

Office of the C.A.O. Business Plan 2021

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 ▪ Continue to implement ACTivate Performance Support program 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 ▪ Enhance service delivery, virtual access, and tracking of mandatory staff training through implementation of learning management tool ▪ Complete Collective Bargaining with IAFF Local 465 (Fire) ▪ Undertake Collective Bargaining with CUPE Local 250 (Outside Workers) and complete Collective Bargaining with CUPE Local 3760 (Crossing Guards) ▪ Enhance evidence based decision making through implementation of branch level HR Scorecard tool 	<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"> ▪ Provide support to the Community Diversity, Equity and Inclusion Committee ▪ Develop and launch an Equity and Inclusion Lens ▪ Develop anti-racism training program and conduct training for Council members and City staff ▪ Create an equity and inclusion awards program 	<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 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>

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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>

Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<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 and Combat Climate Change</p> <p>Strategy: 2</p>	<p>Operating Costs Infrastructure Investment</p>