



Growing Together Reaching Further Aspiring Higher

A New Strategic Plan for
Durham Region: 2015-2019



If you require this information in an accessible format, please contact
the Accessibility Coordinator at (905) 668-4113 ext. 2009

Contents

- 4** Acknowledgements
- 5** Executive Summary
- 6** Message from the Regional Chair and CEO and Members of Regional Council
- 7** Message from the Chief Administrative Officer and Regional Staff
- 8** Durham Region In Context
- 10** The Role of Government
- 12** Our Corporate Focus: Our Vision, Mission and Corporate Values
- 14** Durham Region Goals & Strategies
- 22** Implementation – Making the Strategic Plan a Reality
- 25** Contact Information



Our Vision

Durham Region will be a united group of vibrant and diverse communities recognized for their leadership, community spirit and exceptional quality of life.

Our Mission

Meeting the current and future needs of the Durham community through leadership, co-operation, innovation and service excellence.

Acknowledgements

In 2015, Regional Council identified the need to update the Durham Region Strategic Plan as a critical document used to set priorities, focus the efforts of staff, and strengthen our operations. The strategic plan provides direction to ensure that we, as the Region of Durham, are working towards a shared vision, mission, common goals, and intended results, while enabling our staff to assess and adjust our organization's response to a changing environment. It identifies where we are going as a Region, how we will get there, and how we will measure success.

The 2015-2019 Durham Region Strategic Plan is the result of a collaborative process that could not have been completed without the collective efforts of many. First and foremost, special thanks are extended to Regional Council which began the strategic planning process in the spring of 2015, with particular thanks to the members of the Steering Committee who were asked to lead this effort.

We also wish to acknowledge those members of our regional groups, staff and residents — who shared their thoughts and insights at local events, through workshops and focus groups, by participating in online surveys or submitting ideas through drop boxes across the region.

The insight and wisdom that was shared has helped to drive the direction of our new strategic plan. Importantly, this new strategic plan will be a key platform from which we can continue to ensure that the future for Durham Region remains bright with promise.



Executive Summary

The 2015-2019 Durham Region Strategic Plan establishes the long-term vision for communities in Durham Region, and critically, the Region's role in achieving that vision. The strategic plan guides the work of both Council and staff and sets out a vision for our community, a mission for achieving this vision and the goals and strategies that respond to the region's continuing evolving needs. The goals are based on four themes that include the programs and services delivered to the regional community. The four goals are equally important to

creating a vibrant, prosperous and healthy region. Although they can be viewed as individual themes and goals, it is important to recognize that they are interrelated and represent our collective direction for the region's future.

Our long term success at the Region lies in our ability to think strategically, plan effectively and deliver results. The strategic plan provides a foundation for establishing Council priorities, the annual budget as well as program and operational plans.





Message from the Regional Chair and CEO and Members of Regional Council

At The Regional Municipality of Durham, we are committed to serving the needs of our residents. Our Region continues to grow and change. To address the challenges and capitalize on the opportunities that the future will bring to Durham, we must be innovative, and continue to think strategically.

Our new strategic plan is a solutions-focused document, intent on managing change and making Durham a destination of choice for permanent residents, industry, business, and visitors. Our Region has so much to offer. This document identifies a number of opportunities that are aligned directly with the Region's mandate. The process we followed to develop the plan gave our community a voice. We appreciated hearing the specific interests and perspectives of our local municipalities, key partners, community groups and residents. This input was invaluable in defining the priorities that Regional Council and staff will be advancing in the next five years and beyond.

As our Region grows, so do the demands for services. This document identifies the direction that we will take to ensure that Durham Region provides leading-edge service delivery, innovation and results.

Yours truly,

Roger Anderson
Regional Chair and CEO

Message from the Chief Administrative Officer and Regional Staff

On behalf of the staff at The Regional Municipality of Durham, I am pleased to share our new strategic plan. The plan is our platform for strategic, long-range thinking and for responding to evolving community needs in a clear and accountable way. As staff, we strive to ensure that the vision, mission and values expressed in the plan are reflected in all Regional services and operations.

