

**Strategic Goal: Economic Prosperity and Financial Stewardship**

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

<b>Theme</b>	<b>Strategy</b>
Financial Strategy	1. Develop, implement and maintain a proactive and sustainable Council-endorsed Financial Strategy
Build and Further Diversify our Economy	1. Enhance the potential for job growth by leveraging Oshawa’s key economic strengths and assets 2. Ensure flexible and timely approvals to advance sound and sustainable development opportunities 3. Develop and implement an updated Economic Development Strategy 4. Proactively pursue commercial and industrial growth to create investment and job development, and reduce reliance on residential assessment 5. Actively support the growth of the city’s post-secondary educational institutions and knowledge-based industries 6. Develop and implement a renewed downtown revitalization plan 7. Emphasize Oshawa’s deep water port as a key infrastructure asset and work with the Hamilton/Oshawa Port Authority to develop a mixed use Port located primarily on the East Wharf that is compatible with our community 8. Develop and implement the Oshawa Executive Airport Business Plan 9. Actively support the growth of the healthcare sector, including a new hospital in north Oshawa 10. Develop and implement an action plan to revitalize traditional neighbourhoods to support a one-city approach and renewal that regains opportunities for multimodal transportation, diverse infrastructure and amenities 11. Advance strategic initiatives for economic recovery as a result of the impacts of the COVID-19 pandemic

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

## Strategic Goal: Accountable Leadership

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

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

## Strategic Goal: Social Equity

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

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

<b>Theme</b>	<b>Strategy</b>
	<p>9. Partner with the Region and other municipalities to develop a Community Safety and Well-being Plan and implement relevant strategies</p> <p>10. Partner with local, regional, provincial and federal agencies and other community stakeholders to address the current lack of affordable housing crisis in our community</p>

## Strategic Goal: Cultural Vitality

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

Theme	Strategy
Enrich Our Community Through Culture	<ol style="list-style-type: none"><li data-bbox="526 436 1409 506">1. Work with the community to implement Culture Counts, the Arts, Culture and Heritage Plan<ul style="list-style-type: none"><li data-bbox="586 527 1390 596">• Broaden and evolve the City’s role in arts, culture and heritage</li><li data-bbox="586 617 1203 648">• Grow culture-led economic development</li><li data-bbox="586 669 1352 739">• Increase and strengthen communication within and about the arts, culture and heritage sector</li><li data-bbox="586 760 1357 829">• Build a strong, vital and connected arts, culture and heritage sector</li><li data-bbox="586 850 1105 882">• Create vibrant places and spaces</li><li data-bbox="586 903 1352 972">• Provide access and promote inclusion in Oshawa’s cultural life</li></ul></li><li data-bbox="526 993 1393 1024">2. Protect and celebrate our community’s heritage resources</li><li data-bbox="526 1045 1382 1188">3. Work with the community including, but not limited to, the Oshawa Historical Society to construct a new community based museum as a legacy project for the City’s 100th Anniversary in 2024</li><li data-bbox="526 1209 1352 1278">4. Protect and encourage our community’s art and culture sector</li><li data-bbox="526 1299 1414 1369">5. Celebrate and support Oshawa youth programs, sports and athletic activities throughout the City</li></ol>

## Strategic Goal: Environmental Responsibility

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

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