Agenda published October 24, 2025
Addendum published October 31, 2025

Date:	November 3, 2025
Time:	1:00 pm
Location:	Council Chambers, City Hall, second floor

Pages

1. Call to Order

2. Land Acknowledgement

Burlington as we know it today is rich in history and modern traditions of many First Nations and the Métis. From the Anishinaabeg to the Haudenosaunee, and the Métis – our lands spanning from Lake Ontario to the Niagara Escarpment are steeped in Indigenous history.

The territory is mutually covered by the Dish with One Spoon Wampum Belt Covenant, an agreement between the Iroquois Confederacy, the Ojibway and other allied Nations to peaceably share and care for the resources around the Great Lakes.

We acknowledge that the land on which we gather is part of the Treaty Lands and Territory of the Mississaugas of the Credit.

3. Approval of the Agenda

4. Declarations of Interest

5. Presentations

6. Delegations

To speak at a Committee meeting regarding an item on the agenda, individuals must register as a delegation no later than noon the Friday before the meeting. To register, complete the online application at www.burlington.ca/delegation or submit a written request by email to Legislative Services at clerks@burlington.ca

Individuals who have feedback to share but do not wish to speak at the committee meeting, can submit written comments by email to clerks@burlington.ca by noon the business day before the meeting. Comments received will be circulated to committee members in advance of the meeting.

6.1 Lawson Hunter regarding 2026 budget overview (FIN-42-25) *1 - 5*

6.2 Zohair Khan, Burlington Aquatic Devilrays, regarding motion memorandum regarding audit of space allocation for competitive youth swimming (COW-15-25)

6.3 Cody Bradt, Golden Horseshoe Aquatic Club, regarding motion memorandum regarding audit of space allocation for competitive youth swimming (COW-15-25)

6.4 Terry Caddo, Burlington Chamber of Commerce, regarding Economic Development and Tourism regarding findings from third party review of Burlington Economic Development and Tourism (CAO-06-25) — *6 - 7*

6.5 Sean Ballard, Burlington Economic Development and Tourism, regarding findings from third party review of Burlington Economic Development and Tourism (CAO-06-25) — *8 - 45*

6.6 Ron Laidman, Burlington Economic Development and Tourism, regarding findings from third party review of Burlington Economic Development and Tourism (CAO-06-25) — *46 - 112*

6.7 Megan Tregunno, Burlington Community Foundation, regarding motion memorandum regarding Burlington Community Foundation presentation on Burlington's 2025 Vital Signs Report (COW-16-25) — *113 - 157*

7. Consent Items

Reports of a routine nature, which are not expected to require discussion and/or debate. Staff may not be in attendance to respond to questions on items contained in the Consent Agenda.

7.1 Heritage Response to Bill 23 – 368 Brant St. Peer Review update (DGM-82-25) (GM) — 158 - 202

Receive for information the findings of the Peer Review – Cultural Heritage Evaluation Report, 368 Brant Street, Burlington, dated July 21, 2025 (the “Peer Review”), and the Statement of Cultural Heritage Value or Interest for *368 Brant Street*, dated September 29, 2025 (the “SCHVI”), prepared by Egis, as detailed in development and growth management report DGM-82-25 and attached as Appendices A and B, respectively; and

That Council not issue a notice of intention to designate 368 Brant Street (the “Property”) to be of cultural heritage value or interest under Part IV, Section 29 of the *Ontario Heritage Act* in accordance with the staff recommendation in development and growth management reports DGM-10-25 and DGM-82-25.

7.2 Heritage Response to Bill 23 – 458 Elizabeth St. Peer Review update (DGM-85-25) (GM) 203 - 240

Receive for information the findings of the Peer Review – Cultural Heritage Evaluation Report, 458 Elizabeth Street, Burlington, dated July 21, 2025 (the “Peer Review”), prepared by Egis, as detailed in development and growth management report DGM-85-25 and attached as Appendix A; and

That Council not issue a notice of intention to designate 458 Elizabeth Street (the “Property”) to be of cultural heritage value or interest under Part IV, Section 29 of the *Ontario Heritage Act* in accordance with the staff recommendation in development and growth management reports DGM-10-25 and DGM-85-25.

