



RETHINK
RETOOL
REGENERATE
REVITALIZE

An Agenda for
Prosperity & Renewal

A Diversified,
Sustainable &
Prosperous Community

2009 - 2010 Corporate Business Plan



FORWARD

The Corporate Business Plan: An Agenda for Prosperity and Renewal:

- responds to the vision in the Community Strategic Plan – *Creating Our Tomorrow*;
- documents the strategic priorities of the Corporation for the remainder of the term of Council; and
- is guided by the Strategic Financial Plan and supporting financial direction reports, which provide a framework for financial decisions, fiscal sustainability and accountability.

More specifically, the Corporate Business Plan advances and implements the three goals of the Community Strategic Plan – a Vibrant, Strong and Progressive Community, a Green and Sustainable Community, and a Caring and Responsive Community.

The *Corporate Business Plan: an Agenda for Prosperity & Renewal* provides direction and documents the strategic priorities of the Corporation. The Plan addresses the challenges that are being experienced by our community and ensures that Oshawa will retool and renew itself to ensure a diversified, sustainable and prosperous community.

The Corporate Business Plan is implemented through department business plans, operating and capital budgets, and the day-to-day operation of the City, in association with our community partners.

*“Working together towards a common goal –
a diversified, sustainable and prosperous community for present and future generations”*

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Award-winning City

2009

- Named as one of the Top 10 neighbourhoods in Canada with real estate gains (*Toronto Star*).
- Recognized for our “Community Profile” publication and “Business Connections” newsletter by the Economic Developers Council of Ontario (5th year in a row the City has won economic development marketing awards).
- Ranked 16th in the top 40 “best places to do business in Canada” (The Canadian Business magazine).
- Named to the list of best Canadian places to live and work for young professionals (Next Generation Consulting).
- Placed 11th overall on the “Big City” list in the annual Smart Cities ranking of 4,700 Canadian communities (Maclean’s magazine).
- The Durham Consolidated Courthouse named one of Canada’s top 100 infrastructure projects.

2008

- Scored 8th for caring, 15th for smartest and 17th for cultured in a ranking of 4,700 cities (Maclean’s magazine).
- Placed 49th in the 4th Annual Demographia International Housing Affordability Survey.
- Received two architectural awards for South Oshawa Community Centre - Award of Excellence from the Design Exchange Awards and the Athletic Business Facility of Merit Award.
- Canada Day Festival and Fiesta Week named in the Top 100 Ontario Festivals list by Festivals and Events Ontario.

Introduction

With a population of approximately 152,000, Oshawa continues to grow and prosper. The city extends north from Lake Ontario to rural farmlands, the hamlets of Columbus and Raglan and the natural landscape of the Oak Ridges Moraine. Residents enjoy a rich quality of life in a community that offers the benefits of both rural and big city living.

Oshawa continues to set new construction records annually. It offers some of the lowest development fees in the GTA, and businesses can benefit from our full-service transportation infrastructure, proximity to the GTA and a highly skilled workforce.

The city has a full range of housing options with the most affordable housing in the Greater Toronto Area (GTA). High-density living and tight-knit neighbourhoods, as well as fully accessible and environmentally friendly homes are available to choose from. Oshawa’s recreational fees, and water, sewer and hydro residential rates are less than the provincial average.

The city has gained international recognition as a sustainable community and has received numerous awards for various leading edge initiatives. Oshawa has recently modernized and created state-of-the-art recreation facilities that offer something for all ages and abilities, and annually serve over two million visitors. The South Oshawa Community Centre, Legends Centre and General Motors Centre have all won awards, including awards for accessibility, architecture and brownfield redevelopment.

Oshawa has world-class health-care facilities and is positioned to become a leader in health-care education and services. Lakeridge Health is one of the largest integrated hospital networks in Ontario. The city has a number of medical clinics, the R.S. McLaughlin Durham Regional Cancer Centre, and the Durham College and University of Ontario Institute of Technology’s Campus Recreation and Wellness Centre.

The strength of our local economy has traditionally been tied to the automotive industry. In recent years, the auto sector has changed dramatically and is reinventing itself, which has had a significant impact on our citizens and community. These tough and unpredictable economic times present challenges and opportunities for everyone and require that the City retool and renew itself to remain prosperous.

