



Economic Development Strategy

The City of Oshawa
Oshawa Economic Development Strategy (O.E.D.S.)

November 2023



**AVISON
YOUNG**

Table of contents

01	Oshawa's economic opportunity	03
02	Competitive position	14
03	Research and engagement	21
04	Target sector trends and opportunities	27
05	Strategic framework	31
06	Implementation framework	48
07	Marketing approach	53





01

Oshawa's Economic Opportunity

01 Project overview, objectives and background

Project overview

The City of Oshawa is actively pursuing a path towards bolstered economic growth, supported by an abundance of new and forecasted employment, innovation and the value modern businesses and talent seek. To further support current initiatives and augment key attributes and assets, the City has enlisted the support of Avison Young to create a new Oshawa Economic Development Strategy ("O.E.D.S.") which aims to achieve the following objectives:



To ensure success and accuracy of information and strategic direction contained herein, it was imperative to actively engage with a diverse range of both business and community stakeholders. By fostering comprehensive participation of these groups, the project seeks to cultivate a well-rounded perspective on prospective economic opportunities for the City. The ultimate aspiration is to meticulously craft the O.E.D.S., thereby providing a robust framework to guide, facilitate, and reshape the City's economic trajectory and development initiatives over the next ten years.

Objectives

The overarching goal is to further the transition of Oshawa's economic landscape from its historical heavy manufacturing foundation to a modern technology and science-driven economy. This new economy will augment advanced manufacturing, and bolster city infrastructure assets and cultural enrichment, all of which collectively position Oshawa for substantial growth over the next 10 years. Effectively, the Oshawa Economic Development Strategy objectives fall into six main buckets, including:

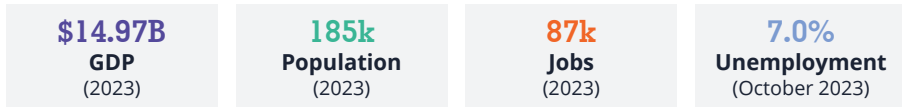


01 The City of Oshawa is a gateway to a multitude of major metropolitan markets

Oshawa background

Positioned as the largest community in the Region of Durham and a rapidly expanding urban centre within the Greater Toronto-Hamilton Area ("G.T.H.A."), the City of Oshawa is home to an array of residents, business, infrastructure, culture, community and heritage. Historically known as an industrious-automotive hub, Oshawa has recently seen substantive growth in other sectors such as warehousing and distribution, food and agriculture, and energy. Moreover, as Oshawa's economy evolves into its future state, the City's lineage will play a key element in contributing to a sustainable long-term economic direction for its stakeholders.

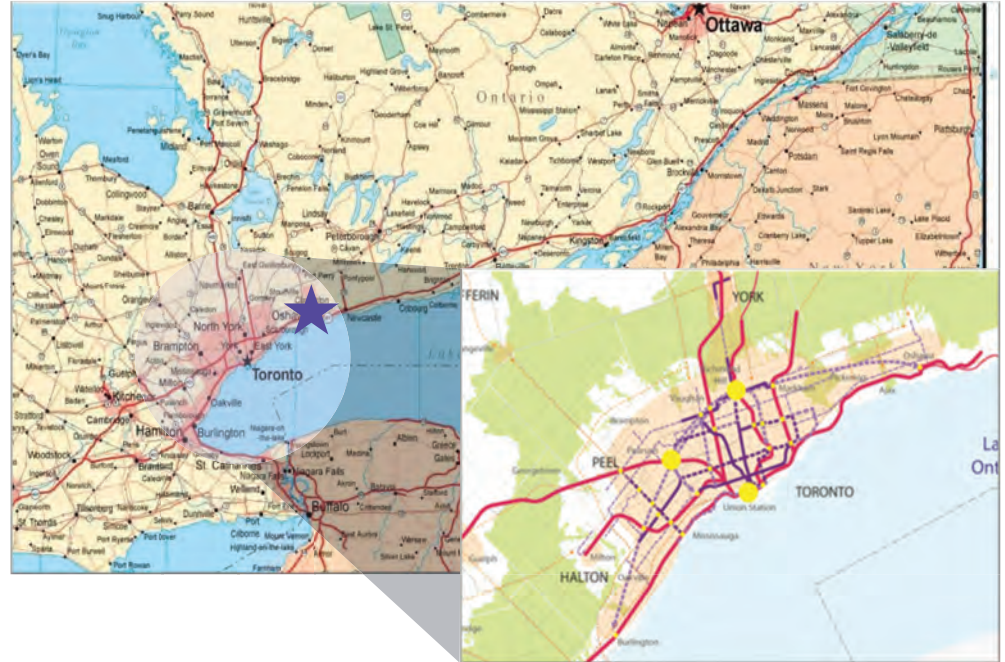
Well-positioned and poised for significant sustainable long-term growth, the City of Oshawa is buoyed by record-breaking building permit activity, continuous / forecasted population growth and robust new employment pipeline.



Source: StatsCanada October 2023 | Durham Workforce Authority reported 7.5%, for October 2023, ▲0.8% MoM

Fueled with a talent pipeline of approximately 30,000 post-secondary students and an abundance of Employment Lands positioned for development, the City of Oshawa is poised to attract an array of new investment from a diverse range of new prospective employers.

Oshawa's location connects 150+ million people in markets throughout Ontario, Quebec, as well as the midwest and northeast USA. Major markets within these geographies, include Toronto, Montreal, New York, Boston, Philadelphia, Columbus, Chicago, Detroit and Washington, providing Oshawa's economy access to over 150+ million North American consumers within a day's drive.

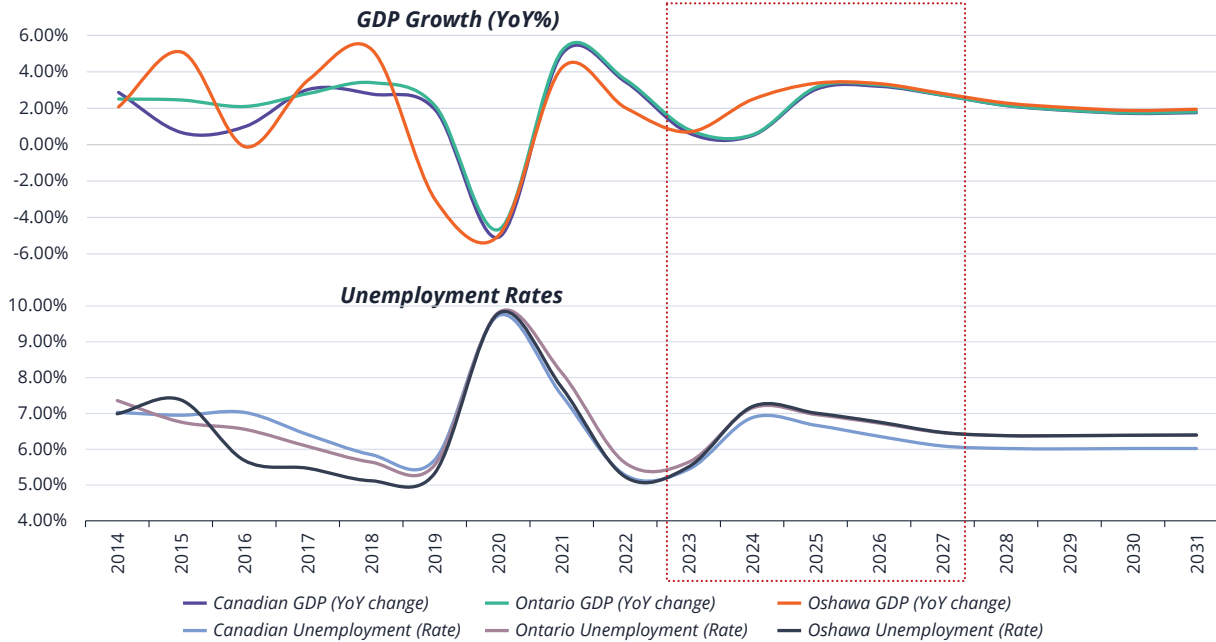


Land Extensive highway network (including 401 and 407), CN and CP rail corridors cross south Oshawa for freight services as well as Via and GO for passenger travel

Air Oshawa Executive Airport provides international passenger access to the region via private charters

Water A deep-water shipping port providing access to global markets via the St. Lawrence Seaway

Historical economic volatility positions Oshawa for accelerated near-term growth in advance of stabilization



Employment Sector Fluctuation (Q3 2023)

Job Growth	Job Loss
<ul style="list-style-type: none"> ✓ Agriculture, construction, trade services, transportation and warehousing, financial sector, professional and scientific services, public administration 	<ul style="list-style-type: none"> ✗ Natural resources, utilities, manufacturing, business and building services, education, healthcare, information and cultural services

Sources: Oxford Economics | StatsCan | TD and RBC Economics | CREA

Economic overview

- Oshawa's strong labour market and record construction growth have demonstrated economic resilience amid uncertain macro-economic times.
- Real estate costs, key employment growth sectors (e.g. tech) and quality of labour continue to be Oshawa's top-performing GDP growth drivers.
- In spite of global and national pressures, Oshawa's resilient economy anticipates continued growth.
- The unemployment rate in Oshawa peaked at 9.79% during early days of the COVID-19 Pandemic (2020), rebounding back to pre-pandemic levels in 2023 (5.51% as of Sept.) and remaining below the long-run average.
- Higher interest rates will weigh on spending and job creation more visibly through 2024. However due to Oshawa's core growth sectors, the City is likely to see less recessionary vulnerability than other parts of the Province.

Key takeaways

- Historically, and particularly through the COVID-19 Pandemic, Oshawa's unemployment and GDP growth have seen greater volatility than Provincial and National averages
- As a result of the recent economic slowdown (2022-2023) and despite rising unemployment forecasts, **Oshawa's GDP growth anticipates near-term acceleration** due to the City's unique local characteristics, including affordability, economic sectors and talent pool pipeline

Key economic drivers influencing Oshawa's local economy



Healthcare sector

Oshawa boasts a growing healthcare sector, including Lakeridge Health, which provides jobs, healthcare services and education to the community.



Automotive industry

Oshawa has a strong history in the automotive sector as it is home to General Motors Canada. The presence of manufacturing and related industries has historically been a significant economic driver for the City.



Educational institutions

The City is home to educational institutions like Ontario Tech University, Trent University Durham GTA and Durham College, which contribute to the local economy through education, research, and the skilled workforce they produce.



Affordable industrial land

Oshawa offers a competitive advantage with its ample supply of affordable industrial land, making it an attractive destination for businesses looking to establish or expand their operations.



Transportation infrastructure

Its strategic location along major transportation routes, including Highway 401 and proximity to Toronto, makes Oshawa a transportation hub, facilitating the movement of goods and people.



Cultural and recreational amenities

Oshawa's cultural assets, such as The Robert McLaughlin Gallery, Durham College's eSports Gaming Arena and the Tribute Communities Centre (currently General Motors Centre), contribute to its appeal and quality of life, along with its attractive waterfront.



Innovation and technology

There is a growing focus on innovation and technology, with the emergence of technology startups and research initiatives.



Entrepreneurship and small businesses enthusiasm

The presence of small businesses and a strong culture of entrepreneurship adds to the economic diversity and vitality of the City.



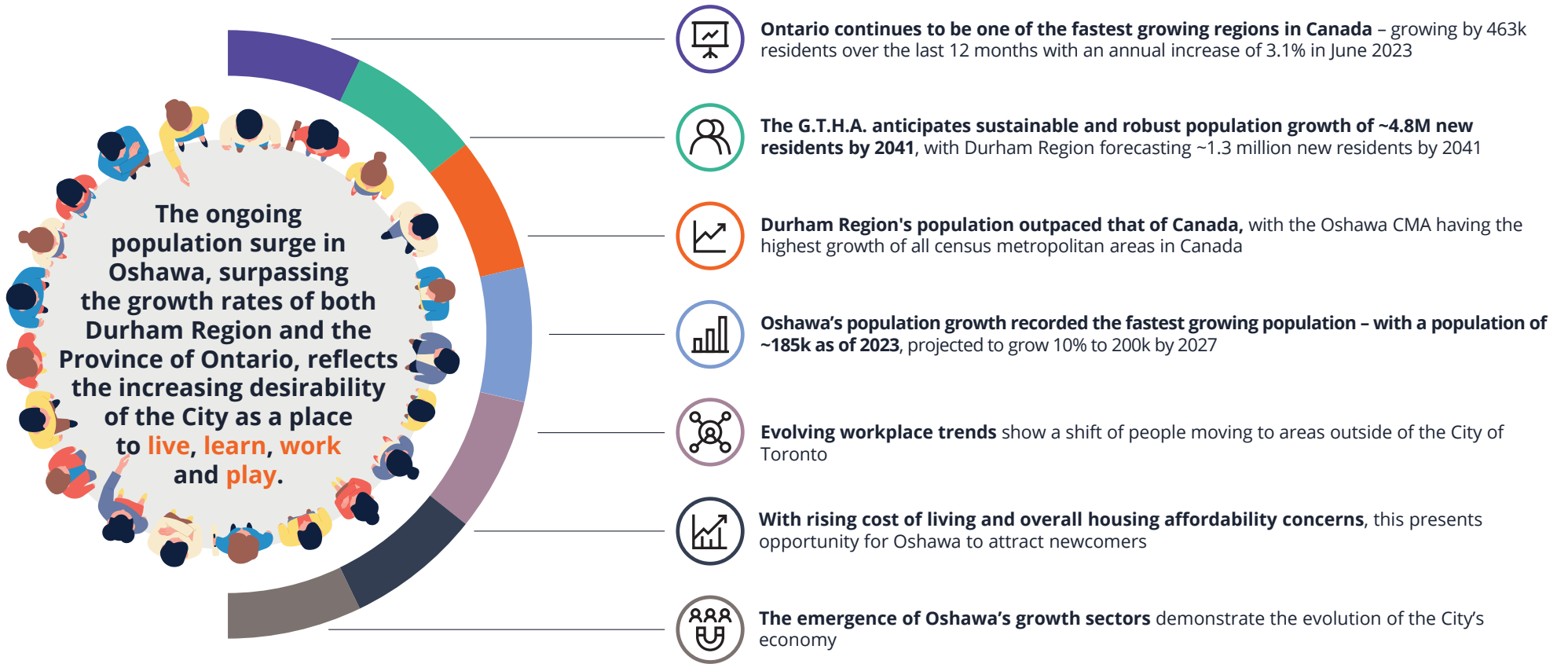
Strong community pride and engagement

A strong sense of community engagement and civic pride fosters local economic development and sustainability.



