

Proposed Budget Highlights 2026





**We acknowledge that the City of Pickering
resides on land within the Treaty
and traditional territory of the
Mississaugas of Scugog Island First Nation
and Williams Treaties signatories of the
Mississauga and Chippewa Nations.**

**Pickering is also home to many
Indigenous persons and communities
who represent other diverse, distinct,
and autonomous Indigenous nations.**

**This acknowledgement reminds us of our
responsibilities to our relationships
with the First Peoples of Canada, and to
the ancestral lands on which
we learn, share, work, and live.**

Land Acknowledgment

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A Message From Our Mayor

As we begin a new year, I am proud to reflect on the progress we have made together and the exciting path ahead for Pickering. Our city continues to evolve, and with our population projected to exceed 150,000 by 2036, we remain one of Ontario's fastest-growing and most promising communities.

The 2026 Budget reflects our commitment to building a city that is resilient, inclusive, and prepared for the future. We understand the financial pressures facing households and businesses, and we are working diligently to ensure that our decisions support both immediate needs and long-term prosperity. As Mayor, I have remained focused on responsible fiscal governance. This year, I am pleased to present a budget with a modest 3.49 percent levy increase. It represents our continued efforts to manage costs while investing in the infrastructure, programs, and services that matter most to residents.

Over the past year, we have advanced several important priorities, including the introduction of the Municipal Accommodation Tax to expand non-property tax revenues; the launch of Destination Pickering to attract visitors and support local businesses; the celebration of our 25th anniversary as a city; and the unveiling of our new waterfront boardwalk, the shimmering jewel of our community.

Looking ahead, we are ready to build on this momentum. This includes working with our federal and provincial partners to secure Frenchman's Bay for the public domain;



continuing to deliver on our Digital Strategy to strengthen customer service and resident engagement; and attracting more companies and good-paying jobs so that more residents can work closer to home. We are also planning for a growing Pickering through the development of the new Seaton Recreation Complex and Library, a multi-use, multi-generational hub designed to serve our community for decades to come.

I invite you to explore our 2026 Budget Highlights, which showcase our recent accomplishments and outline the bold steps we are taking to shape Pickering's future. Together, we are building a city that is not only growing, but truly thriving.

A handwritten signature in blue ink that reads "Kevin Ashe". The signature is stylized and fluid.

Kevin Ashe

Mayor,
City of Pickering

A Message From **Our Chief Administrative Officer**



Pickering is on the move, and the 2026 Proposed Budget Highlights tell a powerful story of progress, purpose, and possibility.

From gearing up for the opening of new community hubs like the Dorsay Community & Heritage Centre and the expansion of public art, to bold strides in environmental stewardship and digital transformation, our city continues to grow as a vibrant and inclusive place to live, work, and play.

The City's 2025 achievements are more than just milestones. They reflect the forward-thinking leadership of Council and the incredible dedication of City staff, whose creativity, hard work, and commitment to public service are helping shape Pickering's bright future.

As one of the fastest growing municipalities in Durham Region, Pickering is embracing both the opportunities and challenges that come with growth. We are not only responding to the needs of today but also building the foundation for a thriving tomorrow.

Whether it's enhancing customer service, maintaining infrastructure, supporting community wellness, or driving innovation, we are working together to make Pickering one of the most livable cities in Canada.

As we reflect on the remarkable progress of the past year and look ahead to the plans for 2026, I want to extend my heartfelt thanks to the people who make it all possible: City Council, our dedicated staff, community partners, and engaged residents.

Let us continue to lead with purpose, innovate with courage, and serve with heart. The future of Pickering is bright, and it is being built by all of us, together.

A stylized, handwritten signature in a light blue color.

Marisa Carpino

Chief Administrative Officer,
City of Pickering

City Council



Kevin Ashe

Mayor,
City of Pickering
905.420.4600
mayor@pickering.ca



Maurice Brenner

Regional Councillor
Ward 1
905.420.4605
mbrenner@pickering.ca



Linda Cook

Regional Councillor
Ward 2
905.420.4605
lcCook@pickering.ca



David Pickles

Regional Councillor
Ward 3
905.420.4605
dpickles@pickering.ca



Lisa Robinson

City Councillor
Ward 1
905.420.4605
lrobinson@pickering.ca



Mara Nagy

City Councillor
Ward 2
905.420.4605
mnagy@pickering.ca



Shaheen Butt

City Councillor
Ward 3
905.420.4605
sbutt@pickering.ca

Vision

The Vision reflects a commitment to innovation and leadership.

Pickering:

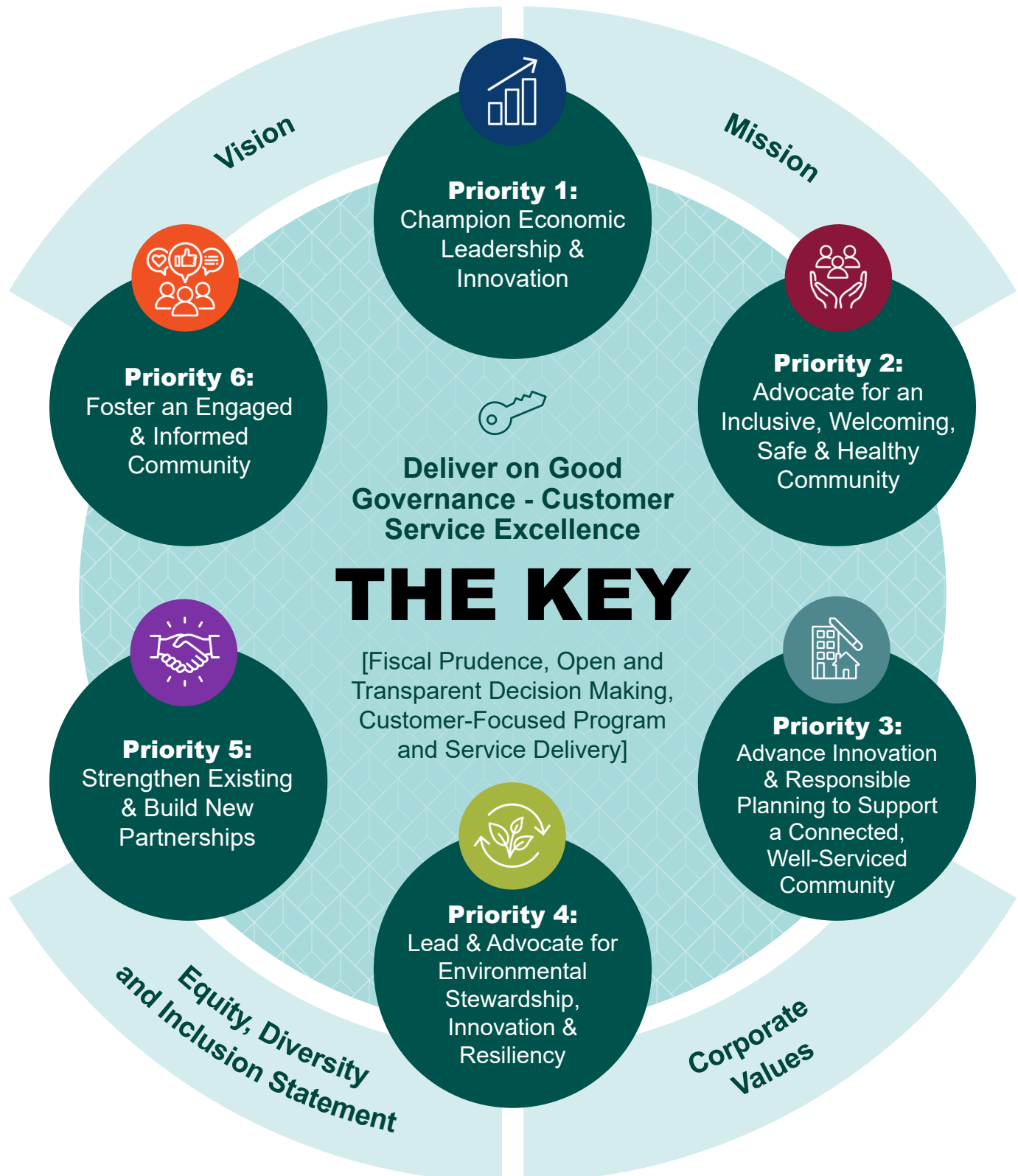
**A complete,
world class city...
inclusive, connected,
caring, and
prosperous.**

Mission Statement

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

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

Corporate Strategic Plan - At A Glance



2026 Budget Engagement

What We Heard



1,440+

Project Site Visitors



700+

Total Active
Participants



115+

General Feedback
Survey On Budget
Priorities

Additional Social Engagement



540+

Engagements

Engagements include likes, comments, and shares on Facebook, Instagram, and X.



