

Corporate Strategic Plan

2024-2028

— City of —
PICKERING



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Land Acknowledgement

We acknowledge that the City of Pickering resides on land within the Treaty and traditional territory of the Mississaugas of Scugog Island First Nation and Williams Treaties signatories of the Mississauga and Chippewa Nations. Pickering is also home to many Indigenous persons and communities who represent other diverse, distinct, and autonomous Indigenous nations. This acknowledgement reminds us of our responsibilities to our relationships with the First Peoples of Canada, and to the ancestral lands on which we learn, share, work, and live.



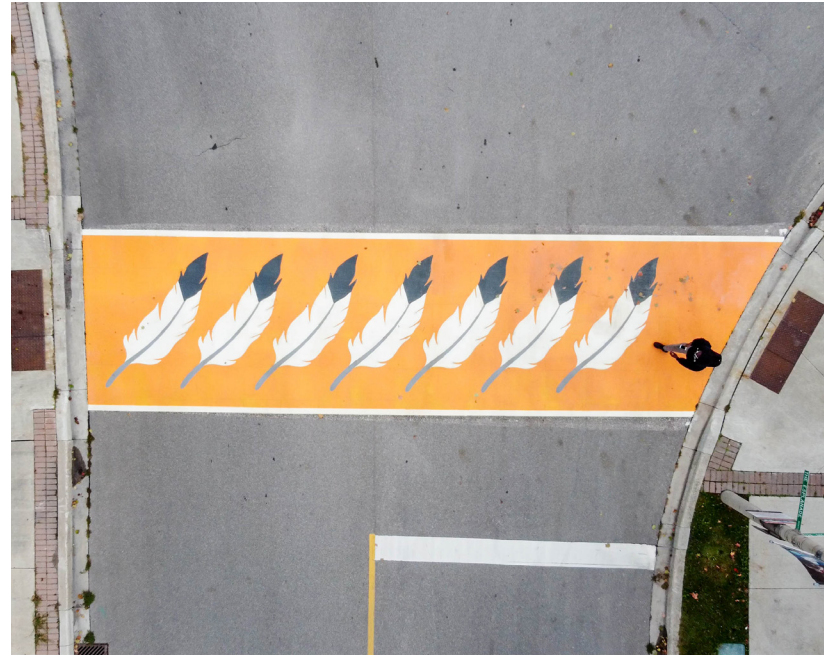
Equity, Diversity & Inclusion (EDI) Commitment

The City of Pickering is committed to Equity, Diversity and Inclusion (EDI). EDI is an achievable outcome when disparities in the system are addressed. Creating equitable outcomes requires an intentional approach.

The City of Pickering will be proactive in addressing EDI in general to address issues associated with equitable and inclusive access to services, programs, and infrastructure. The City will also take steps to address discrimination and systemic racism to ensure residents have access to City employment opportunities, programs and services, and feel welcome in Pickering. The City of Pickering will also take steps to ensure that the City is a leader in promoting EDI in the workplace.

The City's EDI Strategy will act as a solid foundation for guiding the City as it conducts its business as both a municipality and an employer. Already a leader in EDI through its work with the Anti-Black Racism Taskforce, the City will continue to ensure community groups and organizations including the PAC4Teens Advisory Committee, the 2SLGBTQI+ Community, the Pickering Accessibility Advisory Committee, the Cultural Advisory Committee, the Library's Anti-Black Racism Working Group (ABRWG) and the Adult 55+ Committee continue to be supported.

The City also recognizes that Indigenous people have unique status and rights, and the City is committed to furthering its efforts of Indigenous engagement and Truth & Reconciliation.





Kevin Ashe
Mayor, City of Pickering

Mayor's Message

I made a promise to Pickering residents when I first became Mayor, and that was to serve this great City with integrity and honour, and collaborate with my colleagues on Council to realize Pickering's potential as a truly elite City.

When I describe Pickering as great, I'm not just referring to who we are now, but also who we are destined to be. In order to accomplish ambitious goals for Pickering's future, it is vital that Council is united in a shared vision and supports a clear path forward. We find ourselves at a crucial juncture in Pickering's history, and this plan serves as the blueprint that maps out how we address and manage the immense pressures, opportunities, and challenges coming our way.