7.3 Heritage Response to Bill 23 – 513 Locust St. Peer Review update (DGM-86-25) (GM) 241 - 278

Receive for information the findings of the Peer Review – Cultural Heritage Evaluation Report, 513 Locust Street, Burlington, dated July 21, 2025 (the “Peer Review”), prepared by Egis, as detailed in development and growth management report DGM-86-25 and attached as Appendix A; and

That Council not issue a notice of intention to designate 513 Locust Street (the “Property”) to be of cultural heritage value or interest under Part IV, Section 29 of the *Ontario Heritage Act* in accordance with the staff recommendation in development and growth management reports DGM-10-25 and DGM-86-25.

7.4 Heritage Response to Bill 23 – 367 Torrance St. Peer Review update (DGM-87-25) (GM) 279 - 316

Receive for information the findings of the Peer Review – Cultural Heritage Evaluation Report, 367 Torrance Street, Burlington, dated July 21, 2025 (the “Peer Review”), prepared by Egis, as detailed in development and growth management report DGM-87-25 and attached as Appendix A; and

That Council not issue a notice of intention to designate 367 Torrance Street (the “Property”) to be of cultural heritage value or interest under Part IV, Section 29 of the *Ontario Heritage Act* in accordance with the staff recommendation in development and growth management reports DGM-10-25 and DGM-87-25.

7.5 Evolving the targeted realignment work plan (DGM-63-25) (GM) 317 - 326

Endorse the general approach for evolving the former targeted realignment work as set out in development and growth management report DGM-63-25.

7.6 Naming of new recreational trail - Tyendinaga Trail (PWS-40-25) (PW) 327 - 334

Approve "Tyendinaga Trail " as the official name for the new recreational trail scheduled for development this fall as outlined in public works report PWS-40-24.

8. Community and Corporate Services

8.1 2026 budget overview (FIN-42-25) 335 - 355

Receive the 2026 proposed budget book; and

Direct staff to present the recommendations contained in Appendix A of finance department report FIN-42-25 to the Budget Committee meetings of November 24 and 25, 2025 for review and approval, taking into consideration committee amendments; and

That pursuant to Ontario Regulation 284/09, finance department report FIN-42-25 serve as the method for communicating the exclusion of the following estimated expenses from the 2026 budget:
a) Amortization expense - $47 million; and
b) Post-employment benefit expenses - $1.7 million

a. Staff presentation regarding the 2026 budget overview (FIN-42-25) *356 - 367*

b. Correspondence from Focus Burlington regarding 2026 budget overview (FIN-42-25) *368 - 392*

8.2 2026 rates and fees (FIN-33-25) 393 - 495

Approve the 2026 rates and fees as outlined in finance department report FIN-33-25, effective January 1, 2026 or such other date as is indicated; and

Enact a by-law, substantially in the form attached as Appendix A to finance department report FIN-33-25, satisfactory to the Commissioner, Legal and Legislative Services/City Solicitor.

8.3 Findings from third party review of Burlington Economic Development and Tourism (CAO-06-25) 496 - 545

Endorse, in principle, the integration of all economic development and tourism services and operations into the City's organizational structure, consistent with chief administrative officer report CAO-06-25. That Council endorse the staff recommendation, informed by an independent third-party review, to internalize Burlington Economic Development and Tourism (BEDT) functions into City's structure to optimize existing resources, minimize duplication, enhance operational effectiveness, and align economic development and tourism with the City's broader strategic priorities; and

Direct staff to work closely with BEDT's Board of Directors to approve BEDT's 2026 budget and to ensure continuity of operations and support during the transition recommended above. That Council direct Staff to engage and collaborate with key representatives of BEDT's Board of Directors and members of its Finance & Risk subcommittee to facilitate the agency's 2026 budget approval to support the integration of all economic development and tourism services and operations under the Chief Administrative Officer's (CAO) Office by 2027. Concurrently, the annual funding designated for BEDT's 2026 Service Agreement (SA) would need to be retained within the City's 2026 budget; and

