

2025 Budget Highlights



— City of —
PICKERING

letstalkpickering.ca/budget



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 look forward to another exciting year, I'm eager to share the promising developments and projects that lie ahead for Pickering. Our city continues to grow and thrive, with our population expected to exceed 150,000 by 2036, making us a leader in the province. This growth brings a wealth of opportunities, and the 2025 Budget positions us to take full advantage of them.

The City of Pickering, like so many of you, is facing significant financial pressures, due to inflation and ongoing affordability challenges. I want to assure you that I'm committed to balancing the need for essential infrastructure and community services with responsible fiscal governance that prioritizes your well-being.

When the Province of Ontario introduced Strong Mayor Powers, I took that as a challenge to try and minimize the financial strain on households. In my first presented budget, I implemented a modest levy of 3.99 per cent and this year, I've further reduced the levy to 3.75 per cent.

Our budgeting approach reflects our commitment to meeting today's needs while also planning for and building a strong and vibrant future. We're advancing a number of key projects and initiatives, and I share in your excitement in seeing these dynamic plans come to life.

I invite you to explore the 2025 Budget Highlights, where you'll find a recap of our recent achievements and a preview of the exciting projects and initiatives that are shaping Pickering's bright and promising future. Together, we're building one of the very best places in Canada to live, work, and play.

Kevin Ashe
Mayor,
City of Pickering

A Message From **Our Chief Administrative Officer**



I am pleased to present highlights from the 2025 Budget, which reflects our steadfast commitment to delivering high-quality municipal services, programs, events, and infrastructure for our growing and diverse community.

The City of Pickering is projected to be the fastest growing community in Durham Region over the next 30 years. In fact, we exceeded our housing target in 2023 by 58%. With this anticipated growth, we must make strategic investments to meet the needs of our residents and businesses.

The document highlights some of the major achievements of 2024 and how we will build upon this momentum through the initiatives planned to be undertaken in 2025, such as building new facilities, enhancing our parks and trails, maintaining our roads and bridges, and advancing our environmental and social goals. These achievements and initiatives are aligned with our Corporate Strategic Plan and vision for Pickering as a vibrant, connected, and complete city.

Pickering's strength lies in its people—those who choose to live, work, play, and invest here. I would like to extend my sincere gratitude to Pickering Council, dedicated staff, residents, businesses, volunteers, and community partners for their invaluable contributions and collaboration. It is through our collective efforts that Pickering has been recognized by the Globe & Mail as one of the most livable cities in Canada.

I invite you to explore the 2025 Budget and learn more about how we intend to invest in our community's promising future.

A handwritten signature in a light blue or teal color, which appears to be the name Marisa Carpino.

Marisa Carpino

Chief Administrative Officer,
City of Pickering

City Council



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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

What We Heard

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

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

Participation

From mid-June to September 2023, members of the public had the opportunity to learn about the project and share their feedback.



1,250
Survey
Responses



5.3K
Total Project
Website Visits

Community Engagement



7 Interviews With
Mayor and
Members Of
Council



9 Community
Group/Advisory
Committee
Presentations



3 Staff
Facilitated Live
Presentations



14 Staff Facilitated
Information
Pop-Ups

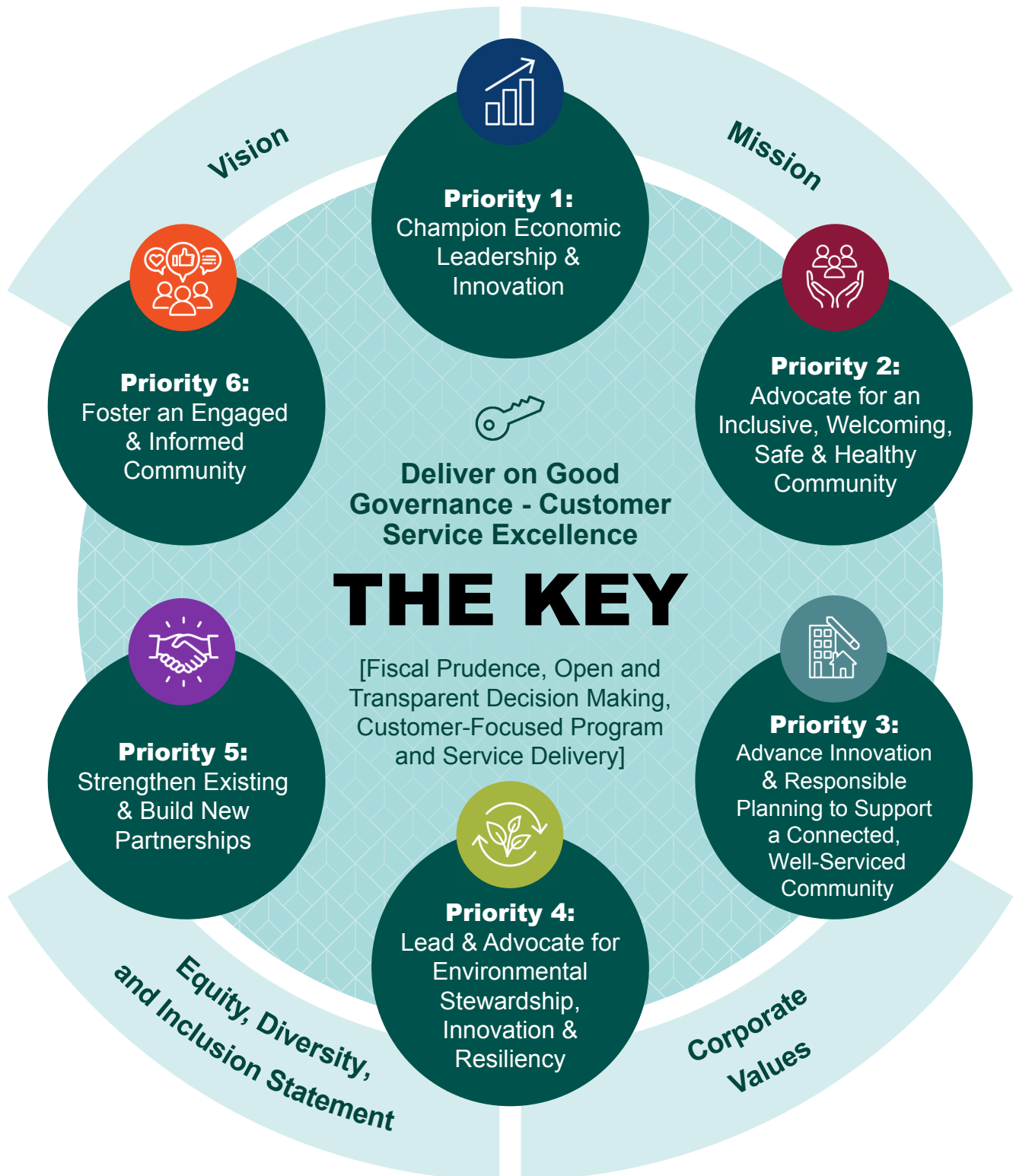


35 Community
Connections
Staff street team conducted door-to-door visits with local businesses, places of worship and seniors' residences.