While this plan originated from extensive discussion and collaboration between myself and my colleagues on Council, I must stress that community engagement also lies at the heart of it, and has helped shape the fundamental principles that underpin the strategy. By creating space to receive input from staff, members of the public, businesses, community groups, and stakeholders, we have identified a clear path forward to effectively prioritize our resources, allocate budgets, and execute on a shared vision that will have a lasting positive impact on our community.

Let us embrace this Strategic Plan as our shared vision, a roadmap to a bright future and a testament to our commitment to building a city that we can all be proud of.





Marisa Carpino

Chief Administrative Officer, City of Pickering

CAO's Message

On behalf of City of Pickering staff, I'm excited to share our first-ever Corporate Strategic Plan.

This document acts as a dynamic and evolving blueprint for Pickering's future.

Pickering is a thriving city thanks to the residents and businesses that choose to live, work, and invest here. The unveiling of our Corporate Strategic Plan marks a pivotal moment in our journey. It is a commitment towards progression in the midst of unprecedented growth.

Our goal is to ensure that no one is left behind as we lead the way in environmental and technological innovation, providing high-quality jobs and exceeding expectations with our services and programs. We believe in looking at the bigger picture, considering the connections between each other, the environment, technology, and service delivery. Our commitment to action and achieving results is evident in our Strategic Plan. Rather than predict the future, our plan shapes it.

This keystone document will guide Council and City Administration in making decisions regarding programs, services, and infrastructure, and propelling us into a future where Pickering's potential knows no bounds.



The Process

Council Workshop

March 2023

Launch of Community Survey at Mayor's Town Hall

Mid-June 2023 - September 30, 2023

Engagement Sessions with Community, Business, Partners, Advisory Committee Members, and Staff

August 15 – September 27, 2023

Analysis of Engagement Results

Mid-June 2023 - September 30, 2023

Development of Final Draft Strategic Plan

October 2023

Final Draft Strategic Plan Uploaded to City Website for Additional Review & Input by Community, Business, Partners, Advisory Committee Members & Staff

October 27, 2023 - November 8, 2023

Review of Additional Feedback/Input on the Final Draft

November 9-13, 2023

Development of Final Strategic Plan

November 14-16, 2023

Presentation of Final Corporate Strategic Plan to Executive Committee

(December 4, 2023) & **Council** (December 11, 2023)

Community Strategic Plan Launched

December 2023/January 2024


What we heard

This Plan has been developed as Pickering’s first Corporate Strategic Plan. It will be used to guide Council and City Administration over this term of Council and beyond. It has been informed by extensive input and feedback from residents, businesses, community groups, partners, and staff. It has also been developed based on the advice and guidance the City has received from the many Advisory Committees and volunteers who continue to contribute to civic engagement, including those who serve on the Accessibility Advisory Committee, Community Safety & Well-Being Advisory Committee, Cultural Advisory Committee, Durham Agricultural Advisory Committee, Adult 55+ Committee, Heritage Advisory Committee, and Pickering Anti-Black Racism Taskforce.

To all who took the time to participate, thank you. A snapshot of what we heard collectively is captured below:

Participation

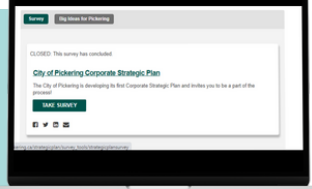
From mid-June to September 30, members of the public had the opportunity to learn about the project and share their feedback.



1,250
Survey Responses



5.3K
Total Project Website Visits



Community Engagement

- 

7 interviews with Mayor and Members of Council
- 

9 staff consultations (by department)
- 

3 staff-facilitated live presentations
- 

9 community group/advisory committee presentations
- 

14 staff-facilitated information pop-ups
- 

35 doors knocked on (street team information sharing to local businesses, places of worship, seniors residences)



The Vision

Top 3

Participants shared the top 3 characteristics that they want to define Pickering as.



A world-class city



An equitable, diverse, and inclusive community



A sustainable community

Top 5's

Participants shared the top five actions that they think would support each of the six Draft Goal Areas best. Per cents represent the participants who strongly or somewhat agree that the Draft Goal Areas reflect the priorities of the community.



Economic Growth and Opportunity (78% )

- Attract and retain quality employment opportunities through new and existing businesses of varying sizes and sectors.
- Attract post-secondary education institutions to support job creation, research and academia, and grow Pickering's skilled labour force.
- Promote and support local economic development (including home-based businesses).
- Promote and support the agricultural community.
- Promote and support tourism and arts/cultural opportunities, recognizing they are a driver of economic and social development.



