

To: Council in Committee of the Whole

From: Tracy Adams, Chief Administrative Officer,  
Office of the C.A.O.

Report Number: CNCL-23-64

Date of Report: June 21, 2023

Date of Meeting: June 26, 2023

Subject: Options for the 2024 - 2027 Oshawa Strategic Plan

Ward: All Wards

File: 03-05

---

## **1.0 Purpose**

The purpose of this report is three-fold:

1. provide an update to Council on the progress of the 'Our Plan for Success Oshawa Strategic Plan 2020 – 2023';
2. seek Council endorsement to create a new Oshawa Strategic Plan to reflect current priorities with performance measurement reporting; and,
3. address the following Council direction from its January 24, 2022 meeting:

“Whereas this year the City of Toronto reports on ESG-related opportunities and risks across strategic priorities, sustainable finance and socioeconomic outcomes; and,

Whereas Toronto was the first government in Canada to issue an annual ESG report to reflect its commitment and performance in each of three areas: environment, social well-being and governance,

Now therefore Oshawa Council directs the Corporate Leadership Team to investigate reporting annually on key Environmental, Social and Governance priorities.”

Attachment 1 is the existing 'Our Plan for Success Oshawa Strategic Plan 2020 – 2023'.

Attachment 2 provides a progress update on the 'Our Plan for Success Oshawa Strategic Plan 2020 – 2023'.

Attachment 3 is the 2023 Oshawa Community Trends Report prepared by Alinea Community Development.

## **2.0 Recommendation**

It is recommended to City Council:

1. That based on CNCL-23-64, dated June 21, 2023, concerning Options for the 2024 – 2027 Oshawa Strategic Plan, Council adopt Option 1: Develop a new Strategic Plan as outlined in Section 5.7.1; and,
2. That staff be directed to receive feedback as outlined in Section 5.8 from the community, members of Council and staff based on Option 1: Develop a new Strategic Plan;
3. That staff report back to Council on the input received and recommended new Oshawa Strategic Plan.

## **3.0 Executive Summary**

Not applicable

## **4.0 Input From Other Sources**

- All departments: Community and Operations Services; Corporate and Finance Services; Economic and Development Services; Safety and Facilities Services; Office of the Chief Administrative Officer
- 2023 Oshawa Community Trends Report prepared by Alinea Community Development
- [Durham Region Strategic Plan 2020 – 2024](#)
- [City of Toronto's annual Environmental, Social and Governance \(ESG\) report](#)
- Municipalities: Durham Region, Ajax, Clarington, London, Kingston, Newmarket, Oakville, Strathcona, Waterloo and Whitby.

## **5.0 Analysis**

### **5.1 Background**

Strategic planning is important to municipalities to clarify and align future direction, establish priorities, focus resources (e.g. human and fiscal), deliver services effectively and provide a high level of customer service. It is an important tool that municipalities can use to bring together residents, members of Council, community partners and staff in the development of a shared vision, direction, and goals of the municipality. It can also function as a tool to measure performance and ensure that the municipality is moving in the right direction. In developing or updating a strategic plan for a municipality, it is important to consider a framework that encompasses the unique needs and goals of the community as it is the highest policy document.

In 2005, the City of Oshawa created the first Oshawa Strategic Plan titled 'Creating our Tomorrow'. Successive Councils have updated this plan to reflect current priorities of the community and its Council term, resulting in 'Creating Our Sustainable Tomorrow 2013 - 2018', which was replaced by 'Our Focus, Our Future 2015 – 2019'. A refresh of 'Our Focus, Our Future' in 2020 led to the current plan 'Our Plan for Success 2020 – 2023'.

The Oshawa Strategic Plan defines goals and identifies items that are a priority to our community. The Oshawa Strategic Plan reflects the community vision and provides a blueprint on how the plan would be accomplished through goals, themes and strategies. The Oshawa Strategic Plan assists in prioritizing services and programs for residents, businesses and community partners, and is guided by the two principles of sustainability and financial stewardship.

Sustainability is defined as meeting the needs of the present without compromising the ability of future generations to meet their own needs (Brundtland Commission, 1987). Financial stewardship requires the City to:

- be proactive and innovative in providing cost-effective core programs, services and facilities responsive to community needs while living within our means;
- focus attention on critical areas;
- make informed decisions that support sustainability;
- ensure responsible taxation; and,
- ensure a sound and sustainable financial future.

Using the two principles of sustainability and financial stewardship as a lens, the interdependence of the five goals, provides a more integrated approach to problem-solving and decision-making as noted in Figure 1.

**Figure 1: Oshawa Strategic Plan Goals, Sustainability and Financial Stewardship**



## 5.2 Our Plan for Success 2020 - 2023

'Our Plan for Success 2020 - 2023' remained guided by:

- **Community Vision:** Oshawa – a prosperous, collaborative, vibrant, inclusive and green city where people and businesses are proud to live, work, learn and play.
- **Corporate Mission:** Dedicated to serving our community.
- **Principles:** sustainability and financial stewardship.

The Plan contained five goals and 15 themes:

Goals	Themes
1. Economic Prosperity and Financial Stewardship	<ul style="list-style-type: none"> <li>• Financial Strategy</li> <li>• Build and Further Diversify Our Economy</li> <li>• Wise Land Use</li> <li>• Responsible Taxation</li> <li>• Safe and Reliable Infrastructure</li> </ul>
2. Accountable Leadership	<ul style="list-style-type: none"> <li>• Deliberate Community Engagement</li> <li>• Our Corporate Culture Demands Excellence and Respect</li> <li>• Develop and Leverage Relationships</li> </ul>
3. Social Equity	<ul style="list-style-type: none"> <li>• Enrich Our Community Through Diversity</li> <li>• An Active, Healthy and Safe Community</li> </ul>
4. Cultural Vitality	<ul style="list-style-type: none"> <li>• Enrich Our Community Through Culture</li> </ul>
5. Environmental Responsibility	<ul style="list-style-type: none"> <li>• Proactive Environmental Management and Combat Climate Change</li> <li>• Cleaner Air, Land and Water</li> <li>• Resilient Local Food System</li> <li>• Less Waste Generation</li> </ul>

### 5.2.1 Progress Update on Our Plan for Success

A progress update on the goals, associated themes and strategies of the Oshawa Strategic Plan 'Our Plan for Success 2020 - 2023' is provided in Attachment 2. Although the progress update is not exhaustive of all work done, it demonstrates that much of the work is well advanced or the work is completed.

## 5.3 Situational Analysis

Since the update of the Oshawa Strategic Plan in 2020, the City of Oshawa has been impacted by the COVID-19 pandemic, as well as many social, economic and legislative changes.

According to Statistics Canada, the City of Oshawa remains one of the fastest growing City's in Canada, with census metropolitan population growth of 2.3% in 2021 and approximately 10% population growth from 2016-2021. This growth has led to a very diverse city, which has impacted city planning, programming and service delivery, and

economic development. Furthermore, Oshawa has transitioned from an economy primarily driven by manufacturing to a technology-driven, knowledge economy.

### 5.3.1 Oshawa Community Trends Report

Alinea Community Development was engaged to review the 2016 and 2021 Statistics Canada Census data to identify Oshawa community trends. Attachment 3 is the 2023 Oshawa Community Trends report. There are seven trends impacting the city, which are shown in Figure 2: Summary of Primary Trends Affecting Oshawa.

**Figure 2: Summary of Primary Trends Affecting Oshawa**

<b>Trend 1: Increasing Population and Population Density</b>	<b>Trend 2: Increasing Diversity</b>
Rapid population growth in the City, driven by in-migration and increased density in the urban and near urban core.	Increased diversity rooted in the growth of the City's immigrant and racialized communities.
<b>Trend 3: Shifting Age Profile</b>	<b>Trend 4: Rising Incomes, Cost of Living, and Income Distribution</b>
A dynamic population age profile that includes both a growing population of seniors, but also growth in working age adults.	Overall increases in the incomes of residences interacting with a growing cost of living in city and region.
<b>Trend 5: Housing Cost and Tenure</b>	<b>Trend 6: Shift to a Technology-Driven Knowledge Economy</b>
Increases in the cost of rental housing are a key issue in the city, a trend that has a growing impact on lower income residents.	There has been positive growth in the knowledge economy in Oshawa, leading to a dynamic workforce.
<b>Trend 7: The Unsheltered Population, Mental Health and Addiction Crisis</b>	
Growth in the population of unsheltered individuals with complex needs presents acute challenges for the City and community.	

### 5.4 Durham Region Strategic Plan 2020 - 2024

On March 2020, the [Durham Region Strategic Plan 2020 – 2024](#) was endorsed. The plan has five goal areas and 23 priority areas. The Region's goals are as follows:

- Environmental Sustainability
- Community Vitality

- Economic Prosperity
- Social Investment
- Service Excellence

Recently, the Region of Durham provided an update on a new, public-facing community online dashboard that highlights the success of implementing the Durham Region Strategic Plan 2020 – 2024. On the Region’s website, an [ArcGIS dashboard](#) contains a tab for each goal including key performance indicators, initiative updates and indicator definitions.

It is recommended that the City of Oshawa implement a similar public-facing, community dashboard to assist the community in being better informed on the progress of the Oshawa Strategic Plan.

### **5.5 City of Toronto’s Environmental, Social and Governance (E.S.G.) report**

The [City of Toronto’s Environmental, Social and Governance \(E.S.G.\) report](#) demonstrates the city’s leadership of delivering services that protect the environment, and prioritize social responsibility. The City of Toronto’s Material E.S.G. Factors include:

- Climate Change
- Resilience
- Human Rights
- Public Health and Essential Services
- Social Inclusion
- Social Empowerment and Advancement
- Economic Inclusion
- Responsible Governance Practices
- Financial Governance
- Conduct and Trust
- Risk Management
- Cyber Security and Privacy
- Inclusion and Diversity
- Health and well-being
- Talent Attraction
- Engagement and Retention
- Digital Enablement

At its January 24, 2022 meeting, Oshawa City Council directed the Corporate Leadership Team “to investigate reporting annually on key Environmental, Social and Governance priorities.” Although Council receives reports relating to the environment, social and governance factors above, staff recommends that the areas not currently reported be considered in the development of the new Oshawa Strategic Plan.

### **5.6 Benchmarking and Performance Measurement**

In reviewing other municipal strategic plans, it was found that most strategic plans have the following components:

- mission and values;
- defined goals/ pillars/ area of focus, objectives, and strategies/actions;
- inter-connected departmental strategies and work plans; and,
- performance measurement.

As the highest policy document governing the work of the City, it is important that the strategic plan be measurable. It is recommended that the Oshawa Strategic Plan establish key performance indicators to measure progress and to regularly track and report on the City's performance.

## **5.7 Options for the 2024 – 2027 Oshawa Strategic Plan**

As the current Oshawa Strategic Plan timeframe is from 2020 – 2023, consideration needs to be given on either updating the current plan or creating a new plan. The Oshawa Strategic Plan is a road map for how Council and City staff deliver on community priorities through the delivery of services and programs. Below are three options for consideration.

Staff recommend Option 1 given that the majority of the strategies in the current plan have been completed or it is ongoing work; the growth and diversity of the city has significantly changed and there are new priorities; numerous departmental strategies and plans have been or are being developed and will need to be connected with the Oshawa Strategic Plan; and, performance measures have not been established or incorporated.

### **5.7.1 Option 1: Develop a New Strategic Plan**

A new Oshawa Strategic Plan would provide new focus areas that are reflective of the community's needs as well as a road map for how it would be implemented.

Option 1 would involve developing a new Oshawa Strategic Plan, including input received by City Council, staff and the community. It would be led by external resources and would take approximately six to eight months to complete. Performance measurement would be included in the new Strategic Plan, as well as the development of a public facing dashboard for tracking and reporting on measureable accomplishments and progress for Council, staff and the community.

Furthermore, alignment to the Region's Strategic Plan and other City plans, such as but not limited to, the upcoming Customer Service Strategy and Economic Development Strategy, as well as the approved Strategic Workforce Planning: 2022 – 2025 Staff Resourcing Forecast, Corporate Information Technology Services Strategic Plan, Corporate GIS and Data Strategy, Plan 20Thirty Downtown Revitalization Action Plan, Corporate Energy Management Plan, Fire Master Plan, the Parks, Recreation, Library, Culture Needs Assessment, Neighbourhood Traffic Management Guide, etc. would be incorporated.

The City's Indigenous Relations Advisor would play a key role in engaging the Indigenous communities and the City's Diversity, Equity and Inclusion (D.E.I.) Officer would ensure that a D.E.I. lens is applied to the new Oshawa Strategic Plan.

The development of a new Strategic Plan would be done through an inclusive approach seeking feedback as outlined in Section 5.8. Since this would be a new plan, a second round of community engagement would be done to receive input on the draft plan before Council adopts the new plan.

### **5.7.2 Option 2: Update the Current Strategic Plan**

Similar to the last term of Council, Option 2 would involve updating the 2020 – 2023 Plan through input received by City Council, staff and the community. It would take approximately four to six months to complete. However, key performance indicators would be included in the updated Strategic Plan to monitor progress. Like Option 1, comprehensive community engagement would also be implemented as outlined in Section 5.8.

### **5.7.3 Option 3: Status Quo**

Option 3 would involve maintaining the five strategic goals and associated themes while continuing to advance the current strategies within the Oshawa Strategic Plan. However, performance measurement would be included to track progress on the various items.

## **5.8 Community Engagement**

Given the importance of the Oshawa Strategic Plan, it is key that it reflects the needs of the community.

Should Council select either Option 1 or 2, various community members such as residents, businesses, educational institutions, and community organizations, etc. would be engaged. Similar to the approaches used for major City initiatives, staff recommend a comprehensive engagement plan including but not limited to:

- one-on-one interviews with members of Council;
- presentations to the Council Advisory Committees and the Durham Region Aboriginal Advisory Circle;
- feedback received from City staff and community partners such as the Greater Oshawa Chamber of Commerce, Lakeridge Health, Oshawa Youth Council, OSCC55+ Member Council, Friends of the Second Marsh, educational institutions, cultural organizations, social services organizations, and others;
- feedback forms received through the City's connectoshawa.ca website and paper feedback forms located at Service Oshawa; and.
- staff-hosted public consultation meeting.

The upcoming Customer Service Strategy and the Economic Development Strategy have complementary community engagement timelines; therefore, where possible and practicable, communications and feedback would be sought for all three initiatives at the same time.

In addition, similar to the last update to the Oshawa Strategic Plan, staff recommend implementing a Call for Photos campaign. Photos ranging from key points of interest, nature, landscapes and community members engaging in activities would be collected

from the public for possible use in the new Oshawa Strategic Plan and corresponding materials.

## **6.0 Financial Implications**

Should Council select Option 1: Develop a New Strategic Plan, the financial implications would be approximately \$100,000 as external resources would be required to conduct the development of the plan and the design of a new document in addition to costs for communication materials. These costs can be funded from the Corporate Expenditures budget.

Should Council select Option 2: Update the Current Strategic Plan, the financial implications would be approximately \$30,000 to accommodate the design of a new document using external resources in addition to costs for communication materials. These costs can be funded from the Corporate Expenditures budget.

There are no financial implications should Council select Option 3: Status Quo.

## **7.0 Relationship to the Oshawa Strategic Plan**

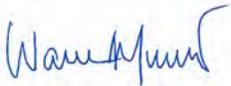
It is best practice for municipalities to create a plan that captures the strategic direction of the community and Corporation. As such, creating a new Oshawa Strategic Plan supports the goal of Accountable Leadership.



