

Town of Ajax Strategic Plan and Community Vision

2007-2010



Community Vision Statement

*A vibrant and caring community
where people and history connect*

*Surrounded by natural beauty
where open spaces and unique landscapes set us apart*

*Rich in opportunity
where ideas and innovation flourish*

Experience it – Ajax.

Message from the Mayor and Chief Administrative Officer



Mayor Steve Parish



Brian J. Skinner
Chief Administrative
Officer

On behalf of Ajax Council, senior management and our employees, we are pleased to present the 2007-2010 Town of Ajax Strategic Plan and new community vision.

Incorporating 12 priorities, 36 corporate goals and 105 strategic actions under five guiding principles, the plan is a road map showing where Ajax is headed and how we are going to get there over the course of the next four years.

The plan sets priority focus areas, goals and strategies that have been communicated to us through citizen consultation and planning processes, and developed through assessment of the current environment and trends. In addition, the goals build on existing strengths and on our commitment to provide the residents and businesses of Ajax with top-notch, quality municipal programs and services that are cost effective.

The most rewarding aspect of developing the plan and new vision was the way in which residents embraced the process and became enthusiastically engaged in helping shape the future of Ajax. It is through this dialogue that we were able to

develop a document that is truly a community plan, and one that we can all be proud of.

To keep the public engaged and well-informed, the Town is committed to reporting back on an annual basis to share the plan's outcomes and ensure it continues to respond to the needs of the community and the changing priorities and strategic issues facing the Town.

Our new community vision is one that encompasses our vibrant and caring community, open spaces and unique landscapes, and where ideas and innovation flourish. Let's make this vision a reality.

It's been said, "Do not follow where the path may lead. Go instead where there is not path and leave a trail."

In Ajax, we're leaving a trail!

Sincerely,

A handwritten signature in black ink, appearing to read "Steve Parish".

Mayor Steve Parish

A handwritten signature in black ink, appearing to read "Brian J. Skinner".

Brian J. Skinner
Chief Administrative Officer

Guiding Principle: Strong Sense of Community

The heart of the Town of Ajax is its residents. The unique qualities of the Town are its rich history, vibrant neighbourhoods, extensive waterfront, network of trails and distinctive landscapes. As a caring community, we will build upon these traits to nurture and strengthen the elements of a welcoming and inclusive town.

Illustration: Tamara Taylor



Strong Sense of Community				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
1.1	Celebrate Our Heritage and Rich History	Develop new opportunities for outdoor experiences including walking tours of trails and historic districts and the creation of community spaces to preserve and celebrate historical artifacts and collections.	Recreation/ Operations & Environmental Services/ Legislative and Information Services/Planning and Development Services	<i>Economic Development & Tourism</i> <i>Community Development & Outreach / Events</i> <i>Community Arts & Culture Initiatives</i> <i>Enhanced Communications & Public Awareness & Education</i>
		Heritage Advisory Committee, assisted by Town staff, will assess and make recommendations regarding matters of architectural and/or historical significance to our community.	Legislative and Information Services/ Planning and Development Services	<i>Economic Development & Tourism</i> <i>Community Arts & Culture Initiatives</i>
		Expand the “About Ajax” section of the Town’s Web site to highlight heritage designations, tree plantings, etc. The page will incorporate an interactive map and walking tour brochure.	Communications / Legislative and Information Services	<i>Enhanced Communications & Public Awareness & Education</i>

Strong Sense of Community				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
		Investigate grant opportunities to expand scope of the Pickering Ajax Digital Archive (local history on the Web) digitalization project.	Library Services	<i>Customer Service</i> <i>Enhanced Communications & Public Awareness & Education</i>
		Develop and implement a Park Naming Policy that reflects historical significance to the Town.	Operations and Environmental Services	Community Development & Outreach/Events Community Arts & Culture Initiatives
1.2	Enjoyment of an Interconnected Network of Trails and Open Spaces	Create program and event opportunities for public participation and enjoyment.	Recreation	<i>Community Development & Outreach / Events</i>
		Expand the trails section of the Town's Web site to incorporate a compressive map showcasing the Town's network of trails, parks and features.	Communications / Operations and Environmental Services/ Planning and Development Services	<i>Economic Development & Tourism</i> <i>Customer Service</i> <i>Enhanced Communications & Public Awareness & Education</i>
		Implement a long term trail and park development strategy.	Planning and Development	<i>Ajax Official Plan / Growth Related Studies</i>

Strong Sense of Community				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
1.3	Maintain a Safe Community	In partnership with key community stakeholders, enhance community safety through the development of a comprehensive Community Safety Strategy.	Office of the CAO (Corporate ACTION Committee)	<i>Community Safety</i>
		Enhance service delivery to residents and employee health and safety through the provision of advanced fire suppression and rescue training through the development and operation of a live-fire training facility.	Fire and Emergency Services	<i>Community Safety</i>
		Enhance the ability for Town staff to address large-scale municipal emergencies through the development and operation of a new Municipal Emergency Operations Centre, including a comprehensive staff training program to ensure efficient and effective response.	Fire and Emergency Services	<i>Community Safety</i>
		Explore opportunities and/or enhance partnerships that support fire prevention and public safety initiatives through education and service delivery.	Fire and Emergency Services	<i>Community Safety</i>
		Update park system walkway lighting to improve safety and security.	Operations and Environmental Services	<i>Community Safety</i>