Community Safety and Well-Being (80% )

- Advocate for improved access to medical facilities and services, as well as healthcare staff.
- Identify opportunities to enhance the safety and accessibility of the City's roads, sidewalks, parks, and open public spaces.
- Support and promote local efforts to advance community safety and well-being.
- Promote and support opportunities for affordable housing.
- Promote and support the City's emergency preparedness efforts, including the core services of Pickering Fire Services.



Environmental Leadership (77% )

- Preserve, protect, and enhance Pickering's natural heritage features, including trails, parks and open spaces, urban forests, watercourses, and Pickering's waterfront.
- Demonstrate innovation in green building design, corporately, and work with the development community to promote the same principles throughout the city.
- Monitor the City's Waste Management program and incorporate best practices.
- Promote active and environmentally-friendly modes of transportation and infrastructure.
- Consider and implement the City's sustainability objectives when it comes to overall decision making.



Good Governance (74% )

- Continue Council's commitment to transparent and open municipal government.
- Ensure fiscal sustainability and competitive levels of taxation.
- Advance digital service delivery and citizen experience that is accessible, trustworthy, and convenient, and that supports Pickering's diverse population and growth.
- Maintain appropriate staffing levels to ensure customer service excellence.
- Introduce systems to improve the safety and security of municipal facilities and assets.



Infrastructure Investment and Renewal

(77% 👍)

- Provide safe and reliable municipal infrastructure (roads, sidewalks, bridges, facilities) through timely and cost-effective investment of maintenance, rehabilitation and replacement activities.
- Invest in and ensure that current and future facilities, parks, and amenities (and uses and programs provided within) are responsive to the diverse needs of Pickering's growing community.
- Expand and upgrade the City's walking and cycling infrastructure to improve walkability and connectivity.
- Advance the Integrated Transportation Master Plan to develop a safe and well-connected transportation system that offers inclusive mobility, supports complete and sustainable communities, and facilitates continued economic growth.
- Plan, design, and build future infrastructure that is resilient to changing climate conditions.



Strong Community Partnerships

(72% 👍)

- Promote and support partnerships with other levels of government on opportunities related to economic development, infrastructure, funding, and educating and engaging with the community.
- Expand opportunities for community consultation, engagement, and education.
- Promote and support an equitable, diverse, and inclusive community that fosters a sense of belonging, empowerment, and respect among all community members.
- Promote and support industry and community partnerships.
- Support partnerships with key stakeholders who promote the retainment and attraction of businesses to Pickering.

Pickering of the future - what's top of mind



Infrastructure investment & renewal



Community safety & well-being



Partnerships with APBOT, agricultural community, PABRT, youth, and academia



Housing availability & supply



Connected, accessible & integrated community



More opportunities for engagement with Council (informal)



Access to medical services & health care practitioners



Balanced approach to budgeting



Economic opportunities (youth employment)



Homelessness



More innovative community engagement



Environmental innovation



Promote pride of place



Ensure City is forward-thinking



Create a unique identity

How is this Strategic Plan Tailored to Pickering?

City Council works in several critical inter-related areas, as well as with the Region of Durham, adjacent municipalities, and other partners. While there are specific City-driven services, programs and infrastructure, there are other areas of service delivery that are beyond the scope and mandate of the City of Pickering.

City Council makes decisions (and City Administration acts on Council direction) relating to the funding and management of the City, while balancing the needs of its citizens. Balancing the budget at the City is a legislative imperative. The delivery of City services however often requires a collaborative approach that involves not only the Region (whose mandate includes housing, Regional roads, etc.) but also requires the City to advocate for and work with upper levels of Government. Partners also play a vital role in ensuring the needs of citizens are met. All businesses and industry that drive Pickering's economy contribute to the high quality of life that all who live, work and come to Pickering enjoy.

