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# The Regional Municipality of Durham Information Report

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From: Chief Administrative Officer  
Report: #2025-INFO-50  
Date: June 13, 2025

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**Subject:**

Durham Region's 2025-2035 Strategic Plan Implementation Update

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**Recommendation:**

Receive for information

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**Report:**

**1. Purpose**

- 1.1 To share the 2025-2028 Action Plan, and the related corporate performance measures, to advance [Durham Region's 2025-2035 Strategic Plan](#).
- 1.2 To share the community indicators presented in the [Community Dashboard](#) that demonstrate progress towards the Vision and Strategic Directions within the 2025-2035 Strategic Plan.

**2. Background**

- 2.1 In January 2025, Council endorsed Durham Region's 2025-2035 Strategic Plan and directed staff to:
  - a. Develop the community indicators to demonstrate progress;
  - b. Develop the first supporting implementation plan to outline the key initiatives and related corporate performance measures to advance the Strategic Directions and Pathways; and
  - c. Align with the annual business planning and budget process.

**3. Previous Reports and Decisions**

- 3.1 [Regional Council January 29, 2025](#)

**4. 2025-2028 Action Plan**

- 4.1 Shorter-term Action Plans will be created over the 10-year course of the 2025-2035 Strategic Plan.
- 4.2 The 2025-2028 Action Plan offers an accompanying strategic narrative to the annual Business Planning and Budget documents by providing a coherent set of actions in relation to the 2025-2035 Strategic Plan.
- 4.3 Attachment #1 presents the 2025-2028 Action Plan that includes the key actions and desired results, aligned with the Strategic Directions and supporting Foundation.

**5. Community Indicators and the Community Dashboard**

- 5.1 Community indicators are broad measures that show how well Durham Region is progressing towards the Vision and Strategic Directions identified in the 2025-2035 Strategic Plan.
- 5.2 Community indicators represent trends and/or issues present in the wider population of Durham Region. The Region of Durham will contribute to the wider community effort in moving the indicator trends in the desired direction.
- 5.3 A total of 20 community indicators have been developed to support the five Strategic Directions within Durham Region's 2025-2035 Strategic Plan.
  - a. Access to Broadband;
  - b. Access to Public Transit;
  - c. Housing Affordability;
  - d. Transportation Mode Share;
  - e. Vision Zero;
  - f. Carbon Footprint;
  - g. Waste Generation;
  - h. Childhood Vaccinations;
  - i. Children's Early Development;
  - j. Household Food Insecurity;
  - k. People Experiencing Chronic Homelessness;
  - l. Self-Rated General Health;

- m. Self-Rated Mental Health;
- n. Employment Growth;
- o. Gross Farm Receipts;
- p. Import-Export Businesses;
- q. New Business Starts;
- r. Real Median Household Income;
- s. Sense of Belonging to the Local Community; and
- t. Strategic Plan Performance.

5.4 The Community Dashboard has been updated to present the community indicators.

5.5 Each indicator on the Community Dashboard contains the following components:

- a. A description of the indicator and why it is important;
- b. A desired trend direction (increase or decrease);
- c. An explanation of how the indicator is calculated;
- d. Data sources and limitations;
- e. Currently available data;
- f. Trend status (improving, not improving, stable, not available); and
- g. References and other resources.

## **6. Reporting**

6.1 Staff will update Regional Council annually on the status of the 2025-2028 Action Plan to advance the Strategic Directions and Pathways within the 2025-2035 Strategic Plan.

6.2 The Region of Durham will continue to update Regional Council and community members on overall progress via the Community Dashboard.

## **7. Relationship to Strategic Plan**

7.1 This report presents the 2025-2028 Action Plan to advance Durham Region's 2025-2035 Strategic Plan.

## **8. Conclusion**

- 8.1 The 2025-2028 Action Plan offers an accompanying strategic narrative to the annual Business Planning and Budget documents by providing a coherent set of actions in relation to the [2025-2035 Strategic Plan](#).
- 8.2 A total of 20 community-level indicators have been developed to support the five Strategic Directions within Durham Region's 2025-2035 Strategic Plan and are presented on the [Community Dashboard](#).
- 8.3 Staff will continue to share annual updates with Regional Council and community members on our progress.

