

Cultural Strategic Plan

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Contents

Executive Summary	3
1 Introduction	5
1.1 Why Cultural Planning?	7
1.2 A Made-in-Pickering Cultural Plan	9
1.3 Definitions	11
1.3.1 Culture	11
1.3.2 Cultural Planning	11
1.3.3 Cultural Resources	12
1.3.4 Cultural Mapping	12
1.3.5 Arts	12
1.3.6 Heritage	13
1.3.7 Ethno-culture	13
2 The Value of Culture	14
2.1 Impact on Community Character	15
2.2 Impact on Social Capital	17
3 Summary of Research Findings and Public Input	18
3.1 Background	20
3.1.1 Pickering's Geography	20
3.1.2 Pickering's History	21
3.1.3 Pickering's Demographics	21
3.1.4 Pickering's Economy	21
3.1.5 Pickering's Natural, Cultural and Recreational Assets	22
3.1.6 Pickering's Cultural Organizations	24
3.2 Public Input	25
3.2.1 Community Telephone Survey	25
3.2.2 Stakeholder Group Survey	26
3.2.3 Interviews: Council Members	28
3.2.4 Interviews: Senior Managers	28
3.2.5 Committee of Council Questionnaires	29
3.2.6 Focus Group: Youth	29
3.2.7 Focus Group: Seniors	30

4	Vision and Strategic Directions	31
4.1	Vision	32
4.2	Strategic Directions	33
4.2.1	Strategic Direction 1: Broaden and Deepen City Leadership and Investment	34
4.2.2	Strategic Direction 2: Build a Strong and Collaborative Cultural Sector	35
4.2.3	Strategic Direction 3: Strengthen Culture-led Economic Development	36
4.2.4	Strategic Direction 4: Conserve and Promote History and Heritage	37
4.2.5	Strategic Direction 5: Celebrate and Support Diversity and Inclusion	38
4.2.6	Strategic Direction 6: Cultivate Opportunities for the Creation, Education, and Enjoyment of the Arts	39
5	How to Use These Strategic Directions: Integrating Planning for Culture in City Decision-Making	40
Appendix A: Members of the City of Pickering Staff Committee		54
Appendix B: Members of the Community Stakeholders Committee		55
Appendix C: List of Organizations that Completed the Survey		56
Appendix D: Participants in Visioning and Strategy Session		59

“ Over the past 22 years, Young Singers has worked with over 800 talented young children, enriching their lives through the power of music. They have also acquired an appreciation for the arts, and developed life skills which will serve them in their future as upstanding and caring leaders of our community.

”



EXECUTIVE SUMMARY

This Cultural Strategic Plan establishes a vision for the place of arts, culture and heritage in the City and strategic directions for policy, investment, and City programs in the next few years. Cultural planning is intended to help the City retain its unique heritage and culture while keeping pace with the demands of the 21st century and globalization. It is also part of the City's **Journey to Sustainability**, intended to balance the needs of the environment, the economy, and the social community and achieve sustainable growth.

The research conducted for this plan was wide-ranging and highly detailed. Pickering staff first gathered background information from statistics, historical documents, and other sources to help define Pickering's cultural make-up, as well as its cultural and heritage assets. The City also canvassed opinion from the community through a telephone survey of Pickering residents; online surveys for community organizations; interviews with members of Council and senior City managers; and focus group sessions with youth and seniors.

The findings (which are summarized in this report and presented in more detail in a separate report titled **A Cultural Map of Pickering**) revealed a wide array of cultural attractions and opportunities, a high level of cultural diversity, and strong commitment from organizations and individuals to the cultural life of the City. However, the research also identified gaps in support for arts, culture and heritage, some fragmentation of the City's cultural sector, a need to connect culture and economic development, and barriers preventing the City's arts, culture and heritage from reaching its full potential.

City staff drew on these findings in a final visioning session and used them to identify six Strategic Directions.

1. Broaden and deepen city leadership and investment
2. Build a strong and collaborative cultural sector
3. Strengthen culture-led economic development
4. Conserve and promote history and heritage
5. Celebrate and support diversity and inclusion
6. Cultivate opportunities for the creation, education and enjoyment of the arts

For each Strategic Direction, the City has identified concrete actions that the City can undertake to support and promote culture, arts and heritage. These include:

- creating new staff positions related to Culture
- forming a Cultural Advisory Committee
- developing educational programs for youth focused on local heritage
- expanding the Central Library to provide additional meeting space
- completing a Tourism Strategy
- establishing a Visitors' Centre at the Pickering Museum Village
- creating a Cultural Roundtable with representation from diverse communities
- using art to enhance public spaces
- addressing the need for a new performing arts or multi-purpose cultural facility

“ Leading hikes of interested students or adults into the [Altona] Forest to study plants, animals or natural features such as ponds, is extremely enjoyable, especially when seeing the enthusiasm and appreciation of the environment of young people who will be stewards of our environment in the future. ”

Contributed by a member of the Altona Forest Stewardship Committee



1 Introduction

An aerial photograph of a city, likely Pickering, Ontario, Canada. The image shows a large, multi-lane highway interchange with several overpasses. To the left of the highway, there is a large body of water, possibly a lake or a reservoir, surrounded by greenery. The city skyline is visible in the background, with numerous buildings and a dense urban area. The sky is clear and blue.

The City of Pickering has embarked on a **Journey to Sustainability** to integrate the needs of the environment, the economy, and the social community and achieve sustainable growth. The City boasts unique and irreplaceable built and natural heritage; a thriving economy with a strong cluster of energy, environmental and engineering businesses; and a diverse community with a passion for multiculturalism, arts, heritage, and our environment.

Pickering has developed this Cultural Strategic Plan to answer the following questions:

- How can the City of Pickering retain its unique heritage and culture while keeping pace with the demands of the 21st century and globalization?
- How can the City of Pickering ensure that sustainability (environmental, social and economic) remains at the forefront of the City's agenda, considered in a integrated, holistic way and held paramount in decision making, not an afterthought?

Arts, culture, and heritage define a community and create a sense of place and belonging. These cultural resources send a clear message to the world about the community – its values, beliefs, and customs. The creation of Pickering's Cultural Strategic Plan involved:


- mapping the City's cultural resources
- collecting input from residents and valued partners to define cultural opportunities, priorities, and identity
- developing a comprehensive, strategic approach to achieve the City's vision for culture



“ Pickering's place in Canada as a cultural centre will be measured by its ability to promote artistic expression. We can achieve cultural prominence through the funding of public places where artistic performance can occur. ”

**Contributed by a member of
Pine Ridge Secondary School**

1.1 Why Cultural Planning?



Cultural planning, which is believed to have emerged first in Europe in the 1960s and 1970s, is the strategic and integral use of cultural resources in holistic community development.¹ Economists and urban planners know that culture provides vitality to a community and has important economic and social spinoffs. A culturally vibrant community attracts artists, innovative thinkers, and educated citizens, and contributes to urban renewal, economic regeneration, and environmental improvements.

Cultural planning spread to Australia in the 1990s.² Government officials there understood that civic departments could no longer work in silos, but need to adopt a common vision to ensure sustainable growth and development.

More recently, cultural planning has spread to North American communities. With the decline of heavy industry and the rise of the “creative economy,” decision makers understand the value of a culturally vibrant community to attract the creative class, sustain the economy, and protect the environment.³ A new model for economic and social development has emerged, and culture is its central driving force. Decision makers realize that culture is at the heart of any community, not just a fringe activity.

