



Creating

**OUR
TOMORROW...**

OSHAWA COMMUNITY STRATEGIC PLAN



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The City would like to acknowledge the contribution of the Community Leaders Roundtable, community groups and organizations, and the citizens of Oshawa to the City's first Community Strategic Plan.

FEBRUARY 2005

The Corporation of the City of Oshawa
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Oshawa, Ontario
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MESSAGE FROM THE MAYOR

Excellent work, Oshawa! For the first time in our City’s history, we have a community-based strategic plan that will chart the course for our future. *Creating Our Tomorrow*, developed by Oshawa citizens through public roundtable discussions and workshops, is a historic document that will guide City Council and its partners now and for generations to come.

The Community Strategic Plan took the better part of a year to formulate, but its legacy will forever be felt. It started out as a blank canvas but is now a descriptive portrait of the Oshawa our residents want to live, work, learn and play in. Revolving around three main themes, the Community Strategic Plan sets out the vision, long term goals, objectives and strategic actions for our community.

The first of these themes is "a vibrant and progressive community". A revitalized downtown and waterfront, along with the development of new job opportunities, a city image makeover and enhancement to the arts, culture and recreation were identified as priorities. The second theme brought forth concerns about our environment as residents advocated for a "green and sustainable community". Discussion focused around land use, growth management and improvements to transit. Residents also want to position Oshawa as “a caring and responsive community”. In this final theme, enhancing health, safety, accessibility, affordability and communications are described as initiatives that must be considered and implemented.

On behalf of your City Councillors and staff, I thank you and congratulate you for helping to create Oshawa’s tomorrow. Let's continue to work together to make the vision a reality.

A handwritten signature in black ink, appearing to read "John Gray". The signature is stylized and written over a thin vertical red line.

John Gray
Mayor

1. INTRODUCTION

1.1 THE PURPOSE: *Why develop a Community Strategic Plan?*

Faced with growing demands, aging infrastructure, competing interests and limited financial resources, municipalities are questioning where to focus their resources. Successful municipalities think strategically and engage their communities in defining future directions and priorities. In today's challenging environment, strategic planning is a valuable management tool. The City of Oshawa sponsored the development of this Community Strategic Plan for a number of reasons:

- **Developing a collective vision.** In a time of growing demands and scarce resources, it is important to marshal the resources of a community behind a common vision. In this way, the collective investment in the community can be maximized. This need is particularly critical as Oshawa deals with the demands of growth and change. The City will grow from about 150,000 people today to close to 174,000 people by 2021.
- **Establishing a framework for other plans and partnerships.** The Community Strategic Plan will function as an “umbrella document”. The Community Strategic Plan will be implemented by the City through its own plans and policies, as well as through its work with community partners.
- **Maximizing resources.** As a management process, strategic planning provides a mechanism for deploying resources in an effective manner. Through the identification of a vision, objectives and strategies, Oshawa's community strategic planning process will allow the community to focus on key strategic issues and to suggest actions to address them.

1.2 THE PROCESS: *How was the Plan Developed?*

In September 2004, Oshawa City Council publicly launched this community strategic planning process to develop a vision and objectives to guide the work of the City and its community partners over the next five years. The process was guided by a Steering Committee consisting of members of Council and the City's senior management team. Strategic advice was provided by a Community Leaders Roundtable consisting of over 40 representatives of different sectors and parts of the Oshawa community. The Roundtable met three times during the process.



A profile of the Oshawa community was drafted and shared with the community – both on the City’s website and at community consultation sessions. The preliminary set of community consultations was completed in October 2004. The general public, youth, community organizations, community leaders, members of Council and City staff who participated were asked to assess the community’s strengths and weaknesses and to identify the key issues which should be addressed through the Community Strategic Plan. Individuals were also provided with the opportunity to give their input via the City’s website, mail or fax. This information was then summarized and shared in the second round of consultations held in November and early December 2004.

During the second round of community consultation, participants were asked to provide their feedback to the results of the first phase and then to identify creative actions that the City and other community partners could undertake to achieve the draft vision and objectives. Their feedback was summarized and reviewed with the Community Leaders Roundtable in December 2004. In early January 2005, Council reviewed and refined the draft plan to guide the work of the City and its partners over the next five years. This Plan was unanimously approved by Council in February 2005. Further information on how the Plan will be implemented is provided in Section 3.