This Strategic Plan – a first for the City of Pickering – builds on the legacy of innovation and growth through technology, coupled with a remarkably high quality of life and a strong sense of belonging. The City is growing and is strategically positioned, situated adjacent to the heart of Canada's largest market. In the pages of this document, you will see a profound commitment to accessibility, equity and inclusion. You will read about the

importance of anticipating what is coming and taking a proactive approach to address the critical challenges we face. Critical among these challenges are:

- Managing the growth that is coming
- Anticipating the needs of current and future community members
- Building capacity across services, programs and infrastructure to ensure Pickering is a world class, complete community
- Advocating for essential services for our community members to ensure a high quality of life
- Capitalizing on the many assets and attributes that make Pickering so unique
- Attracting new business and employers. Supporting growth and opportunities for the business community
- Providing opportunities for youth – the next generation of leaders
- Ensuring staff and citizens are engaged and informed

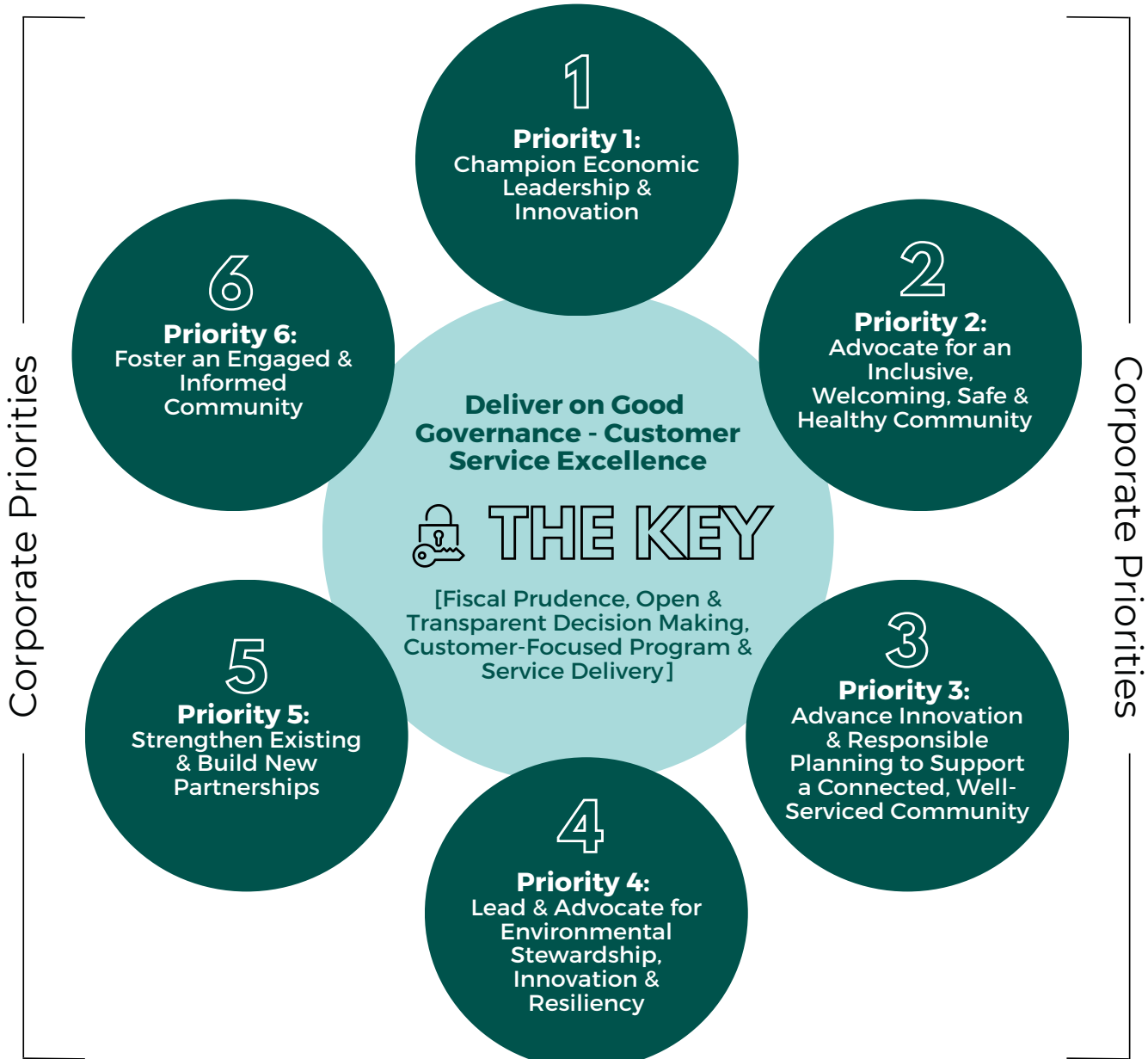
The forecasts for future population growth and future development are high. Pickering must be in a position to anticipate this growth, deliver efficient, effective and inclusive, relevant and valuable municipal services and, at the same time, remain fiscally prudent as stewards of the public purse.