Strong Sense of Community				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
		Enhance pedestrian walkway lighting to improve visibility/vandalism.	Operations and Environmental Services	<i>Community Safety</i>
		Formalize adherence to the principles of Crime Prevention Through Environmental Design (CPTED) within the Town of Ajax Official Plan, and update related planning documents and manuals.	Planning and Development	Community Safety
1.4	Promote an Active and Healthy Lifestyle and Opportunities for Lifelong Learning.	Develop a Sport and Physical Activity Strategy.	Recreation	<i>Community Development & Outreach / Events</i>
		In partnership with community and sport and recreation provincial partners develop a marketing and promotional strategy to enhance public awareness to the benefits of a healthy and active lifestyle.	Recreation & Corporate Communication	<i>Community Development & Outreach / Events</i> <i>Enhanced Communications & Public Awareness & Education</i>
		Promote Libraries as a significant community meeting place that will support lifelong learning and passive leisure experience.	Library Services	<i>Community Development & Outreach / Events</i>
		Undergo a strategic planning process that defines priorities for Library Services that will be consistent with the Town's priorities.	Library Services	Community Development & Outreach/Events

Strong Sense of Community				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
1.5	Promote Arts and Culture within our Community	Develop and enhance the mix of arts & cultural program and event offerings for all population segments through the implementation of the Arts and Cultural Plan.	Recreation & Library	<i>Community Arts and Cultural Initiatives</i>
		Develop stronger working relationships with stakeholders/service providers and stimulate joint initiatives including communication, marketing efforts and public awareness.	Corporate Communications & Recreation	<i>Community Development & Outreach / Events</i> <i>Enhanced Communications & Public Awareness & Education</i>
		Conduct a Needs Analysis in order to accurately identify the specific types of arts & cultural related facility spaces and programs required to meet our existing and future community needs.	Recreation	<i>Community Arts and Cultural Initiatives</i> <i>Increased Municipal Infrastructure</i>
		Expand the “arts and culture” portal of the Town’s Web site to include promotion of local art events, festivals, directory of organizations, and guide to public spaces.	CAO’s Office / Communications	<i>Community Arts and Cultural Initiatives</i> <i>Enhanced Communications & Public Awareness & Education</i>

Strong Sense of Community				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
		Provide youth a new vehicle for expression (TeenZine) with coordination from Library Teen Advisory Council (TAC).	Library Services	<i>Community Arts and Cultural Initiatives</i>
		Encourage developers to integrate public art into new development projects in accordance with the Town's Official Plan and/or statutory responsibilities.	Planning and Development Services	Community Arts and Cultural Initiatives
		Investigate the inclusion of art features such as sculptures and structures as key elements to the future design of public spaces.	Planning and Development Services/ Operations and Environmental Services	Community Arts and Cultural Initiatives
1.6	Support a Wide Range of Housing Options	Provide a greater mix of housing, including a range of built form, during the planning process with emphasis on the development of seniors housing.	Planning and Development	<i>Ajax Official Plan / Growth Related Studies</i>
1.7	Recognize and Support our Community Volunteers	Continue to utilize and support our community volunteers, and seek to provide additional opportunities including support of Canada's National Volunteer Week.	Recreation/ All Applicable Departments	<i>Community Development & Outreach / Events</i>
		Provide opportunities for youth to be engaged in civic activities through various corporate projects and initiatives.	All Applicable Departments	<i>Community Development & Outreach / Events</i>

Strong Sense of Community				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
1.8	Value our Diversity	Continue to promote opportunities for various ethnic cultures to participate and showcase their diverse cultural heritage in community events.	All Applicable Departments/ Library Services	<i>Community Development & Outreach / Events</i>
		Prepare, Adopt and Implement Accessibility Design Guidelines to establish standards for existing and future Town facilities, and to encourage owner/developer to exceed the basic Ontario Building Code requirements.	Planning and Development	Customer Service
1.9	Fair Electoral Representation	Conduct a review resulting in recommendations with respect to the following: - appropriate Ajax representation on the Region of Durham Council - appropriate size of Town Council - corresponding revisions to local wards and boundaries.	Legislative and Information Services	<i>Enhanced Communications & Public Awareness & Education</i> <i>Community Development & Outreach / Events</i>
1.10	Enhance Citizen Engagement and Participation	Establish citizen advisory committees and mandates to address public needs and interests, including project specific initiatives that engage youth.	Legislative and Information Services All Departments involved with citizen appointments	<i>Community Development & Outreach / Events</i>
		Introduce a "Town of Ajax Community Report" to the citizens and businesses of Ajax. The document will focus on service delivery, customer service, and Town policies.	Communications / Finance	<i>Enhanced Communications & Public Awareness & Education</i>