Direct staff to develop a transition plan with a report back by April 2026 to outline deliverables for integrating economic development and tourism functions within the municipal organizational structure. That the Chief Transformation Officer (CTO) will lead the development and implementation of this plan, which should include key milestones, timelines, resource implications, and the proposed model to ensure effective oversight of the economic development function by Council; and

Direct the CAO to establish a strategic advisory group to provide strategic industry advice and guidance to the City that will inform the transition plan. That this group or committee, chaired by the CAO or designate, be established to leverage private-sector expertise without duplicating a formal board role. Key representatives from BEDT and its Board of Directors should also be invited to inform the transition plan, including efforts to minimize any disruption to ongoing economic development and tourism initiatives and to stakeholder relations during the changeover.

8.4 2026 Council and committee meeting calendar (LLS-51-25) 546 - 551

Approve the 2026 calendar of meetings for Council and standing committees attached as Appendix A to legislative services report LLS-51-25.

8.5 Motion memorandum regarding audit of space allocation for competitive youth swimming (COW-15-25) 552 - 553

Direct the City Auditor to perform an audit of the allocation process of pool time for competitive swimming programs and report back to Committee of the Whole by December 2, 2025.

8.6 Motion memorandum regarding Burlington Community Foundation presentation on Burlington's 2025 Vital Signs Report (COW-16-25) 554 - 555

Receive for information a presentation from Megan Tregunno, CEO of Burlington Community Foundation, regarding the Burlington Community Foundations 2025 Vital Signs Report.

9. Confidential Items and Closed Meeting

Confidential items will be discussed at 9:30 a.m. on Tuesday, November 4, 2025.

Confidential reports may require a closed meeting in accordance with the Municipal Act, 2001. Meeting attendees may be required to leave during the discussion.

9.1 Confidential legal update on a litigation matter regarding Nelson Aggregates (LLS-48-25)

Pursuant to Section 239(2)(e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board

9.2 Confidential legal update on a litigation matter regarding Burlington New Official Plan (LLS-49-25)

Pursuant to Section 239(2)(e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board

9.3 Confidential staff update on Provincial Facilitation regarding Millcroft Golf Course (DGM-100-25)

Pursuant to Section 239(2)(c) a proposed or pending acquisition or disposition of land by the municipality or local board; and

Pursuant to Section 239(2)(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose

9.4 Confidential human resources report regarding a personnel matter (HRS-08-25)

Note: this item will be considered at a Special Council meeting immediately following the November 4, 2025 Committee of the Whole meeting

Pursuant to Section 239(2)(b) personal matters about an identifiable individual, including municipal or local board employees

9.5 Confidential human resources report regarding a personnel matter (HRS-10-25)

Note: this item will be considered at a Special Council meeting immediately following the November 4, 2025 Committee of the Whole meeting

Pursuant to Section 239(2)(b) personal matters about an identifiable individual, including municipal or local board employees

9.6 Confidential Appendix B to chief administrative officer report CAO-06-25 regarding findings from third party review of Burlington Economic Development and Tourism (CAO-06-25)

Pursuant to Section 239(2)(a) the security of the property of the municipality or local board; and

Pursuant to Section 239(2)(b) personal matters about an identifiable individual, including municipal or local board employees; and

Pursuant to Section 239(2)(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose

10. Rise and Report

11. Public Works

12. Growth Management

12.1 MTSA Official Plan Amendment No. 2 Notice of Decision (DGM-99-25) 556 - 592

Receive for information development and growth management report DGM-99-25 regarding MTSA Official Plan Amendment No. 2 Notice of Decision.

a. Correspondence from Melinda MacRory, MHBC, on behalf of Alinea Land Corporation, regarding MTSA Official Plan Amendment No. 2 Notice of Decision (DGM-99-25) *593 - 598*

13. Statutory Public Meetings

14. Information Items

14.1 Legislative Services forecast for standing committee reports (COW-17-25) 599 - 599

15. Staff Remarks

16. Committee Remarks

17. Adjournment

COW Nov 3, 2025
FIN-42-25 Delegation notes

My name is Lawson Hunter. I am a resident of Burlington.

