	86%	Exceeds Target

**Data Disclaimers / Notes:**

- Priority 2.1: The affordable housing incentives program (At Home Incentive Program) was launched in 2022.
- Priority 2.1: Active Transportation data are collected from the Ontario Student Drug Use and Health Survey (OSDUHS) which is administered every other year. The OSDUHS data collection was cancelled during the pandemic, and therefore data has been unavailable since 2020. Moving forward, data collection has restarted however results are not yet available for Durham Region.
- Priority 2.1: In 2023, the calculation method for the ‘Transit Upgraded for Active Transportation’ indicator was revised to reflect current practice in alignment with the new Transfer Hubs strategy. This resulted in a change to the numerator and denominator values used in calculation: bus stops system-wide are now taken into account compared to only 40 specific stops. The total number of bus stops adjusts slightly each year based on new developments and the evolving route network responding to Regional evolution.
- Priority 2.2: For more information on key Community Safety and Well-Being Plan metrics, please refer to the [CSWB Plan Dashboard](#).
- Priority 2.2: Offload delay and staffing challenges continue to be a problem despite efforts endorsed by Council to increase staff numbers.
- Priority 2.2: Vision Zero data was affected by traffic volume reductions over the COVID-19 pandemic. The data shown represents total fatal and injury collisions on local municipal and regional roads, excluding provincial roads. Traffic volumes rebounded in 2022. In 2024, the annual collision data was updated as a result of improved data collection and monitoring processes.
- Priority 2.3: EarlyON programming was transitioned to one provider in 2020 and program delivery was adversely impacted by COVID-19.
- Priority 2.3: In 2024, the number of unique clients was unavailable under Community Outreach and Hubs, however there were 14,332 client interactions reported.
- Priority 2.3: In 2024, Regional Council moved a motion to hire outreach workers to support unsheltered populations in Durham Region. This resulted in a significant increase in community engagements with clients, in comparison to previous years.
- Priority 2.4: The number of vaccinations has been rounded to the nearest tenth. COVaxON is a live database and there may be small variations in numbers for past data.
- Priority 2.4: On April 1, 2022 the Canada-Wide Early Learning and Child Care system (CWELCC) was introduced to reduce the cost of child care for families. Since 2023, expansion of spaces is restricted to provincial directed growth targets. This indicator includes CWELCC and non-CWELCC spaces, and does not include home child care. This indicator is improving as the Region has met the directed growth space allocation provided by the Ministry of Education.
- Priority 2.5: A Durham Region staff census was completed in late 2022 to assess the percentage of Durham Region employees reporting a positive sense of inclusion. The survey will be repeated in 2026/2027.
- Priority 2.5: In 2022, there was a large number of DRT stop changes, with about 300 stops removed as part of network alignment, including those on Scheduled Service. As a result, the measure outcome in % has not changed from 2021, even though more stops were hard surfaced in 2022.
- Priority 2.5: Traffic Control Signals with Pedestrian Countdown include only Regional signals.



Goal 3 – Economic Prosperity

Priority	Key Performance Indicator	Baseline 2019	Target 2024	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024	Overall Result
3.1 Position Durham Region as the location of choice for business	<b>Increase</b> the annual number and percentage of new businesses in Durham.	12,661 businesses with 8% new	Not Available	Not Available	Insufficient Data	12,739 businesses, with 9% new	12,718 businesses, with 7% new	12,620 business with 7.25% new	Not Improved
3.2 Leverage Durham’s prime geography, social infrastructure, and strong partnerships to foster economic growth	<b>Increase</b> the total number of businesses and business organizations included on local directories.	Not Applicable	Not Available	850 businesses promoted	1,000 businesses promoted	1,181 businesses promoted	1,220 businesses promoted	1,231 businesses promoted	Improved
3.2 Leverage Durham’s prime geography, social infrastructure, and strong partnerships to foster economic growth	<b>Increase</b> the annual Regional Economic Development social media growth.	Not Available	15% annually	Not Available	44.5%	18%	21.78%	29.3%	Exceeds Target
3.2 Leverage Durham’s prime geography, social infrastructure, and strong partnerships to foster economic growth	<b>Increase</b> the total amount of new commercial and industrial investment in Durham Region (cumulative over the plan).	\$773 million	Not Available	\$776.9 million	\$617.5 million	\$967 million	\$967 million	Not Available	Improved
3.3 Enhance communication and transportation networks to better connect people and move goods more effectively	<b>Increase</b> the total kilometres of Durham–Scarborough Bus Rapid Transit (DSBRT) infrastructure constructed (cumulative over the plan).	Project in Design Phase	Construction will commence early 2025	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
3.3 Enhance communication and transportation networks to better connect people and move goods more effectively	<b>Increase</b> the total kilometres of Regional Broadband Network fibre backbone infrastructure constructed (cumulative over the plan).	Project launch 2019	300 km in total	0 km	25 km total	36 km total	142km total	367 km total	Exceeds Target
3.3 Enhance communication and transportation networks to better connect people and move goods more effectively	<b>Increase</b> the total kilometres upgraded to ‘full load’ on the Region’s Strategic Goods Movement Network (cumulative over the plan).	162 km	Not Available	9 km (total of 171 km)	3 km (total of 174 km)	3 km (total of 177 km)	5 km (total of 182 km)	3 km (total of 185 km)	Improved
3.4 Capitalize on Durham’s strengths in key economic sectors to attract high-quality jobs	<b>Increase</b> the total number of Environment, Engineering, and Energy (EN3) companies interacted with for business development.	Not Available	Not Available	Not Available	43 interactions annually	60 interactions annually	141 interactions annually	148 interactions annually	Improved
3.4 Capitalize on Durham’s strengths in key economic sectors to attract high-quality jobs	<b>Increase</b> the annual number of business investment inquiries.	161 investment inquiries	125 investment inquiries annually	63 investment inquiries	112 investment inquiries	157 investment inquiries	155 investment inquiries	161 investment inquiries	Exceeds Target

Priority	Key Performance Indicator	Baseline 2019	Target 2024	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024	Overall Result
3.4 Capitalize on Durham’s strengths in key economic sectors to attract high-quality jobs	<b>Increase</b> the annual employment growth in Durham.	3.09% Growth (206,469 jobs in 2019; 200,285 jobs in 2018)	Growth above baseline	Not Available	Not Available	-2.49% Growth (201,336 jobs in 2022; 206,469 jobs in 2019)	4.32% Growth (210,038 jobs in 2023)	3.89% Growth (218,205 jobs in 2024)	Exceeds Target
3.5 Provide a supportive environment for agriculture and agri-food industries	<b>Increase</b> the percentage of wastewater solids re-use on agricultural lands.	29%	35%	20%	35%	40%	45%	38%	Exceeds Target
3.5 Provide a supportive environment for agriculture and agri-food industries	<b>Increase</b> the total number of facilities that can process food or meat.	24 facilities	30 facilities	Not Available	Not Available	Not Available	29	30	Meets Target
3.5 Provide a supportive environment for agriculture and agri-food industries	<b>Maintain</b> the total acres of available Durham farmland.	292,813 acres of land (2016 baseline)	Not Available	292,813 acres of land	264,518 acres of land	Not Available	Not Available	Not Available	Not Improved
3.5 Provide a supportive environment for agriculture and agri-food industries	<b>Increase</b> annual gross farm revenue.	\$332M (2016 baseline)	Not Available	\$332M	\$354M	Not Available	Not Available	Not Available	Improved

Data Disclaimers/Notes

- Priority 3.1: 2020 and 2021 Business Count data were not available due to COVID-19 impacts on data collection.
- Priority 3.1: Since 2022, farm operations are surveyed remotely due to risk of spreading avian flu.
- Priority 3.2: The “New Commercial and Industrial Investment” indicator was added in May 2023.
- Priority 3.4: Lead qualification criteria was made more stringent in 2023, resulting in reported numbers being lower than in previous years since fewer investment inquiries met the new definition. The annual target was reduced from 200 to 125 to reflect this change.
- Priority 3.4: The COVID-19 pandemic forced a pause in the Business Count in 2020. A modified Business Count was conducted in 2021. In 2022, traditional data collection of Business Count information was resumed. While the COVID-19 pandemic was associated with a loss of jobs between 2019 and 2022, there was a strong increase in jobs in 2023, which also was a modest increase over 2019 job levels and a return to net positive job growth over the life of the survey program. Further information can be found in the [CIP](#) report [#2024-INFO-18](#), released on March 22, 2024.
- Priority 3.5: Biosolid re-use applications are limited based on weather patterns, ‘approved land disposal site’ soil conditions, and crop selection. Conditions were favourable in 2022, resulting in a 40% wastewater solids diversion rate. Forecasted diversion completed in 2022 for 2023 and 2024 was projected to be 35%.
- Priority 3.5: The reduction in farmland is associated with population increase and new development. The data for this indicator is from Statistics Canada and was last updated using the 2021 census. The next census will be available in 2027.
- Priority 3.5: The Durham Region Business Count is used to calculate the total number of facilities that can process food or meat. In 2023, this indicator was revised to exclude bakeries.

Goal 4 – Social Investment

Indicator Title	Key Performance Indicator	Baseline 2019	Target 2024	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024	Overall Result
4.1 Revitalize community housing and improve housing choice, affordability, and sustainability	<b>Increase</b> the annual number of supported households that remained housed after six months.	13 households	1800 households annually	217 households	205 households	1,484 households	2,268 households	2,365 households	Exceeds Target
4.1 Revitalize community housing and improve housing choice, affordability, and sustainability	<b>Increase</b> the total number of newly initiated affordable rental housing supply units for low and moderate-income households (cumulative over the plan).	0 units	1,000 units in total	172 units	170 new units (342 units in total)	53 new units (395 units in total)	98 new units (493 units in total)	103 initiated units (596 units in total)	Below Target
4.1 Revitalize community housing and improve housing choice, affordability, and sustainability	<b>Increase</b> the total funding committed by the Region to new affordable rental housing supply units for low- and moderate-income households (cumulative over the plan).	Not Available Program launch 2020	Not Available	\$8,032,090	\$3,000,000 (\$11,032,090 in total)	10,813,087 (\$21,845,177 in total)	\$7,500,000 (\$29,345,177 in total)	\$10,000,000 (\$39,345,177 in total)	Improved
4.2 Build awareness and community capacity to address poverty	<b>Increase</b> the annual number of Getting Ahead program sessions and reach.	5 sessions 62 participants	5 sessions (estimated 75 participants annually)	1 session (21 participants)	4 sessions (37 participants)	6 sessions (66 participants)	4 sessions (41 participants)	5 sessions (51 participants)	Meets Target
4.2 Build awareness and community capacity to address poverty	This indicator was intended to measure the Community Social Investment Program	Measure Not Developed	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available
4.3 Demonstrate leadership in poverty prevention	<b>Decrease</b> the annual number of people actively experiencing chronic homelessness.	Not Available	0-3 people	87 people	122 people	180 people	233 people	417 people	Does Not Meet Target
4.3 Demonstrate leadership in poverty prevention	<b>Increase</b> the total percentage of dwellings, within priority neighbourhoods, within 800 metres of transit service.	Not Available	Minimum 80%	100%	100%	100%	100%	100%	Exceeds Target
4.3 Demonstrate leadership in poverty prevention	<b>Decrease</b> the annual average fare paid by social assistance clients using the Transit Assistance Program (TAP).	\$1.84 average fare	\$1.63 average fare	\$1.90 average fare	\$1.61 average fare	\$1.27 average fare	\$1.20 average fare	\$1.09 average fare	Exceeds Target
4.4 Expand access to existing life stabilization programs	<b>Increase</b> the number of client interactions for the Primary Care Outreach Program (PCOP).	Not Applicable	Not Available	3.3K interactions	1.9K interactions	2.9K interactions	3.6K interactions	4.2K interactions	Improved

