

The following Strategic Directions chart provides more details on the proposed actions within this 10 year plan:

Strategic Direction	Action	Responsibility	Resources	Timeline	Measurement Guidelines
1. Broaden and deepen City leadership and investment	Expand communications efforts related to cultural resources and opportunities	City Development Culture & Recreation	Current Budget (existing)	Short	Number of people attending cultural events Investment in Pickering Cultural awareness in local businesses
	Form a Cultural Advisory Committee made up of staff, Council, and community representation that champions the implementation of the Cultural Plan	Culture & Recreation	City Clerk section and Council for resources (approval of positions)	Short	Establishment of the Cultural Advisory Committee with monthly meetings Established committee mandate and terms of reference
	Establish a cross-departmental "Culture Team" to build the capacity of the City to "adopt a cultural lens" and support the implementation of the Cultural Strategic Plan	Culture & Recreation Supervisor, Cultural Services as lead of the "Culture Team"	Staff Time	Short	Establishment of the Culture Team with regular staff meetings
	Increase investment in cultural development	City Development Culture & Recreation Library	Current Budget (\$30,000 additional) Consultant Report required	Short	Completion of Financial Impact Report Development of a Financial Incentives Report
	Development of City Tourism Program	Cultural Services City Development	Current Budget (\$100,000 additional)	Medium	Completion of Corporate Tourism Strategy

Strategic Direction	Action	Responsibility	Resources	Timeline	Measurement Guidelines
<p>1. Broaden and deepen City leadership and investment (cont'd)</p>	<p>Increase the City's role in supporting and networking cultural groups within the community</p>	<p>Library</p>	<p>Meeting Space Staff Time</p>	<p>Short</p>	<p>Host meetings with each cultural sector throughout the year</p> <p>Maintain and promote comprehensive cultural calendar of events</p>
	<p>Appoint a dedicated cultural staff person</p>	<p>Culture & Recreation</p>	<p>Current Budget (existing)</p>	<p>Short</p>	<p>Position of Supervisor, Cultural Services was established in early 2013 and is a dedicated resource to the City's cultural affairs</p> <p>Monitor ongoing workload to assess need for additional staff resources in the long term</p>
	<p>Ensure the Cultural Strategic Plan is well integrated into the City's five Corporate Priorities</p>	<p>All Departments Lead is Culture & Recreation</p>	<p>Staff Time</p>	<p>Short</p>	<p>Reports to Council regarding integration of five Corporate Priorities</p>
	<p>Identify leading practices in cultural planning in Canada and abroad</p>	<p>Culture & Recreation</p>	<p>Staff Time</p>	<p>Short</p>	<p>Updates to the City's Cultural Plan</p>
	<p>Identify a strategy to address transportation issues at venues that host major events. Consider transportation in the selection and design of new venues</p>	<p>Engineering & Public Works Culture & Recreation City Development Corporate Services</p>	<p>Staff Time</p>	<p>Medium</p>	<p>Development and implementation of strategy; reduction in the number of complaints</p>

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<p>2. Build a strong and collaborative cultural sector</p>	<p>Convene networking and peer-to-peer learning events for a cross-section of the cultural sector</p>	<p>Library</p>	<p>Staff Time</p>	<p>Short</p>	<p>Number of meetings Number of participants</p>
	<p>Address a need for more venues to support cultural activities (e.g., for exhibitions and performances)</p>	<p>Culture & Recreation Library</p>	<p>Staff Time</p>	<p>Medium</p>	<p>Inventory of cultural spaces in Pickering (City and private), including restaurants Develop a communications program</p>
	<p>Develop and implement a “module” on culture and heritage that could be easily delivered in the school system</p>	<p>Culture & Recreation</p>	<p>Staff Time</p>	<p>Medium</p>	<p>Development and use of module</p>
	<p>Engage cultural groups in the development of strategies that encourage resident cultural engagement between north and south Pickering</p>	<p>Culture & Recreation</p>	<p>Current Budget (existing)</p>	<p>Medium</p>	<p>Research and development of strategies</p>
	<p>Expand the Central Library to include community and cultural meeting spaces</p>	<p>Council Library</p>	<p>Capital Budget</p>	<p>Medium / Long</p>	<p>Library expansion Amount of new meeting space as well as meetings scheduled in new space</p>