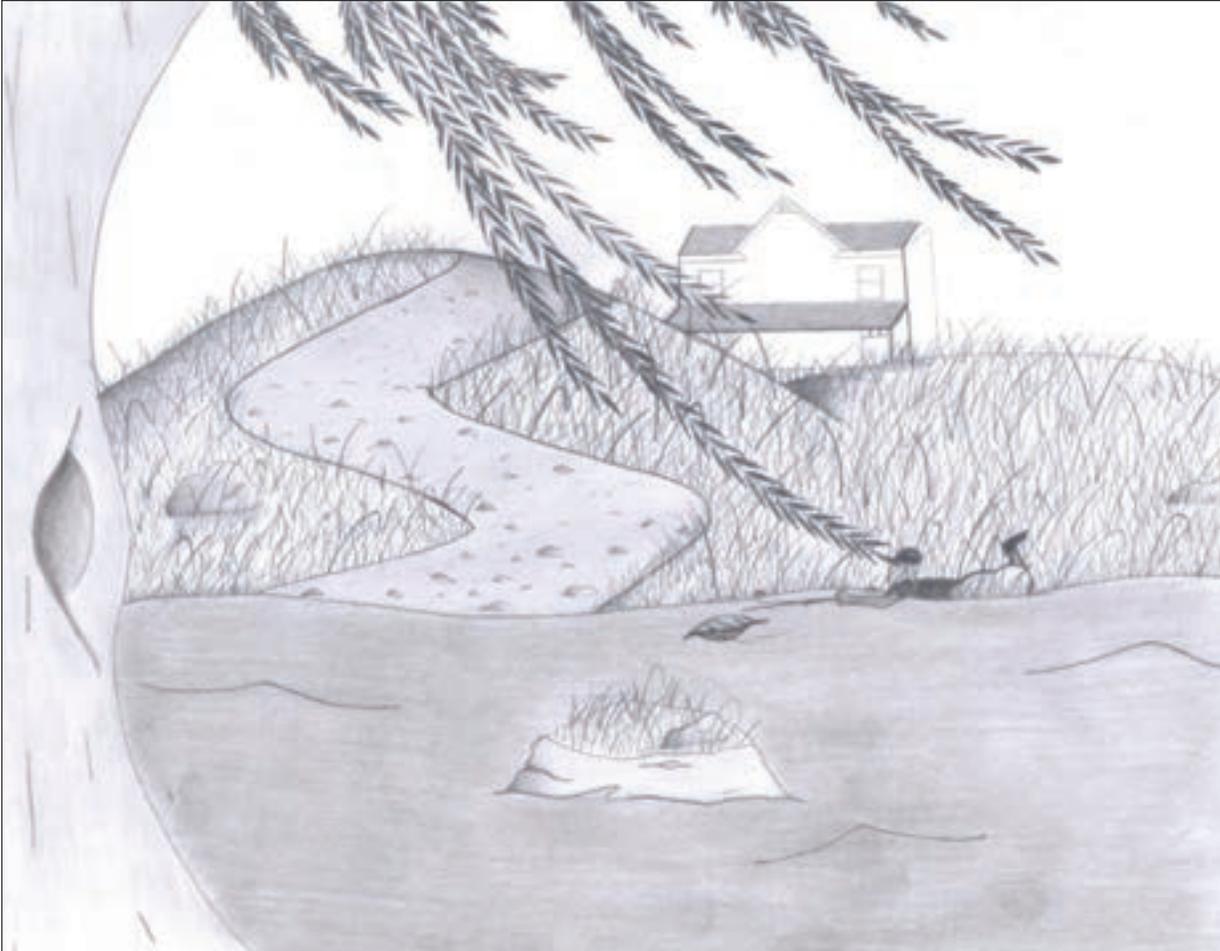
Strong Sense of Community				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
		Increase publication of the Town's Corporate Newsletter (Ajax Today) from once to twice annually.	Communications	Enhanced Communications & Public Awareness & Education
		Develop seasonal public education information in flyer/brochure format. Topics to include recycling, backyard composting, leaf and yard waste collection, the watering of lawns, pesticide use, snow removal, sidewalk clearing, etc.	Communications / Operations and Environmental Services	<i>Enhanced Communications & Public Awareness & Education</i>
		Explore opportunities for engaging new residents (partnering with organizations such as Welcome Wagon and redesigning the Town's "New Resident Guide").	Office of the CAO / Communications	<i>Enhanced Communications & Public Awareness & Education</i>
		Expand key portals of the Town's Website, including environmental services, arts and culture, online services and tourism sections such as Discover Ajax, the waterfront section and trails.	Communications/ Applicable Departments	<i>Enhanced Communications & Public Awareness & Education</i>
		Explore various models and best practices of community connection/engagement with the intent to strengthen Ajax residents and community partners interests in local issues, their neighbourhoods and community.	Office of the CAO / Applicable Department	<i>Community Development & Outreach / Events</i>

Strong Sense of Community				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
		<p>Compile a communications network of key stakeholders, community partners and organizations to encourage two-way communication and maximize publicity efforts.</p>	<p>Office of the CAO/ Communications/ Recreation Services</p>	<p>Community Development & Outreach/Events <i>Enhanced Communications & Public Awareness & Education</i></p>

Guiding Principle: Responsive Leader in Local Governance

The Town of Ajax is registered as an ISO9001-2000 corporation. Through this initiative, the Town is committed to providing excellent customer service and delivering services in an effective, cost efficient, transparent and responsible manner.