Indicator Title	Key Performance Indicator	Baseline 2019	Target 2024	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024	Overall Result
4.4 Expand access to existing life stabilization programs	<b>Increase</b> the percentage of people receiving social assistance who report their lives are more stable as a result of having access to counselling and mental health services.	Not Available	90%	Not Available	100%	92%	100%	100%	Exceeds Target
4.4 Expand access to existing life stabilization programs	<b>Increase</b> the number of individuals connected to developmental services and supports through Adult Protective Services (APS) outreach.	38 individuals	65 individuals	61 individuals connected	65 individuals connected	67 individuals connected	71 individuals connected	140 individuals connected	Exceeds Target

Data Disclaimers/Notes

- Priority 4.1: The New Affordable Rental Housing measure is cumulative.
- Priority 4.1: The Supportive Housing measure was modified in 2022 as the data was changed from the BNL to the Housing Retention Report in HIFIS. This is due to more programs being onboarded that report on this statistic and therefore it is a more accurate data source. The 2024 target was revised from 200 to 1,800 households annually, based on 2022-2023 data and reporting sources.
- Priority 4.2: The Getting Ahead program indicator was modified in 2023 due to provincial Social Assistance Modernization and Employment Services Transformation. In 2024, The Getting Ahead Program was redesigned to be more aligned and accessible to participants to ensure the needs of the community are effectively being met.
- Priority 4.2: In 2024 under the Community Social Investment Program, 12 local nonprofit organizations were awarded funding for a total investment of \$490,510.
- Priority 4.4: In 2021, Primary Care Outreach Program services were redirected to support COVID-19 vaccinations and testing for vulnerable populations including to populations who were homeless or at risk of homelessness.

Goal 5 – Service Excellence

Priority	Key Performance Indicator	Baseline 2019	Target 2024	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024	Overall Result
5.1 Optimize resources and partnerships to deliver exceptional quality services and value	<b>Increase</b> number of Durham Transit revenue rides.	11.0M revenue rides annually	10.5M revenue rides annually	5.3M revenue rides annually	4.4M revenue rides annually	7.5M revenue rides annually	10.9M revenue rides annually	13.1 revenue rides annually	Exceeds Target
5.1 Optimize resources and partnerships to deliver exceptional quality services and value	<b>Increase</b> the number of applied research partnerships with academic institutions.	1 project	Not Available	11 projects	36 projects	32 projects	33 projects	31 projects	Improved
5.1 Optimize resources and partnerships to deliver exceptional quality services and value	<b>Increase</b> the value provided to partners under Regional Legal retainer agreements.	Not Applicable	\$641,800 annual value of agreements	Not Applicable	\$371,800 annual value of agreements	\$302,000 annual value of agreements	\$400,903 annual value of agreements	\$648,000 annual value of agreements	Exceeds Target
5.1 Optimize resources and partnerships to deliver exceptional quality services and value	<b>Approval</b> of the Intelligent Communities Framework.	Not Applicable	100% approved	100% approved	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Meets Target
5.1 Optimize resources and partnerships to deliver exceptional quality services and value	<b>Increase</b> the percentage of Durham Local Immigration Partnership (DLIP) participants who have improved their ability to co-ordinate and refer services as a result of participating in the DLIP.	Not Available	Not Available	Not Available	Not Available	79% improvement	90% improvement	Not Available	Improved
5.1 Optimize resources and partnerships to deliver exceptional quality services and value	<b>Increase</b> the percentage of respondents satisfied with program development and planning tools developed and shared by the Durham Local Immigration Partnership (DLIP).	Not Available	Not Available	Not Available	Not Available	90% satisfaction	90% satisfaction	Not Available	No Change
5.2 Collaborate for a seamless service experience	<b>Increase</b> the total number of call centres consolidated.	0 centres consolidated	28 centres consolidated	Not Applicable	Not Applicable	4 centres consolidated (total)	6 centres consolidated (total)	23 centres consolidated (total)	Below Target

Priority	Key Performance Indicator	Baseline 2019	Target 2024	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024	Overall Result
5.2 Collaborate for a seamless service experience	<b>Increase</b> the annual percentage of first contact resolution.	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available
5.2 Collaborate for a seamless service experience	<b>Increase</b> the percentage of DRT customers crossing Durham-Toronto border.	18.2%	Not Available	16.6%	15.2%	15.4%	16.7%	12.5%	Not Improved
5.3 Demonstrate commitment to continuous quality improvement and communicating results	<b>Increase</b> the annual number of opportunities for public engagement with budget process.	83 annual public engagements	Not Available	71 annual public engagements	89 annual public engagements	175 annual public engagements	177 annual public engagements	161 annual public engagements	Improved
5.3 Demonstrate commitment to continuous quality improvement and communicating results	<b>Maintain</b> 100 per cent compliance with provincial regulation on asset management plans.	100% compliance with provincial requirements	100% compliance with provincial requirements	100% compliance with provincial requirements	100% compliance with provincial requirements	100% compliance with provincial requirements	100% compliance with provincial requirements	100% compliance with provincial requirements	Meets Target
5.3 Demonstrate commitment to continuous quality improvement and communicating results	Data Analytics Program	Measure Not Developed	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available
5.4 Drive organizational success through innovation, a skilled workforce, and modernized services	<b>Increase</b> the percentage of electronic supplier payments.	42.3%	70%	44%	55%	59%	67%	70%	Meets Target
5.4 Drive organizational success through innovation, a skilled workforce, and modernized services	<b>Increase</b> the number of services for which e-commerce is supported though 311.	Project launch 2020 0 services baseline	5 services supported	Not Applicable	1 service	2 services (total)	2 services (total)	2 services (total)	Below Target
5.4 Drive organizational success through innovation, a skilled workforce, and modernized services	<b>Increase</b> the number of customers enrolled in myDurham Water.	Not Available	60,000 customers enrolled	13,385 customers enrolled	30,550 customers enrolled	44,611 customers enrolled	57,104 customers enrolled	75,120 customers enrolled	Exceeds Target
5.4 Drive organizational success through innovation, a skilled workforce, and modernized services	<b>Increase</b> the percentage of applications submitted electronically via the PLAN-it portal.	Public launch 2023	25% electronic applications	Not Applicable	Not Applicable	Not Available	Not Available	Not Available	Not Available
5.4 Drive organizational success through innovation, a skilled workforce, and modernized services	<b>Increase</b> the total number of business units migrated to electronic record keeping in SharePoint (cumulative over the plan).	Project launch 2020	Not Available	Not Applicable	Not Applicable	Not Available	Not Available	Not Available	Not Available

## Data Disclaimers /Notes

- Priority 5.1: Durham Region Transit ridership levels were significantly impacted by COVID-19 and recovered by the summer 2023, exceeding pre-pandemic levels each month for the remainder of 2023.
- Priority 5.1: In 2022, the definition for the Applied Research Collaborations indicator was expanded to include partnerships with academic institutions beyond CityStudio and the [Durham College Social Impact Hub](#).
- Priority 5.1: The value of Legal Support to Partners decreased in 2022 due to continued closure of POA Courts by the province and the amounts charged to Local Tiers for prosecution services was lower than projected.
- Priority 5.1: The first survey to measure the Durham Local Immigration Partnership Coordination was conducted in 2023.
- Priority 5.2: The Transit Riders Crossing Durham-Toronto Border indicator was affected by remote-work trends over the COVID-19 pandemic.
- Priority 5.2: 2023 marked the first post-pandemic year that ridership levels started to either reach or exceed pre-pandemic ridership levels.
- Priority 5.2: Total ridership has seen a steady and healthy growth in the last two years, while the increase in cross-border trips have not kept up at the same pace. It is expected that with the introduction of the Province’s OneFare Program, cross-boundary trips will increase.
- Priority 5.3: The budget planning public engagements for 2024 were slightly lower than 2023 due to the elimination of the local printed newspapers. The Region placed budget notifications in on-line newspapers and increased social media postings.
- Priority 5.4: The external portal of the PLANit Applications initiative was launched in early 2023. However, the introduction of Bill 23 and its impact on the Region's Planning Application approval role had the unintended consequence of delaying the full implementation of the Region's tracking system.
- Priority 5.4: With the announcement of Bills 185 and 23, approval of development applications will no longer be a Regional responsibility. However, PLANit will still be critical in the circulation and commenting of development applications.



Attachment #2

2020-2024 Strategic Plan Indicator Definitions

Goal 1 – Environmental Sustainability

Priority	Indicator Title	Key Performance Indicator Definition
1.1 Accelerate the adoption of green technologies and clean energy solutions through strategic partnerships and investment	Residential Home Energy Retrofits	<p><b>Increase</b> the number of residential home energy retrofits completed (installed and evaluated, cumulative over the plan).</p> <p><u>About this Indicator</u></p> <p>An energy efficient home lowers energy consumption and reduces greenhouse gas emissions. This metric counts retrofits completed (installed and evaluated) under the <a href="#">Durham Greener Homes</a> program, launched in April 2022.</p>
1.1 Accelerate the adoption of green technologies and clean energy solutions through strategic partnerships and investment	Electric Vehicle (EV) Infrastructure	<p><b>Increase</b> the number of EV charging stations installed through the Zero Emission Vehicle Infrastructure Program (ZEVIP) program, cumulative over the plan.</p> <p><u>About this Indicator</u></p> <p>Electrification of personal, municipal and commercial vehicle fleets is estimated to represent close to 20 per cent of the total greenhouse gas (GHG) emissions reductions needed to align with Durham’s “<a href="#">Low Carbon Pathway</a>”. This indicator tracks the installation of EV charging stations under the federal <a href="#">Zero Emission Vehicle Infrastructure Program</a>.</p>
1.1 Accelerate the adoption of green technologies and clean energy solutions through strategic partnerships and investment	Installed Renewable Energy Capacity	<p><b>Increase</b> the installed photovoltaic renewable energy capacity at Regional facilities.</p> <p><u>About this indicator</u></p> <p>This indicator tracks the cumulative kilowatts of installed solar photovoltaic (PV) power at Regional facilities.</p>
1.1 Accelerate the adoption of green technologies and clean energy solutions through strategic partnerships and investment	Durham Region Carbon Footprint	<p><b>Decrease</b> the carbon footprint of the Durham Region community.</p> <p><u>About this indicator</u></p> <p>This indicator is measured through the Carbon Emissions Inventory for the Greater Toronto and Hamilton Area (GTHA) published by the Atmospheric Fund. For the latest report, check out the <a href="#">2023 Carbon Emissions Inventory Report</a>.</p>
1.2 Increase waste diversion and resource recovery	Annual Generation Rate of Garbage	<p><b>Decrease</b> residential garbage generation rate (kilograms per capita).</p> <p><u>About this indicator</u></p> <p>Residential garbage is the waste created in households that is not diverted to a recycling stream such as the Blue Box, Green Bin, or donation. Residents can decrease the quantity of garbage created by focusing on Reduce and Reuse which are a focus of the Region’s resident education efforts. This indicator tracks the residential garbage generation rate in kilograms per capita. It also includes waste collected at our Waste Management Facilities.</p>
1.2 Increase waste diversion and resource recovery	Road Rehabilitation Material Composition	<p><b>Increase</b> the percentage of locally generated waste recycled (used) in road rehabilitation.</p> <p><u>About this indicator</u></p> <p>Recycling material in road rehabilitation reduces the amount of new material that is produced, mined and trucked for road construction, such as asphalt and aggregate materials. This indicator measures the percentage of existing road base, asphalt,</p>