The Canadian and Ontario governments have endorsed municipal cultural planning and provided resources to municipalities to support cultural planning processes, as outlined on the website of the Ontario Ministry of Culture in 2008⁴:

¹ Sirayi, Mzo, “Cultural Planning and Urban Renewal in South Africa,” *Journal of Arts Management, Law and Society*, vol. 47, no. 4 (Winter 2008): 333-45.

² Baeker, Greg. “Municipal Cultural Planning: Combating ‘The Geography of Nowhere,’ ” *Municipal World*, 2005.

³ Wilenius, Markku, “Cultural Competence in the Business World: A Finnish Perspective,” *Journal of Business Strategy*, vol. 27, no. 4 (July-August 2006): 43-50.

⁴ The original document was posted in 2008, but is no longer available on the website of the Ontario Ministry of Tourism, Culture and Sport.

Municipal Cultural Planning creates a place where people want to live, work, and visit and where students can return to find work. Municipal Cultural Planning contributes to:

- a. Economic Development (Tourism, Downtown Revitalization, Creative Jobs)
- b. Cultural Vibrancy
- c. Community Safety
- d. Enriching and Engaging Children and Youth
- e. Citizen Engagement
- f. Population Growth/Retention
- g. Sustainable Placemaking
- h. Walkable Communities

Pickering has a wealth of cultural resources. It is time to map those resources, craft a clear identity for this community, and develop a plan that identifies strategies that will foster our community development.

“ Many people today are feeling disconnected and looking for their spiritual or cultural connections to help connect them to like-minded people, but [this] often further disconnects them from other groups. As we create silos, we only see our perspective and lose sight of our commonalities. Culture defines people, communities, and neighbourhoods through creative expression, traditions, and specific viewpoints... Girls Rights Week is an opportunity to showcase activities that encourage the development and understanding of each of the rights. Having the right to resist gender stereotypes, take pride in success, appreciate my body, have confidence in myself and be safe in the world, have the right to prepare for interesting work and economic independence.



1.2 A Made-in-Pickering Cultural Plan



The City of Pickering Cultural Strategic Plan builds upon existing municipal plans and drew on the cooperation of all departments.

The foundation of the City of Pickering Cultural Strategic Plan was community consultation and public input. The overwhelming research in the field of cultural planning indicates that cultural planning is best pursued with a “bottom-up” strategy; a process developed “**with** the people, not **for** them.”⁵

Great care was taken to incorporate consultation with all levels of municipal government and staff, community stakeholders, and community residents. The information was gathered through various methods.

- **Online surveys** were used for community cultural organizations, businesses, and individuals.
- **A telephone survey** was used to collect ideas from a random sample of Pickering residents.
- **Interviews** were used to gain insight from all members of Council, the Chief Administrative Officer, and all department heads.
- **Focus group sessions** were conducted with youth and seniors in Pickering.
- Regular meetings were conducted with a **Community Stakeholders Committee**, the members of which represented the heritage, arts, ethno-cultural, business, education, and environment sectors in Pickering.

This comprehensive approach has helped ensure that the City of Pickering Cultural Strategic Plan is inclusive and reflects the community’s ideas and values.

⁵ Sirayi, Mzo, op. cit.

The planning process began in fall 2007 and was spearheaded by a team of staff that reflected the entire organization. See Appendix A for members of the City of Pickering Staff Committee. Regular consultation was sought from a Community Stakeholders Committee throughout the process. See Appendix B for the list of Community Stakeholders Committee. See Appendix C for those who participated in the survey.

Finally, on July 27, 2012, a Cultural Strategic Plan Visioning Session took place at the Pickering Museum. The session involved 16 City of Pickering staff members from across a range of departments, all of whom were involved in the cultural planning process. See Appendix D for a list of participants. The purpose of the session was to consider the results of the community consultation and use these insights to develop Strategic Directions to guide the Cultural Strategic Plan. Dr. Greg Baeker, Director of Cultural Development at Millier Dickinson Blais, facilitated the session and prepared a summary report.

The four-hour session generated rich and insightful discussion. It began with a review of the work completed to date in the cultural planning process by Marisa Carpino, Manager of Culture and Recreation. Dr. Baeker outlined core concepts and tools in municipal cultural planning.

Following the presentation, participants were divided into smaller groups to generate ideas related to the following questions.

1. What did the community consultations tell us about what we are doing well in culture in Pickering? What are our strengths?
2. What did those consultations suggest we are not doing or not doing as well as we could?
3. What key words have emerged from our research that must form part of a vision statement to guide the Cultural Strategic Plan?
4. What “big ideas” or strategies have been put forward to advance this vision?
5. What are some signs that we are moving in the right direction?

The results of this discussion are described in the section on “Vision and Strategic Directions.”



1.3 Definitions



1.3.1 Culture

Culture is defined as “**the values, attitudes and behaviours shared by a people.**”⁶ It includes customs, beliefs, language, way of life and traditions that serve to distinguish a community. Culture enables members of the same community to interact and communicate with each other.

Culture is a resource that can be leveraged to fuel human and community development. It is no longer considered as a product that should be **subsidized**, but a community resource in which to **invest**.⁷

1.3.2 Cultural Planning

Cultural planning is “**the strategic and integrated planning and use of cultural resources in community development.**”⁸ It involves identifying a community’s cultural resources, through community consultation, and leveraging those resources to support economic and community development to help a community achieve its civic goals.

Cultural planning supports sustainable communities, because communities with a shared and valued culture retain existing residents and businesses, while attracting new residents, new businesses, skilled workers, innovative thinkers, and tourists.

⁶ Hoffman, Richard C., “The strategic planning process and performance relationship: does culture matter?” *Journal of Business Strategies*, vol. 24, no. 1 (Spring 2007): 27-49.

⁷ Cultural Planning Toolkit, *Creativecity.ca: A partnership between 2010 Legacies Now and Creative City Network of Canada*, 2008.

⁸ Municipal Cultural Planning website: <http://www.ontariomcp.ca/what-is-mcp/>

1.3.3 Cultural Resources

Cultural resources are “**all those things that together define a community’s unique identity and sense of place.**” They may be tangible, such as natural environment, heritage assets, and institutions (landscapes, historic buildings, museums, libraries, organizations), or intangible (stories, values, beliefs, customs, identities).¹⁰

1.3.4 Cultural Mapping

Cultural mapping is the foundation for municipal cultural planning. It is defined as “**a systematic approach to identifying, recording, classifying and analyzing a community’s cultural resources.**” There are two kinds of cultural mapping:

- Mapping tangible resources: identifying and recording physical (or tangible) cultural resources across a range of categories
- Mapping intangible resources: identifying and exploring the stories and traditions that help define a community’s unique identity and sense of place

1.3.5 Arts

The arts represent only a single facet of culture. Art is **the process of human creation or invention of an original idea with aesthetic content.**¹¹ The arts include visual arts, performance arts, media arts, dramatic arts, and related disciplines.

⁹ Baeker, Greg. “Municipal Cultural Planning,” see above.

¹⁰ Municipal Cultural Planning website: <http://www.ontariomcp.ca/what-is-mcp/>

¹¹ Arts, Heritage and Culture Master Plan. Region of Waterloo and Goldsmith Borgal and Company Ltd. and NetGain Partners Inc., October 2002.

1.3.6 Heritage

Heritage includes both **tangible and intangible elements of the natural and cultural past**. Tangible assets include buildings, cemeteries, monuments, artifacts, specimens, collections, archaeological sites, cultural landscapes, and sacred spaces. Intangible aspects include beliefs, ideas, customs, traditions, languages, and religions.¹²

1.3.7 Ethno-culture

Every person belongs to one or more ethnic groups and each identifies with some cultural heritage shared with others from similar national, religious, or language backgrounds. The term ethnocultural refers to **an ethnic identity supported by cultural practice, tradition, and institutions**. Canada's population includes a wide variety of ethnocultural groups among people of indigenous Northern, Central, and South American backgrounds and those who have originally come (or whose forebears came) from African, Asian, or European countries.¹³

¹² Arts, Heritage and Culture Master Plan. Region of Waterloo.

