

Office of the City Manager Business Plan 2020

Service Area: Human Resource; Innovation & Transformation; Legal; Strategic Initiatives

Mission Statement: Strategic leadership connecting and serving diverse interests fostering growth and sustainability.

Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<ul style="list-style-type: none"> • Understand and support our most important resource – our employees by advancing such matters as: <ul style="list-style-type: none"> ▪ Undertake City’s first Strategic Workforce Plan ▪ ACTivate Performance Support program and roll-out of Succession Planning/Talent Review at Department level, which supports succession planning, employee engagement, internal communications, and training and development ▪ Enhance workplace wellness and safety engagement, including continuing roll out of Mental Health training to front line staff ▪ Complete Collective Bargaining with IAFF Local 465 (Fire), if needed ▪ Undertake Collective Bargaining with CUPE Local 251 (Inside Workers) and CUPE Local 3760 (Crossing Guards) 	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 2</p>	<p>Operating Costs</p>

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<ul style="list-style-type: none"> • Develop corporate and community plans that embrace diversity and strengthen our corporation and community by advancing initiatives within the Diversity and Inclusion Plan such as: <ul style="list-style-type: none"> ▪ Launch and provide support to the Community Diversity, Equity and Inclusion Committee ▪ Launch the Internal Workforce Census 	<p>Goal: Social Equity</p> <p>Theme: Enrich Our Community Through Diversity</p> <p>Strategy: 1</p>	N/A

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<ul style="list-style-type: none"> • Continue to strive to be a barrier-free community by advancing such matters as: <ul style="list-style-type: none"> ▪ Implement the Oshawa Age Friendly Strategy and the 2019-2022 Accessibility Plan ▪ Provide support for the Oshawa Accessibility Advisory Committee 	<p>Goal: Social Equity</p> <p>Theme: Enrich Our Community Through Diversity</p> <p>Strategy: 3</p>	Infrastructure Investment

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<ul style="list-style-type: none"> • Identify and advocate for issues important to Oshawa, improving inter-government relations, and liaising and working with community stakeholders, public sector partners and municipal associations by advancing such matters as: <ul style="list-style-type: none"> ▪ Continue to lead the TeachingCity initiative and working with TeachingCity partners to embrace innovation and collaboration to address urban issues facing Oshawa through research projects, experiential learning and collaboration ▪ Work with the Region of Durham to lead a Collective Impact approach for the community to develop a common agenda around poverty reduction in our community ▪ Support for a new hospital in north Oshawa 	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 1</p>	<p>Operating Costs</p>

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<ul style="list-style-type: none"> • Embrace innovation in the provision of programs and services, by advancing such matters as: <ul style="list-style-type: none"> ▪ Investigating and actively implementing Smart City initiatives in collaboration with TeachingCity 	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 4</p>	<p>Operating Costs</p>

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<ul style="list-style-type: none"> Assess risks and learn from history within a context of continuous improvement by: <ul style="list-style-type: none"> Implementing, tracking and reporting on the City's Continuous Improvement Framework involving Lean initiatives, internal audit, service reviews and risk management. 	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 5</p>	<p>Operating Costs</p>

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<ul style="list-style-type: none"> Identify, evaluate and implement adaptation measures to strengthen the city's resilience to a changing climate, invasive species and other stressors by: <ul style="list-style-type: none"> Participating on the Durham Community Climate Adaptation Plan Steering Committee 	<p>Goal: Environmental Responsibility</p> <p>Theme: Proactive Environmental Management</p> <p>Strategy: 2</p>	<p>Operating Costs Infrastructure Investment</p>

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<ul style="list-style-type: none"> Proactively apply for public sector funding and pursue private sector partnerships by: <ul style="list-style-type: none"> Implementing a Grants Management Policy and Procedure to increase stewardship over grant application/agreement process, apply more rigour to the grant process and maximize grant funding for the City. 	<p>Goal: Economic Prosperity and Financial Stewardship</p> <p>Theme: Responsible Taxation</p> <p>Strategy: 4</p>	<p>Operating Costs Infrastructure Investment</p>

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<ul style="list-style-type: none">Work with the Region of Durham and Oshawa Municipal Law Enforcement and Licensing Services to establish a system of parking administrative monetary penalties for Regional roads in Oshawa.	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 1</p>	Operating Costs