The new Durham Region Strategic Plan offers a roadmap for the next five years. It establishes priorities for the delivery of Regional programs and services, and will be used to set appropriate budget allocations and measure our performance. The plan is the foundation for aligning the work of staff to not only to meet the needs, but also the expectations of our community.

At Durham Region, I am proud to say that we are not simply following service delivery standards. We are focusing our efforts on establishing a higher bar for client-centered service. We will continue to earn your trust through our actions and, in doing so, build even greater confidence in our organization and community.

Respectfully,

Garry Cubitt
Chief Administrative Officer



Durham Region In Context



In the 12 years that have passed since Durham Region developed its first Community Strategic Plan, much has changed. The region has grown exponentially since 2003 and our population has become increasingly diversified. In 2008, we were a region of 203,925 households with a population of 606,750. Today, we are home to 224,810 households and a total population of 658,175. It is estimated that our population will grow to 810,000 people and 289,500 total households by 2021, with more than one million people calling Durham Region home by 2041. We need to think about and plan strategically for the changes that are coming. We need to make decisions today that will enable The Regional Municipality of Durham to continue to remain an organization at the forefront of service delivery, innovation and positive change.

Many of our services and programs are mandated by the Province of Ontario. Although we work closely with the eight local municipalities within the region, our roles and responsibilities are quite different. Durham Region is responsible for providing a range of core services including: Planning and Economic Development; Emergency

Management; Finance; Health; Policing; Social Services; Transit; and Works.

Over the next five years, by working together on our themes, goals and strategies, we will make progress towards our vision and have a positive influence and impact across the region.

For our **residents and stakeholders**, success will mean:

- Service delivery is exemplary.
- Our clients receive meaningful communications about the services the Region offers.
- Our economic environment will position Durham Region as the place to be for new business opportunity, innovation and creativity.
- Our transit system will be accessible for all, affordable and reliable.
- Services will be expanded and will be available and accessible for all residents.



- There will be a greater range of aging-in-place services and long-term care capacity.
- A more diverse range of housing for all ages, stages and incomes will be provided recognizing that housing is a key factor in the health of our population and in the well-being of our communities.
- Agricultural land and key environmental features will be protected, smart growth will be promoted and our communities will be even more walkable and livable.

For our **organization**, success will mean:

- We have Regional services that are targeted to meet the unique needs of the communities we serve.
- Our residents and stakeholders will receive a consistent high level of service.
- Those we serve will commend Durham Region in every interaction they have with us.

- We will continue to be fiscally responsible, and through effective, efficient and affordable service delivery, we will reinvest in our services.

For our **community**, success will mean:

- We communicate information in an open, transparent and timely way.
- Durham Region's customer-focused service delivery will be shared within our immediate regional community and beyond our borders.
- We work collaboratively with our local municipalities and community partners to ensure that the services provided improve the quality of life in Durham Region.



The Role of Government

Different levels of government work together to deliver public services in Canada. The chart below provides an overview of how services are shared by the Federal, Provincial, Regional and Local Municipal Governments:

Federal: One government that delivers services relating to the entire country.	Provincial: Each province has its own government that delivers services that relate to that province.
Services include: <ul style="list-style-type: none"> • Census • Citizenship • Copyrights • Criminal law • Defence • External and international relations • Employment insurance • Aboriginal affairs • Money and banking • Postal service • Transportation • Income tax 	Services include: <ul style="list-style-type: none"> • Administration of justice • Environment • Education • Health • Natural resources • Property and civil rights • Community and social services
www.canada.ca	www.ontario.ca



Regional:

The Regional Municipality of Durham provides services across eight local municipalities.