¹³ Glossary of Access and Equity Terms, City of Toronto Task Force on Community Access and Equity (1998-1999). Torontoartscouncil.org.

2 The Value of Culture



2.1 Impact on Community Character



Over the past few decades, societal shifts have led to a new appreciation of the value of community and culture. These shifts include increased mobility and immigration, free trade, non-traditional families, workplace transitions, and new technologies. As the traditional ways of connecting with others are changing, people look for opportunities to feel a sense of belonging in their communities. Arts and cultural activities provide these opportunities for people to connect with the “community of humanity.”¹⁴ These opportunities also allow people to share their experiences, recognize common cultural values as well as cultural differences, and reflect on the past.

Culture contributes to the quality of life and reflects the “health” of a community.¹⁵ It helps create a strong sense of identity and belonging in a community.

Each community has its own unique, “authentic” identity. The goal is to identify and reinforce the authentic identity of Pickering through the cultural planning process. The process must identify community relationships, shared memories, and a sense of place.¹⁶

Cultural planning can support citizens who want to give back to their community. A 2008 study by Hills Strategies Research Inc., funded by the Canada Council for the Arts, the Department of Canadian Heritage, and the Ontario Arts Council, found that those who participated in cultural activity were more likely than non-participants to volunteer, donate, do a favour for a neighbour, and have a sense of belonging to Canada.

⁴ Milner, Jennifer, “Arts Impact: Helping Us Determine Who We Are,” *Performing Arts & Entertainment in Canada*, Summer 2002.

⁵ *Culture: Passion That Inspires Us*. Cultural Policy of the City of Gatineau, 2003.

⁶ Sirayi, Mzo, see above.

Culture is important for youth as well. Through the arts and culture sector, youth find ways to belong and to express themselves. This is especially important for youth who feel isolated or marginalized, but it is true of all young people. And as some of these young people become professionals in the cultural sector, they give back to their communities.

Crafting a clear cultural identity and attracting those who share in that vision to our community will increase community capacity and community development in Pickering – both key components of a sustainable community. Our cultural identity will be reflected in the City beyond our people; in our streetscapes, street plans, public spaces, historic sites and buildings. It is what makes it distinct from any other place on earth.



“ There is a very broad base of capable volunteers across a broad range of heritage and cultural groups that would willingly volunteer their efforts to enable growth in this sector, but investment in the basic infrastructure is a necessary starting point. The timing is right in that there have never been more people with the right skills and right energy to support such an endeavour. Such a plan would be welcome by educators, arts and culture advocates and industry, but it needs leadership from the City to get started. ”

2.2 Impact on Social Capital



The World Bank distinguishes four basic forms of capital:

- **natural capital**, consisting of a locality's endowment of natural resources
- **constructed capital**, which is generated by human beings and includes infrastructure, capital goods, financial capital, and trade capital
- **human capital**, which is determined by the levels of nutrition, health, and education of the population
- **social capital**, defined by the networks, norms, and social trust in a community that facilitate cooperation for mutual benefit

Some studies consider that the last two forms of capital are responsible for most of the economic development of nations since the late 20th century and assert that they represent the keys to technological progress, competitiveness, sustained growth, good government, and stable democracy.

Research on the social impact of the cultural sector remains in the early stages of development. Many studies have tended to focus on the **economic** significance of the arts (for example, in boosting tourism and creating jobs). More recently, however, studies in Canada and elsewhere have shown that a strong cultural sector adds to the development of a community that has lower crime rates, greater tolerance for diversity, and higher levels of civic engagement.¹⁷

¹⁷ See, for example, Jones, Ken, Tony Lea, Tim Jones and Sue Harvey. Beyond Anecdotal Evidence: The Spillover Effects of Investments in Cultural Facilities. Centre for Commercial Activity, Ryerson University, Toronto, 2003.



3 Summary of Research Findings and Public Input

The research conducted for this plan was wide-ranging and highly detailed. In order to keep this Cultural Plan as concise and accessible as possible, we have summarized the findings here; the full results are available in a separate document. Interested readers are encouraged to consult this document to appreciate the wealth of information, insight, and passion of all those who contributed to the Plan. A few of those insights and comments have been selected and highlighted in this plan, to show how it reflects the community consultation process.

Pickering staff first gathered background information from statistics, historical documents, and other sources to help define Pickering's cultural make-up, as well as its cultural and heritage assets. The research also included canvassing opinion from the community through a telephone survey of Pickering residents; online surveys for community organizations; interviews with members of Council and senior City managers; and focus group sessions with youth and seniors.



“ A strong and positive volunteer sector breeds success and sustainability from within... I don't think anything says more than the value of the volunteer in-kind donation that supported this museum's operation in 2009... \$585,000 dollars of time is not insignificant... 305 volunteers believe this facility is worth investing in, and we could not receive the awards, the accolades, or offer the public programs without those volunteers and their commitment. ”

Contributed by volunteers from Pickering Museum Village

“ Woodworking was a major activity in 19th-century rural society. The Woodwrights have completed 53 on-site projects since inception in 2007. This doesn't include the many hours involved in constructing the new Woodwrights shop. These are outstanding accomplishments from a small group of volunteers. The quality of our work has been noted by all those who remember “how it was like.” ”

Contributed by the Woodwrights' Guild

3.1 Background



3.1.1 Pickering's Geography

Pickering's environmental heritage includes the waterfront on Lake Ontario, the nationally renowned Rouge Park, and the provincially significant Oak Ridges Moraine. Within its boundaries are 79 parks and four conservation areas. These areas support recreational opportunities such as paddling along the shores of Frenchman's Bay, walking the West Duffins Trail and Seaton Trail systems, cycling the Waterfront Trail, hiking through Altona Forest, and swimming in Ontario's largest outdoor pool at Petticoat Creek Conservation Area.

Pickering's 231.59 square kilometres of land and waterways are situated within five watersheds: Petticoat Creek, Frenchman's Bay, Duffins Creek, Carruthers Creek, and Lynde Creek. Watershed plans have been or are in the process of being completed for each of these areas.

The urban part of Pickering is focused on the "Downtown", which we now refer to as the "City Centre". The City Centre includes the Pickering Civic Precinct (City Hall, Main Central Library, Esplanade Park and the Pickering Recreation Complex), and Pickering Town Centre (a large regional shopping centre with more than 200 stores and services), as well as office buildings and a bridge to the Pickering GO Station. Approximately 5,000 people live in the City Centre today, and 5,000 people are currently employed here.

Pickering's rural area occupies about two-thirds (15,200 hectares) of Pickering's land mass. In 1996, Pickering's rural residents made up approximately 6% of Pickering's population, mostly in rural hamlets, rural clusters, and country residential settlement areas.

3.1.2 Pickering's History

The first people to live in Pickering settled there approximately 4,000 years ago. By the mid-17th century, the Huron were driven away by the Five Nations Iroquois, who established villages throughout the area. By the late 1600s, French explorers made their way into the area and established trade and missionaries. English settlers followed, fought against the French settlers, and defeated them, which ultimately led to the acquisition of Pickering Township by England in 1785.