Growing population and cultural diversity

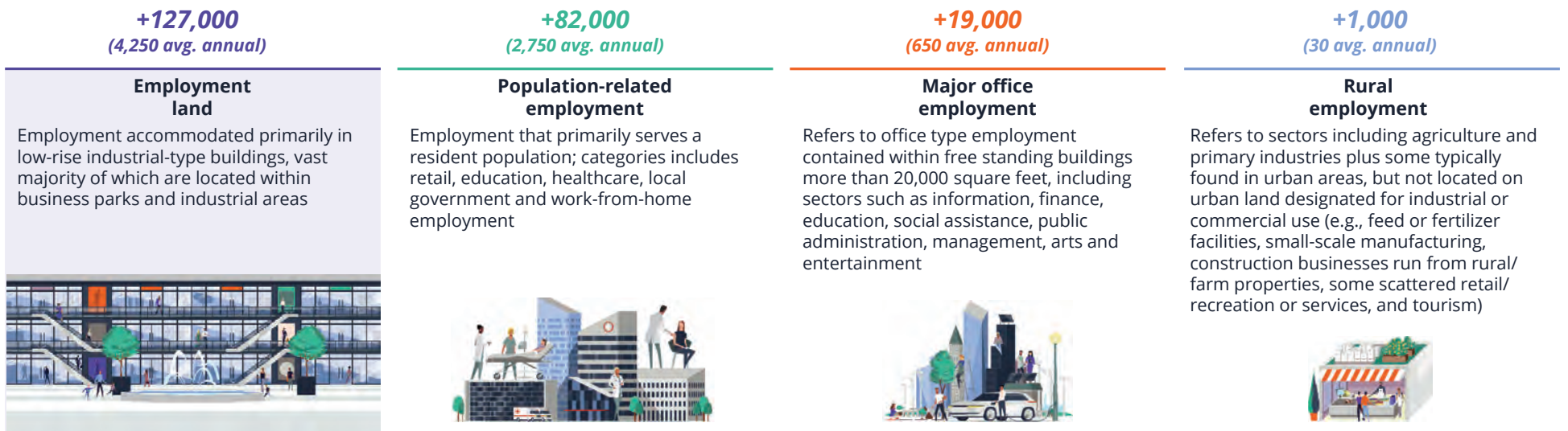
Oshawa's recent population surge has outpaced Durham Region and the Province of Ontario, reflecting increasing desirability



Durham Region projects 229,000 new jobs by 2051 led by 'Employment Land' primarily concentrated in business and industrial parks

While Durham Region is poised for substantive growth through the next three decades, over 55% of forecasted new employment (127,000) is anticipated via new 'Employment Land'.

Total new jobs (2021 - 2051)



Key takeaways

- Total **new forecast 'Employment Land' jobs is 127,000** for Durham Region (2021 - 2051)
- **Fastest growing category is Employment Land at 2.75%** average growth per year (4,250 new jobs annually)
- Second fastest growing category is **Population-Related at 1.52% average growth** per year (2,750 new jobs annually)


Source: Hemson Consulting

Oshawa is positioned to benefit from rising population and evolving talent pipeline

Oshawa's *lower real estate costs, tech employment growth, quality of labour, premier location, and a rising number of business openings* position the City favorably for attracting larger employers.

 **Oshawa's projected GDP will outpace that of the region and country.**
Impacts include:


- Higher tax revenues for Oshawa
- Rise in local property values
- Increased employment and business development opportunities
- Enhanced reputation and community development

 **Oshawa is seeing a decline in its workforce participation**
Impacts include:

- Shift in employment age for labour pool
- Increased demand for local government and community support
- Decline in local government revenue (less tax income)
- Opportunity to introduce retraining programs and workforce development

 **Oshawa's economy and business environment is strongly focused in public sector**

Advantages	Challenges
<ul style="list-style-type: none"> - Strong expertise and specialization in public sector industry - Opportunity for innovation and competitiveness in focused sectors - Increased demand for specialized skills and talents based on reputation 	<ul style="list-style-type: none"> - Lack of business and employment diversification - Overreliance on single public sector - Limitations to demographic diversity - Difficulty in talent retention

 **Oshawa's streak of job gains halted with recent uptick in unemployment.**
Impacts include:

- Reduced consumer spending
- Increased demand for local government and community support
- Opportunity to attract new industries to promote job creation

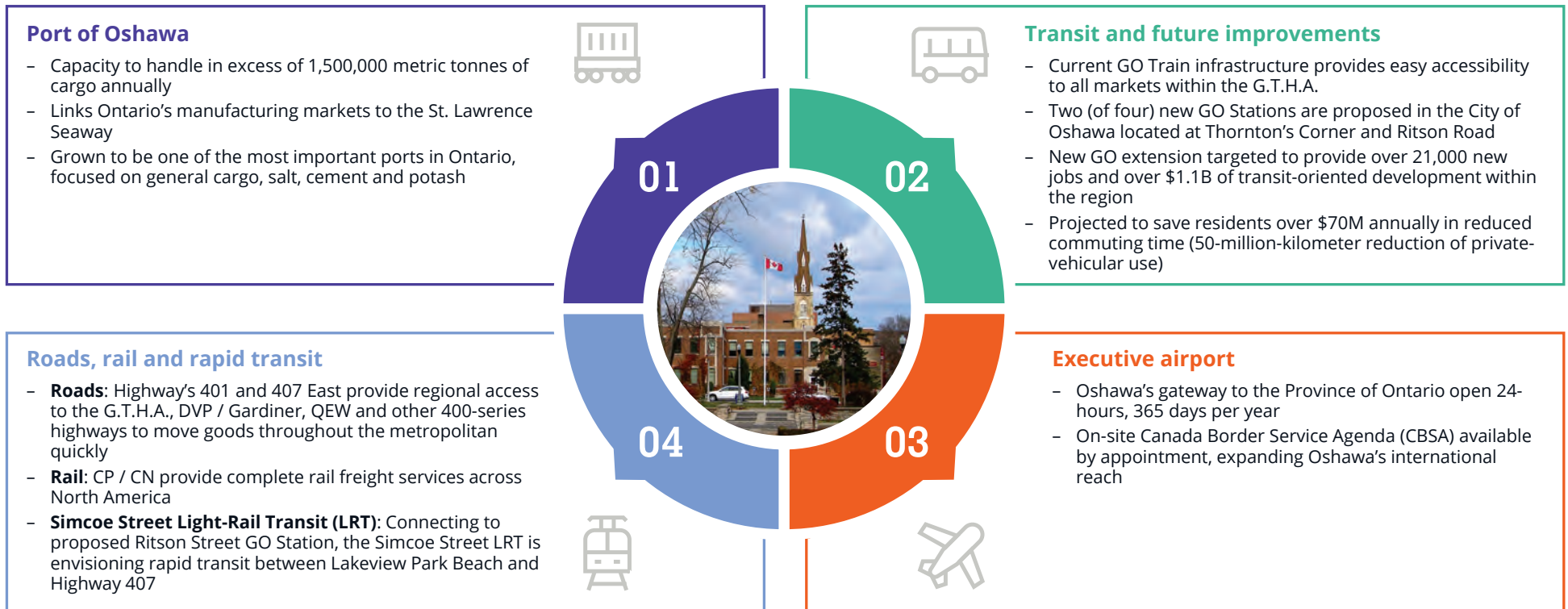
 **The stabilized rate of business openings to closures signals growing interest in local businesses endeavors**
Impacts include:

- Enhanced interest and reputation in Oshawa's community
- Favorable conditions to be a preferred city of choice
- Increased talent creation, attraction and retention
- Increased diversity in business types
- Encouragement in fostering business partnerships, alliances and collaboration
- Increased streamlining of business opening opportunities



Oshawa's prime location coupled with its diverse range of infrastructure assets provide the City substantial competitive advantage within the G.T.H.A.

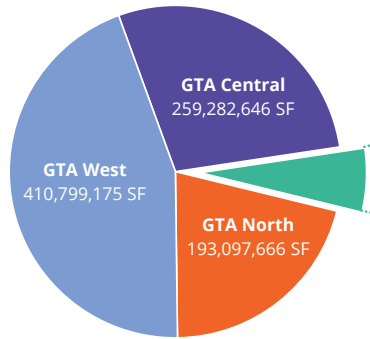
Oshawa is one of few Canadian cities that boasts an airport, rail lines, a deep-water port and 400-series highways all within proximity to each other. The combination of transportation facilities provides importers and exporters in the City a competitive advantage.



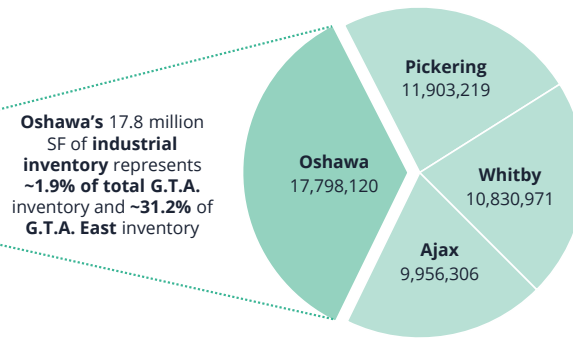
Oshawa's industrial sector perfectly positioned to thrive amongst latest boom

The bulk of new industrial supply in the Greater Toronto Area (G.T.A.) was historically concentrated in the West and North regions until recent years, as Central and East markets gain momentum.

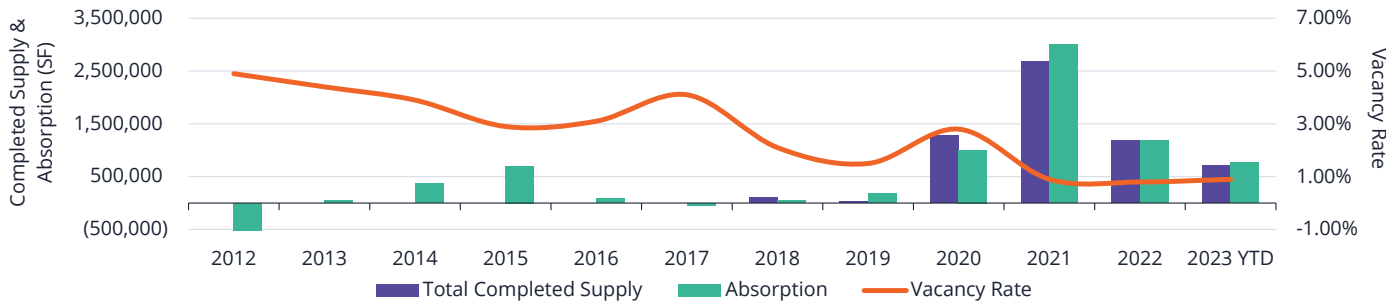
G.T.A. industrial inventory – 920M SF



G.T.A. East industrial inventory – 57M SF



G.T.A. East industrial absorption, supply and vacancy



Source: Altus, CoStar

Industrial and flex space highlights

- Demand from tenants continues to **outstrip supply** on the leasing side, fueling investors' appetite for industrial assets.
- Following occupancy cost trends, **G.T.A. East has historically also had discounted sales pricing** relative to other G.T.A. markets for industrial investment transactions.
- While **Oshawa** has performed well amongst other G.T.A. East markets in recent years, it continues to see **lower pricing than its neighbouring cities**.

Key takeaways

- As a result of **low vacancies** throughout the G.T.A. / G.T.A. East markets along with Oshawa's **low occupancy costs and limited new supply**, the City of Oshawa has become one of the most attractive investment markets in the Province and is well positioned for sustainable growth through coming years

Oshawa's attractive location, affordability and distinguished labour force make it a great location for business and investment opportunities

Oshawa is set to play a crucial role in the G.T.H.A. over the foreseeable future, as a result of the region's stable business environment and strong GDP growth projections. However, Oshawa and Durham Region recognize the need to remain competitive against other regional and global cities in order to maintain an attractive business climate.

✓ Oshawa is leading the way in terms of **housing affordability**, relative to the G.T.H.A

✓ Projected to **experience strong economic growth**, outpacing that of the country through to 2031

✓ **Development charge exemptions** for all developments on industrial lands

✓ **Premier location with proximity** to major metropolitan centres



✓ Numerous **higher education institutions** within the City

✓ **Access to a large labour** force within a 45-minute commute

✓ **Unique infrastructure network:**

- Rail (freight and passenger)
- Port
- Executive airport air travel



02

Competitive Position

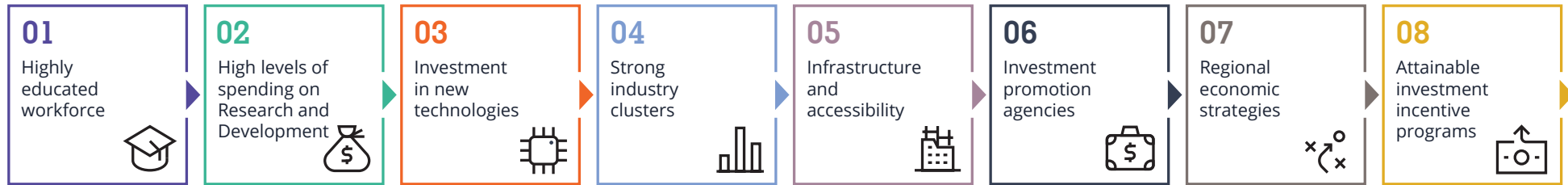
Canadian cities attracting high levels of investment demonstrate key characteristics

Based on research undertaken by the Conference Board, Canada's cities and major metropolitan areas continue to attract Foreign Direct Investment ("FDI") due to its access to additional markets, existing clusters of economic activity and established supply and distribution channels. Canada and cities within Ontario more specifically, continue to attract a growing share of population growth and new business investment.

Over half of Canada's population currently lives in its major cities, a share that according to economists will rise globally to two-thirds by 2051. Not surprisingly, major Canadian cities' share of economic activity has also been increasing alongside FDI. A city's ability to attract domestic and foreign direct investment is affected by many factors, including key traits identified below. Based on trends toward increased urbanization and the factors below, it is clear that Canadian cities, in particularly large metropolitan areas such as the G.T.H.A., have a tremendous opportunity for FDI attraction.



Cities that attract high levels of investment tend to demonstrate the following traits:



A recent report by The Economist named Vancouver, Calgary and **Toronto** as the fifth, seventh and **ninth** most livable cities in the world. Canada has a solid reputation within the international business community, which in turn presents Oshawa with an opportunity to market itself as a competitive FDI location within Canada and the G.T.H.A.