Enez Perkins, Senior Manager,  
Corporate Strategic Initiatives



Ron Diskey, Commissioner,  
Community and Operations Services



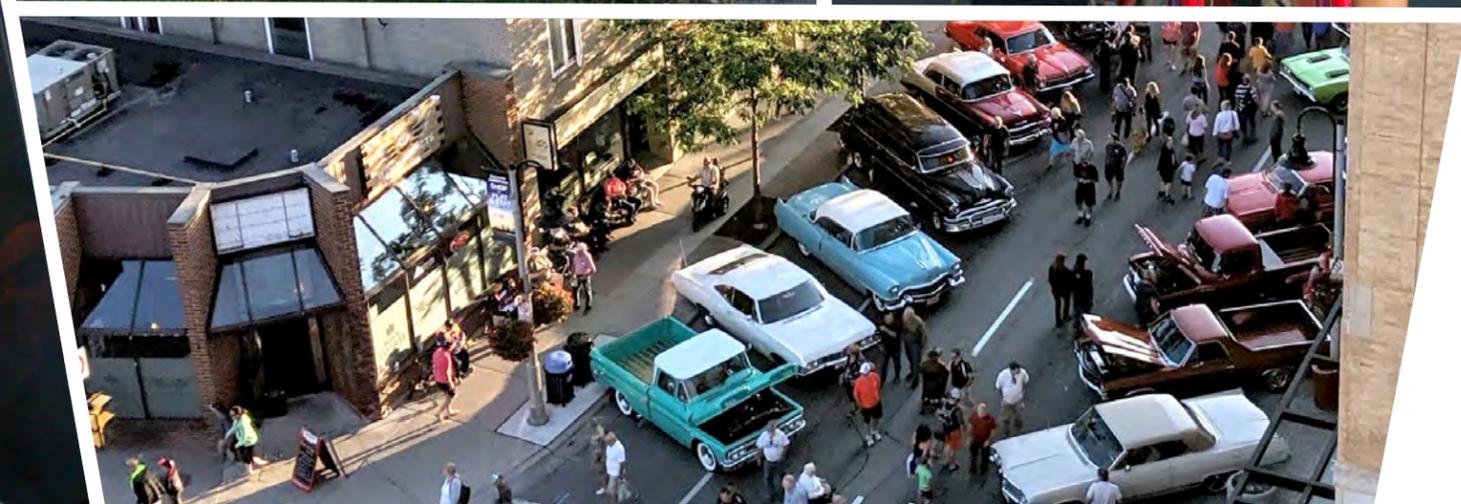
Warren Munro, Commissioner,  
Economic and Development Services



Stephanie Sinnott, Commissioner,  
Corporate and Finance Services



Tracy Adams, Chief Administrative Officer,  
Office of the C.A.O.



# Our Plan for Success

Oshawa Strategic Plan  
2020—2023



# Our Plan for Success

“We create our future each day, and our local actions affect the global community today, as well as for generations to come.”

Dr. Roberta Bondar,  
Order of Canada

Thank you to the Oshawa community for their photo contributions to this document.

If this information is required in an accessible format, please contact Service Oshawa at 905-436-3311 or email [service@oshawa.ca](mailto:service@oshawa.ca)

[www.oshawa.ca/osp](http://www.oshawa.ca/osp)

## Purpose of the Plan

The City of Oshawa has a long committed history with strategic planning, beginning with the City's first Strategic Plan in 2005, Creating Our Tomorrow. The second Strategic Plan, Creating Our Sustainable Tomorrow, was established in 2012, through extensive consultation with the public, stakeholders and City employees. In 2015, City Council approved Our Focus, Our Future, based on a refresh of the 2012 Plan.

**Our Plan for Success** is Oshawa's **strategic plan** for the next **four years (2020–2023)**. It is based on a refresh of the 2015-2019 strategic plan and reflects community feedback and the current City Council's understanding of what is important to the community and the corporation.

Having a strategic plan is about envisioning our future through words and pictures, and identifying how we are going to get there. The journey is driven by innovation and commitment, the ability to think and act differently, and to change with the times. It requires us to recognize and balance the difference between “wants” and “needs” and to be visionary and long-term thinkers, making fully informed decisions with all facets of society and future generations in mind.

**Our Plan for Success** is the City's **highest level policy document** and is guided by the two principles of sustainability and financial stewardship.

This Plan identifies five goals that will guide decisions made by the City over the next four years. Each goal is supported by a number of strategies grouped by theme. Implementation of the Plan will require all of us to work together — City Council and employees, the public, stakeholders, City-funded and private agencies, businesses and other levels of government. Progress on this Plan will be reported on by the Departments to Council.

This Plan speaks to our collective commitment to align resources with priorities and ensure our long-term viability, vitality and resilience as a world-class city.



On behalf of City Council, I commit our political leadership to achieve our strategic goals over the term of Council.

Dan Carter, Mayor



On behalf of City employees, I commit to support the achievement of Council's strategic goals.

Paul Ralph, Chief Administrative Officer



# Inside

1. Oshawa Past and Present	1
2. Vision and Mission	2
3. Financial Stewardship	3
4. Strategic Goals	5
4.1 Economic Prosperity & Financial Stewardship	6-7
4.2 Accountable Leadership	8-9
4.3 Social Equity	10-11
4.4 Cultural Vitality	12-13
4.5 Environmental Responsibility	14-15

# 1. Oshawa Past and Present

Since the early ancestral Wendat settlements along the Harmony Creek in the 1400's, Oshawa has prospered. The area became a fur trading post near the mouth of the Oshawa Creek in the 1750's and by the mid-1950's, Oshawa's transportation infrastructure began to take shape with the development of the Port of Oshawa and the arrival of the Grand Trunk Railway. These important transportation modes gave rise to the attraction of industry and with it, jobs and people. Oshawa continued to grow both in area and population and became a strong hub for trade and commerce. Today, Oshawa is a well-managed, prosperous, diverse and growing city.

Oshawa is undergoing a profound transition and a technological renaissance that has not been experienced before. The transition from a manufacturing-based economy to a technology and knowledge-based economy has in many ways been fuelled by the growth and influence of four post-secondary institutions – Durham College, Ontario Tech University, Trent University Durham GTA and Queen's University.

The city has excellent road, rail, water and air transportation infrastructure. From the Hamilton-Oshawa Port Authority with its own rail spur, to the Oshawa Executive Airport to Highways 401 and 407 East, goods and people can move anywhere, anytime.

A streamlined development approvals process supports investment in the community. Oshawa has experienced record years of development, new business opportunities are being created and the downtown core is being revitalized where restaurants, cafes and entertainment venues have become a focal point.

Residents benefit from urban and rural living options, best-in-class recreation facilities, a strong community volunteer base, a growing and vibrant arts and culture scene, rich heritage and natural open spaces.



## 2. Vision and Mission

As the City's highest level policy document, Our Plan for Success provides a roadmap for the term of Council.

### Community Vision

Oshawa — a prosperous, collaborative, vibrant, inclusive and green city where people and businesses are proud to live, work, learn and play.

### Corporate Mission

Dedicated to serving our community

## 3. Financial Stewardship

Oshawa is operating within the financial reality of global economies, increasing diversity, changing demographics, ongoing infrastructure maintenance, the need for new infrastructure to keep up with growth pressures, and an increasing demand for services, transparency and accountability.

The City currently has high standards of fiscal responsibility and strives to remain affordable in the face of competing demands, requiring the City to be visionary, innovative and think long-term. To this end, the City will be updating its Financial Strategy. This Strategy will address infrastructure investment, reserve funds, debt management, revenue sources and operating costs. It will help to manage costs, save for the future, build partnerships and ensure responsible taxation. The Financial Strategy will provide sound, proactive and financial stewardship within the context of continuous improvement and ensures the long-term financial health of the City of Oshawa.

The Financial Strategy will allow available resources to be aligned with the City's five strategic goals via Department business plans and the annual budget process. This will ensure we are all moving in the same direction.

**The guiding principle of financial stewardship requires the City to:**

- Be proactive and innovative in providing cost effective core programs, services and facilities responsive to community needs while living within our means
- Focus attention on critical areas
- Make informed decisions that support sustainability
- Ensure responsible taxation
- Ensure a sound and sustainable financial future





# 4. Strategic Goals

The City is committed to five inter-related strategic goals with associated themes, which reflect the components of the guiding principle of sustainability.<sup>1</sup> Using sustainability as our lens, the interdependence — the inseparability — of our economic, leadership, social, cultural and environmental goals become clearer and a more collaborative, integrated approach to problem-solving and decision-making results.

### Themes

- Financial Strategy
- Build and Further Diversify Our Economy
- Wise Land Use
- Responsible Taxation
- Safe and Reliable Infrastructure

- Deliberate Community Engagement
- Our Corporate Culture Demands Excellence and Respect
- Develop and Leverage Relationships

- Enrich Our Community Through Diversity
- An Active, Healthy and Safe Community

- Enrich Our Community Through Culture

- Proactive Environmental Management and Combat Climate Change
- Cleaner Air, Land and Water
- Resilient Local Food System
- Less Waste Generation

<sup>1</sup> Sustainability is defined as “meeting the needs of the present without compromising the ability of future generations to meet their own needs.” (Brundtland Commission, 1987)



# 4.1 Economic Prosperity & Financial Stewardship

## Ensure economic growth and a sound financial future

Oshawa is proactive about economic growth and has a diversified economy in the manufacturing, knowledge, health and technology sectors. The expansion of post-secondary education continues to attract new investment. A highly skilled labour force supports the city's ongoing success. Transportation assets include a full-service airport, rail, deep water port and multiple, direct highway access. A variety of housing options attract first-time homebuyers and established families. Well planned developments protect our agricultural lands and green/open space. A growing cultural identity, the rebirth of the downtown and the waterfront are creating places of pride, people and prosperity.

Proactive and responsible financial management and sound investments provide and maintain City facilities with effective and efficient core programs and services. The reality of a global economy, increasing costs and limited financial resources remind us of the need to live within our means, and recognize the difference between wants and needs.

The achievement of this goal will be measured by our success in attaining the following strategies grouped under five themes.

Theme	Strategies
Financial Strategy	1. Develop, implement and maintain a proactive and sustainable Council-endorsed Financial Strategy
Build and Further Diversify Our Economy	<ol style="list-style-type: none"> <li>1. Enhance the potential for job growth by leveraging Oshawa's key economic strengths and assets</li> <li>2. Ensure flexible and timely approvals to advance sound and sustainable development opportunities</li> <li>3. Develop and implement an updated Economic Development Strategy</li> <li>4. Proactively pursue commercial and industrial growth to create investment and job development, and reduce reliance on residential assessment</li> <li>5. Actively support the growth of the city's post-secondary educational institutions and knowledge-based industries</li> <li>6. Develop and implement a renewed downtown revitalization plan</li> <li>7. Emphasize Oshawa's deep water port as a key infrastructure asset and work with the Hamilton/Oshawa Port Authority to develop a mixed use Port located primarily on the East Wharf that is compatible with our community</li> <li>8. Develop and implement the Oshawa Executive Airport Business Plan</li> <li>9. Actively support the growth of the healthcare sector, including a new hospital in north Oshawa</li> <li>10. Develop and implement an action plan to revitalize traditional neighbourhoods to support a one-city approach and renewal that regains opportunities for multimodal transportation, diverse infrastructure and amenities</li> <li>11. Advance strategic initiatives for economic recovery as a result of the impacts of the COVID-19 pandemic</li> </ol>

Theme	Strategies
Wise Land Use	<ol style="list-style-type: none"> <li>1. Create mixed-use, transit-supportive, multimodal, economically diverse, attractive, safe and healthy neighbourhoods</li> <li>2. Identify housing needs and facilitate proposals that satisfy gaps in the city's housing market</li> <li>3. Maintain and protect viable agricultural and sensitive lands, and rural communities outside the urban area boundary</li> <li>4. Ensure the City Official Plan is current and up-to-date</li> <li>5. Continue to improve and protect the Lake Ontario waterfront as an important community asset by implementing such measures as investigating and implementing recreational/parkland options for the newly named Ed Broadbent Waterfront Park, including a Boat Launch</li> <li>6. Work effectively with all levels of government to fund and support effective protection of Lake Ontario waterfront lands</li> </ol>
Responsible Taxation	<ol style="list-style-type: none"> <li>1. Ensure responsible, fair and affordable taxation recognizing the connection between wants, needs, priorities and means</li> <li>2. Ensure a transparent annual budget process that promotes public engagement and literacy of municipal taxation and budgeting</li> <li>3. Ensure quality core programs and services that are responsive to community needs</li> <li>4. Proactively apply for public sector funding and pursue private sector partnerships</li> <li>5. Pursue opportunities to maximize revenue options and reduce costs</li> </ol>
Safe and Reliable Infrastructure	<ol style="list-style-type: none"> <li>1. Proactively work with other levels of government to advocate for and address key infrastructure needs and renewal</li> <li>2. Develop and implement an Integrated Transportation Master Plan and continue to advocate for and support the GO extension to Bowmanville along the CP Rail line through central Oshawa</li> <li>3. Strategically manage and sufficiently fund the City's present and future assets (roads, buildings, parks, open space and equipment) through the Asset Management Planning process</li> <li>4. Proactively address the infrastructure fiscal deficit</li> <li>5. Continue to develop and implement the Council approved city-wide broadband strategy in partnership with community stakeholders that will capitalize on existing infrastructure, attract and grow the creative economy</li> </ol>



## 4.2 Accountable Leadership

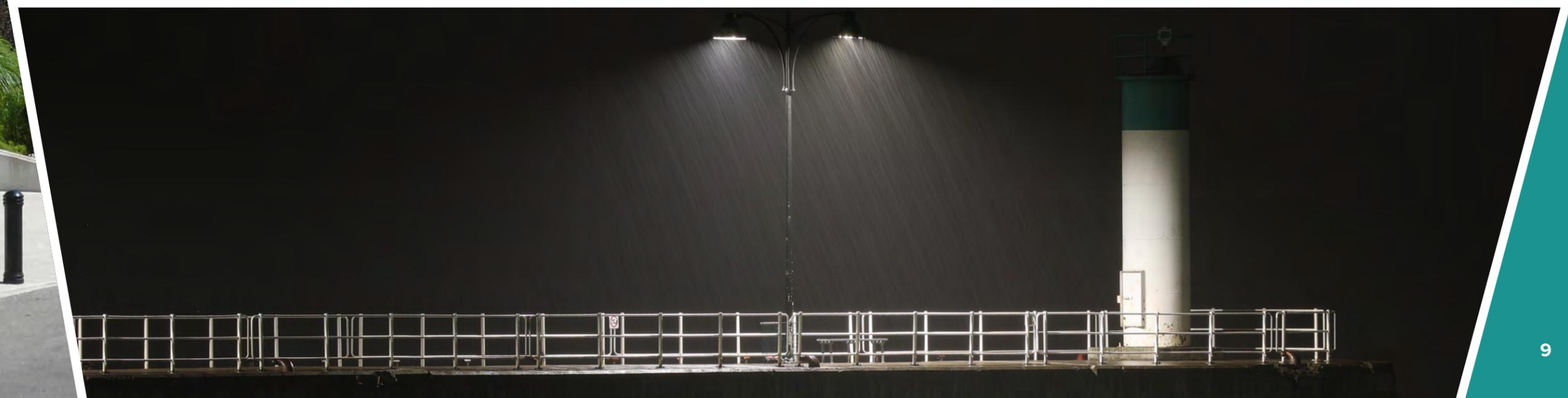
### Ensure respect, responsiveness and transparency

The pursuit of excellence in everything we do, is important to City Council and employees, the public and stakeholders. The City has a tradition of engagement, regularly sharing information and consulting with the community on projects. The leadership recognizes the importance of developing and leveraging relationships with all levels of government and community stakeholders, and continues to streamline operations, manage risks and maintain professionally trained employees within a culture of continuous improvement.

The use of best practices, benchmarking and performance measurement informs decisions. Service Oshawa, the City's customer service centre, provides a single point of contact for many City services. A City Council Code of Conduct and employee core values (ACT - Authenticity, Courage and Trust) contribute to collaborative, integrated and visionary decision-making to help ensure the City's long-term viability, vitality and resilience.

The achievement of this goal will be measured by our success in attaining the following strategies grouped under three themes.