9 Staff Consultations
(By Department)

Corporate Strategic Plan - At A Glance



2025 Budget Engagement

What We Heard



3,200+

Project Site
Visitors



700+

Total Active
Participants



585+

Participatory
Budget
Polling (New)



115+

General Feedback
Survey On Budget
Priorities

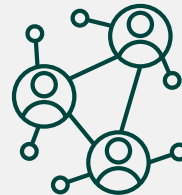
Additional Social Engagement



1.2K

Engagements

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



136.2K

Reach

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

Participatory Budget Polling Results

Top Ranked Projects For Enhancing
The Quality Of Life In Our Community:*

#1

Outdoor Fitness
Equipment

#2

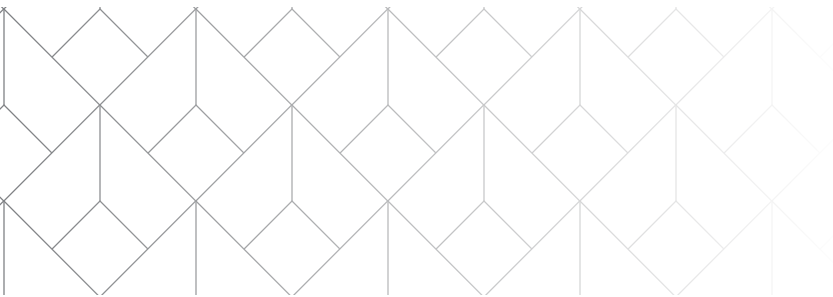
Shade Structure with
Outdoor Gathering Space

#3

Urban Street Furniture

*As voted on by residents who chose to allocate \$100,000 per ward to a neighbourhood project (funded through revenues received from Casino Revenues).

2024 Key Achievements



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 develops and elaborates on the Strategic Priorities by setting out 23 areas of Strategic Focus and 88 Specific Actions – nearly all of which have been started. Action items will continue to be prioritized over the next three years.

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



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



Corporate Key:

Good Governance/
Customer Service Excellence



14

Actions

4

Areas of
Strategic
Focus

» 2024 Budget and Future Planning

The 2024 Budget reflected a significant investment of funds that enable the delivery of critical services, programs and infrastructure to serve our dynamic and growing community. Adopted on March 1, 2024, the 2024 budget represented a residential levy impact of 3.99% on the City's share of the total tax bill. The City has also prepared a 9-year Capital Budget forecast to responsibly plan our future and guide the City's infrastructure investments over the long term.

» Leadership Development

The City of Pickering developed a leadership training and education program to address specific needs. This program aims to improve the knowledge and skills of current leadership staff in managing employees effectively. The initial training sessions for 70 supervisory staff covered fundamental management topics, focusing on Human Resources Policies with an emphasis on Equity, Diversity, and Inclusion.

» Building Pickering's Internal Corporate Capacity

An Information Technology (IT) Capability Assessment was conducted in 2024 to address the needs of Pickering's growing and diverse population. City Council approved this Assessment, allowing staff to integrate its recommendations into future planning and budgeting activities for the City of Pickering.

» Streamlining Fire Dispatch Services

The City of Pickering is committed to delivering municipal services while balancing the financial impact on taxpayers. In April 2024, Council approved the Fire Communications Services Agreement to outsource fire call-taking and dispatch services to the City of Oshawa. This decision aims to streamline dispatching and emergency communications, resulting in cost savings.

» Renovating Council Chambers

In 2024, consulting services for renovations of the Council Chambers at Pickering City Hall were awarded. The work includes comprehensive improvements to accessibility, technology, acoustic performance, audio-visual systems, controls, electrical and mechanical systems, security, millwork, finishes, and related systems and building elements. These enhancements will improve the functionality of the Council Chambers, creating a more welcoming and accessible space.



» Pickering Achieves a “Clean Audit” from External Auditor

Deloitte completed the 2023 audit, and the 2023 Financial Statements were presented to City Council. The City received a “Clean Audit,” indicating that the external auditor has determined the financial statements to be free from errors or omissions, which is a positive financial indicator.

» Pickering’s Cyber Security Initiatives

In 2024, Pickering partnered with Durham College to support cyber security and innovation, and chairs the Durham Cyber Security Taskforce to coordinate municipal security and incident response.

» Promoting Service Modernization

In 2024, the payroll modernization initiative advanced with the migration to an updated version of ADP’s application, which integrates with SAP to enhance the efficiency of employee updates and financial data management. The planning phase for the SAP RISE project is currently underway, focusing on transitioning to the latest version of SAP S/4 HANA. Concurrently, preparations are being made in SuccessFactors to implement the Recruitment and Onboarding modules.

» Succession Planning

The City has implemented initiatives for succession planning. A thorough analysis of senior leadership roles was carried out to pinpoint those at risk of attrition, with the goal of developing a strategy for effective knowledge transfer and ensuring operational continuity.

» Development Charges Study

The City of Pickering has commenced a Development Charges (DC) Study, a multi-year growth-related capital budget exercise. Council approval is anticipated by June 30, 2025. This DC Study aims to secure additional funding to support the increased costs associated with growth-related capital projects.

» Asset Management Plan Initiative

The City has initiated internal efforts to comply with the Provincial Regulation O. Reg. 588/17 deadline of July 1, 2025. This regulation mandates municipalities to have an approved asset management plan for all municipal infrastructure assets. The plan must include the identification of proposed levels of service, the necessary activities to achieve these levels, and a strategy to fund such activities. Future annual capital budget development for infrastructure renewal will be based on this asset management framework.



The 2024 budget represented a residential levy impact of 3.99% on the City's share of the total tax bill



Priority 1:

Champion Economic Leadership & Innovation



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Actions

4

Areas of Strategic Focus



Championing Economic Leadership and Innovation through Tourism

The City launched and implemented Pickering's first Community Visitors Plan in 2024 to promote tourism as an economic driver. This plan will guide City staff, local businesses, tourism attractions, and regional partners in welcoming visitors to Pickering and providing them with opportunities to enjoy all Pickering has to offer.



Endorsing the Extension of Nuclear Power Operations

Recognizing the history of nuclear power in Pickering, the City endorsed Ontario Power Generation's (OPG) Licence Amendment Application for extending operations of the Pickering Nuclear Generating Station (PNGS) Units 5 to 8 until December 2026.