Priority	Indicator Title	Key Performance Indicator Definition
		surface treatment and shoulder material, as well as other recycled material such as glass and plastics that are reused in construction/road rehabilitation.
1.3 Protect, preserve, and restore the natural environment, including greenspaces, waterways, parks, trails, and farmlands	Durham Tree Programs	<b>Increase</b> the total number of trees planted in private properties (cumulative over the plan). <a href="#">About this indicator</a> Planting native trees and shrubs can benefit the environment by providing an essential habitat for wildlife, reducing stormwater run-off by capturing and storing rainfall, and providing outdoor green spaces. This indicator tracks the trees planted under the LEAF program (urban trees and shrubs) and Durham TREES (rural trees).
1.3 Protect, preserve, and restore the natural environment, including greenspaces, waterways, parks, trails, and farmlands	Development in Built-Up Areas	<b>Increase</b> the intensification rate in built-up areas of Durham. <a href="#">About this indicator</a> Limiting urban sprawl and intensifying the Region’s urban areas is central to sustainable growth in Durham. This indicator tracks the percentage of new residential units located within the built-up area as compared to entire urban area.
1.3 Protect, preserve, and restore the natural environment, including greenspaces, waterways, parks, trails, and farmlands	Climate Adaptation	Climate Adaptation <a href="#">About this Indicator</a> This indicator is in development and will measure the implementation of climate adaptation programs in Durham.
1.4 Demonstrate leadership in sustainability and addressing climate change	Corporate Greenhouse Gas Emissions	<b>Decrease</b> corporate Greenhouse Gas (GHG) emissions. <a href="#">About this indicator</a> This indicator tracks the total corporate GHG emissions from Regional fleets, Regional facilities, solid waste management, and water supply and sanitary sewerage services measured in tonnes of carbon equivalents (CO2e).
1.4 Demonstrate leadership in sustainability and addressing climate change	Zero Emission Vehicle Fleets	<b>Increase</b> the percentage of zero emission vehicles in the Regional light duty fleet (including battery electric, and hydrogen fuel cell vehicles). <a href="#">About this indicator</a> This indicator tracks the percentage of zero emissions vehicles within the light duty fleets for Durham Regional Police Service, Works, Durham Region Transit, and Durham Region Paramedic Services.
1.4 Demonstrate leadership in sustainability and addressing climate change	Regional Deep Energy Retrofits	<b>Increase</b> the total number of Regional facilities that have undergone a feasibility study for deep energy retrofits (cumulative over the plan). <a href="#">About this indicator</a> This indicator is calculated by totaling the number of feasibility studies and retrofits implemented over the duration of the Strategic Plan under the Durham Building Standard.
1.5 Expand sustainable and active transportation	Regional Cycling Network	<b>Increase</b> the total number of new kilometers added to the Regional cycling network (cumulative over the plan). <a href="#">About this indicator</a>

Priority	Indicator Title	Key Performance Indicator Definition
		By creating a bicycle-friendly future for Durham Region, we are working to provide options for healthy, active living and more ways for people to move so they don't have to drive. This indicator tracks the total number of new kilometers added to the regional cycling network each year, over the duration of the plan.
1.5 Expand sustainable and active transportation	Transit Service Delivery	<b>Increase</b> the annual number of Durham Region Transit (DRT) service revenue hours delivered. <u>About this indicator</u> Transit service delivery is a critical component of sustainable growth in Durham. This indicator tracks the annual vehicle hours operated by active revenue vehicles in regular passenger service and is determined by DRT’s Service and Financing Strategy.

Goal 2 – Community Vitality

Priority	Indicator Title	Key Performance Indicator Definition
2.1 Revitalize existing neighbourhoods and build complete communities that are walkable, well-connected, and have a mix of attainable housing	Transit Upgraded for Active Transportation	<b>Increase</b> the total percentage of bus stops throughout the network that are constructed or retrofitted to support active transportation and integration with other modes of transportation. <u>About this indicator</u> This indicator tracks the percentage of Durham Region Transit (DRT) hard surfaced bus stops that include bike racks to support active transportation.
2.1 Revitalize existing neighbourhoods and build complete communities that are walkable, well-connected, and have a mix of attainable housing	Major Transit Station Area Policy	<b>Approval</b> of Major Transit Station Area policies by Ministry of Municipal Affairs and Housing (MMAH). <u>About this indicator</u> Major transit station areas (MTSAs) are defined as the area within an approximately 500 to 800 metre radius of a transit station, representing about a 10-minute walk. There are eight MTSAs located within Durham Region: four are proposed along the future GO East extension to Bowmanville at Thornton’s Corners, Central Oshawa, Courtice, and Bowmanville and four existing MTSAs are located around the Pickering, Ajax, Whitby, and Oshawa GO train stations. This indicator tracks the completion of Regional planning for MTSAs in Durham.
2.1 Revitalize existing neighbourhoods and build complete communities that are walkable, well-connected, and have a mix of attainable housing	Affordable Housing Incentives	<b>Increase</b> the total number of units approved through the affordable housing incentive program (cumulative over the plan). <u>About this indicator</u> This indicator measures the implementation of the affordable housing incentive program in Durham.
2.1 Revitalize existing neighbourhoods and build complete communities that are walkable, well-connected, and have a mix of attainable housing	Active Transportation to School	<b>Increase</b> the annual percentage of children and youth who walk or cycle to school. <u>About this indicator</u> Active school travel provides physical and mental health benefits to children and helps to build habits around active mobility. This indicator measures the percentage of Durham Region students in Grade 7 to 12 who walk or cycle to school.

Priority	Indicator Title	Key Performance Indicator Definition
2.2 Enhance community safety and well-being	Community Safety and Well-Being Plan	<b>Approval</b> of the Community Safety and Well-Being Plan. <u>About this indicator</u> The goal of the CSWB Plan is to ensure residents of Durham Region feel safe and have a sense of belonging, and their needs for education, health care, food, housing, income, as well as social and cultural expression are met. This indicator tracks the approval of the plan. For access to the CSWB Plan data dashboard, please visit: <a href="#">Durham Region CSWB Plan Data Dashboard</a> .
2.2 Enhance community safety and well-being	Canadian Triage and Acuity Scale 1 (CTAS 1) Paramedic Response Times	<b>Improve</b> the annual percentage of Canadian Triage and Acuity Scale 1 (CTAS 1) response times within target. <u>About this indicator</u> The Canadian Triage and Acuity Scale (CTAS) is an industry-wide scale used to monitor response times for paramedic services to residents based on patient acuity. This indicator tracks the percentage of CTAS I responses completed by Durham Region paramedics within the target of eight minutes or less.
2.2 Enhance community safety and well-being	Vision Zero	<b>Decrease</b> the annual number of collisions on Durham roads resulting in injuries or fatalities. <u>About this indicator</u> Vision Zero is an approach to road safety thinking and action. In Durham, the goal is a minimum 10 per cent reduction of fatal and injury collisions within five years (2019-2023). This indicator tracks progress toward the vision of no injury or loss of life from a motor vehicle collision under the Durham Vision Zero program. For more information, please visit: <a href="#">durham.ca/VisionZero</a>
2.2 Enhance community safety and well-being	Transit Preventable Collisions	<b>Decrease</b> the annual Durham Region Transit (DRT) preventable collision rate. <u>About this indicator</u> This indicator is calculated as the number of preventable collisions per 100,000 kms of travel by the transit bus fleet.
2.3 Influence the social determinants of health to improve outcomes for vulnerable populations	EarlyON Programming	<b>Increase</b> the number of hours of EarlyON programming delivered. <u>About this indicator</u> EarlyON Child and Family Centres provide opportunities for children from birth to six years of age to participate in play and inquiry-based programs, and support parents and caregivers in their roles. This indicator tracks the EarlyON programming hours delivered by Durham’s EarlyON service provider lead (YMCA). To learn more, please visit: <a href="#">durham.ca - EarlyON</a> .
2.3 Influence the social determinants of health to improve outcomes for vulnerable populations	Community Outreach and Hubs	<b>Increase</b> the number of clients served through Community Outreach and Hubs. <u>About this indicator</u> This indicator tracks the number of Income, Employment and Homelessness Support clients served through community outreach and hubs.
2.3 Influence the social determinants of health to improve outcomes for vulnerable populations	Food Insecure Households	<b>Decrease</b> the percentage of households reporting food insecurity. <u>About this indicator</u>

Priority	Indicator Title	Key Performance Indicator Definition
		This indicator tracks the percentage of households that report any level of household food insecurity in the past 30 days when surveyed through the Durham Health Department as part of the Rapid Risk Factor Surveillance System (RRFSS). The RRFSS collects information on health behaviours, health conditions, and social and environmental determinants of health.
2.4 Support a high quality of life for all through human services delivery	Long-Term Care Homes	<b>Increase</b> the average hours of direct nursing care per resident in LTC. <u>About this Indicator</u> Direct care is provided to support the clinical and personal care needs of residents in each of Durham’s four Long-Term Care (LTC) facilities. This indicator tracks the average direct nursing care time that LTC residents receive.
2.4 Support a high quality of life for all through human services delivery	Long-Term Care Satisfaction	<b>Increase</b> Long-term Care (LTC) Resident satisfaction. <u>About this indicator</u> This indicator measures LTC resident/family satisfaction through an annual survey.
2.4 Support a high quality of life for all through human services delivery	Mental Health Improvement	<b>Maintain</b> above average mental health symptom improvement during counselling. <u>About this indicator</u> This indicator tracks the percent improvement of mental health symptoms after three months of receiving counselling through measurement-based software capturing client self reported data. The industry average percent improvement of mental health symptoms during counselling is 42 per cent. To learn more about mental health supports in Durham, please visit: <a href="https://durham.ca - Counselling">durham.ca - Counselling</a> .
2.4 Support a high quality of life for all through human services delivery	Licensed Child Care Spaces	<b>Increase</b> the number of licensed child care spaces in Durham. <u>About this indicator</u> The Region of Durham owns and operates seven early learning and child care centres, and provides support to more than 300 licensed child care centres. This indicator tracks the overall number of licensed child care spaces in Durham.
2.4 Support a high quality of life for all through human services delivery	Low-income Seniors Dental Care	<b>Increase</b> the percentage of eligible low-income seniors seen in dental clinic. <u>About this indicator</u> This indicator measures the coverage of basic dental care including services such as examinations, x-rays, preventive services, fillings, extractions, and denture care for eligible seniors under the Ontario's Seniors Dental Care Program in Durham. It is calculated by reporting the percentage of clients seen in clinic compared to the total number of eligible clients. To learn more, please visit: <a href="https://durham.ca/OralHealth">durham.ca/OralHealth</a> .
2.4 Support a high quality of life for all through human services delivery	COVID-19 Vaccinations	<b>Increase</b> the total number of COVID-19 vaccination doses administered (cumulative over the plan). <u>About this indicator</u> This indicator tracks our efforts to manage the COVID-19 pandemic. It is a cumulative measure of the annual count of all COVID-19 vaccine doses administered in Durham Region in community and hospital clinics, pharmacies, primary care clinics, provincial clinics, mobile, hotspot pop ups, hotspot mobile clinics, and workplace clinics. To learn more, please visit the COVID Tracker on <a href="https://durham.ca">durham.ca</a> .