In this regard, Oshawa is taking a proactive, innovative approach to regenerating the city. The 2009-2010 Corporate Business Plan addresses our economic realities and outlines the actions required to support a diversified, sustainable and prosperous community. This integrated plan builds on the city's strengths, addresses community needs, capitalizes on funding opportunities and promotes community partnerships.

With creative, forward-thinking strategies, Oshawa is proactively focused on continuous improvement – providing the necessary services, measuring results and ensuring value for money to meet the needs of the community. The City is managing its finances and containing costs to support new and much needed infrastructure for business and industry growth. The City is working to strengthen and diversify the local economy.

In response to the current economy, the *Corporate Business Plan: An Agenda for Prosperity & Renewal* provides direction and documents the strategic priorities of the Corporation for the remainder of the term of Council.

2008 (cont'd)

- Received three Festivals and Events Ontario Achievement Awards: Most Innovative Sponsorship (Oshawa Amazing Events package); Most Innovated Partnership (Canada Day with the Autoworkers Community Credit Union); and Best Printed Program (Canada Day).
- Awarded (2nd time in 3 years) the Roger Brown Award for participation in National Public Works Week May 2007 by the Ontario Public Works Association.

2007

- Achieved a gold award at the International Awards for Liveable Communities, endorsed by the United Nations, recognizing Oshawa as being in the top 15% in sustainability and liveable communities' practices world-wide. Oshawa also won 3rd place in its population category of 75,001 - 200,000.
- Awarded the Athletic Business Facility of Merit Award (North America) for the Legends Centre, which also received two awards in 2006 – the Canadian Institute of Steel Construction's Ontario Design Award and an accessibility award from Participation House.
- Won the Canadian Urban Institute's "Best Overall Project" award for the General Motors Centre brownfields redevelopment.
- Won the Marketing Canada award from the Economic Development Association of Canada for the City's "World Cuisine Guide".

Community Vision

Oshawa:

*A Vibrant, Strong and Progressive Community
A Green and Sustainable Community
A Caring and Responsive Community*

*where its people and businesses are proud to live, work,
learn and play.*

Community Vision Statement

How the community defines itself - the future of the community.

Corporate Mission

The City of Oshawa:

A strategic, innovative, performance-based organization
committed to continuous improvement.

A leader in environmental management.

An employer of choice that empowers staff to provide
customer-focused, cost-effective and quality services that
support community needs.

Corporate Mission Statement

*A statement of purpose or direction flowing from a vision statement -
the mandate of the organization.*

Community Strategic Plan 2005-2010

The Community Strategic Plan -- *Creating Our Tomorrow* sets out a long-term vision for our community through the establishment of the following goals and objectives.

Goals	Objectives
<i>A Vibrant, Strong and Progressive Community</i>	<ol style="list-style-type: none"> 1. Revitalizing the downtown 2. Realizing the waterfront's potential 3. Developing new job opportunities 4. Improving our image 5. Enhancing arts, culture and recreation
<i>A Green and Sustainable Community</i>	<ol style="list-style-type: none"> 6. Being a cleaner, greener city 7. Managing growth and using land wisely 8. Improving transportation modes
<i>A Caring and Responsive Community</i>	<ol style="list-style-type: none"> 9. Enhancing health, safety, accessibility and affordability 10. Improving communications, cooperation and community engagement 11. Taking action and ensuring accountability

Corporate Direction 2009-2010

A Vibrant, Strong and Progressive Community



Oshawa is committed to remaining a vibrant, strong and progressive community. Oshawa is one of the few municipalities in Canada to have won four major Communities in Bloom competitions (National winner 1999, 2002 and 2003; International winner 2004). Residents enjoy over 850 hectares of parkland and open spaces. An extensive trail system meanders throughout the city, and the 19 hectare Lakeview Park includes a sand beach and boardwalk. Residents and visitors alike celebrate and benefit from award-winning annual community events, galleries, museums and heritage sites.

The Corporation is focused on assessment growth, funding opportunities, business attraction/retention, economic diversification, downtown revitalization and realizing the waterfront's potential. Community partners – including health care and post-secondary institutions, all levels of government, and industry stakeholders – are necessary and integral to ensuring Oshawa's continual advancement and transformation.