Illustration: Monique Wright



Responsive Leader in Local Governance				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
2.1	Enhance Delivery of Customer Service	Develop a Corporate Customer Service Strategy, including the establishment of service standards, a training program and the development of a communications plan.	Office of the CAO / Human Resources/ Applicable Departments	<i>Customer Service</i>
		Conduct a needs analysis for a Customer Service Call Centre.	Office of the CAO/ Human Resources/ Other Applicable Departments	<i>Customer Service</i>
		Develop and implement a second ('07) and third ('09) customer poll of Ajax residents on a variety of service topics, including specific queries on community safety.	Office of the CAO	<i>Customer Service</i> <i>Enhanced Communications & Public Awareness & Education</i>
		Enhance/improve telephone access for property tax enquiries as part of the customer service strategy.	Finance	Customer Service
		Implement an electronic system for payments made to Town suppliers, staff and residents.	Finance	Customer Service
		Review the Town's Quality Management System to explore opportunities for improvement.	Office of the CAO	Customer Service

Responsive Leader in Local Governance				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
2.2	Support Opportunities for Partnership	Development of Sponsorship Policy.	Office of the CAO/ Recreation/ Communications	<i>Community Development & Outreach / Events</i>
		Establish a formalized program that provides sponsorship and investment opportunities in the community through the development of a Corporate Partnership Program.	Office of the CAO	<i>Community Development & Outreach / Events</i>
2.3	Value the Town's Human Resources through Professional Growth	Manage an effective Succession Planning process to enable Town staff to receive the necessary coaching and training that will prepare them for professional growth.	Human Resources	Customer Service
		To implement a training plan that supports the Strategic Plan. Ensure that all employees receive the necessary training and coaching, including a formal performance management process that enables staff to perform their jobs effectively and efficiently.	Human Resources/ All Departments	Customer Service
		Diversity is our strength. The Town is committed to raising awareness of diversity as an opportunity and asset which reflects our growing community.	Human Resources	Customer Service

Responsive Leader in Local Governance				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
2.4	Ensure an Open and Transparent Governance Environment	Integrate new Municipal Act requirements into Town practices, including improvements to government policies and standards.	Legislative and Information Services	<i>Implementation of Regional and Provincial Policies</i>
2.5	Support Sustainable and Stable Fiscal Management	Completion of a comprehensive Reserve/Reserve Fund Strategy for long term financial planning.	Finance	<i>Financial Stability & Sustainability</i>
		Implementation of Public Sector Accounting Board requirements for capital assets; identifying the value of the Town's assets will allow development of a long term funding strategy.	Finance	<i>Financial Stability & Sustainability</i> <i>Implementation of Regional and Provincial Policies</i>
		Working in partnership with Corporate Communication develop new public relation/communication tools to improve residents understanding of property taxes, including % breakdown of total taxes and relationship of tax rates to assessment. Process will involve a review of existing communication methodologies.	Finance	<i>Enhanced Communications & Public Awareness & Education</i>
		Implement a centralized and automative purchasing system to achieve cost savings and improve operating efficiency.	Finance	Customer Service/ Efficient Service Delivery

Responsive Leader in Local Governance				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
		Carry out a fee for service analysis for Building, Planning and Engineering development applications aimed at adjusting fees to reflect the actual cost of providing the service.	Planning and Development	Implementation of Regional and Provincial Policies Financial Stability and Sustainability
2.6	Provide Effective and Sustainable Levels of Service	Each department will continually monitor the efficiency and effectiveness of services delivered by their department and will recommend changes to levels of service, user fees and/or revenues where appropriate.	Departmental	<i>Efficient Service Delivery</i> <i>Customer Service</i> <i>Financial Stability & Sustainability</i>
2.7	Maximize Technology Opportunities	Improve customer service through the implementation of an expanded telephone system.	Information Technology Services (LIS)	<i>Customer Service</i>
		Expand and enhance existing software capabilities to accommodate new initiatives that improve efficiencies in operations.	Information Technology Services (LIS)	<i>Customer Service</i>
		Adopt and implement a Customer Relationship Management Program, a corporate software mechanism to capture and track customer feedback.	Office of the CAO/Information Technology Services (LIS)	<i>Customer Service</i>