1.3 THE PRODUCT: *How is the Plan Structured?*

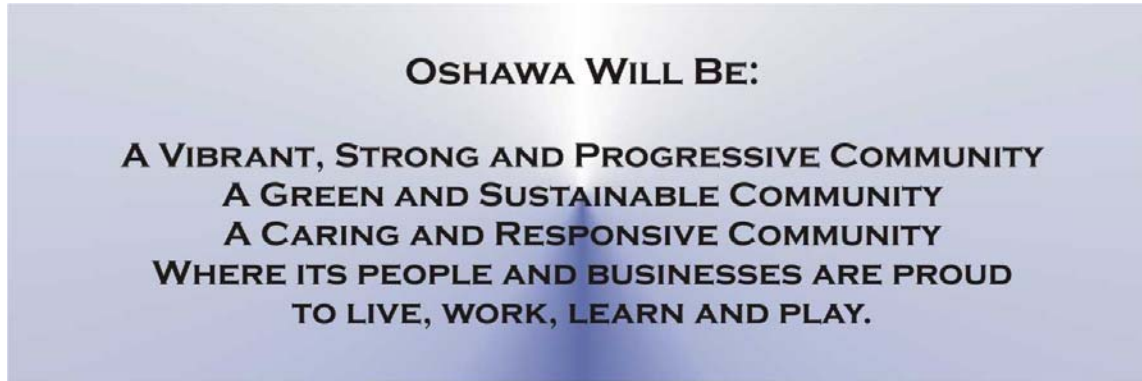
The Plan contains the following components:



2. OSHAWA “TOMORROW”

2.1 OUR LONG TERM VISION AND GOALS

The **community vision** describes Oshawa 15 to 20 years from now:



Our **goals** are that Oshawa will be:

- **A Vibrant, Strong and Progressive Community** known for its vital downtown and waterfront, diverse economy, excellent educational facilities, positive image, thriving neighbourhoods with a full range of housing options, and its arts, culture and recreation opportunities.
- **A Green and Sustainable Community** known for its special environmental features, parklands, rural/urban balance, and its leadership in smart growth management, environmental protection and transportation systems.
- **A Caring and Responsive Community** known for its community health and safety, accessibility, community cooperation and involvement, affordability, and accountability to its citizens.

To achieve this broad community vision and goals over the long term, the City working with its community partners, will pursue a number of key strategic directions as outlined in the following sections.



2.2 OUR STRATEGIC DIRECTIONS FOR THE NEXT FIVE YEARS

GOAL A: *A Vibrant, Strong and Progressive Community known for its vital downtown and waterfront, diverse economy, excellent educational facilities, positive image, thriving neighbourhoods with a full range of housing options, and its arts, culture and recreation opportunities.*

Rationale: Oshawa, the largest municipality in Durham Region and identified in the Regional Official Plan as a focal point of urban activity, has many community assets upon which to build a strong future, but a number of key issues must be addressed to build a vibrant, strong and progressive community.

Oshawa's residents recognize the vital importance of the **downtown** to the future of their community. They want to have a downtown that is safe, attractive and liveable. They would like a downtown where more people of all ages and incomes live, and where there is more to see and do. At present the downtown is viewed with disappointment and concern.

Oshawa has the natural blessing of the **Lake Ontario waterfront** at its southern end and the Oak Ridges Moraine in the north. Residents would like Oshawa to have a vibrant, multi-functional waterfront with, for example, diverse recreational opportunities and residential development. Residents feel the waterfront is underutilized relative to its potential and there is frustration about the continued lack of action and improvement.

Oshawa has many **economic strengths** upon which to build: its manufacturing base; its transportation and service infrastructure; Lakeridge Health Oshawa; Durham College; the new University of Ontario Institute of Technology; and a skilled labour force. In spite of this, many Oshawa residents commute elsewhere to work, and there is a concern that there may be an over-reliance on relatively few sectors. There is an interest in bringing the economic assets of the community together to create new and more diverse job opportunities for Oshawa residents and to reduce the amount of daily outbound commuting.

Vibrant
Strong
Progressive

Members of the community feel that Oshawa has challenges in terms of **image**. They would like Oshawa to have a positive image, better media coverage, and stronger awareness of Oshawa’s assets – its strategic economic advantages and its unique heritage and “hidden treasures”. Finally, they would like Oshawa residents to speak with pride about their community.