40,500+

Reach

Reach is the total number of social media users who have seen the content.

2025 Key Achievements



Our Strategic Plan sets out 23 areas of Strategic Focus and 88 Specific Actions

The City of Pickering's first Corporate Strategic Plan was endorsed by City Council in December 2023.

Corporate Strategic Plan

The Corporate Strategic Plan consists of the City's Vision, Mission, Corporate Values and six Strategic Priorities, all informed by the Corporate Key. The Key consists of good governance and customer service excellence, without which the City cannot deliver on its six Strategic Priorities. The Plan brings the City's Strategic Priorities to life by outlining 23 areas of Strategic Focus and 88 Specific Actions – all of which are already underway. These initiatives will continue to be implemented and refined through 2026.

[Learn more about the 2024 to 2028 Corporate Strategic Plan.](#)



Corporate Key:

Good Governance/
Customer Service Excellence



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Actions

4

Areas of
Strategic
Focus



New Community Hub: Dorsay Community & Heritage Centre

In June 2025, Pickering City Council approved a 15-year, \$1 million naming rights agreement with Dorsay Development Corporation.

Under this agreement, the facility will be officially named the Dorsay Community & Heritage Centre upon its opening in Spring 2026. The securing of this agreement demonstrates the City's commitment to fostering strong partnerships with key stakeholders and leveraging naming rights opportunities as an innovative revenue source that offsets costs associated with operating city facilities.



Wrap-Around Customer Service

Building Services staff now deliver comprehensive, wrap-around support through multiple channels including in-person consultations, virtual meetings, and phone assistance – serving a diverse range

of stakeholders such as residents, builders, consultants, industry representatives, and developers. This multi-modal approach ensures accessible, responsive, and personalized service.

Looking ahead to 2026, service counters will be equipped with new digital tools that empower applicants to track the real-time status of building permits on-site, improving transparency and streamlining the customer experience.



Zoning Support: “Help Us Help You” Approach

Zoning & Administration staff employ a proactive, solution-oriented method known as the “Help Us Help You” approach.

By asking targeted questions and actively listening, staff uncover relevant zoning by-laws and connect residents with additional City resources that may support their needs. This approach ensures more complete and helpful responses to zoning inquiries.

» eScribe Implementation

The City implemented eScribe, a new meeting management solution that strengthens public engagement while modernizing internal processes, ensuring that both staff and residents benefit from a more efficient, transparent, and accessible meeting experience.

» Council Chambers Renovation Enhances Accessibility and Design

Renovations to Pickering City Hall's Council Chambers began in 2025, focusing on improved accessibility, technology, acoustics, and security. As part of the project, Council commissioned *Je Me Souviens*, a relief sculpture by renowned local artist Dorsey James. Selected through public input and endorsed by the Cultural Advisory Committee, the artwork will be crafted from laminated kiln-dried cedar and reflect themes of mythology and memory.

» Council-Endorsed Plan Meets Provincial Asset Management Requirements

The City has updated its 2025 Asset Management Plan (AMP) in compliance with Ontario Regulation 588/17, meeting the July 1, 2025 deadline. Endorsed by Council in May 2025, the AMP outlines a comprehensive, lifecycle-based approach to managing all asset types, balancing cost, risk, and performance to maximize value. The plan is publicly available on the City's website.



» Council Approval of 2025 AODA Compliance Report Submission

Council approved the submission of the City of Pickering's 2025 Accessibility for Ontarians with Disabilities Act (AODA) Compliance Report to the Ministry for Seniors and Accessibility, confirming full compliance with AODA and the Integrated Accessibility Standards Regulation.

Priority 1:

Champion Economic Leadership & Innovation



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Actions

4

Areas of
Strategic
Focus



Collective Bargaining

The City successfully bargained new collective agreements with CUPE Local 129 and CUPE Local 3506. These agreements are effective from April 1, 2025 to March 31, 2027, ensuring we remain competitive while achieving operational efficiencies. The agreed-upon working conditions address the needs of our diverse workforce while upholding fiscal responsibility.



Free Weekend Shuttle Service

To support waterfront access during the summer, the City of Pickering partnered with Durham Region Transit to offer a complimentary weekend shuttle service.

Running on weekends and statutory holidays, the shuttle made it easier for residents and visitors to enjoy the waterfront's many attractions.



Road Servicing Agreement to Support Pickering Nuclear Refurbishment

The City of Pickering received Council approval to enter into a Road Servicing Agreement with Ontario Power Generation Inc. (OPG) to support the refurbishment of units 5–8 at the Pickering Nuclear Generating Station, scheduled from 2027 to 2034. OPG is funding and undertaking the rehabilitation of Sandy Beach Road and the reconstruction Montgomery Park Road. Phase 1 on both roads will be complete to base asphalt by the end of 2025. Phase 2 is being scheduled from April to November 2026. The City's own urbanization plans for Sandy Beach Road will be paused until the refurbishment of units 5-8 are complete.



Boosting Tourism: Municipal Accommodation Tax & Destination Pickering

On June 1, 2025, Pickering launched the Municipal Accommodation Tax (MAT), creating a sustainable funding stream for tourism development without raising property taxes. As part of this effort, the City launched Destination Pickering, its official Destination Marketing Organization, to champion tourism initiatives and promote Pickering as a premier visitor destination. This accomplishment demonstrates the City's commitment to economic growth and its long-term vision for building a vibrant tourism sector.



Investing in Leadership

A new Leadership Development Framework was introduced to support professional growth, succession planning, and strategic alignment. It includes structured training and a Leaders Forum to address evolving organizational needs.



**The City of
Pickering
and Durham
Region Transit
collaborated
to provide a
complimentary
weekend
shuttle service**



Priority 2:

Advocate for an Inclusive, Welcoming, Safe & Healthy Community



20
Actions

4

Areas of
Strategic
Focus



City of Pickering Named 2025 Municipality of the Year by Festivals & Events Ontario

The City of Pickering has been awarded the 2025 Municipality of the Year by Festivals & Events Ontario, recognizing its strong support for cultural events and community engagement. The city won in the 50,000–150,000 population category. Additionally, Pickering's Cultural Fusion Festival was named one of Ontario's Top 100 Festivals & Events for 2025, celebrating its role in uniting over 40 local organizations and showcasing the city's cultural diversity.



New Pickleball Courts

Six outdoor pickleball courts in Diana, Princess of Wales Park were constructed in summer 2025 and opened for use on October 1st. The courts are available for public use and for use by the Pickering Pickleball Club on a shared, fixed schedule of times.



Funded by the Casino Reserve, these dedicated courts are supported by the City's Recreation & Parks Ten Year Plan 2024-2034 and will contribute to the personal health and well-being of residents and the community.

Expanded Fire Safety Inspections

To enhance resident safety and reduce fire risks, the Fire Prevention division broadened its targeted inspection program in 2025.

This program allowed inspectors to assess a more extensive and varied selection of the City's buildings, ensuring all residences uphold local and provincial fire safety standards.



Mental Health Leadership Training

City staff from the Senior Management Team received Mental Health First Aid training to better understand and support workplace mental wellness.



Celebrating Community Through Public Art

In 2025, the City of Pickering advanced its Public Art Plan with four new installations that celebrate local culture and milestones.