Responsive Leader in Local Governance				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
		Develop and implement a Capital Project Management Program.	Information Technology Services (LIS)	<i>Efficient Service Delivery</i>
		Improve efficient and accessible administrative operations through the development of a Document Management Strategy.	Information Technology Services (LIS)	<i>Efficient Service Delivery</i>
		Identify E-Government initiatives to promote public participation and improve service including an electronic service delivery opportunities for residents.	Information Technology Services (LIS)	<i>Efficient Service Delivery</i> Customer Service
2.8	Appropriate Regulations and Enforcement Activities	To protect the public interest, staff will undertake regular reviews of existing regulatory and enforcement by-laws and activities (parking property standards, etc.), as well as monitoring best practices in other jurisdictions	By-law Services (LIS)	<i>Community Safety</i>
		Undertake communication initiatives to improve public awareness of the positive intentions of Town regulatory by-laws. Awareness will complement the Town's proactive regulatory efforts by fostering individual compliance and expanding complaint-based enforcement activity. Specific by-laws, many of which are seasonal in nature, will include snow and ice removal, overnight parking, property standards, littering, standing water, dogs off-leash, etc.	By-law Services (LIS) Communications	<i>Efficient Service Delivery</i> Customer Service

Guiding Principle: Managing Growth

Ajax will experience substantial growth over the next twenty years, resulting in a fully expanded community. It is important that this growth occurs in a controlled and fiscally responsible manner, and meets the service level needs of our residents in both existing and growth related areas. Managing growth also represents the development of a safe and efficient transportation system, which focuses on the movement of people and goods within our community.

Illustration: Noreen Ahmed



Managing Growth				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
3.1	Ensure Balanced Growth	Ensure sufficient lands are designated and maintained for employment purposes and to accommodate projected long-term employment forecasts.	Planning and Development	<i>Protecting Employment Lands</i>
		Complete Phase 2 of the Official Plan Review by incorporating the requirements of the Growth Plan for the Greater Golden Horseshoe, the Greenbelt Plan, and the Planning Act revisions from Bill 51, Amendment 114 to the Durham Region Official Plan, Duffins/Carruthers Watershed Plan, Master Transportation Plan, CPTED policies, Commercial Land Needs Analysis, Public Arts Need Study, and Energy Conservation Policy Review.	Planning and Development	<i>Ajax Official Plan / Growth Related Studies</i>
		Enact land use and development policies and regulations that implement the findings of the Pickering Village Study to ensure the preservation of the heritage character of the area while allowing compatible development.	Planning and Development	<i>Ajax Official Plan / Growth Related Studies</i>

Managing Growth				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
3.2	Preserve Employment Lands	Preserve the long term economic health and vitality of the municipality by ensuring the highest priority is given to providing employment opportunities in the Town of Ajax's Official Plan.	Planning and Development	<i>Protecting Employment Lands</i>
3.3	Respect the Urban Boundary	Reinforce the existing Urban Area Boundary and maintain the adjacent rural area within the Provincial Greenbelt through the Official Plan as the ultimate and final extent of urban development in the Town.	Planning and Development	<i>Ajax Official Plan / Growth Related Studies</i>
3.4	Improve Traffic Management	Identify roads subject to unacceptable vehicular speeds and traffic infiltration, and provide recommendations for traffic calming improvements.	Planning and Development	<i>Local Transportation</i>
		Prepare and update traffic warrants for traffic calming, all-way stop controls, crosswalks and crossing guards.	Planning and Development	<i>Local Transportation</i>
		Develop and promote Transportation Demand Management strategies and where possible integrate them into site plan and subdivision review processes to provide more efficient use of transportation resources, such as adequate bus stop locations, provision of bicycle racks, etc.	Planning and Development	<i>Ajax Official Plan / Growth Related Studies</i>

Managing Growth				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
		Carry out a transportation assessment and traffic impact study to assess the potential effects of traffic resulting from the Slots at Ajax Downs.	Planning and Development	<i>Ajax Official Plan / Growth Related Studies</i>
3.5	Promote the Expansion of a Seamless Transportation System	Prepare a Master Transportation Plan to determine the Town's transportation vision for promoting mobility for all residents and employers, improving the existing and future transportation infrastructure and supporting a vibrant downtown multi-modal network.	Planning and Development	<i>Ajax Official Plan / Growth Related Studies</i>
		Actively participate in the Highway 407 East EA project with the primary objective of scrutinizing the proposed locations of the 'West Durham Link' to ensure the preservation of the Greenbelt and survival of the agricultural community in Ajax.	Planning and Development	<i>407 Link</i>
		Facilitate on-going discussions with Durham Regional Transit, GO Transit and the GTA Transit Authority to ensure that the transit level of service is maintained and enhanced.	Planning and Development	<i>Local Transportation</i>