Services include:

- Child care and children’s programs
- Durham Behaviour Management Services
- Family Counselling
- Economic development and tourism
- Emergency Management
- Income and employment support
- Municipal water supply, treatment, distribution and billing
- Non-profit housing, social housing and homelessness programs
- Paramedics
- Police
- Property tax policy
- Provincial Offences Court, prosecution services, administration and collection of fines
- Public health
- Regional planning
- Regional roads (those that cross municipal boundaries), bridges, traffic signals and controls
- Services for adults with developmental disabilities
- Transit and specialized transit
- Waste management

www.durham.ca

Municipal:

Cities, towns and villages have their own municipal governments to provide local services.

Services include:

- Animal control
- By-law enforcement
- Economic development
- Municipal elections
- Fire protection and prevention
- Heritage
- Libraries
- Licensing
- Local roads (streets and sidewalks)
- Local planning and zoning
- Parks and recreation
- Property tax

www.ajax.ca
www.clarington.net
www.oshawa.ca
www.pickering.ca

www.scugog.ca
www.town.uxbridge.on.ca
www.townshipofbrock.ca
www.whitby.ca

Our Corporate Focus: Our Vision, Mission and Corporate Values

Our Vision

Durham Region will be a united group of vibrant and diverse communities recognized for their leadership, community spirit and exceptional quality of life.

Our Mission

Meeting the current and future needs of the Durham community through leadership, co-operation, innovation and service excellence.

Our Corporate Values:

Our values drive our organizational culture and our behavior in delivering our vision and mission. At The Regional Municipality of Durham, we value:

- **Ethical Leadership:** We demonstrate integrity and vision, providing the organization with good governance and management.
- **Accountability:** We respond to the changing needs of residents and other organizations by providing transparent government within a framework of financial stability.
- **Service Excellence:** We encourage professional excellence through collaboration, partnerships and teamwork in an environment that fosters trust and respect.
- **Continuous Learning and Improvement:** We support life-long learning and commitment to innovation, research, knowledge exchange and ongoing program evaluation.
- **Inclusion:** We provide an accessible, inclusive environment that values the diversity of our staff and the community.



THE REGIONAL
MUNICIPALITY
OF DURHAM
HEADQUARTERS

605 Rossland Road East

605 Rossland Road East



A Economic Growth, Diversification & Local Employment

By 2019, Durham Region will have a stronger and more diversified economy, more local employment, value-added agriculture, and technological innovation.





A.1 Propel the business and investment climate forward in Durham Region to enable more local employment.

A.2 Diligently attract, retain and mentor the next generation of employees to build a skilled, engaged and diverse workforce.