The Township of Pickering was settled by farmers, most of them from Great Britain or Ireland, starting in the 18th century. In addition to a settlement focused on the harbour at Frenchman's Creek, there were hamlets scattered throughout the rural area, many of which have survived to this day (such as Brougham, Cherrywood, and Whitevale). The harbour declined in importance in the 19th century, but the growth of the City of Toronto led to a rise in the number of summer cottages in the Pickering area. New suburban communities were built, starting in the 1960s. By the 1990s, in response to concerns about environmental impacts and the loss of farmland, the City began a Journey to Sustainability to chart a new course for the City.

3.1.3 Pickering's Demographics

At the end of 2013, the City of Pickering had a population of approximately 95,000. Between 2006 and 2011, Pickering's population increased by 1%. Pickering is planned to grow to approximately 225,000 people by 2031. Of this number, 61,000 people (about 25%) are expected to live in the Seaton Community by 2031. The Seaton Community is nearing the end of the planning stage.

Two important trends are evident: the population is aging and is becoming more ethnically diverse. The majority of Pickering's population is between the ages of 45 and 59. More than 35% of Pickering's population is made up of a visible minority and more than 24% (statistic 21,240/87,920 working numbers) of the population speaks a language other than English or French. Pickering's largest visible minority is Black Canadians with Caribbean origins, followed closely by residents from South Asia.

3.1.4 Pickering's Economy

Pickering is a leading centre for energy in Ontario. Its core business sectors include companies in Energy, Environment, and Engineering (known as the EN3 Cluster). It is home to Ontario Power Generation (OPG), the City's largest employer and one of the largest electricity producers in North America, as well as Eco-Tec, Siemens/Trench Canada Ltd. and Intellimeter. Other important industries and sectors include advanced manufacturing, logistics, pharmaceuticals, electronics, and consulting.

3.1.5 Pickering's Natural, Cultural and Recreational Assets

Pickering has a range of natural, recreational, heritage, arts, and cultural attractions for residents and visitors that include, but are not limited to, the following:

- **Frenchman's Bay** is a shallow coastal lagoon on the Lake Ontario shoreline, protected by a barrier beach that is well used by residents and visitors for walking, boating and fishing.
- **Waterfront Trail** is a scenic haven for cycling, in-line skating, and leisurely strolls.
- **Altona Forest** is an environmentally significant area that provides essential habitat for many plants and animals and is used for hiking, bird watching, wildlife photography, and educational interpretative walks.
- The **Seaton Trail** is located along the West Duffins Creek and follows historic hunting and fishing routes on the creek. The trail passes heritage buildings from Pickering's pioneer days, such as the grist mill at Whitevale.
- **Petticoat Creek Conservation Area** on the shores of Lake Ontario offers spectacular views of the coastal bluffs, and opportunities to see wildlife and enjoy picnics and walks in a 70-hectare park. The 35-year-old swimming pool, one of Petticoat Creek's main attractions, was recently reconstructed as a new aquatic entertainment facility. The new facility includes a 3,200 square metre wading pool, a 750 person capacity swimming area, and a splash pad with interactive water features.
- **Greenwood Conservation Area** on Duffins Creek is managed by the Toronto and Region Conservation Authority and open to the public for hiking, cross-country skiing, fishing, and bird watching.
- **Claremont Field Centre** is located on the banks of the Duffins Creek East and Mitchell Creek and is on the Trans Canada Trail. The Centre is managed by the Toronto and Region Conservation Authority. Outdoor education programs are offered for school, Scouts, Guides, and other groups.
- **Diana Princess of Wales Park** is a well-used park adjacent the City Centre that offers a ball hockey rink, basketball court, mini soccer pitch, skateboard park, soccer/football field, tot equipment, and volley ball court.
- **Millennium Square** is a large public square at the southern tip of Liverpool Road, on the shores of Lake Ontario. From the Square visitors can access the Waterfront Trail system, or picnic at the adjacent Beachfront Park. Events such as concerts are often held here in summer.

- **Beachfront Park**, south of Hydro Marsh, offers an elevated beachfront boardwalk, beautiful views across Lake Ontario, generous seating and picnicking areas. In addition to the beach, children can enjoy the recently constructed splash pad play area, modern accessible play structures, swings, and beach volleyball.
- **Alex Robertson Park** is home to the popular art installation "Homeplace" and the newly created Butterfly Garden. Alex Robertson Park includes hiking and running trails and is popular with cricketers, dog walkers, cyclists, and hikers on the Waterfront Trail.
- **Homeplace**, located on the north side of Alex Robertson Park, is a structural design by Canadian artist, Dorsey James, which was installed in 2001. The different designs of the structure symbolize a variety of periods, cultures, and beliefs. The most recognizable is the hydro pole arrangement atop the hill. The poles grow in height toward the centre, acknowledging individual growth as well as the growth, evolution, and prosperity of the community.
- **Nautical Village** is a community of residences, shops, services and marinas anchored by a core of live/work units, located at the base of Liverpool Road. Nestled between the edge of Lake Ontario and the western shores of Frenchman's Bay, Nautical Village offers a waterfront lifestyle including recreational opportunities for boating, paddling, fishing and cruising, all supported by specialty shops, full service restaurants and cafes.
- **Frenchman's Bay Marina** was established on the north shore of Lake Ontario in Frenchman's Bay during the summer of 1972. The Marina serves several hundred boating customers.
- **Wind Turbine**: This 117-metre turbine (measured from the ground to the highest blade tip) can produce enough emission-free energy to supply the annual electricity needs of about 600 average Ontario homes.
- **Pickering Museum Village** is located on the banks of Duffins Creek in historic Greenwood. The largest living history museum in the Durham Region, this award-winning site has 20 restored heritage buildings dating from as far back as 1810, including a blacksmith and woodworking shop, a general store, a schoolhouse, houses, barns, and places of worship. Tours at PMV re-create the daily life of Pickering Township's settlers from the early pioneer days onward.
- **Whitevale Heritage Conservation District** contains more than 50 buildings dating from the 19th century, which are listed on a heritage inventory. The district is located on West Duffins Creek and retains traces of its past as an important rural centre and mill site.
- **Heritage Properties** listed on Pickering's Cultural Directory range from Victorian schoolhouses to unique modernist properties to historic cemeteries.
- **Pickering Town Centre Farmers' Market** was started in 2011, and was designed to be a comprehensive community event to feature local farmers and food producers, support local food banks, and showcase local artisans, craft workers, and musicians.

- **Pickering Recreation Complex**, a nationally accredited fitness centre in the heart of Pickering, offers world-class training to athletes such as Olympian Perdita Felicien. The Complex celebrated its 30th anniversary in 2013. It offers more than a quarter-of-a-million square feet of facility space and top-of-the-line cardio and fitness equipment, twin ice pads, and programs for all ages and abilities, including fitness, aquatics, tennis, squash, and racquetball.
- **Durham West Arts Centre** in the Pickering Recreation Complex showcases local, national, and international talents, ranging from visual to performing arts.
- **Pickering Public Library:** Pickering has one central public library and three branches. A Central Library Expansion and Renovation Study was completed with stakeholder and community input in 2012. The Library's current Strategic Plan is moving services away from a more traditional model of providing physical materials to providing access to technology and training to produce creative and intellectual products.
- **Shopping and Dining:** The Pickering Town Centre offers more than 200 stores, restaurants, and services. Pickering is also home to a SmartCentre, The Shops at Pickering Ridge, and Brookdale Centre, the Pickering Markets, and many stand-alone shops and restaurants.

3.1.6 Pickering's Cultural Organizations

Pickering's Culture & Recreation Department offers thousands of programs each year, promoted through the **City of Pickering Leisure Guide**. Programs include culinary arts, visual arts, performing arts, language, and heritage programs (offered by the Pickering Museum Village). The Department coordinates many free events, including Theatre in the Park, Waterfront Concert Series, Treble in the Park, Heritage Day, Artfest, Spirit Walk, Steam Up & Opening, The Settler Trail, and Christmas in the Village.