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<p>3. Strengthen culture-led economic development</p>	<p>Examine the opportunity to leverage cultural festivals to define a strong cultural brand for Pickering and increase its reputation as a significant cultural destination</p>	<p>City Development Culture & Recreation</p>	<p>Staff Time Current Budget (existing)</p>	<p>Medium</p>	<p>Increase participation in City events by 10%</p> <p>Increase number of existing and new vendors/ participants</p> <p>Measure feedback through participant satisfaction</p>
	<p>Integrate cultural and economic planning related to growing the creative economy and increasing the number of creative cultural industries in Pickering</p>	<p>City Development Culture & Recreation (as resource)</p>	<p>Staff Time</p>	<p>Medium</p>	<p>Identify existing business with Durham Region Business Information</p> <p>Track business openings in Pickering and achieve 10% increase in creative cultural industries</p>
	<p>Examine opportunities to engage the private sector and encourage corporate sponsorships that will maximize resources/ investment for cultural initiatives</p>	<p>Culture & Recreation</p>	<p>Staff Time</p>	<p>Medium</p>	<p>Completion of Corporate Sponsorship Package/Program</p> <p>Increased sponsorship revenue and number of sponsors by 20%</p>

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<p>3. Strengthen culture-led economic development (cont'd)</p>	<p>Create and introduce online user-friendly tools such as a Community Events Application & Community Media Guide to encourage community organizations, residents and corporate partners to take the lead in the provision of cultural initiatives</p>	<p>Culture & Recreation</p>	<p>Staff Time</p>	<p>Short</p>	<p>Applications completed and launched on website Number of applications returned</p>
	<p>Sustain and promote Pickering's online Cultural Directory as a means of celebrating and increasing the profile of Pickering's cultural assets & cultural community organizations</p>	<p>Culture & Recreation</p>	<p>Staff Time</p>	<p>Short</p>	<p>Track number of website visits, number of listings, economic impact of cultural events</p>
	<p>Establish tourism as a corporate priority (with a strong emphasis on cultural tourism)</p>	<p>Culture & Recreation City Development (as resource)</p>	<p>Current Budget (\$65,000 dedicated to additional staff resources)</p>	<p>Long</p>	<p>Implementation of Corporate Tourism Strategy</p>

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<p>3. Strengthen culture-led economic development (cont'd)</p>	<p>Ensure a strong focus in the Cultural Strategic Plan on the needs of commercial cultural activities and enterprises</p>	<p>City Development</p>	<p>Staff Time (existing)</p>	<p>Long</p>	<p>Measure the number of new businesses and level of investment</p>



“ We recognize that in order for art and culture to survive and prosper, we need a healthy community where everyone feels at home and that’s exactly what our members have, a sense of belonging. ”

Contributed by the Indo-Canadian Cultural Association of Durham

Strategic Direction	Action	Responsibility	Resources	Timeline	Measurement Guidelines
<p>4. Conserve and promote history and heritage</p>	<p>Strengthen the promotion of local history assets</p>	<p>Culture & Recreation Library Related Advisory Committees</p>	<p>Current Budget (\$12,000 additional for signage) Staff Time</p>	<p>Short</p>	<p>Increase of the following: number of website visits (PMV & PADA) Number of attendees Number of heritage events Number of questions submitted to Library relating to historical documents Improve signage for heritage districts</p>
	<p>Leverage opportunities to connect culture and heritage programming with the new Rouge National Park</p>	<p>Engineering & Public Works</p>	<p>Staff Time</p>	<p>Long</p>	<p>Number of programs and events in Rouge Park of cultural and natural heritage significance</p>
	<p>Develop strategies to highlight and celebrate Pickering's heritage properties that include additional or improved signage to identify arts, cultural, and heritage designations and public properties</p>	<p>City Development Heritage Pickering</p>	<p>Staff Time Current Budget (existing)</p>	<p>Medium</p>	<p>Completion of Council-adopted program strategies</p>

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4. Conserve and promote history and heritage (cont'd)	Develop funds to acquire and preserve heritage properties	City Development	Reserve Fund (new)	Long	Council-adopted program to establish reserve fund
	Establish a Visitors' Centre at the Pickering Museum Village	Culture & Recreation	Capital Budget	Medium / Long	Opening of Visitors' Centre
	Develop programs and facilities to house and conserve archival collections	Culture & Recreation Library Heritage Pickering (as a resource)	Capital Budget	Medium	Opening of facilities (Library & Visitor Centre)
	Establish a First Nations Interpretive Centre and archive room, with appropriate partners	Culture & Recreation Heritage Pickering Pickering Village Museum Advisory Committee (as resource)	Capital Budget	Long	Opening of Interpretive Centre (as part of the Museums' Visitors Centre) and number of artifacts displayed
	Continue to operate the Doors Open program	Heritage Pickering	Staff Time Current Budget (existing)	Short	Host Doors Open Event