On October 11, 2024, the Canadian Nuclear Safety Commission approved this extension. Pickering appreciates OPG as a key community partner, providing 4,500 jobs locally and supporting 7,500 more across Ontario's supply chain. PNGS supplies about 14% of Ontario's electricity, highlighting nuclear power as a reliable and efficient solution to meet increasing energy demands without greenhouse gas emissions.



PICKERING FORWARD

Planning tomorrow, together.



Following Council's approval in March 2024, City staff initiated Pickering's Official Plan Review (Pickering Forward) to ensure that policies support a healthy economy while aligning with environmental priorities and promoting responsible growth. The Official Plan serves as the City's long-term, comprehensive planning document, guiding land use decision-making. It represents Council's vision—guided by community

engagement—for the City’s growth and transformation. The plan establishes a policy framework for the City’s physical, environmental, and economic development, ensuring that growth occurs responsibly and that resources are utilized efficiently and sustainably. As part of Phase One, Background & Research, two Discussion Papers have been released: Community Vision and Priorities; and Growth Management.



Supporting Youth Employment

In 2024, the **Employment Opportunities** webpage on the City’s website was upgraded to highlight opportunities for youth and to serve as a central hub for volunteer opportunities in collaboration with **Community Services**. Additionally, employment resource links were further enhanced to ensure ease of public access and to promote inclusivity.



Free Weekend Shuttle Service

For the summer season, the **City of Pickering and Durham Region Transit** collaborated to provide a complimentary weekend shuttle service. This service, which started on June 29, 2024 and concluded on September 2, 2024 operated on weekends and statutory holidays, facilitating convenient access to and from the waterfront for individuals to enjoy its numerous attractions.



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



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Actions

4

Areas of Strategic Focus



Advancing Equity, Diversity, and Inclusion

In May 2024, the City's first Equity, Diversity, and Inclusion (EDI) Strategy was approved by Council. This foundational document is essential to ensuring that our organization prioritizes equity, diversity, and inclusion at every level of decision making and operations so that our policies, programs, services and facilities reflect and serve the diverse needs of our community.



Completing Accessible Playground Projects

The City of Pickering undertook the reconstruction of playgrounds at Progress Frenchman's Bay East Park, St. Mary Park, Forestbrook Park and Southcott Park to make these facilities fully AODA compliant. The scope of work included the replacement of pathways and curbing surrounding the playground, site furniture, installation of new playground equipment, and replacement of the engineered wood

fiber safety surfacing with rubber safety surfacing to make them much more accessible. These improvements provide youth of all abilities with an opportunity to enjoy playgrounds in a safe, inclusive, and welcoming environment.



Supporting Additional Dwelling Units

The City of Pickering and the Town of Whitby collaborated in 2024 to share resources to pre-approve detached Additional Dwelling Units (ADUs). This program aims to establish an expedited process for the public to select designs and obtain building permit approval for detached ADUs. The Town of Whitby is providing financial resources secured through a federal Housing Accelerator Fund grant, while the City of Pickering is contributing staff resources to support the program.



Mental Wellness through Training and Engagement

Pickering championed the City Staff Mental Wellness Committee's efforts by facilitating Mental Health First Aid – Standard Training for front-line staff, supervisors, and managers. This training aims to reduce stigma and equip participants with the necessary tools and resources to support the mental health of our staff and effectively engage with the public. Additionally, various staff events were coordinated throughout the year to promote mental wellness and engagement.



Promoting the City's Emergency Preparedness Efforts

Fire Services, in collaboration with Durham Regional Police Services, hosted its inaugural Community Safety Day and Open House. This significant event allowed both agencies to engage with the public on a personal level and convey important messages regarding home fire safety and critical police matters within the community. Other educational initiatives from Fire Services included the 'Spring into Summer Safety' campaign and FireSafe Pickering.



Celebrating Diversity and Heritage in Pickering

In 2024, Pickering held over 40 community events, engaged more than 30 artists and launched a new permanent exhibit, that was partially funded by the Government of Canada, at the Pickering Museum Village entitled, Roots to Rebellion, from a Black-settler perspective.



Grand Opening of Jerry Coughlan Health & Wellness Centre

In February 2024, Pickering celebrated the grand opening of Jerry Coughlan Health & Wellness Centre, a new state-of-the-art Surgical Centre and health-care facility. This cutting-edge facility brings a broad range of healthcare services under one roof, making high-quality care more accessible to the thriving communities of Durham Region. From the state-of-the-art Surgical Centre, expected to complete over 9,000 cases annually, to essential services like primary care, urgent care, laboratory, and diagnostic imaging, this centre is making healthcare more accessible.

» Updating the Central Library

In 2024, the Central Library underwent renovations, which included updates to the lobby and the installation of four bookable work pods.

» Pickering Public Library's Strategic Plan

Pickering Public Library launched its 2024-2027 Strategic Plan and a new vision to:

- Explore ideas.
- Connect communities.
- Embrace possibilities.
- Build for the future.

This new vision is supported by a new brand:



» Launching "Ovee"

In September 2024, Pickering Public Library introduced its new outreach vehicle, "Ovee". This vehicle is specifically designed to deliver essential library services directly to residents throughout Pickering. With a particular focus on reaching individuals in underserved areas or those located far from library branches, this innovative addition to the library's services aims to ensure that everyone in the community has access to books, movies, and a wide range of other resources, regardless of their location.



Pickering Public Library Statistics



1,421,500

In-Person and Virtual Visits



40,200

Active Cardholders



24,800

Events and Outreach Attendance



873,300

Materials Loaned



Long-Term Care Home in Pickering

In March 2024, construction began on a new 200-bed long-term care home in Pickering. The facility will add 200 beds and is projected to open its doors to residents in summer 2026. The three-storey building will include design enhancements such as an outdoor café/terrace, gardens for residents and visitors, expanded common areas, and air conditioning throughout the premises. Upon completion, the home will be managed by the Regional Municipality of Durham.



Implementing the City's Public Art Plan

In 2024, the City successfully implemented its Public Art Plan, which included the installation of new permanent artworks. These installations featured "Medicine is Water" at Pickering's Waterfront, "ayukwēnq̄dih" at the intersection of Kingston Road and Whites Road, and "Crimson Inflorescence" on 11 light posts in Esplanade Park. Furthermore, eight temporary artworks were also installed during the year.



Community Safety & Well-Being

In 2024, the City's first Community Safety & Well-Being Plan was approved by Council. This plan involves enhancing community safety through direct service and program delivery while continuing to assist the Region of Durham in implementing its Community Safety & Well-Being Plan.



Supporting Community Members with Diverse Needs

The City provided support to community members with diverse needs, including those experiencing poverty and homelessness. In 2024, Community Services formed the Community Safety & Well-Being Homelessness Task Force to provide additional support.