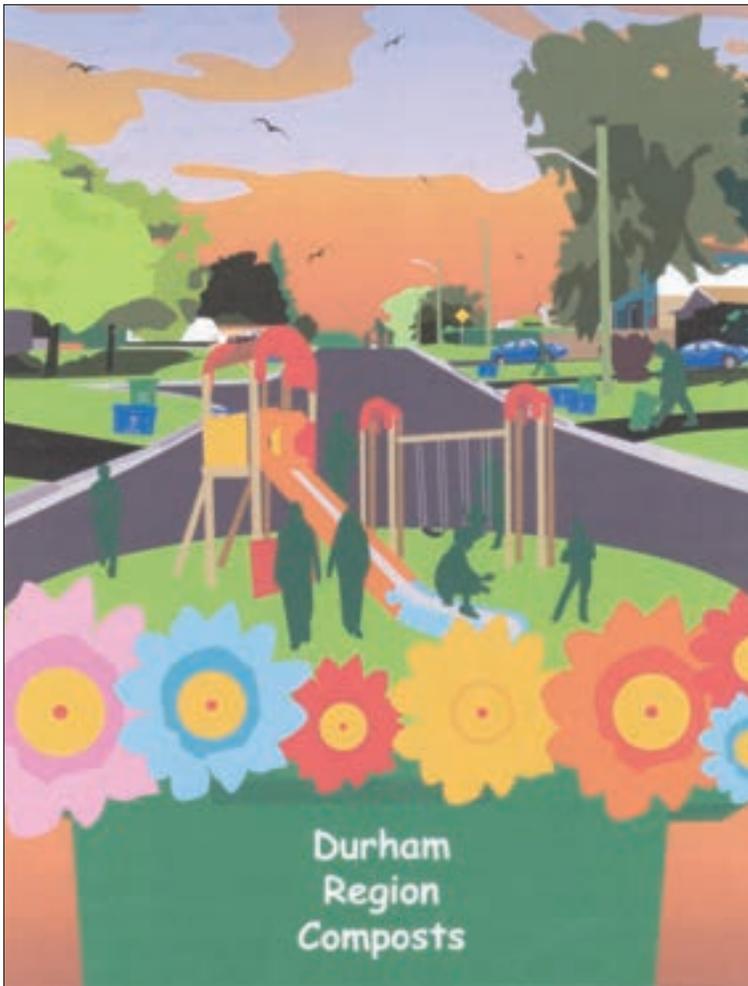
Managing Growth				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
3.6	Support Infrastructure Development	Undertake a Recreation, Parks and Culture Master Plan process that will identify future facility, program and service needs in our community.	Recreation in partnership with Operations and Environmental Services, P & D	<i>Ajax Official Plan / Growth Related Studies</i>
		Completion of Development Charges Background Study and By-Law; ensures capital projects required due to growth are funded by the new development	Finance	<i>Ajax Official Plan / Growth Related Studies</i>
		Deliver a road construction program to keep pace with development, minimize traffic gridlock and provide essential links.	Planning and Development	<i>Local Transportation</i>
		Working with the Boards of Education, continue to strengthen our partnership on various community initiatives including the development of future community schools.	Recreation	<i>Strong Sense of Community</i> <i>Ajax Official Plan / Growth Related Studies</i>
		Develop and implement an annual real estate acquisitions and disposals program to ensure the Town's needs are met with regards to the construction of infrastructure.	Economic Development Office	<i>Local Transportation</i>

Managing Growth				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
		Seek opportunities to integrate pedestrian and bicycle facilities within the transportation network.	Planning and Development	<i>Local Transportation</i> Strong Sense of Community
		Develop and implement an annual real estate acquisitions and disposals program to implement the Town's objectives, such as infrastructure, green space and town facilities.	Economic Development Office	<i>Ajax Official Plan / Growth Related Studies</i> Strong Sense of Community
		Be responsive to community growth and leisure needs through the development of facilities in the Town's primary open spaces including the waterfront and Greenwood Conservation Area.	Operations and Environmental Services/ Planning and Development	<i>Ajax Official Plan / Growth Related Studies</i> Customer Service Strong Sense of Community
3.7	Promote Active Transportation	Develop Active and Safe Routes to School strategies.	Planning and Development	<i>Local Transportation</i>
		Undertake an Active Transportation Workshop in order to promote active transportation to key employers.	Planning and Development	<i>Local Transportation</i>

Guiding Principle: Environmental Awareness

To develop an environmental first philosophy approach to planning and development, with a focus on sustainable development and featuring linked greenspaces. As an innovative leader, the Town is committed to introducing new technologies and updating policies to enhance environmental protection.