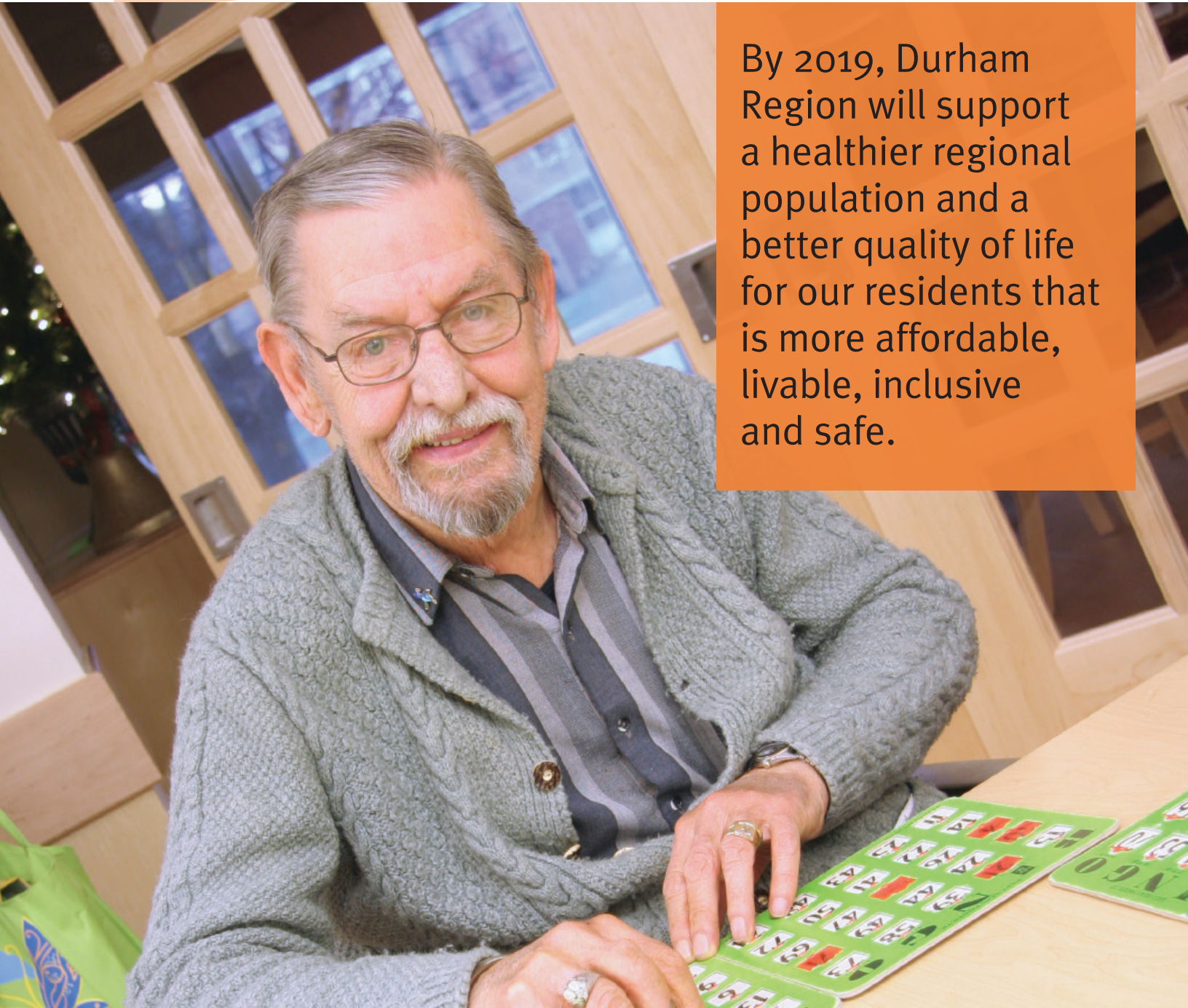
A.3 Promote and actively capitalize on opportunities to make Durham Region a premier destination that attracts and retains entrepreneurs, innovators, visitors and residents.

A.4 Renew our commitment to enhance the economic viability of Durham's agricultural sector to advance sustainable and innovative agriculture production practices and promote food system security.

A.5 Find new ways to work with our partners to revitalize and grow Durham Region's position as a renowned centre of technological excellence.

B Population Health & Quality of Life

By 2019, Durham Region will support a healthier regional population and a better quality of life for our residents that is more affordable, livable, inclusive and safe.





B.1 Support and encourage active living and healthy lifestyles to enhance the connectivity between our communities.

B.2 Take a leadership role to provide accessible and responsive paramedic and public health services.

B.3 Cultivate strong, safe and secure communities and healthy workplaces.


B.4 Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.

B.5 Increase the range of innovative and attainable housing options to reduce homelessness and support housing for all ages, stages and incomes.

B.6 Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.

B.7 Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.

Healthy Environment & Sustainable Communities



By 2019, Durham Region will have a healthier environment that is more resilient, adaptable and sustainable.



C.1 Invest in efforts to mitigate and adapt to climate change to build resiliency across the region.

C.2 Protect, enhance and where appropriate restore significant water resources, agricultural land, natural heritage and environmentally sensitive areas.

C.3 Ensure that Regional transportation infrastructure is functional, integrated, reliable and barrier-free to support the movement of residents to work, school, and local services.

C.4 Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.

C.5 Work more closely with local municipalities and other partners to manage growth through effective, progressive and integrated long-term planning.