Highlights include Gordon's Guitar by Geordie Lishman in Ernie L. Stroud Park, honouring Gordon Lightfoot; On the Path Forward by Taylor De Nobrega, commemorating Pickering's 25th anniversary as a city; Abundance by J.A. Fligel, celebrating Sigrid Squire at Bicentennial Gardens; and Anticipation by John Vickers, honouring Paul White at Fairport Community Park.



Hidden Disabilities Sunflower Program

The City of Pickering has joined the Hidden Disabilities Sunflower (HDS) Program, becoming one of the first municipalities in Ontario to do so. This initiative equips staff with the knowledge to recognize and support individuals with non-visible disabilities, using the internationally recognized Sunflower symbol. Once 80% of staff have completed the training, Pickering will be officially designated a "Hidden Disabilities Sunflower Destination", reinforcing its commitment to accessibility and inclusion.



Redman House Heritage Renovation Completed

In 2025, the City of Pickering renovated the Redman House Program Centre at Pickering Museum Village with support from Infrastructure Canada. Upgrades included roof replacement, porch reconstruction, ramp replacement, structural repairs, and fresh painting to improve energy efficiency and preserve the heritage site.



Emancipation Day Celebration

Pickering hosted the Regional Emancipation Day event at Esplanade Park, welcoming over 200 attendees to jointly commemorate the abolition of slavery in the British Empire in 1834. The event honoured the resilience and contributions of Black communities and was strongly supported by the Pickering Anti-Black Racism Taskforce (PABRT). The celebration featured 18 community partners and 29 vendors, including food and ice cream trucks—creating a vibrant atmosphere of community, celebration, and reflection.



Spring Fling Festival Debuts at Millennium Square

On May 3 and 4, 2025, the City introduced Spring Fling, a new seasonal event at Millennium Square. The festival featured local vendors, spring-themed décor, live music, games, arts and crafts, face painting, roaming characters, and a nature scavenger hunt, bringing vibrant community energy to the waterfront.



National Day for Truth and Reconciliation

In a first-of-its-kind collaboration with the Town of Ajax and the Ajax Indigenous Advisory Circle, the City of Pickering co-hosted a full-day event in recognition of the National Day for Truth and Reconciliation / Orange Shirt Day.

Supported by the Indigenous Relationship Building Circle (IRBC), the event honoured residential school survivors, their families, and those impacted by colonial violence. Over 200 students from across the Region participated in a morning Youth Activation session, while more than 100 community members attended an evening gathering featuring an Indigenous vendors market and a candlelight vigil.



Strategic Framework for Enhancing Fire Protection Services

Council endorsed the City of Pickering's first-ever Community Risk Assessment (CRA) and Fire Master Plan, which outline a strategic framework for enhancing fire protection services over the next 7–10 years. The plans address staffing, station locations, and community risk mitigation, and align with provincial regulations and best practices. Approval was also sought for the phased implementation of

prioritized recommendations to meet current and future emergency response needs.



Preserving the Past: Award-Winning Restoration at Pickering Museum Village

The City of Pickering received the 2024 Lieutenant Governor's Ontario Heritage Award for Excellence in Conservation for restoring the historic log house and log barn at Pickering Museum Village. Originally built in the 1830s, the structures underwent careful restoration using heritage techniques and materials. The project preserved architectural features like dovetail corners and hand-whittled trenails, and repurposed original materials. The restored buildings now support community programs and house the new "Roots to Rebellion" exhibit, highlighting early Black settler history.

Pickering Public Library Statistics



1,334,880

In-Person and
Virtual Visits



45,237

Active
Cardholders



27,500

Events and
Outreach
Attendance



1,017,541

Materials
Loaned

Priority 3:

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



10
Actions

2

Areas of
Strategic
Focus



Asphalt Resurfacing Projects

In 2025, the City completed asphalt resurfacing on 11 streets, improving connectivity, safety, and sustainability. These upgrades support the Asset Management Plan and reflect an efficient approach to infrastructure maintenance and a reliable road network.



Wilson Bridge Replacement

Wilson Bridge on Seventh Concession Road, originally built in 1930, was successfully replaced with a modern precast concrete structure for improved durability and load capacity. The project included advanced foundation work, widening and regrading the roadway, and adding improved safety features like guardrails, signage, and ensuring safer travel for all. This project supports a well-connected community as the



Seventh Concession Road is one of the City's more prominent east-west collector roads in northern Pickering.

Joseph Street Reconstruction

The reconstruction of Joseph Street in Claremont, included full-depth road reconstruction, urbanization, drainage improvements, and sidewalk installation between Franklin Street and Old Brock Road. These upgrades greatly enhance both the infrastructure and safety for residents, motorists and pedestrians. By modernizing the roadway and improving drainage, not only has accessibility increased but also contributed to a safer and more connected community.



Coordinated Growth in Seaton

Residential development is steadily advancing in three of the five residential neighbourhoods in Seaton, including a proposed commercial shopping centre on the horizon. City staff continue to actively engage with key stakeholders including developers, utility providers, the Region of Durham, and the Province of Ontario to ensure alignment and collaboration. This includes transportation initiatives such as the widening of Highway 7, as well as infrastructure servicing projects like the expansion of Enbridge Gas within the Innovation Corridor.



E-Scooter Micro-Mobility Pilot Project

Launched in August 2025, the City's shared electric kick scooter (e-scooter) pilot program offers a new mobility option in Pickering. The initial launch from Bird Canada Scooters Inc. consisted of 75 e-scooters across the City, with dedicated parking locations, and the ability to expand up to 200 devices. The program provides a micro-mobility option for residents and visitors and is supported by the City's Integrated Transportation Master Plan by promoting a safe, integrated and supportive transportation system and increasing opportunities for active transportation. The collection of key performance indicators will take place in order to monitor and evaluate the program.



**The City
launched
a shared
electric
kick scooter
(e-scooter)
pilot program
which offers a
new mobility
option.**



Comprehensive Planning for Northeast Pickering

The City of Pickering advanced the secondary plan for the Northeast Pickering area, engaging landowners, developers, agencies, all levels of government, and other interested parties for Council consideration in early 2026. The plan provides for a mixed use, transit-supportive community including residential, employment, commercial, and community uses, retaining a robust natural heritage system. City staff and the North East Pickering Landowners Group Inc. will be collaborating on the preparation of neighbourhood plans and the planning for the key infrastructure needs for the community over the next few years, as well as other important implementation studies, including a financial impact study, and a master environmental servicing plan.

PICKERING FORWARD
Planning tomorrow, together.



Official Plan Review (Pickering Forward)

The City successfully concluded Phase 1 of Pickering Forward, the comprehensive review of the Pickering Official Plan. Phase 1 (Background & Research) consisted of a robust community engagement process that included: a high school online survey; the preparation and release of six topical Discussion Papers and associated open houses and online surveys, leveraging a total

of 1,372 participants/respondents; and the preparation and release of a Growth Management Strategy Report. Phase 2 began in summer 2025, with public feedback on the proposed plan expected in early 2026.

Zoning By-law Support

Frequently Asked Questions (FAQs) were developed to help residents navigate Council's adoption of Zoning By-law 8149/24. The public's questions and comments are monitored, and the FAQs are updated as new issues are raised. The implementation of By-law 8149/24 continued throughout 2025 by processing technical revisions, and amendments to correct any errors and omissions to assist with interpretation and use of the By-law.

New Vehicle Storage Shed at Operations Centre

To support growing service demands, the City of Pickering constructed a new vehicle storage shed at the Operations Centre in 2025. The facility includes 13 heated bays addressing capacity issues at the existing 16-bay shed. As the City expands with new snowplow and sidewalk routes and additional parks, the new shed ensures adequate space for essential equipment.

Improved Public Wi-Fi Access

Wi-Fi services were optimized across City facilities and select parks, enhancing connectivity for residents and visitors.

Priority 4:

Lead & Advocate for Environmental Stewardship, Innovation & Resiliency



8

Actions

2

Areas of
Strategic
Focus



Stormwater Management Pond Cleanouts

The City completed the cleanout of two stormwater management ponds in 2025. The scope included dewatering, vegetation and sediment removal, maintenance access repairs, fencing, and restoration.