Source: Conference Board of Canada | [The Economist](#)

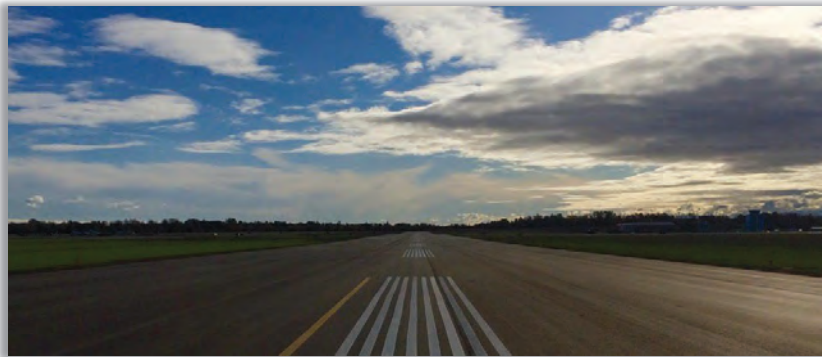
COMPETITIVE POSITION

02

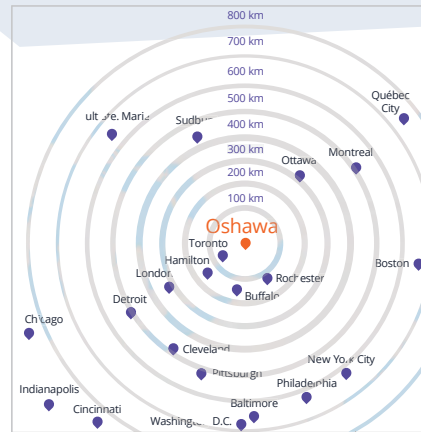
Oshawa's competitive position

Located along the north shore of Lake Ontario, **the City of Oshawa is the largest urban municipality in Durham Region** and is the eastern gateway to the G.T.H.A. Companies in Oshawa have quick and convenient access to Canada's largest consumer market of more than **5 million** people and are located within a day's drive of more than 120 million Canadian and American consumers. With easy connections to multiple U.S.A. border crossings into New York, Michigan and Minnesota, Oshawa offers superior access to American markets.

Oshawa's economy continues to show resilience as of **one of Canada's top 7 mid-sized cities for real GDP growth from 2023 to 2026**. Oshawa's favourable proximity to Toronto, which is Canada's most important economic hub, has led Oshawa to achieve some of the highest population growth in Canada, bringing with it an influx of new talent in the community. **As more employers allow employees to work fully remotely, the Conference Board anticipates that some Torontonians will opt to move to cities such as Oshawa that benefit from a lower cost of living.**



Development Insider



Distance to Major Centres	
Toronto, ON	58 km/37 mi
Buffalo, NY	222 km/138 mi
Ottawa, ON	357 km/243 mi
Windsor, ON	410 km/254 mi
Montreal, QC	486 km/302 mi
New York, NY	805 km/500 mi
Washington, DC	841 km/522 mi
Boston, MA	848 km/527 mi
Chicago, IL	880 km/547 mi
Atlanta, GA	1,598 km/993 mi

Oshawa's comparator cities identified based on size and geographical proximity

This overview examines comparably sized municipalities in **Ontario** that were within a 200km radius of Oshawa. These communities represent mid-sized communities (greater than 90,000 residents and lower than 200,000 residents), represent a lower tier municipality in a larger regional municipality, and have a local economic development function.

These findings are highlighted in the table below

City/Town	Population 2021
Oshawa	175,383
Ajax	130,656
Whitby	138,691
Pickering	114,696
Burlington	193,960
Guelph	143,740
Cambridge	142,642
St. Catharines	133,113
Waterloo	136,201

Key takeaways

1. A total of eight cities that meet our preset criteria have been identified as geographic competitors to Oshawa within the trade area
2. Among the recognized competitors, Oshawa stands out as one of the more populous cities

Note: This table is useful to illustrate the proximity of the identified competitors relative to Oshawa. The population figures above are pulled from StatsCanada.



Oshawa shares similar major sectors with its local competitors, with the emergence of growth industries as unique differentiators

Oshawa shares similar **major economic sectors** with its comparator cities, which presents Oshawa opportunity to leverage existing strengths and unique sectors.

Industry	Oshawa	Ajax	Burlington	Waterloo	Whitby	Cambridge	St. Catharines	Guelph	Pickering
Advanced Manufacturing	✓	✓	✓	✓	✓	✓	✓	✓	✓
Healthcare, Bioscience and Biomedical Life Sciences	✓	✓	✓	✗	✗	✗	✓	✗	✗
Multimodal Transport, Logistics, and Warehousing	✓	✓	✗	✗	✓	✗	✗	✗	✗
Information Technology and Digital Media	✓	✗	✓	✗	✓	✗	✗	✓	✓
Energy, Environmental and Engineering (+Clean Technologies)	✗	✓	✓	✓	✓	✗	✗	✓	✓
Food and Beverage Processing	✗	✓	✓	✓	✗	✓	✓	✗	✗
Business, Professional and Technical Services	✗	✓	✓	✗	✓	✗	✓	✗	✗
Aerospace	✗	✗	✗	✓	✗	✓	✗	✗	✗
Automotive	✓	✗	✗	✓	✗	✗	✗	✗	✗
Filming	▲	✗	✗	✗	✗	✓	✗	✗	✗
Cybersecurity	▲	✗	✗	✓	✗	✓	✗	✗	✗
Nuclear	✗	✗	✗	✗	✗	✓	✗	✗	✗
Artificial Intelligence (AI) and Augmented Reality (AR)	▲	✗	✗	▲	✗	✗	✓	✗	✗
Tourism	✗	▲	✗	✗	✗	✗	✓	✗	✗
Agriculture	✗	▲	✗	✗	✗	✗	✗	✓	✓
eSports	▲	✗	✗	✗	✗	✗	✗	✗	✗

Note: Checkmarks (✓) represent current **Major Economic Sectors**, Upward triangle (▲) represents **Emerging Sectors**, and the Cross Ex (✗) represents **non-major sectors**

Source: Respective Municipal Economic Development budget Reports 2020-2022

8 of Oshawa's top 10 employers are public sector

The majority of Oshawa's top employers are entities operating in the public sector, which includes various levels of government institutions and services. These employers may encompass municipal, Provincial, and federal government offices, educational institutions, healthcare facilities, and other public service-oriented organizations. Oshawa's other 2 top 10 employers operating in the private sector include General Motors and Concentrix, involved in manufacturing and professional services respectively.

	Oshawa	Ajax	Burlington	Waterloo	Whitby	Cambridge	St. Catharines	Guelph	Pickering
Public Sector	<ul style="list-style-type: none"> - Lakeridge Health - Durham College - Durham District School Board - Regional Municipality of Durham - Ontario Tech University - City of Oshawa - Durham Catholic District School Board - Ministry of Finance - Ontario Power Generation HQ 	<ul style="list-style-type: none"> - Lakeridge Health - Durham District School Board - Durham Catholic District School Board - Town of Ajax 	<ul style="list-style-type: none"> - City of Burlington - Joseph Brant Hospital 	<ul style="list-style-type: none"> - University of Waterloo - Waterloo Region District School Board - Conestoga College - Grand River Hospital - Region of Waterloo - Waterloo Region Catholic District School Board 	<ul style="list-style-type: none"> - Regional Municipality of Durham - Durham District School Board - Lakeridge Health - Town of Whitby - Durham Catholic District School Board 	<ul style="list-style-type: none"> - Cambridge Memorial Hospital - Corporation of the City of Cambridge 	<ul style="list-style-type: none"> - Brock University - Niagara Health System - District School Board of Niagara - City of St. Catharines - Ontario Ministry of Transportation 	<ul style="list-style-type: none"> - Guelph General Hospital - University of Guelph - City of Guelph - Upper Grand District School Board - Ministry of Agriculture, Foods and Rural Affairs 	<ul style="list-style-type: none"> - City of Pickering - Durham District School Board - Durham Catholic District School Board - Municipal Property Assessment Corporation (MPAC)
Private Sector	<ul style="list-style-type: none"> - General Motors - Concentrix 	<ul style="list-style-type: none"> - Loblaw Companies Limited - Costco Wholesale - SaFran. Messier-Bugatti-Dowty Inc. - Intact Insurance - Lear Canada - Tim Hortons 	<ul style="list-style-type: none"> - Boehringer Ingelheim - Cogeco - EMC Corporation of Canada - Evertz Microsystems - Sofina Foods Inc. - Attridge Transportation - Hunter Amenities International - Samuel, Son and Co. 	<ul style="list-style-type: none"> - Sun Life Financial - Manulife Financial - Honeywell Aerospace - Home Hardware (<i>head office</i>) 	<ul style="list-style-type: none"> - Gerdau - Central East LHIN - Sobeys Whitby Service Centre - ThermoFisher Scientific - Tim Hortons 	<ul style="list-style-type: none"> - Toyota - Challenger Motor Freight - Loblaw Companies - COM DEV International - Rockwell Automation Canada Control Systems - ATS Automation Tooling Systems Inc. - Trade-Mark Industrial - Aecon Industrial 	<ul style="list-style-type: none"> - General Motors - Algoma Central Corporation - SITEL - Royal LePage - Unifor 	<ul style="list-style-type: none"> - Linamar - Cargill Meat Solutions - Royal Canin Canada - Polycon Industries - The Co-operators 	<ul style="list-style-type: none"> - Rogers - Pickering Casino Resort - Aspect Retail Logistics - Orchard Villa Long Term Care - Black and McDonald Nuclear Services

Significance to Oshawa

- The prevalence of public sector employers signifies **Oshawa's importance as a regional administrative and service hub**, contributing to the City's employment activity.
- The concentration of public sector employers **presents potential opportunities for introducing private sector companies** when compared to its competitor cities.
- **This significantly highlights the need for diversification in the private sector to foster greater economic dynamism and enhance the City's overall economic development.**

Source: Respective Municipal Economic Development budget Reports 2020-2022

Comparator analysis of economic development spending reveals opportunity for Oshawa to allocate higher budget for economic development

These findings underline the need for increased emphasis on strategic investments and initiatives to bolster the economic potential and competitiveness of the overall region as other municipalities invest more on economic development. By identifying this gap, **Oshawa can work towards formulating targeted policies and programs to attract businesses and foster innovation, ultimately positioning and stimulating the City for regional economic prosperity.**

These findings are highlighted in the table below

City/Town	Population 2021	Economic Development Budget (2021)	Per Capita Economic Development Expenditure
Oshawa	175,383	\$913,248	\$5.29
Ajax	130,656	\$533,117	\$4.08
Whitby	138,691	\$449,807	\$3.24
Pickering	114,696	\$1,109,381	\$9.67
Burlington	193,960	\$1,416,000	\$7.30
Guelph	143,740	\$1,150,000	\$8.00
Cambridge	142,642	\$875,000	\$6.13
St. Catharines	133,113	\$1,345,113	\$10.11
Waterloo	136,201	\$2,326,141	\$17.08
Oakville*	223,214	\$759,500	\$3.40
Niagara Falls*	93,443	\$868,658	\$9.30

*Note: Oakville and Niagara Falls cities are included for the purpose of comparing them with Durham Region cities.

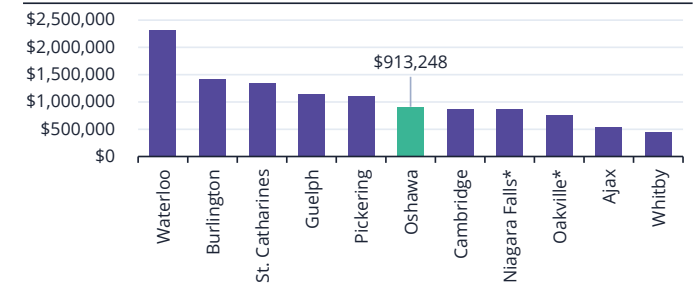
Key takeaways

1. Economic Development spending **varies significantly** between municipalities.
2. A **larger population does not directly correlate** to a higher or lower economic development budget.
3. It appears that **Durham Region municipalities invest less in Economic Development** than other comparators, with this being amplified in both Oshawa and Whitby.

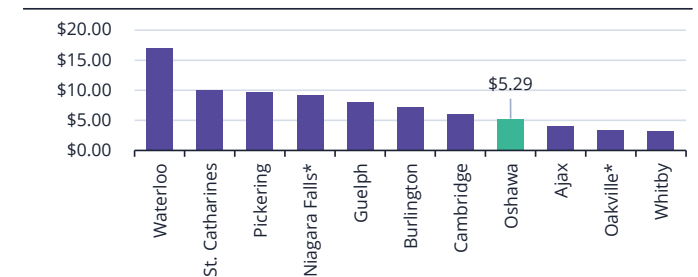
Note: This table is useful to illustrate economic development spending trends. These figures referenced above relate specifically to economic development services and cannot be a direct comparison between municipalities. Each community engages in different programs, and further some programs exist within the economic development department/division in one municipality, but outside of the economic development department/division in another.

Source: Respective Municipal Economic Development budget Reports 2020-2022

Economic development budget (2021)



Per capita economic development expenditure











03

Research and Engagement







03 Key takeaways – Challenges

Oshawa’s main challenges tie back into its reputational outlook, economic diversity and talent pipeline:

<p>Shift in Oshawa’s reputational outlook</p> <p>Oshawa has faced reputational challenges related to vulnerable populations, and the concentration of social service requirements. This has led to a perception of increased crime in certain areas of the City, affecting its overall image.</p> 	<p>Declined downtown activity</p> <p>The decline in downtown activities, as well as ongoing and / or proposed developments in the area present challenges for an innovation district to be formed, and it requires a major catalyst to kick start the area’s redevelopment and downtown vibrancy.</p> 	<p>Economic diversification</p> <p>Historically known for its ties to the automotive industry, Oshawa has an opportunity to diversify its economy with the goal of reducing dependence on a single sector. Economic diversification can provide stability and resilience against industry-specific downturns.</p> 
<p>Business attraction</p> <p>For Oshawa to attract new businesses and investment to the region, it will require creating an attractive business environment through incentives, streamlined regulations, and support for entrepreneurship. These requirements are currently being challenged by Red Tape barriers.</p> 	<p>Talent retention</p> <p>Ensuring that the local workforce has the necessary skills for emerging industries is crucial. An aging population can present challenges, particularly if there's a shortage of skilled workers, making it essential to attract and retain younger talent and promote educational opportunities.</p> 	<p>Housing affordability</p> <p>Due to Oshawa’s proximity to Toronto and other desirable suburban areas in the G.T.H.A., Oshawa is faced with talent retention challenges as employees commute out of Oshawa for work. The rising cost of housing can affect the standard of living and make it challenging for both residents and incoming talent to afford homes in the area.</p> 

03 Key takeaways – Opportunities

The City of Oshawa’s opportunities relate to enhancing its attractiveness and feasibility for new investment:

<p>Broader growth outlook</p> <p>The outlook for Ontario, Durham Region and Oshawa is very positive in both the short-term and long-term. The City of Oshawa is particularly well positioned within Ontario to compete for investment and can continue to attract national and international corporations.</p> 	<p>Demand for local real estate</p> <p>The forecast of growth is significant with an additional 600,000 people and 229,000 jobs expected for Durham Region alone between 2023 to 2051. Population growth will drive steady demand for real estate to accommodate new commercial and residential supply. The City’s sufficient supply of Employment Lands coupled with over \$1.1B of new transit-oriented mixed-use development provides substantive opportunity to capture this growing demand within the region.</p> 	<p>Leveraging existing waterfront</p> <p>Unique waterfront located in the south of Oshawa provides a mature landscape setting has views of the lake and a beautiful community park. The location presents significant development opportunities.</p> 
<p>Well-established economic and labour pool</p> <p>Well-educated labour base, along with a diversified economic base across five key sectors: life sciences, IT, healthcare, educational services and advanced manufacturing. This enables Oshawa to be well-positioned to compete for innovative activities within the broader G.T.H.A. region.</p> 	<p>Focus on innovation and emerging growth sectors</p> <p>The Federal and Provincial governments have made significant efforts in funding programs and tax credits to encourage Research and Development activities. This will strengthen innovation networks, which further feeds into Oshawa’s ongoing efforts to support and foster innovation within the City.</p> 	<p>Differentiate Oshawa – “Cool factor”</p> <p>Introducing unique outdoor locations comes in light of increasing levels of visitors & residents seeking more experiential opportunities & placemaking/mixed-use communities. This will enhance Oshawa’s overall cultural and recreational appeal.</p> 