D Organizational Health & Service Excellence

By 2019, Durham Region will continue to be financially healthy and well-managed, providing exceptional Regional service to address the needs of our growing community.





D.1 Deliver Regional services in a financially prudent and sustainable manner.

D.2 Foster awareness of Regional programs and services.

D.3 Improve communications and collaboration across the region and in particular with local municipalities.

D.4 Promote a culture of openness and encourage public engagement in governance and decision making.

D.5 Demonstrate accountability and transparency by measuring performance and reporting on results.

D.6 Invest in the organization by attracting and retaining a skilled and diverse workforce.

D.7 Focus resources on continuous improvement and innovation.

Implementation – Making the Strategic Plan a Reality

Communication and outreach

Throughout the strategic planning process, many residents and community groups across Durham provided input to help develop the strategic plan. Engaging with community members will be critical to implementation success. Our intent is to share this strategic plan with the public, staff and community groups to ensure there is a shared understanding of Durham Region's strategic direction. In addition, the strategic plan will be available for easy access on the Region's website along with staff reports that will identify linkages to the strategic plan and key strategic directions.

Partnerships

As we embark on the process of developing operational plans, we will look for opportunities to renew and establish appropriate and effective partnerships, to ensure that implementation of our strategic plan is coordinated and sustained. In particular, we will work closely with our local municipalities, as we view collaboration with our local municipal partners as key to plan implementation and long-term success.

The strategic plan in relation to other plans

As a key foundational document establishing long-term strategic direction for the Region, we will ensure that other Regional plans are closely aligned with the strategic plan, and we will look to establish these connections wherever possible. In addition, we will look for linkages and alignment with other plans that are in place at the federal, provincial and local municipal level.

Annual work planning, monitoring and reporting

The inherent value of strategic planning is not simply to develop a document but importantly, to develop a roadmap that will offer a practical framework to guide implementation.

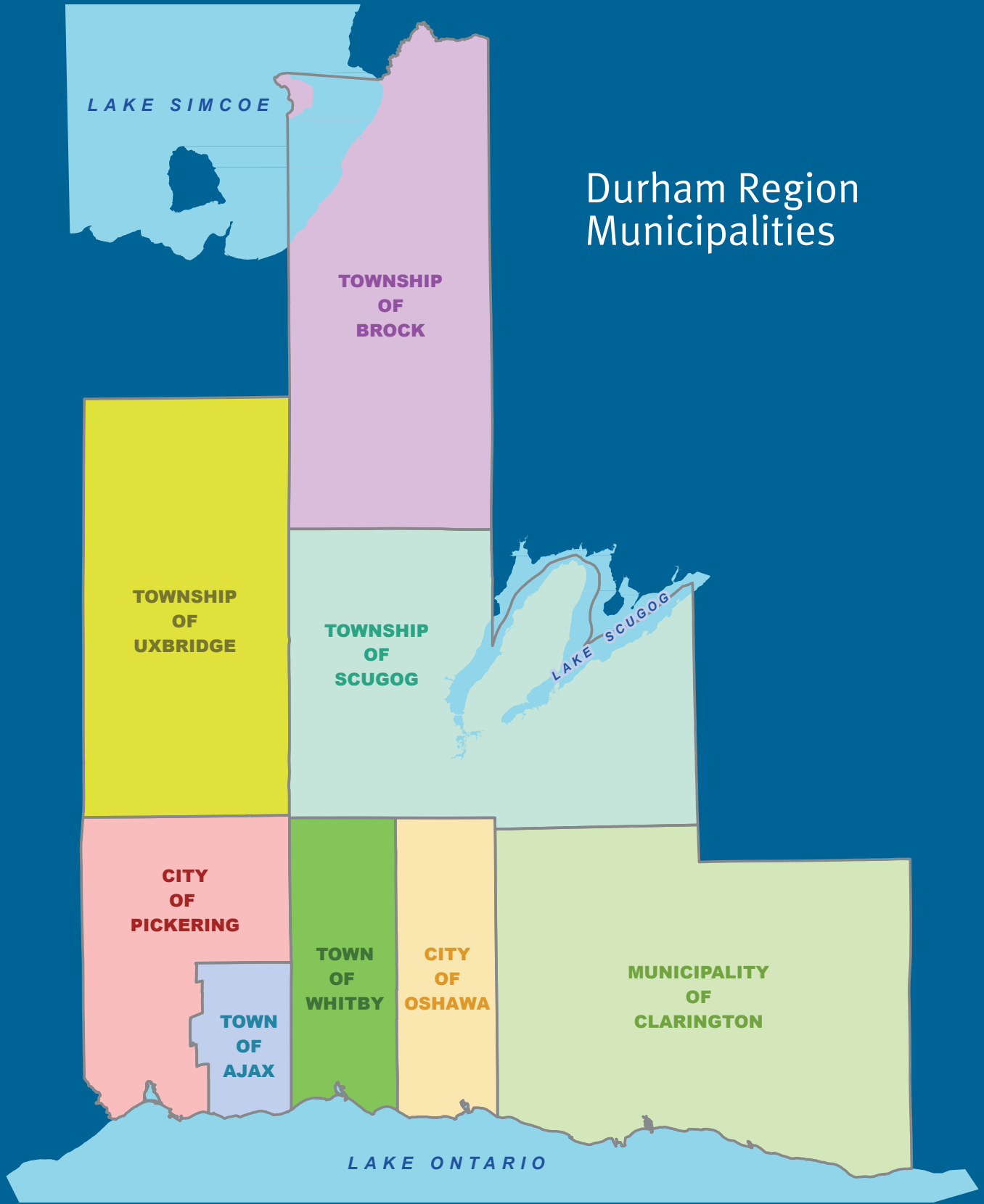
The strategic plan will provide the foundation for budget development, and will guide the allocation of resources in line with the priorities identified. It will act as an important conduit for integrating the Region's business and operational planning process.