The stakeholder survey completed for this plan identified 79 other cultural organizations in Pickering, listed in Appendix C. These include schools, places of worship, ethnocultural groups, businesses focused on the arts, recreational organizations, and environmental groups. The diversity of Pickering's cultural fabric and the commitment of its volunteer sector are evident in the list and in the responses to the survey.

3.2 Public Input



3.2.1 Community Telephone Survey

In January and February 2010, a household telephone survey of Pickering residents was conducted by the firm of Monteith Brown Planning Consultants; 450 households participated, making the findings statistically significant.¹⁸

Participation in cultural activities: The most popular activity was singing or playing music (33%), followed by painting, drawing, crafts, sculpture, pottery, or other visual arts (27%), and multi-cultural activities (19%). The top two activities can generally be undertaken in an unstructured and unscheduled manner, which is becoming increasingly important as people have less free time.

Place of participation: Most people participated in cultural activities in the City of Pickering, but some went outside the City to participate in multicultural activities (45%); acting or theatrical performance (36%); and heritage activities, such as classes or workshops at a museum or historic site (35%). If respondents participated more often outside Pickering, they were asked to provide reasons. The top three responses were: facility/program not available in the area (29% of those participating outside Pickering); connected to the other community/used to live there (18%); and special events/variety (16%).

Most popular events: The top three most-attended facilities, events, or performances were: community events (e.g., Canada Day, Santa Claus Parade, RibFest, etc.) (65%); a musical performance, such as a concert or opera (57%); and a dance performance, such as a recital (54%).

¹⁸ These 450 households represent approximately 1,400 Pickering residents. Although this accounts for only 1.5% of the City's population, statistical modelling proves that this is a significant figure and it would take thousands more completed surveys to improve survey confidence (and only marginally at that). The survey response level is similar to those frequently used to report on regional or provincial research polls. In statistical terms, this represents a confidence interval of $\pm 4.6\%$ (that is, the survey provides for an accuracy of $\pm 4.6\%$, 19 times out of 20).

Gaps: When asked about events that they would like to see in Pickering that are not currently offered, respondents most often suggested musical performances, theatre, art exhibits and galleries, educational programs, and ethnic or multicultural festivals and events.

Awareness: The most common ways in which people learn about cultural offerings are newspapers (42% of all households); mail outs (21%); e-mail (13%); newsletter/magazines (12%); and bulletin boards/posters/flyers (12%). Households with children were more likely to feel that their household is generally aware of the heritage, arts, and culture opportunities that are available in Pickering than households without children.

Barriers to participation: The most common reason given for not participating as often as they would like was lack of personal time (59%), followed by health problems or disability (16%) and lack of desired facilities or programs (8%).

Spending on culture: Respondents were asked how much money their entire household spends on heritage, arts, and culture in a typical month. This spending includes subscriptions, tickets, donations, program fees, and materials, but excludes movies. We learned that 54% of respondents spent \$0–\$50 per month, followed by 15% each for those that spend \$50–\$99 per month and \$100–\$199 per month. Only 8% of households spent more than \$200 per month on heritage, arts, and culture.

Spending priorities for the City: The facility type thought to be most in need of additional public spending was parkland for festivals and special events (66%), followed by a performing arts centre for theatrical and musical performances (55%), museum or heritage sites (43%), rehearsal spaces for dance, theatre or music (43%), art galleries and exhibition space (31%), and art studios for creating visual arts, crafts, and other works (31%).

3.2.2 Stakeholder Group Survey

Between January and March 2010, the City contacted cultural groups and community organizations and asked them to complete a survey about their activities. A total of 79 organizations completed the surveys. Of those organizations completing the survey, 22% were incorporated not-for-profit, followed by not incorporated not-for-profit (19%), other (16%), for profit (15%), school/educational institution (15%), government (9%), and church/place of worship (4%).

The most common primary discipline of the organizations represented by respondents was cultural heritage (39%), followed by community events (37%) and other (34%), such as education, ethnocultural groups, photography, and environment.

Participation trends: Of the sample that provided feedback, 44 respondents (67%) reported an increase in their organization's participation, attendance, and membership over the past five years, 25% saw no change, and 8% experienced decreases.

Cultural assets: 39 organizations (49%) reported owning or managing significant collections or other physical heritage, arts and culture resources, from buildings to costumes to musical instruments to archival materials.

Funding: 23 organizations (29%) stated that they had received government funding from federal, provincial, and/or municipal sources in 2009. The total amount of funding received by the 23 organizations was \$50,615,876, for an average of \$2,200,690 per organization.

Need for City support: 48% of the 62 respondents that provided feedback regarding this question stated that their organization required additional support from the City of Pickering relative to heritage, arts, and culture, including:

- Promotion and increased awareness
- Facility upgrades/expansion
- Financial assistance/lower fees
- More cultural staff at the City
- Partnership for marketing and sponsorship
- Grants
- Expanded programming
- Long-term planning

Challenges: Respondents were provided a list of 8 options and asked to select the 3 greatest challenges facing their organization relative to heritage, arts, and culture. Lack of community awareness and promotion (56% of all organizations) was the primary challenge, followed by shortage of facility space (42%), level of funding (40%), and staff or volunteer resources (36%).

“ I propose to establish a big enough place in which Jewish, Christians, Muslims, Hindus, Sikhs may be allowed to one day teach in order to offer their heritage, arts, and culture events and participated by community and City officials who would like to participate. ”

Contributed by a member of the Muslim Youth & Community Centre for Pickering/Durham

3.2.3 Interviews: Council Members

In May and June 2011, interviews were conducted with members of Pickering Council.

Pickering's strengths: When asked to identify the strengths of Pickering's current cultural community, the most common response was Pickering's diversity.

Gaps: Many members of council felt that a gap in the current delivery of cultural services and facilities was Art Facilities (performing arts, visual arts, art studios, meeting spaces, etc.). Pickering's city centre was identified as the ideal location for an Arts Centre and so a strategic use of municipal and provincial lands in the city centre must be considered.

Priorities: All members of Council felt that culture should be a high priority for the City of Pickering, but recognize that it is not, as is evident in current budgets, facilities, and staff allocations. Many feel that active recreation holds a greater priority than the arts, culture, and heritage. But members are not sure that is where the community is headed – as diversity continues to grow, cultural services will become increasingly important.

3.2.4 Interviews: Senior Managers

In May and June 2011, interviews were conducted with seven senior management staff members with the City.

Pickering's strengths: The diversity of its people was once again recognized as a strength of Pickering's cultural community. Staff also recognize and value the engagement of our residents and community organizations as a major strength.

Gaps: Many staff felt that the development and support of the arts was a critical gap and opportunity for the City of Pickering to address in this plan. Dedicated space is needed for proper artifact storage, archives, and visual and performing arts programs and services.

Challenges: Staff wanted to see more engagement of cultural community members, better development and promotion of Pickering's natural heritage (trail maps, sites), better historical connections, ways to overcome the urban and rural split within the community, and more funding for artistic placemaking in the municipality.

3.2.5 Committee of Council Questionnaires

In June 2011, Pickering staff invited committees of Council to participate in a questionnaire related to the cultural plan. The committees included Heritage Pickering, Pickering Museum Village Advisory Committee, and the Accessibility Advisory Committee. Four completed surveys were returned to staff.

Pickering's strengths: Respondents indicated that Pickering's diverse community, parks, waterfront, museum, and library are all invaluable.