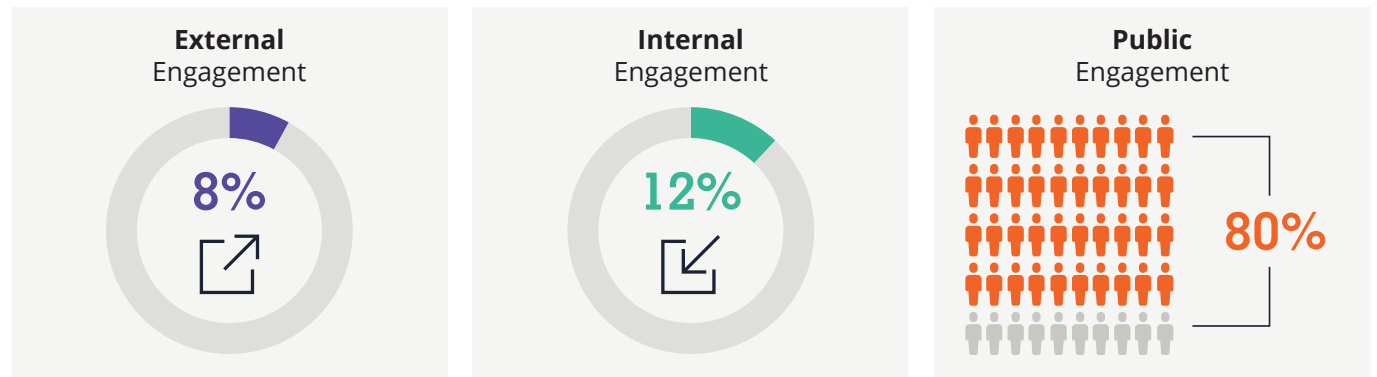
Stakeholder engagement – Overview

In collaboration with the City of Oshawa, Avison Young held engagement sessions and workshops with key stakeholders from situated in Oshawa to understand the local sentiment, daily experience and business matters in Oshawa as part of the research phase.

Stakeholder engagement played a crucial role in obtaining insights for the Oshawa Economic Development Strategy (O.E.D.S.). Beginning with stakeholder identification through our preliminary research, both internal and external stakeholders were selected to be interviewed and surveyed, recognizing that each participant would provide unique and valuable input.

An analysis of the interview feedback and survey results was conducted. We are of the understanding that the survey results may vary based on the various sectors and backgrounds that these experts possess. As such, we've summarized the results while being mindful of potential biases.

Feedback was solicited from the below participants, with a massive thank you



A total of 132 respondents participated in the engagement for Oshawa's Economic Development Strategy (O.E.D.S.).






Stakeholder engagement – Approach

Five key stakeholder groups were consulted as part of the user assessment.

	 City of Oshawa	 Education sector Subject matter experts	 Public agencies	 Business, industry and infrastructure leaders	 Community
Stakeholder groups	<p>An all-day roundtable session was held with City of Oshawa internal stakeholders including Economic Development Office, Transportation Planning, Environment, Park and Forestry, Policy Planning, City Planning, Community Planning, Research and Special Projects,, City of Oshawa's Business Enterprise Centre, and Cultural.</p>	<p>Education Subject Matter Experts (SME) were consulted to identify key trends and opportunities; including representatives from the City of Oshawa, Trent University, Ontario Tech, Durham College, etc. for major educational institution, research and development, or other considerations</p>	<p>Key Provincial and other public agencies were consulted to understand various Provincial and global efforts in relation to the City of Oshawa. The engagement includes representatives from Oshawa Tourism, Spark Centre, etc.</p>	<p>Business, industry and infrastructure leaders were engaged for additional insights and feedback, particularly related to business developers, real estate developers, and open house business community.</p>	<p>Engagement sought the participation of a diverse cross-section of the community to capture the opinions, experiences, and insights of a wide range of individuals with varying backgrounds experiences and viewpoints. This ensured that the voices of all community members were represented.</p>
Consultation	<p>Multiple in-person roundtable sessions with the City of Oshawa internal department leads:</p> <ol style="list-style-type: none"> 1. General 2. Economic Development 3. Cultural 	<p>One-on-one virtual interviews with subject matter experts in major Oshawa educational institutions</p> 	<p>One-on-one virtual interviews with key public agencies to identify current or planned initiatives with a bearing on the Innovation Corridor.</p> 	<p>One-on-one virtual interviews and in-person open house with current business, industry and infrastructure stakeholders to understand intentions and implications for development.</p> 	<p>Online survey and submission of feedback forms to understand general challenges and opportunities from the viewpoint of the community.</p> 

Key stakeholder engagement – Key themes

The insights gained from stakeholder engagement revealed key takeaways related to infrastructure improvements, “Red Tape” mitigation, and leveraging its emerging industry sectors.

<p>Invest in transportation and logistics infrastructure </p> <p>Offering strong public and private transport connectivity by enhancing Oshawa's existing infrastructure will attract businesses requiring connectivity to other G.T.H.A. regions (Airport, Port, Railway systems).</p>	<p>Accelerate innovation for growth sectors </p> <p>Offering grants, loans, funding, facilities, and amenities that support firms in developing new products, services, or methods will boost Oshawa's emerging growth sectors.</p>	<p>Enhance incubators and support business growth </p> <p>Offering structured business support/advice and long-term mentoring to educate about local business creation, business survival, productivity, and effectively growing respective employment bases.</p>	<p>Enhanced cultural vibrancy </p> <p>Offering musical, cultural, sports, leisure, and tourism events that will support and accelerate Oshawa's visitor spending.</p>
<p>Strengthen talent retention (universities and business) </p> <p>Further collaboration between universities/colleges and medium-large employers/businesses related to Oshawa's Major and Growing/Emerging industries to retain talent and enhance the emerging sectors.</p>	<p>Self directed municipal economic advocacy </p> <p>The City can have a stronger say and hand over the Regional government Protocols to investment leads, prospects for the City of Oshawa.</p>	<p>Investment ready land supply </p> <p>By introducing retrofit programs and development incentives, the City can encourage the revitalization and investment into outdated buildings. Further, providing support for serviced land and industrial parks (e.g.. Northwood Business Park) will further encourage private investment into those areas.</p>	<p>Increasing private sector employment and activity </p> <p>Offering private sector loans or grants to local businesses aimed at promoting entrepreneurship, especially for micro, small, and medium-sized businesses (to shift from public sector dominance of top employers).</p>
<p>Reduce investment activity barriers (Red Tape) </p> <p>Implementing area-based incentives to stimulate investment such as tax/wage subsidies and streamlined planning processes. An increased permit response rate, approval rate, and reduced permit fees/costs will facilitate a more appealing business climate.</p>	<p>Community amenities and public spaces </p> <p>Enhancing the quality of public spaces in town centres and commercial areas will boost foot traffic, generate interest, stimulate spending, and attract external investments.</p>	<p>Differentiate Oshawa – “Cool Factor” </p> <p>Introducing unique outdoor locations like Rendezview, Stackt Market or Chicago's “Cloud Gate” (aka The Bean) to attract visitors and enhance Oshawa's cultural appeal.</p>	<p>Attract domestic and foreign investment </p> <p>Explore and expand domestic and foreign direct investment opportunities. Enhance collaboration between the public sector, private sector, and educational institutions to create an effective and supportive ecosystem for investment.</p>













04

Target Sector Trends and Opportunities

Oshawa continues to support its traditional economic sectors while initiating a focus towards attracting emerging growth sectors




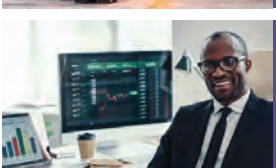

Some of Canada’s biggest milestones come from Oshawa, placing it on the technological forefront of advanced manufacturing, medical research, as well as developments in the Artificial Intelligence and Cybersecurity sectors. **Oshawa has been ranked as one of the top five markets for tech talent growth across Canada and will continue to embrace and support emerging sectors.**

Traditional Major Sectors	Advanced Manufacturing  <p>Advanced manufacturing has ushered in new methods of production of goods and services using computer-controlled and micro-electronics-based equipment, including CAD design, robots and automated storage systems.</p>	Health and Biosciences  <p>Oshawa is a centre of excellence in healthcare and a regional hub for education, training and clinical research activity. The industry represents 11% of Canada's annual G.D.P. and accounts for over 11,000 jobs in Oshawa.</p>	Multimodal Transportation  <p>Oshawa is one of few cities that can boast an airport, rail lines, a regional deep-sea port and major highways, all in proximate to each other. Companies appreciate that the port's loading dock is located 2 km/1.2 mi from Highway 401.</p>	Information Technology (IT)  <p>Oshawa has established itself as a destination for tech related to software, hardware, computer service and telecommunications, e-learning, e-commerce, and digital entertainment.</p>	Energy Generation (Nuclear)  <p>Oshawa is centrally located in Durham Region, which through Ontario Power Generation (O.P.G.) carries the responsibility of delivering roughly 50% of Ontario's energy needs for 15 million people. O.P.G. is also one of the largest infrastructure projects across Canada.</p>	
	+	+	+	+	+	
	Emerging Growth Sectors	Artificial Intelligence (AI)  <p>Ontario Tech University's recent advancements in healthcare simulation, adaptive linguistics and aerodynamics advance Oshawa as a hub for AI creativity.</p>	Augmented Reality (AR)  <p>Durham College students are creating 3D rendered buildings as part of a downtown AR tour of development activities that pop up on their phone/tablet.</p>	Cybersecurity  <p>Oshawa has made recent breakthroughs as part of this emerging sector which includes the practice of protecting systems, networks, and programs from digital attacks aimed at accessing, changing, or destroying sensitive information.</p>	eSports  <p>With the opening of its eSports Gaming Arena in Oshawa, Durham College is taking a leading role by providing students with vital hands-on experience for career success in the global eSports market. This market represents a \$1.6 billion per year industry.</p>	EV and Automotive Technologies  <p>As Ontario's flagship initiative for the automotive technologies and mobility solutions, OVIN, the Ontario Vehicle Innovation Network, is driving economic development and catalyzing a future that builds safer, cleaner, and efficient transportation.</p>

Source: [City of Oshawa](#) | [Development Insider](#) - Innovations Driving the Future Economy




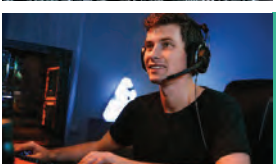

Research takeaways (target sectors) – Traditional major sectors

Summary of Traditional Major Sectors and their impact on Oshawa's Economy

Findings		Impact to Oshawa
	<p>Advanced manufacturing:</p> <ul style="list-style-type: none"> - Develop a long-term strategic vision - Promote innovation by streamlining regulations - Create specialized industrial facilities - Develop a skilled workforce - Encourage sustainability practices - Explore export opportunities - Support workforce development - Foster public-private partnerships - Establish innovation hubs 	<p>Oshawa can create a supportive ecosystem for advanced manufacturing, attract new businesses, and strengthen the existing ones, ultimately leading to sector growth and job creation. Collaboration with local businesses, educational institutions, and government agencies is key to success.</p>
	<p>Health and biosciences:</p> <ul style="list-style-type: none"> - Healthcare education and training programs for a skilled workforce - Collaboration with universities, medical schools, and vocational institutions - Specialized training and research opportunities - Support for healthcare research and innovation - Provide grants, tax incentives, and access to research facilities 	<p>A progressive support system will lead to increased employment opportunities in the City by providing skilled workers with promising career prospects, improved healthcare infrastructure and innovation. Oshawa can become a hub for medical innovation, positioning itself as a leader in the healthcare industry for the region and contributing to advancements in medical science and technology.</p>
	<p>Multimodal transportation and logistics:</p> <ul style="list-style-type: none"> - Executive airport, rail system, and port make Oshawa a transit hub and unique to comparators - Attract more business by leveraging these transportation assets and expanding service lines - Improve efficiency of goods movement - Partner with CN Rail and CP Rail to enhance intermodal facilities - Explore modernization of port facilities - Accommodate a wider range of vessels and cargo types 	<p>Oshawa can enhance its support workforce development through training programs, partnerships with technical schools, and vocational training to ensure its skilled labour force stays ahead of competitor cities. The City can further promote sustainability and efficiency by encouraging eco-friendly transportation practices and adopting technology-driven solutions to support the local environment.</p>
	<p>Information Technology (IT):</p> <ul style="list-style-type: none"> - Opportunity to foster IT research and innovation - Incentives for company research investments - Collaboration with local academic institutions - Specialized IT infrastructure and tech hubs - Attract tech businesses and startups - Competitive edge over neighbouring municipalities - Growing demand for IT services 	<p>By fostering an entrepreneurial culture, providing access to venture capital, and streamlining regulatory processes, Oshawa can incentivize organic IT business growth along with higher service availability. These measures will stimulate the expansion of Oshawa's IT sector, driving economic growth, job opportunities and technological advancements.</p>
	<p>Energy generation (Nuclear):</p> <ul style="list-style-type: none"> - The introduction of an organization like O.P.G., which supplies 50% of Ontario's energy for 15 million people, would elevate Oshawa's reputation in the energy industry - Unique opportunity for workforce development and training programs - Encourage collaboration with energy companies - Streamline regulatory processes for energy sector 	<p>Embracing new technological innovations and providing incentive strategies will enable Oshawa to strengthen its position in the energy generation industry, stimulate job growth, and contribute to a more sustainable and reliable energy future.</p>

