

To: City Council

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

Report Number: CNCL-24-56

Date of Report: May 22, 2024

Date of Meeting: May 27, 2024

Subject: Update on the Development of the Oshawa Strategic Plan 2024  
– 2027: Core Elements

Ward: All Wards

File: 03-05

---

## **1.0 Purpose**

The purpose of this Report is to provide Council with revised Core Elements of the Oshawa Strategic Plan in response to Council feedback received at its April 12, 2024 meeting. Staff require Council's further input on the draft Core Elements so that they can bring forward the draft Oshawa Strategic Plan and Key Performance Indicators as directed by Council:

“That staff and LURA Consulting be directed to refine the Oshawa Strategic Plan Emerging Elements to reflect the input received during the facilitated Council discussion on April 12, 2024 and report back to Council with a proposed Oshawa Strategic Plan with Key Performance Indicators in June 2024.”

Attachment 1 is the revised Oshawa Strategic Plan Core Elements.

## **2.0 Recommendation**

It is recommended to City Council:

1. That pursuant to Report CNCL-24-56 dated May 22, 2024, the draft Oshawa Strategic Plan Core Elements as outlined in Attachment 1 to this Report be approved as the revised draft Vision, Mission, Priority Areas, and Goals for further development of the Oshawa Strategic Plan 2024 – 2027.

### **3.0 Executive Summary**

LURA Consulting was hired in August 2023 to assist staff with carrying out Council's direction to develop a new Oshawa Strategic Plan that reflects the City of Oshawa's changing demographics and environment.

An extensive discovery process was undertaken with Council, staff, and the community to determine priorities, resulting in the What We Heard Core Elements Report presented to Council in April.

The [What We Heard Core Elements Report](#) informed the development of the draft Vision, Mission, Priority Areas, and Goals which Council discussed and provided feedback at its April 12, 2024 meeting.

LURA Consulting together with staff considered the feedback from Council and revised the draft Vision, Mission, Priority Areas, and Goals accordingly as outlined in Attachment 1.

### **4.0 Input From Other Sources**

- Members of Council
- Corporate Leadership Team and Directors

### **5.0 Analysis**

At its April 12, 2024 meeting, Council considered LURA Consulting's presentation of the draft Oshawa Strategic Plan Core Elements: Vision, Mission, Priority Areas, and Goals and provided the following feedback.

#### **5.1 Overall Council Feedback**

- Shorten goals; remove any references to 'how' goal would be achieved and include that in the Actions and Key Performance Indicators (KPIs).
- Do not include plan/strategy names in goals; include them in KPIs.
- Focus on goals that are achievable in the 4-year timeframe.
- Downtown and waterfront areas are important to highlight, and parameters about what will be achieved within a 4-year duration are important.
- Eliminate targeted audience goals (i.e. priority neighbourhoods, seniors, low-income) and include specific aspects in KPIs to ensure goals are overarching.
- Remove specific word reference to 'seniors' as it may not be appropriate terminology by the end of the plan timeframe.
- Reorder safe and sustainable goals so that safe goals are first since they are a major priority for the community.

## **5.2 Revised Vision, Mission, Priority Areas, and Goals**

LURA Consulting applied the feedback as detailed above and, together with staff, revised the Vision, Mission, Priority Areas and Goals as outlined in Attachment 1.

These revisions will form the base for further development of the Oshawa Strategic Plan 2024 - 2027. Staff and LURA Consulting will continue to create Actions and Key Performance Indicators for each goal.

The completed Oshawa Strategic Plan will be presented to Council for further review and approval at a June 2024 meeting.

## **6.0 Financial Implications**

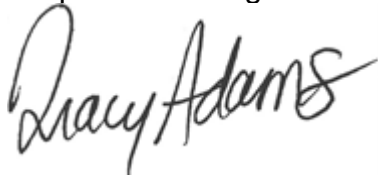
There are no financial implications from this Report.

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

The recommendations in this Report support the Oshawa Strategic Plan Goal of Accountable Leadership.



Enez Perkins, Senior Manager,  
Corporate Strategic Initiatives



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

## DRAFT Oshawa Strategic Plan Core Elements

### DRAFT Vision:

The vision represents the ideal and long-term future for Oshawa.

- **Oshawa: A thriving, innovative and caring community where everyone belongs**

### DRAFT Mission:

The mission represents the City's purpose, for who and why.

- **Committed to delivering exceptional services, spaces, and experiences.**

### DRAFT Priority Areas and Goals

Priority areas define the broad pillars of importance to the community. They help organize goals and define the broad outcomes of the plan. Each priority includes a brief outcome statement.

Goals define what is needed to move towards Oshawa's vision and priorities. They should be measurable and achievable.

#### Priority Area

##### **INNOVATE: Vibrant Culture and Economy**

**A prosperous and welcoming community with enhanced job opportunities and cultural experiences.**

#### Goals

1. Attract new businesses and support existing businesses and industry.
2. Promote and support innovation in business and grow local talent opportunities.
3. Continue to foster strong partnerships with education institutions, community partners and employers.
4. Attract and promote a vibrant artistic and cultural economy.
5. Advance downtown as an urban core.
6. Promote the waterfront as a destination and innovative mixed-use community.
7. Market the Oshawa Executive Airport.

## **DRAFT Oshawa Strategic Plan Core Elements**

### **Priority Area**

#### **BELONG: Inclusive and Healthy Community**

**An equitable and active community that fosters a sense of pride and belonging.**

#### **Goals**

1. Commit to meaningful reconciliation with Indigenous communities.
2. Reduce systemic barriers and deliver engaging, equitable, and culturally inclusive programs and services for all participants.
3. Invest in infrastructure and assets that meet the needs for sustainable growth.
4. Support and encourage diverse housing options.
5. Support sustainable and safe modes of transportation, including active transportation.

### **Priority Area**

#### **CARE: Safe and Sustainable Environment**

**A safe and sustainable community that enhances well-being.**

#### **Goals**

1. Collaborate and advocate for effective services, programs, and community safety and well-being support.
2. Provide and maintain recreational outdoor spaces, parks, and trails.
3. Manage impacts on natural assets such as wetlands and waterways and enhance tree canopy.
4. Reduce the City's carbon footprint and greenhouse gas emissions.
5. Enhance emergency preparedness and response, including preparing for potential climate emergencies and significant weather events.

### **Priority Area**

#### **LEAD: Governance and Service Excellence**

**A customer service-centred organization aligned with residents' and community partners' needs.**

#### **Goals**

1. Provide transparent, efficient, and responsible fiscal stewardship and use of resources.

## **DRAFT Oshawa Strategic Plan Core Elements**

2. Expand and embed equity, inclusion, accessibility, anti-racism, and reconciliation across policies, practices, and procedures within the organization.
3. Expand, embed, and modernize customer-centric service delivery.
4. Enhance effective communication and encourage all community members to actively participate and learn about City services, programs, and spaces.
5. Embrace innovation and advance continuous improvement initiatives and actions.
6. Advocate for increased regional, provincial, and federal support for programs, services, and infrastructure.
7. Offer community engagement activities that enhance transparency and bring diverse voices and perspectives into decision-making processes.