The Community Adjustment and Sustainability Strategy – *ReThink. ReNew. ReTool.* – has gained recognition for its forward-thinking approach to diversifying the local economy. It provides a roadmap as Oshawa transitions to a knowledge-based economy and will guide the City as it implements its Agenda for Prosperity and Renewal.

University of Ontario Institute of Technology (UOIT), Durham College and Trent University are supporting this shift to a diversified economy. UOIT's Strategic Research Plan complements the Community Adjustment and Sustainability Strategy. UOIT is attracting world renowned professors and educating Canada's next generation of highly skilled professionals through innovative opportunities such as the Energy Systems and Nuclear Science Research Centre, and the Automotive Centre of Excellence.

Durham College offers over 100 market-driven programs, including unique apprenticeship courses and has a graduate employment of more than 86 per cent. Trent, which currently operates an Oshawa satellite campus at UOIT/Durham College, is planning to build its own Oshawa campus on Thornton Road South, the northern portion of the Civic Auditorium site and the former St. Michael's Catholic School.

Downtown Oshawa's designation as a priority urban growth centre by the Province's Places to Grow initiative has created multiple opportunities for the City to attract new investment. The opening of the Durham Consolidated Courthouse in early 2010, revitalization of the Genosha Hotel, and the scheduled construction of the Four Points by Sheraton Hotel and Oshawa Convention Centre will lead to more growth, economic spin-offs and investment.

The rejuvenation of the Oshawa Harbour continues to be a high priority for the City. In addition to the recently announced \$9.2 million federal investment in the environmental remediation of the Oshawa Harbour, the City and the federal government are working together to complete negotiations on other outstanding harbour issues.

Reinvestment in our infrastructure and neighbourhoods – from city facilities and parks to roads, sidewalks and bridges – is an important part of our community's future and will be accelerated through the recent federal/provincial funding infrastructure commitments.

Oshawa's strategy is to attract balanced growth in all sectors, and the city is well equipped to further grow and expand. Oshawa's location is ideal. In addition to the city's proximity to the GTA, Oshawa is home to a full-service airport; rail and water transportation facilities; commuter services (Durham Transit, GO Transit, VIA Rail); direct access to Highway 401, including the new Stevenson Road interchange; the planned Highway 407 extension; and the new GO stations on the CP line.

In this evolving economic climate, the City will continue to strengthen Oshawa's position to remain a vibrant, strong and progressive community.

Economic Diversification

The **Community Adjustment and Sustainability Strategy – ReThink. ReNew. ReTool.** – is a forward thinking approach developed with input from key stakeholders and provincial funding.

The strategy identifies opportunities for growth and diversification within Oshawa and Durham Region.

The strategy supports growth in five sectors:

1. sustainable energy
2. transportation and automotive
3. information technologies
4. bioscience and agriculture
5. health and wellness

The goal of the strategy is to create economic opportunities and ensure growth across all sectors – residential, commercial and industrial.

Corporate Direction:



- Implement an “Agenda for Prosperity and Renewal” that supports community investment and takes advantage of partnership opportunities with educational institutions, local organizations, the private sector and senior levels of government in order to link significant strategic initiatives, leverage funds, attract new investment, share services and diversify the local economy.
- Implement the Community Adjustment and Sustainability Strategy to create jobs, economic opportunities and diversification, and increase assessment.
- Advance post-secondary education in Oshawa as a strong economic generator for both the local and regional economies, taking into consideration related developments including student housing, and industrial and technology research parks.
- Implement Official Plan amendments to advance provincial requirements for urban intensification and urban growth centres consistent with the Places to Grow initiative.
- Continue to support the Durham energy sector as part of “Ontario’s Energy Capital”.
- Complete negotiations with the federal government regarding outstanding governance and property ownership issues in the harbour area.
- Develop key performance indicators for major programs and facilities.
- Update the Airport Business Plan, in consultation with the Airport Advisory Committee.
- Support the Durham Consolidated Courthouse, opening in 2010, and related economic spin-offs.
- Proactively support and work with the Province and transit authorities to deliver Highway 407, GO Transit on the CP line with new GO stations, and Highway 2 corridor rapid transit.