Theme	Strategies
Deliberate Community Engagement	<ol style="list-style-type: none"> <li>1. Enable public involvement in decision-making, when appropriate</li> <li>2. Seek regular feedback from customers about City services and programs via surveys, online input, public meetings and/or social media</li> <li>3. Celebrate and communicate good news stories of Oshawa</li> <li>4. Inform and communicate with the community regarding the purpose of City by-laws, which address life safety, protect homeowner and business investments, and contribute to an enviable quality of life</li> <li>5. Take every opportunity to inform the public how Oshawa's public service supports our community on a daily basis through a commitment to core values, good governance and outstanding service</li> </ol>
Our Corporate Culture Demands Excellence and Respect	<ol style="list-style-type: none"> <li>1. Ensure strong leadership by investing in the necessary elements to create an environment of excellence and become an employer of choice that attracts and retains the best employees</li> <li>2. Understand and support our most important resource – our employees</li> <li>3. Clarify, be conscious of and respect City Council and employees' roles and responsibilities, maximizing performance</li> <li>4. Embrace innovation in the provision of programs and services</li> <li>5. Assess risks and learn from our mistakes within a context of continuous improvement</li> </ol>
Develop and Leverage Relationships	<ol style="list-style-type: none"> <li>1. Identify and advocate for issues important to Oshawa, improving inter-governmental relations, and liaising and working with community stakeholders, public sector partners and municipal associations</li> </ol>



## 4.3 Social Equity

### Ensure an inclusive, healthy and safe community

Oshawa's community benefits from best-in-class recreation, cultural and sport facilities, over 1,000 hectares of parkland and open space, a network of trails, and bike lanes and routes. These services provide safe, accessible, no or low-cost health and wellness opportunities, and an enviable quality of life for Oshawa residents. A strong sense of community encourages and supports an active volunteer base of all ages.

The City is committed to embracing the diversity of Oshawa's population and working to create an inclusive and welcoming community for all. The City continues to work with service providers and other levels of government to address equity and poverty-reduction initiatives, including the provision of safe and affordable housing. The Plan sets out a vision to embrace the diversity of the population who live, work, learn and play in Oshawa and is a commitment to create an inclusive and welcoming community.

The achievement of this goal will be measured by our success in attaining the following strategies grouped under two themes.



Theme	Strategies
Enrich our Community through Diversity	<ol style="list-style-type: none"> <li>1. Continue to develop and implement corporate and community plans that embrace diversity and strengthen our corporation and community, such as the Diversity and Inclusion Plan, the Age-Friendly Strategy and the Accessibility Plan</li> <li>2. Evolve inclusive City programs, services and facilities to further respond to the growing needs of a diverse population</li> <li>3. Continue to strive to be a barrier-free community</li> <li>4. Continue to engage citizens, residents and stakeholders</li> <li>5. Strengthen, expand and recognize the volunteer sector</li> </ol>
An Active, Healthy and Safe Community	<ol style="list-style-type: none"> <li>1. Advance quality and affordable recreation opportunities to ensure significant and active use of public spaces, both indoor and outdoor</li> <li>2. Provide a safe, reliable and connected active transportation network, which supports transit, cycling and walking via the implementation of the Active Transportation Master Plan</li> <li>3. Identify and develop Oshawa's sport tourism opportunities</li> <li>4. Ensure emergency plans are up-to-date and tested on a regular basis</li> <li>5. Develop, fund and implement the Fire Master Plan and Community Risk Assessment and its recommendations</li> <li>6. Continue to support safe, shared use of roadways, trails, and other transportation systems and effectively focus on accessibility, safety and speed reduction by undertaking such matters as updating and implementing the Neighbourhood Traffic Management Guide</li> <li>7. Partner with local, regional, provincial and federal agencies and other community stakeholders to address social issues including the current issues associated with addiction, mental health and unsheltered and sheltered residents in our community</li> <li>8. Continue to help address economic disparity and poverty in our community and measure our actions, investments and report annually, at a minimum, to Council</li> <li>9. Partner with the Region and other municipalities to develop a Community Safety and Well-being Plan and implement relevant strategies</li> <li>10. Partner with local, regional, provincial and federal agencies and other community stakeholders to address the current lack of affordable housing crisis in our community</li> </ol>

## 4.4 Cultural Vitality

### Support arts, culture and heritage that engage and inspire

Oshawa has a rich history and is a vibrant community of diverse people and meaningful places. Arts, culture and heritage enriches our lives, fosters wellbeing, creates meaningful connections, innovates and stimulates the economy, and inspires residents and visitors. With a wealth of individual artists, musicians, performing artists and creative entrepreneurs living in the city, this dynamic creative community contributes to Oshawa's identity.

Oshawa has a host of dynamic cultural organizations and groups from long-standing organizations to emerging grassroots community groups. Museums, heritage sites, art galleries, hubs, public art installations and award-winning festivals and community events provide many opportunities for the community to engage with culture, create community bonds and strengthen relationships. These assets continue to attract visitors and investment, improve the City's image and promote community and social cohesion.

The achievement of this goal will be measured by our success in attaining the following strategies grouped under one theme.

Theme	Strategies
Enrich Our Community Through Culture	<ol style="list-style-type: none"><li>1. Work with the community to implement Culture Counts, the Arts, Culture and Heritage Plan<ul style="list-style-type: none"><li>• Broaden and evolve the City's role in arts, culture and heritage</li><li>• Grow culture-led economic development</li><li>• Increase and strengthen communication within and about the arts, culture and heritage sector</li><li>• Build a strong, vital and connected arts, culture and heritage sector</li><li>• Create vibrant places and spaces</li><li>• Provide access and promote inclusion in Oshawa's cultural life</li></ul></li><li>2. Protect and celebrate our community's heritage resources</li><li>3. Work with the community including, but not limited to, the Oshawa Historical Society to construct a new community-based museum as a legacy project for the City's 100th Anniversary in 2024</li><li>4. Protect and encourage our community's art and culture sector</li><li>5. Celebrate and support Oshawa youth programs, sports and athletic activities throughout the City</li></ol>



# 4.5 Environmental Responsibility

## Protect, conserve and promote the environment

Oshawa is fortunate to have a rich natural environment including portions of the Oak Ridges Moraine and Lake Ontario shoreline, as well as wildlife corridors, attractive ravines, woodlots, creeks and significant wetlands. The City is a leader in environmental management and is taking steps to combat climate change through corporate and community greenhouse gas reduction plans, and participating with other levels of government on various climate mitigation and adaptation initiatives.

Residents have a strong environmental ethic and have a right to clean air, clean water and safe food. We understand the direct relationship between the actions we take, the impact that they have on the environment, and the importance of working with others for the success and health of current and future generations. Through hard work and dedication, the city has gained provincial and international recognition as a green and beautiful community.

The achievement of this goal will be measured by our success in attaining the following strategies grouped under four themes.

Theme	Strategies
Proactive Environmental Management and Combat Climate Change	<ol style="list-style-type: none"> <li>1. Identify, connect and protect natural heritage features, areas and habitats including the city's urban forest canopy</li> <li>2. Identify, evaluate and implement adaptation measures to strengthen the city's resilience to a changing climate, invasive species and other stressors</li> <li>3. Implement corporate and community plans, targets and benchmarking aligned with federally and internationally recognized targets to reduce greenhouse gas emissions and energy use</li> <li>4. Ensure City policies and practices, including stormwater management, respect and enhance the natural environment</li> <li>5. Educate the public about the value and importance of all aspects of environmental responsibility</li> </ol>
Cleaner Air, Land and Water	<ol style="list-style-type: none"> <li>1. Encourage and implement actions to continue to improve water quality and water aquifers</li> <li>2. Promote the remediation of contaminated land and brownfield developments</li> </ol>
Resilient Local Food System	<ol style="list-style-type: none"> <li>1. Promote and encourage local and urban agriculture, including backyard and community gardening and commercial farming operations</li> </ol>
Less Waste Generation	<ol style="list-style-type: none"> <li>1. Develop and implement waste management strategies to reduce or avoid waste generation and increase waste diversion rates</li> </ol>



**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

**Economic Prosperity and Financial Stewardship**

Theme/Strategies	Status	Lead Dept.
<b>Financial Strategy</b>		
1. Develop, implement and maintain a proactive and sustainable Council-endorsed Financial Strategy	<ul style="list-style-type: none"> <li>Ongoing, update underway</li> </ul>	CF
<b>Build and Further Diversify Our Economy</b>		
1. Enhance the potential for job growth by leveraging Oshawa's key economic strengths and assets	<ul style="list-style-type: none"> <li>Council approved the Terms of Reference for a new Economic Development Strategy (ED-22-210)</li> </ul>	ED
2. Ensure flexible and timely approvals to advance sound and sustainable development opportunities	<ul style="list-style-type: none"> <li>Council approved three new positions in Engineering Services (ED-23-60)</li> </ul>	ED
3. Develop and implement an updated Economic Development Strategy	<ul style="list-style-type: none"> <li>Council approved the Terms of Reference for a new Economic Development Strategy (ED-22-210)</li> </ul>	ED
4. Proactively pursue commercial and industrial growth to create investment and job development, and reduce reliance on residential assessment	<ul style="list-style-type: none"> <li>Council approved the Terms of Reference for a new Economic Development Strategy (ED-22-210)</li> </ul>	ED
5. Actively support the growth of the City's post-secondary educational institutions and knowledge-based industries.	<ul style="list-style-type: none"> <li>Council approved the TeachingCity Initiative which has engaged 1,711 students, through over 100 projects since 2017 (DS-21-203)</li> <li>Council approved a land transfer to Trent University in exchange for the establishment of the City of Oshawa Student Bursaries Endowment Fund (DS-20-61)</li> <li>Council approved a grant to Trent University Durham GTA for the creation of a new Downtown Oshawa faculty at 11 Simcoe Street North (CF-23-40)</li> <li>Council approved a Trent University Durham GTA Fitness membership agreement (CS-21-95)</li> </ul>	CF  ED  ED/CF  CO

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

Theme/Strategies	Status	Lead Dept.
6. Develop and implement a renewed downtown revitalization plan	<ul style="list-style-type: none"> <li>• Council approved the Plan 20Thirty Downtown Oshawa Revitalization Action Plan (DS-22-144)</li> <li>• Council approved King Street Phase 3 and 4 Streetscape Improvement in the 2021 Capital Budget</li> <li>• Council approved the Downtown Streetscape seasonal décor (CNCL-21-77; CS-21-115; CS-21-122)</li> <li>• Council approved the Plan 20Thirty Downtown Revitalization Action Plan (DS-22-144)</li> <li>• Council approved a new and refreshed Downtown Oshawa Visual Brand Identity to support Plan 20Thirty (DS-22-152)</li> </ul>	ED  ED  CO/ED  ED  ED
7. Emphasize Oshawa’s deep water port as a key infrastructure asset and work with the Hamilton/Oshawa Port Authority to develop a mixed use Port located primarily on the East Wharf that is compatible with our community	<ul style="list-style-type: none"> <li>• Council approved various agreements with the Hamilton Oshawa Port Authority (H.O.P.A.) to resolve a number of matters (DS-22-189)</li> <li>• Council approved a Cooperation and Communication Strategy with the H.O.P.A. (DS-22-189)</li> </ul>	ED  ED
8. Develop and implement the Oshawa Executive Airport Business Plan	<ul style="list-style-type: none"> <li>• Council approved the 2021 – 2022 Oshawa Executive Airport Action Plan (DS-21-44, DS-21-137)</li> </ul>	SF
9. Actively support the growth of the healthcare sector, including a new hospital in north Oshawa	<ul style="list-style-type: none"> <li>• Council approved a compelling bid to host Durham’s new acute-care hospital in North Oshawa demonstrating ideal locates and strong partnerships with post-secondary and existing healthcare partners that build on Oshawa’s growing knowledge-based and healthcare strengths. (DS-19-150 and CNCL-21-84)</li> </ul>	OCAO/ED

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

Theme/Strategies	Status	Lead Dept.
10. Develop and implement an action plan to revitalize traditional neighbourhoods to support a one-city approach and renewal that regains opportunities for multimodal transportation, diverse infrastructure and amenities	<ul style="list-style-type: none"> <li>Council approved the Terms of Reference for an Integrated Major Transit Station Area Study to Develop a Land Use and Transportation Plan and Environmental Study Report for the Central Oshawa Major Transit Station Area (DS-21-162 and ED-23-47)</li> </ul>	ED
11. Advance strategic initiatives for economic recovery as a result of the impacts of the COVID-19 pandemic	<ul style="list-style-type: none"> <li>Council approved the Terms of Reference for a new Economic Development Strategy (ED-22-210)</li> <li>Staff redeployed resources to comply with COVID-19 regulations while ensuring delivery of services without disruptions.</li> <li>Staff applied for and continue to research all potential grant opportunities related to the pandemic recovery.</li> </ul>	ED  All  CF
<b>Wise Land Use</b>		
1. Create mixed-use, transit-supportive, multimodal, economically diverse, attractive, safe and healthy neighbourhoods	<ul style="list-style-type: none"> <li>Council approved comments on Envision Durham, the Municipal Comprehensive Review process that resulted in a new Regional Official Plan (DS-19-77, DS-19-121, DS-19-142, DS-19-214, DS-19-233, DS-20-46, DS-20-149, DS-21-20, DS-21-118, DS-21-163, DS-22-76, ED-23-14, ED-23-46)</li> <li>Council considered the future development of a new recreation facility in northwest Oshawa (CS-21-66, CO-23-33, CNCL-23-63)</li> <li>Staff continue to streamline approvals and process for business license renewals in collaboration with Fire Services and Region of Durham Health Services.</li> </ul>	ED  SF/CO  SF
2. Identify housing needs and facilitate proposals that satisfy gaps in the city's housing market	<ul style="list-style-type: none"> <li>Council considers the Housing Monitoring Reports on annual basis (INFO-23-39)</li> </ul>	ED

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

Theme/Strategies	Status	Lead Dept.
3. Maintain and protect viable agricultural and sensitive lands, and rural communities outside the urban area boundary	<ul style="list-style-type: none"> <li>Council approved comments on Envision Durham, the Municipal Comprehensive Review process that included Settlement Boundary expansions (ED-23-14)</li> </ul>	ED
4. Ensure the City Official Plan is current and up-to-date	<ul style="list-style-type: none"> <li>Council approved annual technical amendments to ensure the Official Plan is up-to-date (ED-23-110)</li> </ul>	ED
5. Continue to improve and protect the Lake Ontario waterfront as an important community asset by implementing such measures as investigating and implementing recreational/parkland options for the newly named Ed Broadbent Waterfront Park, including a Boat Launch	<ul style="list-style-type: none"> <li>Council approved the Ed Broadbent Waterfront Park which opened in spring 2023 for community use and special events (CS-21-04, CS-21-45, CS-21-92, CNCL 21-47)</li> </ul>	CO/SF
	<ul style="list-style-type: none"> <li>Council approved Gold Point Wildlife Reserve in the 2022 Capital Budget</li> </ul>	CO
	<ul style="list-style-type: none"> <li>Council approved the acquisition of certain lands including the McLaughlin Bay Wildlife Reserve (CNCL-23-22)</li> </ul>	ED
6. Work effectively with all levels of government to fund and support effective protection of Lake Ontario waterfront lands	<ul style="list-style-type: none"> <li>Staff reviewed and commented on the Lake Ontario Shoreline Hazard Management Plan prepared by the Central Lake Ontario Conservation Authority</li> </ul>	ED
<b>Responsible Taxation</b>		
1. Ensure responsible, fair and affordable taxation recognizing the connection between wants, needs, priorities and means	<ul style="list-style-type: none"> <li>Staff conduct continuous improvement reviews to ensure a lean budget</li> </ul>	CF
	<ul style="list-style-type: none"> <li>Council adopted the Community Benefit Charge Strategy (CF-23-02)</li> </ul>	CF
	<ul style="list-style-type: none"> <li>Council adopted the 2021 Development Charges Update Study and By-law (FIN-21-106)</li> </ul>	CF
2. Ensure a transparent annual budget process that promotes public engagement and literacy of municipal taxation and budgeting	<ul style="list-style-type: none"> <li>Staff used various tools to educate the public on the budget process and to seek their input (FIN-22-42)</li> </ul>	CF/OCAO