This proactive pond maintenance ensures that these assets function properly, allowing for effective treatment of stormwater runoff in terms of both quality and quantity control. As a result, the initiative reduces flood and erosion risks within the surrounding area and watershed, underscoring the City's commitment to environmental stewardship and resiliency.

The Plan is a comprehensive, community-informed strategy that outlines how the City can proactively manage and adapt to the growing impacts of a changing climate. In developing the Plan, the City drew valuable insights from adaptation strategies already adopted by several Durham and GTA municipalities, helping shape a locally tailored yet broadly aligned approach to climate adaptation.



Community Climate Adaptation Plan

Endorsed by Council in May 2025, the Plan outlines 64 climate adaptation actions across eight focus areas, helping Pickering prepare for climate impacts.





Tracking Progress Toward a Sustainable Pickering

On September 29, 2025, Council received the fourth edition of the **Measuring Sustainability Report**, which tracks Pickering's progress across 33 indicators in five key areas: **environment, society, economy, development, and consumption**. The 2024 report builds on previous editions by refining existing metrics and introducing new ones, with a growing emphasis on community connectivity, economic diversity, climate resilience, and sustainable living. Together, these indicators offer a high-level snapshot of local trends and highlight collaborative efforts between the City and its partners to create a more livable, resilient, and inclusive community.



Enhancing Emergency Connectivity & Cybersecurity Resilience

In 2025, the City of Pickering strengthened its digital infrastructure to ensure uninterrupted emergency communications and safeguard municipal operations. Redundant networking services were deployed in select Fire Halls to improve **uptime, reliability, and operational continuity during critical incidents**. Simultaneously, the City enhanced its cybersecurity defenses by implementing advanced phishing and spam reporting tools, accelerating threat detection and response.



Urban Forest Renewal: Expanding Pickering's Green Legacy

City Council has approved the **Toronto and Region Conservation Authority (TRCA) to update its 2012 Urban Forest Study and conduct a Tree Canopy Cover Assessment**. The expanded study will now include all areas within Pickering, including North Pickering, reflecting the city's growth through Seaton's development. Key objectives include analyzing land and canopy cover, assessing species composition and forest health, evaluating ecosystem benefits, and identifying climate change and invasive species risks.



Electric Vehicle Charging Station Pilot Update

Launched in May 2022, the City's electric vehicle (EV) charging pilot included five new public chargers at the **Chestnut Hill Developments Recreation Complex** and the conversion of six existing units at the **Pickering Operations Centre**. To date, the chargers have delivered 108.2 megawatt-hours of energy - equivalent to avoiding 40,500 litres of gasoline use and over 92 tonnes of CO₂ emissions.

Priority 5:

Strengthen Existing & Build New Partnerships



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Actions

4

Areas of
Strategic
Focus



Additional Dwelling Unit Designs Meeting Building Code

The City of Pickering and the Town of Whitby collaborated through their Building and Planning departments to develop five architectural designs for Additional Dwelling Units (ADUs). These designs were pre-reviewed to ensure compliance with building codes and are approved for use in both municipalities. Supported by Housing Accelerator Funds, this initiative aims to simplify and expedite the ADU approval process in both communities.

Boundary Review, the City launched a comprehensive public engagement campaign to gather community input. Under the guidance of Watson & Associates Economists Ltd. and Dr. Robert Williams, a slight change was recommended to the ward boundaries adopted in 2021. These new boundaries will be in effect for the 2026 Municipal Election.



Ward Boundary Review

As per Council Resolution #654/25, in 2025 the City took a fresh look at its ward boundaries to reconsider the findings of the Ward Boundary Review conducted in June 2021 to ensure fair and equal representation for all residents. Working with the experts used in the 2021 Ward





Student Co-op Placements

A new schedule was developed in collaboration with Pickering high schools to identify city-wide co-op placement opportunities, coordinate interviews, and streamline administrative processes. This initiative offers students valuable hands-on workplace experience.



Renewed Partnership for Chronic Obstructive Pulmonary Disease (COPD) Patient Support

Council has approved the renewal of the License Agreement with Lakeridge Health to operate the COPD Community Exercise Clinic at the Chestnut Hill Developments Recreation Complex from January 1 to December 31, 2026. The clinic provides supervised, low-intensity educational exercise sessions exclusively for COPD patients, addressing a critical public health and equity need. This initiative aligns with the Pickering and Durham Region Community Safety and Well-Being (CSWB) Plans.



The COPD clinic provides supervised, low-intensity educational exercise sessions exclusively for COPD patients.



Priority 6:

Foster an Engaged & Informed Community



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Actions

3

Areas of
Strategic
Focus



Fire Services and Durham Regional Police Community Safety Day

In a joint effort to promote public education and community well-being, Pickering Fire Services and Durham Regional Police hosted their first-ever Community Safety Day. This collaborative event provided residents with valuable information on fire prevention, personal safety, and emergency preparedness, while fostering stronger connections between the public and local first responders.



Supporting Urban Agriculture Initiatives

Pickering's urban agriculture initiatives are helping to strengthen food security, foster community connections, and promote environmental awareness. A well-attended workshop series gave residents hands-on opportunities to learn about growing food. Enhancements at the Valley Plentiful Community Garden included an accessible parking lot, new

raised garden beds, bike racks, and landscaping improvements. Additionally, the Pickering Environmental Schools Grant continues to support student-led projects such as raised garden beds – that benefit both learning and the broader community.



Improving Transparency Through Accessible Communication

The City introduced closed captioning for all Council, Committee, and Taskforce meetings to enhance accessibility and civic engagement. This initiative ensures that residents who are Deaf or hard of hearing can fully participate in local decision-making. It also improves communication in noisy settings and helps all viewers better follow complex discussions. By removing barriers to understanding, the City is strengthening transparency, accountability, and public trust.



New Meeting Structure for Statutory Public Meetings under the *Planning Act*

The City introduced a dedicated meeting format for Statutory Public Meetings under the *Planning Act*, following Mayoral Decision #03-2025. This change created a clear and focused space for sharing information about proposed developments and gathering public feedback. By separating the Statutory Public Meeting from regular Planning & Development Committee Meetings, it is easier for residents to engage meaningfully in shaping the future of their neighbourhoods.



City Hosts Speaker Series on the Future of Urban Spaces

The City hosted a Speaker Series in collaboration with CentreCourt Developments and the owners of the Shops at Pickering City Centre to explore vibrant cores and the changing role of shopping centres across North America. The panel also featured renowned Canadian architects that highlighted how major urban transformations are benefitting the people and economy of communities across the globe.



Honouring 25 Years of Cityhood with Community, Culture, and Celebration

Pickering celebrated 25 years of becoming a City. To honour this momentous occasion, residents and visitors were invited to celebrate, reflect on, and explore the vibrant history and dynamic evolution of Pickering, a place so many are proud to call home. Celebrations included website and social media content and storytelling, the Mayor's New Year Levee, 25th Anniversary art banners displayed at both City Hall exterior and Chestnut Hill Developments Recreation Complex exterior, and a spring planting of 25 silver maple trees.



Connecting with Community: Showcasing Pickering's Progress

Pickering produced a vibrant 47-page glossy magazine highlighting key municipal projects, programs, and services. This special publication was mailed directly to every residential household, offering residents an engaging look at the City's ongoing efforts to build a thriving, inclusive, and future-ready community.





New Campaign Tackles Littering with a Modern Twist

In 2025, the City launched ‘Litter? That’s so Trash’ – a bold anti-littering campaign aimed at promoting accountability and community pride. The phrase “that’s so trash,” popular among Millennials and Gen Z, is used to call out undesirable behaviour, making it a relatable and impactful message against littering. To support the campaign, the City created a multilingual educational pamphlet on litter and illegal dumping, available in Pickering’s top eight languages and online in over 100 languages. Distributed to community groups, City facilities, new developments, and litter-prone areas, the pamphlet emphasizes civic responsibility and ensures accessibility for residents who may not speak English or use the internet regularly.