A Green and Sustainable Community

Oshawa is a leader in environmentally sensitive practices and sustainable management of the environment. The City has innovative practices when it comes to energy conservation, brownfield redevelopment and working with community partners on environmental initiatives. The City is proactive with respect to acquiring and/or initiating protection of significant woodlots and environmentally sensitive areas.

Oshawa has won an international liveable community gold award endorsed by the United Nations for best practices in sustainability and is a national winner for brownfield redevelopment. The city has numerous beautification areas including gateway signs, seasonal landscapes and traffic islands. These areas located throughout the city, enhance the beauty of Oshawa and its image.

The City of Oshawa continues to green its operations by reducing energy consumption, reducing greenhouse gas emissions and reducing costs. The Corporation has introduced various environmental initiatives, including the use of: greener asphalt, biodiesel fuel, hybrid vehicles and pesticide-free practices. The City has converted its traffic signals to LED technology, which has resulted in an 80 per cent energy reduction. In addition, the City has introduced an anti-idling by-law, supports waste diversion, coordinates community clean-up initiatives and hosts environmental events.

The new Office of Energy Management has taken steps to make the Corporation carbon neutral and works with the Oshawa Environmental Advisory Committee. The City of Oshawa is a member of the Federation of Canadian Municipalities Partners for Climate Protection and of the GTA Clean Air Council. The City participates in the Annual Smog Summit, the Association of Municipalities of Ontario Climate Change Task Force, and the Greening Greater Toronto Initiative. The City recently signed a memorandum of understanding with Veridian to collaborate on Project Get Ready to prepare the city for future electric vehicles.

Brownfields Redevelopment

The **Brownfields Community Improvement Plan** encourages the rehabilitation and reuse of underutilized lands.

The 475,000-square-foot **Durham Consolidated Courthouse** will open in early 2010 and employ 500 full-time employees. Built on a former brownfield site in downtown Oshawa, the facility will be one of the largest 'green' buildings in Ontario, conforming to LEED environmental certification standards and certified under the Go Green Plus program.

Construction is underway on an **apartment building by Dundurn**. The new building will be built on a former brownfield site located at Simcoe Street North and Niagara Drive. The building will have 129 apartment units with a total of 566 bedrooms and will be marketed to students attending UOIT, Durham College and Trent University in Oshawa. The project is being designed and constructed to a LEED certification.



Thanks to the hard work and dedication of community groups (such as the Oshawa Valley Botanical Gardens Task Force, Oshawa Garden Club and Friends of the Second Marsh), the City has gained provincial and international recognition as a beautiful, green and sustainable community.

Moving forward, the City will continue to implement green initiatives to ensure the sustainability of the community. The development of a Corporate Sustainability Plan will provide corporate direction on these future initiatives.

Corporate Direction:

- Develop a Corporate Sustainability Plan as a keystone in all City operations and decisions.
- Provide leadership in environmental stewardship including energy conservation through the Office of Energy Management.
- Implement the FCM Partners for Climate Protection milestones.
- Increase the presence of Oshawa as a Great Lakes community.
- Continue to plan for emergencies including severe weather, pandemics, etc.
- Investigate the sale of carbon credits by municipalities.
- Continue to be a good, responsible steward of municipality-owned, environmentally sensitive areas, open spaces and parks.
- Maintain the Ontario Environmental Advisory Committee website, established under Oshawa's leadership in 2009.
- Monitor the development of source protection plans to ensure the quality of drinking water for Oshawa residents.
- Continue the erosion protection and watercourse improvements program to protect, enhance and restore environmental features and fish habitat.

A Caring and Responsive Community

The Corporation of the City of Oshawa is a strategic, innovative, performance-based organization focused on fiscal responsibility, accountability and transparency. Oshawa is taking a proactive approach to financial management so that Oshawa continues to grow and prosper. The City supports affordable housing programs and offers some of the lowest development fees in the GTA. The City is committed to securing funding through government grant programs and by partnering with the private sector.

The Strategic Financial Plan provides a framework for fiscal policy and guides major financial decisions. To achieve fiscal sustainability, top priorities continue to include: stimulating assessment growth (the major source of municipal revenue), minimizing tax increases, growing partnerships, maximizing external funding opportunities, rationalizing facility use/programming and providing the right services at the right cost.