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

Theme/Strategies	Status	Lead Dept.
3. Ensure quality core programs and services that are responsive to community needs	<ul style="list-style-type: none"> <li>Staff continue to monitor impacts and plan for changes to waste collection services resulting from the transition of the Blue Box program to producers (O. Reg. 391/21 Blue Box Regulation)</li> <li>Council approved sidewalk snow clearing in high pedestrian areas of the downtown (CS-22-63)</li> <li>Council approved an alteration of Lakeview Park's visiting hours and winter maintenance (CS-21-106)</li> <li>Staff regularly apply for grant funding such as Canada Summer Jobs for summer recreation positions and Reconnect Ontario to support events such as Peony Festival and Kars on King.</li> <li>Staff continue to adjust program offerings to meet demand. Program registrations currently running at 92% capacity.</li> </ul>	<p>CO</p> <p>CO</p> <p>CO</p> <p>CO</p> <p>CO</p>
4. Proactively apply for public sector funding and pursue private sector partnerships	<ul style="list-style-type: none"> <li>Staff hired a Grant Administrator with the primary focus on various types of external funding approved in 2023 budget</li> <li>Staff continues to investigate and apply for grant opportunities.</li> </ul>	<p>CF</p> <p>CF</p>
5. Pursue opportunities to maximize revenue options and reduce costs	<ul style="list-style-type: none"> <li>Staff advancing a user fee policy review in 2023.</li> <li>Introduced tiered and escalating Administrative Monetary Penalties to a number of by-laws as a way to address repeat by-law infractions in an effective and efficient manner (CNCL-20-123, SF-23-09).</li> <li>Council approved, in principle, a Growth Related Operation and Facilities Needs Assessment (CS-20-32).</li> </ul>	<p>CF</p> <p>SF</p> <p>CO</p>

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

Theme/Strategies	Status	Lead Dept.
	<ul style="list-style-type: none"> <li>Council approved an increase to the cost recovery Municipal Law Enforcement and Licensing Services enforcement activities (SF-23-09).</li> </ul>	SF
<b>Safe and Reliable Infrastructure</b>		
1. Proactively work with other levels of government to advocate for and address key infrastructure needs and renewal	<ul style="list-style-type: none"> <li>From 2019-2022, 54 grant applications were submitted to various agencies and different levels of government. Of the 54 applications, 33 were successful with 2 still pending decision. The amount of grant funding generated through the 33 applications is approximately \$16 million.</li> </ul>	CF
2. Develop and implement an Integrated Transportation Master Plan and continue to advocate for and support the GO extension to Bowmanville along the CP Rail line through central Oshawa	<ul style="list-style-type: none"> <li>Council approved the Terms of Reference for an Integrated Major Transit Station Area Study to Develop a Land Use and Transportation Plan and Environmental Study Report for the Central Oshawa Major Transit Station Area (DS-21-162 and ED-23-47)</li> <li>Staff scheduled PIC No.2 on the Integrated Major Transit Station Area Study for June 28, 2023</li> </ul>	ED  ED
3. Strategically manage and sufficiently fund the City's present and future assets (roads, buildings, parks, open space and equipment) through the Asset Management Planning process	<ul style="list-style-type: none"> <li>Staff continue to develop the Asset Management Plan. Phase 1 has been completed for the core assets, Phase 2 for all other assets is due in 2024.</li> <li>Council approved two seasonal natural ice rinks at Delpark Homes Centre and Stone Street Park. (CS-22-56, CS-22-68)</li> <li>Council approved the Civic Dome Allocation Policy. (CS-22-66)</li> <li>Council approved the updated Field and Outdoor Court Allocation Policy. (CS-22-67).</li> <li>Council approved the updated Ice Allocation Policy. (CO-23-10).</li> </ul>	CF  CO  CO  CO  CO

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

Theme/Strategies	Status	Lead Dept.
	<ul style="list-style-type: none"> <li>Council approved a five-year agreement with Scouts Canada for Camp Samac Outdoor Pool. (CS-22-81).</li> <li>Council approved the advancement of the redevelopment of Rotary Park and Pool (CS-20-41, CS-20-23, CS-21-73, and CS-21-94).</li> </ul>	CO  CO/SF
4. Proactively address the infrastructure fiscal deficit	<ul style="list-style-type: none"> <li>Staff will advance in the Asset Management Plan</li> </ul>	CF
5. Continue to develop and implement the Council approved city-wide broadband strategy in partnership with community stakeholders that will capitalize on existing infrastructure, attract and grow the creative economy	<ul style="list-style-type: none"> <li>Council considered the timing of the High Speed Internet to underserved communities and farm areas north of Highway 407 (ED-22-204)</li> </ul>	ED

**Accountable Leadership**

Theme/Strategies	Status	Lead Dept.
<b>Deliberate Community Engagement</b>		
1. Enable public involvement in decision-making, when appropriate	<ul style="list-style-type: none"> <li>Council approved a modernization of some key bylaws through consultation with public and private stakeholders that resulted in multiple enhancements to by-laws (CNCL-20-123).</li> <li>Introduced electronic participation for delegations at Council and Standing Committee Meetings (CNCL-20-85)</li> <li>Implemented the 2022 Municipal and School Board Elections</li> <li>Staff continue to deliver community engagement opportunities, including electronic participation, and promote opportunities through strategic communications plans</li> </ul>	SF  OCAO  OCAO  All

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

Theme/Strategies	Status	Lead Dept.
	<ul style="list-style-type: none"> <li>• Staff continue to communicate with the community and partners for opportunities for public involvement in decision-making such as Metrolinx Open Houses, H.O.P.A. Annual General Meeting, Simcoe Street Visioning Study Pop-Ups and Planning Act Public Meetings.</li> <li>• Staff continue to liaise with Council Advisory Committees to advance opportunities for the City of Oshawa.</li> <li>• Staff hosted community consultations to advance and complete the Parks, Recreation, Library and Culture (P.R.L.C.) Facility Needs Assessment Update (CO-23-33).</li> <li>• Staff hosted fire safety public education programs such as Coffee with Crews, Alarm for Life.</li> </ul>	<p>All</p> <p>All</p> <p>CO</p> <p>SF</p>
<p>2. Seek regular feedback from customers about City services and programs via surveys, online input, public meetings and/or social media</p>	<ul style="list-style-type: none"> <li>• Staff deliver approximately 15 community engagement opportunities annually and promote opportunities through strategic communications plans.</li> <li>• Staff collect recreation program surveys at the conclusion of programs.</li> <li>• Staff host bi-annual meetings with affiliated minor ice users.</li> </ul>	<p>OCAO</p> <p>CO</p> <p>CO</p>
<p>3. Celebrate and communicate good news stories of Oshawa</p>	<ul style="list-style-type: none"> <li>• Staff feature good news stories of Oshawa on the City’s dedicated “Our Oshawa webpage”</li> <li>• Staff share good news stories from and about community partners on the City’s social media accounts using #OurOshawa</li> <li>• Staff participate in a number of community events by providing education to the public and increasing awareness.</li> </ul>	<p>OCAO</p> <p>OCAO</p> <p>All</p>

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

Theme/Strategies	Status	Lead Dept.
<p>4. Inform and communicate with the community regarding the purpose of City by-laws, which address life safety, protect homeowner and business investments, and contribute to an enviable quality of life</p>	<ul style="list-style-type: none"> <li>• Council approved a satellite M.L.E.L.S. office at the Oshawa Executive Airport to reduce response time and decrease unnecessary travel for staff working in the City’s rapidly expanding north end (CORP-21-43)</li> <li>• Council approved new M.L.E.L.S. officer patrol zones to improve efficiency and increase knowledge of community specific issues (CORP-21-43)</li> <li>• Staff developed communication plans to educate and inform the community of various City by-laws.</li> <li>• Council approved a new licence structure which introduced two (2) classes of rental properties, and established a two (2) year licence in order to improve customer experience (SF-23-18)</li> <li>• Council approved a Vacant Buildings and Property Standards By-law 1-2002 (SF-23-17)</li> </ul>	<p>SF</p> <p>SF</p> <p>OCAO/SF</p> <p>SF</p> <p>SF</p>
<p>5. Take every opportunity to inform the public how Oshawa’s public service supports our community on a daily basis through a commitment to core values, good governance and outstanding service</p>	<ul style="list-style-type: none"> <li>• Staff advance internal/external communications to promote and celebrate:               <ul style="list-style-type: none"> <li>– Local Government Week</li> <li>– National Public Works Week</li> <li>– Crossing Guard Appreciation Day</li> <li>– Building Safety Month</li> <li>– Parks and Recreation Month.</li> </ul> </li> </ul>	<p>All</p>
<b>Our Corporate Culture Demands Excellence and Respect</b>		
<p>1. Ensure strong leadership by investing in the necessary elements to create an environment</p>	<ul style="list-style-type: none"> <li>• Council adopted the Strategic Workforce Planning: 2022 – 2025 Staff Resourcing Forecast (CNCL-21-92)</li> </ul>	<p>All</p>

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

Theme/Strategies	Status	Lead Dept.
<p>of excellence and become an employer of choice that attracts and retains the best employees</p>	<ul style="list-style-type: none"> <li>• Council approved the 2020 Fire Master Plan and Community Risk Assessment and in spring 2023 the Fire Services Training Tower for emergency exercises was built. (CNCL-20-189)</li> <li>• Staff advance continuous improvements as per the Council approved Continuous Improvement Framework, using Lean Methodologies and other process improvement exercises.</li> <li>• Staff advance leadership development and succession planning through programs such as ACTivate, Emerging Leaders and the provision of a variety of training, development and coaching opportunities.</li> </ul>	<p>All</p> <p>All</p> <p>All</p>
<p>2. Understand and support our most important resource – our employees</p>	<ul style="list-style-type: none"> <li>• Staff continue to manage internal employee communications and provide a robust platform to share good news regarding our employees and the City</li> <li>• Staff engage with employees through the facilitation of Town Halls, regular employee communication, the use of employee engagement tools (mini surveys) and regular meetings with the unions.</li> </ul>	<p>CF/OCAO</p> <p>CF/OCAO</p>
<p>3. Clarify, be conscious of and respect City Council and employees' roles and responsibilities, maximizing performance</p>	<ul style="list-style-type: none"> <li>• Council approved the Implementation of the Information and Records Management Strategic Plan (CORP-19-91), the associated policies (CORP-21-26) and the Records Retention By-law and Schedule (CORP-21-14).</li> <li>• Staff provide training, development and advancement opportunities. Providing a competitive benefits package and a focus on wellness initiatives.</li> </ul>	<p>OCAO</p> <p>CF</p>

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

Theme/Strategies	Status	Lead Dept.
	<ul style="list-style-type: none"> <li>Staff develop, implement and maintain corporate policies that clarify roles and responsibilities of employees and promoting and maintaining the ACTivate performance support program.</li> </ul>	CF
<p>4. Embrace innovation in the provision of programs and services</p>	<ul style="list-style-type: none"> <li>Council approved a Corporate Information Technology Strategic Plan to provide a framework to modernize services using technology and data (CORP-20-17).</li> <li>Council approved a Corporate GIS and Data Strategy with a 5 year implementation plan to strengthen and expand the use of GIS based services to residents (CF-23-08).</li> <li>CityView is a software suite used to manage property information, permits and inspections, planning, code enforcement, licensing, cemetery management and service requests. Implementation targeted for the end of 2023.</li> <li>Staff advanced online animal adoptions, a reformatted volunteer program in Animal Services and a formal foster program with an online application to streamline process</li> <li>Staff advanced Maximo, an information technology work management system to improve effective and consistent work planning, scheduling and delivery</li> <li>Staff advanced improvements to sidewalk inspection program through the purchase and utilization of “Boomer Buggy” resulting in operational efficiencies and improved maintenance (Funded from 2021 Operating Budget 240 000 75000)</li> </ul>	<p>CF</p> <p>CF</p> <p>CF</p> <p>CO</p> <p>CO</p> <p>CO</p>

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

Theme/Strategies	Status	Lead Dept.
	<ul style="list-style-type: none"> <li>Staff are investigating a Tax Portal to allow Oshawa ratepayers to access their tax information.</li> <li>Staff advanced a website refresh of Oshawa.ca to provide a more user-friendly platform for public engagement and ensure the City's website remains current in functionality and design (August 2022).</li> <li>Staff launched the free PulsePoint and PulsePoint AED mobile apps (September 2022).</li> </ul>	<p>CF</p> <p>OCAO</p> <p>SF</p>
<p>5. Assess risks and learn from our mistakes within a context of continuous improvement</p>	<ul style="list-style-type: none"> <li>Staff refer all risk and liability matters for real estate and development matters to Durham Municipal Insurance Pool for a review from a liability perspective.</li> <li>Staff refer all risk and liability matters related to incidents and legal matters to Durham Municipal Insurance Pool for a review from a liability perspective.</li> </ul>	<p>All</p> <p>All</p>
<p><b>Develop and Leverage Relationships</b></p>		
<p>1. Identify and advocate for issues important to Oshawa, improving inter- governmental relations, and liaising and working with community stakeholders, public sector partners and municipal associations</p>	<ul style="list-style-type: none"> <li>Council approved the Bagot Street Renaming Working Group to develop guidelines for a new name (ED-23-121)</li> <li>Staff will continue to collaborate with Durham Regional Police, Fire Services and Region of Durham Health Services.</li> <li>Staff are encouraged to be active participants in networking opportunities, working groups, and volunteer boards including those that support municipal functions such as MFOA, AMO, LAS, MPAC, etc.</li> </ul>	<p>ED</p> <p>SF</p> <p>All</p>

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

Theme/Strategies	Status	Lead Dept.
	<ul style="list-style-type: none"> <li>Staff are encouraged to actively participate in inter-governmental groups such as Community Safety and Well Being Steering Committee; Durham Municipalities Government Relations Group; Strategic Initiatives Network, to collaborate on solutions to common issues and advocate for changes to improve Oshawa's quality of life.</li> </ul>	All

**Social Equity**

Theme/Strategies	Status	Lead Dept.
<b>Enrich our Community through Diversity</b>		
1. Continue to develop and implement corporate and community plans that embrace diversity and strengthen our corporation and community, such as the Diversity and Inclusion Plan, the Age-Friendly Strategy and the Accessibility Plan	<ul style="list-style-type: none"> <li>Council approved a licence agreement with Bawaajigewin Aboriginal Community Circle for the Cordova Community Clubhouse (ED-23-90)</li> <li>Council approved the Diversity and Inclusion Plan (CS-19-86)</li> <li>Council approved the 2023 – 2027 Accessibility Plan (CF-23-31)</li> <li>Council recognized and acknowledged TRC Calls to Action and UNDRIP (CNCL-22-48)</li> <li>Council held Education and Training sessions on Diversity, Equity and Inclusion in 2021, 2022 and 2023</li> <li>Council approved an Indigenous Relations Advisor Staff position in the 2023 Budget.</li> <li>Staff implemented Indigenous Cultural Awareness Training with 200 staff taking the course</li> <li>Staff implemented mandatory anti-racism training in 2021.</li> <li>Staff developed and implemented Equity and Inclusion Lens in 2020.</li> </ul>	<p>ED</p> <p>CF</p> <p>CF</p> <p>CF</p> <p>CF</p> <p>CF</p> <p>CF</p> <p>CF</p> <p>CF</p>