Research takeaways (target sectors) – Emerging growth sectors

Summary of Emerging Growth Sectors and their impact on Oshawa's Economy

Findings		Impact to Oshawa
	<p>Artificial Intelligence (AI):</p> <ul style="list-style-type: none"> - Growing demand for data analysis skills due to massive daily data generation - Oshawa's graduate programs offer the necessary skills - Graduates can help organizations analyze data and use advanced analytics and AI for historical understanding and future predictions 	<p>The need for highly skilled workers to develop and maintain a wide range of AI applications is growing rapidly. With a talent pool and educational organizations leveraging new innovations, local businesses can harness AI and analytics that can lead to efficient problem-solving across various sectors, ultimately contributing to economic growth and social progress.</p>
	<p>Augmented Reality (AR):</p> <ul style="list-style-type: none"> - Joint exploration and development of diverse applications - Augmented reality perceived as a marketing tool - Aim to enhance Oshawa's reputation and heritage preservation 	<p>Embracing AR enhances the accessibility and appreciation of Oshawa's public art, enriching the cultural experience for residents and visitors alike. It further demonstrates the City's commitment to preserving and promoting its artistic heritage, contributing to a more vibrant and culturally rich community.</p>
	<p>Cybersecurity:</p> <ul style="list-style-type: none"> - Durham College, Ontario Tech University and Trent University host Cybersecurity Innovation Centres - They provide leading-edge education in cybersecurity and offer applied research services - This will prepare cybersecurity professionals for the growing demand in the region - Services are available for Oshawa's public and private-sector organizations 	<p>With further collaboration with graduate programs along with streamlined graduate job opportunities, Oshawa can thrive in the cybersecurity industry by getting ahead of its competitor cities. Students develop, evaluate and support digital security solutions by creating cost-effective and secure computing environments.</p>
	<p>eSports:</p> <ul style="list-style-type: none"> - Opportunity for Oshawa to expand services into the growing eSports industry, which leverages the 7.6 million gamers in Ontario - Identify untapped Amateur eSports markets around the G.T.H.A. and Durham Region to attract users - Centralize eSports communities in Oshawa 	<p>The opening of Durham College's eSports Gaming Arena in Oshawa allows the City to take a leading role by providing students with vital hands-on experience for career success in the global eSports market, which is exceeding \$1.6 billion per year. Oshawa can capture a large share of the lucrative industry, while further boasting itself as a pioneer and hub for embracing technology.</p>
	<p>EV and Automotive Technologies:</p> <ul style="list-style-type: none"> - OVIN (Ontario Vehicle Innovation Network) is Ontario's flagship initiative for automotive technologies and mobility solutions - OVIN is spurring economic development in the region through its automobile advancements - It's focused on creating a future with safer, cleaner, and more efficient transportation 	<p>By fostering innovation in the automotive sector, Oshawa can create additional jobs while attracting investment to the region. Furthermore, OVIN's focus on safer, cleaner, and more efficient transportation contributes to environmental sustainability and public safety, aligning with global efforts to reduce emissions and improve mobility.</p>



05

Strategic Framework

The pathway to Oshawa's Economic Development Strategy – Scope of work

O.E.D.S. targets and objectives

Development of a comprehensive economic development strategy to guide the transformation of the City's economy and its economic development activities over the next 10 years



Conduct **market research** and **engagement** to understand:

- The City of Oshawa's **strategic vision** and the desires of key stakeholders.
- Local, regional and national economy and Oshawa's role in the G.T.H.A.
- Identify opportunities and challenges as identified by diverse stakeholders.



Analyze and review market research to identify Oshawa's **gaps**:

Identify **challenges**, and **strengths/differentiators** of the City which culminate in the formulation of key **opportunities**/options for the plan.



Options assessment based on Oshawa's objective:

Assess options for **alignment** with the overall direction that the City is heading in, **viability** with respect to whether the City has the capability to implement the options, and **financial feasibility**.



Identify strategic areas of focus:

Determine **areas of focus, and strategies (goals and objectives)** that identify and leverage the City's competitive advantages to foster sustainable economic growth.



Oshawa Economic Development Strategy (O.E.D.S.)



Formation of Oshawa's action plan and next steps:

Create an **action and implementation plan** to achieve the outlined goals and objectives to address specific challenges and capitalize on opportunities.

Defining Oshawa's economic development opportunity through key areas of focus, strategies and actions

Research takeaways

Research identified several insights and key themes that are significant to the development of the O.E.D.S. This includes but are not limited to:

- **Oshawa's current economy** is driven by 5 major sectors: Advanced Manufacturing, Health and Biosciences, Multimodal Transportation, Information Technology and Education.
- **Public sector employment plays a significant role in Oshawa** Eight of Oshawa's top ten employers are in the public sector representing ~25% of the

total work force. Four of the ten largest employers are within the education industry.

- **Oshawa's existing and diverse infrastructure** that drives local and regional economic activity. This includes the Executive Airport, Port of Oshawa, roads, rail and transit.
- **Oshawa's emerging economy** is represented by 5 growth sectors: Artificial Intelligence, Augmented Reality, Cybersecurity, eSports and EV and Automotive Technologies.

Engagement takeaways

The insights and key themes gained from stakeholder engagement unveil various infrastructure opportunities:

- Infrastructure enhancement
- Improved transit connectivity
- Public Space/Multi-purpose development
- Harnessing Oshawa's growth sectors and emerging industries
- Housing Affordability is a concern
- Leveraging existing waterfront

For additional key takeaways, the following provides themes relating to talent retention, business attraction and partnerships:

- Strengthening partnerships between local universities/colleges and key employers
- Retain talent by helping students and newcomers build grass roots
- Enhancing Environmental and Sustainability practices
- Streamlining bureaucratic processes

AREAS OF FOCUS

Advancing Oshawa's economic development opportunity will rely on advancing the following areas of focus:

- **Economy and employment**
- **Infrastructure**
- **Real estate**
- **Growth and expansion**
- **Cultural vitality**

Focusing on these areas will enable Oshawa to augment and mature its existing expertise while providing a pathway to great economic impact that may include but not be limited to:

- **Job creation**
- **Economic growth**
- **Economic diversification**
- **Enhanced trade**
- **Quality of life**
- **Tax revenue generation**



STRATEGIES AND ACTIONS

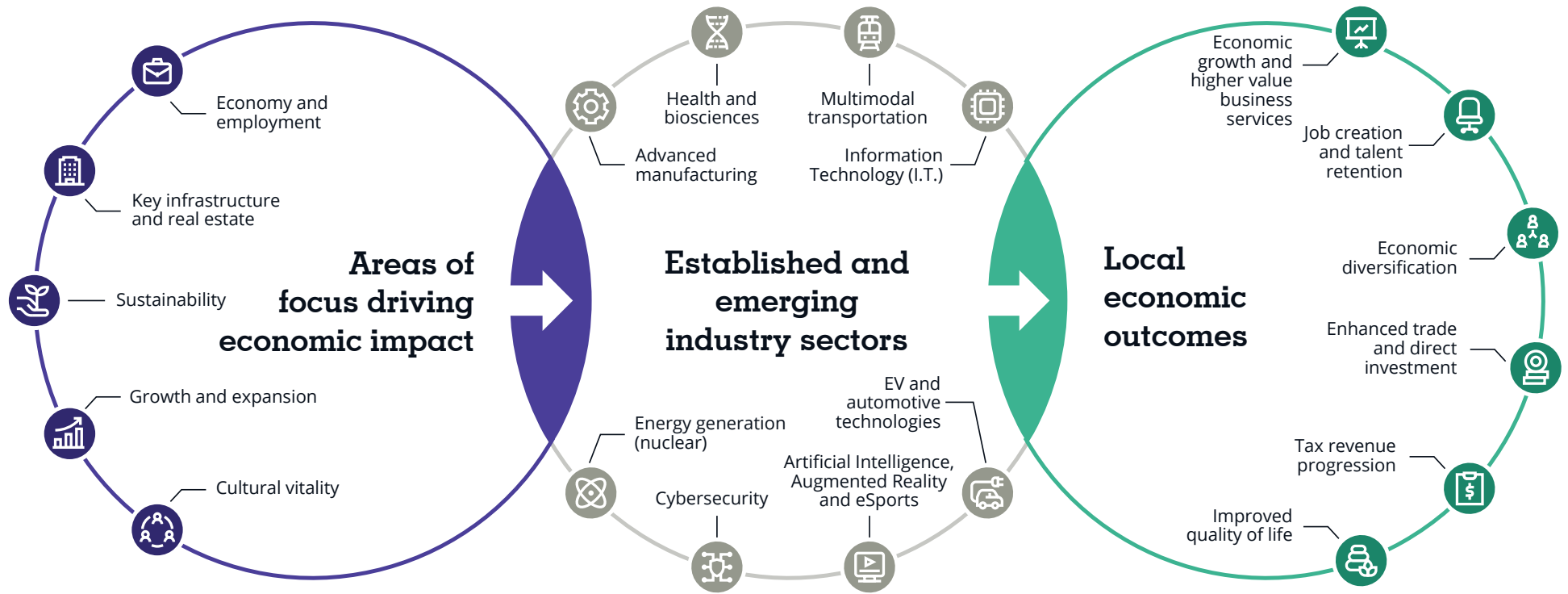
Informed by the Areas of Focus, strategies and actions provides specific steps or planned measurements that if undertaken may achieve the desired economic development goals. The intention of these actions are to provide:

- concrete, practical, and often policy-driven initiatives.
- actions to address specific challenges or opportunities.

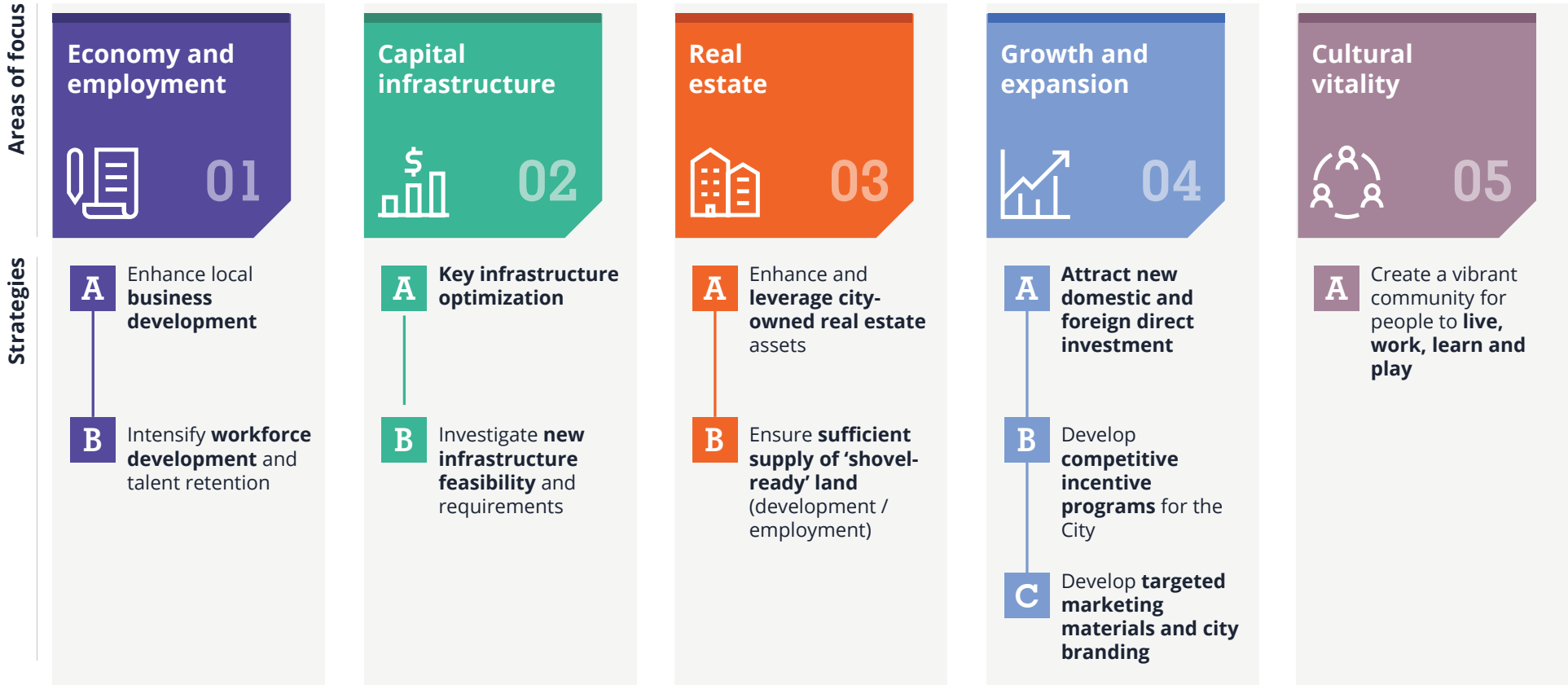
- solutions to capitalize on opportunities and create a conducive environment for sustainable economic growth and development.
- essential components of an economic development strategy, serving as the practical means to achieve the broader economic goals and objectives set by policymakers and stakeholders.

Identifying the drivers and impact to measure the O.E.D.S.

As Oshawa progresses with the implementation of the O.E.D.S., the following figure illustrates how the Areas of Focus contribute to economic impact, emphasizing both established and emerging industry sectors to drive economic outcomes. This comprehensive framework is designed to align with strategic priorities and accommodate the evolving economic landscape, fostering a proactive approach to embracing opportunities.



05 Overview of areas of focus and strategy recommendations



05 Economy and Employment



Strategy 1A

Enhance local business development

This strategy is designed to foster sustainable business growth and stability within Oshawa and its surrounding communities. This approach prioritizes the enhancement of local businesses by supporting their development, training and long-term success.



Objectives

- Organically grow local business through utilizing the in-place network and economic framework
- Leverage existing / planned infrastructure to grow Canadian grain exports

KPI's

- GDP growth (excluding new enterprise) and Sectoral Contribution
- Number of business openings/closures
- Employment rate and net job growth



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
1.A.1) Implement Economic Development Reviews on all Aligned Municipal Strategies and Plans	<ul style="list-style-type: none"> Support the integration of economic development perspectives on all aligned municipal strategies and plans Align Economic and Development Services objectives as part of the planning review for internal and external submissions 	💰💰		Short-term			Economic and Development services
1.A.2) Develop Annual Business Engagement	<ul style="list-style-type: none"> Engage with at least 20 local businesses on an annual basis to understand their aspirations, plans and challenges 	💰💰		Short-term			Economic and Development services
1.A.3) Promote Community Improvement Plans (CIP)	<ul style="list-style-type: none"> Educate building and business owners on CIP initiatives and incentives to further promote their availability Encourage further investment via promotional activities for CIP (e.g., direct stakeholder contact, town halls, webinars, etc.) 	💰		Medium-term			Economic and Development services
1.A.4) Establish Business Educational Workshops	<ul style="list-style-type: none"> Develop and host educational forums for CIP awareness, agri-tourism benefits and key sector collaboration and synergies Develop a roadmap for business support in the community including access to financing and business planning support, looking for gaps and demands for service 	💰💰		Medium-term			Durham Workforce Authority, Region of Durham, Greater Oshawa Chamber of Commerce Provincial Partners
1.A.5) Establish Industry Economic Roundtable	<ul style="list-style-type: none"> Establish an industry roundtable comprised of significant Oshawa employers Maintain regular contact and communication initiatives with key industry leaders, emerging businesses and personnel via quarterly economic development town halls, newsletters and other media sources 	💰💰		Short-term			Oshawa Chamber, Region of Durham, Durham Workforce Authority
1.A.6) Establish 'Welcome to Oshawa Business' Protocol	<ul style="list-style-type: none"> Establish a 'Welcome to Oshawa' protocol for new residents and businesses 	💰💰💰		Short-term			Oshawa Chamber, Durham Region, Workforce Authority, Service Oshawa
1.A.7) Drive Innovative Economic Reputation	<ul style="list-style-type: none"> Showcase and elevate exposure of examples where Oshawa has solved global challenges (e.g., Lactalis distribution facility) Promote the City via reputable print / web media outlets (e.g., Globe and Mail, Financial Post and National Association for Industrial and Office Parks) 	💰💰💰		Medium-term			Economic and Development services

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.