In support of the City's continuous improvement initiative, the Office of the Auditor General is conducting audits to ensure City programs incorporate best practices and provide value for money to taxpayers. The corporate administration is right-sizing, implementing best practices and increasing efficiencies and effectiveness.

Service Oshawa – the City of Oshawa's consolidated customer service centre – demonstrates the City's commitment to excellent customer service. Service Oshawa provides a single point of contact for multiple services across the City, streamlines business processes, and improves corporate service delivery and accountability. Service Oshawa also serves as the public information centre if there is a significant event or emergency situation.

The City's Accessibility Advisory Committee advises Council on a number of initiatives, including the annual Accessibility Plan, to help make Oshawa accessible for everyone.

Infrastructure Funding

The City has submitted 45 applications to the federal and provincial governments to create employment, stimulate the local economy, and renew the City's infrastructure. As of September 2009, \$20 million has been secured for the following eight projects:

- Alexandra Park and Oshawa Creek Trail Connection
- North Oshawa Park Redevelopment and Michael Starr Trail Connection
- Waterfront Trail Project
- Civic Recreation Complex
- Downtown Brownfield Remediation
- Downtown Street Lighting, Streetscape and Parking Improvements
- Oshawa Municipal Airport Improvements
- Sidewalk Rehabilitation



The newly formed Community Safety Committee is building partnerships to facilitate community-based solutions to safety issues. Heritage Oshawa hosts “Doors Open Oshawa” each fall and works to preserve the city’s history. The Oshawa Physician Recruitment Task Force has successfully marketed Oshawa as a community of choice for family physicians.

In addition to offering the most affordable housing in the GTA, the City provides first-class recreation facilities and programs that respond to the community needs at a reasonable cost. Four branches of the Oshawa Senior Citizens Centres provide a myriad of services specific to the needs of Oshawa residents.

Oshawa is a caring and responsive community. The Corporation continues to evaluate and make enhancements to our organization, services and programs to reflect community needs.

Corporate Direction:



- Develop and adhere to a sound, proactive strategic financial plan, including policies and strategies to maintain reserve funds, address infrastructure requirements, rationalize facilities, maximize industrial and commercial assessment, manage debt, contain costs, and ensure fiscal sustainability and responsible tax levels.
- Maximize the use of external revenue sources through both public and private sector funding opportunities and partnerships.
- Ensure a comprehensive and consistent approach to customer service with the development and implementation of corporate-wide customer service standards and a customer satisfaction survey, once every four years, starting in 2011.
- Operate with a continuous improvement approach that will reduce and/or eliminate overlap of service provision; streamline operations; provide staff training and education, rationalization, succession planning and empowerment; right-size the Corporation; create a more collaborative organization; and manage for results through best practices, benchmarking, measuring and reporting.



- Continue to implement program review and internal audit recommendations at the department level.
- Continue to provide quality recreation programs that are responsive to community needs at affordable costs.
- Continue to explore and pursue partnerships and shared service opportunities.
- Create and implement a corporate asset management strategy.
- Continue to partner with neighbouring municipalities on shared services.
- Research and develop a risk management framework in consultation with the Auditor General.
- Continue to support the Oshawa Physician Recruitment Task Force.
- Ensure a safe and accessible community.
- Provide adequate resources to successfully implement federal and provincial infrastructure funded projects to ensure value for money.
- Develop and implement strategic plans for information technology and infrastructure management.
- Continue to market and promote the city as a community of choice for residents and business through various communication mediums.

Conclusion

This *2009-2010 Corporate Business Plan: An Agenda for Prosperity & Renewal* provides direction and documents the strategic priorities of the Corporation. It is guided by Council, and implemented by the administration. It advances and implements the Community Strategic Plan and builds on the city's strengths, addresses community needs, capitalizes on funding opportunities and encourages community partnerships.

Oshawa is experiencing transition and is taking a proactive approach in rethinking, retooling and revitalizing the city. The 2009-2010 Corporate Business Plan addresses the economic realities and outlines the actions required to strengthen our position as a diversified, sustainable and prosperous community. The Plan provides direction and documents the strategic priorities of the Corporation for the remainder of the term of Council.

This Plan is available on the City's website at www.oshawa.ca. Public comment on the *2009-2010 Corporate Business Plan: An Agenda for Prosperity & Renewal* is welcome.