I am delegating to Committee on the topic of the proposed 2026 Budget.

More specifically, I'm here to speak about what I perceive as the absence of something in the Budget.

Climate Change is mentioned only once in the 568 page budget document recently released.

It is in conjunction with 'mitigating flood risk' under the title 'Factors that Impact the City Budget'.

I'm here to remind Council that in 2019, you all declared a 'climate emergency' – which is pretty strong language. You also made a promise to the residents of Burlington that the city would be net-carbon neutral by 2050 – or at least work towards that.

In your minds comes 'the list': EV chargers; Free transit; geothermal heating at Skyway arena; solar panels on Fire Station 5, Mountainside and Skyway community centres; LEED design at Robert Bateman community centre; transition of city fleet to electrification; Green Building Standards; protected bike lanes. etc.

The City repeats it's past accomplishments as new ventures. In document after document, whether it is in the form of a consultant's plan or a staff report things that have already taken place, or aspirations that have little hope of being accomplished are presented as bold new initiatives, when if fact they are run of the mill, must-do items that keep the lights on, the streets busy, and are performative displays that lead to empty promises and systemic under achievements.

An example comes right from this proposed budget on page 12. "In 2025, the City is investing over $12 million in stormwater management projects to reduce flooding in target areas. Between 2015 and 2025, the City has invested $90 million in stormwater management infrastructure".

All I have to say is – that's so 2025.

I'm here to ask, 'What are you going to do in 2026 and beyond as we inch ever closer to 2050?'

The word 'sustainability' is used in this document several times but it's always connected to 'financial sustainability'. Perhaps, financial stability would be a better use of words.

Also mentioned many times is 'a dedicated levy of 2%' which makes me wonder if that's above and separate from the 5.8% increase in budget – like the levy added on to tax bills to help pay for the Jo Brant hospital expansion, or the levy to pay for the Robert Bateman debt repayment on the $100 million bill?

Of course the 2% levy is for Resilient Infrastructure, whatever that is. Is there such a thing as Non-resilient infrastructure?

This brings me to a subject I raised at a recent Budget Town Hall session. And that is – if I have a fire

in my kitchen, or a flood in my basement, and I repair the damage – can I call that Innovation or is it simply 'maintenance'? It might be an improvement over the old infrastructure but it's still not resilient.

So let's put aside this notion that repaving roads, reconstructing culverts, maintaining transit vehicles, replacing water and wastewater mains, and pouring new sidewalks is anything other than plain, old, maintenance.

And while we're at it, let's not get into the blame game that the federal and provincial governments have all the responsibility. They too, have dropped the ball on climate change but cities have a responsibility too, and much can be done on a local level.

When PM Mark Carney muses about making Canada an energy superpower including pipelines and carbon storage, he's checked out. I won't get into Doug Ford's approach to the Greenbelt, highways to nowhere, endangered species, and conservation authorities that are prevented from doing their job.

When respected scientists, ecologists, and a few forward-thinking politicians tell us to 'forget keeping our average temperature increases below 1.5 degrees', it's time to do what we can which is a lot more than we think.

When UN head Antonio Guterres says, "Let's recognize our failure. The truth is that we have failed to avoid an overshooting above 1.5C in the next few years. And that has devastating consequences."

According to the latest CORPORATE ENERGY AND EMISSIONS MANAGEMENT PLAN report Appendix A to EICS-08-24, Burlington has not reduced GHG emissions by any measure.

But if you can believe it, on page 50 of this proposed budget under 'Community & Customer Outcomes', community emissions in 2024 totalled 1,022,435 (one would presume tonnes of emissions) but the projection for 2025 will be an incredible 751,453 tonnes in 2025, a 26.5% decrease.