Gaps: Respondents suggest that more be done to promote and support these pillars of the community. This includes better access to the waterfront, more programs at the Recreation Centre, increased park safety, and development of the arts through an arts centre, better collaboration and communication among like-minded groups (i.e., Heritage Pickering, Pickering Museum Village, Pickering Historical Society, the Central Library) and the creation of an economic plan to support tourism. One respondent also recommended increased support and funding for Pickering heritage so that a specific staff member is responsible for heritage matters.

Challenges: Respondents suggested that the Cultural Plan should address the need to include northern Pickering in activities that take place in the city centre and the waterfront; to include advisory committee participation in the planning of cultural services; and to assign a coordinator who can facilitate cultural development. Also, housing developments should be designed to support residents through their lifespan and not segregate seniors, but integrate them in the community.

3.2.6 Focus Group: Youth

In September 2011, youth from Pickering Activity Council for teens (PAC4Teens) and Pickering's youth programs were invited to participate in a focus group session led by Pickering staff.

Preferred activities: Many youth reported participating in the following cultural activities during their free time: dancing, drawing, painting, playing music, writing, visiting historic sites, and attending multicultural events. Youth most often participated in these cultural activities at home, at a friend's house, at a City facility and to a lesser extent, at school.

Awareness: Many youth reported becoming aware of cultural programs and services through their friends, schools, parents, leisure guide, and newspapers. They also recommend that the City promote programs and services to them through schools, Facebook, and Twitter.

Gaps: When asked what cultural activities they think should be offered, the responses included dances (for kids older than pre-teens), breakdancing, ballroom dancing, and a new facility for art classes.

3.2.7 Focus Group: Seniors

In June 2012, seniors from the South Pickering Seniors Executive Committee were invited to participate in a focus group session led by Pickering staff.

Preferred activities: The seniors reported the following cultural activities as important to them: crafts, heritage activities that include Scottish and Irish events (Robbie Burns Supper and St. Patrick's Day Celebration), Pickering Concert Band performances, dancing, playing music, computer courses (which include assistance with photos), graphics, honour library (where books are available to borrow without the need to sign them out), and theatrical performances.

Restrictions: Seniors Club Executive members did not feel particularly restricted from participating in cultural activities. They feel that they have the support and resources to offer their membership cultural activities of interest. They also appreciate the programs the City of Pickering offers and are often invited by other agencies to attend specific activities or events.

Gaps: When asked what City of Pickering programs could be offered to seniors but currently are not, the following programs were listed: line dancing (club led), Zumba, Tai Chi, clog dancing, art classes, and a pole walking club (inside during winter). When asked what cultural facilities should be offered to seniors, the response was a theatre in Pickering featuring an accessible location, with weekday and weekend matinee show times. The membership also wanted a dance hall that would be accessible and large enough for big events.

“ I have been involved with the Pickering Museum Village as staff and volunteer for 20 years. It always surprises me that at each event there, I run into someone who is attending the site for the first time, and “never knew” that Pickering had a museum; has lived in Pickering for years and paid taxes to help support the museum (unknowingly) and has now discovered what a wonderful, enjoyable, educational experience the museum is! ... This must happen in other cultural groups also. Are we missing an opportunity for communication or promotion here? ”

Contributed by a member of Bloomers & Britches Heritage Gardeners, Pickering Museum Village

4 Vision and Strategic Directions



4.1 Vision



Staff considered all of the information collected through the cultural planning process and have identified the following vision statement: Pickering will collaborate with the community to celebrate our cultural diversity, heritage and the arts; to sustain our natural environment; to foster a creative economy; and to strengthen our vibrant neighbourhoods.



“ A community that offers opportunities to live, work and engage makes for an ideal destination for many families and a strong heritage, arts and culture sector plays a key role in achieving that balance. ”

Contributed by Durham College

4.2 Strategic Directions



From the visioning session and the discussions that followed, six Strategic Directions were proposed for the Cultural Plan.

1. Broaden and deepen city leadership and investment
2. Build a strong and collaborative cultural sector
3. Strengthen culture-led economic development
4. Conserve and promote history and heritage
5. Celebrate and support diversity and inclusion
6. Cultivate opportunities for the creation, education and enjoyment of the arts

For each Strategic Direction, there are recommended actions (not listed in any order of priority).

“An image: a cheerful streetscape inducing people to smile, bringing them together, making them feel part of the community, people sitting on park benches enjoying each other’s company, concerts in the park, children playing unstructured games. Wishes: parks & public gardens, gathering places, bicycle trails, theatres, upgraded outdoor sports facilities.

”



Contributed by a member of the Pickering Horticultural Society

4.2.1 Strategic Direction 1: Broaden and Deepen City Leadership and Investment

4.2.1.1 Where we are now

During the public consultation phase and interviews with Pickering Council members and municipal staff, we heard that Pickering's unique advantages in the area of leadership and investment include:

- the active engagement of Culture and Recreation staff, with strong networks and connections in the community
- increasing understanding on the part of Council and senior management about the importance of culture
- a strong belief in community engagement and transparent decision-making (evident in the recently launched Virtual Town Hall meetings)

We also heard that there is a need to broaden and deepen the City's role and commitment to cultural planning and cultural development.

4.2.1.2 Recommended actions

- Expand communications efforts related to cultural resources and opportunities.
- Increase the City's role in supporting and facilitating networking and collaboration among cultural groups.
- Form a Cultural Advisory Committee made up of staff, Council, and community representation that champions the implementation of the Cultural Plan.
- Increase investment in cultural development.
- Appoint a dedicated cultural staff position with the following responsibilities:
 - serve as a champion for the implementation of the Cultural Strategic Plan
 - play a community development and capacity-building role within the cultural sector in Pickering
 - support ongoing cultural planning and the integration of culture across departments (the focus of this position would not be on the delivery of cultural programs or services)
- Ensure the Cultural Strategic Plan is well integrated into the City's five Corporate Priorities.
- Identify leading practices (in Canada and abroad) in cultural planning.
- 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.
- Identify a strategy to address transportation issues that occur at venues hosting major events, and consider transportation in the selection and design of new venues.

4.2.2 Strategic Direction 2: Build a Strong and Collaborative Cultural Sector

4.2.2.1 Where we are now

The cultural mapping project completed by the City revealed a large and diverse range of cultural organizations and activities in the community (see, for example, the list of organizations that participated in our survey, provided in Appendix C).

However, the survey indicated that some of these organizations are working in isolation from others. Among the barriers preventing the cultural sector from reaching its potential, organizations cited problems such as “lack of cohesion” and “the need for more information sharing.”

In other words, the cultural sector in Pickering tends to be fragmented. Combating this fragmentation through stronger networking and collaboration helps strengthen individual organizations and the sector as a whole. The Visioning Session also identified a range of specific needs including those related to new or expanded cultural spaces and facilities.

4.2.2.2 Recommended actions

- Convene networking and peer-to-peer learning events for a cross-section of the cultural sector.
- Address a need for more small venues to support cultural activities (e.g., for exhibitions and performances).
- Engage cultural groups in the development of strategies that stimulate and cultivate resident cultural engagement between north and south Pickering.
- Develop and implement a “module” on culture and heritage that could be easily delivered in the school system.
- Expand the Central Library to include community and cultural meeting spaces – ensure the library is seen as one of the City’s strongest cultural assets.



“ As Spanish-speaking immigrants, we share a common language, culture, food, music and the challenge to learn a new language and integrate into our new homeland: Canada. ”

Contributed by the Hispanic-Canadian Alliance of Ontario

4.2.3 Strategic Direction 3: Strengthen Culture-led Economic Development

4.2.3.1 Where we are now

Research and reports produced to date for the Cultural Strategic Plan acknowledge the important role played by creativity and culture in strengthening the local economy. However, there is still a lack of broad community understanding of the economic importance of culture, and the need for concrete strategies and actions to leverage these opportunities.