Successful strategic plans are not those that sit on a shelf, but rather are viewed as living documents that continue to reflect current conditions. As such, this strategic plan must be flexible enough to respond to changing global, regional and community needs.

Reviewing the strategic plan annually, with a view to operationalizing the vision and strategic goals at the departmental level, will be an important next step. A monitoring and reporting framework will be reviewed and refined, and benchmarks and performance indicators will be established to measure progress and report on results. To maintain momentum, staff reports proceeding to Council will be required to identify the connection to the strategic plan vision and goals.

Each year, an annual report on strategic plan implementation will be prepared and presented to Council to document progress on the plan and its strategies. The annual report will be shared with interested community members and available for easy access on our website. Follow our progress at www.durham.ca.

Durham Region Municipalities



LAND AREA

2,535 square kilometres (980 square miles)

Durham Region is the largest geographical jurisdiction in the Greater Toronto Area (GTA), stretching from Lake Ontario in the south to Lake Simcoe in the north.

Regional Council

2014 – 2018



Back Middle Row (L to R)

Councillor Willie Woo (Clarington); Councillor John Neal (Oshawa); Councillor Nester Pidwerbecki (Oshawa); Councillor Joe Drumm (Whitby); Councillor David Pickles (Pickering); Councillor Colleen Jordan (Ajax); Councillor Bob Chapman (Oshawa); Councillor Kevin Ashe (Pickering); Councillor Ted Smith (Brock).

Front Middle Row

Councillor Joe Neal (Clarington); Councillor Bill McLean (Pickering); Councillor Liz Roy (Whitby); Councillor Amy McQuaid-England (Oshawa); Councillor Bobbie Drew (Scugog); Councillor Lorne Coe (Whitby); Councillor Nancy Diamond (Oshawa); Councillor John Aker (Oshawa); Councillor Jack Ballinger (Uxbridge); Councillor Shaun Collier (Ajax); Councillor Dan Carter (Oshawa).