Oshawa offers a variety of **arts, culture and recreational opportunities** to its citizens. Residents feel that the time has come for Oshawa to focus additional energy on the arts and culture sector. It is felt that the future strength of the community will require ensuring the continued sustainability and development of these opportunities.

Strategic directions to address these issues follow.



GOAL A: A VIBRANT, STRONG AND PROGRESSIVE COMMUNITY

OBJECTIVE

A1. *Revitalizing the Downtown*

STRATEGIES

- **Renew and facilitate the vision for the downtown** including:
 - Create a Downtown Development Corporation or Manager to facilitate and coordinate downtown revitalization efforts
 - Update the Vision 2000, City Centre Plan
 - Update downtown official plan policies and zoning to reflect the new vision for the downtown area
 - Pursue opportunities with the Province, re. Places to Grow strategy
- **Encourage downtown redevelopment, infill and upgrading** including:
 - Promote the downtown vacant land and building opportunities to developers
 - Develop appropriate urban design guidelines
 - Encourage private sector improvements through financial incentives and tax relief to property owners
 - Encourage intensive housing redevelopment downtown
- **Encourage the development of attractions, events and businesses that will draw people to the downtown**
 - Consider feasibility of a sports and entertainment complex
 - Consider feasibility of a downtown hotel and conference facilities
 - Encourage sidewalk cafés with entertainment
 - Work with community partners to increase the number and duration of major festivals and events
- **Make downtown a safer, more people-friendly place**
 - Work with social service agencies to ensure they are appropriately located to accommodate the populations they serve
 - Build community safety partnerships and joint initiatives with Durham Region Police Service and community stakeholders
 - Work with Durham College/University of Ontario Institute of Technology to encourage student housing and student use of the downtown



OBJECTIVE

**A2. *Realizing the
Waterfront's Potential***



STRATEGIES

- Enhance/improve the accessibility and affordability of parking in the downtown area
- Complete Phase II of the one-way/two-way street study
- Support the downtown through improvements, e.g. 2-way streets; bike lanes; closure of streets for major events and festivals; bus route/schedule improvements
- **Move ahead with waterfront planning and redevelopment**
 - Reach agreement on the future of the harbour/port with the Harbour Commission and others
 - Seek federal and provincial funding to support clean-up and development of the port lands
 - Fully understand the environmental condition of lands and the impact on future development (cost and use restrictions)
 - Promote enhancement and protection of the natural heritage system along the Lake Ontario shoreline, including connections to river valley systems
 - Update the waterfront master plan including Stone Street Park to ensure a continuous waterfront
 - Fund and construct the improvements shown in the Lakefront Park West Master Plan
 - Assess land use north of Harbour Road in the area north of the harbour
- **Address harbour and waterfront environmental issues**
 - Pursue development/clean-up options with third parties/developers
 - Work in cooperation with other government agencies to develop a plan for improving water quality including improved water/storm sewer infrastructure
 - Implement Watershed Plans and Source Water Protection Plans to protect and improve water quality
- **Enhance connections to and from the waterfront**
 - Develop a boardwalk along the beach
 - Enhance the connection between downtown and the waterfront through trail system and transit improvements

OBJECTIVE

STRATEGIES

A3. *Developing New Job Opportunities*

- **Encourage recreational, residential and commercial development**
 - Enhance the diversity of recreational opportunities along the waterfront including a major attraction
 - Encourage a range of housing types geared to a range of incomes
 - Increase the number and type of festivals and events occurring at the waterfront (e.g. multicultural festivals)
 - Encourage the development of a boat launch, marina and restaurants
- **Leverage and promote Oshawa's key economic strengths and assets**
 - Continue to implement and update, as appropriate, the City's Economic Development Strategy
 - Hold an Economic Summit to bring together Oshawa's key economic assets and to define common goals and work towards them (e.g. strengthen links between Durham College, University of Ontario Institute of Technology and Lakeridge Health)
 - Continue to work with the City's business partners to promote "good news" about business successes in Oshawa
 - Support Durham College/University of Ontario Institute of Technology in the creation of a research and development incubator linked to local research and development partners
 - Attract "green energy" as a specialized target sector (leveraging on the presence of Durham College, University of Ontario Institute of Technology, GM and Ontario Hydro)
- **Encourage the further development of a highly skilled labour force**
 - Support the expansion of apprenticeship and skilled trades education programs through stronger ties with the Durham Region Local Training Board, business and educational institutions
 - Encourage the participation of local businesses at high school, college and university job fairs
- **Promote business-friendly strategies**
 - Continue to provide advocacy support for small businesses working with City Hall and other agencies
 - Encourage telecommunication providers to provide high speed internet service throughout Oshawa and wireless in the downtown core