Priority	Indicator Title	Key Performance Indicator Definition
2.4 Support a high quality of life for all through human services delivery	Alternative Patient Care Models for Paramedic Services	<p>Alternative Patient Care Models for Paramedic Services</p> <p><u>About this Indicator</u></p> <p>This indicator is in development and will measure the implementation of the provincial expansion of patient Treat and Refer, Treat and Release, and Alternative Transport Destinations models for 9-1-1 paramedic responses by Paramedic Services. The Palliative Care Treatment program is currently implemented under the Treat and Refer model in Durham.</p>
2.5 Build a healthy, inclusive, age-friendly community where everyone feels a sense of belonging	Sense of Belonging in Community	<p><b>Increase</b> the annual percentage of adults who rate their sense of belonging to the local community as strong or very strong.</p> <p><u>About this Indicator</u></p> <p>This indicator tracks the percentage of adults in Durham that report a ‘somewhat strong’ or ‘very strong’ sense of belonging to the community when surveyed through the Durham Health Department as part of the Rapid Risk Factor Surveillance System (RRFSS). The RRFSS collects information on health behaviours, health conditions, and social and environmental determinants of health.</p>
2.5 Build a healthy, inclusive, age-friendly community where everyone feels a sense of belonging	Durham Employee Inclusion	<p><b>Increase</b> the percentage of Durham Region employees reporting a positive sense of inclusion.</p> <p><u>About this indicator</u></p> <p>Internally-focused diversity, equity, and inclusion efforts aim to create more equitable policies and practices, a diverse workforce, and a healthy organizational culture. A workplace census provided data on the socio-demographic composition of the workforce in relation to the communities it serves and the reported sense of inclusion of Regional employees.</p>
2.5 Build a healthy, inclusive, age-friendly community where everyone feels a sense of belonging	Accessible Bus Stops	<p><b>Increase</b> the total percentage of scheduled service bus stops that meet Accessibility for Ontarians with Disabilities Act (AODA) accessibility requirements.</p> <p><u>About this indicator</u></p> <p>The Region is committed to ensuring that people of all ages and abilities enjoy the same opportunities as they live, work, play, visit and invest in Durham. This indicator tracks the percentage of scheduled service bus stops that have a hard surface as a percentage of all active stops.</p>
2.5 Build a healthy, inclusive, age-friendly community where everyone feels a sense of belonging	Traffic Control Signals with Pedestrian Countdowns	<p><b>Increase</b> the total percentage of Regional traffic control signals with countdown pedestrian signals.</p> <p><u>About this Indicator</u></p> <p>The Region of Durham continues to ensure new or redeveloped public spaces comply with specific accessibility design requirements, such as accessible pedestrian signals. This indicator tracks the percentage of traffic control signals with a bi-modal WALK and DON’T WALK indication in the top section and a countdown display in the bottom section.</p>



Goal 3 – Economic Prosperity

Priority	Indicator Title	Key Performance Indicator Definition
3.1 Position Durham Region as the location of choice for business	New Businesses in Durham	<p><b>Increase</b> the annual number and percentage of new businesses in Durham.</p> <p><u>About this indicator</u></p> <p>This indicator tracks the number of businesses identified in the annual business count survey and the percentage of new businesses in that year. For more information on Durham’s Business Count survey, please visit: <a href="https://durham.ca/BusinessCount">durham.ca/BusinessCount</a>.</p>
3.2 Leverage Durham’s prime geography, social infrastructure, and strong partnerships to foster economic growth	Local Business Directories	<p><b>Increase</b> the total number of businesses and business organizations included on local directories.</p> <p><u>About this indicator</u></p> <p>Durham Region is home to fourteen distinct and diverse downtown areas. These areas are essential to creating vibrant communities to visit, work, and raise a family. This indicator tracks the number of businesses highlighted in the <a href="#">Downtowns of Durham</a> online directory of downtown and main street businesses.</p>
3.2 Leverage Durham’s prime geography, social infrastructure, and strong partnerships to foster economic growth	Invest Durham and Tourism Social Media	<p><b>Increase</b> the annual Regional Economic Development social media growth.</p> <p><u>About this indicator</u></p> <p>This indicator is calculated as the combined total growth of all social media accounts in Economic Development and Tourism. For more information on Invest Durham, please visit the <a href="#">Economic Development page on durham.ca</a>.</p>
3.2 Leverage Durham’s prime geography, social infrastructure, and strong partnerships to foster economic growth	New Commercial and Industrial Investment	<p><b>Increase</b> the total amount of new commercial and industrial investment in Durham Region (cumulative over the plan).</p> <p><u>About this Indicator</u></p> <p>This indicator measures the total cumulative value of new commercial and industrial investments each year in Durham. It is calculated based on the Regional Annual Building Activity Review which aggregates area municipal building permit records.</p>
3.3 Enhance communication and transportation networks to better connect people and move goods more effectively	Rapid Transit (RT) Infrastructure	<p><b>Increase</b> the total kilometres of Durham–Scarborough Bus Rapid Transit (DSBRT) infrastructure constructed (cumulative over the plan).</p> <p><u>About this indicator</u></p> <p>This indicator captures the number of kilometers of rapid transit constructed for the Investing in Canada Infrastructure Program (ICIP) funded segments of the Durham-Scarborough bus rapid transit (DSBRT), with a total of seven kilometers to be constructed by 2033.</p>
3.3 Enhance communication and transportation networks to better connect people and move goods more effectively	Regional Broadband Network	<p><b>Increase</b> the total kilometres of Regional Broadband Network fibre backbone infrastructure constructed (cumulative over the plan).</p> <p><u>About this indicator</u></p> <p>Access to fast, reliable, and affordable internet is required to improve the way we live, learn, do business, and create and consume content. This indicator tracks the kilometres of new fibre infrastructure constructed to expand the Regional Broadband Network. To learn more, please visit: <a href="https://durham.ca/broadband">durham.ca/broadband</a>.</p>
3.3 Enhance communication and transportation networks to better	Regional Strategic Goods Movement Network	<p><b>Increase</b> the total kilometres upgraded to ‘full load’ on the Region’s Strategic Goods Movement Network (cumulative over the plan).</p> <p><u>About this indicator</u></p>



Priority	Indicator Title	Key Performance Indicator Definition
connect people and move goods more effectively		The Strategic Goods Movement Network (SGMN) reflects key provincial highway and Regional road sections of preferred haul routes for year-round use and connects major generators of truck traffic. "Full load" roads are exempt from weight restrictions and is defined based on the pavement structure of the road and the road type / traffic volumes. This indicator tracks the kilometres of "full load" roads on the Region's SGMN.
3.4 Capitalize on Durham’s strengths in key economic sectors to attract high-quality jobs	Business Development with Environment, Engineering, and Energy (EN3) Companies	<p><b>Increase</b> the total number of Environment, Engineering, and Energy (EN3) companies interacted with for business development.</p> <p><u>About this indicator</u></p> <p>Durham Region produces about 30 per cent of electricity in Ontario and includes a strong cluster of more than 250 companies—some of the largest and most innovative—in electricity generation and transmission, energy management, smart mobility, manufacturing, and engineering services. This indicator tracks the number of interactions with Environment, Engineering or Energy businesses that are interested in creating a physical presence, investing, and hiring people in Durham. For more information, please visit the <a href="#">Energy, Environment and Engineering page on durham.ca</a>.</p>
3.4 Capitalize on Durham’s strengths in key economic sectors to attract high-quality jobs	Business Interest in Durham	<p><b>Increase</b> the annual number of business investment inquiries.</p> <p><u>About this indicator</u></p> <p>This indicator tracks the number of businesses that are interested in creating a physical presence in Durham and looking at Durham as a possible investment location.</p>
3.4 Capitalize on Durham’s strengths in key economic sectors to attract high-quality jobs	Job Growth in Durham	<p><b>Increase</b> the annual employment growth in Durham.</p> <p><u>About this indicator</u></p> <p>Durham Region conducts a Business Count from May through August as part of an annual Regional project to gather employment statistics and build a stronger local economy. This indicator is calculated as the change in paid jobs (full-time, part-time, and seasonal) between the previous survey and the most current survey. For more information on the Durham Business Count, please visit: <a href="#">durham.ca/BusinessCount</a>.</p>
3.5 Provide a supportive environment for agriculture and agri-food industries	Wastewater Solids for Agriculture	<p><b>Increase</b> the percentage of wastewater solids re-use on agricultural lands.</p> <p><u>About this indicator</u></p> <p>Applying sewage biosolids on agricultural land has benefited farmers for many years. Sewage biosolids provide a valuable source of fertilizer and soil conditioning to farmers across the Region as they contain nutrients beneficial to plant growth. In Durham, land application occurs from April 1 to November 30 annually and the application is weather dependent, as heavy precipitation can impact the ability to spread material on fields. This indicator tracks the percentage of wastewater solids re-use on agricultural lands. For more information, please visit: <a href="#">durham.ca/Biosolids</a>.</p>
3.5 Provide a supportive environment for agriculture and agri-food industries	Food & Meat Processing	<p><b>Increase</b> the total number of facilities that can process food or meat.</p> <p><u>About this indicator</u></p> <p>Durham Region's agricultural sector is one of the largest primary goods-producing sectors in the region. Increased capacity to process food locally in Durham will contribute to a stronger food value chain. This indicator captures the number of facilities with capabilities to process food and/or meat. For more information, please visit: <a href="#">durham.ca/AgriBusiness</a>.</p>

Priority	Indicator Title	Key Performance Indicator Definition
3.5 Provide a supportive environment for agriculture and agri-food industries	Durham Farmland	<b>Maintain</b> the total acres of available Durham farmland. <u>About this indicator</u> Agriculture and agri-food production are one of the top economic drivers for Durham Region. This indicator tracks the acres of land preserved for agricultural production based on the Census of Agriculture and development approval tracking.
3.5 Provide a supportive environment for agriculture and agri-food industries	Durham Farms Gross Revenue	<b>Increase</b> annual gross farm revenue. <u>About this indicator</u> This indicator tracks the gross revenue of farms from the sale of livestock and crops, and from direct program payments of producers. This is a commonly used measure for the health of the agri-food industry in a particular area.