Illustration: Andrea Palmer



Environmental Awareness				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
4.1	Protect and Integrate our Natural Features and Open Space Systems	Lead and promote implementation of key aspects of the Duffins Creek & Carruthers Creek Watershed Plan (e.g. increasing tree cover), including reduction in nutrient and chemical inputs.	Planning and Development Operations and Environmental Services	<i>Environmental Initiatives</i>
		Actively promote new plantings of native trees and shrubs throughout the Town to increase forest cover, support wildlife corridors and improve air quality.	Planning and Development Operations and Environmental Services	<i>Environmental Initiatives</i>
		Implement the Restoration and Naturalization Plan, as a guiding document, carry out restoration on riparian, woodlot and open spaces.	Operations and Environmental Services	<i>Environmental Initiatives</i>
4.2	Secure Environmental Lands for Public Interest	Undertake the real estate acquisitions required to secure key environmental lands into public ownership to enhance the Town's Greenlands Framework and improve connections including the waterfront trail.	Economic Development Office Planning and Development	<i>Improve Capacity of Green Infrastructure</i>
4.3	Maintain and Enhance a "jewel" of a Waterfront	Expand the Town's Web site to include an interactive waterfront section that showcases its features and amenities.	Communications/ Operations and Environmental Services/ Planning	<i>Enhanced Communications & Public Awareness & Education</i>

Environmental Awareness				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
		Continue to naturalize waterfront lands to provide shade and use other measures to discourage waterfowl habitation of parkland (e.g. incremental plantings and clusters of trees to shade the trail/seating areas).	Operations and Environmental Services	<i>Environmental Initiatives</i>
		Implement the Waterfront Management Plan Strategies	Operations and Environmental Services	<i>Environmental Initiatives</i>
		Establish waterfront as a primary cultural and natural landscape for arts by promoting its natural beauty and showcasing new events and festivals along the waterfront.	Operations and Environmental Services / Recreation/ Economic Development	Arts and Culture Strong Sense of Community
		Seek practical actions and solutions to improve Lake Ontario water quality with all levels of government by participating in studies and contributing meaningful input to initiatives (ie: Great Lakes Studies)	Operations and Environmental Services/ Planning and Development	<i>Environmental Initiatives</i>
4.4	Preserve our Natural Landscapes and Special Community Places	Implement the Greenwood Management Plan Strategies, including initiatives that encourage environmental awareness.	Operations and Environmental Services / Recreation	<i>Improve Capacity of Green Infrastructure</i>
4.5	Be the Leader in Environmental Issues	Implement a Pollution Prevention Program, in conjunction with OCETA, to improve the effluent emissions from the Town's businesses.	Economic Development Office	<i>Environmental Initiatives</i>

Environmental Awareness				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
		Build upon the current Green Fleet Initiative and investigate alternative fuel cell technology, new emission regulations and right sizing of the fleet.	Operations and Environmental Services	<i>Environmental Initiatives</i>
		Consider the Canada Green Building Councils LEED (leaders in energy and environmental design) standards for newly constructed Municipal Buildings similar to the new Fire Headquarters.	Operations and Environmental Services	<i>Environmental Initiatives</i>
		Continue to implement the recommendations of the Town's Salt Management Plan by further investigating new winter de-icing materials, application techniques, equipment improvements and technology.	Operations and Environmental Services	<i>Leadership in Energy Management</i>
		Investigate the new advances in light emitting diode (LED) technology for street lighting as a means to reduce maintenance and our growing consumption of electricity.	Operations and Environmental Services	<i>Environmental Initiatives</i>
		As a result of water quality monitoring and analyses of Duffins Creek with TRCA, recommend effective water treatment measures for installation in stormwater systems.	Planning & Development/ and Operations/ Environmental Services	<i>Environmental Initiatives</i>

Environmental Awareness				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
		Establish and expand partnerships that foster public awareness of environmental issue's.	Operations and Environmental Services/ Library Services	<i>Environmental Initiatives</i> <i>Strong Sense of Community</i>
4.6	Apply Leading Environmental Management Technologies	Seek out and implement practical, effective measures to improve air quality, such as through participation in the Greater Toronto Area Clean Air Council and the Annual Smog Summit, including promoting use of programs and funding available from senior governments and others.	Planning and Development/ Operations and Environmental Services/ Economic Development	<i>Environmental Initiatives</i>
		Explore opportunities to apply new energy saving technologies and conservation programs (e.g. lighter roof colours aid more efficient HVAC operations) to municipal buildings.	Operations and Environmental Services	<i>Leadership in Energy Management</i>

Guiding Principle: Economic Prosperity

To promote the Town of Ajax as an exceptional location for business. The Town will strive to create an environment which welcomes new businesses, while supporting and nurturing those currently in the community.

Illustration: Kathryn O'Donnell



Economic Prosperity				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
5.1	Attract New Investment and Employment Opportunities	Partner with the landowners, developers and brokerage community to promote and market the Town's employment lands.	Economic Development Office	<i>Economic Development & Tourism</i>
		Develop an annual outreach strategy to meet perspective clients within the Town's target sectors (automotive, advanced manufacturing, office and energy) including activities such as trade shows, presentations, meetings, special events and advertising.	Economic Development Office	<i>Economic Development & Tourism</i>
		Participate in the development of the transportation and servicing infrastructure for the Town's new employment areas to ensure they meet the needs of new businesses.	Economic Development Office	<i>Economic Development & Tourism</i> <i>Ajax Official Plan / Growth Related Studies</i>
5.2	Enhance and Market a Positive Business Image and Identity	Produce a variety of marketing materials to promote the benefits of doing business in Ajax.	Economic Development Office	<i>Economic Development & Tourism</i>
		Enhance the business portion of the Town's website to maximize the information available to potential investors.	Economic Development Office	<i>Economic Development & Tourism</i> <i>Enhanced Communications & Public Awareness and Education</i>