Enhancing Digital Engagement Through Video and Social Media

The City of Pickering identified ways to improve digital platforms for sharing information, providing updates, and collecting feedback, by generating compelling video content, hosting interactive elements on its social channels and participating in trending/viral videos. Initiatives included the launch of Pickering’s Leadership Series, a behind-the-scenes glimpse at Pickering’s Corporate Communications Team, and a video Series of Mayor and Council celebrating Pickering’s 25th anniversary of becoming a city.



City of Pickering Launches Refreshed Website to Enhance User Experience

In January 2025, the City of Pickering unveiled its redesigned website, focused on improving accessibility, usability, and performance across all devices. Key enhancements include streamlined navigation informed by user feedback, a cleaner interface for better readability, and improved search functionality powered by Google Site Search. The modern homepage features engaging visuals and intuitive tools. Behind the scenes, upgrades such as secure single sign-on and advanced content management improve efficiency and security for staff and users alike.



Renewal of Cultural Strategic Plan Underway

In 2025, the City began renewing its Cultural Strategic Plan with support from Patricia Huntsman Culture + Communication. The process includes updates to the Museum Strategic Plan and Public Art Plan, with ongoing community engagement to help shape the future of Pickering’s cultural landscape.



Digital Transformation Begins

Phase 1 of Pickering’s Digital Strategy Initiative began with the exploration of a modern Customer Relationship Management (CRM) system, integrated work order management, and a resident portal offering 24/7 access to City services.



2026 Priorities



Corporate Key:

Good Governance/ Customer Service Excellence

» Expand Records Management and Privacy Policies and Provide Education to Staff on Records and Privacy

Through updated policies, records management and privacy practices will be strengthened to provide transparent access to information. Targeted training will be delivered to staff who handle City records and personal information to ensure compliance with legislation and the safeguarding of sensitive data, reinforcing our commitment to transparency, accountability, and public trust.

» Staff Training in Mental Health and Conflict Resolution

Targeted training will be provided to staff focused on mental health awareness, de-escalation techniques, and conflict resolution strategies. These efforts will enhance staff capabilities in supporting residents and promoting a respectful, inclusive workplace.

» Corporate Intranet Modernization

As part of the Workplace Modernization Initiative, the organization will enhance the Corporate Intranet using SharePoint Online. This upgrade will enable staff to access essential resources and collaborate seamlessly from any device, fostering a more connected and agile workforce.

» Cybersecurity Preparedness

Organizational resilience will be strengthened through Cybersecurity Tabletop Exercises and Disaster Recovery Simulations. These proactive measures will ensure rapid, coordinated responses to potential cyber threats, safeguarding critical infrastructure and data.





Data Governance Enhancement

Data governance practices will be enhanced to ensure robust compliance with privacy regulations and data security standards. These efforts will reinforce public trust and transparency in the organization's handling of sensitive information.



Integrated Work Order Management System

A centralized Work Order Management System will be implemented to optimize service request workflows. This initiative will improve interdepartmental communication and enhance responsiveness to resident needs.



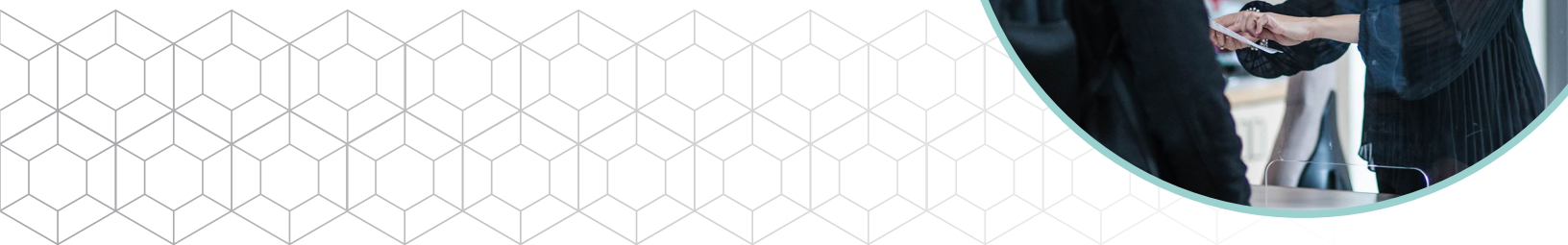
Omnichannel Customer Service Integration

The organization will leverage emerging technologies to enhance customer service access and responsiveness, ensuring all residents feel supported and included. This will include the implementation of an omnichannel communication system that integrates chat, social media, email, and in-person interactions, enabling seamless and efficient service delivery across platforms.



Digital Services Expansion: Tax Portal and E-Commerce Enhancements

The organization will enhance its online e-commerce capabilities and launch a comprehensive Tax Portal to support electronic tax filing and payment. This initiative will provide residents with a user-friendly experience, offering streamlined access to tax information and enabling the electronic submission of licence and permit applications.



2026 Priorities



Priority 1:

Champion Economic Leadership & Innovation



Review Pickering's Economic Vision

In 2026, staff will present a refreshed **Economic Development Strategy to Council**, designed to reflect Pickering's evolving economic landscape. The strategy will address emerging opportunities and challenges through stakeholder engagement, jurisdictional review, and market analysis, ensuring a forward-looking approach grounded in local realities.



Supporting Ontario's Energy Future: Pickering Nuclear Refurbishment

Ontario Power Generation (OPG), with support from the Province, is planning a major refurbishment of Units 5 to 8 at the **Pickering Nuclear Generating Station**. The initiative aims to extend the facility's operation by over 30 years, delivering safe, reliable energy while benefiting the economy and environment. OPG has applied to the Canadian Nuclear Safety Commission for a 10-year licence renewal, and the City of



Pickering will actively participate in the hearings to help assess and manage community impacts.



Collective Bargaining

The ongoing collective bargaining process aims to renew the existing agreement with the **Pickering Professional Firefighters' Association**. Our primary goals are to enhance operational efficiencies and ensure that the agreed-upon working conditions address employee needs while maintaining fiscal responsibility.

Leadership Development Framework

Pickering's Human Resources Department will continue advancing the newly established **Leadership Development Program**, culminating in the successful completion of the inaugural **Leadership Certification**.



SAP Recruitment and Onboarding Implementation

The City will implement the Recruitment and Onboarding modules within the Human Resources Information System (SAP) to streamline hiring processes, improve operational efficiency, and enhance the candidate experience – ultimately contributing to increased engagement and retention.



Short-Term Rental Monitoring and Licensing Review

The City will continue monitoring community trends and feedback related to short-term rentals. This analysis will inform decisions regarding the potential implementation of a licensing regime to address resident concerns and ensure responsible rental practices.



Ontario Power Generation is planning a major refurbishment of Units 5 to 8 at the Pickering Nuclear Generating Station.



2026 Priorities



Priority 2:

Advocate for an Inclusive, Welcoming, Safe & Healthy Community



Opening of the Dorsay Community & Heritage Centre

In Spring 2026, the City will officially open the Dorsay Community & Heritage Centre to the public. Serving as the new Visitor's Centre for the Pickering Museum Village, the facility will preserve local history and provide essential storage for over 11,000 artifacts. Replacing the aging Greenwood Community Centre, which will be decommissioned in 2026, the new Centre will feature Pickering's first public exhibit and art gallery, showcasing travelling exhibitions and local artwork. It will also offer a diverse range of cooking, fitness, recreation, and cultural programs, and house a new branch of the Pickering Public Library.



Installation of Outdoor Fitness Equipment

Following the 2025 participatory budget poll, the City will allocate approximately \$100,000 per ward to install outdoor fitness equipment in existing neighbourhood parks



– responding to the top-ranked community priority for enhancing quality of life. With park suitability assessments completed and equipment procurement scheduled for early 2026, installations across three parks will be completed by Summer 2026.



Fire Hall #5 Replacement Design and Tender

Pickering will complete the design phase for the replacement of Fire Hall #5 on Bayly Street, which has reached the end of its lifecycle. Originally built in 1969, the current facility at 1618 Bayly Street no longer meets the needs of the growing community and will be replaced with a modern station designed by ZAS Architects. Located at the southeast corner of Bayly Street and Sandy Beach Road, the new facility will incorporate enhanced crew decontamination measures, align with current staffing needs, and integrate advanced environmental and energy-efficient design strategies. Construction is scheduled to begin in 2026 and will

be initiated through a formal tender process, providing enhanced service capacity and infrastructure to better support emergency response efforts.