Goal 4 – Social Investment

Priority	Indicator Title	Key Performance Indicator Definition
4.1 Revitalize community housing and improve housing choice, affordability, and sustainability	Supported Housing	<b>Increase</b> the annual number of supported households that remained housed after six months. <u>About this indicator</u> The By-Name List is a real-time, up to date list of people known to be experiencing homelessness and who have provided consent to receive support. It allows communities to understand people's unique needs to match them to appropriate housing resources. This indicator tracks the number of individuals from the By-Name List who were housed with support and continued to maintain housing after six months.
4.1 Revitalize community housing and improve housing choice, affordability, and sustainability	Affordable Rental Housing	<b>Increase</b> the total number of newly initiated affordable rental housing supply units for low and moderate-income households (cumulative over the plan). <u>About this indicator</u> This indicator tracks the number of new affordable housing units initiated each year. It is cumulative over the duration of the strategic plan towards the goal of 1,000 new units initiated by 2024. For more information, please visit: <a href="https://durham.ca/AtHome">durham.ca/AtHome</a>
4.1 Revitalize community housing and improve housing choice, affordability, and sustainability	Regional Funding for New Affordable Rental Housing Supply	<b>Increase</b> the total funding committed by the Region to new affordable rental housing supply units for low- and moderate-income households (cumulative over the plan). <u>About this indicator</u> This indicator tracks Regional funding contribution towards increasing the affordable rental housing supply in Durham. It is calculated by totaling the annual funding values committed via agreement over the duration of the plan.
4.2 Build awareness and community capacity to address poverty	Getting Ahead Program	<b>Increase</b> the annual number of Getting Ahead program sessions and reach. <u>About this indicator</u>

Priority	Indicator Title	Key Performance Indicator Definition
		The Getting Ahead program is a curriculum that supports people in poverty as they create their own plan for stability. This indicator tracks the participant reach of Getting Ahead sessions.
4.2 Build awareness and community capacity to address poverty	Community Social Investment Program	Community Social Investment Program <a href="#">About this Indicator</a> This indicator measures the implementation of the Community Social Investment Program.
4.3 Demonstrate leadership in poverty prevention	People Experiencing Chronic Homelessness	<b>Decrease</b> the annual number of people actively experiencing chronic homelessness. <a href="#">About this indicator</a> This indicator tracks the number of people experiencing chronic homelessness, which is defined as experiencing homelessness for six months or longer. Beginning in late 2022, data will be sourced from the By-Name List, and will include people in emergency shelters, as well as people who are provisionally accommodated or unsheltered.
4.3 Demonstrate leadership in poverty prevention	Transit in Priority Neighbourhoods	<b>Increase</b> the total percentage of dwellings, within priority neighbourhoods, within 800 metres of transit service. <a href="#">About this indicator</a> Equity is an important factor in public transit as planning decisions can significantly impact a resident’s ability to access opportunities in their community. Residents experiencing low income in the Region’s <a href="#">seven priority neighbourhoods</a> are more likely to travel by transit to precarious employment with earlier and later start and end times than residents in other communities. This indicator tracks proximity of transit services in priority neighbourhoods.
4.3 Demonstrate leadership in poverty prevention	Social Assistance Transit Programs	<b>Decrease</b> the annual average fare paid by social assistance clients using the Transit Assistance Program (TAP). <a href="#">About this indicator</a> This indicator demonstrates the impact of Durham Region Transit Social Assistance Programs. The value is calculated by dividing the total Fare Payment transactions less the total Program Fare Payment transactions (at the regular adult PRESTO fare) by the total number of Fare Payment transactions carried out by Social Assistance clients participating in relevant fare incentive programs. To learn about the program, please visit: <a href="#">DRT ACCESS Pass and Transit Assistance Program</a> .
4.4 Expand access to existing life stabilization programs	Primary Care Outreach Program	<b>Increase</b> the number of client interactions for the Primary Care Outreach Program (PCOP). <a href="#">About this indicator</a> Health and Social Services have partnered to ensure vulnerable populations, including those who are homeless and under-housed and who may have mental health and addiction challenges, are provided with access to care. This indicator tracks PCOP reach through the total number of client interactions annually.
4.4 Expand access to existing life stabilization programs	Life Stability Through Counselling	<b>Increase</b> the percentage of people receiving social assistance who report their lives are more stable as a result of having access to counselling and mental health services. <a href="#">About this indicator</a> This indicator tracks the effectiveness of regional support programming for life stabilization as it relates to low-income clients. The data is obtained through client satisfaction questionnaires, either electronically or hard copy for clients attending counselling sessions.

Priority	Indicator Title	Key Performance Indicator Definition
4.4 Expand access to existing life stabilization programs	Developmental Services and Support	<p><b>Increase</b> the number of individuals connected to developmental services and supports through Adult Protective Services (APS) outreach.</p> <p><u>About this Indicator</u></p> <p>This indicator tracks the number of individuals that were not previously connected to services that the Adult Protective Services (APS) outreach program supported to become connected to developmental services. It includes Prompt Access Single Session (PASS) services and outreach referrals.</p>

Goal 5 – Service Excellence

Priority	Indicator Title	Key Performance Indicator Definition
5.1 Optimize resources and partnerships to deliver exceptional quality services and value	Durham Region Transit Rides	<p><b>Increase</b> number of Durham Transit revenue rides.</p> <p><u>About this indicator</u></p> <p>Transit revenue rides are measured as the sum of all linked passenger trips. A linked passenger trip is defined as a one-way trip from origin to destination, regardless of how many legs a trip may have before the passenger reaches their destination.</p>
5.1 Optimize resources and partnerships to deliver exceptional quality services and value	Applied Research Collaboration	<p><b>Increase</b> the number of applied research partnerships with academic institutions.</p> <p><u>About this Indicator</u></p> <p>Applied research projects build connections between municipal government, academic institutions, and the community to address real-world challenges facing Durham residents.</p>
5.1 Optimize resources and partnerships to deliver exceptional quality services and value	Value of Legal Support to Partners	<p><b>Increase</b> the value provided to partners under Regional Legal retainer agreements.</p> <p><u>About this indicator</u></p> <p>This indicator captures the value of legal retainer agreements provided by the Region through partnerships to provide Legal Services.</p>
5.1 Optimize resources and partnerships to deliver exceptional quality services and value	Intelligent Communities Framework	<p><b>Approval</b> of the Intelligent Communities Framework.</p> <p><u>About this indicator</u></p> <p>The goal of the Intelligent Communities Framework is to align ongoing projects and guide our future direction for the deployment of intelligent approaches, enabling the Region to achieve our objectives while leaving space for new and innovative ways of providing service to our community. This indicator tracks the milestones to framework approval.</p>
5.1 Optimize resources and partnerships to deliver exceptional quality services and value	Durham Local Immigration Partnership Coordination	<p><b>Increase</b> the percentage of Durham Local Immigration Partnership (DLIP) participants who have improved their ability to co-ordinate and refer services as a result of participating in the DLIP.</p> <p><u>About this indicator</u></p> <p>The Durham Local Immigration Partnership (DLIP) co-ordinates services and supports for newcomers and immigrants in the Region of Durham and manages several working groups to enhance service coordination in the Region. The Community Partners in Diversity (CPD) working group is DLIP’s largest network of community organizations and service providers who provide services to or have</p>

Priority	Indicator Title	Key Performance Indicator Definition
		connections to newcomers/immigrants in the Region. This indicator captures the percentage of CPD members who “agree” or “strongly agree” in the annual survey that they have improved their ability to identify and refer immigration and settlement services in the Region as a result of participating in the CPD.
5.1 Optimize resources and partnerships to deliver exceptional quality services and value	Durham Local Immigration Partnership Program Satisfaction	<p><b>Increase</b> the percentage of respondents satisfied with program development and planning tools developed and shared by the Durham Local Immigration Partnership (DLIP).</p> <p><u>About this indicator</u></p> <p>The Durham Local Immigration Partnership (DLIP) co-ordinates services and supports for newcomers and immigrants in the Region of Durham and manages several working groups to enhance service coordination in the Region. The Community Partners in Diversity (CPD) working group is DLIP’s largest network of community organizations and service providers who provide services to or have connections to newcomers/immigrants in the Region. The DLIP mobilizes its program development and planning tools (e.g., research, best practice guides) through presentations during CPD meetings or by sharing materials with the CPD network.</p> <p>This indicator captures the percentage of DLIP members who “agree” or “strongly agree” in the annual survey that they are satisfied with research and resources developed and shared by the DLIP.</p>
5.2 Collaborate for a seamless service experience	Public Call Centres	<p><b>Increase</b> the total number of call centres consolidated.</p> <p><u>About this indicator</u></p> <p>Durham Region processes over one million transactions a year through multiple channels: more than 80 front desks, 28 call centres and 18 social media accounts. Consolidating call centres into a clear point of contact will result in an improved and streamlined customer experience. This indicator tracks our progress in how many call centres have been consolidated towards a single point of contact for public inquiries through the myDurham 311 project.</p>
5.2 Collaborate for a seamless service experience	Public Inquiry Resolution	<p><b>Increase</b> the annual percentage of first contact resolution.</p> <p><u>About this Indicator</u></p> <p>First contact resolution is an important indicator of customer service quality. It represents how well staff can respond to and resolve requests through public inquiry channels. The indicator data will be available following the completion of call centre consolidation within the Regional Municipality of Durham.</p>
5.2 Collaborate for a seamless service experience	Transit Riders Crossing Durham-Toronto Border	<p><b>Increase</b> the percentage of DRT customers crossing Durham-Toronto border.</p> <p><u>About this Indicator</u></p> <p>This indicator is calculated as the percentage of total revenue rides that have an origin or destination location across Durham Region geographical boundaries.</p>
5.3 Demonstrate commitment to continuous quality improvement and communicating results	Budget Planning	<p><b>Increase</b> the annual number of opportunities for public engagement with budget process.</p> <p><u>About this Indicator</u></p> <p>Engaging residents in the Durham municipal budgeting process is one way in which we demonstrate our commitment to transparency and accountability. This indicator considers the various engagements, communications opportunities, and tools that are used to support the annual business planning and budget process. The number reflects both formal and informal opportunities available to Durham residents.</p>

Priority	Indicator Title	Key Performance Indicator Definition
5.3 Demonstrate commitment to continuous quality improvement and communicating results	Asset Management Planning	<b>Maintain</b> 100 per cent compliance with provincial regulation on asset management plans. <u>About this indicator</u> This indicator quantifies the Region's Asset Management Plan's compliance with the Provincial Regulations for Asset Management Plans. The indicator is calculated as a percentage of the provincial implementation requirements met each calendar year.
5.3 Demonstrate commitment to continuous quality improvement and communicating results	Data Analytics Program	Data Analytics Program <u>About this Indicator</u> This indicator is in development and will measure the impact of data analytics initiatives at Durham Region.
5.4 Drive organizational success through innovation, a skilled workforce, and modernized services	Electronic Supplier Payments	<b>Increase</b> the percentage of electronic supplier payments. <u>About this Indicator</u> This indicator captures our efforts towards digital transformation. It tracks the number of payments made using an electronic method as a percentage of all supplier payments made. An electronic method of payment refers to Electronic Funds Transfer (EFT), Automated Clearing House (ACH), wire transfer, pre-authorized payment, and on-line payment.
5.4 Drive organizational success through innovation, a skilled workforce, and modernized services	E-commerce Capability	<b>Increase</b> the number of services for which e-commerce is supported though 311. <u>About this Indicator</u> This indicator tracks the total number of services transitioned to e-commerce capability over the duration of the plan through the myDurham311 initiative.
5.4 Drive organizational success through innovation, a skilled workforce, and modernized services	myDurhamWater	<b>Increase</b> the number of customers enrolled in myDurham Water. <u>About this Indicator</u> This indicator is a count of all active customers enrolled in myDurhamWater, a newly established online portal for customers in Durham to conveniently access their billing information and communicate with the region. To learn more, please visit: <a href="https://durham.ca/WaterBilling">durham.ca/WaterBilling</a> .
5.4 Drive organizational success through innovation, a skilled workforce, and modernized services	PLANit Applications	<b>Increase</b> the percentage of applications submitted electronically via the PLAN-it portal. <u>About this Indicator</u> Development applications at the Regional level in Durham Region are reviewed in accordance with the Planning Act review process in Ontario. This indicator tracks the percentage of applications submitted via the PLANit portal, continuing our commitment to digital transformation of regional processes.
5.4 Drive organizational success through innovation, a skilled workforce, and modernized services	Electronic Records Transformation	<b>Increase</b> the total number of business units migrated to electronic record keeping in SharePoint (cumulative over the plan). <u>About this Indicator</u> This indicator tracks our progress towards adopting electronic records and document management over the duration of the plan.