» Family Physician Recruitment Initiative

The City of Pickering collaborated with Durham partners to improve access to medical practitioners. A Memorandum of Understanding among the City of Pickering, the Regional Municipality of Durham, and all Durham local municipalities was approved by Council to fund, create, and implement a family physician recruitment program in Durham.

» Community Veterinary Initiatives in 2024

In 2024, Animal Services and local veterinarians hosted two affordable clinics for rabies vaccinations and microchipping, making veterinary care more accessible.

» Establishment of Durham Region's First Stand-Alone Post-Acute Rehabilitation Centre

In 2024, the City of Pickering welcomed news from the Ontario government about the establishment of Durham Region's first stand-alone Post-Acute Rehabilitation Centre in Pickering. The centre will provide a connection between acute hospital care and home-based recovery as patients transition from hospital to home, offering comprehensive support tailored to meet various recovery needs. The facility aims to address the gap in services during the critical recovery phase, improving outcomes for patients.

» Pet Health and Well-Being

In 2024, the City maintained its commitment to promoting the health and well-being of pets and their owners through inclusive and accessible programs. These initiatives included the community pet pantry, three satellite adoption centers, and complimentary behavioural support for post-adoption care, foster families, and residents contemplating the surrender of a pet.



Priority 3:

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



10

Actions

2

Areas of Strategic Focus

» Implementation of Beachfront Park Master Plan Phase 1 Construction

The waterfront trail boardwalk on Beachfront Park between Millennium Square and Alex Robertson Park was removed in 2020 due to damage sustained by high water levels and wave uprush from Lake Ontario. Upon completion of the Beachfront Park Rehabilitation & Needs Assessment Study, and following an in-depth study of the shoreline, consultation with Toronto and Region Conservation Authority, and public and stakeholder engagement, a final preferred design was adopted by Council. Detailed design was completed, and the project was tendered and awarded in August 2024. Construction is underway and is anticipated to be complete by July 2025. The scope of work for Phase 1 includes the construction of an elevated walkway and cycling route,

viewing platforms overlooking Hydro Marsh, barrier free access ramps from the elevated structure to the beach, site lighting and furniture and Lake Ontario shoreline protection.

» Consolidated Zoning By-law Review

The Consolidated Zoning By-law Review was completed with the presentation to Council of a Draft Zoning By-law for consideration and adoption. The Draft Zoning By-law is a City-wide by-law that consolidates six existing zoning by-laws and modernizes definitions, zoning provisions, and zoning categories for the City. It is also the first time the Zoning By-law will be available digitally on the City's website with an online interactive zoning map, providing greater accessibility for the public and development industry.



High Frequency Rail Station in Pickering

The High Frequency Rail (HFR) project by VIA Rail represents one of Canada’s most significant investments in rail infrastructure. The City of Pickering, together with the Region of Durham, presented a business case to the HFR team in 2022 to support the development of a stop in Pickering. In 2024, staff finalized and submitted the second phase of the station proposal, detailing the concept and corridor design for the HFR team. Advocacy efforts will continue as the broader HFR project moves toward the procurement process.



Investing in Arts, Heritage, and Culture

The City of Pickering is investing in arts, heritage, and culture with the Pickering Heritage & Community Centre. This project will combine the Museum, Library, and Community Centre into one facility. Construction of this 44,000 square-foot facility began in March 2024 and will be the City’s first zero-carbon Community Centre. Once completed, the amenities will include an exhibit gallery, program room, multi-purpose hall (with a stage), kitchen for public programs, storage for the museum artifact collection (over 11,000 artifacts), City archives, and Pickering Public Library’s local history collection and a Library Express Kiosk, gift shop, and outdoor program spaces (including an art garden and patio).



The City of Pickering is investing in a 44,000 square-foot facility, combining the Museum, Library, and Community Centre





Recreation & Parks: Vision for the Next Decade

The Recreation & Parks – Ten Year Plan was completed in 2024. This Plan will provide direction and guidance for managing parks and recreation programs, infrastructure, and investment in a fiscally responsible manner to the year 2034.



Arena Strategy for the Future

As a companion document to the Recreation & Parks – Ten Year Plan, the City of Pickering also completed an Arena Strategy to ensure that the city is planning to support arena facility needs. This study included a thorough review of existing ice infrastructure to ensure that arena facilities meet the demands of the ice user community. As an outcome of the strategy, a new double pad, regulation size arena facility is being planned for the new Seaton Recreation Complex & Library that is scheduled to open in 2029.



Upcoming E-Scooter Pilot Program in Pickering

In 2024, Pickering Council authorized City staff to issue a Request for Proposal to select a vendor to undertake and implement a shared e-scooter pilot program in the City of Pickering. Results from the RFP will be returned to Council for their consideration in Q1 2025.



Bringing a Brand-new Recreation Complex & Library to Pickering

In 2024, Pickering City Council awarded Perkins & Will Canada Inc. the design contract for the Seaton Recreation Complex & Library. This state-of-the-art facility will be the largest project in Pickering's history and the first multipurpose recreation complex built in over 40 years. Located at Whitevale Road and Sideline 24 on a 25-acre site, the amenities will include a 25-metre pool, warm-water leisure pool, gymnasium, walking track, fitness centre, studios, full-service library, a new double pad, regulation size arena, playground, splash pad, and outdoor spaces. Community engagement on the three proposed design concepts was held from September to November 2024. Upon completion of the design process, Council will consider awarding the construction contract in Q1 2026.



Facilities Renewal and Strategic Planning in Pickering

Many of Pickering's facilities are aging and need major investments or replacement. In 2024, City staff completed a Facilities Renewal Study to assess these facilities and guide future decisions on renovations, replacements, or disposals. City Council endorsed this study in January 2024. This Study informs ongoing recommendations and decisions on the strategic planning of the City's facilities inventory, supports the City's Asset Management Plan, and aligns with the Recreation & Parks – Ten Year Plan.

Priority 4:

Lead & Advocate for Environmental Stewardship, Innovation & Resiliency



8

Actions

2

Areas of Strategic Focus



Tree Protection

The City of Pickering has revised its **Tree Protection By-law** to provide greater protection for trees in the community. The updated Modernized Tree Protection By-law No. 8073/24 now regulates environmentally sensitive areas, including significant woodlands, based on newly updated environmental features mapping. This revision also includes updated terminology, definitions, fines, and is supported by revised permit fees and charges.



Pickering's Sustainability Achievements

The City's sustainability initiatives are detailed in its annual **Sustainable Pickering Year-in-Review** report. For 2024, these activities included tree plantings, pollinator projects, litter cleanup campaigns, the Pickering Farmers' Market, in-person and online educational workshops, and additional community-based initiatives.