To all who took the time to assist with the development of this Strategic Plan, we hope you will review this document and see how your insight and wisdom has helped to shape this document.

Structure of the Strategic Plan

Vision

Mission



Equity, Diversity and Inclusion Commitment Statement

Corporate Values



Vision

The Vision reflects a commitment to innovation and leadership.

Pickering:

A complete, world class city...inclusive, connected, caring, and prosperous.



Mission Statement

The City of Pickering plays an important role as the public face of municipal service and program delivery. Unlike any other level of government, the City impacts every resident at every age and stage of their life, every day. The City’s role is limited to providing the services, programs and infrastructure that fall within its legislative mandate. At the same time, the City (comprised of Council and Administration) work with partners and support efforts that are underway at the Region of Durham and upper levels of government to ensure that Pickering’s citizens enjoy a high quality of life.

To provide meaningful municipal services to Pickering’s growing and diverse community, efficiently, effectively and responsibly.



Corporate Values, Principles & Beliefs

The City of Pickering will be guided in all of our actions and interactions, by the following corporate values, guiding principles, and core beliefs.

P

Professionalism: We are driven to achieve the highest standards of efficiency and effectiveness. We are accountable to each other, to the City, and to our community.

I

Innovation: We are committed to innovation and creativity in everything we do. We are guided by the need for continuous improvement and are always discovering new and better ways of thinking, acting and delivering on our mandate. We use digital technology to our advantage.

C

Collaboration & Engagement: We value a culture that focuses on what can be done, not what cannot. We empower employees to find creative solutions to address challenges and we work together. We value the opinion and perspectives of all – all members of Council, all staff, all community members, and all partners. We are committed to meaningful engagement and inclusion.

K

Knowledge: We value the knowledge and experience of all. We listen to others with the idea of learning. We use data and information to make better-informed decisions, answer questions and build public credibility.

E

Excellence & Exceptional Service Delivery: We put people first - our community members, partners and our staff. We offer consistently high quality, equitable services, programs and infrastructure to our community. We recognize the key to service excellence is in attracting, developing and retaining a talented cadre of committed staff. We build and strengthen public trust through transparent decision making, honest business practices and open communication.

R

Resilience: We operate in accordance with the principle of 'progressive preparedness.' We anticipate not what is, but what is coming. We think and act strategically with our eye to the future and we embrace resiliency in all we do.

I

Inclusion & Respect: We are inclusive and respectful of all. We respect the differences that make our community distinct from any other place on the planet. We take action to provide equitable access to opportunity, services and programs.

N

Nimble: We are nimble, effective and efficient. We are agile and committed to continuous improvement.

G

Growing Responsibly: We are leaders and innovators in city and community building. We will manage growth thoughtfully and sustainably, while balancing environmental stewardship, economic stability, social equity and inclusion, infrastructure support, cultural preservation, meaningful community engagement and resilience.

Strategic Priorities: Overview

The City of Pickering has identified six specific priorities – all of which are important – that will move the City forward as a connected, world class City. Central to the achievement of these priority areas is the need for good governance and a commitment to customer service excellence. Good governance includes fiscal prudence and the stewardship of public funds, open and transparent decision making, customer-focused program and service delivery and an acknowledgement that the City must continue to be an employer of choice.





The Corporate Key & Six Strategic Priorities

The City's Strategic Plan is built on a solid foundation of customer service excellence. Without good governance, it would be impossible for the City to deliver on the six strategic priorities* identified in this Plan. Good governance (fiscal prudence, open and transparent decision making, customer-focused programs, services and infrastructure that are accessible and inclusive of all) is key to building a complete, world class City.

**Deliver on Good
Governance - Customer Service
Excellence**



THE KEY

[Fiscal Prudence, Open & Transparent
Decision Making, Customer-Focused
Program & Service Delivery]



Important Point of Note: No Priority Ranking of Priorities

The City of Pickering has identified six priority areas. It is important to note that these are not presented in rank order – they are all important. Reference to Priority 1, for example, does not suggest that this is the top order priority. It is simply one of the six priority areas that have been identified as the areas of strategic focus. Collectively, all six priority areas will – individually and collectively – move the City of Pickering forward as a connected, world class City.