## Attachment #3

### Key Initiative Highlights and Linkages to Durham Region's 2025-2035 Strategic Plan

#### Goal 1 – Environmental Sustainability

##### 1.1 Accelerate the adoption of green technologies and clean energy solutions through strategic partnerships and investment

###### **Durham Greener Homes**

In 2022, the Region launched the Durham Greener Homes Program, which makes it easier and more affordable for Durham Region residents to make energy improvements to their homes. Durham Region has partnered with the Windfall Ecology Centre to administer the program and provide home energy coaching services. Windfall is a non-profit organization with decades of on-the-ground experience delivering home energy retrofits. The program is the first in Canada to feature partnerships with community-based financial institutions to offer energy retrofit financing services. By the end of 2024, more than 157 deep energy retrofits were completed by residents under the program, and more than 1,332 energy coaching calls were made to support residents with their home energy retrofits through the Durham Greener Homes program. For more information, please visit: [DurhamGreenerHomes.ca](https://durhamgreenerhomes.ca).

###### **Durham Greener Building Program**

In January 2024, the Regional Municipality of Durham, in partnership with Windfall Ecology Centre, launched the Durham Greener Buildings Program – a benchmarking and disclosure program that aims to inspire Durham Region commercial building owners, property managers and tenants to act on climate change. In addition to benchmarking and disclosure, the program also offers an awards and recognition competition to encourage reductions in energy consumption and greenhouse gas emissions in buildings through collaboration, education and innovation. For more information, please visit: [DurhamGreenerBuildings.ca](https://durhamgreenerbuildings.ca).

###### **Electric Vehicle (EV) Program**

Durham Region received \$600,000 in federal funding through the [Zero Emission Vehicle Infrastructure Program](#) to install 85 new electric vehicle charging stations in 2024. Durham Region continues to work with local municipalities and other public sector partners to expand the availability of public EV charging stations across the region. For more information, please visit the [Low Carbon Pathway](#) page on [durham.ca](https://durham.ca).



## **1.2 Increase waste diversion and resource recovery**

### **Long-Term Waste Management Plan**

In 2022, Durham Regional Council approved the 2022-2040 Long-term Waste Management Plan (LTWMP). The plan guides the Region in developing innovative ways to use waste as a resource in a circular economy, while demonstrating leadership in sustainability and mitigating environmental impacts. It emphasizes using the 5Rs (rethink, reduce, reuse, recycle and recover) as the first steps in reducing waste generation. As part of the LTWMP, the Region of Durham launched an expanded Green Bin Program on July 1, 2024, which now accepts diapers, menstrual products, incontinence products, pet waste and pet litter. The revised program is designed to maximize waste diversion, minimize the waste being processed at the Durham York Energy Centre, increase convenience, and achieve compliance with Ontario's Food and Organic Waste Policy Statement. For more information, view the [LTWMP on durham.ca](#).

### **Curbside Giveaway**

In collaboration with the local area municipalities, the Region coordinated the second Curbside Giveaway Day in 2024, where residents exchanged unwanted household items. This initiative supports a circular economy where nothing is wasted, recovering as much value as possible from resources by reusing, repairing, refurbishing, remanufacturing, or repurposing products and materials before they are recycled or thrown out.

### **Battery Recycling Program**

Since the first curbside collection in 2012, the Region has diverted almost 454,000 kilograms or more than one million pounds of batteries for recycling. It has also served as the catalyst for curbside battery recycling throughout Ontario with more than 60 municipalities starting their own programs. The Region and Environmental 360 Solutions received the North American Hazardous Materials Management Association's 2024 Prestige Public Private Partnership award for the battery recycling program. This award recognizes unique and effective partnerships in Household Hazardous Waste services. To learn more about the next battery collection dates, visit [durham.ca](#).

## **1.3 Protect, preserve, and restore the natural environment, including greenspaces, waterways, parks, trails, and farmlands**

### **Durham Region's Official Plan, Envision Durham**

In September 2024, the Province of Ontario approved the Regional Official Plan. The new ROP provides policies and strategic directions that guide future growth, infrastructure and service delivery, land use planning and development-related matters to ensure an improved quality of life – to nurture a healthy, safe, convenient and active, present and future for Durham residents. Effective January 1, 2025, implementation of the Regional Official Plan

became the responsibility of the local area municipalities as a result of Bill 23 and the removal of upper-tier planning responsibilities in Durham. For more information, please visit: [durham.ca/OfficialPlan](https://durham.ca/OfficialPlan).

### **LEAF Tree Program**

The Region, in partnership with LEAF (Local Enhancement and Appreciation of Forests) offers subsidized tree planting that boosts efforts to combat climate change. Residents, multi-unit property owners and commercial property can plant native trees at a low price through the LEAF Backyard Tree Planting Program. In 2024, 207 trees were planted through the LEAF tree planting program in backyards and 1,310 were planted through community planting projects across the region providing biodiversity and climate resilience benefits. To apply to the Backyard Tree Planting Program, visit the [LEAF website](#). For more information call 416-413-9244.

### **Flood Ready Transportation Infrastructure Evaluation**

The Region of Durham leveraged [future climate projections](#) to evaluate climate risk and vulnerability of transportation infrastructure assets to flooding. This climate risk evaluation was conducted using a novel assessment methodology that incorporated climate justice indicators to enable a prioritization of investments to make the Region's transportation infrastructure more resilient to a changing climate.

### **Climate Risk and Vulnerability Assessments**

To help learn, prepare for and act against climate change, Durham Region's Health Department (DRHD) launched a special series on climate change and health. The first two reports released included a background primer called 'Understanding the Local Health Impacts of Climate Change' and 'Assessing the Impact of Extreme Heat'. More reports will be released as they are ready, focusing on solar ultraviolet radiation, vector-borne disease, poor air quality, extreme weather, and food and water impacts. In 2024, DRHD completed a knowledge exchange and promotion campaign presenting to a broad range of community partners and decision makers on the climate change and health series, with a special focus on key findings of the extreme heat vulnerability assessment. For more information, please visit: [durham.ca/ClimateAndHealth](https://durham.ca/ClimateAndHealth).

## **1.4 Demonstrate leadership in sustainability and addressing climate change**

### **Durham Region Transit (DRT) Zero-Emission Fleet Transition**

In 2022, Regional Council approved the Durham Region Transit (DRT) zero emission fleet transition plan, which is part of a 10-year servicing and financing strategy for the fleet and related infrastructure. In late 2024, DRT welcomed its first six first electric buses marking a significant milestone in its E-mission zero program, and those busses are now operational on various routes across the region. The charging equipment and infrastructure required to fast

charge the vehicles were also successfully commissioned and are now operational at DRT's Oshawa depot. Moving forward, DRT will be purchasing up to 25 electric buses, with supporting charging equipment and infrastructure, to be commissioned and placed into service by the end of 2027. To learn more about DRT's work toward zero emissions, please visit: [Durham Region Transit – E-Mission Zero](#).

### **Corporate Climate Change Action Plan**

In 2020, Regional Council declared a climate emergency and in 2021, the Region adopted the Corporate Climate Action Plan and approved targets to reduce corporate greenhouse gas (GHG) emissions by 100 per cent by 2045. The plan identifies how climate change considerations will be embedded across all elements of Regional business. Major projects include climate risk and vulnerability assessments, developing asset management standards that consider climate change, implementing a corporate carbon budget management framework, and continuing to advocate to senior levels of government for funding to support climate action in Durham Region. For more information please visit: [Durham.ca- Climate Action Plan](#).

## **1.5 Expand sustainable and active transportation**

### **Regional Cycling Plan**

The Region completed a series of initiatives in 2024 to implement the Regional Cycling Plan Update, which built upon the [2021 Regional Cycling Plan](#). Actions and initiatives were identified that helped the Region and area municipalities work together to provide a high-quality, well connected, and safe cycling network that accommodates people of all ages and abilities. For more information, please visit: [durham.ca- Regional Cycling Plan](#).

### **Durham Meadowway**

The Durham Meadowway Visioning Study developed a routing and implementation framework for a 35 km active transportation route and linear park through the Hydro One Gattineau transmission corridor. For more information, please visit the [Durham Meadowway page on Your Durham](#), Durham Region's community engagement website.

## **Moving Forward**

The key concepts in objectives 1.1 to 1.4 are reflected in [Durham Region's 2025-2035 Strategic Plan](#) under the Environmental Sustainability and Climate Action Strategic Direction. The key concepts in objective 1.5 are reflected in the Connected and Vibrant Communities within the 2025 Strategic Plan.

## Goal 2 – Community Vitality

### 2.1 Revitalize existing neighbourhoods and build complete communities that are walkable, well-connected, and have a mix of attainable housing

#### At Home Incentive Program

In 2022, Council approved the Regional Incentive Program for Affordable Housing, now known as the At Home Incentive Program (AHIP). The program provides Regional financial assistance to increase the supply of purpose-built affordable rental housing in Durham Region, in support of At Home in Durham, the Durham Housing Plan 2014-2024, and the Region's Master Housing Strategy. In 2023, a total of \$7,450,000 of funding was allocated for two projects: Riverbank Homes Limited – Oshawa and Kindred Works – Pickering. In 2024, the Region committed \$10.25 million in funding to support the development of three affordable rental housing projects by Otter Creek Cooperative Homes – Whitby, Ledim Developments – Ajax, and Kindred Works – Uxbridge. To learn more, please visit the [Regional Incentives page on durham.ca](#).

#### Active and Sustainable School Travel Program

The Active and Sustainable School Travel (ASST) Program engages elementary schools across Durham to develop school zone safety and encourage more students to walk, cycle and/or take the bus. The main objectives associated with the ASST program are focused on removing barriers to active transportation by looking at the facilities around schools that impact families travel choices. This includes working with Regional Works staff and area municipal staff to make improvements in the school neighbourhood. For more information, please visit: [durham.ca](#).