Completing the Pine Creek Erosion Assessment Study

The Pine Creek Erosion Assessment Municipal Class Environmental Assessment was completed by Aquafor Beech Limited and presented to Council for endorsement in September 2024. The purpose of the study was to complete a comprehensive geomorphic assessment of the Pine Creek channel corridor from north of Finch Avenue to Kingston Road, evaluate alternatives, assess environmental impacts of proposed improvements, identify reasonable measures to mitigate any adverse impacts, and prepare a rehabilitation works plan.

Implementation of the recommended channel rehabilitation projects over a 15-year period, based on priority, will result in the long-term stability of Pine Creek, reduce suspended solids in the channel and improve water quality reaching Frenchman's Bay.



Community Climate Adaptation Plan

The City of Pickering began developing its first Community Climate Adaptation Plan to help community members prepare for, and adapt to, extreme weather-related events. By integrating scientific insights, comprehensive policy analysis, and extensive community and stakeholder feedback, Pickering aims to develop a forward-thinking strategy that ensures both immediate and long-term climate resilience. The City



has already initiated several actions, demonstrating a proactive approach to managing these impacts. The implementation of this plan in 2025, pending Council approval, will ensure that climate resilience is embedded into economic, social, and environmental decisions. Benefits will include the reduction of future costs, the protection of infrastructure, and safeguarding community members, including those most vulnerable.

Priority 5:

Strengthen Existing & Build New Partnerships



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Actions

4

Areas of Strategic Focus



Ratepayer Associations

In April 2024, City Council approved Pickering's Ratepayer Associations Policy. This policy allows for the formal registration of ratepayer groups, which is now listed on a dedicated webpage on the City's website. This Registry aims to increase public awareness of these associations and provide residents with resources for community matters. The Policy also offers benefits to alleviate administrative costs and enhance public engagement opportunities for ratepayer associations.



Retrofitting the Pickering Soccer Centre for Multi-Sport Use

The City of Pickering collaborated with the Pickering Football Club to reconfigure the interior space at the Pickering Soccer Centre. This project was initiated following a snowstorm in January 2022, which caused damage to the dome and presented an opportunity to retrofit the facility for expanded purposes to include futsal, football, softball, ultimate frisbee, lacrosse, volleyball, spikeball, cricket, and pickleball.



Recruitment Outreach

The City actively engaged with the wider community, particularly targeting students and recent graduates, at various career fairs in 2024. The objective was to promote employment opportunities within the City and position the City as an employer of choice that values inclusivity.



Priority 6:

Foster an Engaged & Informed Community



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Actions

3

Areas of Strategic Focus



Conversations in the Community

To enhance community understanding of municipal government, the City introduced “Conversations in the Community” in 2024. This webpage serves as a central hub for residents to gain information on various topics of interest within our community. In 2024, the topics covered included the Digital Strategy, Casino Revenues, Pickleball, and more! The site has received over 800 page views to date, and in 2025, the platform will continue to be used to ensure municipal information is easily accessible to residents.



Embracing Digital Transformation

In February 2024, Pickering Council endorsed the Digital Readiness Assessment and Strategy. This Strategy outlines an investment and implementation framework designed to leverage digital technology for enhancing operational efficiency and service delivery. The objectives and outcomes specified in this Strategy include a website refresh, aimed at

achieving improved user experience, enhanced engagement, and better service tools.



Pickering is recognized as one of Canada’s Most Livable Cities

The Globe and Mail published its “Canada’s Most Livable Cities” list, placing Pickering as the 3rd most livable city in Ontario and the 26th in Canada. The main goal of this list is to showcase the Canadian municipalities that excel in key ‘livability’ categories. This accolade demonstrates that Pickering is a desirable place to call home, and the City’s public communications efforts are helping to amplify that burgeoning reputation.

2025 Priorities



Corporate Key:

Good Governance/ Customer Service Excellence



» Development of the City of Pickering Property Tax Portal

The City of Pickering is in the process of developing a **Property Tax portal**. A demonstration was presented to staff in October 2024, highlighting features such as viewing property information and conducting transactions through the portal (e.g., paying property taxes, ordering certificates, etc.). The City intends to launch the portal in 2025.

» Empowering Tomorrow's Leaders

Strong and inclusive leadership is key to positioning the City for future growth to meet the needs of our residents. To address our succession planning requirements and emerging operational needs, the City of Pickering will be implementing a Leadership Development Program that offers resources, training, and mentorship opportunities to enhance supervisory skills and develop future leaders.

» Reviewing User Fee Schedules

In 2025, City staff will continue to review the user fee schedules to ensure that the fees charged are competitive with those of other municipalities.

» Enhancing Resident Engagement through Digital Innovation

As part of the Digital Readiness Assessment and Strategy, the City will work on developing a customer relationship management system to improve resident engagement and create new service solutions.

2025 Priorities



Priority 1:

Champion Economic Leadership & Innovation



» Municipal Accommodation Tax (MAT)

The MAT is collected from short-term stays and rentals to enable municipalities to fund tourism activities and other key initiatives. In 2023, City Council approved a report that presented initial findings on the application of MAT in Pickering and recommended further exploration on the subject. City staff have consulted with peer municipalities to identify the best practices and are preparing to introduce the MAT in 2025, pending Council approval.

» Investment Attraction

The Innovation Corridor is a vital employment hub, currently hosting three major developments and nearly 5,000 jobs. Efforts will continue to attract quality businesses and jobs. In 2025, the goal is to acquire and manage over 200 acres of land to bring major businesses to Pickering.

» Collective Bargaining

Collective bargaining for the renewal of existing agreements will be undertaken with the objective of enhancing operational efficiencies, maintaining competitiveness, and ensuring that the agreed-upon working conditions address the needs of our diverse workforce while upholding fiscal responsibility.

» Enhancing Tourism

The City plans to support tourism efforts at Pickering's waterfront by updating wayfinding, organizing events, providing a free Shuttle Service, and installing public art, as described in Pickering's Community Visitors Plan.

2025 Priorities



Priority 2:

Advocate for an Inclusive, Welcoming, Safe & Healthy Community



» Implementing the City's Equity, Diversity, and Inclusion (EDI) Strategy

In 2025, City staff will continue to implement the EDI Strategy and support ongoing education, awareness and action on key EDI topics through the provision of learning opportunities and resources.

» Planned Replacement of Fire Station 5

The City has identified the replacement of Fire Station 5 as a priority for 2025. The existing facility at 1616 Bayly Street has reached the end of its life cycle, and the current site cannot accommodate a new facility. The City is in the process of acquiring a new site within the response area, with the design of the new station planned for 2025.

» Enhancing Workplace Mental Health through Leadership Training

Ongoing support and resources will be provided for the Mental Wellness Committee's workplace mental health training initiatives, including coordinating comprehensive Mental Health First Aid training for senior leaders. This training aims to improve the understanding of the impact of mental well-being on organizational policymaking.

» Youth Strategy Refresh

In 2025, the City plans to update its Youth Strategy from 2017 with a new Youth Strategy.