Economic Prosperity				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
		Implement the “Explore Ajax” advertising series to promote the different faces of business in the Town.	Economic Development Office	<i>Economic Development & Tourism</i> <i>Enhanced Communications & Public Awareness and Education</i>
		Coordinate and host the inaugural Urban Design Awards Competition to promote and profile excellence in urban design.	Economic Development Office	<i>Economic Development & Tourism</i>
		Market the “Village” to promote its historic status and strengthen public awareness of activities and venues.		
5.3	Promote and Encourage Business Retention and Expansion	Launch a corporate calling initiative to meet with local businesses and determine how the Town can better meet their needs.	Economic Development Office	<i>Economic Development & Tourism</i>
		Encourage entrepreneurship and small business development through the Ajax Business Network and by further developing the Town’s Small Business Resource Guide.	Economic Development Office	<i>Economic Development & Tourism</i>
		Maintain an accurate inventory of the Town’s businesses in order to monitor trends in the local economy and develop initiatives that support future growth.	Economic Development Office	<i>Economic Development & Tourism</i>

Economic Prosperity				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
		Expand distribution of small business help brochures including the Marketing for Small Business brochure created in partnership with Economic Development and the Business Advisory Centre Durham.	Library Services	<i>Economic Development & Tourism</i> <i>Enhanced Communications & Public Awareness and Education</i>
5.4	Facilitate Community Revitalization Efforts	Continue to implement Downtown Revitalization Initiatives by facilitating/promoting key (re)development projects, and demonstrating municipal leadership through improvements to roads, infrastructure, and public spaces.	Economic Development/ Planning and Development	<i>Economic Development & Tourism</i> <i>Ajax Official Plan / Growth Related Studies</i>
		Promote and market the Ajax Downtown Community Improvement Plan as a vehicle by which to encourage private sector investment in downtown revitalization.	Economic Development/ Planning and Development	<i>Economic Development & Tourism</i>
		Develop a community vision, implement supporting policies and urban design standards, and promote appropriate (re)development in the Pickering Village area through a Community Improvement Plan, including financial incentives for private sector initiatives as well as direct municipal investment in the public realm.	Planning and Development	<i>Economic Development & Tourism</i> <i>Ajax Official Plan / Growth Related Studies</i>

Economic Prosperity				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
		Actively engage the Region of Durham as a partner in the “Village” Community Improvement Plan programs and initiatives in support of it being a regional tourism destination.	Planning and Development	<i>Economic Development & Tourism</i> <i>Ajax Official Plan / Growth Related Studies</i>
5.5	Advocate Development Opportunities	Promote development of the Salem Centre Business Area as the business gateway into Ajax - a location to showcase the Towns business image. (Highway 401/Salem Road Interchange)	Planning and Development Economic Development	<i>Protecting Employment Lands</i>
5.6	Promote Ajax as a Tourism Destination	Complete a Highway Beautification Initiative to ensure that Ajax presents an inviting presence for travelers on Highway 401 and the Town’s main roads.	Economic Development Office	<i>Economic Development & Tourism</i>
		Launch a new tourism section on the Town website to promote Ajax’s tourism destinations.	Economic Development/ Communications	<i>Economic Development & Tourism</i> <i>Enhanced Communications & Public Awareness and Education</i>
		Develop a marketing program to promote Ajax as <u>the</u> convention and accommodation destination in Durham Region.	Economic Development	<i>Economic Development & Tourism</i>

Economic Prosperity				
Section	Corporate Goal	Strategy	Lead Department	Corporate Priority Reference
		Develop marketing strategies that highlight Ajax tourism destinations, including the Town's waterfront, natural areas, and special events.	Economic Development/ Communications	<i>Economic Development & Tourism</i>
		Continue to work collaboratively with Town departments, including the Library, and the Region of Durham to develop and implement joint promotional efforts in the tourism sector.	Economic Development/ Library Services/ Applicable Departments	<i>Economic Development & Tourism</i>

Special Note...

To engage the youth of Ajax in the strategic plan process, the Town sponsored a youth design competition – don't say it – create it!. Six of the illustrations are featured in this document. We would like to thank everyone who submitted a design and are very proud of each of you for going above and beyond to share with us your vision for Ajax.



Town of Ajax Council 2006 – 2010

First Row (left to right): Scott Crawford: Regional Councillor, Wards 1 & 2; Mayor Steve Parish; Colleen Jordan: Regional Councillor, Wards 3 & 4

Back Row (left to right): Shaun Collier: Councillor, Ward 1; Pat Brown: Councillor, Ward 4; Joe Dickson: Councillor, Ward 2; Joanne Dies: Councillor, Ward 3



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