#### Health Neighbourhoods

Strong, safe and equitable neighbourhoods can improve the health and well-being of all residents across Durham Region. Durham Region has 50 Health Neighbourhoods. We present 96 indicators by Health Neighbourhood and municipality to tell us about the demographics and health of our communities. The Health Neighbourhoods resources are continuously updated using the most recent Statistics Canada Census data. For more information, please visit: [durham.ca- Health Neighbourhoods](#).

### 2.2 Enhance community safety and well-being

#### Vision Zero

The Region continues to expand Durham Vision Zero with the installation of red light and Automated Speed Enforcement (ASE) cameras at select locations throughout Durham Region to reduce T-bone collisions at intersections and reduce speeds on Regional roads as well as the construction of roundabouts in place of traffic control signals. These initiatives support

Durham Vision Zero, a long-term plan with the goal of eliminating all roadway deaths and serious injuries. To learn more about our efforts under Vision Zero, please visit: [durham.ca/VisionZero](https://durham.ca/VisionZero).

### **Community Safety and Well-Being Plan**

The Community Safety and Well-Being (CSWB) Plan was endorsed by Regional Council in 2021. Durham's CSWB Plan identifies the priority risk factors in the Region; the programs, strategies, and bodies to address those priority risk factors; and measurable outcomes to track the effectiveness of the plan. The plan also presents action items and a short-term implementation plan. The CSWB Plan calls upon different sectors, institutions, and service delivery agents to share in the collective responsibility of creating the type of community we want to live in. In 2024, the Region launched a new [dashboard](#) that enables community partners, including residents, community-serving organizations, and institutions, to plan coordinated responses and monitor change at a population level. In addition, 2024 CSWB plan implementation highlights included the creation of the CSWB Youth Advisory Group (YAG), the creation of the CSWB Strategic Advisory Group (SAG), the conclusion of the Community Asset Mapping project, and the creation of a Community Action Plan to end Gender-Based Violence in partnership with the Durham Region Violence Prevention Coordinating Council (VPCC). Future projects include the Community Healing Protocol (CHP) Project and the Community Violence Prevention (CVP) Strategy. To learn more, please visit: the [Community Safety and Well-Being Information Hub on durham.ca](#).

### **Paramedic Services**

In 2023, Council approved the [2023-2032 Paramedic Services Service and Financing Strategy \(2023-COW-7\)](#), the investments of which aim to improve paramedic response times, especially along the 401 corridor. Regional staff continue to work with the province and local hospitals to improve hospital offload delays, advance provincial legislative changes to improve paramedic service delivery and efficiency, and advocate for additional resources to support paramedic services response. In 2024, investments supported critical front-line core service areas to improve response time.

### **Durham Region Opioid Information System**

Durham Region Health Department developed an interactive dashboard to monitor local opioid-related statistics and issues. This dashboard, known as the Durham Region Opioid Information System (DROIS), provides timely information on local opioid overdose-related statistics including, Region of Durham Paramedic Services response calls, emergency department visits and opioid-related deaths. The collection and monitoring of information related to local opioid concerns are crucial in working to address opioid-related drug toxicity overdoses and deaths. The dashboard provides health and social service providers with local, up to date information they can use for service planning. To view the dashboard, please visit: [durham.ca](https://durham.ca).

## **2.3 Influence the social determinants of health to improve outcomes for vulnerable populations**

### **EarlyON Programming**

In 2024, the Region continued to expand the hours and locations of the EarlyON Child and Family Centres, including the preparations to establish the Northglen Early Learning and Child Care Centre in the Municipality of Clarington opening in 2025. To learn more about the Regional Early Learning and Child Care Centres, please visit: [durham.ca](https://durham.ca).

## **2.4 Support a high quality of life for all through human services delivery**

### **Long-Term Care (LTC) Home Surplus Food Donations**

The LTC Food Services departments sought a community partner to donate their surplus cooked food with a short shelf life. They teamed up with colleagues in Social Services and the Christian Faith Outreach Centre (CFOC) at 1635 Dundas homeless shelter. Together, they developed a process for food pickup and reheating. Donations began daily from Hillsdale Estates and Hillsdale Terraces in September 2024, and from Fairview Lodge in November 2024. The partnership continues to evolve to better support each other.

### **Behavioural Support Ontario Virtual Mobile Response Team**

The Behavioural Support Ontario Virtual Mobile Response Team (VMRT) based at Fairview Lodge supports Central East Long-Term Care homes with residents who have a diagnosis of dementia and/or significant behavioural issues. They create care plans through a referral process, working mainly virtually but also visiting homes as needed. The team has developed over 40 supportive plans and includes a Social Worker, Behavioural Consultant, and RPN, continues to grow to enhance the clinical skills required to support these behaviours.

### **Caring Connections Durham Pilot Project at Lakeview Manor**

The Regional Municipality of Durham's Long-Term Care and Services for Seniors Division launched the Caring Connections Durham pilot project at Lakeview Manor in January 2024. This Emotion-Based Model of Care aims to improve care quality by fostering meaningful relationships and engaging residents in the development of meaningful relationships among residents, families, and staff while also engaging residents in purposeful activities that foster a strong sense of community. The initiative, based on feedback from residents, families, and staff, seeks to create a supportive and empathetic environment, leading to better health outcomes, higher satisfaction levels and a strengthened sense of community within LTC homes. Regular updates and collaboration with partners will ensure the project's success.

### **Durham Region Respiratory Virus Data Tracker**

Throughout 2024, the Health Department updated the Durham Region Respiratory Virus Data Tracker with weekly updates on COVID-19 positive tests, hospitalizations and deaths,

influenza cases, institutional outbreaks, and school absenteeism in the region. To learn more, visit [durham.ca](https://durham.ca).

## **2.5 Build a healthy, inclusive, age-friendly community where everyone feels a sense of belonging**

### **Age-Friendly Plan**

In 2024, the Region released a new Guide to Community Resources for Seniors and Older Adults. This resource offers information on programs and services available to seniors and older adults, including social and recreation opportunities, housing, health, transportation, food and clothing, and more. The Guide was distributed to 4,500 Seniors across the Region. For more information, please visit: [the Age-Friendly page on durham.ca](https://durham.ca/age-friendly).

### **Accessibility Strategy**

The Region continues to advance key initiatives as outlined in the [2022-2025 Multi-Year Accessibility Plan](https://durham.ca/2022-2025-multi-year-accessibility-plan) to improve opportunities for people with disabilities and work towards making Durham accessible for all. In 2024, the Regional Municipality of Durham won an Accessible Employer of the Year Award, given by Abilities Centre, in recognition of our participation in Project SEARCH. Durham led the region as a role model for business with the launch of Project SEARCH, a one-year internship program for graduating high school students with developmental disabilities. The Region offered capacity building opportunities for businesses to employ more people with disabilities through the annual Durham Region Accessibility Conference which was hosted in partnership with Abilities Centre. Over 200 staff were trained in creating accessible documents and a comprehensive online resource was developed for all staff to access tools in developing accessible documents. Capacity building training was offered to local municipalities in creating accessible documents. For more information, please visit: [durham.ca/Accessibility](https://durham.ca/Accessibility).

### **Public Art and Creative Placemaking**

The Region engaged with the community and local artists to develop a Public Art and Creative Placemaking Program and policy to enable the placement of artwork on Regional property to energize spaces, support the region's creative industries and encourage a strong sense of community. The policy was approved by Regional Council in 2024. Through this initiative, five public art and placemaking projects were completed in 2024 resulting in 49 public art installations and 56 muskoka chairs added to community spaces throughout the region. To learn more, please visit the Durham Region Public Art and Creative Placemaking Hub on [yourvoice.durham.ca](https://yourvoice.durham.ca).

### **Equity Audit**

In 2023, the Region completed an equity audit that examined employment policies, practices and processes (both formal and informal), as well as the corporate culture and work environment, to determine if they present a barrier to the hiring, advancement or full



inclusion of employees who experience persistent and systemic discrimination in employment, namely women, racialized people, Indigenous peoples, persons with disabilities and 2SLGBTQ+. In 2024, the Region worked on completing the 86 recommendations to remove barriers and improve inclusion of employees. To date, 35 recommendations have been completed, 32 are in progress and 18 are in the planning stage.

### **Community Inclusion Partnerships**

In 2024, the Region, in collaboration with 15 municipal and community partners, gathered to recognize and celebrate Black History Month with over 300 community members in attendance. It was an opportunity where people of all identities connected in a safe environment with a shared goal of inclusion. This also helped to support the Region's anti-Black racism framework. In March 2024, 17 municipal and community partners joined forces under the leadership of the Region to amplify the voices of women on International Women's Day. More than 200 people gathered in a unified celebration towards gender equity. In June 2024, the Region hosted Youth Pride, a vibrant display of arts and music where members of the 2SLGBTQI+ community and people from across the region participated in the celebration. More than 30 vendors created a diverse resource village offering various products and services to the over 200 attendees.

### **Addressing Hate and Anti-Racism**

The Durham Anti-Racism Taskforce (DRART), a committee of Council, mandated to develop the region's anti-racism framework, continues to work on strategies to eliminate hate, racism and oppressive systems and practices within the Region. The Taskforce worked with all six school boards within the region to curate a list of equity-focused practitioners for partnership and resource building on anti-racism initiatives. DRART collaborated with DRPS to develop posters for community organizations and the public to create awareness on hate/bias motivated crimes. In partnership with local municipalities, DRART, hosted a DEI Municipal Symposium to build capacity among DEI municipal leads to support anti-racism and anti-oppressive initiatives. DRART undertook research into anti-hate bylaws across the province, engaging representatives from Kitchener-Waterloo to learn about their anti-hate reporting system.

### **Indigenous Engagement Guideline**

The Region of Durham is committed to building and strengthening respectful relationships with First Nations, Inuit, Métis and urban Indigenous communities, in the true spirit of reciprocity and collaboration. The Region of Durham is committed to bridging the gap between Indigenous and non-Indigenous worldviews by providing culturally respectful engagement guidelines, building spiritual supportive space in our buildings and communities, and offering educational truth and reconciliation events.

## Moving Forward

The key concepts in objectives 2.1 and 2.2 are reflected in [Durham Region's 2025-2035 Strategic Plan](#) within the Connected and Vibrant Communities Strategic Direction. The key concepts in objectives 2.2 can also be found in the Healthy People, Caring Communities Strategic Direction. The key concepts in objectives 2.3 to 2.5 are reflected in the Healthy People, Caring Communities Strategic Direction within the 2025 Strategic Plan.

## Goal 3 – Economic Prosperity

### 3.1 Position Durham Region as the location of choice for business

#### Business Count

To support local business, Regional staff conducted the 2024 Durham Region Business Count, and visited over 12,000 businesses across the Region's eight area municipalities. Durham Region's Business Count conducts in-person surveys from May through August, as part of an annual Regional project to gather employment statistics and build a stronger local economy.