» Access to Recreation

In 2025, the City will raise the Access to Recreation Program funding from \$60,000 to \$100,000. This increase aims to enable a greater number of residents experiencing low income to participate in recreational programs.

2025 Priorities



Upgrading Firefighting Equipment for Enhanced Safety

To ensure that our staff is equipped with the latest and most effective firefighting methods, Fire Services will replace all firefighting nozzles in 2025. This transition will be in accordance with NFPA best practices, offering a more efficient and effective approach to combating fires in contemporary structures.



Upcoming Public Art Installations and Projects in Pickering

The City of Pickering will continue to execute the City's Public Art Plan. These include the design for a new installation at the Pickering Heritage & Community Centre; installation of a permanent piece celebrating Gordon Lightfoot at Ernie L. Stroud Park, tributes to Ernie Coombs, Sigrid Squire at the Bicentennial Gardens, and Paul White in Fairport Community Park. Additionally, there will be consultation and planning for a new artwork by artist Dorsey James in Council Chambers. Eight temporary artworks are scheduled for 2025, including a 25th anniversary mural, community banners, displays commemorating significant occasions, winter-themed window art paintings, and art-themed exhibits for Chestnut Hill Developments Recreation Complex.



Renovation of the Redman House at Pickering Museum Village

With funding from Infrastructure Canada, Pickering aims to complete renovations of the Redman House in Pickering Museum Village.



Updating the City's Establishing and Regulating By-law

In 2025, the City will update its Establishing and Regulating By-law. This initiative is among the recommendations outlined in the 2024 Fire Master Plan and will aid Council and Fire Services in determining the prioritization of emergency types for which Fire Services will train and respond.



Enhancing Community Safety

Pickering plans to enhance community safety by completing its first Community Risk Assessment and Fire Master Plan. The Community Risk Assessment is a tool that enables the City to evaluate its overall fire risk and provides valuable insights for the development of the Fire Master Plan. The Fire Master Plan, in turn, serves as a strategic guide for Fire Services, encompassing all aspects of its organization and operations over the next 5-7 years. This includes, but is not limited to, staffing, station locations, response times, and initiatives in Fire Prevention and Public Education.

2025 Priorities



Priority 3:

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



» Advancing Education in Pickering

The City of Pickering is home to a well-educated labour force. In 2023, City staff began efforts to attract a post-secondary institution to the area, aiming to make higher education more accessible for residents. The project has seen considerable advancement, and the goal for 2025 will be to select locations and push forward with the initiative alongside the provincial government.

» Speaker Series

In 2025, a Speaker Series will be coordinated with knowledge leaders and community partners to encourage meaningful discussions on responsible planning and sustainable growth.

» Augmented Reality Experience Coming to Pickering Museum Village

In 2025, Pickering will collaborate with Central Counties Tourism to develop an augmented reality tour at Pickering Museum Village.

» Completing the Erosion Risk Analysis and Design of the Waterfront Trail Connection

The Toronto and Region Conservation Authority has been retained to assess coastal conditions along the Lake Ontario shoreline, determine the 100-year erosion risk line, and prepare high-level conceptual designs for erosion mitigation measures. This effort aims to establish a new section of the Waterfront Trail between West Shore Boulevard and Marksbury Road. Upon completion, the new trail linkage aims to establish a safe, accessible, and thoroughly connected Waterfront Trail that promotes active transportation along the waterfront.

2025 Priorities



Priority 4:

Lead & Advocate for Environmental Stewardship, Innovation & Resiliency



Update the City's Fill & Topsoil Disturbance By-law

The City's existing Fill & Topsoil Disturbance By-law, initially enacted in 2003 with minor amendments made between 2003 and 2009, requires updating due to significant changes in planning, policies, procedures, construction practices, and provincial regulations pertaining to excess soil disposal. Revising this by-law in 2025 will enable the City to align with emerging trends, adhere to best practices, and ensure compliance with applicable provincial legislation.



Advancing Sustainable Development Initiatives

In 2025, the City plans to support sustainable development by continuing to implement the Integrated Sustainable Design Standards (ISDS), introducing the Green Builder Civic Award, and providing educational opportunities for individuals in the development sector.



Priority 5:

Strengthen Existing & Build New Partnerships



Supporting Urban Agriculture Initiatives

Investing in urban agriculture initiatives can potentially lower grocery bills for residents, decrease carbon emissions, and offer opportunities to enhance their social, physical, and mental wellbeing. In 2025, City staff will be developing programs and events designed to address these community needs.



Fostering Community Connections

Pickering will work to build relationships and create a sense of belonging within diverse communities through effective engagement strategies, practices, and collaborative opportunities.

2025 Priorities



Priority 6:

Foster an Engaged & Informed Community



» Undertaking Public Engagement/Design for Pickering City Centre Park

Work will commence on the design of City Centre Park – a future urban park on the west side of Glenanna Road across from City Hall. Imagined through the City Centre Master Plan process, this 1.42 acre park will be the heart of the City Centre and will include features such as a refrigerated outdoor skating rink, public washrooms, a water feature, a shade structure/ stage area, public seating/gathering areas, and soft landscaping/trees. The preparation of concept designs will involve consultation and engagement with the public through in-person public information sessions and creation of a City Centre Park webpage on the LetsTalkPickering.ca platform. The consultation and design process is expected to be completed by the end of 2025.

» Digital Engagement

LetsTalkPickering.ca will continue to serve as a centralized tool to coordinate and promote all the City's engagement opportunities.