For example, in our survey of Council committees, we heard that there needs to be a connection between economic development, heritage and culture, and not such a singular focus on business development. Integrating all three can help the City sell a lifestyle to newcomers and new business.

4.2.3.2 Recommended actions

- Shift the mindset in the community toward thinking about culture as an asset; change the thought process from culture as an expense to culture as an investment.
- Establish tourism as a corporate priority (with a strong emphasis on cultural tourism).
- Examine the opportunity to leverage cultural festivals to define a strong cultural brand for Pickering and increase its reputation as a significant cultural destination.
- Ensure a strong focus in the Cultural Strategic Plan on the needs of commercial cultural activities and enterprises.
- Integrate cultural and economic planning related to growing the creative economy and increasing the number of creative cultural industries in Pickering.
- Examine opportunities to engage the private sector and encourage corporate sponsorships that will maximize resources/investment for cultural initiatives.
- Sustain and promote Pickering's online Cultural Directory as a means of celebrating and increasing the profile of Pickering's cultural assets.
- Create and introduce online user-friendly tools such as a Community Events Application and Community Media Guide to encourage community organizations, residents, and corporate partners to take the lead in the provision of cultural initiatives.

4.2.4 Strategic Direction 4: Conserve and Promote History and Heritage

4.2.4.1 Where we are now

Pickering has a rich and diverse history and heritage that is not sufficiently supported or promoted. For example, we heard of many first-time visitors to the Pickering Museum Village who had not previously heard about it, and were astonished at the quality of the experience available there. And more than 80% of the respondents in the household survey agreed that more should be done to publicize and promote heritage, arts and culture activities in Pickering. Respondents also felt that the City, cultural groups, and private businesses all have a role to play in promoting culture and heritage.

The vision of history and heritage in the community must be a broad and inclusive one – one that includes early history (and settlement) in addition to more recent developments (including the arrival and rich cultural traditions of diverse communities).

4.2.4.2 Recommended actions

- Develop programs and facilities to house and conserve archival collections.
- Strengthen the promotion of local history assets.
- Establish a Visitors' Centre at the Pickering Museum Village.
- Leverage opportunities to connect culture and heritage programming with the new Rouge Park.
- 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.
- Allocate funds to acquire and preserve heritage properties.
- Establish a First Nations Interpretive Centre in partnership with relevant stakeholders.
- Continue to operate the Doors Open program.

4.2.5 Strategic Direction 5: Celebrate and Support Diversity and Inclusion

4.2.5.1 Where we are now

Over and over again in our research, we heard that cultural diversity represents one of the community's greatest strengths and opportunities. Our Community Profile found that approximately 35% of Pickering's population belongs to a visible minority.

Greater efforts must be made to engage diverse communities in determining their cultural needs. The City (working in partnership with community groups) must move to address these needs. An inclusive approach to cultural planning and development must also address the needs of youth and seniors in the community.

4.2.5.2 Recommended actions

- Ensure representation from diverse communities on the proposed Cultural Roundtable.
- Actively engage these communities in defining cultural interests, needs, and opportunities.
- Work closely with the school system to increase understanding of, and appreciate for, the importance of local culture and heritage among youth.
- Develop cross-culture programming by connecting heritage, historic and arts businesses/ organizations.
- Support programming in cultural centres through Marketing and Event guidelines for community engagement

“ Creating with power is more than just learning how to use the tools. The students learn about themselves through the expression of their own ideas and the telling of their own stories. They also learn patience, empathy for others and how to focus. Our youth today have become accustomed to instant gratification.... Taking one's time to achieve a finer final product results in higher marks and positive recognition. This same patience, when shown in the home, also produces rewards... Ultimately, the youth begins to feel better about himself or herself, which results in better citizenry for our community. ”



4.2.6 Strategic Direction 6: Cultivate Opportunities for the Creation, Education, and Enjoyment of the Arts

4.2.6.1 Where we are now

Pickering has a dynamic and energized arts community that includes performance, fabric, visual and media arts. Many of the artists in the City participated in our public consultation program, offering insights and suggestions.

However, the household survey identified a need for more cultural opportunities: more than half of respondents were only “somewhat satisfied” or were not satisfied with the available opportunities in Pickering. In particular, teens were the least satisfied with the cultural opportunities.

We also asked about gaps in the current array of cultural offerings. The top five identified gaps were concerts and musical performances; theatre and plays; art exhibits; educational programs; and ethnic or multicultural festivals and events.

Existing organizations and individuals need municipal, community, and corporate support to sustain and showcase their activities and educate the next generation of artists. Support is also needed to develop the next generation of artists, artisans, and audiences. The City needs policies, partnerships, and programs that support the artists of Pickering and leverage their art for the enjoyment and education of others. Such strategies could help organizations such as the PineRidge Arts Council whose volunteers operated the SilverStone Gallery for 3 years until it closed in 2013 due to a lack of funding and available space.

4.2.6.2 Recommended actions

- Develop and implement a public art policy, program, and funding formula.
- Use art to enhance public spaces, particularly within the City Centre.
- Assign a 1% contribution to public art from the capital budgets of applicable new or renovated facility and park projects.
- Establish Public Art Reserve Fund. Public art is considered to include, but is not limited to, sculpture, fountains, architectural components, special lighting or landscaping and murals.
- Ensure that the City plays a leadership role in addressing the need for a new performing arts or multi-purpose cultural facility preferably in the City Centre (this must become a City responsibility and priority rather than being driven by the community).
- Develop connections with local colleges and universities to foster arts education.

5 How to use the Strategic Directions: Integrating Planning for Culture in City Decision-Making

A photograph of a modern building with large glass windows and a sign that reads "UNIVERSITY OF CALIFORNIA". The building is white with grey accents and has a prominent glass entrance. In the foreground, there are concrete steps and a bicycle rack. The sky is blue with a few clouds. The text "5 How to use the Strategic Directions: Integrating Planning for Culture in City Decision-Making" is overlaid in orange on the left side of the image.

A defining feature of municipal cultural planning is integrating culture and cultural resources across many aspects of municipal planning and decision-making. At a fundamental level, this requires asking three questions:

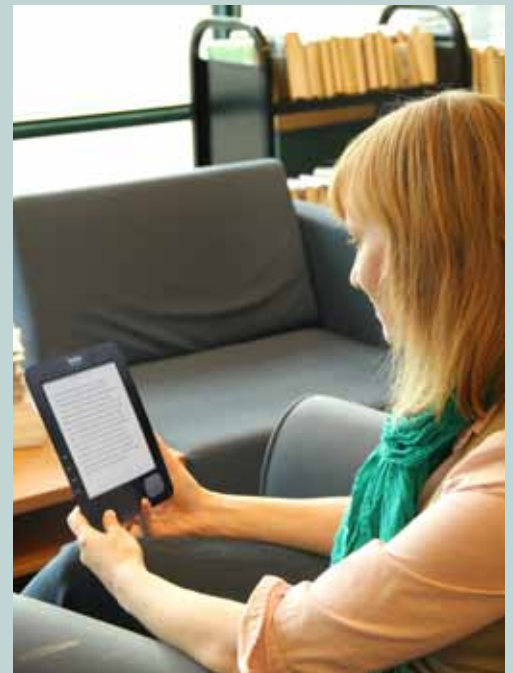
1. How can cultural resources contribute to addressing broader municipal goals and priorities (e.g., economic diversification, retaining youth, growing cultural tourism, etc.)?
2. How do local planning decisions affect cultural resources (e.g., what is the impact of new developments on existing and valued natural or cultural heritage resources)?
3. How can cultural resources enhance the quality of place, form and function of the built environment and the public realm (e.g., through commissioned public art, strong urban design guidelines, interpretive materials related to local history, cultural programming in public spaces, etc.)?