### 3.2 Leverage Durham's prime geography, social infrastructure, and strong partnerships to foster economic growth

#### Ready Set Future: A PLACE (People, Location, Acceleration, Creativity, Enablers) Blueprint for Durham

In 2023, Regional Council endorsed the Ready Set Future – A PLACE Blueprint for Durham, the Region's new five-year Economic Development and Tourism Strategy and Action Plan. The plan was developed collaboratively with partners from the academic, business, arts and creative, and public sectors, local area municipalities and innovation community. In 2024, the Region began to implement the five-Year Action Plan, found in the second half of the strategy and the Plan received an Award of Excellence from the Economic Developers Council of Ontario (EDCO). [Explore Ready Set Future- a PLACE Blueprint for Durham on durham.ca.](#)

#### Sport Tourism in Durham Region

The Durham Region 2023 Ontario Parasport Games (Games) were recognized by Sport Tourism Canada with a 2024 PRESTIGE Award for Legacy of the Year. The Legacy of the Year Award recognizes the outstanding achievements or contributions by individuals, companies or organizations that have helped to advance sustainable and environmental stewardship within a Canadian Sport Event in 2023 and have left a demonstrable legacy to the community.

### **3.3 Enhance communication and transportation networks to better connect people and move goods more effectively**

#### **Durham Broadband Strategy**

Durham Region has established Durham OneNet Inc., a wholly owned Municipal Services Corporation (MSC), to design, build, and operate the Regional Broadband Network (RBN). In late 2021, the Region approved plans for the RBN and establishing the MSC to enable faster Internet services to our rural areas and serve the Region's own connectivity needs. Through Durham OneNet, the planned RBN will leverage existing assets to connect communities throughout Durham Region and provide Internet Service Providers with access to fibre backbone infrastructure enabling them to deliver internet connectivity to residents and businesses in all areas, creating communities fully engaged in today's digital environments. For more information, please visit: [durham.ca/broadband](https://durham.ca/broadband).

### **3.4 Capitalize on Durham's strengths in key economic sectors to attract high-quality jobs**

#### **Project Woodward**

In 2024, the Region continued to advance Project Woodward to establish a clean energy business and industrial park on Region-owned lands in the Clarington Energy Park and attract new EN3 sector investments and jobs.

#### **Invest Durham**

Invest Durham signed a Memorandum of Understanding with Business Tampere, an economic development agency in Tampere, Finland to collectively work towards investment attraction and economic growth in Canada while supporting Finnish businesses in global market expansion. In addition, in 2024, Invest Durham hosted the Realtor Event, increasing visibility of Durham Region's investment ready employment lands to realtors, brokers, and developers west of Durham Region in the Greater Toronto Area. For more information, visit: [investdurham.ca](https://investdurham.ca).

### **3.5 Provide a supportive environment for agriculture and agri-food industries**

#### **Agri-Food Durham Plan**

In 2022, Council endorsed the Growing Agri-Food Durham—A Five-Year Plan to Grow the Agri-Food Industry. Through four over-arching themes, the plan outlines support of local agri-food businesses and industries by encouraging local food production, on-farm diversification and agri-tourism uses. Durham is home to more farms and agricultural lands than any other municipality in the Greater Toronto Area. To learn more, please visit: [durham.ca/AgriBusiness](https://durham.ca/AgriBusiness).

## Moving Forward

The key concepts in objectives 3.1 to 3.5 are reflected in [Durham Region's 2025-2035 Strategic Plan](#) within the Resilient Local Economies Strategic Direction. The key concepts in objective 3.3 are reflected in the Connected and Vibrant Communities Strategic Direction of Durham Region's 2025-2035 Strategic Plan.

## Goal 4 – Social Investment

### 4.1 Revitalize community housing and improve housing choice, affordability, and sustainability

#### Supportive Housing

In March 2024, the Region welcomed the first occupants to 1635 Dundas Street East in Whitby. Featuring 45 shelter beds to help meet our community's need, 1635 Dundas low-barrier shelter provides access to wraparound supports comprised of individualized human and health services, and an indoor environment that allows for people to live with dignity 24 hours a day. The Region continues to invest in supportive housing as part of our commitment to end chronic homelessness in our community. To learn more, please visit:

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

#### Beaverton Heights

In November 2024, the Region opened the 47-unit residence in Beaverton to provide accommodation and access to wraparound services to support program participants to transition into permanent housing. This initiative is part of the Region's 'At Home in Durham' strategy that aims to improve affordability and access to housing for vulnerable low-income residents. For more information, please visit: [durham.ca](https://durham.ca).

### 4.2 Build awareness and community capacity to address poverty

#### Community Social Investment Program

Durham's non-profit sector plays a vital role in providing critical services to residents, building and strengthening communities, and contributing to economic stability. The Region is committed to investing in Durham's non-profit sector through a community investment program to help grow strong, resilient communities. The Community Social Investment Program (CSIP) supports the allocation of social services investments to non-profits that enhance, or improve, human services across Durham communities. Through the CSIP, in 2024, the Region provided \$490,510 in funding to 12 of organizations with a mandate to prevent or reduce poverty. For more information, please visit: the [Community Social Investment Program on durham.ca](#).

### **4.3 Demonstrate leadership in poverty prevention**

#### **Transit Assistance programs**

Since the introduction of DRT's Transit Assistance Program (TAP) in late 2019, the program is estimated to have enabled almost a million trips on DRT at no charge, saving Durham's most in need residents a combined total of almost \$5 million in transportation costs as of December 2024. DRT is also exploring revising the eligibility criteria to ensure broader access to the program. To learn more, please visit: [Durham Region Transit Assistance Programs](#).

### **4.4 Expand access to existing life stabilization programs**

#### **Primary Care Outreach Program**

The Primary Care Outreach Program is a mobile outreach unit that supports vulnerable and homeless populations across the region. The team consists of Social Workers and Advanced Care Paramedics, and together, they provide holistic health and social care. This program is the result of innovative collaboration between the Social Services and Health Departments, with support from Corporate Services. This service is critical in providing medical support, crisis counselling and service navigation, and connection resulting in an innovative care model of wrap-around service focused on the needs of the individual. To learn more about how the program operates, please watch a video on [Primary Care Outreach on Vimeo](#).

#### **Integrated Income and Employment Supports and Counselling Services**

The Family Services Division partners with the Income and Employment Supports Division to deliver fully integrated, co-located income/employment support and counselling services. Counselling and mental health support can contribute to life stability initiatives and positive employment outcomes. This partnership provides barrier free, quick access to counselling and mental health supports for individuals in receipt of social assistance and contributes to innovative wrap around services that result in better outcomes for individuals and their families.

#### **Good Doctors Telemedicine Clinic**

The Region of Durham, in partnership with the Township of Brock, established an agreement with Good Doctors telemedicine clinic. Residents in Beaverton without a family doctor now have access to quality health care. The telemedicine clinic offers non-urgent, medical services that are covered by the Ontario Health Insurance Plan (OHIP). After meeting with a registered practical nurse or registered nurse, residents will be connected to a licensed Ontario physician using a video telemedicine platform. To book an appointment at Good Doctors telemedicine, please visit [GoodDoctors.as.me/Beaverton](https://GoodDoctors.as.me/Beaverton).

## Moving Forward

The key concepts in objectives 4.1 are reflected in [Durham Region's 2025-2035 Strategic Plan](#) within the Connected and Vibrant Communities and Healthy People, Caring Communities Strategic Directions. The key concepts in objectives 4.2 to 4.4 are reflected in the Healthy People, Caring Communities Strategic Direction.

## Goal 5 – Service Excellence

### 5.1 Optimize resources and partnerships to deliver exceptional quality services and value

#### Intelligent Communities

For the third consecutive year, Durham Region was recognized as one of the world's Top7 Intelligent Communities by the Intelligent Community Forum. In 2024, the Region participated in the Intelligent Community Forum Summit to meet with leaders of communities from across the world to explore ideas and initiatives that support prosperous communities and address the opportunities and challenges of the digital age. The Intelligent Community Forum has recognized Durham Region as a fully certified intelligent community, the second community in Canada to receive this, a designation which is provided to communities that are poised for investment, and set to succeed economically, socially and culturally. To learn more about the project, please visit: [durham.ca/IntelligentCommunities](https://durham.ca/IntelligentCommunities).

#### Accessibility Ambassador Program

In May 2024, Durham Region recognized Global Accessibility Awareness Day (GAAD) with the launch of the Accessibility Ambassador program, through the Diversity Equity and Inclusion (DEI) Division. Accessibility Ambassadors are staff from all departments within the Region who ensure that accessibility is prioritized in all areas and workspaces.

#### Ontario Public Works Association Award

In 2024, the Ontario Public Works Association recognized the Region of Durham for the delivery of Diversity Equity and Inclusion initiatives across the region.

#### Durham Local Immigration Partnership (DLIP)

In 2024, the DLIP continued to manage and support the Durham Humanitarian Response Program in collaboration with Community Development Council Durham. This program provided temporary housing and wraparound support to 818 refugees and asylum-seekers in 2024. In addition, the DLIP launched the Durham Is More awareness campaign and the Newcomer Housing Journey Map, a resource to help newcomers in Durham Region access supports and services that aim to assist in their housing and settlement journey. For more information, please visit: [durhamimmigration.ca](https://durhamimmigration.ca).

## **Public Administration of Canada Award**

The Family Services Division won an [Institute of Public Administration of Canada](#) (IPAC) award in 2024 for Distinguished Service in Mental Health Promotion, which recognizes organizations with outstanding records of supporting individuals or a community with creative and sustained mental health programming.

## **5.2 Collaborate for a seamless service experience**

### **MyDurham 311**

The myDurham 311 initiative is a transformational project aimed at improving the customer experience; and supporting our vision for a smart, connected and accessible Durham Region. In 2023, the region launched the myDurham 311 Customer Portal, which can be used to submit and track requests for many Regional services such as waste and recycling, water and sewer, and traffic inquiries. The self-service portal is accessible 24 hours a day, seven days a week and service requests that are submitted on this portal are automatically sent to a customer service representative for action. To learn more about myDurham311 visit: [durham.ca/311](https://durham.ca/311).

## **5.3 Demonstrate commitment to continuous quality improvement and communicating results**

### **Asset Management**

In 2024, Regional Council approved the Region's annual Asset Management Plan that details the state of the Region's infrastructure, service levels, asset performance, lifecycle analysis, climate change risks and adaptation and mitigation initiatives to protect the Region's assets. For more information and to read the 2024 Asset Management report, please visit: [durham.ca/AssetManagement](https://durham.ca/AssetManagement).

### **Budget Planning**

Durham Region hosted its annual Budget Town Hall for the 2024 budget with more than 10,000 residents participating. To learn more, please visit: [durham.ca/Budget](https://durham.ca/Budget).

### **Triple A Credit Rating**

In 2024, the Region achieved a Triple A credit rating from both Moody's Investors Service and Standard and Poor's Financial Services – one of only eight Canadian municipalities to receive that credit rating from Moody's and one of only 14 Canadian municipalities to receive the Triple A rating from Standard & Poor's. We take pride in responsible and sustainable financial management and are committed to using public funds to provide exceptional service for our residents.

## **5.4 Drive organizational success through innovation, a skilled workforce, and modernized services**

### **Electronic Records Transformation**



A new electronic records classification system was piloted in 2023-2024 with plans to deploy in 2025.

### **myDurhamWater**

In 2024, over 75,000 customers have enrolled in myDurhamWater, exceeded the target by 25 per cent. For more information and to access myDurhamWater, please visit:

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

## **Moving Forward**

The key concepts in objectives 5.1 to 5.4 are reflected in [Durham Region's 2025-2035 Strategic Plan](#) within the Strong Relationships Strategic Direction as well as the underpinning Foundation.