

Office of the Chief Administrative Officer Business Plan 2022

Service Areas: Human Resource; Innovation & Transformation; Legal; Corporate Strategic Initiatives

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

Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>1. Understand and support our most important resource – our employees by advancing such matters as:</p> <ul style="list-style-type: none"> • Implement recommendations from City’s first Strategic Workforce Plan as approved by Council • Continue to champion ACTivate Performance Support program, succession planning, employee engagement, and internal communications • Enhance workplace wellness and safety engagement, including continuing roll out of Mental Health training to front line staff • Enhance employee learning and development opportunities, including virtual access to training content, access to collaborative engagement tools, and tracking and reporting of mandatory training through the City’s new learning management • Implement arbitration award when received to complete Collective Bargaining with IAFF Local 465 (Fire) • Prepare for Collective Bargaining with CUPE Local 251 (Inside Workers) 	<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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<p>2. 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:</p> <ul style="list-style-type: none"> • Provide support to the Community Diversity, Equity and Inclusion Committee • Investigate, propose and initiate a process to develop a Reconciliation Strategy and Action Plan in response to the Truth and Reconciliation Commission Calls to Action. • Continue to deliver anti-racism training to Council members and City staff • Deliver Indigenous Cultural Training to Council members and City staff • Development of an Action Plan in response to the recommendations in the 2020 Employee Census 	<p>Goal: Social Equity</p> <p>Theme: Enrich Our Community Through Culture</p> <p>Strategy: 1</p>	<p>N/A</p>
<p>3. Continue to strive to be a barrier-free community by advancing such matters as:</p> <ul style="list-style-type: none"> • Implement the Oshawa Age Friendly Strategy and the 2019-2022 Accessibility Plan • Launch the development of the 2023-2026 Accessibility Plan • Provide support for the Oshawa Accessibility Advisory Committee 	<p>Goal: Social Equity</p> <p>Theme: Enrich Our Community Through Culture</p> <p>Strategy: 3</p>	<p>Infrastructure Investment</p>

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<p>4. 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:</p> <ul style="list-style-type: none"> • Continue to lead the TeachingCity initiative, under a renewed MOU and work 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 Regional 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>
<p>5. Embrace innovation in the provision of programs and services, by advancing such matters as:</p> <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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<p>6. Assess risks and learn from history within a context of continuous improvement by:</p> <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>