» Implementation of eScribe Meeting Management Software

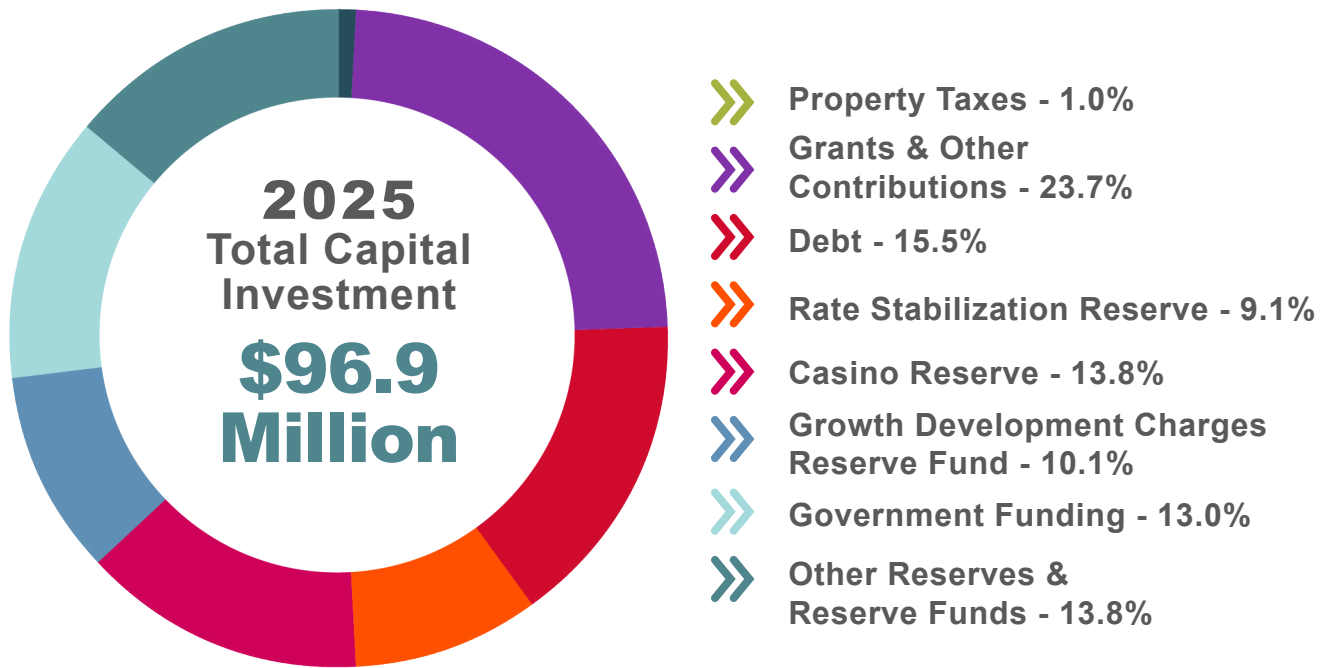
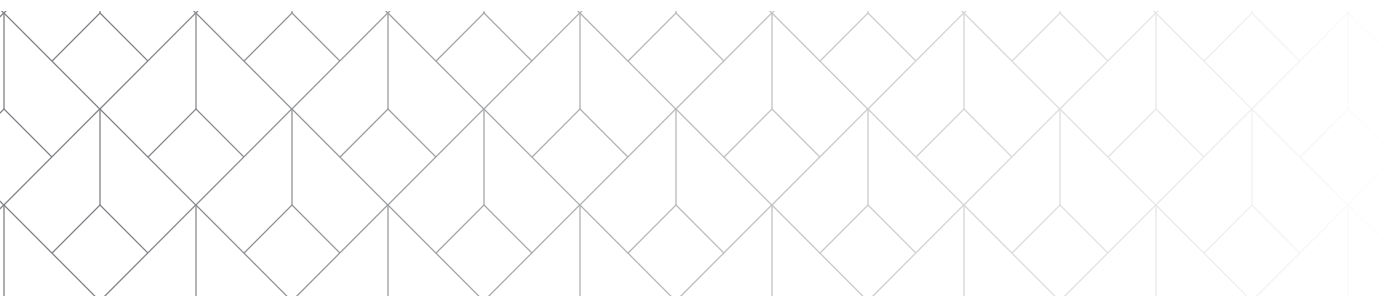
In 2025, the City plans to implement the eScribe meeting management software to conduct and support Council and Committee meetings.

» Pickering Official Plan Review (Pickering Forward)

As part of the Pickering Official Plan Review (Pickering Forward), additional discussion papers will be prepared and released on various topics for community input and comments. Following this, draft Official Plan policies will be created and released for community review and feedback.

Financial Highlights

2025 Total Capital Investment Financing Summary

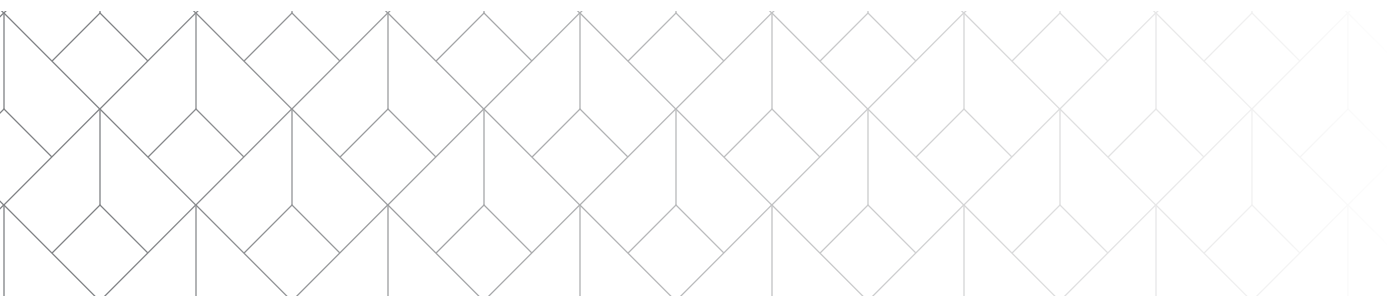


The 2025 Capital Budget includes costs for repairs, replacements and growth. Repairs and replacement costs ensure our infrastructure is maintained, safe and performing satisfactorily.

City of Pickering

2025

Current Budget



How is the Residential Tax Bill Allocated?