Economy and Employment



Strategy 1A

Enhance local business development (contd.)

This strategy is designed to foster sustainable business growth and stability within Oshawa and its surrounding communities. This approach prioritizes the enhancement of local businesses by supporting their development, training and long-term success.

Objectives

- Organically grow local business through utilizing the in-place network and economic framework
- Leverage existing / planned infrastructure to grow Canadian grain exports

KPI's

- GDP growth (excluding new enterprise) and Sectoral Contribution
 - Number of business openings/closures
 - Employment rate and net job growth
-

Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
1.A.8) Local Business Upskilling	<ul style="list-style-type: none"> Work with Spark Centre to provide advice and support for businesses to 'grow their own' skills through reskilling and upskilling programs 	💰💰		Short-term			Spark, Post-Secondary Partners
1.A.9) Business Coaching	<ul style="list-style-type: none"> Provide 1-1 business support to help independent businesses remain in downtown Oshawa and adapt their offer to better meet consumer needs 	💰💰		Medium-term			Economic and Development services
1.A.10) Establish and Strengthen Promotional Business and Economic Events	<ul style="list-style-type: none"> Host flagship G.T.H.A.-wide events annually to showcase the City's investment-ready businesses, technologies and research to investors, companies and entrepreneurs (in addition to annual Realtor and Developer event) Host a Future Energy event in the region to entice international audience 	💰		Medium-term			Durham Region, O.P.G., Municipal Partners
1.A.11) Global Trade Campaigns	<ul style="list-style-type: none"> Develop direct global trade campaigns to market Oshawa's infrastructure opportunities 	💰💰		Long-term			Durham Region, Invest in Ontario / Invest in Canada
1.A.12) Secure and Host of Flagship Business Events	<ul style="list-style-type: none"> Host flagship G.T.H.A.-wide business events to showcase Oshawa's capabilities and potential 	💰💰		Long-term			Economic and Development services
1.A.13) Expand Resources to Deliver the Economic Development Strategy	<ul style="list-style-type: none"> Expand employee and financial resources and services needed to both execute and track performance of the O.E.D.S. Provide regular updates to Council and administration on the local economy and the challenges and opportunities facing businesses Report to Council, the community and other key stakeholders on O.E.D.S. implementation, accomplishments, and ongoing efforts to support economic development in Oshawa 	💰💰💰		Short-term			C.L.T./ Council

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.

Economy and Employment



Strategy 1B

Intensify workforce development and talent retention

The process of creating an environment to enhance the skills, knowledge, and capabilities of the workforce, while simultaneously implementing policies and practices designed to reducing turnover allowing for the retention of talent within the City.



Objectives

- Foster and improve workforce and talent retention
- Stimulate post-secondary graduate residential retention

KPI's

- Net job growth
- Sectoral job creation
- Employee turnover rate
- Student population growth



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
1.B.1) Strengthen Oshawa's Reputation Associated with Community Quality	<ul style="list-style-type: none"> Undertake activities that improve Oshawa's Quality of Place metrics Establish process for sponsorship opportunities for events to enhance the City Host specific (i.e., arts, sport, etc.) downtown core events that engage, inspire and connect the community, creating sport and social legacies 	💰💰		Medium-term			Economic and Development services
1.B.2) Deepen Post-Secondary Off-Campus Community Connections	<ul style="list-style-type: none"> Recruit and encourage co-operative education programs with local post-secondary institutions Encourage post-secondary institutions to implement outreach programs that address community needs, such as tutoring services, adult education, or workshops 	💰💰		Medium-term			Economic and Development services
1.B.3) Enhance Current and Future Talent Capabilities and Requirements	<ul style="list-style-type: none"> Form a major employers and educational roundtable Identify demand and supply gaps in local talent required to support local business sectors Work with local educational institutions to address specific workforce demand in the local community including regular diploma programs or targeted, customized training 	💰		Short-term			Economic and Development services / Durham Workforce Authority
1.B.4) Develop and Offer Entrepreneurial Workshops / Seminars for Students, Local Small Business and Other Stakeholders	<ul style="list-style-type: none"> Curate workshops/seminars dedicated to bringing together entrepreneurs to encourage collaboration with a goal of fostering new ideas and business opportunities Work with successful local businesspeople to offer mentorship and support to aspiring entrepreneurs 	💰💰		Medium-term			Economic and Development services
1.B.5) Develop Co-Operative Education Incentive Plan for Local Business	<ul style="list-style-type: none"> Help post secondary institutions to find co-op work with designated employers Work to connect local business with higher education to develop programs designed to increase student learning and participation in the workplace at a younger age 	💰💰		Medium-term			Post-Secondary Institutions
1.B.6) Establish Sponsorship Opportunities and Incentive Packages for Local Business	<ul style="list-style-type: none"> Create appealing sponsorship packages with various levels of involvement, offering exposure and recognition in return for financial support Reach out to local businesses to gauge their interest in sponsoring community events or initiatives 	💰💰💰		Long-term			Community Partnerships

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.

05 Capital Infrastructure



Strategy 2A

Key infrastructure optimization

The process of optimizing existing capital infrastructure to achieve peak efficiency and performance ultimately resulting in the most significant economic impact and benefit for Oshawa.



Objectives

- Expand shipping capabilities
- Broaden air and water shipping offerings

KPI's

- Increased Shipping Network Volume



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
2.A.1) Support Opportunities for Growth at the Port of Oshawa	<ul style="list-style-type: none"> • Determine economic, and business benefits to accelerate capital improvements to support Port operations • Investigate feasibility / ROI implications for additional infrastructure investments (i.e., shipping container facilities, silos, liquid storage, petroleum storage, etc.) 			Medium-term			HOPA, Planning Services
2.A.2) Examine Potential Avenues for the City to Leverage the Airport for Strategic Opportunities	<ul style="list-style-type: none"> • Explore ways where the City can support expansion opportunities aimed at augmenting both the capacity and array of commodities for both inbound and outbound activities at the port • Partner with the Greater Toronto Airport Authority (G.T.A.A.) to explore strategic growth possibilities 			Long-term			Oshawa Executive Airport, Planning Services

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.

05 Capital Infrastructure



Strategy 2B

Investigate new infrastructure feasibility and requirements

The process of analyzing and evaluating the financial viability associated with expanding the municipally owned infrastructure network to support service operators.



Objectives

- Enhance infrastructure offering for northern-Oshawa businesses
- Leverage existing under-utilized infrastructure
- Reduce congestion throughout city

KPI's

- Increased infrastructure capabilities



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
2.B.1) Augment and Advance Comprehensive 'Mobility Hub' Lands Strategy	<ul style="list-style-type: none"> Support planning, real estate and economic impacts studies that capture future GO Stations opportunity to optimize community and economic impacts Investigate all lands surrounding future transit improvements (i.e., GO Stations, LRT, etc.) to ensure highest / best use for transit hubs Engage diverse community and business stakeholders (i.e., local residents, commuter-employees, etc.) to garner feedback 	\$		Medium-term			Planning Services
2.B.2) Investigate Economic Impact of Infrastructure Investment	<ul style="list-style-type: none"> Conduct an in-depth assessment of increasing capital investment to support the freight rail network, followed by a financial analysis to determine the implications on profitability and feasibility Provide support for additional rail and port infrastructure investments (i.e., shipping container facilities, silos, liquid storage, petroleum storage, etc.) whether industry or City led 	\$\$\$		Medium-term			Finance / Planning Services
2.B.3) Expand Infrastructure Network Opportunities	<ul style="list-style-type: none"> Investigate the City's opportunity to encourage, or support railway extensions to industrial parks in proximity to Highway 401, or alternatively introducing and developing a 'Rail-port' for local Oshawa business to leverage this significant, under-utilized infrastructure. Explore opportunities to build downtown parking spaces to service employees, customers, and downtown visitors Explore municipal ability to contribute to the introduction of an LRT infrastructure system (e.g., MTSA investigation) 	\$\$\$		Long-term			CN / CP Rail, MTO, Planning Services

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.



Strategy 3A

Enhance impact of Oshawa's real estate portfolio

The process of developing a comprehensive program for municipal owned real estate assets, emphasizing the key specifications, opportunities and potential implications on the City's economic climate with the aim of maximizing efficiency and performance.



Objectives

- Space optimization
- Development lands
- Address long-term care and affordable housing requirements
- Downtown revitalization

KPI's

- Develop a complete inventory of all city owned lands
- Identify opportunities to maximize the potential of city lands



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
3.A.1) Develop City of Oshawa Industrial Land Strategy	<ul style="list-style-type: none"> • Develop and implement an industrial land strategy to support the growth and development of Oshawa's employment and industrial sector 	\$		Medium-term			Economic Development
3.A.2) Review of Oshawa's City-Owned Real Estate Portfolio	<ul style="list-style-type: none"> • Align uses of city owned assets to ensure optimal performance. Further, this will allow for a determination of what assets may be underutilized and have greater potential 	\$		Medium-term			Planning Services
3.A.3) Real Estate Optimization	<ul style="list-style-type: none"> • Explore redevelopment opportunities to incorporate mixed use residential, commercial and tourism uses 	\$		Short-term			Planning Services
3.A.4) Update Community Improvement Plans	<ul style="list-style-type: none"> • Incentivize comprehensive neighbourhood redevelopment by updating Community Improvement Plans for economically identified priority lands 	\$\$		Medium-term			Planning Services
3.A.5) Unlock Large-Scale Development	<ul style="list-style-type: none"> • Support anchor institutions to unlock large-scale development plans that align with the objectives of this strategy 	\$		Medium-term			Planning Services

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.



Strategy 3B

Ensure sufficient supply of 'shovel-ready' industrial and Employment Lands

Developing an inventory of competitive 'shovel-ready' industrial/Employment Lands to accommodate investment in advanced manufacturing, agriculture, food processing, warehousing/distribution and logistics.

Objectives

- Encourage Development Activity within the City

KPI's

- Business space expansion
- Sectoral job creation



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
3.B.1) Develop a Formal Employment / Industrial Lands Review and Strategy	<ul style="list-style-type: none"> Create an inventory of specific development-ready industrial / employment sites to meet a range of requirements Establish a municipal process for identifying target sites and expediting the approval process, particularly for lands in proximity to Highway 407 	\$		Long-term			Planning Services
3.B.2) Identify Regionally Significant Site	<ul style="list-style-type: none"> Identify regionally significant industrial sites and subsequently protect these areas from conversions to other uses 	\$		Short-term			Planning Services
3.B.3) Brownfield Remediation Incentives	<ul style="list-style-type: none"> Continue to provide incentives for sites in need of remediation, particularly with respect to "green" industries that may not be suitable for new business park locations 	\$\$\$		Short-term			Planning Services
3.B.4) Streamline Development Process	<ul style="list-style-type: none"> Reduce regulations / amend policies that hamper economically impactful development activity 	\$		Medium-term			Planning Services
3.B.5) Participate in the MEDJCT Site certification program	<ul style="list-style-type: none"> Participation in the MEDJCT (Ministry of Economic Development, Job Creation and Trade) site certification program should be considered for sites that would qualify 	\$		Medium-term			Planning Services,

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.

Growth and Expansion



Strategy 4A

Attract new domestic and foreign direct investment

The process of developing an environment that is enticing for foreign investment and generates interest among external stakeholders.



Objectives

- Develop an attractive investment climate within the City of Oshawa
- Attract new business to the City

KPI's

- Business growth
- Increased investment volume into the City



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
4.A.1) Favourable Investment Environment	<ul style="list-style-type: none"> • Implement policies that are favourable to investors such as streamlined regulations, red tape reduction, etc. to ease the entrance of foreign companies 	\$		Medium-term			Planning Services / Finance
4.A.2) Incentive Creation	<ul style="list-style-type: none"> • Develop an incentive policies to help offset the cost of entrance and ensures the Oshawa economy is an attractive environment such as grants and subsidies in accordance with Municipal Act 	\$		Medium-term			Planning Services / Finance
4.A.3) Articulate Value Proposition	<ul style="list-style-type: none"> • Enhance awareness and visibility for Oshawa as an integrated part of the G.T.H.A. economy • Differentiate Oshawa within the broader marketplace as a prime location for new business investment • Facilitate the location decision: make it easy for potential targets to make the investment 	\$\$		Short-term			Economic and Development services
4.A.4) Augment Lead Generation	<ul style="list-style-type: none"> • Target the right sectors in the right geographies; align focus sectors with shifting sector composition and Oshawa's competitive advantages focusing on exports from existing enterprise first followed by inbound investment opportunities from international prospects 	\$		Medium-term			Economic and Development services
4.A.5) Assure Investment Propensity	<ul style="list-style-type: none"> • Ensure strong supply of shovel-ready lands, particularly for large space users such as distribution, warehousing, large food processing, and manufacturing activities • Take a proactive and integrated approach to tracking and securing investment and facilitating approvals • Provide strong after sales support to ensure smooth adjustment to the City and leverage additional opportunities 	\$\$\$		Medium-term			Planning Services

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.

Growth and Expansion



Strategy 4B

Develop competitive incentive programs for the City

The process of ensuring a favourable array of financial incentives for businesses to augment the City's appeal as a favourable operating environment for businesses.



Objectives

- Support local business within the City of Oshawa

KPI's

- Higher start-up business success rates
- Job creation



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
4.B.1) Grant Benefits	<ul style="list-style-type: none"> • Develop grant policies to assist with activities such as research and development for emerging sectors, and redeveloping manufacturing facilities 	💰💰		Medium-term			Planning Services
4.B.2) Taxes	<ul style="list-style-type: none"> • Offer tax incentives for companies entering Oshawa that can come in the form of value added taxes, indirect taxes, property and land use taxes and customs and duties 	💰💰		Medium-term			Finance
4.B.3) Infrastructure Support	<ul style="list-style-type: none"> • Qualified plans for government support and investment for infrastructure to maintain plants 	💰		Short-term			Economic and Development services
4.B.4) Land Purchase Price	<ul style="list-style-type: none"> • Government support for purchase of land needed for facilities including expropriation proceedings; land purchase assistance and financing; discount land purchase agreements; rent exemptions consistent with the Municipal Act 	💰💰		Medium-term			Finance
4.B.5) Employee Assistance Programs (EAPs)	<ul style="list-style-type: none"> • Provide new residences with counselling on visa application process • Provide career counselling workshops for immigrants 	💰💰		Medium-term			Spark Centre
4.B.6) General Investment Projects	<ul style="list-style-type: none"> • Actively market the city as an attractive investment destination through targeted marketing campaigns, trade shows, and development events • Simplify/expedite the permitting and approval process for investment projects • Offer financial incentives and grants to attract investors • Implement programs that specifically target businesses to relocate or expand in Oshawa 	💰💰💰		Medium-term			Economic and Development services

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.

