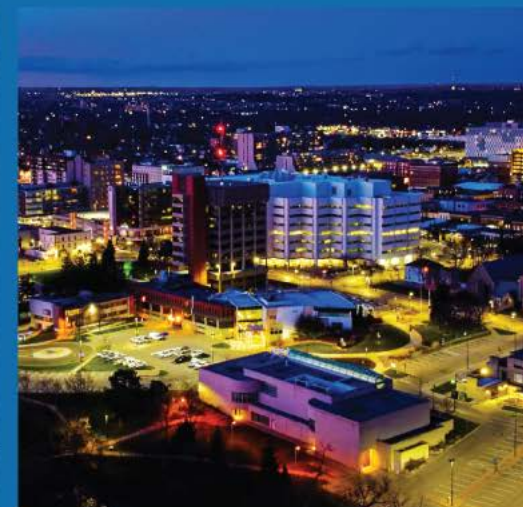




Durham Region's 2025-2035 Strategic Plan 2025-2028 Action Plan



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)



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)



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)



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)



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)



Sense of Belonging to the Local Community



Strategic Plan Performance





Foundation: People

Description

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

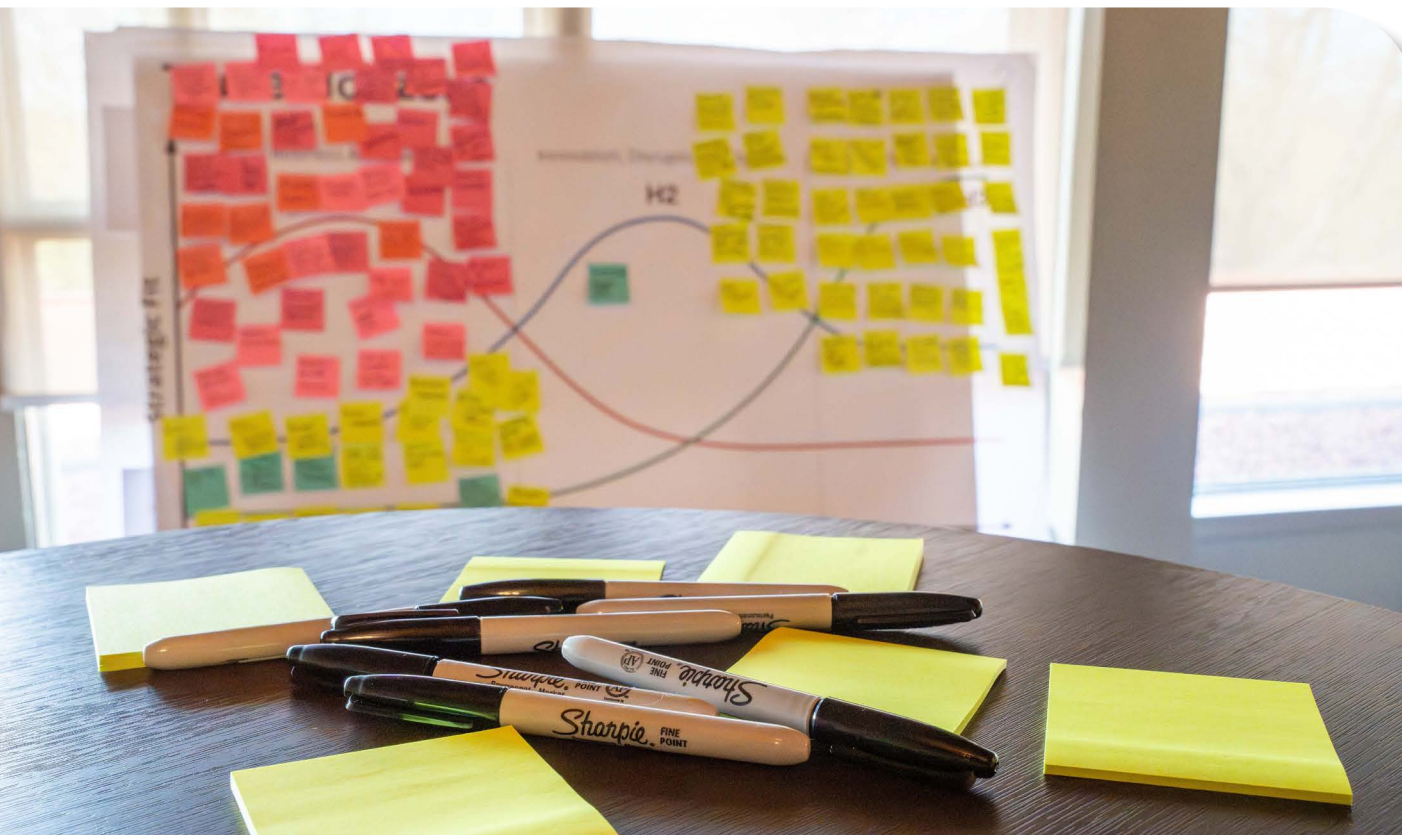


Foundation: Processes

Description

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

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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Visit durham.ca/StratPlan for more information