Ongoing AODA Compliance Training

Building on the success of the 2025 accessible documents training, the City of Pickering will continue supporting staff in meeting Accessibility for Ontarians with Disabilities Act (AODA) requirements. This will be achieved through ongoing professional coaching and third-party training, ensuring inclusive and accessible service delivery.



Satellite Animal Adoption Centres

Pickering will collaborate with local businesses to establish satellite animal adoption centres.

These centres will create new volunteer opportunities and expand access to pet adoption services, fostering community involvement and enhancing animal welfare.



Digital Transformation of Customer Care Services

The Customer Care Centre is advancing service delivery through the planned implementation of **Microsoft Dynamics, a modern customer relationship management (CRM) platform.** This initiative will streamline internal processes, enhance access to real-time information, and deliver a more seamless and integrated customer experience. By enabling greater digital connectivity, transparency, and operational efficiency across municipal services, the system will benefit both staff and residents – empowering teams to respond more effectively and residents to engage more easily with City services.



2026 Priorities



Priority 3:

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



PICKERING FORWARD

Planning tomorrow, together.



Completion of the New Official Plan – Pickering Forward

In the first quarter of 2026, the City will release the draft of the new Official Plan for public and Provincial review, marking the completion of Phase 2 of the Official Plan Review. Following the collection and analysis of feedback, revisions will be made to the draft, and the proposed Official Plan will be presented at a Statutory Public Meeting. Upon final adjustments, the recommended Official Plan will be submitted to the Planning & Development Committee and Council for adoption, concluding Phases 3 and 4 of the review. The new Pickering Official Plan will serve as a strategic framework to guide the City's growth and development over the next 20 years.



Finalize and begin implementation of the City's new Roads Needs Study

In 2026, staff will initiate the planning and implementation of the updated Roads Needs Study. This comprehensive study includes detailed road condition assessments through physical inspections and digital monitoring, evaluating pavement integrity, traffic patterns, and safety metrics. The study identifies priority areas for repair and upgrades, recommends optimal treatment timelines, and provides a 10-year budget forecast to support strategic resource allocation and long-term infrastructure planning.



Design of the Seaton Recreation Complex & Library (SRCL)

In 2026, the City will begin detailed design work on the Seaton Recreation Complex & Library (SRCL), its first new recreation facility since 1983. Designed by Perkins&Will, the SRCL will serve both existing Pickering residents and the growing Seaton community by offering a wide range of indoor and outdoor amenities. These include pools, a triple gymnasium, twin NHL-sized ice pads, a full-service library, fitness and program spaces, and extensive outdoor recreational facilities such as pickleball and tennis courts, a splash pad, and a skateboard park. The facility is envisioned as a vibrant, inclusive community hub for residents and visitors alike.



Planning a Sustainable Future for Northeast Pickering

The Northeast Pickering Secondary Plan aims to establish a comprehensive land use and development framework for lands within the Urban Area Boundary. As a strategic priority, a report on the plan will be brought forward to Council in early 2026. Subject to Council approval, City staff and the



Northeast Pickering Landowners Group Inc. will continue to work collaboratively on the pillars of the development framework. Among the many include the preparation of the neighbourhood plans and the master environmental servicing plan, and advancing discussions with essential infrastructure providers. These initiatives, as well as others, will bring the vision to life.

Proposed Expansion of Winter Maintenance for Park Pathways

Council has endorsed expanding the City's winter control program to include five additional park pathways: J. McPherson Park, Lynn Heights Park, Jackson Green, Rick Johnson Memorial Park, and S.M. Woodsmere Park. This expansion is contingent on the adoption of the 2026 Budget. Currently, the City of Pickering provides winter maintenance for pathways in 24 of its 93 parks. An additional 16 parks have been identified as potential candidates for future inclusion.



2026 Priorities



Priority 4:

Lead & Advocate for Environmental Stewardship, Innovation & Resiliency



Implementation of the Community Climate Adaptation Plan

In 2026, City of Pickering staff will continue collaborating with community partners to implement key actions outlined in the Community Climate Adaptation Plan. Initiatives will include the development of multilingual educational toolkits to inform residents about climate risks and emergency preparedness, exploration of best practices for bylaws regulating maximum indoor temperatures, and research into program frameworks that support homeowners and renters in mitigating climate-related risks such as extreme heat.



Energy Conservation Awareness and Incentives

The City will promote energy conservation awareness and incentives to help residents reduce energy costs and improve home comfort.



Completion of Radom Street Culvert Replacements

In 2026, Pickering will replace two aging steel culverts on Radom Street to prevent infrastructure failure and enhance climate resilience. The new culverts will increase water flow capacity, improve wildlife passage, and reduce flood and erosion risks in the Pine Creek/ Douglas Ravine to Frenchman's Bay corridor. This project will contribute to healthier watersheds and lower long-term maintenance costs while ensuring safer and more reliable infrastructure for residents and local ecosystems.

Through educational workshops, the Sustainable Home Expo, and digital resources such as pickering.ca/energysavings, community members will be empowered to make informed decisions about energy efficiency and sustainability.

Frenchman's Bay Watersheds Stormwater Management Master Plan Update

The Frenchman's Bay Watersheds Stormwater Management Master Plan Update was awarded to Aquafor Beech Limited in September 2025.

The project will take approximately two years to complete and will provide a comprehensive update of the 2009 plan to address future growth and climate change challenges while supporting the City's objectives related to environmental protection, infrastructure resiliency, and community safety. The update will evaluate the efficiency of the current stormwater management system and will result in a preferred stormwater management strategy with recommended measures towards achieving healthy watersheds.

Waterfront Trail – West Shore Boulevard to Marksbury Road

The City is currently undertaking a Shoreline Coastal Assessment Study for the Waterfront Trail segment between West Shore Boulevard and Marksbury Road, in collaboration with TRCA and GHD. This study aims to evaluate the current rate of shoreline erosion and establish the 100-year hazard line. The findings will guide the development of shoreline revetment solutions to mitigate erosion and support the design of a new waterfront trail connection. Planned construction includes implementing the chosen shoreline treatment and installing an accessible, asphalt-surfaced section of the Waterfront Trail.

Littering and Illegal Dumping Prevention

The organization will increase efforts to deter littering and illegal dumping through targeted education and enforcement initiatives.

By promoting community pride and raising awareness about responsible waste management and the broader impacts of litter, residents will be encouraged to contribute to a cleaner, more sustainable city.



2026 Priorities



Priority 5:

Strengthen Existing & Build New Partnerships



Advancing Post-Secondary Partnerships in Pickering

The City of Pickering continues to **prioritize attracting a post-secondary institution**. Building on existing collaborations, staff will work with the Province and educational partners in 2026 to align efforts and expand access to skilled talent and learning opportunities.



Expansion of Inter-Municipal and Agency Collaboration

Pickering will **expand working relationships with other municipalities, the Region of Durham, and external agencies such as AGCO, DRPS, OPGT, MNR, TRCA, and Metrolinx**. These partnerships will be leveraged to discuss and address shared community issues, identify collaborative solutions, and eliminate service gaps – ultimately enhancing the quality and efficiency of service delivery to residents.



Technology and Cybersecurity Collaboration

The City will **collaborate with external partners to strengthen its technology infrastructure, foster innovation, and enhance cybersecurity practices**. These efforts will support the development of more resilient community systems and ensure the protection of digital assets and services in an increasingly connected environment.

2026 Priorities



Priority 6:

Foster an Engaged & Informed Community



Sustainable Pickering Year-in-Review

The City will continue producing the Sustainable Pickering Year-in-Review, offering the community a reader-friendly annual summary of sustainability-related achievements, programs, and partnerships.

This communications tool will highlight ongoing efforts in environmental stewardship, waste reduction, natural environment enhancements, energy efficiency, sustainable development, and community engagement. It will also showcase the contributions of local organizations, volunteers, and residents who support and advance this important work.