Corporate Key: Good Governance/Customer Service Excellence

Strategic Objective: To offer exemplary service to all community members through a commitment to fiscal prudence, effective and efficient municipal operations, equitable, accessible and inclusive programs and services, and innovative municipal government leadership.

Strategic Focus	Specific Actions
Be Financially Sustainable	<ul style="list-style-type: none"> • Continue to place priority on responsible budget management • Deliver municipal services, programs and infrastructure to meet the needs of current and future residents while balancing the impact to taxpayers • Identify opportunities to diversify revenue sources to reduce reliance on property taxes
Promote Organizational Efficiency & Effectiveness	<ul style="list-style-type: none"> • Promote service modernization by using technology to advantage (improve efficiency, automate processes, and reduce administrative overhead) • Undertake a workplace modernization review and needs assessment to identify opportunities resulting from remote work • Undertake an evaluation of municipal services, facilities and assets for cyber and other security and safety risks and implement mitigation measures to ensure service continuity • Explore opportunities to implement clean energy and sustainable design standards at municipal facilities and City infrastructure projects
Provide Exceptional Customer Service	<ul style="list-style-type: none"> • Identify opportunities to ensure the City's workforce is diverse and reflective of the community it serves • Continue to monitor customer service standards with a view to advancing continuous improvement • Ensure City services, programs and infrastructure is equitable, accessible and inclusive for all community members
Be an Employer of Choice	<ul style="list-style-type: none"> • Develop and implement the City's Equity, Diversity and Inclusion Strategy • Identify opportunities to enhance internal communications and engagement across the Corporation • Advance a comprehensive Human Resource Strategy focusing on employee recruitment and retention, knowledge transfer and succession planning, skills building and continuous improvement • Adopt a strategic approach to internal corporate capacity building to ensure the City is able to meet the needs of a growing, diverse population

Priority 1: Champion Economic Leadership and Innovation

Priority 1: Champion Economic Leadership and Innovation

Strategic Objective: To champion economic leadership and innovation by promoting economic growth, supporting and retaining existing business and key economic sectors, and attracting high quality employment opportunities for all.

Strategic Focus	Specific Actions
Champion job creation and economic advantage	<ul style="list-style-type: none"> • Continue to implement the City’s Economic Development Strategy • Leverage grant funding to support City-wide connectivity (internet and mobile service) • Continue to advance economic opportunities for Pickering in terms of business attraction, City positioning and business growth
Help business to succeed and add innovation and value	<ul style="list-style-type: none"> • Support agriculture, clean energy, and sectors that are key drivers of economic growth and opportunity • Continue to develop and promote the film production industry as a key business sector • Further develop the clean energy sector, in recognition of the history of nuclear power in Pickering and the opportunity • Support businesses (in particular, those owned by equity deserving groups) and those of all sizes, including home-based businesses • Encourage and support tourism as an economic driver • Encourage the arts as an economic driver, an essential part of the fabric of a complete, world class City • Ensure City policies support a healthy economy and are consistent with environmental priorities and responsible growth
Leverage existing City assets and attributes	<ul style="list-style-type: none"> • Capitalize on existing City assets to support economic growth (e.g. waterfront, cultural heritage, rural and urban areas) • Advance the City Centre Precinct, ensuring the space is inclusive, accessible and welcoming for all • Leverage the City’s geographic location with respect to the economy and quality of life
Provide meaningful, high quality employment and opportunities for all Promote and support youth employment	<ul style="list-style-type: none"> • Encourage the growth of the City’s diverse employment base • Identify opportunities to attract and retain high quality employment opportunities in Pickering, including employment opportunities for youth • Provide access to meaningful leadership employment opportunities to reflect Pickering’s diverse community • Work with youth and partners to develop a central City-wide repository of employment opportunities for youth • Collaborate on programs to ensure labour-force readiness

Priority 2: Advocate for an Inclusive, Welcoming, Safe & Healthy Community

Priority 2: Advocate for an Inclusive, Welcoming, Safe & Healthy Community

Strategic Objective: To support and advocate for a community that is safe, healthy, accessible, equitable, diverse and inclusive.