## **9. Attachments**

Attachment #1: Durham Region's 2025-2028 Action Plan

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

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

Respectfully submitted,

Original Signed by

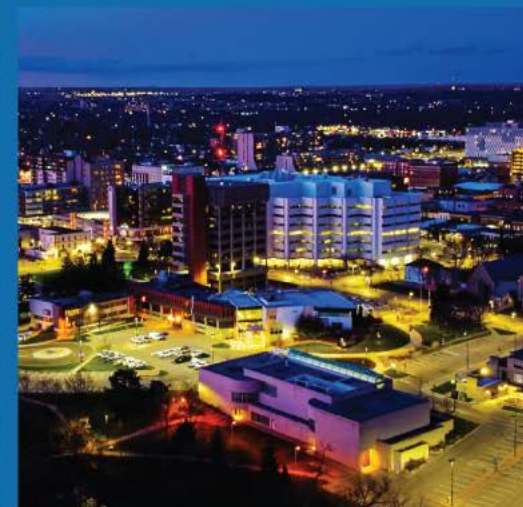
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Elaine C. Baxter-Trahair  
Chief Administrative Officer





# Durham Region's 2025-2035 Strategic Plan 2025-2028 Action Plan





# Connected and Vibrant Communities

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

Over the next 4 years, we will focus on leading the **creation of affordable housing stock** in the community, **expanding public transportation systems**, and **managing critical regional infrastructure needs** to advance this Strategic Direction.



# Connected and Vibrant Communities

## Key Actions

### Housing and Homelessness Service and Financing Strategy

- At Home Incentive Program
- Rent supplements and housing benefits
- Tenant Support Program
- Rent-Geared to Income supplements
- Create new Durham Region Local Housing Corporation (DRLHC) community housing stock
- Affordable Housing Redevelopment Program
- Increase affordable rental housing supply through partnerships (e.g. Ritson School Site Revitalization)
- 1635 Dundas Street Development – Phase 2
- DRLHC Community Housing Capital Repair Program
- Supporting the delivery of Regional Housing initiatives
- Life Cycle Asset Management of the Affordable Housing Stock
- Transitional Housing
- Winter Warming and Emergency Shelter Spaces
- Homelessness System Supporting individuals to housing

### Transit Oriented Development (TOD) Strategy

- Availability of a range of housing options around existing and future planned transit
- Access to transit analysis

### Transit Service and Finance Strategy (2023-2032)

### Durham Region Transit (DRT) 5-year Service Strategy (2026-2030)

### 2025 DRT Fare Strategy

### Transit Infrastructure

- GO East Extension
- Highway 2 Bus Rapid Transit
- Simcoe Street Rapid Transit

### Regional Broadband Network Expansion and Connections (Durham OneNet Inc.)

### Pre-Servicing of Employment Lands

### Active Transportation

- Active Transportation Map Viewer
- Regional Cycling Plan
- Durham Meadoway
- Complete streets approach in planning and designing the Regional road network
- Waterfront trail

### Region's Asset Management Plan and Policy

- DRT Stations, Terminals, and Hubs Infrastructure
- Works Capital Projects

### Transportation and Water/Wastewater Master Plans

### Public Art and Creative Placemaking Program

### Community Investment Grant Program

### Vision Zero Road Safety Program



# Connected and Vibrant Communities

## Desired Results

- An increase in affordable housing units, including rentals, social housing, and transitional housing
- An increase in the mix of medium and high-density residential development near transit
- An increase in Durham Region Transit service hours delivered
- Improved fibre optic infrastructure coverage across Durham Region
- Expansion of the Primary Cycling Network facilities on Regional roads
- Improved condition ratings for Regional infrastructure and compliance with provincial asset management regulations
- An increase in public art and placemaking initiatives sites across the Region
- Improved speed enforcement and pedestrian safety on Regional roads



## Community Indicators ([durham.ca/StratPlanDashboard](https://durham.ca/StratPlanDashboard))



Access to Broadband



Access to Public Transit



Housing Affordability



Transportation Mode  
Share



Vision Zero



# Environmental Sustainability and Climate Action

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

Over the next 4 years, we will focus on **responding to climate change** to advance this Strategic Direction.