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

Theme/Strategies	Status	Lead Dept.
2. Strengthen, expand and recognize the volunteer sector	<ul style="list-style-type: none"> <li>• Council selected the Ukraine Canadian Congress - Durham Region Branch as the 2023 Community Legends Winner (CO-23-21)</li> <li>• Council selected George Lysyk as the 2023 Windfields Farm Champion Award Winner (CO-23-22)</li> <li>• Received the Bronze Youth Friendly Community designation from Play Works, a program supported by Parks and Recreation Ontario</li> </ul>	<p>CO</p> <p>CO</p> <p>CO</p>
3. Continue to strive to be a barrier-free community	<ul style="list-style-type: none"> <li>• Council holds a Special Council meeting for Diversity, Equity, Inclusion and Accessibility issues annually.</li> <li>• Council provides \$150,000 annually through the capital budget process for Accessibility Projects.</li> <li>• Council continues to offer the Recreation Fee Assistance Program and the Recreation Access Membership Program and launched Free Menstrual products in Recreation facilities</li> <li>• Staff advancing park upgrades to improve safety and accessibility including accessible parks swings</li> <li>• Accessible Parking – Update the Traffic and Parking By-law 79-99 (CS-22-03)</li> <li>• Annual and on-going participation in the Canadian Tire Jumpstart Program. Their Opportunity and Durham Region Social Services Recreation Program Card. CS-19-49</li> </ul>	<p>CO/SF</p> <p>CF</p> <p>CO</p> <p>SF</p> <p>CO</p> <p>CO</p>
4. Continue to engage citizens, residents and stakeholders	<ul style="list-style-type: none"> <li>• Council approved the Community Diversity Equity and Inclusion Committee in 2019 (CS-19-86)</li> <li>• Staff launched the Committee and sought new members in 2022.</li> </ul>	<p>CF</p>

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

Theme/Strategies	Status	Lead Dept.
<p>5. Evolve inclusive City programs, services and facilities to further respond to the growing needs of a diverse population</p>	<ul style="list-style-type: none"> <li>• Council approved a Cricket Pitch at Stone Street Park. (CNCL-22-01)</li> <li>• Additional pitches are planned at Steeplechase Park and to the south of the Operations, Maintenance and Administrative Centre for the Durham Catholic District School Board adjacent to Stone Street Park in the summer of 2023.</li> <li>• Council approved revisions to the City's Community Grant Program to create categories that align with the Oshawa Strategic Plan and better serve Oshawa's diverse communities (CF-22-54).</li> <li>• Council approved an Expanded Snow Clearing Assistance Program to include renters. (CS-20-47)</li> <li>• Council approved a Business Improvement Area (B.I.A.) Sidewalk Snow Clearing Program. (CS-22-63)</li> <li>• Council approved the installation and programming of a Garden of Human Rights in Ed Broadbent Park. CS-21-92</li> <li>• Council approved the design of the Dr. Blake Parkette which integrated Jamaica's colours as a tribute to Dr. Blake's heritage and included a dedication monument and a story time circle in recognition of Dr. Blake's unique gift of storytelling. (Council Motion on February 19, 2019, Project # 17-50-0029)</li> </ul>	<p>CO</p> <p>CO</p> <p>CF/OCAO</p> <p>CF</p> <p>CO</p> <p>CO</p> <p>CO</p>

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

An Active, Healthy and Safe Community		
<p>1. Advance quality and affordable recreation opportunities to ensure significant and active use of public spaces, both indoor and outdoor</p>	<ul style="list-style-type: none"> <li>• Council approved the development of new recreation opportunities through the approvals for:                             <ul style="list-style-type: none"> <li>– Rotary Park</li> <li>– Northwest Community Centre</li> <li>– New trails</li> <li>– Upgrades to Cordova and Deer Valley Parks</li> <li>– B.M.X. Bike Park</li> <li>– Off Leash Dog Park at Cordova Valley Park</li> <li>– Cricket Facilities</li> <li>– Dr. Blake Parkette</li> <li>– Pickleball Courts at Kingside and Radio Parks</li> </ul> </li> </ul>	CO
	<ul style="list-style-type: none"> <li>• Council approved the splash pad policy (CS-19-88) leading to the addition of splash pads at:                             <ul style="list-style-type: none"> <li>– Lakeview Park</li> <li>– Cordova Valley Park</li> <li>– Sandy Hawley Park</li> <li>– Pinecrest Park</li> </ul> </li> </ul>	CO
	<ul style="list-style-type: none"> <li>• Council approved increased horticulture services in the downtown, the Garden of Human Rights at Ed Broadbent Park, Rose Valley Garden, and the gardens at Gold Point Wildlife Reserve (CS-21-71, CS-21-115, CS-21-92, Project # 50-0043 and Project # 50-0066)</li> </ul>	CO
	<ul style="list-style-type: none"> <li>• Council approved winter maintenance and expanded operating hours at Lakeview Park (CS-21-106)</li> </ul>	CO
	<ul style="list-style-type: none"> <li>• Council approved the installation of bicycle repair stations (CS-22-58)</li> </ul>	CO
	<ul style="list-style-type: none"> <li>• Council approved the ongoing implementation of the Parks, Recreation, Library and Culture (PRLC) initiatives. (CO-23-33).</li> </ul>	CO

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

An Active, Healthy and Safe Community		
	<ul style="list-style-type: none"> <li>• Council approved two seasonal natural ice rinks at Delpark and Stone Street Park. (CS-22-56, CS-22-68)</li> <li>• Council approved a five-year agreement with Scouts Canada for Camp Samac Outdoor Pool. (CS-22-81)</li> </ul>	CO  CO
2. Provide a safe, reliable and connected active transportation network, which supports transit, cycling and walking via the implementation of the Active Transportation Master Plan	<ul style="list-style-type: none"> <li>• Council approved the Downtown On-street EV Charging Station collaboration project with OPUC - 8 new on-street EV charging parking spaces through Capital Project 10-0082</li> <li>• Council approved Reserved Parking for Electric Vehicle Charging By-law Amendments (CS-22-61)</li> <li>• Council approved the use of land at Bond Street East and Simcoe Street North as temporary Parking Lot #20 (<a href="#">CS-22-70</a>)</li> <li>• Council endorsed comments on the draft Terms of Reference to the Region of Durham’s report on the Current Policy/Practice for Streetlighting on Regional Roads (CS-21-132)</li> <li>• Council approved trail extension projects through the Capital budget:               <ul style="list-style-type: none"> <li>– Arborwood Trail (Project #50-0016)</li> <li>– Harmony Creek Trail (Coldstream to Delpark)</li> <li>– Oshawa Creek Trail adjacent to the Airport</li> </ul> </li> </ul>	SF  SF  SF  CO  CO

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

<b>An Active, Healthy and Safe Community</b>		
	<ul style="list-style-type: none"> <li>• Council approved walkway and trail projects through the Capital budget:               <ul style="list-style-type: none"> <li>– Laval Walkway (Project # 52-0046)</li> <li>– Erie Street Bridge and trail realignment at Gibb Street along the Oshawa Creek Trail (Project # 52-0047)</li> <li>– Paving granular trail from Britannia Ave W to Windfields Farm Dr. W. (Project # 50-0015)</li> </ul> </li> </ul>	CO
3. Identify and develop Oshawa's sport tourism opportunities	<ul style="list-style-type: none"> <li>• Staff support the Region of Durham Sports Tourism Office and Oshawa Tourism to attract events to the City</li> <li>• The Municipal Accommodation Tax is collected and used for the promotion of tourism in Oshawa in partnership with the Greater Oshawa Chamber of Commerce. The Municipal Accommodation Tax was implemented November 1, 2022.</li> </ul>	CF  CF
4. Ensure emergency plans are up-to-date and tested on a regular basis	<ul style="list-style-type: none"> <li>• Staff advanced a partnership with Durham Emergency Management Operations.</li> <li>• Staff advanced the implementation of the Next Generation NG911 system to be in compliance with new government regulations (Capital Project 30-0099).</li> </ul>	SF  SF/CF
5. Develop, fund and implement the Fire Master Plan and Community Risk Assessment and its recommendations	<ul style="list-style-type: none"> <li>• Council approved the 2020 Fire Master Plan and Community Risk Assessment (CNCL-20-189).</li> </ul>	SF
6. Continue to support safe, shared use of roadways, trails, and other transportation systems and effectively focus on accessibility, safety and speed reduction by	<ul style="list-style-type: none"> <li>• Council approved an update to the Neighbourhood Traffic Management Guide (CNCL-22-37).</li> <li>• Implement New All-way Stop Control Installation Process (CS-21-67)</li> </ul>	CO  CO

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

<b>An Active, Healthy and Safe Community</b>		
undertaking such matters as updating and implementing the Neighbourhood Traffic Management Guide	<ul style="list-style-type: none"> <li>Implement New 40 km/h Pilot Project – Maximum Rate of Speed Areas – pilot includes 1 area per each of the 5 wards which includes downtown speed limit control to 40 km/h (CNCL-22-37)</li> <li>Expand Radar Message Board (RMB) Program – obtained funding approval through 2023 budget for the addition of 25 RMB (Project #13-0137)</li> <li>Oshawa’s first PXO with push button/rapid flashing beacon scheduled for installation on Coldstream Drive/Harmony Creek Trail Crossing in late 2023. (Project #17500012)</li> <li>Further research into Automated Speed Enforcement (ASE) Program – pending Region of Durham’s report</li> </ul>	CO  CO  CO  CO
7. Partner with local, regional, provincial and federal agencies and other community stakeholders to address social issues including the current issues associated with addiction, mental health and unsheltered and sheltered residents in our community	<ul style="list-style-type: none"> <li>Council approved the Community Safety, Security and Well-Being in Oshawa’s Downtown Area Action Plan (CNCL-21-72).</li> </ul>	CF/OCAO
	<ul style="list-style-type: none"> <li>Staff advancing by participating on the Region of Durham’s Funders Table.</li> </ul>	
8. Continue to help address economic disparity and poverty in our community and measure our actions, investments and report annually, at a minimum, to Council	<ul style="list-style-type: none"> <li>Council receives the annual report on actions taken to address poverty (CNCL-21-46, CNCL-22-200).</li> </ul>	CF
9. Partner with the Region and other municipalities to develop a Community Safety and Well-being Plan and implement relevant strategies	<ul style="list-style-type: none"> <li>Partner with the Region and other municipalities to develop a Community Safety and Well-being Plan and implement relevant strategies</li> </ul>	All
10. Partner with local, regional, provincial and federal agencies and other community stakeholders to address the current lack of affordable housing crisis in our community	<ul style="list-style-type: none"> <li>Staff monitor funding opportunities for the private sector under any Federal and Provincial affordable housing programs and report to Council as needed and annually through the Housing Monitoring Report (INFO-23-39)</li> </ul>	ED

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

**Cultural Vitality**

Theme/Strategies	Status	Lead Dept.
<b>Enrich Our Community Through Culture</b>		
<p>1. Work with the community to implement Culture Counts, the Arts, Culture and Heritage Plan</p> <ul style="list-style-type: none"> <li>• Broaden and evolve the City’s role in arts, culture and heritage</li> <li>• Grow culture-led economic development</li> <li>• Increase and strengthen communication within and about the arts, culture and heritage sector</li> <li>• Build a strong, vital and connected arts, culture and heritage sector</li> <li>• Create vibrant places and spaces</li> <li>• Provide access and promote inclusion in Oshawa’s cultural life</li> </ul>	<ul style="list-style-type: none"> <li>• Council approved Susan Campbell as the Oshawa Culture Counts Professional Artist Winner (ED-23-102)</li> <li>• Council approved Diana Nadia Lawryshyn as the Oshawa Culture Emerging Artist Winner (ED-23-102)</li> <li>• Council approved Anushka Bhattacharjee and Arushi Bhattacharjee as the Oshawa Culture Innovation and Creation Champion Award Winner (ED-23-102)</li> <li>• Council approved the program to install public art on private property in the downtown (ED-23-103)</li> <li>• Council approved temporary public art installation in Ed Broadbent Park.</li> <li>• Council approved revisions to the City’s Community Grant Program to create categories that align with the Oshawa Strategic Plan and better serve Oshawa’s diverse communities (CF-22-54).</li> <li>• Advance the Arts Resource Centre Feasibility Study.</li> </ul>	<p>ED</p> <p>ED</p> <p>ED</p> <p>ED</p> <p>ED</p> <p>CF</p> <p>All</p>
<p>2. Protect and celebrate our community’s heritage resources</p>	<ul style="list-style-type: none"> <li>• Council approved amendments to the City’s Property Standards By-law to enhance the standards related to repair and maintenance for designated heritage properties (CORP-21-55).</li> </ul>	<p>SF</p>
<p>3. Work with the community including, but not limited to, the Oshawa Historical Society to construct a new community-based museum as a legacy project for the City’s 100th Anniversary in 2024</p>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<p>All</p>

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

Theme/Strategies	Status	Lead Dept.
4. Protect and encourage our community's art and culture sector	<ul style="list-style-type: none"> <li>• Council approved Susan Campbell as the Oshawa Culture Counts Professional Artist Winner (ED-23-102)</li> <li>• Council approved Diana Nadia Lawryshyn as the Oshawa Culture Emerging Artist Winner (ED-23-102)</li> <li>• Council approved Anushka Bhattacharjee and Arushi Bhattacharjee as the Oshawa Culture Innovation and Creation Champion Award Winner (ED-23-102)</li> <li>• Council approved the program to install public art on private property in the downtown (ED-23-103)</li> <li>• Council approved temporary public art installation in Ed Broadbent Park.</li> </ul>	ED  ED  ED  ED  ED
5. Celebrate and support Oshawa youth programs, sports and athletic activities throughout the City	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	CO

**Environmental Responsibility**

Theme/Strategies	Status	Lead Dept.
<b>Proactive Environmental Management and Combat Climate Change</b>		
1. Identify, connect and protect natural heritage features, areas and habitats including the city's urban forest canopy	<ul style="list-style-type: none"> <li>• Council approved Gold Point Wildlife Reserve in the 2022 Capital Budget</li> <li>• Council approved Lakefront West Park: Conceptual Plans in 2021 (CS-21-71)</li> <li>• Council approved the acquisition of certain lands including the McLaughlin Bay Wildlife Reserve (CNCL-23-22)</li> </ul>	CO  CO  ED
2. Identify, evaluate and implement adaptation measures to strengthen the city's resilience to a changing climate, invasive species and other stressors	<ul style="list-style-type: none"> <li>• Complete EAB street tree removal and replanting program, shifting attention to parks</li> </ul>	CO

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

Theme/Strategies	Status	Lead Dept.
3. Implement corporate and community plans, targets and benchmarking aligned with federally and internationally recognized targets to reduce greenhouse gas emissions and energy use	<ul style="list-style-type: none"> <li>• Council approved the Revised Corporate Energy Management Plan (SF-23-20)</li> <li>• Staff are advancing fleet de-carbonization initiatives including:               <ul style="list-style-type: none"> <li>○ converting of 10 vehicles to propane</li> <li>○ purchasing 11 Hybrid vehicles</li> <li>○ proceeding with the electrification of fleet vehicles including replacement and installation of electric vehicle charging stations scheduled in 2023</li> </ul> </li> </ul>	SF  CO
4. Ensure City policies and practices, including stormwater management, respect and enhance the natural environment	<ul style="list-style-type: none"> <li>• Staff advance the annual Storm Water Management Pond cleaning program</li> </ul>	CO
5. Educate the public about the value and importance of all aspects of environmental responsibility	<ul style="list-style-type: none"> <li>• Provide support for community planting events including:               <ul style="list-style-type: none"> <li>– three tree planting events in partnership with LEAF resulting in over 1000 trees being planted</li> <li>– Gulfstream Park Pollinator Garden in partnership with St. Anne Catholic School</li> <li>– Oshawa Environmental Advisory Committee Tree Giveaway resulting in 260 trees being planted</li> </ul> </li> </ul>	CO
<b>Cleaner Air, Land and Water</b>		
1. Encourage and implement actions to continue to improve water quality and water aquifers	<ul style="list-style-type: none"> <li>• Council extended the Brownfield Renaissance Community Improvement Plan to December 31 2026 (ED-23-110)</li> </ul>	ED
2. Promote the remediation of contaminated land and brownfield developments	<ul style="list-style-type: none"> <li>• Council supported Brownfields Study Grant submitted by First Avenue Investments (Oshawa) Ltd., for 144 First Avenue and 155 First Avenue (ED-23-04)</li> </ul>	ED
	<ul style="list-style-type: none"> <li>• Council extended the Brownfield Renaissance Community Improvement Plan to December 31 2026 (ED-23-110)</li> </ul>	ED