OBJECTIVE

A4. *Improving Our Image*

A5. *Enhancing Arts, Culture and Recreation*



STRATEGIES

- **Create and promote a new positive image for Oshawa**
 - Create an attractive and unique brand/image for Oshawa
 - Create a Communications and Marketing staff position at City Hall to support stronger marketing, communications and media relations
 - Develop and implement a City promotional program involving local media, students, champions, etc., in a "Boost Oshawa" program
- **Enhance the visual appearance of the City**
 - Improve the major corridors and entry points to the City through native plantings and other aesthetic improvements
 - Improve the visibility and hours of the Tourist Information Centre
 - Encourage visual (aesthetic) improvements as part of residential and commercial development and redevelopment
- **Coordinate and support promotional and information initiatives**
 - Develop a new “What’s On” section on the Oshawa website and supporting information services
 - Enhance promotion of the City’s “hidden treasures” such as Parkwood, the Automotive Museum and Second Marsh through coordinated promotional efforts (e.g. bus tours and integrated marketing)
- **Support sustainability and investment in arts and culture**
 - Support the renovation of the Regent Theatre
 - Consider developing grant programs for arts, culture and heritage organizations
 - Create a Culture Coordinator position for the community

OBJECTIVE

STRATEGIES

- **Increase and enhance events**
 - Work with neighbourhood associations to develop and enhance neighbourhood events
 - Encourage more events that build the profile and understanding of Oshawa’s many multicultural groups (e.g. hold Greek Heritage days at Lakeview Park)
 - Encourage more events like “Doors Open” that expose people to Oshawa’s existing heritage, arts and cultural facilities
- **Support further development of recreational opportunities**
 - Work in partnership with community groups to develop a strategy for youth recreation including a youth drop-in centre
 - Implement the Parks, Recreation and Culture Strategy
 - Work in partnership with Central Lake Ontario Conservation Authority to establish, protect and expand conservation areas in the rural area to provide passive recreation, trails and outdoor education/interpretative opportunities



GOAL B: *A Green and Sustainable Community known for its special environmental features, parklands, rural/urban balance, and its leadership in smart growth management, environmental protection and transportation systems.*

Rationale: Oshawa is blessed with environmentally important and attractive ravines, creeks, marshes, parks, gardens, prime farmland and beautiful landscapes. Residents take great pride in the “green” aspect of their City. But many people are concerned about threats to the environment and about the long-term sustainability of current approaches to land development. They feel a number of key issues must be addressed to build a green and sustainable community.

Residents feel that more can be done to build a **cleaner, greener** city. They want to see Oshawa’s special green and environmentally sensitive areas sustained for future generations. They also believe that Oshawa should be more proactive in terms of environmental management and the reduction of waste.

Oshawa is growing rapidly. Residents want Oshawa to sustain its rural/urban balance and **manage growth and use land wisely**. There are growing concerns about threats to the City’s rural and agricultural areas. The City has many “brownfield” sites (underutilized, potentially contaminated, derelict or vacant properties originally developed for commercial or industrial use) in the downtown and existing urban areas. While many of these sites have challenges, they may have access to existing infrastructure and services. Residents would prefer to see brownfield sites redeveloped first – rather than further greenfield development.

Oshawa has many **transportation** assets such as the harbour, the airport, transit and rail service, and an extensive trail system in addition to its highway and roads system. Aging infrastructure, population growth and significant commuting are placing pressure on transportation systems operated by the City and other government partners. Residents are concerned about growing congestion and the challenges of getting around by car, bus, bicycle or other means. Rising energy costs, growing concern for the environment and increasing recognition of health issues are highlighting the need for more alternatives to car-based transportation.

Strategic directions to address these issues follow.