Enhanced Fire Safety Education

Fire Services will expand community outreach efforts by delivering fire safety education through innovative approaches, with a focus on in-person engagement at community events and gatherings. These initiatives will strengthen public awareness and promote safer practices across the City.



2026 Municipal Election

In 2026, the Legislative Services Division will lead the administration of the City of Pickering's Municipal Election. Supported by a robust community engagement strategy, the campaign will ensure residents are informed, registered, and prepared to vote. As local elections shape decisions that impact daily life – from parks and roads to public services – the organization will prioritize inclusive participation to build a vibrant and responsive City.



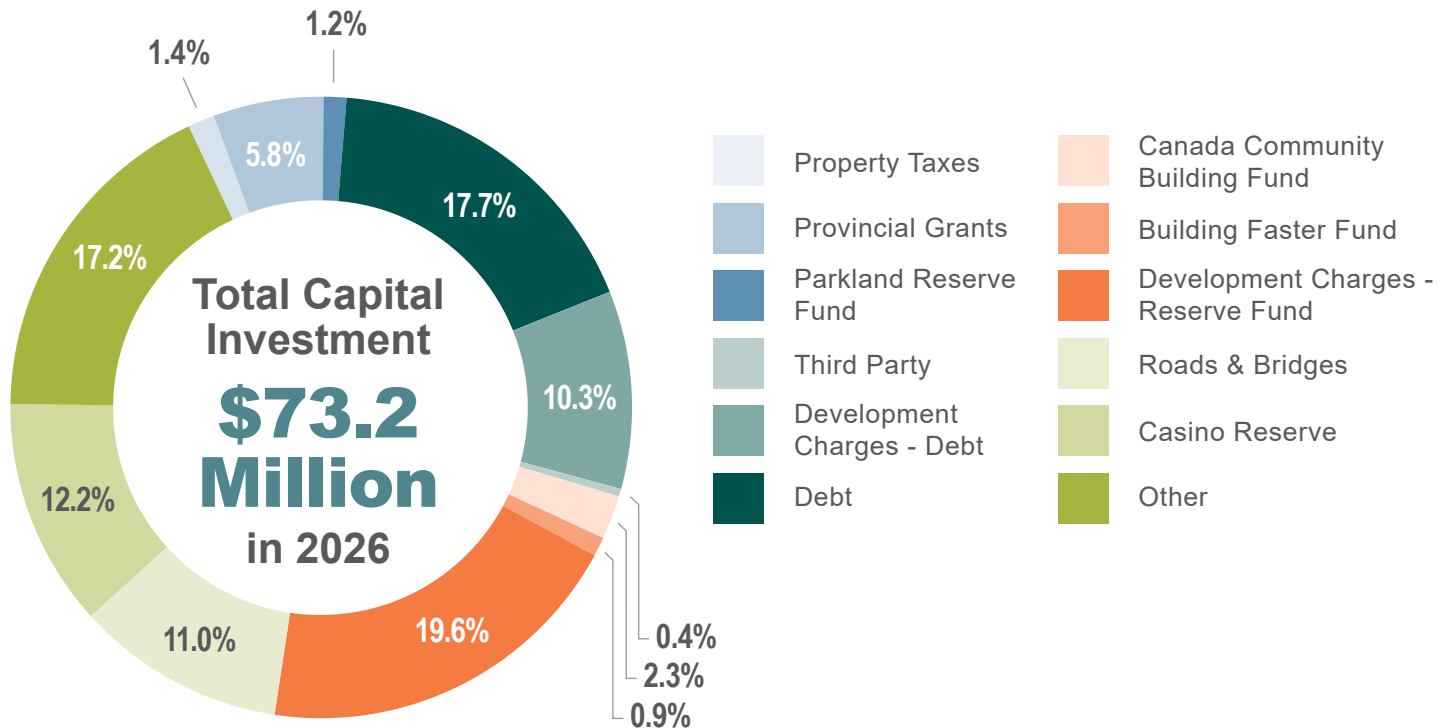
Public Education on New Ward Boundaries

With the new ward boundaries officially in place for the 2026 City of Pickering Municipal Election, we're making it a priority to ensure every resident understands how these changes affect them. Through targeted community outreach, including direct mail to impacted households, the City will help voters navigate the new ward system with confidence. Clear public education is key to making sure everyone is correctly listed on the Voters' List and ready to participate in shaping the future of their City.

Financial Highlights

2026 Total Capital Investment Financing Summary

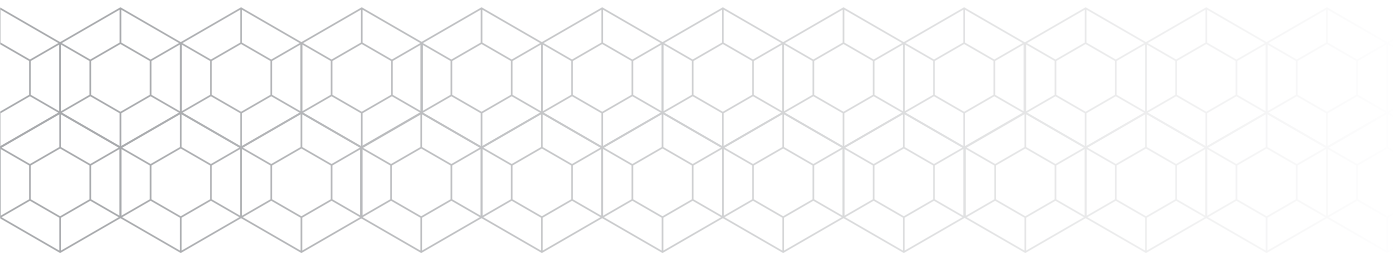
The 2026 Capital Budget includes costs for repairs, replacements and growth. Repairs and replacement costs ensure our infrastructure is maintained, safe and performing satisfactorily.



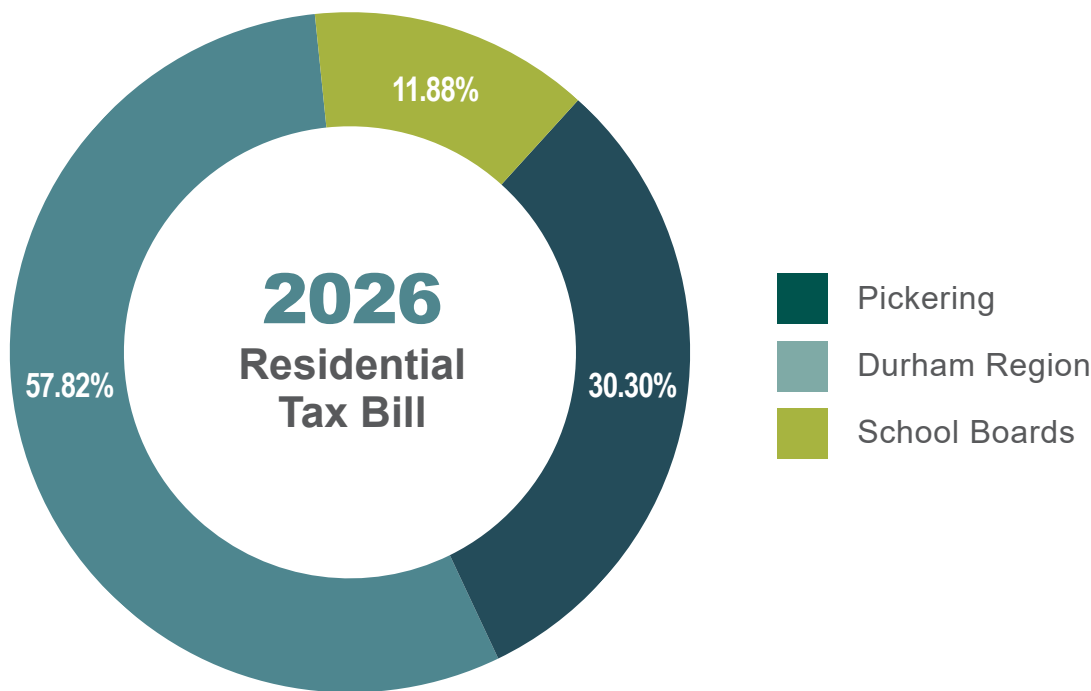
Total Capital Investment	%
Capital Paid from Property Taxes	1.4%
Provincial Grants	5.8%
Parkland Reserve Fund	1.2%
Debt	17.7%
Development Charges - Debt	10.3%
Third Party Contributions	0.4%
Canada Community - Building Fund	2.3%
Building Faster Fund	0.9%
Development Charges - Reserve Fund	19.6%
Roads & Bridges Reserve Fund	11.0%
Casino Reserve	12.2%
Other Discretionary Reserves & Reserve Funds	17.2%

City of Pickering

2026 Current Budget



How is the Residential Tax Bill Allocated?