# Environmental Sustainability and Climate Action

## Key Actions

### Corporate Climate Action Plan

- Sustainable Infrastructure Policy
- Corporate Climate Service and Financing Strategy
- Energy Conservation Demand Management Plan
- Water and Wastewater Greenhouse Gas emissions (GHG) Management Strategy

### Fleet Electrification

- E-Mission Zero – DRT Fleet Electrification Plan
- DRT Clean Fuel Regulation
- Light-Duty Fleet Electrification Plan

### Durham Community Energy Plan

- District Energy Heating/Cooling
- Durham Greener Homes Program
- Durham Greener Buildings Program

### Durham Community Climate Adaptation Plan

- LEAF Program
- Durham Trees
- Durham Greener Homes

### Long-Term Waste Management Plan

### Natural Capital Asset Framework

### Sustainability Bond Framework



# Environmental Sustainability and Climate Action

## Desired Results

- Reduced corporate GHG emissions and energy use
- An increase in zero emission vehicles in Regional fleets
- Improved Regional support for home energy retrofits
- An increase in Regional sustainability bonds

Community Indicators ([durham.ca/StratPlanDashboard](https://durham.ca/StratPlanDashboard))



Carbon Footprint



Waste Generation



# Healthy People, Caring Communities

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

Over the next 4 years, we will focus on **supporting populations most in need** and **overall community health** to advance this Strategic Direction.





# Healthy People, Caring Communities

## Key Actions

Active and Sustainable School Travel program  
Canada-Wide Early Learning and Child Care System  
Paramedic Services Service and Financing Strategy  
Community Safety and Well-being Plan  
Community Hubs  
Bridging the Gap – Developing Culturally Responsive Mental Health Care for and with Black Communities  
Initiatives to Address Indigenous Public Health Priorities  
Immunizations  
Primary Care Outreach Program Program Expansion  
Increase pathways to accessible and affordable mental health and counselling services  
Durham Region Vector-borne Disease Response  
Durham Region Poverty Response Program

- Community Social Investment Program
- Housing Stability Program

Humanitarian Response Framework  
Durham Local Immigration Partnership 2025-2030  
Community and Inclusion Plan

Emotional Model of Care  
Seaton Long Term Care Facility  
Expansion of the Mental Health Outreach Program  
Mental Health Promotion  
Durham Region Opioid Response Plan  
Mobile Dental Clinics in Regional Long-Term Care homes  
Mobile Dental Clinics in Regional Child Care Centers  
Ontario Senior Dental Care Program to Address Oral Health Inequalities



# Healthy People, Caring Communities

## Desired Results

- An increase in new licensed child care spaces created
- Improved Canadian Triage and Acuity Scale 1 (CTAS 1) response times
- Improved vaccination rates for student population
- An increase in dental care for eligible seniors (65+) and children
- An increase in clients served through the Primary Care and Mental Health Outreach Programs
- An increase in mental health promotion strategies implemented
- Improved Regional counselling wait times and client outcomes
- Improved supports for newcomers to Durham Region
- Improved Long-term Care resident satisfaction
- An increase in local opioid response and prevention, including Naloxone kit distribution



## Community Indicators ([durham.ca/StratPlanDashboard](https://durham.ca/StratPlanDashboard))



Childhood Vaccination



Children's Early Development



Household Food Insecurity



People Experiencing Chronic Homelessness



Self-Rated General Health



Self-Rated Mental Health

# Resilient Local Economies

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

Over the next 4 years, we will focus on **supporting local economies** to advance this Strategic Direction.



# Resilient Local Economies

## Key Actions

Growing Agri-Food Durham Plan  
Growing North Durham Plan  
Investment Attraction Plan  
Durham Tourism Strategic Action Plan 2024-2028  
2023-2027 Invest Durham Marketing Plan  
Integrated Employment Services  
Child Care System Expansion  
Durham Local Immigration Partnership Employer Engagement Strategy for Immigrants and Newcomers  
Durham Economic Task Force  
DRT Employer Pass Program  
Durham Region Business Count





# Resilient Local Economies

## Desired Results

- An increase in businesses supported through the Business Visitation Program
- An increase in social media presence and investment inquiries
- An increase in clients employed through Integrated Employment Services
- An increase in new licensed child care spaces created
- An increase in DRT Employer Pass Program users

## Community Indicators ([durham.ca/StratPlanDashboard](https://durham.ca/StratPlanDashboard))



Employment Growth



Gross Farm Receipts



Import-Export  
Businesses



New Business Starts



Real Median  
Household Income



# Strong Relationships

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

Over the next 4 years, we will focus on **building and strengthening relationships with Indigenous communities** and **improving partnerships and engagement** to enhance Regional service offerings and to advance this Strategic Direction.