*Green
Sustainable*

GOAL B: A GREEN AND SUSTAINABLE COMMUNITY

OBJECTIVE

B1. *Being a Cleaner, Greener City*

STRATEGIES

- **Take a proactive approach to environmental management and protection**
 - Identify, protect and enhance natural corridors, woodlots and environmentally sensitive areas, including groundwater recharge and discharge areas (e.g. Camp Samac and Harmony Conservation Area)
 - Investigate ways of strengthening the City’s approach to environmental management (e.g. ISO 14001 certification)
 - Develop and enforce bylaws that will help address environmental issues (e.g. cosmetic use of pesticides, vehicle idling and illegal dumping)
 - Address the environmental impacts and opportunities associated with the proposed Pickering Airport and the existing Oshawa Airport (e.g. potential future uses)
- **Work with Durham Region to enhance recycling**
 - Encourage expanded Industrial-Commercial-Institutional recycling (e.g. more transfer stations)
 - Implement a 3-stream waste management program (e.g. regular garbage, blue box and organic “green bin” recycling)
 - Increase the number of refuse and recycling containers in the downtown area – potentially through business sponsorships
- **Further develop the trails system**
 - Develop a program for improved maintenance, signage, and inter-connection of existing and new trails within Oshawa in conjunction with Central Lake Ontario Conservation Authority and neighbouring municipalities (e.g. Waterfront Trail and Oak Ridges Moraine Trail)
 - Ensure new trails are implemented as part of new development areas and the subdivision approval process
- **Increase community involvement in “greening” and “clean-up” initiatives**
 - Engage community partners (e.g. schools, local businesses and local service groups) and volunteers in environmental initiatives (e.g. adopt a park, adopt a trail, tree planting, waterfront clean-up and PITCH-IN CANADA Week)

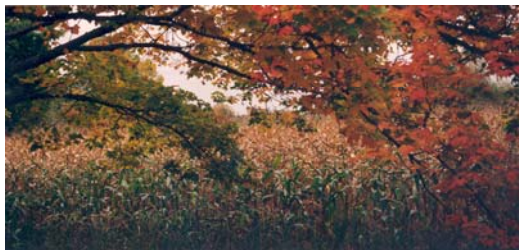


OBJECTIVE

B2. *Managing Growth and Using Land Wisely*

STRATEGIES

- Implement a public education program to increase community pride and care for the environment (e.g. reduce littering, increase recycling, increase transit use, encourage water conservation and maintain property standards)
- **Adopt smart growth principles and focus development in existing urban areas**
 - Adopt provincial smart growth guidelines
 - Encourage transit supportive development and densities
 - Update the City’s Official Plan and zoning by-laws to reflect the community’s vision and objectives
- **Encourage the development of brownfield sites**
 - Develop a policy framework for brownfield sites that facilitates incentives for property owners
 - Support more flexibility in zoning and innovative design solutions for brownfield sites
 - Prepare and adopt a community improvement plan for brownfield sites
- **Protect heritage buildings, natural features and agricultural land**
 - Encourage re-use and protection of heritage buildings
 - Establish limits to urban development that respects a desirable inventory of agricultural land and green space
 - Encourage development that takes into account natural features and sustains linked natural areas and habitat
- **Support the viability of the City’s rural and agricultural communities**
 - Implement existing Official Plan policies that preserve the character of the rural area and quality agricultural land
 - Continue to urge the Province, in concert with the Region and the Central Lake Ontario Conservation Authority, to regulate the spread and storage of sewage sludge and paper fibre biosolids and products
 - Maintain the rural road network
 - Implement the Oak Ridges Moraine Act through Official Plan amendments and zoning
 - Limit non-farm uses in rural areas and restrict non-farm growth to Columbus and Raglan