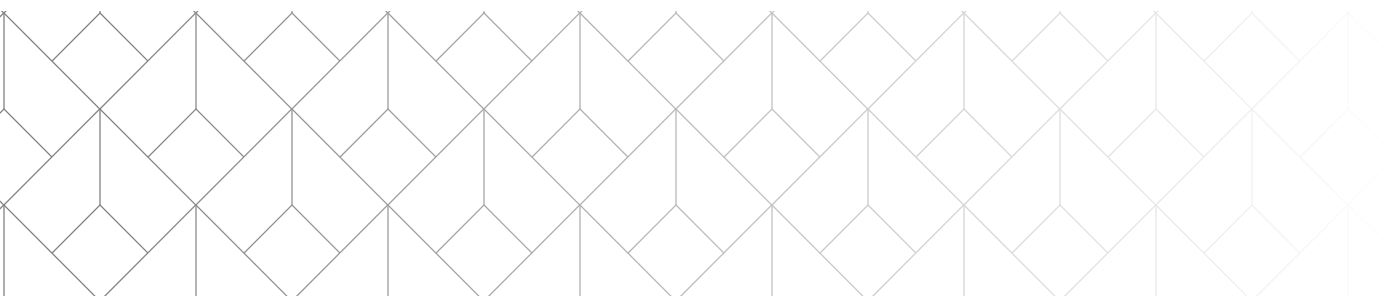


- » PICKERING - 30.72%
- » DURHAM REGION - 56.78%
- » SCHOOL BOARDS - 12.50%

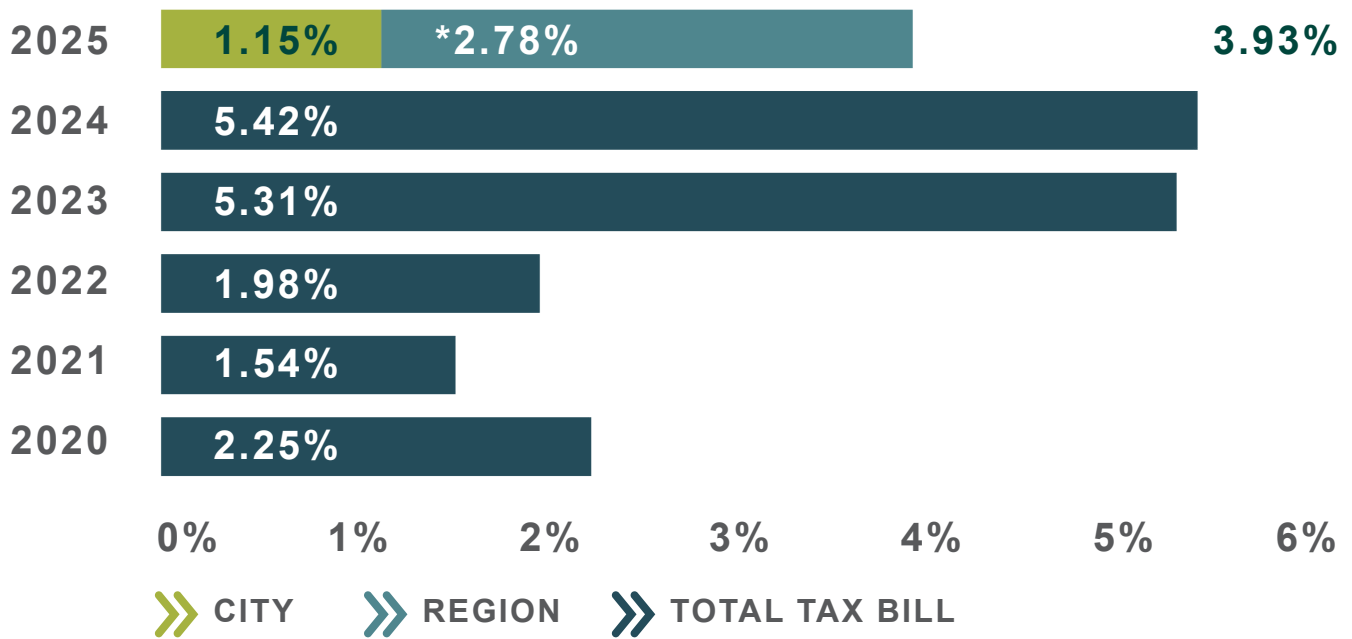
City of Pickering

2025

Current Budget



Pickering's 2025 Budget Levy Increase is 1.15% on the Total Tax Bill



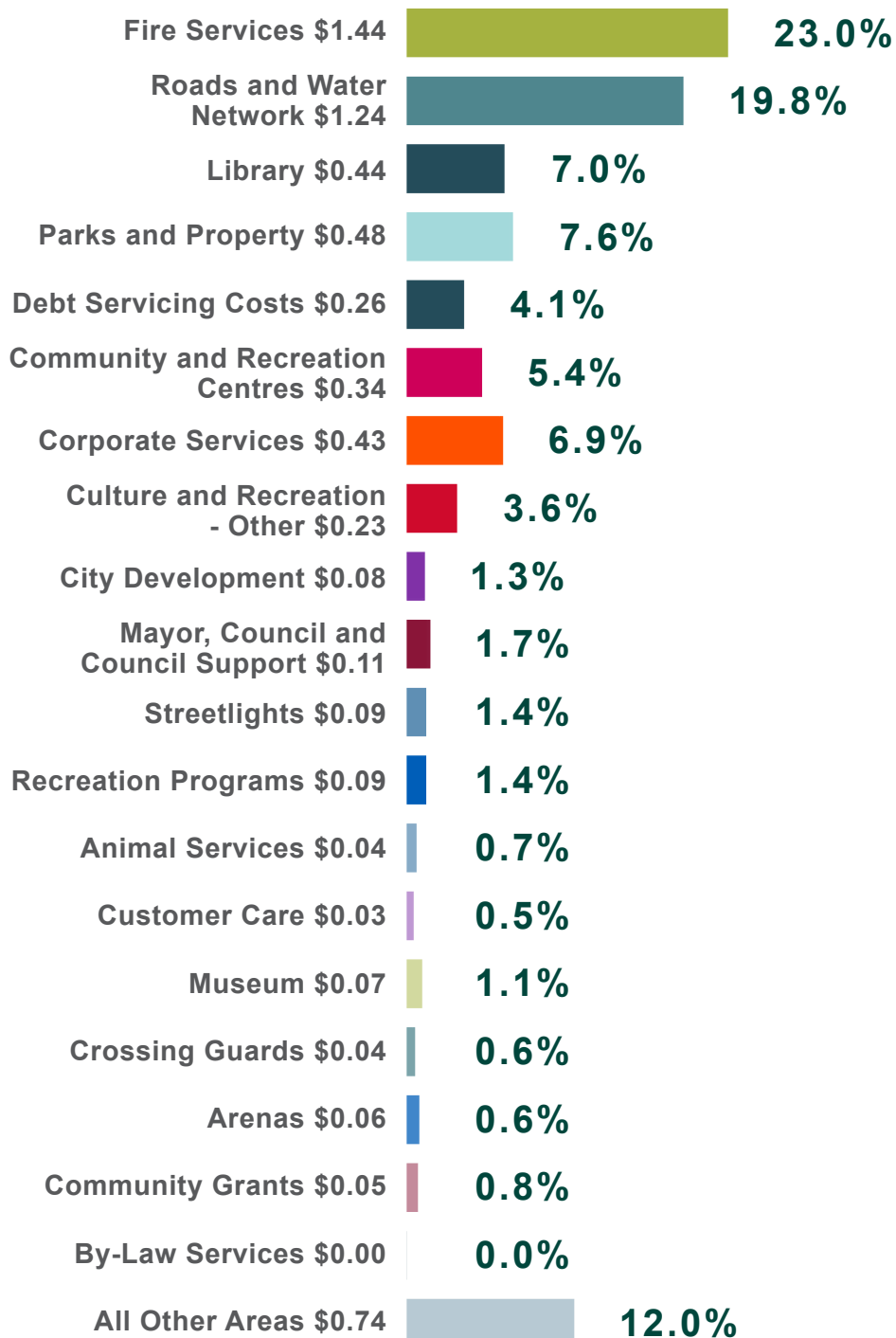
*Based on an estimate of the Durham Region levy increase of 4.9%

City of Pickering

2025

Municipal Services

Average Daily Cost of Municipal Services \$6.26



*Calculated based on the average assessed value of \$586,000 for a residential property

The Corporation of the City of Pickering

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