The Municipal Cultural Plan will help build the capacity of staff to integrate culture into ongoing planning by:

- Establishing a set of shared definitions and assumptions to support cross-departmental planning
- Supporting more informed planning through sustained cultural mapping of cultural resources

“ When I visited Chicago, I was so impressed by the power of the physical space to inspire. Everywhere I went in the downtown area, I saw images that provoked and engaged me... There was a sense that this environment could make you better, more creative.... not just yourself but the whole community together. This type of vision takes strong leadership to get community alignment... I hope that the Cultural Strategic Plan can provide this vision. As a community leader, I would do whatever I could to support such vision. ”

Contributed by a member of the Pickering Public Library



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>

Strategic Direction	Action	Responsibility	Resources	Timeline	Measurement Guidelines
<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>

Strategic Direction	Action	Responsibility	Resources	Timeline	Measurement Guidelines
<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>

Strategic Direction	Action	Responsibility	Resources	Timeline	Measurement Guidelines
<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>

Strategic Direction	Action	Responsibility	Resources	Timeline	Measurement Guidelines
<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>

Strategic Direction	Action	Responsibility	Resources	Timeline	Measurement Guidelines
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

Strategic Direction	Action	Responsibility	Resources	Timeline	Measurement Guidelines
<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>

Strategic Direction	Action	Responsibility	Resources	Timeline	Measurement Guidelines
<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>

Appendix A: Members of the City of Pickering Staff Committee

Marisa Carpino – Director, Culture & Recreation

Kathy Williams – Director of Public Services, Pickering Public Library

Catherine Rose – Chief Planner

Darrell Selsky – Manager, Capital Projects & Infrastructure

Kim Thompson – Manager, By-law Enforcement Services

Tanya Ryce – Supervisor, Cultural Services

Arnold Mostert – Senior Coordinator, Landscape & Parks Development

Catherine Hodge – Coordinator, Economic Development

Michelle Pearce & Jesse St. Amant – Coordinator, Environmental Awareness

Chantal Whitaker – Coordinator, Sustainability

Melissa Markham – Principal Planner, Development Review

Ashley Yearwood – Planner II

“ Even in this age of multiculturalism, the heritage of Pickering must include the fact of the churches’ foundational presence in Pickering and its binding together of the community. ”

Appendix B: Members of the Community Stakeholders Committee

Cathy Grant – Chief Executive Officer, Pickering Public Library

Cathy Schnippering & Mary Cook – PineRidge Arts Council

Pamela Fusselli – formerly of Heritage Pickering

John Sabeau – Pickering Historical Society

Kathy McKay – Ajax/Pickering Board of Trade

Laura Drake – Pickering Museum Village Advisory Committee

Pat Dunnill – formerly of the Pickering Museum Village Foundation

Shashi Bhatia – Indo-Canadian Cultural Association of Durham



“ Without the maintenance of our history, we are a community without a past. It is critical for Pickering to ensure the further development of the Museum and the maintenance of the significant heritage homes, landscapes, cemeteries, archaeological sites and artefacts, stories and descriptions of who we were and what made us as a community. ”

**Contributed by a member of
Heritage Pickering**

Appendix C: List of Organizations that Completed the Survey

Altona Forest Stewardship Committee
Artists and Poets Ltd.
Backwoods Players
Bayview Heights Public School
Bloomers & Britches Heritage Gardeners, Pickering Museum Village
Canadian Multicultural Forum
Canadian Progress Club - Durham South
Central Lake Ontario Conservation Authority
City of Pickering - Culture & Recreation
City of Pickering - Engineering & Public Works
City of Pickering - Municipal Operations
City of Pickering - Operations & Facilities
Claremont District and Community Association
Community Development Council Durham
Conseil Scolaire District Catholique Centre Sud - French Catholic School Board
D. James Sculptor
Dalebrook Neighbourhood Association
Dunbarton High School
Dunbarton-Fairport United Church
Durham College
Durham Mountain Biking Association
Durham Radio Inc.
Durham Region Branch Ontario Genealogical Society
Durham West Arts Centre Foundation
Entertainment Unlimited
Fusion Art
Ganadatsetiagon Public School
Girls Incorporated of Durham
Glengrove Public School
Great Walls of Art

Heritage Pickering
Hispanic-Canadian Alliance of Ontario
Hurst Communications
Indo-Canadian Cultural Association of Durham
Jehovah's Witnesses
L'Amicale du Centre Communautaire Francophone de Durham(ACCFD)
Legend Music Enterprises Corp.
Managhan Design Solutions Inc.
Mary Cook Photography
Muse on Design
Muslim Youth & Community Centre for Pickering/Durham (MYCC)
one twin design
PAC 4 Teens
Pickering Ajax Italian Social Club
Pickering Community Concert Band
Pickering Gas & Steam Club
Pickering Horticultural Society
Pickering Italian Senior Association
Pickering Museum Village
Pickering Museum Village Advisory Committee
Pickering Museum Village Singers
Pickering Potters Studio
Pickering Public Library
Pine Ridge Arts Council
Pine Ridge Secondary School
PMV Woodwrights Guild
RAI Architect Inc.
Rosebank Road Public School
Rouge Valley Chapter IODE
Royal Scottish Country Dance Society
Sir John A. Macdonald Public School
St. Isaac Jogues Parish - Roman Catholic Church
St. John Ambulance
St. Monica Catholic School
St. Nedela Macedonian Orthodox Church
Sunshine Publishing
The Arms of Jesus Children's Mission Inc.
The Conservation Foundation of Greater Toronto
The County Town Singers
The Driftwood Theatre Group
The Woodwright's Guild

Toronto and Region Conservation Authority
Toronto Scottish Country Dance Association
UOIT - University of Ontario Institute of Technology
Vaughan Willard Public School
Vintage Victuals
Westcreek Public School
Young Singers
Zahra's School of Middle Eastern Dance



“ Working out of Pickering since I began over 15 years ago, I have seen the effect technology has had on musicians’ ability to stay in the town they love with their families and still have the opportunity to have a global impact with their work. Just 15 years ago, there were no MP3 downloads, and largely no websites, so networking was really difficult with a small budget... The advent of new tools has made global marketing more affordable and in many cases possible where it was almost impossible back then... With these advances, artists who are world-class, and often come from towns just like Pickering, no longer have to relocate to larger cities to have their music be made and heard, and that’s a relief, because I never wanted to do that. ”

Appendix D: Participants in Visioning and Strategy Session June 27, 2012

Dr. Greg Baeker – Director, Cultural Development – Miller Dickinson Blais - Speaker

Tony Prevedel – Chief Administrative Officer

Tom Melymuk – Director, City Development

Everett Buntsma – Director, Community Services

Neil Carrol – Director, Planning & Development

Bill Douglas – Fire Chief

Debbie Shields – City Clerk

Kathy Williams – Director of Public Services

Steve Reynolds – Department Head, Culture & Recreation

Jen Parent - Division Head, Human Resources

Stan Karwowski – Treasurer

Marisa Carpino – Director, Culture & Recreation

Catherine Rose – Chief Planner

Chantal Whitaker – Coordinator, Sustainability

Katrina Pyke – Coordinator, Museum Operations

Jody Morris – Supervisor, Facility Programs

Ashley Yearwood – Planner II