OBJECTIVE

**B3. *Improving
Transportation
Modes***

STRATEGIES

- **Support improved pedestrian and road safety**
 - Encourage better traffic enforcement by police (e.g. speeding)
 - Improve the accessibility and maintenance of sidewalks (e.g. ramps and snow clearance)
- **Support increased bicycle usage**
 - Implement measures to encourage and support bicycle travel within the City including bike lanes, bike racks, signage of designated routes and snow clearance of bike lanes
 - Develop an inter-connected bike lane and trail system
- **Work with Durham Region to improve transit services**
 - Seek “fair share” of funding from the Province for transit improvements
 - Encourage regional bus service to provide better service to key community facilities (e.g. schools, Durham College, University of Ontario Institute of Technology and Lakeridge Health Oshawa/Cancer Centre)
 - Preserve corridors for dedicated transit lanes and light rapid transit
 - Encourage better coordination between local/regional transit and GO Transit and other measures to enhance transit usage (e.g. express runs to the GO station and expanded parking)
- **Work with the Province and Durham Region to reduce congestion on provincial highways and regional road networks**
 - Encourage the fast-tracking of construction of Highway 401 improvements (e.g. Stevenson Road interchange) and Highway 407 environmental assessment process
 - Encourage the Region to place greater priority on improving key east-west corridors (e.g. Taunton and Rossland Roads and Adelaide Avenue) and north-south corridors (e.g. Harmony and Wilson Roads)
 - Support initiatives to reduce congestion (e.g. ride sharing and high occupancy vehicle lanes)
- **Establish short and long-term options for the Oshawa Airport**
 - Update the Oshawa Airport Business Plan recognizing the need to maintain a fully functioning Airport until a decision is made on the Pickering Airport
 - Develop a long term land use plan for the entire Airport property, pending a decision on closure



GOAL C: *A Caring and Responsive Community known for its community health and safety, accessibility, community cooperation and involvement, affordability and accountability to its citizens.*

Rationale: Oshawa has traditionally had a strong sense of community with many wonderful examples of organizations, neighbourhoods and volunteers getting involved. People value the fact that Oshawa is not so big that it is impersonal. But the community is changing, growing and coping with new challenges. Citizens hope that Oshawa will be a caring and responsive community in the future – a community that cares for all of its citizens and a City that is accountable to all of its citizens.

Community safety, health, accessibility and affordability are seen as core requirements for the future of the Oshawa community. There is a perception that Oshawa is not as safe as people would like it to be, particularly in the downtown. In spite of some recent improvements in access to health care locally (e.g. investment in the Cancer Centre), there continues to be a shortage of family physicians and not enough emphasis on health promotion. Accessibility for persons with disabilities is also an area of concern. Finally, there is a need to ensure that people can afford to grow up and live in their community throughout their lifetime. A key concern is the provision of a range of affordable housing opportunities.

Communications, cooperation and community engagement are seen as essential to a caring and responsive community. A key barrier to moving forward on many community issues in Oshawa is communications. People want to see improved communication within Oshawa – about what’s going on (events and community activities), what services are available and who’s doing what. They want to see an increased focus on the whole community of Oshawa. There is concern that Oshawa could become more of a divided community – split between the south, middle and the north, or between the new Oshawa and the old Oshawa. Oshawa currently benefits from the involvement of many different community and business groups in the delivery of services. However, there is a belief that if the community is really going to address the issues identified it must come together, forge new kinds of partnerships, and get people and organizations more involved in their community.

Taking action and ensuring accountability are key public concerns. People value the fact that the City sponsored the preparation of a Community Strategic Plan. At the same time, there is frustration with the perceived lack of action by the City on some long-standing issues. Citizens want their City to take action, be accountable and ensure effective fiscal management.

Strategic directions to address these issues follow.

*Caring
Responsive*

GOAL C: A CARING AND RESPONSIVE COMMUNITY

OBJECTIVE

C1. *Enhancing Health, Safety, Accessibility and Affordability*



STRATEGIES

- **Work with Durham Region Police Service to enhance safety, crime prevention and enforcement**
 - Encourage increased police presence in the community
 - Increase reporting to the community on safety and crime levels
 - Investigate opportunities for better coordination of enforcement activities within the City and with Police Service
- **Support measures to enhance health promotion and care**
 - Continue efforts to enhance access to primary health care including efforts to: encourage multidisciplinary health clinics with extended hours; attract doctors to Oshawa; and expand existing medical practices
 - Support the creation of new community partnerships to address community and urban health issues (e.g. Oshawa Community Health Council, CAW environmental health initiatives, and community health and wellness centres)
 - Investigate opportunities for a medical school in Oshawa in association with Durham College/University of Ontario Institute of Technology, Lakeridge Health and the Province
- **Increase accessibility**
 - Update annually and implement the City’s Accessibility Plan
- **Encourage the development of affordable housing**
 - Advocate for provincial/federal investment in affordable housing
 - Encourage the development and integration of social housing into existing and new neighbourhoods, including co-op and non-profit housing and wheelchair accessible subsidized housing
 - Encourage the development of a range of different housing types in the downtown (e.g. condominiums and affordable housing)