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<p>5. Celebrate and support diversity and inclusion</p>	<p>Ensure representation from diverse communities on the proposed Cultural Advisory Committee</p>	<p>Council</p>	<p>Staff Time</p>	<p>Short</p>	<p>Promote advisory committee appointment opportunities to the general public but also to the full range of Pickering’s community cultural organizations</p>
	<p>Actively engage diverse communities in defining cultural interests, needs, and opportunities</p>	<p>Culture & Recreation</p>	<p>Staff Time</p>	<p>Medium</p>	<p>Incorporate into the Advisory Committee Terms of Reference Conduct data analysis & prepare report</p>
	<p>Work closely with the school system to increase understanding of and appreciation for the importance of local culture and heritage among youth</p>	<p>Culture & Recreation</p>	<p>Staff Time</p>	<p>Medium</p>	<p>Develop, promote and offer school presentations and develop website content that educate youth</p>



“Albert Camus said, “Without culture, and the relative freedom it implies, society, even when perfect, is but a jungle. This is why any authentic creation is a gift to the future.” And John F. Kennedy said, “If art is to nourish the roots of our culture, society must set the artist free to follow his vision wherever it takes him [or her].”

Contributed by the Backwoods Players

Strategic Direction	Action	Responsibility	Resources	Timeline	Measurement Guidelines
<p>5. Celebrate and support diversity and inclusion (cont'd)</p>	<p>Develop cross-culture programming by connecting heritage, historic and arts businesses/ organizations</p>	<p>Culture & Recreation Library City Development</p>	<p>Staff Time</p>	<p>Medium</p>	<p>Support Cultural sector initiatives and relationships developed in stakeholders group meetings</p> <p>Encourage partnerships by promotion of opportunities to cultural sector groups through Cultural Directory eBlasts</p>
	<p>Support programming in cultural centres through Marketing and Event guidelines for community engagement</p>	<p>Culture & Recreation Library</p>	<p>Staff Time Current budget (existing)</p>	<p>Medium</p>	<p>Development of a community event resource</p> <p>Tracking of related events and participation rates</p> <p>Development of City outreach program for community engagement similar to Destination Pickering</p>

Strategic Direction	Action	Responsibility	Resources	Timeline	Measurement Guidelines
<p>6. Cultivate opportunities for the creation, education and enjoyment of the arts</p>	<p>Develop and implement a public art policy, program, and funding formula</p>	<p>City Development Council</p>	<p>Capital Budget</p>	<p>Medium</p>	<p>Adoption of policy/programs to include a contribution of 1% of all major municipal buildings and parks projects be dedicated to public art and will encourage the private sector through planning and site plan approvals to do the same</p> <p>Number of art installations</p> <p>Catalogue development</p>
	<p>Establish Public Art Reserve Fund</p>	<p>Culture & Recreation Council</p>	<p>Reserve Fund (new)</p>	<p>Medium</p>	<p>Establish Public Art Reserve Fund to be used to purchase and/or commission public art for display in public spaces</p>
	<p>Develop connections with local colleges/universities to foster arts education</p>	<p>City Development</p>	<p>Staff Time</p>	<p>Long</p>	<p>Development of courses/seminars/information sessions</p>
	<p>Encourage public art in appropriate private developments within the City</p>	<p>City Development</p>	<p>Staff Time</p>	<p>Short</p>	<p>Private contribution to public art in new development projects within identified areas</p>

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<p>6. Cultivate opportunities for the creation, education and enjoyment of the arts (cont'd)</p>	<p>Use art to enhance existing public spaces, particularly within the City Centre</p>	<p>City Development Engineering & Public Works</p>	<p>Staff Time</p>	<p>Medium</p>	<p>Established Public Art Policy and Program The total number of public art commissions by the City and the total value of those public art commissions</p>
	<p>Ensure the City plays a leadership role in addressing the need for a new performing arts or multi-purpose cultural facility in the City Centre</p>	<p>City Development Culture & Recreation</p>	<p>Current Budget (\$30,000 additional)</p>	<p>Short</p>	<p>Complete Business Case for an Arts Centre in Pickering</p>