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services

**Our Plan for Success | Oshawa Strategic Plan 2020 – 2023  
Status Update**

<b>Resilient Local Food System</b>		
1. Promote and encourage local and urban agriculture, including backyard and community gardening and commercial farming operations	<ul style="list-style-type: none"> <li>• Staff provide in-kind support for five community gardens including the addition of the Field Community Garden at the Airport South Field.</li> </ul>	CO
	<ul style="list-style-type: none"> <li>• Staff worked with Durham Master Gardeners and the Oshawa Garden Club through an Adopt-a-Garden Program at City Hall during Covid-19 resulting in the donation of 1500 lbs of food to Feed the Need Durham (2020-2022)</li> </ul>	CO
<b>Less Waste Generation</b>		
1. Develop and implement waste management strategies to reduce or avoid waste generation and increase waste diversion rates	<ul style="list-style-type: none"> <li>• Staff implemented digital versions of the annual Waste Collection Calendar and Information Guide in keeping with cost effective, sustainable efficiencies.</li> </ul>	CO

**Lead Department Note:**

CF means Corporate and Finance Services  
CO means Community and Operations Services  
ED means Economic and Development Services

OCAO means Office of the Chief Administrative Officer  
SF means Safety and Facilities Services



**2023**

# **Oshawa Community Trends**

**A review of the data, 2016 to 2021**

# Table of Contents

---

Introduction	1
Trend 1: Increasing Population & Population Density	3
Trend 2: Increasing Diversity	5
Trend 3: Shifting Age Profile	8
Trend 4: Rising Incomes, Cost of Living, and Income Distribution	9
Trend 5: Housing Cost and Tenure	13
Trend 6: Shift to a Technology-Driven Knowledge Economy	15
Trend 7: Unsheltered Population, Mental Health and Addiction Crisis	18
Notes	20

# Introduction

The purpose of this report is to present an analysis of the key trends impacting the population and community in Oshawa.[1] Starting with updated data from the 2021 Census of the Population, the report builds from these statistical trends to provide a picture of the key demographic and economic trends in the city, with a summary of their implications and impacts. The focus is on those trends that have an impact on municipal planning, programming and service delivery.

## Data and Methodology

The primary source of data for this report is Statistics Canada's Census Profile Tables for the city of Oshawa for 2016 and 2021. All data references, tables and notes are derived from these sources unless otherwise noted in the associated notations.

The purpose of this brief is to present a summary and analysis of the key demographic, social and economic trends currently impacting the population and community in Oshawa. This was achieved by applying an analysis framed by two key questions: what is happening and why does it matter?

**Table 1: Project Methodology Matrix**

<b>Trend: What is happening?</b>	<b>Impact: Why does it matter?</b>
Data gathered, aggregated and analyzed to assess key trends in the population, demographics, labour market and economy of the city.	The breadth and depth of the identified trends are assessed to determine their importance and/or impact on the nature of Oshawa's social, economic, or cultural landscape.
This included reviewing aggregated and cross-tabulation data from the 2016 and 2021 Census of the Population to assess key changes and trends.	The breadth of change indicates the total actual extent that a trend has shifted over time and the depth of change indicates the proportion extent that the trend has changed over time.

## Overview of Primary Trends

As the city has grown and developed over the past decade, there have been many important changes that have implications for city planning, community and economic development. This report focused on those trends most important to municipal planning and service delivery. With this focus, after a comparison of the data from the 2016 and 2021 Census of the Population and associated data sources, seven primary trends have been identified in Figure 1 below.

**Figure 1: Summary of Primary Trends Affecting Oshawa**

**Trend 1: Increasing Population and Population Density**

Rapid population growth in the city, driven by in-migration and increased density in the urban and near urban core.

**Trend 2: Increasing Diversity**

Increased diversity rooted in the growth of the city's immigrant and racialized communities.

**Trend 3: Shifting Age Profile**

A dynamic population age profile that includes both a growing population of seniors, but also growth in working age adults.

**Trend 4: Rising Incomes, Cost of Living, and Income Distribution**

Overall increases in the incomes of residences interacting with a growing cost of living in city and region.

**Trend 5: Housing Cost and Tenure**

Increases in the cost of rental housing are a key issue in the city, a trend that has a growing impact on lower income residents.

**Trend 6: Shift to a Technology-Driven Knowledge Economy**

There has been positive growth in the knowledge economy in Oshawa, leading to a dynamic workforce.

**Trend 7: The Unsheltered Population, Mental Health and Addiction Crisis**

Growth in the population of unsheltered individuals with complex needs presents acute challenges for the City and community.

# Trend 1: Increasing Population & Population Density

In 2022, Statistics Canada estimates that the population of the City of Oshawa is 187,813 residents.[2] This was an increase of 2.7% over 2021, and a 5-year increase of 9.9%.[3] This makes Oshawa one of the fastest growing municipalities in Durham over the past year and puts the city among the fastest growing municipalities in Ontario.[4]

Data from Statistics Canada on growth in Canadian cities [5] indicates that this growth is concentrated in the downtown area of the city (see Figure 2 for a map of this area) and the suburbs immediately surrounding this area (Figure 3 identifies this area). This pattern is reflective of urban growth across Canadian cities; a combination of intensification and sprawl.

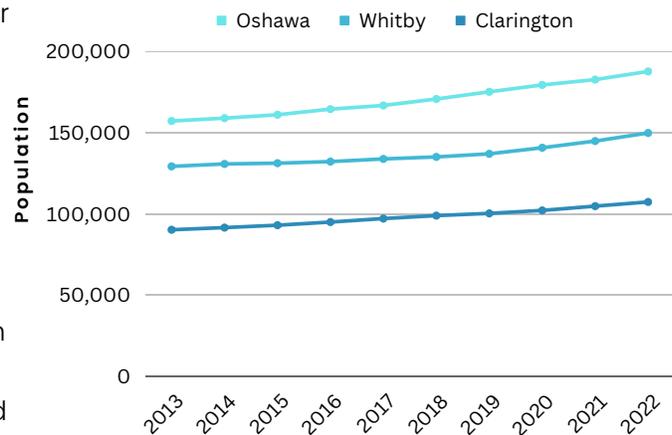
The increase in population overall has led to a correlated increase in the number of private dwellings in the city and an increase in population density.

In 2021, Oshawa had 69,324 private dwellings (27.7% of all private dwellings in Durham) and an increase of 7% over 2016, placing it ahead of Ajax and Whitby in terms of growth over this period.

With the development of previously undeveloped lands - in the north end of the city in particular - and the intensification of development in the city's downtown area, the population density in the city has increased by 10% from 2016 to 1203.6 people per square kilometre. This is the second highest in Durham, following only Ajax.

This rapid growth has significant implications for municipal infrastructure planning, services

**Chart 1: Population growth, Oshawa and surrounding municipalities**



**Table 1: Population Growth by Area in Oshawa, 2016 - 2021 [6]**

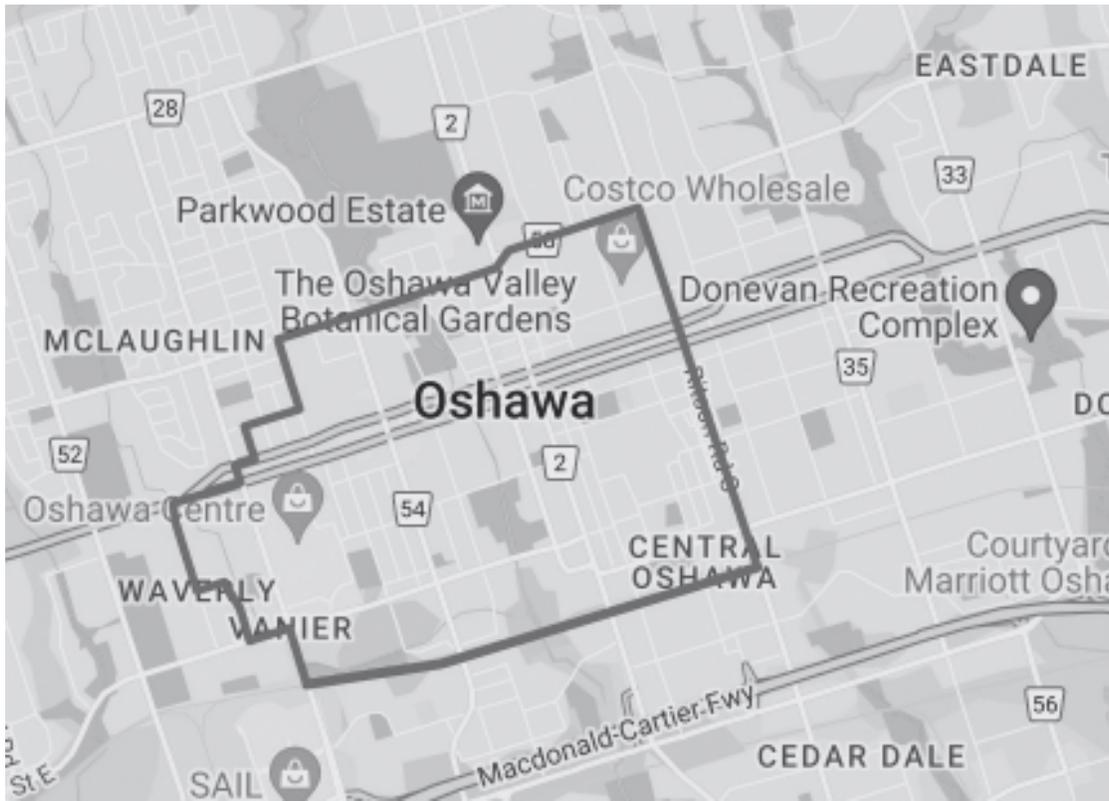
Oshawa - city	9.9%
Oshawa - downtown area (fig. 2)	8.6%
Oshawa - near suburbs (fig. 3)	14.5%

**Table 2: Private Dwellings in Oshawa**

Number of Private Dwellings - 2016	64,789
Number of Private Dwellings - 2021	69,324

and development. With growth concentrated in two divergent and diverse areas of the city - a downtown more urban core and a less dense sprawling suburb - the City is faced with divergent neighbourhoods and community needs.

**Figure 2: Oshawa Downtown Area [7]**



**Figure 3: Oshawa Near Urban Suburbs [8]**



**8.6%** Growth in the population in the downtown area

**14.5%** Growth in the population in the near urban suburbs

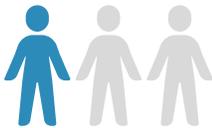
## Trend 2: Increasing Diversity

The population in the city of Oshawa is increasingly diverse. In fact, population growth in the city is now primarily driven by growth in the population of immigrants and racialized communities moving to the city. This growing diversity is reflected in several key trends, including:

- Growth and diversification of the immigrant community, including growth in the population of new Canadians with diverse backgrounds and increases in the children of newcomers in the population overall;
- Associated growth in racialized communities;
- Associated changes in the language profile of the population, and;
- Increases in the Indigenous population in the city.



**42.8% increase in the immigrant population in Oshawa from 2016 and 2021, rising to 38,520 residents - 22.1% of the population.**



**Between 2016 and 2021 5,455 recent immigrants settled in the City of Oshawa, accounting for 34.3% of the population growth in the city.**

In addition to the growing immigrant population in the city of Oshawa, there has also been a rise in second generation Canadian residents in the city. The population of children of immigrants in the city increased to 40,095 in 2021, an increase of 17.9% from 2016.



**IN 2021, 23% OF THE POPULATION IN OSHAWA WERE THE CHILDREN OF IMMIGRANTS**

The nationality profile of the newcomer population in the city is also shifting, with the proportion of newcomers from Southeast Asia growing significantly, while the proportion of newcomers from historic immigrant populations from Europe are declining (Table 2 and Table 3).

With the increase in the immigrant population in Oshawa, there has been a significant change in the languages spoken by residents in the city. In 2021, 8.1% of the population in Oshawa indicated they they spoke a language other than English or French at home (Fig. 2).[9] This is a significant increase from 2016, when only 4.9% of the population primarily spoke a non-official language at home.

**Table 3: Proportion of Immigrant Population in Oshawa by Place of Birth (Top 10)**

Newcomer Place of Birth	2016	2021
United Kingdom	17.6%	10.4%
India	4.2%	10.2%
Philippines	4.9%	7.1%
Jamaica	6.5%	6.6%
Pakistan	3.8%	6.4%
Sri Lanka	2.9%	5.1%
China	3.2%	3.5%
Guyana	3.6%	3.4%
Trinidad & Tobago	3.4%	2.8%
Poland	4.5%	2.7%

**Table 4: Growth in Immigrant Population in Oshawa by Place of Birth (Top 5)**

Newcomer Place of Birth	Growth in Population 2016 - 2021
India	+ 124%
Pakistan	+ 118%
Jamaica	+ 112%
Philippines	+ 105%
Sri Lanka	+ 85%
United Kingdom	- 15%

**Table 5: Percent of population who primarily speak non-official languages at home by language (Top 10)**

Urdu	12.5%
Tamil	10.8%
Mandarin	6.9%
Tagalog	6.0%
Spanish	5.9%
Gujarati	4.6%
Polish	4.3%
Cantonese	3.8%
Arabic	3.4%
Bengali	3.3%

## Racialized Communities

The population of racialized communities in Oshawa has also increased. The population that identifies with a racialized community as in the city was 50,280 (29% of the population) in 2021, up from 25,245 (16% of the population) in 2016, an increase of 99%.

**Figure 4: Growth in the Racialized Population by Group, 2016 to 2021**

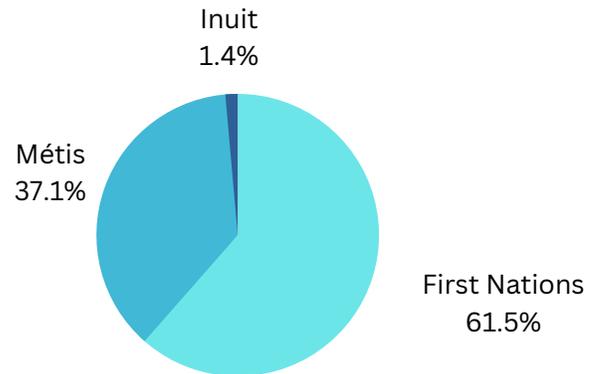
**South Asian +169%**  
**Filipino +99%**  
**Latin American +81%**  
**Black +77%**  
**Chinese +43%**

## Indigenous Community

In 2021, 5,325 residents in the city of Oshawa identified as Indigenous,[10] an increase from 4,645 residents in 2016. This growth was driven by an increase in individuals who identify as being part of a First Nation. It is important to note that the First Nations population in Oshawa is itself diverse, with individuals identifying with more than 10 specific First Nations (Figure 3).

### 40% OF THE INDIGENOUS POPULATION IN DURHAM RESIDE IN OSHAWA

**Chart 2: Indigenous Population in Oshawa**



**Figure 5: First Nations Represented in Oshawa**

- MI'KMAQ
- OJIBWAY
- MOHAWK
- CREE
- ALGONQUIN
- BLACKFOOT
- CHEROKEE
- HURON (WENDAT)
- QALIPU - MI'KMAQ
- ANISHINAABE

## Summary

These trends have all contributed to the growth of an increasingly diverse population in the city of Oshawa. From a service planning perspective, principles of diversity, equity and inclusion are fundamental to ensure that engaging, equitable, and appropriate program and service options are available to all residents. This starts practically by looking at the languages that information and services are available in, and that services are culturally inclusive. The work extends to the examination of program and service practices to ensure that systemic barriers to engagement are identified and addressed. The latter is an increasingly important factor in the civic engagement and support of the growing community of racialized residents in the city.