05 Growth and Expansion



Strategy 4C

Develop targeted marketing materials and Oshawa branding

The process of generating a myriad of marketing materials and branding for the City of Oshawa with a focus on promoting the business environment to help entice prospective investors.



Objectives

- Foster and Improve awareness for economic activities with the City of Oshawa

KPI's

- Attract greater investment into the City



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
4.C.1) Develop Competitive Economic Marketing Material	<ul style="list-style-type: none"> Create economic marketing material to brand and promote Oshawa's economic engine (i.e., unique advantages, talent pool, sector-specific, made-in-Oshawa advantages, etc.) 	\$		Medium-term			Economic and Development services
4.C.2) Establish "Made in Oshawa" Branding	<ul style="list-style-type: none"> Develop branding for locally manufactured products to spread awareness of "Oshawa Made" goods through various distribution channels 	\$		Short-term			Economic and Development services
4.C.3) Brand and Promote Oshawa's Economic Engine	<ul style="list-style-type: none"> Promote Oshawa's unique advantages as a place to grow both Provincial and national presence – collectively making it a superior location to do business within the G.T.H.A. Promote access to talent pool: Demonstrate that new firms will be able to attract the 'best and brightest' Market Oshawa's congestion advantage: Oshawa business can save excess travel delay costs compared to operating in Toronto, Peel Region, York Region and rest of the G.T.H.A. 	\$		Long-term			Economic and Development services
4.C.4) Target Events to Revitalize Downtown Engagement	<ul style="list-style-type: none"> Work with industry partners to create extensive and exciting events and programs to attract visitors from the broader region Assist event partners with queries relating to licensing, spaces, marketing and other topics Review licensing and planning policies to ensure they enable organizers to easily plan vibrant, diverse and well-managed events 	\$		Short-term			Oshawa Chamber/ Oshawa Tourism/ Durham Region Tourism

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.

05 Cultural Vitality



Strategy 5A

Create a vibrant community for people to live, work, learn and play

The process of creating communities that support a multitude of activities which ultimately results in a desire amongst residents to reside in those areas.



Objectives

- Enhance community vibrancy and community inclusivity

KPI's

- Resident Satisfaction
- Community Involvement
- Population growth



Actions	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
5.A.1) Align Oshawa's Key Arts, Culture and Heritage Goals and Projects	<ul style="list-style-type: none"> Renew Oshawa's Culture Counts: Updating Oshawa's Arts, Culture and Heritage Plan by remapping the plan to ensure it supports the most up to date demographic profile. Establish or renew terms of reference, metrics and investment parameters Explore opportunities to support the growth of arts, culture, and heritage activities by reducing barriers for community-run programming 	\$		Short-term			Economic and Development services
5.A.2) Expand Financially Sustainable Local Art, Cultural Events, Music Festivals and Theatre Productions	<ul style="list-style-type: none"> Develop event specific business cases and specific KPIs that outline the economic, social, and cultural objectives to be achieved prior to investment Establish specific objectives and roles for Oshawa's arts and culture council to support and fund local artists, musicians, and performers Assess the public art program to define scope, investment, and envisioned economic impact of the investment. Explore external funding sources and corporate sponsorship to offset program costs Commission, as per a defined business case / economic impact assessment, public art installations and sculptures to beautify public spaces and create a sense of cultural identity. Establish public art and locational criteria to guide investment Collaborate with local associations and other not-for-profits to create marketplaces, fairs and venues for local artisans to showcase and sell their crafts and artwork. Review municipal policies as required to reduce red tape and accelerate event adoption in lieu of municipal investment 	\$ \$		Medium-term			Economic and Development services
5.A.3) Promote Heritage Preservation and Cultural Infrastructure Districts	<ul style="list-style-type: none"> Increase opportunities for visitors to learn about Oshawa's history along with its historical sites and landmarks 	\$		Short-term			Economic and Development services

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.

05 Cultural Vitality



Strategy 5A

Create a vibrant community for people to live, work, learn and play (contd.)

The process of creating communities that support a multitude of activities which ultimately results in a desire amongst citizens to reside in those areas.



Objectives

- Enhance community vibrancy and community inclusivity

KPI's

- Resident Satisfaction
- Community Involvement
- Population growth



Actions*	Description	Cost	Implementation Difficulty/Challenge	Timeline/Duration	Economic Impact (Low, Medium, High)	Community impact (Low, Medium, High)	Potential Project Leads and Partners
5.A.4) Support Cultural Programming and Education	<ul style="list-style-type: none"> Develop partnerships with private organizations and foundations to support cultural endeavors Increase the diversity of programs offered and supported, ensuring programs are representative of a wide variety of artistic disciplines and cultures Facilitate the promotion of local businesses and partnering organizations who actively increase cultural vitality of the City Create incubator programs to help grow local arts and culture 	\$		Long-term			Economic and Development services
5.A.5) Mitigate Social Issues Impacting the Business Environment	<ul style="list-style-type: none"> Establish a multi-stakeholder working group comprised of regional and municipal government, business and community representation to identify required business supports, assign responsibilities and develop strategies to mitigate social issues impacting the business environment Support the Region in their primary responsibility and delivery of programs and services associated with public health, housing and other social services Engage in expanded government relations to advocate for further investment, and align local efforts 	\$		Short-term			Economic and Development services

Note: Additional scoping required prior to implementation. It can be assumed that particular actions and initiatives may result in investment asks in future budget cycles.



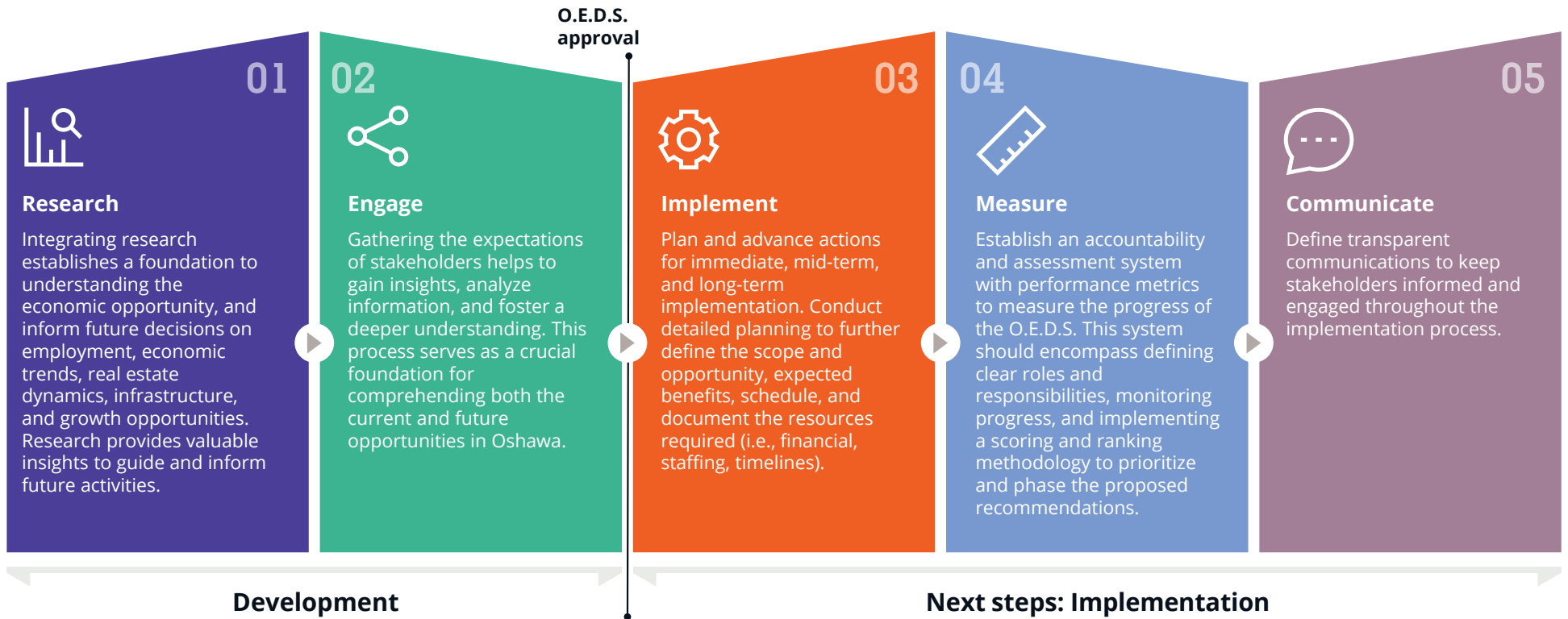
06

Implementation Framework

O.E.D.S. implementation roadmap

The Implementation Roadmap delineates the developmental and implementation process of the Oshawa Economic Development Strategy (O.E.D.S.). It offers guidance on the phases completed and outlines the upcoming phases. Future phases will focus on refining specific actions, milestones, timelines, and resource requirements to advance the Areas of Focus and achieve strategic goals.

By structuring the O.E.D.S. into sequential phases, the roadmap aims to provide a comprehensive framework for efficient implementation, enhancing the prospects of success.



O.E.D.S. action timeline recommendation

The following highlights the **proposed timelines for the outlined actions**. While these serve as an initial guide, adjustments to the timelines may occur due to additional planning, organizational resource availability, and other influencing factors.

Areas of focus / strategies	Short Term 1 – 2 years	Medium Term 3 – 5 years	Long Term 6+ years		
1. Economy and employment	1.A.1) Implement Economic Development Reviews on all Aligned Municipal Strategies and Plans 1.A.2) Develop Annual Business Engagement 1.A.5) Establish Industry Economic Roundtable 1.A.8) Local Business Upskilling	1.A.6) Establish 'Welcome to Oshawa Business' Protocol 1.A.13) Expand resources to deliver the Economic Development Strategy 1.B.3) Enhance Current and Future Talent Capabilities and Requirements	1.A.3) Promote Community Improvement Plans (CIP) 1.A.4) Establish Business Educational Workshops 1.A.7) Drive Innovative Economic Reputation 1.A.9) Business Coaching 1.A.10) Establish and Strengthen Promotional Business and Economic Events	1.B.1) Strengthen Oshawa reputation associated with community quality 1.B.2) Deepen Post-Secondary off-Campus Community Connections 1.B.4) Develop and Offer Entrepreneurial Workshops / Seminars for Students, Local Small Business and Other Stakeholders 1.B.5) Develop Co-Operative Education incentive Plan for Local Business	1.A.11) Global Trade Campaigns 1.A.12) Secure and host of Flagship Business Events 1.B.6) Establish Sponsorship opportunities and Incentive Packages for Local Business
2. Capital infrastructure		2.A.1) Support opportunities for growth at the Oshawa Port 2.B.2) Investigate Economic Impact of Infrastructure Investment	2.B.1) Augment and Advance Comprehensive 'Mobility Hub' Lands Strategy	2.A.2) Examine potential avenues for the City to leverage the airport for strategic opportunities 2.B.3) Expand Infrastructure Network Opportunities	
3. Real estate	3.A.3) Real Estate Optimization Strategy 3.B.3) Brownfield Remediation Incentives	3.B.2) Identify Regionally Significant Site	3.A.1) Develop City of Oshawa Industrial Land Strategy 3.A.4) Update Community Improvement Plans 3.B.4) Streamline Development Process	3.A.2) Review of Oshawa's City-Owned Real Estate Portfolio 3.A.5) Unlock Large-Scale development 3.B.5) Participate in the MEDJCT Site certification program	3.B.1) Develop a formal employment / industrial lands review and strategy
4. Growth and expansion	4.A.3) Articulate Value Proposition 4.C.2) Establish "Made in Oshawa" Branding	4.B.3) Infrastructure Support 4.C.4) Target events to revitalize downtown engagement	4.A.1) Favourable Investment Environment 4.A.4) Augment Lead Generation 4.B.1) Grant Benefits 4.B.4) Land Purchase Price 4.B.6) General Investment Projects	4.A.2) Incentive Creation 4.A.5) Assure Investment Propensity 4.B.2) Taxes 4.B.5) Employee Assistance Program (EAP) 4.C.1) Develop Competitive Economic Marketing Material	4.C.3) Brand and Promote Oshawa's Economic Engine
5. Cultural vitality	5.A.1) Align Oshawa's key arts, culture and heritage goals and projects 5.A.5) Mitigate social issues impacting the business environment	5.A.3) Promote Heritage Preservation and Cultural Infrastructure Districts	5.A.2) Expand financially sustainable local art, cultural events, music festivals and theatre productions	5.A.4) Support Cultural Programming and Education	

Implementation Planning and Action Scoping

Upon approval of the O.E.D.S. Areas of Focus and Strategies from Council, essential action scoping and planning tasks must be undertaken before committing resources and implementing. The following outlines key activities that will assist in defining the full opportunity. Undertaking these steps ensures that actions are well-defined, effectively managed, and executed within the allocated budget and timeline, thus maximizing the likelihood of successful implementation and achieving the desired outcomes.

Activity	Description / Intent
Define objectives	Explicitly outline the project's goals, desired outcomes, and benefits is essential to securing stakeholder alignment with the project deliverables and end objectives.
Establish scope and governance	Develop a detailed statement of scope that explicitly states deliverables and action boundaries to ensure all stakeholders are aware of what is in and out of scope. List of all deliverables expected, and those that are excluded from the action. Identify the department or individual accountable for the delivery and final acceptance of the action deliverable(s).
Identify stakeholders	Thoroughly determine all the parties, both directly and indirectly involved with or affected by the action. This comprehensive assessment should encompass all stakeholders, including individuals, organizations, and communities, to ensure effective engagement and proactive management of potential impacts throughout the execution of the action.
Define deliverables	Clearly define action deliverable(s) whether they are specific outputs, tangible or intangible, that must be produced to fulfill the action's objectives. They represent the measurable results and outcomes that signify the successful completion of action.
Estimate resource requirements	Determine resources required to successfully complete the project, including human resources, equipment and technology, and support staff / subject matter experts as required. Identified if external support is required from key stakeholders, and the magnitude of their involvement.
Financial summary / estimated budget required	Identification of expected costs and creation of a detailed budget to implement the action. Includes identifying the potential funding source(s), required financial resources and the impact on the approved or forecasted budget. Where applicable provide information to identify whether capital, operating or both funding is required to support the action.
Develop project schedule	Development of a timeline to breakdown the project into tasks and appropriately estimating durations and allocation of resources.
Action success criteria and metrics	Outline the measurable action objectives and criteria for success. Define key performance metrics, including the frequency of measurement.

Action Scoping – Example Scoping Framework

Assessment framework may be used to incentivize economic development

The following framework aims to help the City of Oshawa to determine the appropriate steps that should be taken to assess a project.