# Strong Relationships

## Key Actions

### Indigenous Relations

- Truth and Reconciliation Calls to Action
- Mississaugas of Scugog Island First Nations (MSIFN) Bilateral Agreement

Climate Change and Health Vulnerability Assessment, in collaboration with MSIFN  
Durham Region's 311 Customer Experience Management and Municipal Integration  
Digital Communications and Engagement  
Annual Government Relations Priorities and Action Plan



# Strong Relationships

## Desired Results

- Improved understanding of Truth and Reconciliation Calls to Action for Legal staff
- Completed Climate Change and Health Vulnerability Assessment reports
- Improved 311 service efficiency and customer satisfaction
- Improved 311 municipal integration and overall channel adoption and usage
- An increase in digital engagement opportunities and subscribers to the Regional digital engagement platform
- Enhanced social media presence
- An increase in funding and policy changes that support the Region's advocacy priorities

## Community Indicators ([durham.ca/StratPlanDashboard](https://durham.ca/StratPlanDashboard))



Sense of Belonging to the Local Community



Strategic Plan Performance







## Foundation: People

### Description

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

Over the next 4 years, we will focus on **attracting, retaining, and supporting employees** and **advancing Diversity, Equity, and Inclusion** initiatives.





## Foundation: People

### Key Actions

#### Region of Durham People Strategy

- Future-focused staffing strategy
- Skill development of staff
- Health, Safety and Wellness of staff
- Improving Diversity, Equity and Inclusion outcomes

#### Accessibility Initiatives

- Multi-Year Accessibility Plan
- DRT Accessibility Strategy
- DRT Sunflower Program
- Finance Water Bill Portal Refresh

#### Diversity, Equity, and Inclusion Strategy

#### Region's Equity Audit Action Plan

### Desired Results

Improved employee inclusion rates



## Foundation: Processes

### Description

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

Over the next 4 years, we will focus on **enhancing continuous improvement** and adaptability, proactive **risk and issue management**. We will focus on **key information and technology policies**, and **financial stability** and accountability. Additionally, we will **maintain and enhance service delivery systems/processes** that include resident engagement and service delivery partnerships.





## Foundation: Processes

### Key Actions

Business Planning and Budget Process Enhancement

311 Customer Experience Enhancements

Enterprise Risk Management (ERM) Enhancements

- Finance – ERM
- Health – Comprehensive ERM
- Social Services – Centralized Risk Management and Business Continuity planning
- Information Technology (IT) Risk Management

Business Continuity Plans

Innovation Strategy

Organizational Capabilities

- Departmental Reviews
- Organizational Capabilities Project

Cybersecurity Enhancements

- Financial Application Cybersecurity
- Works systems

Information Technology Policies

- ISO 27001:2022 Regional IT policies

Enterprise Information Management

Financial Information Management System Technology Transformation

Property Reassessment by Municipal Property Assessment Corporation

DRT IT Roadmap

MyDurham Water

Debt Management Policy and Treasury Management Solution

Grant Strategy

Durham Region Police Service - Service and Financing Strategy

Technology Expense Management

### Desired Results

- Enhanced community engagement opportunities within the Budget process
- Improved 311 service efficiency and customer satisfaction
- Enhancements to risk management processes
- An increase in the Region's Innovation Maturity Level
- Enhancements in electronic documents management
- An increase in MyDurham Water enrollment and reduction in paper billing
- An increase in grant success rates and value of new funding received
- Enhanced automated data collection and tools for data-informed insights
- An increase in the Region's Data and Analytics Maturity Level





## Foundation: Technology

### Description

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

Over the next 4 years, we will focus on **advancing data analytics**.





## Foundation: Technology

### Key Actions

#### Performance Measurement and Dashboards

- Strategic Plan Community Dashboard
- Operational Dashboard
- Housing Dashboard
- Capital Projects Tracking
- Debt Syndicate Scorecard
- Council Decision Tracker
- IT Quality Management System

#### Regional Data and Analytics Strategy

- DRT Predictive Analytics

### Desired Results

- Enhanced automated data collection and tools for data-informed insights
- An increase in the Region's Data and Analytics Maturity Level



## Contact Us

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