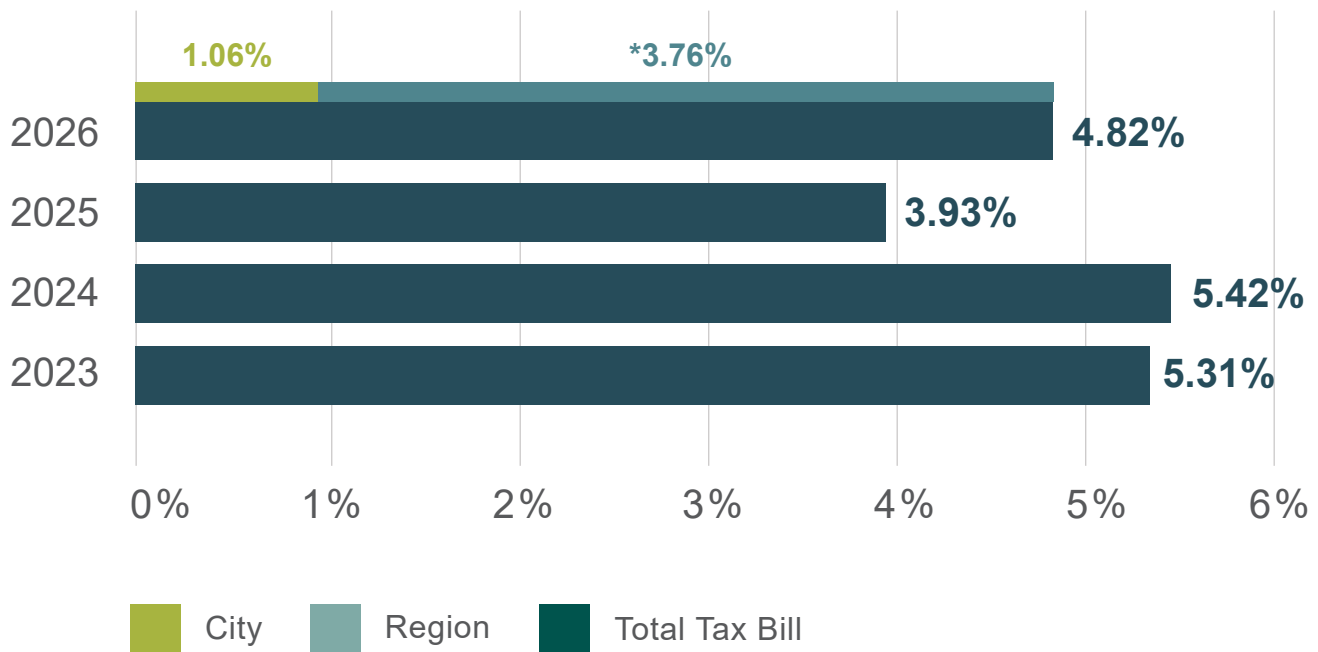
Current Budget Allocation	%
Pickering	30.30%
Durham Region	57.82%
School Boards	11.88%

City of Pickering

2026 Current Budget

How is the Residential Tax Bill Allocated?

Pickering's 2026 Budget Levy Increase is 1.06% on the Total Tax Bill

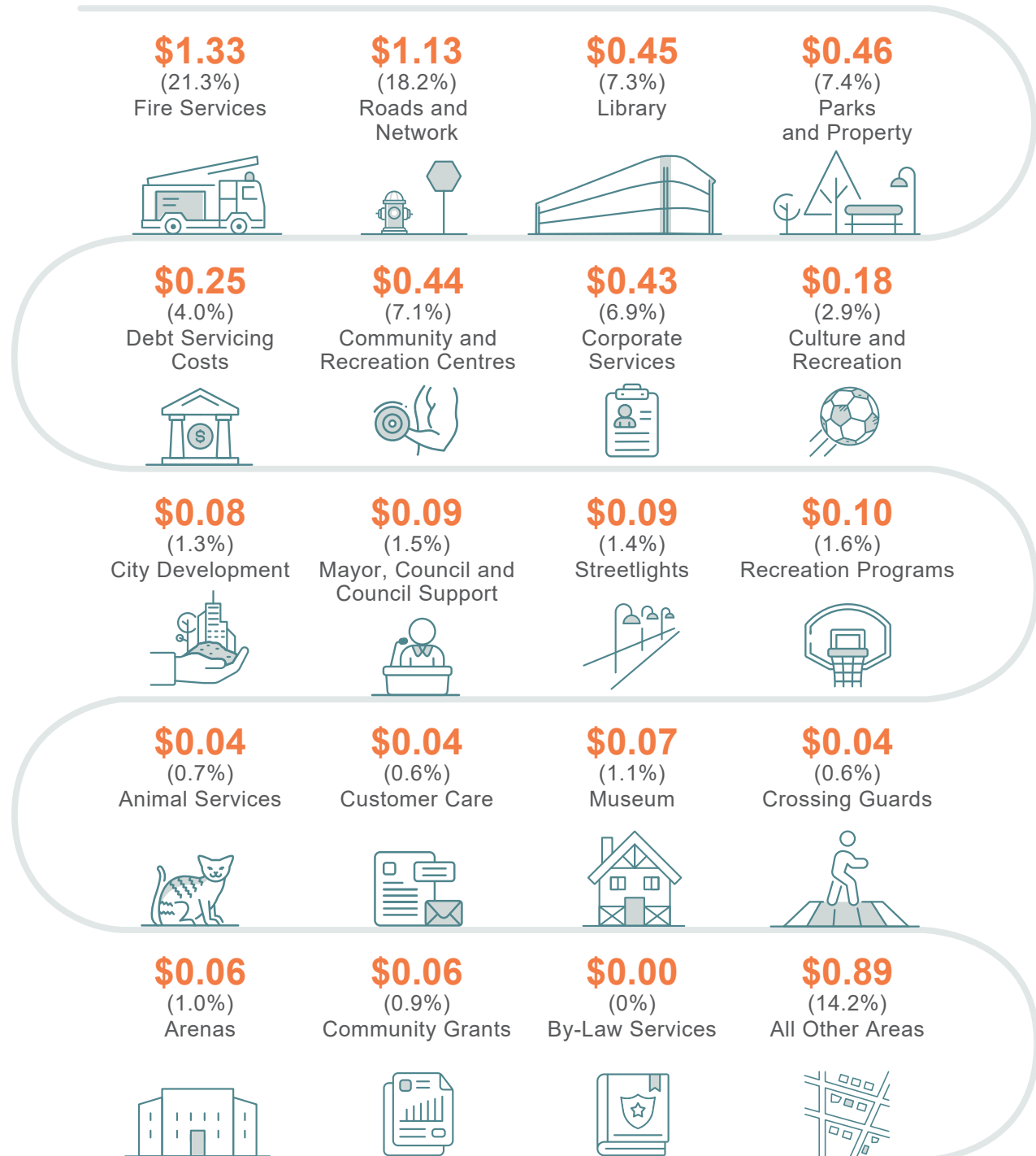


*Based on an estimate of the Durham Region levy increase of 6.5%

City of Pickering

2026 Municipal Services

Average Daily Cost of Municipal Services \$6.23



*Calculated based on the average assessed value of \$563,000 for a residential property



The Corporation of the City of Pickering



One The Esplanade
Pickering, ON
L1V 6K7



905.683.7575



customercare@pickering.ca



letstalkpickering.ca/budget