Well done Burlington. How did that happen?

Lets get back to reality shall we. We have not done enough over the past 6 years to adapt to climate change.

Offering $1000 to a household that has experienced a flooded basement because someone forgot to clear a culvert is not enough.

When we have 1,600 km of roadways but only 48 km of bike lanes, and less than 2km of protected bike lanes – that is not enough.

When we have a shortfall of over $868 million in infrastructure replacement – that is not enough.

Where is our Brownfield Strategy? Where are the recommendations from the 2022 Climate Resilient Burlington Engagement Plan?

Why has it taken so long for the City to reach the conclusion that people that can afford a $70,000 EV car don't need free charging or parking all day?

What is the purpose of Sustainable Building and Development Guidelines when, and I quote from staff

report DGM-21-25 “The applicants did not provide consideration to the Sustainable Building and Development Guidelines however, staff is of the opinion the applicants can take future steps through the construction and maintenance processes”. So I guess the rules apply to some but not all.

I’m concerned about terminology creep when staff reports change Council’s desire to be net carbon-neutral to ‘a low carbon future’ (DMG-66-25).

I’m concerned when 91 out of 97 mature trees are allowed to be cut down to allow for a development just because it would eliminate 20 dwelling units out of a potential 253 units (DGM-64-25). Does this mean that 20 dwelling units are more important than 91 trees?

When will we actually start buying Battery Electric Vehicles for Burlington Transit, as alluded to in the previous 5-year business plan? Perhaps more importantly, when will the city build a transit maintenance facility that accommodates EV chargers for city buses? Until then, we are stuck with hybrid buses that will tie us to fossil fuels for the next 25 years.

I could go on but I will remind committee members that in 2019, following the climate emergency declaration, I gave each and every one of you a list of 100 things that other cities in Canada were already doing to mitigate climate change.

From banning gas powered leaf blowers, to transit corridor lanes, to creating car-free zones, to offering bursaries to students taking environmental courses, to strictly enforcing idling by-laws, to offering real subsidies and incentives for homeowners to install solar panels and heat pumps (not interest free loans or waiving of administration fees) there is much that can be done. I don’t see any of that in this proposed budget.

Other cities in Canada and around the world are doing what they can to help mitigate and adapt to climate change.

David Miller, former mayor of Toronto, in his book ‘Solved’, notes several things that cities around the world are doing.

One of them is creating a committee of residents, industry experts and city staff (similar to Pipeline to Permit committee) to do something called ‘participatory budgeting’. Since 2014, Paris, France, has set aside one percent of its annual budget to be allocated towards climate issues. This process has engaged thousands of residents with the intention of building a stronger relationship between city hall and residents.

This is where I note that the word Transparency is mentioned several times in the proposed budget.

In his book, Miller wrote, “Can major cities save the planet entirely on their own? Perhaps not but studies show that about 70% of the world’s greenhouse emissions can be attributed to cities.”

So what do we do in Burlington?

We commission a lot of expensive consultant’s studies to tell us what we want to hear.

We offer interest free loans to people to install heat pumps but we don’t allow the environmental ‘concierge’ staff person to name specific companies or costs, and then just point residents to federal and provincial programs that may or may not exist in 6 months time. Is there any wonder that only 11

households picked up the city's offer?

The City provides a solar map so that residents can look and see if their roof is suitable for solar panels. And if a resident is interested in installing solar panels, the city waives the administration fee for the application. There should be no charge if I want to put solar panels on my roof. And I should be able to use the power my own panels generate for my own house – not get forced into a net-metering program with Burlington Hydro.

In this proposed budget is a request for $200,000 to hire contractors to plant and prune trees on city property. This money makes a mockery of the number of volunteer community groups such as Field & Stream or BurlingtonGreen that do this, in many cases for free.

In my opinion, the $200,000 would be better spent if someone, contractors or staff, went around and inspected and maintained the trees that are often planted beside roads that have poor soil and are too crowded to have any chance of survival.