In addition to ensuring engagement of new Canadian's and racialized residents, the growing representation of First Nations, Métis, and Inuit residents in Oshawa highlights the continued importance of understanding and implementing the principles of Truth and Reconciliation in the practices of the City.

## Trend 3: Shifting Age Profile

The population in Oshawa was slightly younger in 2021, with a median age of 39.2 years, compared to 41.2 years in 2016. This trend was driven by growth in both the population of younger adults under 35 years of age, and children under the age of 10 years. This is reflective of a growing population of young families who are moving into the city's new suburban developments.

At the same time, the proportion of the population over the age of 55 years is increasing significantly, reflective of the general ageing of the population. This is reflected in the fact that the population over the age 70 years has experienced this highest rate of growth since 2011 (Table 5).

### MEDIAN AGE DECLINED IN OSHAWA TO 39.2 YEARS IN 2021, FROM 41.2 YEARS IN 2016

Table 5: Growth in Population by Age Group

Select Age Groups	Growth 2016 - 2021	Growth 2011 - 2021
0 to 9 years	14%	25%
20 to 34 years	16%	25%
55 to 69 years	8%	29%
70 + years	15%	33%

The shifting age profile in Oshawa presents some unique challenges as there is ongoing growth at opposite ends of the age spectrum with little growth in the middle. This means that populations with different needs and desires are both growing significantly in the city.

As the population of older adults and seniors increases, there will be a need to continue to develop an Age Friendly Community and ensure that there are programs, services, and infrastructure in place to support residents as they age. At the same time, as more young families emerge in the city, there will be a need to ensure that programming, services, and infrastructure are available to support families as they raise children in Oshawa.

This will present competing priorities in the planning and development processes at the City.

## Trend 4: Rising Incomes, Cost of Living, and Income Distribution

The median after-tax income of households from the city of Oshawa grew to \$76,000 in 2020, an increase of 22.8% over 2015. When we look at the Oshawa Census Metropolitan Area (which includes Whitby and Clarington) we note that the average household income was \$89,000 in 2020. When compared to the median income for the city, this indicates that more than half of Oshawa households fall below this average for the Oshawa CMA.

When adjusted for the impacts of cost of living increases, the real increase in median individual income in Oshawa drops to 10.1% since 2015 and the increase in median household drops to a real increase of 11.6%.

**IN 2020, THE MEDIAN AFTER-TAX INCOME FOR SINGLE WOMEN+ HOUSEHOLDS IN OSHAWA WAS \$38,000, HALF THAT OF HOUSEHOLDS OVERALL.**

Despite the growth in incomes, the median income in the city was slightly lower than the 2020 calculated living wage for Durham region,[11] and the median income for Women+ was 11.5% less than the living wage. This indicates at least half of all Women+ in the city did not earn a Living Wage in 2020.

Further, there remains a gender gap in income in the city, with the median after tax income for Male+ population 20.5% higher than the Female+ population in 2020. While this represents a marked decrease in this gender gap when compared to the 42.9% difference in median income in 2015, there is some caution in interpreting this trend when we consider the possible impacts of the pandemic and related income benefits.[12]

**\$76,00 Median After Tax Household Income**  
(OSHAWA, 2020)

**\$37,024 Median After Tax Living Wage**  
(Individuals IN OSHAWA, 2020)

**\$36,400 Median After Tax Income of Individuals**  
(ALL INCOME EARNERS IN OSHAWA, 2020)

**\$33,200 Median After Tax Income of Women+**  
(WOMEN+ INCOME EARNERS IN OSHAWA, 2020)

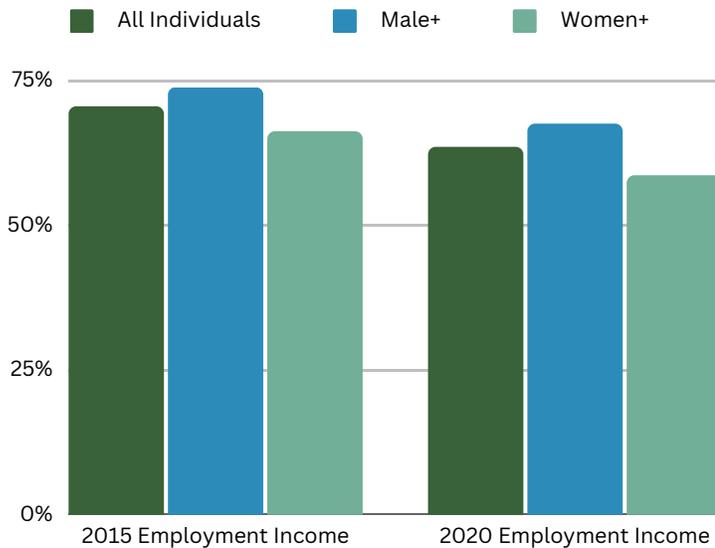
**\$40,000 Median After Tax Income of Men+**  
(MEN+ INCOME EARNERS IN OSHAWA, 2020)

### Employment Income and Government Transfers

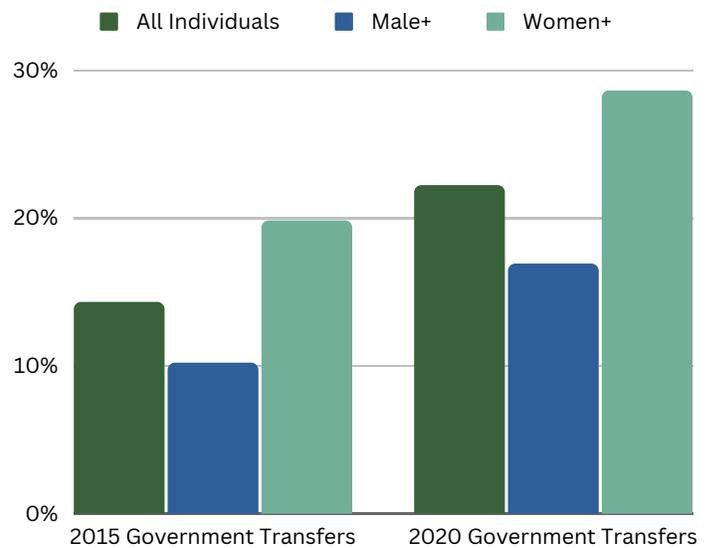
In 2020, 63.4% of Oshawa residents who had an income had income from employment (this is income derived exclusively from work and does not include other income, for example from pensions, investments or government transfers). This was a drop of 7% from 2015. This may be attributed to the COVID-19 pandemic, when a large percentage of residents experienced job loss due to public health and economic conditions in 2020. This reduction in employment income was coupled with a corresponding increase in income from government transfers, in-particular from transfers related directly to the COVID-19 pandemic as well as increases to existing programs (e.g. the Canada Child Benefit).

The impact of government transfers on the income of individuals and families in 2020 cannot be underestimated. The significant rise in the number of residents receiving benefits, in conjunction with increases in the benefits provided through existing programs, increased incomes for many residents, especially those who had incomes in the lower 50% of earners (e.g. Women+). These impacts are further delineated in Chart 6 and Chart 7.

**Chart 6: Percent of Earners with Employment Income, 2015 v. 2020**



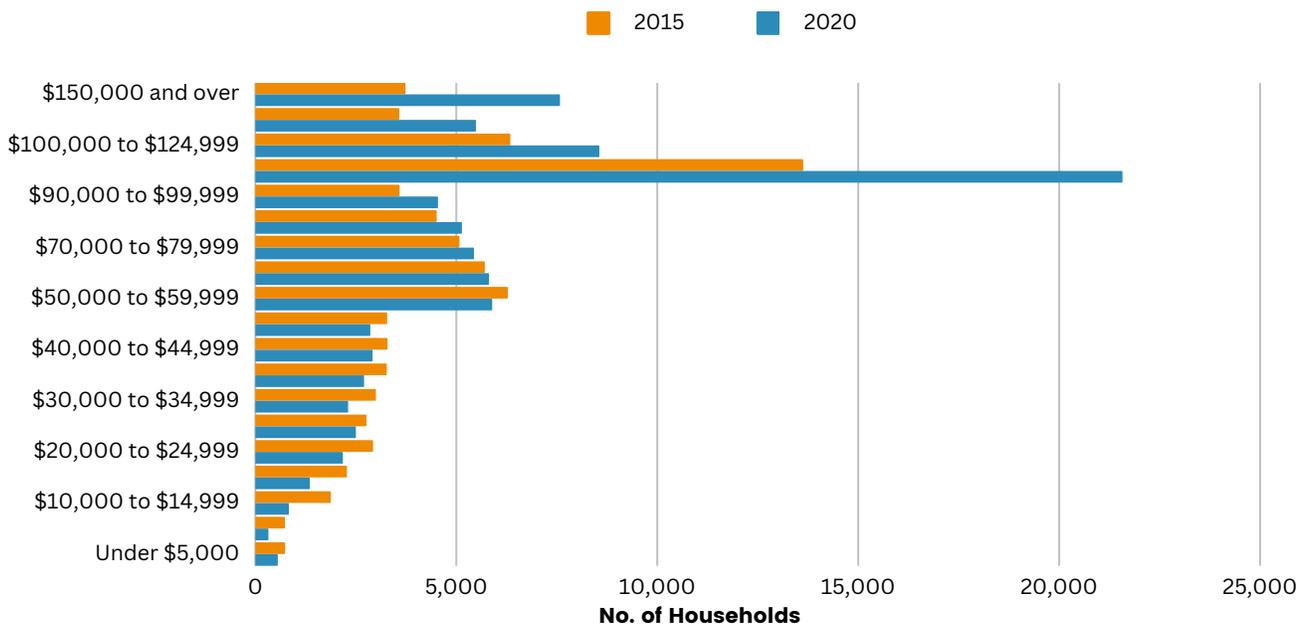
**Chart 7: Percent of Earners Receiving Government Transfers, 2015 v. 2020**



### Income Distribution and Low Income

Overall household incomes have risen in Oshawa, with a 10.5% increase in the proportion of households with income over \$100,000 and a 15.9% decline in the proportion of households with income below \$50,000 annually.

**Chart 8: Household Income Distribution in Oshawa, 2015 v. 2020**



There has been a corresponding drop in the prevalence of low income, based on the Low-Income-Measure (After Tax; L.I.M.-A.T.). The overall prevalence of low-income in the City of Oshawa decreased to 10.2% in 2020, from 14.5% in 2015.

As previously noted and aligned with national trends, these declines have been largely impacted by increased government transfers in 2020. These transfers had a marked impact on working age Canadians and Canadian families with children, which is reflected in the declines in poverty among these groups.

Despite these overall declines across age groups, especially among children, the prevalence of low income among seniors in Oshawa increased slightly to 10.2% in 2020, from over 9.6% in 2015. This may reflect the fact that the income of seniors was not impacted to the same degree by government transfers in 2020 as the working age population and families. Also, this trend may be reflective of a decline in income experienced among newly retired seniors who shift from employment income to investment income, pension and savings.

The income trends in Oshawa present a dynamic picture of positive, cautious growth, with some consistent concerns of low income among some groups. On the one hand, a rise in median income demonstrates an overall positive trend of income growth for the residents of the city. This trend is further reflected in the rise of the number of households with incomes in the top brackets and corresponding decline in lower brackets. However, these trends belie the fact that at least half the population of income earners in the city have an income that is lower than the required Living Wage. This is especially true for Women+ and Women+ single parent households, who have a median income that is half that of all other households in Oshawa.

In addition, while some trends present positive development, such as the closing of the gender income gaps in the city, or the decline in poverty for most age groups, there is to be some caution in accepting these developments as further work to understand the short term impacts of pandemic related benefits and other government transfers on incomes in Oshawa is required. The growth in the population of low-income seniors also requires further research to fully understand the dynamics of poverty among this population.

**Table 3: Prevalence of Low-Income in the City of Oshawa, percent of population L.I.M.-A.T.**

	Total Population	Male+	Female+
<b>Population - all ages- with Low-Income</b>			
2015	14.5%	13.6%	15.4%
2020	10.2%	9.7%	10.7%
<b>Population age 0 – 17 years in Low Income</b>			
2015	20.8%	20.7%	20.8%
2020	13.3%	13.5%	13.1%
<b>Population age 18 – 64 years in Low Income</b>			
2015	13.8%	12.8%	14.7%
2020	9.2%	8.9%	9.5%
<b>Population age 65 + years in Low Income</b>			
2015	9.6%	6.9%	11.8%
2020	10.2%	7.8%	12.1%

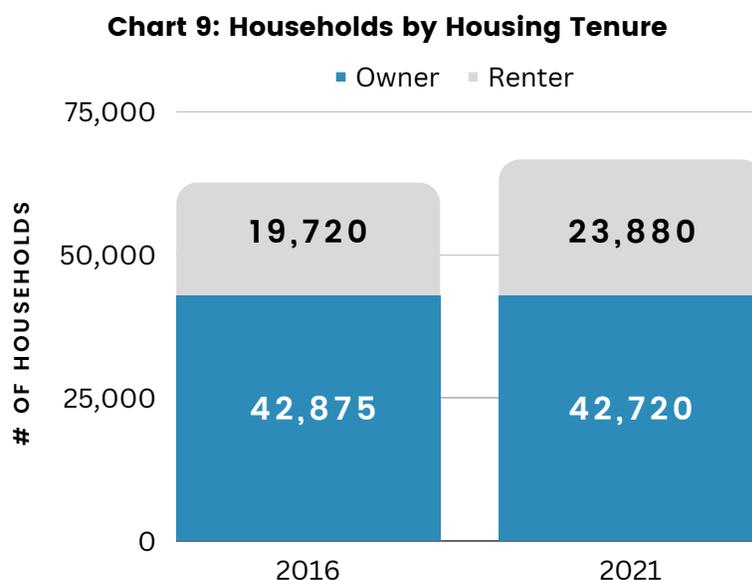
While income security programs and policy are not the purview of the City of Oshawa, there are implications for municipal planning and policy.

First, while the data may show a population with growing incomes, the City still needs to plan for programming and supports for those individuals and families with low income, who may be more likely to take advantage of lower cost municipal programming and services. This may be increasingly true for older adults in the city who have lower and fixed incomes. Focusing on Age-Friendly Strategies that account for poverty among seniors will be key.

Second, the apparent decline in poverty, while a positive trend, needs to be analyzed with some caution. If the decline is the result of a growth in government transfers, then it needs to be understood as a temporary (in the case of pandemic related benefits) and targeted (in the case of an increase in Canada Child Benefits). This implies that not all residents with low income have been impacted equally, in both breadth and depth of benefit. In the end, levels of poverty may not have declined in the city to the extent that data from 2021 indicates, so the City needs to be cautious in how it responds to these trends and recognize that there are likely more residents than may be indicated in the data who require increased income and social service supports.

## Trend 5: Housing Costs and Tenure

In 2021, 42,750 of the private households in Oshawa were owned by residents, and 23,880 were rented. From 2016 to 2021, there was a 21.1% increase in the number of households renting their primary residence in the city, while the number of owners decreased slightly (Chart 9). The growth in the number of rented households corresponds to increases in condominiums and smaller residences in the city between 2016 and 2021.



**Table 4: Growth in Housing by Size of Dwelling, 2016 - 2021**

Housing Size	Change in Number of Units as a proportion of all housing (2016 - 2021)
Condominiums	24.4%
<b>Private dwellings by number of bedrooms</b>	
No bedrooms	102.2%
1 bedroom	13.4%
2 bedrooms	7.5%
3 bedrooms	-0.1%
4 or more bedrooms	12.4%

In 2021, 27.5% of all households in Oshawa spent 30% or more of their income on housing and shelter costs, a decline from 29.7% of households in 2016. Renters are significantly more likely to be spending more than 30% of their income on housing in the city when compared to owners.

