



Strategic Plan 2026-2031



Land Acknowledgement

Community Development Council Durham (CDCD) is located on the traditional territory of the Huron-Wendat, Haudenosaunee, and Mississauga (Anishinaabe), on land ceded in the Williams Treaty of 1923 by the governments of Canada and Ontario and by seven First Nations of the Chippewa of Lake Simcoe (Beausoleil, Georgina Island, and Rama) and of the Mississauga of the north shore of Lake Ontario (Scugog Island, Alderville, Curve Lake, and Hiawatha). In Durham, we live and work on the traditional territory of the Mississaugas of Scugog Island First Nation.

As settlers, we are grateful for the opportunity to meet here, and we thank all the generations of people who have been stewards of this sacred land. The importance and contributions of Indigenous Peoples must be central, clear and overtly connected to the collective commitment we make to integrate Truth and Reconciliation in our communities. At CDCD, as we continue to better understand Indigenous Peoples, acknowledge their realities and foster stronger relationships, we also encourage you to join us in reflecting on the history of this land on which we carry out our work and our presence on it today.

A Message from our Board Chair and Executive Director

On behalf of the Board of Directors and the leadership of Community Development Council Durham (CDCD), we are proud to present our 2026–2031 Strategic Plan.

This plan reflects a significant moment in CDCD's evolution. As our organization has grown in scope, scale, and impact across Durham Region, we have taken this opportunity to be intentional about our future, grounded in who we are, guided by our values, and responsive to the communities we serve.

We extend our sincere gratitude to the many individuals who contributed to this process, including staff, volunteers, partners, funders, and service users. Your insights, experiences, and perspectives have shaped a plan that is deeply rooted in community voice and reflective of the diverse needs across our region.



The Board’s active engagement throughout this process further ensured strong alignment between governance, strategy, and organizational direction.

At its core, this Strategic Plan reaffirms CDCD’s mission to partner, collaborate, and advocate to address community needs through research, policy, and impactful service delivery, while advancing our vision of an equitable, inclusive, and socially just community where everyone can find a sense of purpose and belonging.

The four strategic pillars outlined in this plan provide a clear and ambitious roadmap for the next five years:

- Deepening our connection to community
- Sharing the CDCD story and strengthening our identity
- Investing in and strengthening our internal infrastructure
- Leading policy and systems change to advance belonging, inclusion, and access for all

Together, these priorities position CDCD not only as a responsive service provider but as a leader in research-driven community development and social planning in Durham Region.

As we move forward, we do so with clarity and purpose, committed to strengthening partnerships, enhancing service integration, investing in our people and systems, and advancing meaningful, system-level change. We remain focused on fostering belonging, removing barriers, and ensuring that all individuals and families in our community have the opportunity to thrive.

We are confident that, together with our community, we will continue to build a more connected, inclusive, and resilient Durham Region.

Thank you for your continued partnership and support.

Sincerely,

Roger Ramkissoon
Board Chair

Hermia Corbette
Executive Director

Executive Summary



In Summer 2025, Community Development Council Durham (CDCD) engaged Little Dynamo Strategic Consulting to support with the development of their next 5-year strategic plan.

In recognition of the growth and breadth of the organization, CDCD and Little Dynamo committed to deep engagement with the people who make up the community. The process involved outreach and input from partners, funders, service users across all program areas, staff, and volunteers. The Board participated in a strategic planning retreat and facilitated sessions to review, renew and refresh CDCD's mission, vision, and values.

Accessibility and equity was prioritized with data instruments translated into 5 different languages to ensure opportunities for input. The process confirmed that CDCD is an organization that puts community first, providing responsive, quality programs and services that foster belonging and inclusion for all.

The resulting strategic pillars and priorities reflect CDCD's commitment to social justice and research-driven community development and social planning as a leading provider in Durham Region.

Mission Vision Values

Our Vision

An equitable, inclusive, and socially just community where everyone can find a sense of purpose and meaningful participation

Our Mission

Our mission is to partner, collaborate, and advocate to identify and address community needs through research, informing policy and delivering impactful programs and services that enhance and promote well-being

Our Values

People-centred

We are responsive to the needs of our clients and partner with them to support their identified needs

Social justice

We are committed to challenging systemic barriers to support full participation for all

Equity & Diversity

We champion equity, diversity, inclusion, access and reconciliation in everything we do

Collaboration

We value internal and external partnerships to share capacity, knowledge and maximize impacts for our community

Innovation

We foster a culture of service excellence and adaptability, committing ourselves to listen, learn and continuously improve

Accountability

We strive for transparency and integrity, holding ourselves to the highest standards in our stewardship of our work

Strategic Pillars

Deepen our connection to community

We will continue to reinforce our community roots, responding to identified community needs by building on our proven history as a vital social planning organization. We will drive a people-first approach, educating and empowering community voice and fostering community connections



Share the CDCD story and our approach

We will embed our refreshed mission, vision, and values in all the work that we do, reigniting our brand and situating ourselves as a fully integrated, go-to multi-service agency, recognized for our leadership and top-tier service delivery



Strengthen our internal infrastructure

We will refine and redeploy internal enablers to help us realize our vision: recognition as an employer of choice, strategic investments in capital developments, robust internal systems, and embracing innovation for continual improvement and future sustainability



Lead policy and system change to advance belonging, inclusion and access for all

We will use our strong partnerships and networks supported by our knowledge of community needs to advance policy and system level change to foster a resilient, connected, and caring Durham Region



Pillar 1: Deepen our connection to community



Strategic Priorities

- Solidify a community development strategy and embed community development within the organization to strengthen evidenced-based programs and services throughout the region
- Expand existing programs and develop new programs in response to community needs
- Strengthen CDCD's approach to service integration, reducing silos and with a focus on smoothing system navigation
- Stabilize and consider growing wraparound, low barrier supports
- Grow community education, engagement and empowerment to advance our social planning objectives of evidenced-based policy, programs and services across Durham

Pillar 2: Share the CDCD story and our approach



Strategic Priorities

- Refresh and relaunch the CDCD brand including redeveloping the CDCD website to enhance community connections and improve awareness and access
- Build on our strength in research and social planning to champion the CDCD story in the region and across community development and services sectors. Further investments in external communications and outreach for greater community engagement and awareness
- Optimize program evaluation, community development research and invest in and reinforce internal data collection to drive impact and a culture of leadership and growth
- Develop a fundraising strategy and invest in resources to support delivery

Pillar 3: Strengthen our internal infrastructure



Strategic Priorities

- Build on our renewed Mission, Vision, Values and refresh our brand to foster and embed intentional organizational culture
- Harmonize, document and scale human resources, internal policies and processes in line with growth and staff wellbeing
- Explore expanded footprint or satellite locations in alignment with program delivery objectives
- Invest in targeted innovation: ensure robust technological infrastructure, streamline processes with new technologies to reduce silos and integrate programs and service delivery across the organization
- Review organizational structure in alignment with current needs and future growth
- Improve internal communications to support integration across the organization, promoting a one-agency approach for service delivery

Pillar 4: Lead policy and system change to advance belonging, inclusion and access for all



Strategic Priorities

- Develop and deploy a consistent, responsive, values-aligned approach to service user and community engagement, centering and empowering resident voices in decision-making
- Deepen relationships with all levels of government and the private sector to foster innovative, connected solutions to identified needs
- Enhance strategic partnerships to provide service across the continuum of service user needs
- Leverage community development research and connections to community and sectoral leadership to advance advocacy for upstream changes