On purpose or by accident, the City, and I include both council and city staff, have ignored the warnings and not taken seriously the existential threat to not only us but to our children and grandchildren.

Let me give you an example from this proposed budget. Here's a quote from a staff request.

"Although the broader environmental impact of not having a ($30,000) flood awareness campaign is that unprepared properties could sustain more damage than they otherwise might, technically the City programs themselves have no environmental impact at an operational level."

City programs have no environmental impact.

Despite what Doug Ford says, you have the responsibility to change this budget and to put a fire under the feet of city staff who, I believe, do not seriously take your request from 2020 to examine every policy, every staff report, every action under a climate lens.

Between January and June of this year, out of some 140 staff reports I only counted a dozen that included Climate Implications in their reports. It suddenly became optional.

Everything the City does is connected to climate change. Every program, every purchase, every development application, every policy has an impact on the environment.

This budget does not reflect that. This budget ignores climate change. This budget is a failure.

My requests are simple.

- Engage the public.

  Allocate one per cent of the city's budget to Climate change mitigation and adaptation and show that as a separate budget line item.

  Think long-term and create a robust education program to help support the community in its

efforts to truly achieve zero net-carbon neutral by 2050.

October 28, 2025

COW November 3, 2025
CAO-06-25 delegation material

Mayor Marianne Meed Ward and Members of Burlington City Council
City of Burlington
426 Brant Street
Burlington, ON L7R 3Z6

Subject: Burlington Chamber of Commerce Position on City Staff Recommendation Regarding Burlington Economic Development and Tourism

Dear Mayor Meed Ward and Members of Council,

On behalf of the Burlington Chamber of Commerce and our membership, I am writing to express our position on the recommendation to dissolve Burlington Economic Development and Tourism and to bring these functions under the City's corporate structure.

The **Burlington Chamber of Commerce does not support this recommendation.** We strongly believe that Burlington's Economic Development and Tourism Department functions most effectively as an **independent, third-party organization**, rather than as a department within municipal government.

Since Tourism Burlington joined Burlington Economic Development, the department has evolved into one of the **best-in-class tourism organizations in the province**, providing exceptional value and results for the community. The **Municipal Accommodation Tax (MAT)** has been managed efficiently under this model, and the majority—if not all—of the hotel funders have expressed satisfaction with how marketing funds are being used to promote Burlington as a tourism destination.

We also wish to note that while the **Burlington Chamber of Commerce was mentioned in the staff report**, **we were not engaged or consulted** by the report's author in its preparation. Given the Chamber's active role in Burlington's business ecosystem and ongoing collaboration with Burlington Economic Development and Tourism, we believe our perspective would have provided valuable insight into the effectiveness of the current structure and the importance of maintaining it.

As an independent organization, Burlington Economic Development and Tourism has demonstrated the ability to **collaborate effectively with key community stakeholders**, such as the Burlington Chamber of Commerce and the West End Home Builders' Association. A strong example of this collaboration was the joint advocacy effort to oppose a consultant's recommendation to increase development charges by 15%. Working together, we successfully

advocated for a **25% reduction**, which was critical in supporting Burlington's building and business community through a challenging economic environment.

Burlington Economic Development and Tourism also plays a vital role as one of the four independent members of Team Burlington, alongside the Burlington Chamber of Commerce, the Downtown Burlington BIA, and the Aldershot BIA. Team Burlington was **instrumental during the COVID-19 pandemic**, providing critical support, unified communication, and up-to-date information to help the business community navigate unprecedented challenges. More recently, **this partnership has continued to deliver value by supporting businesses affected by current tariff challenges and ensuring timely communication and coordinated advocacy.**

Additionally, the Chamber wishes to clarify that there is **no duplication of information** between the Burlington Chamber of Commerce and Burlington Economic Development and Tourism with regard to tariffs. In fact, our two organizations **complement each other's work** — our respective websites link to one another and provide **distinct yet equally important information** for Burlington businesses. This collaboration ensures the business community receives comprehensive, accurate, and up-to-date guidance on complex economic issues.