Strategic Focus	Specific Actions
Promote community safety	<ul style="list-style-type: none"> • Enhance community safety through direct service and program delivery • Advance the City's first Community Safety & Well-Being Plan • Continue to support the Region of Durham in its efforts to lead the implementation of the Region's Community Safety & Well-Being Plan • Prioritize safety in the design of municipal infrastructure • Collaborate with Durham Regional Police Service to promote safer communities • Promote and support the City's emergency preparedness efforts, including the core services of Pickering Fire Services
Improve Quality of Life	<ul style="list-style-type: none"> • Advocate for and work with partners to increase access to health care facilities and medical practitioners • Support community members with diverse needs, including those who are experiencing poverty and homelessness • Support the Region of Durham in its efforts to address homelessness through the Region's implementation of the Affordable & Seniors Housing Strategy • Responsibly advocate for funding from upper levels of government and other partners to support the needs of community members
Provide equitable access to municipal services and programs	<ul style="list-style-type: none"> • Implement the City's Accessibility Plan that focuses on upgrades, renovations, retrofits and programs/services that break down physical and social barriers to participation • Provide resources to implement City's Equity, Diversity and Inclusion Strategy • Build and enhance relationships with community members to ensure their perspectives are captured, and diverse needs are reflected and addressed • Work with upper levels of government, the private sector and not-for-profit organizations to increase the availability and supply of safe, stable and attainable housing (including transitional housing, supportive housing, housing to allow seniors to age in place, etc.) • Continue to support the delivery of municipal services, programs and infrastructure to meet the needs of the current and future population (e.g. Seniors & Persons with Disabilities Snow Clearing Program, Customer Care, evolving and accessible recreational programs and park facilities) • Identify opportunities to enhance services and programs for those 55+ • Work with youth to enhance services and programs, including gathering spaces and places in the City that are accessible, inclusive, safe and welcoming
Celebrate community diversity	<ul style="list-style-type: none"> • Promote Pickering's unique culture and built heritage • Implement the City's Public Art Plan • Celebrate Pickering's multi-cultural fabric by supporting and hosting community events and festivals that celebrate diversity



Priority 3: Advance Innovation & Responsible Planning to Support a Connected, Well-Serviced Community

Priority 3: Advance Innovation & Responsible Planning to Support a Connected, Well-Serviced Community

Strategic Objective: To advance innovative and responsible planning to support a connected, well-serviced community that meets the needs of current and future residents.

Strategic Focus	Specific Actions
Promote and support responsible planning and sustainable growth	<ul style="list-style-type: none"> • Complete the Comprehensive Zoning By-law Review • Continue to advance the Integrated Sustainable Design Standards that are currently in place to ensure new development considers and incorporates sustainability in its design • Plan and design an increasingly sustainable City by ensuring there is green infrastructure to support population and economic growth for future generations • Identify opportunities to enhance recreational infrastructure and programs to meet the needs of Pickering’s increasingly diverse and growing population
Promote community connectivity and accessibility	<ul style="list-style-type: none"> • Recognize the importance of affordable and reliable internet connectivity for social, educational, and political participation and for health care delivery. Identify opportunities to help bridge the digital divide. • Make infrastructure decisions and investments to ensure there is adequate infrastructure to support the growth that is coming to Pickering • Advance the City’s Integrated Transportation Master Plan to promote a safe, integrated and supportive transportation system • Work with partners to improve public transit options across the City • Promote walkability and increase opportunities for active transportation • Continue to identify opportunities to enhance community internet and mobile connectivity in collaboration with partners

Priority 4: Lead & Advocate for Environmental Stewardship, Innovation & Resiliency

Priority 4: Lead & Advocate for Environmental Stewardship, Innovation & Resiliency

Strategic Objective: To lead environmental innovation and resilience by recognizing the importance of the natural environment as an integral part of any complete, world class City.

Strategic Focus	Specific Actions
Demonstrate environmental leadership and innovation	<ul style="list-style-type: none"> • Promote, report and advance Environmental, Social and Governance (ESG) framework • Preserve, protect and enhance Pickering’s natural heritage features including trails, parks and open space, urban forests, watercourses and Pickering’s waterfront • Explore good practices in other jurisdictions pertaining to innovative city and community building • Explore opportunities to position Pickering as a clean energy centre
Build environmental and infrastructure resilience through proactive climate change mitigation and adaptation measures	<ul style="list-style-type: none"> • Take action and work with partners on climate change mitigation and adaptation measures • Identify opportunities to incorporate innovation, sustainability and resilience in the community design as well as municipal infrastructure (e.g. roads) • Recognize the important role of agriculture and tree canopy in carbon sequestration (carbon budgeting) • Recognize the importance of internet connectivity and digital infrastructure in contributing to climate change mitigation



Priority 5: Strengthen Existing & Build New Partnerships

Priority 5: Strengthen Existing & Build New Partnerships

Strategic Objective: To build stronger partnerships by promoting collaboration across the corporation and with community members and organizations.