OBJECTIVE

**C2. *Improving
Communications,
Cooperation and
Community
Engagement***

STRATEGIES

- **Support community affordability**
 - Ensure effective fiscal management
 - Control debt and live within the City’s means
 - Ensure affordable and fair pricing of City services
- **Increase communication and cooperation among community groups**
 - Develop new ways of accessing and sharing information about Oshawa community organizations and services (e.g. City website quick links to community group and agency websites)
 - Hold an annual conference of community organizations and agencies working in Oshawa
 - Encourage the development of neighbourhood connections and supports (e.g. neighbourhood associations, Neighbourhood Watch and neighbourhood events)
- **Encourage volunteerism and citizen engagement**
 - Work with other organizations to enhance recognition of community volunteers
- **Improve communication within Oshawa**
 - Utilize public utility billings (OPUC) as an instrument to get messages to the community
 - Welcome the development of a daily newspaper
 - Encourage more community events and local information sharing
 - Develop a central depository for information – an information clearinghouse for community information, community programs and services, future planning, current developments, etc.
 - Investigate establishment of a City customer contact centre, which may include future 311 access
- **Increase cooperation with other levels of government**
 - Hold regular meetings with other levels of government including the Mayors of neighbouring municipalities, regional councillors, MPs and MPPs

OBJECTIVE

C3. Taking Action and Ensuring Accountability



STRATEGIES

- **Increase public input and engagement**
 - Hold regular Town Hall meetings between Council and the community
 - Develop a program to encourage greater citizen turnout in the 2006 municipal election
- **Increase reporting to taxpayers**
 - Send out a City newsletter/report to citizens more than once a year
 - Communicate the City's financial situation through tax bills
- **Ensure accountability to citizens and effective City management**
 - Develop a Council Champion program whereby Councillors act as champions for specific initiatives in the Community Strategic Plan
 - Implement the City's annual Strategic Financial Plan
 - Undertake an asset management strategy to ensure maintenance and renewal of the City's built infrastructure

3. MOVING AHEAD

In the end, the true test of the Community Strategic Plan process will be action. Individuals who participated in the process emphasized the need for the City, working with its partners, to take action.

3.1 HOW THE PLAN WILL BE IMPLEMENTED

This plan will assist the City in its efforts to support the community's vision. The plan will come to life through a number of initiatives.

Preparation of Detailed Action Plans: The City will take this document and translate it into action by preparing more detailed action plans for each objective. These action plans will identify the specific tasks that the City, individual departments and community partners will undertake within the framework of the objectives, strategies and timelines, as well as the community performance measures that will be used.

Corporate/Departmental Planning and Budgeting: The implementation planning process will be integrated with the City capital and operational budgeting process, Strategic Financial Plan and business planning processes.

Communications: This document will become a primary communications tool for the City. The document will be shared with citizens and staff as well as existing and potential partners including the federal and provincial governments, the Region of Durham, neighbouring area municipalities, businesses and community organizations.

Partnership Development: If the community vision is to be realized, the City will need to prepare specific strategies to actively develop and support a variety of partnerships.

3.2 HOW THE PLAN WILL BE MONITORED

Annual Review: The Community Strategic Plan provides the framework for an annual “Report Card” to the community. On an annual basis, the City, in concert with a Community Leaders Roundtable, will review and report on the progress of implementing the Community Strategic Plan. During this process, the need to update strategies and/or add new ones will be discussed. The report card will also highlight new challenges and issues which the City and community partners need to address. This is an essential step in ensuring that the Plan remains a relevant “living” document.

New Council Review: Following the election of a new Council, the Council will review the Community Strategic Plan for the purpose of ensuring Council members are familiar with the vision, community goals, objectives and strategies.



MESSAGE FROM THE CITY MANAGER

I welcome and applaud the community's participation in the City's first Community Strategic Plan. It is an achievement well worth celebrating.

Oshawa's residents have described the future that they would like to see achieved for their community. Many objectives and strategies have been identified. The next critical step, and a significant commitment for the City and its community partners, is implementation.

City staff is committed to the successful implementation of this Plan. Through the development of detailed action plans, follow-up communications, cooperation and community engagement, the implementation of this Plan will be realized. I encourage all community partners to use the Community Strategic Plan in their own planning and to work to achieve the identified community vision.

All of Oshawa will benefit from the Community Strategic Plan. Let's all work together to turn the vision into reality.



Bob Duignan
City Manager