Example framework



Sample assessment framework

Opportunity may be analyzed on a case-by-case basis using the following framework

Action	Council Objective Alignment	Economic Growth	Economic Diversification	Job Creation	Quality of Life
[Action 1]	-	-	-	-	-
[Action 2]	-	-	-	-	-
[Action 3]	-	-	-	-	-
[Action 4]	-	-	-	-	-
[Action 5]	-	-	-	-	-



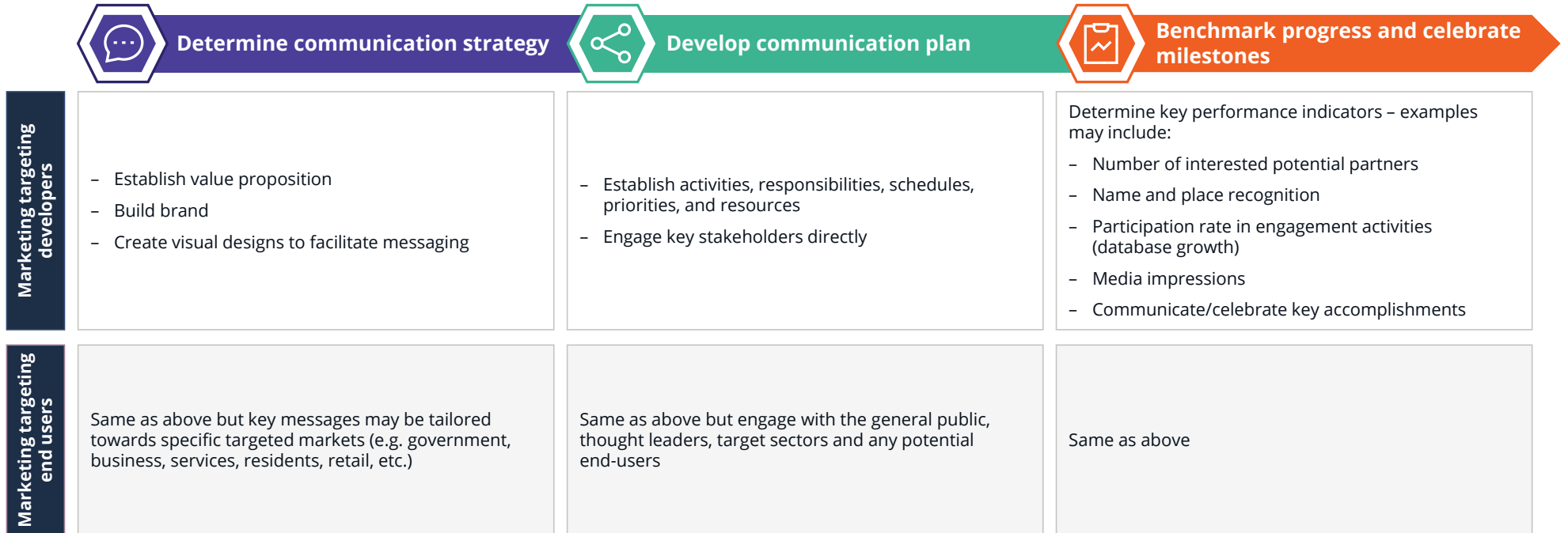
07 **Marketing Approach**

Marketing approach - Work program overview

Three-step marketing programs have been developed for economic development to target developers and end-users / tenants

A marketing strategy identifies the path between the end results and the means that can be utilized to achieve the desired outcome. A marketing plan focuses on resource allocation and actionable items to achieve both short-term and long-term objectives.

Based on the long-term nature of economic development, it's crucial to target both developers and end users/tenants. While much of the positioning, channels and tools may remain the same, the key messaging will vary based on the target audience. As such, two marketing strategies are presented below.



Marketing approach - Step I: Establish the value proposition

Value propositions have been established based on four essential elements to communicate key visions and considerations

A value proposition is a carefully crafted, simple statement that captures the essence of the value of a project, that will be provided to the target market. A value proposition can be broken down into four elements: understand the targeted audience, identify goals that need to be achieved, state the competitive advantage and voice the future vision.

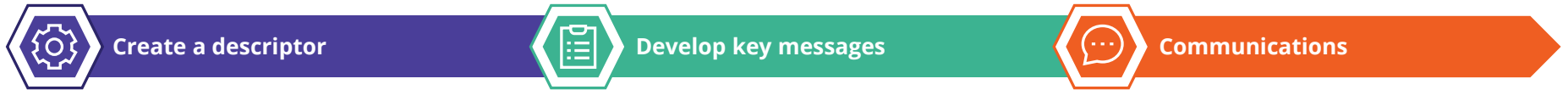
Based on the described approach, **we have drafted two value propositions:** one intended to target developers and the other intended to target tenants / end users.

	Value proposition example targeting developers	Value proposition example targeting tenants / end users
Targeted audience 	Ahead of the curve, prospective developers, investors and partners	Forward-thinking, savvy businesses, services, arts organizations, retailers and residents- along with key industry sectors
Goals to achieve 	Building a dynamic, technologically advanced and ecologically considered mixed-use development	Locating in a dynamic, technologically advanced and ecologically-sound evolving community
Competitive advantage 	An opportunity to create the future and be a leading investor in one of the leading G.T.H.A. locations	An opportunity to be part of the future and be a bold leader located in one of the prominent G.T.H.A. cities with a tremendous future ahead
Vision 	Innovation through the industrial and commercial sector can become a unique, vibrant, accessible, connected, sustainable, and innovative employment district	The City will advance an Innovation Area that will be a culturally vibrant, innovative, walkable, sustainable, and friendly employment district

Marketing approach - Step II: Build brand

Steps to build a successful brand

The **“Oshawa” brand** will evolve over time and therefore should be flexible while the name and key messages will likely remain constant. The brand needs to be coherent and not just consistent. **Although the full “Oshawa” brand story may not be fully defined** from the outset, it is essential to establish the necessary foundation for brand recognition.



General approach	<p>A very short slogan will help communicate what Oshawa represents</p>	<p>Key messages should incorporate various ideas and be presented in a way that is easily understood</p>	<p>Determine appropriate communication tools to channels</p>
Suggestions and recommendations	<p>Some ideas might be:</p> <ul style="list-style-type: none"> - Advanced technology corridor - A Place for Creativity - Diverse. Unique. Accessible. - Where Innovation Meets Tomorrow - Innovation Hub - Redefining Urban Living - Explore, Experience, Excel 	<p>Identify and prioritize important concepts, examples may include:</p> <ul style="list-style-type: none"> - One of the last affordable opportunities in the G.T.H.A. - Proximity to UTM, Pearson International Airport, GO Transit, etc. - Central in the Toronto Innovation corridor - Oshawa’s history of growth and constant transformation - Oshawa’s economic strength, resiliency, talent pool, diversity, prosperity, safety, etc. - Green district 	<p>Distribute the messages to reach the right people; examples of communication tools may include:</p> <ul style="list-style-type: none"> - Social media - Website - Video - Brochures - Infographics - Newsletters - Presentations - Exhibitions - Signage

Marketing approach - Step III: Engage stakeholders

Stakeholder engagement: Two-way and one-way engagement

Stakeholder engagement is an important part of the process

The stakeholder engagement process can start conversations regarding the Oshawa Economic Development opportunity and therefore should be continued throughout the process. This may be in the form of both one-way engagements or two-way discussions.

It is important to note that the engagement process should be transparent, respectful, and inclusive of all interested parties. As a result of these discussions, participants will become more informed about Oshawa opportunities while their inputs can contribute to the overall success of the development.

Understand the intent of each stakeholder engagement session

Inform

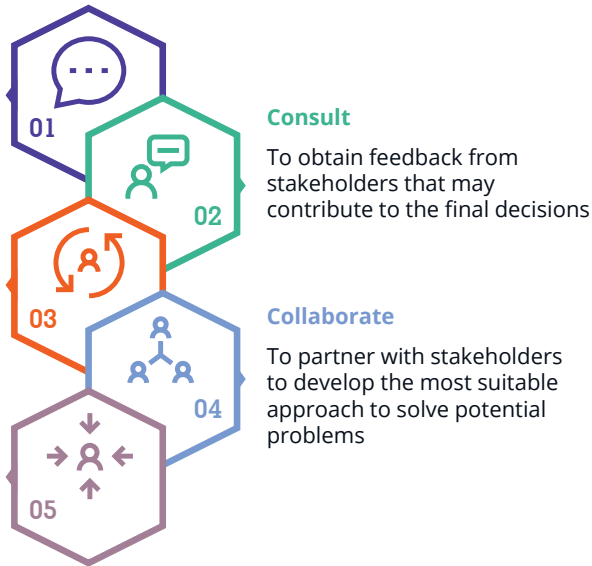
To provide balanced and objective information updates on a consistent basis in order to keep stakeholders informed about the project

Involve

To work directly with stakeholders to ensure that their concerns, ideas and needs are well-understood and potentially addressed

Empower

To empower stakeholders to become advocates for the project in their own community



Targeted audience

- Thought-leaders
- Stakeholders
- General public
- Government

Ways to engage

- Social media
- Surveys
- Town halls
- Individual interviews
- Public displays
- Intercept interviews



What to communicate




















- Key messages
- Vision and development plans
- Project updates
- Key milestones and achievements

How often

- May vary depending on the selected channel
- Social media updates on a regular basis
- Calendar to be updated for upcoming events

Marketing approach - Step IV: Utilize marketing tools

Various short-term and long-term marketing tools may be considered

Channel / Consideration	Description	Cost	Implementation difficulty	Duration	Impact on developers	Impact on tenants/end users	Customization required *
 Social Media	Blog, Instagram, Twitter, Facebook	💰💰	Regular updates with part-time maintenance (intermediate) 	Ongoing Long-term	High Active Essential	High Active Essential	No
 Website	Main platform for communication	💰💰💰	Professional designs with regular maintenance required (intermediate) 	Ongoing Long-term	Medium Passive but essential	Medium Passive but essential	No
 Video	Dynamic, brief videos to strengthen credibility and understanding	💰💰💰💰	One-time professional costs (difficult) 	One-time Short to Mid-term	High	High	No
 PowerPoint presentation	Public Presentation	💰💰	Update as necessary (intermediate) 	Ongoing with changes	High For direct contact	High For direct contact	Yes
 Brochure	12 to 24 page brochure that communicates key messages	💰	Monthly or quarterly updates (intermediate) 	Ongoing occasional updates	Medium Builds credibility "Leave behind" for prospects	Medium Builds credibility "Leave behind" for prospects	Yes
 One-pagers	Simple, engaging maps/ infographics to display important information "at-a-glance"	💰	Professional graphic designs of "marketing-friendly" posters (intermediate) 	Updates based on key milestones	High Fast and easy to understand	High Fast and easy to understand	Yes
 Survey	Simple surveys to assess public recognition of the project	💰💰	Wide distribution with a database that tracks responses (intermediate) 	Ongoing regular updates	Medium To accumulate knowledge	Medium To accumulate knowledge	Yes
 Newsletter	Simple template used for digital distribution	💰	Semi-annual updates (easy) 	Ongoing occasional updates	Low	Low	No
 Logo animation	3 to 5-second logo animation with a tagline	💰	One-time graphic design (intermediate) 	One-time Short-term can be updated	Medium For credibility	Medium For credibility	Yes
 Public information displays	Billboards, banners, signage, etc.	💰💰💰💰	Periodic information displays (intermediate) 	One-time Mid-term to Long-term	Medium	Medium	No

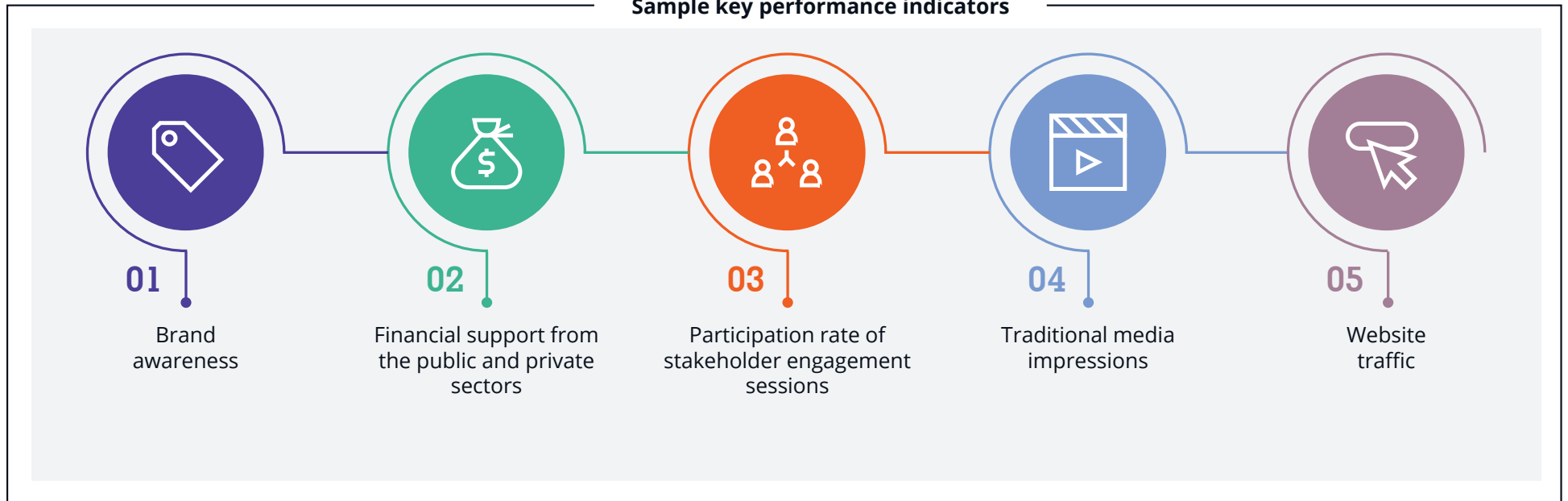
Marketing approach - Step V: Celebrate benchmarks and milestones

Monitoring and assessing progress is essential to measuring the effectiveness and efficiency of a marketing plan at any given time, and to determine if adjustments are required

Benchmarking and monitoring are essential steps to ensuring the success of a marketing strategy. A number of quantitative and qualitative indicators can be utilized to assess performance and impact. Examples of key performance indicators are shown in the graphics below and can be compared against other similar developments in the area and within the region.

Given the long-term nature of the O.E.D.S., it is important to set key milestones and celebrate achievements to maintain enthusiasm for a project.

Sample key performance indicators



Thank you

Sheila Botting

Principal and President

Americas Professional Services

+1 416 673 4059

sheila.botting@avisonyoung.com

For more information

avisonyoung.com

Follow us on social

[Twitter](#) | [Property Listings](#) | [LinkedIn](#) | [Instagram](#)

© 2023 Avison Young Inc. All rights reserved. EandOE: The information contained herein was obtained from sources which we deem reliable and, while thought to be correct, is not guaranteed by Avison Young.

About Avison Young

Avison Young creates real economic, social and environmental value as a global real estate advisor, powered by people. As a private company, our clients collaborate with an empowered partner who is invested in their success. Our integrated talent realizes the full potential of real estate by using global intelligence platforms that provide clients with insights and advantage. Together, we can create healthy, productive workplaces for employees, cities that are centres for prosperity for their citizens, and built spaces and places that create a net benefit to the economy, the environment and the community

**AVISON
YOUNG**