Strategic Focus	Specific Actions
Address community needs through collaboration and partnerships	<ul style="list-style-type: none"> • Advocate for funding to address community needs from upper levels of government and partners • Work more closely with members of the business community and with APBOT in particular • Work more closely with Advisory Committees, including the Anti-Black Racism Taskforce, the Heritage Advisory Committee and the PAC4Teens Activity Council to advance City priorities collaboratively
Act as a community connector and community builder through partnerships and collaboration	<ul style="list-style-type: none"> • Take the lead to connect sector representatives, community groups, and organizations (i.e. support urban agriculture, connect farming community and development industry to address issues pertaining to topsoil for example) • Partner with youth to identify additional opportunities for partnership with the City and community leaders
Accelerate Pickering's economy through partnerships and collaboration	<ul style="list-style-type: none"> • Collaborate with others to attract and retain the talent that Pickering's economy and business require now and into the future • Leverage the City's role in Durham Region by supporting the work of the Durham Economic Development partnership • Leverage partnerships with academic, health care and environmental institutions and organizations, the business community and the Ajax-Pickering Board of Trade
Build Relationships	<ul style="list-style-type: none"> • Identify opportunities to build relationships with community members, stakeholders, Advisory Committee Members and upper levels of government including Indigenous Government





Priority 6: Foster an Engaged & Informed Community

Priority 6: Foster an Engaged & Informed Community	
Strategic Objective: To build stronger partnerships by promoting collaboration across the corporation and with community members and organizations.	
Strategic Focus	Specific Actions
Make information and services readily accessible and available to all community members	<ul style="list-style-type: none"> • Identify opportunities to enhance digital platforms including social media platforms to share information, provide updates and gather feedback • Promote and support a range of engagement methodologies to address the needs of all community members • Continue to monitor trends and emerging technologies to ensure the City is engaging with community members in ways that are meaningful and relevant • Explore opportunities to make the planning process more readily understandable by interested community members • Develop and implement a digital strategy to improve the delivery of City services to the community
Promote Transparent Decision Making and Report on Results	<ul style="list-style-type: none"> • Continue to measure and report on engagement progress • Identify opportunities for elected officials to meet more regularly, and more informally with community members
Promote civic education and pride	<ul style="list-style-type: none"> • Identify opportunities to increase community understanding of municipal government • Provide enhanced opportunities for community members to become more actively involved in City government (e.g. youth)

Measurement & Progress Reporting

The City of Pickering is committed to the ongoing and successful implementation of the goals and strategic actions identified in this Strategic Plan. The City is also committed to ensuring its citizens are kept informed of the results, as they are achieved. The following activities will be undertaken to measure progress, and to report on success:

+ Create linkages between the Strategic Plan and Staff Reports: Reports to Council will be revised to include a reference to the Strategic Plan. All initiatives proceeding to Council for decision will be required to identify how they align with the Goals and Priorities included in the Plan.

+ Create linkages between the Strategic Vision and the City's Budget: The budget process will outline how decisions can support the Strategic Plan, particularly as it pertains to the capital budget.

+ Annual reporting to Council and the community. A Progress Report will be prepared by staff on an annual basis for Council to identify any changes to the goals, priority areas and strategic actions, as well as a progress update on the initiatives identified in the Plan. This Progress Report will be available to interested members of the public as a matter of public record.

+ Municipal Website Update. The City's "Let's Talk Pickering" platform will act as a central repository for all information relating to the Corporate Strategic Plan. Staff Reports and Annual Reporting, as well as the date for Annual Strategic Plan Review Meetings and Outcomes will be included. This page can be found at LetsTalkPickering.ca/StrategicPlan.







Corporate Strategic Plan

2024-2028

City of Pickering
One The Esplanade
Pickering, ON L1V 6K7