Front Row (L to R)

Mayor Tom Rowett (Scugog); Mayor Dave Ryan (Pickering); Mayor Adrian Foster (Clarington); Mayor Gerri Lynn O'Connor (Uxbridge); Regional Chair and CEO Roger Anderson; Mayor John Henry (Oshawa); Mayor Steve Parish (Ajax); Mayor Don Mitchell (Whitby); Mayor John Grant (Brock).

Contact Information

Regional Headquarters Building

P.O. Box 623,
605 Rossland Rd. E.
Whitby, ON L1N 6A3

905-668-7711 or
1-800-372-1102
www.durham.ca

Regional Chair and CEO

Roger M. Anderson
Email: chair@durham.ca

ext. 2000
fax: 905-668-1567

Chief Administrative Officer

Garry H. Cubitt
Email: cao@durham.ca

ext. 3000
fax: 905-668-9963

- Corporate Communications
General Inquiries Email: corporatecommunications@durham.ca
Media Inquiries Email: mediainquiry@durham.ca
- Durham Emergency Management Office
Email: demo@durham.ca
- Policy Unit

ext. 2068
fax: 905-668-1468
905-430-2792 ext. 6260
fax: 905-430-8635
ext. 2089

Corporate Services Department

Commissioner – Matt Gaskell

- Human Resources (Email: hr@durham.ca)
- IT Services (Email: cishelp@durham.ca)
- Legal Services (Email: legal@durham.ca)
- Legislative Services (Email: clerks@durham.ca)

ext. 2056
fax: 905-666-3327

Department of Planning and Economic Development

Commissioner's Office
Email: planning@durham.ca
Email: tourism@durham.ca
Email: business@durham.ca

ext. 2900
fax: 905-668-6208

Durham Regional Police Service

Chief of Police – Paul Martin
605 Rossland Rd. E., Box 911
Whitby, ON K1N 0B8
Email: media@drps.ca
Website: www.drps.ca

905-579-1520
1-888-579-1520
fax: 905-666-9273
Emergencies Call: 911

Durham Region Transit

General Manager – Vincent Patterson
Email: drtnews@durham.ca

ext. 2112
fax: 905-666-6193

Finance Department

Commissioner and Treasurer – Jim Clapp

ext. 2300
fax: 905-666-6256

Health Department

Commissioner and Medical Officer of Health – Dr. Robert Kyle
Email: health@durham.ca

ext. 3110
fax: 905-666-6229

Social Services Department

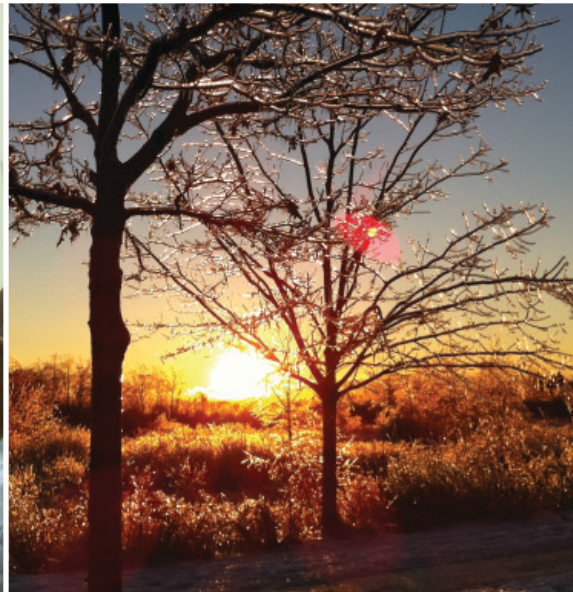
Commissioner – Dr. Hugh Drouin
Email: socserv@durham.ca

ext. 2675
fax: 905-666-6219

Works Department

Commissioner – Cliff Curtis
Email: works@durham.ca

ext. 3417
fax: 905-668-2051







The Regional Municipality of Durham
605 Rossland Rd. E. Whitby, ON L1N 6A3
905-668-7711 or 1-800-372-1102
www.durham.ca