In March 2023, the average cost of a 1 bedroom rental in Oshawa was \$1,730 per month, an increase of 6.1% from March 2022 and the cost of a 2 bedroom rental was \$1,950 per month, an increase of 4.8% from the previous year. [13] This growth is consistent with rising rental costs in the city over the past several years, driven in part by very low vacancy rates that fell between 2.2% and 2.6% in 2021 and 2022. [14] Larger units have increasingly lower vacancy rates, making it harder for families to find appropriate rental housing in the city.



**2.6% Vacancy - all unit types (Oct. 2022)**  
**2.8% Vacancy Rate - 1 bedroom units**  
**2.2% Vacancy Rate - 2 bedroom units**  
**1.8% Vacancy Rate - 3 bedroom units**

Housing presents an ongoing challenge for residents - new and existing - in the city of Oshawa. Rising costs and low vacancy rates have made the rental housing market more expensive. Despite this, there was significant growth in the number of households that rented from 2016 and 2021 in Oshawa, a trend that was aligned with the type of housing development driving growth in the city at that time. This was a positive trend, as a growing rental market, that is mixed with growing development of single family homes for owners, creates a more dynamic and stable housing market for the city. The diversity of housing types provides opportunities for more residents to find appropriate and affordable housing options.

The trends of the past few years, with vacancy rates declining and rents rising are concerning, and may impact on the positive trends noted above. The City should consider continuing to promote diverse housing development that will encourage the ongoing building of a wide range of housing options to meet the increasingly diverse needs.

# Trend 6: Shift to a Technology-Driven Knowledge Economy

In general, between 2016 and 2021, the population in Oshawa became more educated, with slight declines in the proportion of the population who had a secondary school or lower level of education, and a rise in the proportion of the population with a university level education. This trend is mitigated slightly by the slight decline in the proportion of the population with a college level education, and the reduction in those with trades certificates. Overall, in 2021, Women+ were more educated than Men+ in the city, with Men+ significantly more likely to have a secondary school education or less, and less likely to have a college or university education. This is mitigated by the fact that Men+ in Oshawa are more than twice as likely to have completed a skilled trade certificate.

**Table 5: Percent of population age 25 to 64 years by education completed in Oshawa, 2021**

Education Completed	2016	2021		
	Total Population	Total Population	Men+	Women+
No Secondary Diploma	12.6%	11.8%	13.8%	9.9%
Secondary	31.1%	29.1%	32.0%	26.3%
Apprenticeship Certificate	7.5%	6.1%	8.9%	3.4%
College Diploma	30.6%	29.2%	25.1%	33.2%
University Degree	16.5%	23.5%	20.2%	26.6%

Between 2016 and 2021 the primary occupation groups for the workforce in Oshawa did not change, however, there was significant growth in some key groupings, such as healthcare occupations, which grew by 35.6% to account for 7.4% of the overall workforce. Outside of the primary occupation groups, the largest growth was seen in occupations in natural and applied sciences (56.1% increase from 2016 to 2021) and the greatest decrease was in occupations in manufacturing and utilities (-21.5% from 2016 to 2021).[15]

Retail remained the primary industry of employment in Oshawa in 2021, with 12.9% of the workforce being employed in the sector, which is slightly higher than the proportion of the workforce in this industry across Durham at 11.3%. This was followed closely by Health Care, whose workforce grew by 26.6% between 2016 and 2021 in Oshawa.[16] Manufacturing had the most significant decline in workforce, shrinking by 25.8% between 2016 and 2021.

**Table 6: Workforce by Occupation Group in Oshawa, 2016 and 2021**

National Occupation Classification	Proportion of workforce – 2016	Proportion of workforce – 2021	Percent change in workforce 2016 to 2021
Sales and service occupations	26.0%	26.5%	9.7%
Trades; transport and equipment operators and related occupations	16.9%	19.3%	22.7%
Business; finance and administration occupations	14.5%	16.2%	20.3%
Occupations in education; law and social; community and government services	10.5%	11.0%	12.0%
Health occupations	5.8%	7.4%	35.6%

**Table 7: Workforce by Industry Group in Oshawa, 2016 and 2021**

North American Industry Classification	Proportion of workforce – 2021	Proportion of workforce – 2016	Percent change in workforce 2016 to 2021
Retail Trade	12.9%	12.3%	12.8%
Healthcare and Social Assistance	12.7%	10.8%	26.6%
Construction	8.8%	8.1%	17.3%
Educational Services	6.9%	7.2%	2.9%
Manufacturing	6.7%	9.8%	-25.8%

Overall, the trends in the education, occupation and industry profile of the city indicate that Oshawa has transitioned from an economy driven by manufacturing to one rooted firmly in a technology-driven, knowledge economy. This is characterized as an economy that is rooted firmly in the production, distribution and application of knowledge and information. We see this shift in Oshawa with the growth of occupations in health care, education and roles in finance, technology and administration. This presents a positive trend for the city, as these jobs tend to be higher paying and bring with them a highly educated workforce.

However, these shifts are not without their challenges. As this shift occurs, more employment opportunities require higher levels of education and training prior to entry. This leads to conditions where new jobs that are created are available to a smaller proportion of the population who have advanced and specialized training. In addition, shifts toward this kind of economy also drive up the service sectors, as the population moving into these roles require and desire more retail, hospitality, and overall services to support them. Thus, the trend toward more knowledge sector jobs is generally accompanied by growth in service sector jobs and industries.

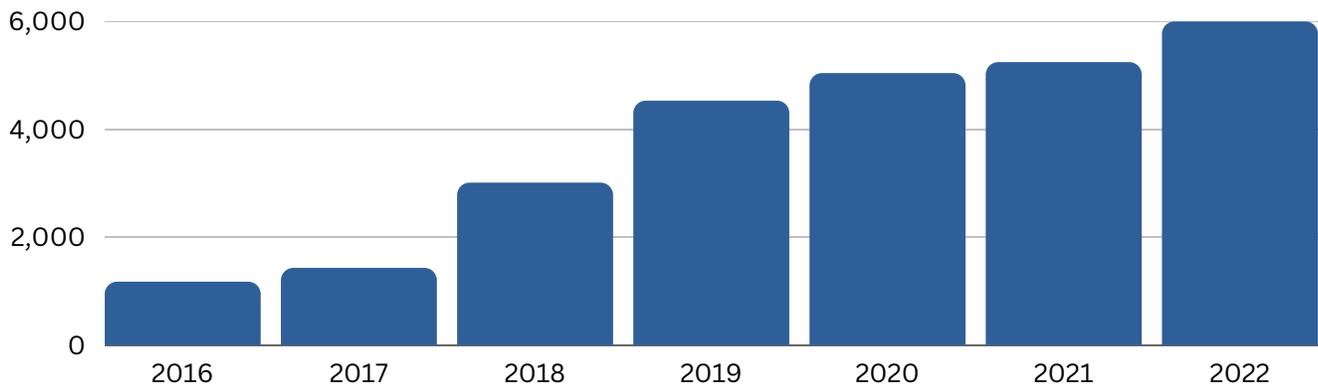
So while a shift to a knowledge economy, driven by technology is a positive development for Oshawa, attention needs to be paid to the workforce that may not have access to these occupations and industries. The City should work to ensure diversity is maintained in the economy, and that strong partnerships are brokered between education and training institutions and employers entering and developing locally.

# Trend 7: Unsheltered Population, Mental Health and Addiction Crisis

In 2021, the Durham Point In Time Count (PiT) [17] recorded 573 homeless individuals across the region. Further, the PiT Count identified that 82% of those who were identified as experiencing unsheltered homelessness [18] were in Oshawa. While the PiT provides a valuable snapshot of the extent of homelessness in the city, it is also likely an undercount as it does not capture all of those who are unsheltered or who are experience various complex forms of homelessness. Despite this limitation, the growing concerns associated with the unsheltered population in Oshawa are a significant trend that the City is increasingly concerned with.

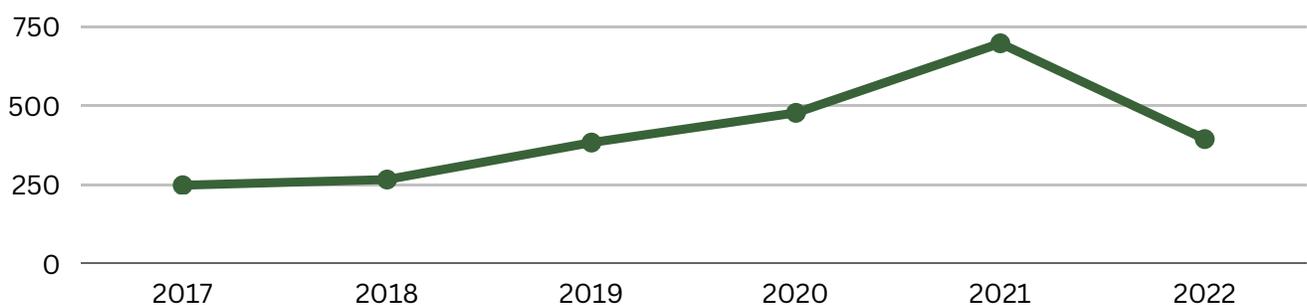
The unsheltered population is increasing associated with issues of security, mental health and addictions in the city, mostly concentrated in the Downtown Core. For example, in 2022 there were approximately 7,000 reported incidents requiring emergency service response in Downtown Oshawa. [19] This includes relatively minor incidents of trespass, to serious medical incidents, often involving intoxication and drugs. While some of these concerns may be perceived to be part of an urban landscape, the rapid rise in such incidents in Oshawa since 2016 presents significant and acute challenges.

**Chart 10: Number of Security Incidents at Oshawa City Facilities by year [20]**



The most concerning part of this growth has been the connected rise in drug related incidents, in particular the incidents of opioid overdoses. In 2022, Oshawa was the location of 69% of all opioid calls made to Durham Region Paramedic Services. In 2022, of the 350 opioid related calls in Downtown Oshawa, there were 10 fatalities.

**Chart 11: Number of Opioid Related Calls to Durham Paramedic Services in Oshawa by Year [21]**



The challenges of a growing unsheltered population and those experiencing mental health and addiction issues are not unique to the city of Oshawa, they are growing concerns across Canadian cities. However universal these challenges may be, the impacts are distinctly local, and thus require local interventions to address the acute issues that they present. In this, the City needs to continue to work with the Region of Durham, it's neighbouring municipalities, and health and social service organizations to address the emergencies created by these issues. This work must include ongoing advocacy for increased provincial and federal support for programs, services, and infrastructure that can provide a foundation for lasting solutions. With this in mind, the City needs to recognize that, while the acute emergencies that arise daily as a result of a growing unsheltered population in the city and an increasingly deadly opioid crisis, there needs to be time and space made to find and advocate for systemic solutions. This may include improvements to mental health and addictions care, improved income security programs, and investments in diverse housing options for the residents of Oshawa.

# Notes

1. Note on terminology: in this brief the terms Oshawa, city of Oshawa, and the city (with a lowercase "c" on city in the latter two usages) are used to denote the community and municipality that is Oshawa, and the term City of Oshawa (with an uppercase "C" on City) is used to refer specifically to the municipal government.
2. Note that the 2021 Census of the Population recorded the population of the City of Oshawa as being 175,383 residents in 2021, an increase of 10% over 2016.
3. Statistics Canada. Table 17-10-0142-01 Population estimates, July 1, by census subdivision, 2016 boundaries, <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1710014201>.
4. According to Statistics Canada's population estimates (Table 17-10-0142-01 Population estimates, July 1, <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1710014201>), the fastest growing municipalities from 2021 to 2022 in Ontario are:
  - Kitchener - 4.3%
  - Waterloo - 4.1%
  - Brampton - 3.5%
  - Whitby - 3.4%
  - London - 3.1%
  - Oshawa - 2.7%
  - Clarington - 2.5%
  - Toronto - 2.4%
  - Windsor - 2.3%
  - Ottawa - 1.8%
5. Statistics Canada, "The Daily, February 9, 2022: Canada's largest urban centres continue to grow and spread," online at: <https://www150.statcan.gc.ca/nl/daily-quotidien/220209/dq220209b-eng.htm>.
6. Ibid.
7. Statistics Canada identifies downtown neighbourhoods as areas within a city with highly concentrated commercial, residential, cultural and historic buildings relative to other parts of the city. Details and map source boundaries are from: Sergerie, F., Chastko, K., Daunders, D., and Charbonneau, P., 2021, "Statistics Canada, Demographic Documents, Defining Canada's Downtown Neighbourhoods: 2016 Boundaries." Available online at: <https://www150.statcan.gc.ca/nl/en/pub/91f0015m/91f0015m2021001-eng.pdf?st=IfN8aTKI>
8. This map created by the author based on Statistics Canada's definition of near urban suburbs as being between 10 and 20 minutes from the centre of the downtown area. Source: Statistics Canada, "The Daily, February 9, 2022: Canada's largest urban centres continue to grow and spread," online at: <https://www150.statcan.gc.ca/nl/daily-quotidien/220209/dq220209b-eng.htm>.
9. Language Spoken at Home is the preferred variable here as it indicates that language that individuals tend to converse in most often and may be most comfortable with, Another indicator of language diversity is Mother Tongue. This is not used as it does not necessarily indicate the language used most often in multilingual populations,
10. There is evidence to indicate that Indigenous Canadians are undercounted in official population counts, including the Census of the population. This is particularly true in urban areas of Canada. This is an important point to acknowledge in any work that reviews the nature and potential needs of the population in a community; decisions are data driven, and if some important populations are undercounted in the data, then there is a risk of increased and continued systemic exclusion.
11. This is based on a Living Wage of \$17.80/hour, which was the calculation in 2020 when these income statistics were reported. In 2022 the Living Wage for Durham Regions was recalculated to be \$39,624/year (\$19.05/hour). See Coleman, A. and Shaban, R. (Ontario Living Wage Network), 2022, Calculating Ontario's Living Wages, November 2022.
12. In their report, "Disaggregated trends in poverty from the 2021 Census of the Population," Statistics Canada notes that noted "declines in poverty were driven by higher government transfers in 2020, including the enhanced Canada Child Benefit (CCB) and temporary pandemic relief benefits." This report is available online at: <https://www12.statcan.gc.ca/census-recensement/2021/as-sa/98-200-x/2021009/98-200-x2021009-eng.cfm>.
13. Canadian Rent Report, March 2023, Available online at: <https://www.zumper.com/blog/rental-price-data-canada>.
14. Canada Mortgage and Housing Corporation, 2023, Rental Market Report, January 2023 Edition, Available online at: <https://www.cmhc-schl.gc.ca/-/media/sites/cmhc/professional/housing-markets-data-and-research/market-reports/rental-market-report/rental-market-report-2022-en.ashx>.
15. The declines in manufacturing were recorded prior to the most recent reopening's and hiring at General Motors, so these declines may not be fully reflective of occupations in manufacturing since the time of the 2021 Census of the Population.

16. The impacts of the COVID pandemic need to be considered here as healthcare employers started to expand their workforce in mid to late 2020 to respond to growing demand.
17. The Point-in-Time (PiT) Count captures a snapshot of individuals experiencing homelessness in the Durham Region. Conducted within a 24-hour period in October 20-21, 2021 the Count gathered information on the number of persons/families experiencing homelessness. This includes people who are living unsheltered, in shelters and other transitional locations, and people who are precariously housed (couch surfing). The 2022 PiT Count Report is available online at: [https://www.cdcd.org/wp-content/uploads/2022/04/CDCD\\_PiT-Count\\_2021\\_Report\\_Full-Report\\_WEB.pdf](https://www.cdcd.org/wp-content/uploads/2022/04/CDCD_PiT-Count_2021_Report_Full-Report_WEB.pdf)
18. Unsheltered, or absolutely homeless and living on the streets or in places not intended for human habitation.
19. Data provided by staff from the City of Oshawa.
20. Data provided by staff from the City of Oshawa.
21. Region of Durham Paramedic Services (RDPS) calls, Location of Opioid Overdose Call, 2017 to 2022, Available online at: <https://www.durham.ca/en/health-and-wellness/opioid-information-system.aspx#Location-of-suspected-opioid-overdose-calls>.