The Chamber is concerned that bringing Economic Development and Tourism under the City's corporate umbrella would **erode the independence, agility, and business-centered collaboration** that have been key to Burlington's economic success. Maintaining the current arm's-length model allows for greater responsiveness, stronger engagement with the private sector, and a continued focus on driving investment and growth in our community.

We respectfully urge City Council to **maintain Burlington Economic Development and Tourism as an independent organization**, preserving the collaborative framework that has served Burlington so effectively. This model has proven to foster innovation, build partnerships, and strengthen the city's economic resilience.

Thank you for your attention and leadership on this important matter. We appreciate your continued commitment to Burlington's economic prosperity and stand ready to work collaboratively toward our shared goal of a thriving, competitive, and sustainable local economy.

Sincerely,
Terry Caddo
Executive Director
Burlington Chamber of Commerce
terry@burlingtonchamber.com

Burlington
ECONOMIC DEVELOPMENT + TOURISM

Burlington Economic Development and Tourism
October 31, 2025

Mayor Marianne Meed Ward and Members of Council
City of Burlington
426 Brant Street
Burlington, ON

RE: CAO 06-25 Municipal Accommodation Tax (MAT) Governance, Accountability, and Structural Alignment

Delegation from:

Sean Ballard, Chair, Finance & Risk Committee
Nancy Rowland, Chair, Destination Development & Marketing Committee
Burlington Economic Development and Tourism (BEDT)

Dear Mayor Meed Ward and Members of Council,

On behalf of the Finance & Risk Committee and the Destination Development & Marketing Committee of the Board of Directors of Burlington Economic Development and Tourism (BEDT), we wish to thank Council for the opportunity to speak to the governance and accountability of Burlington's Municipal Accommodation Tax (MAT).

This delegation directly addresses the Financial Section of Report CAO-06-25, particularly its findings regarding the MAT and references to an outdated tourism delivery model. We aim to provide clarity on the substantial steps taken through the merger to modernize the MAT framework, strengthen oversight, and enhance transparency.

While we recognize that continuous improvement is an ongoing process, the transformation of Burlington's tourism operations has already delivered tangible, measurable results. Since the merger, satisfaction among hotel partners with MAT-related programs and tourism services has increased from 0% to 100%, reflecting a stronger partnership, improved communication, and shared confidence in how MAT revenues are being used.

Purpose and Shared Objective

The MAT is a critical funding tool for reinvesting in Burlington's visitor economy and driving measurable economic return. Under section 400.1 of the Municipal Act, 2001 and Ontario Regulation 435/17, once collection and administration costs are covered, municipalities must remit 50% of net MAT revenues each year to an eligible tourism entity—a non-profit whose mandate includes the promotion of tourism—under a financial accountability agreement.

Currently, this legislative requirement is being fulfilled through an outdated Appendix D to RCC-12-22, which predates the merger and no longer reflects the integrated governance structure or current compliance standards. Updating this framework will ensure continued legislative compliance, modern oversight, and alignment with Burlington's long-term strategic vision.

Progress Achieved Through the 2025 Merger

Following Council's 2024 direction and collaboration with City leadership and the former Tourism Burlington Board, BEDT formally became a new organization on January 1, 2025, with a mandate to scale Burlington's tourism and destination management capacity and provide enhanced governance for the MAT, which generates over $2 million annually for the City with 50% (approx $1 million) going to BEDT in line with the legislative requirements outlined in CAO-06-25.

Through the merger, BEDT has implemented several mechanisms to strengthen governance, transparency, and ROI:

1. New Business and Visitor Service Models

- The rollout of the Tourism Investment Fund (TIF), a grant funding program that leverages the MAT to support qualified events and conferences that generate overnight stays in Burlington. To date, more than $275K in funding has been distributed, helping to generate more than 1100 overnight stays since its launch in 2024.
- Implementation of a Corporate Calling Program and Event Concierge Service, connecting businesses and event organizers to Burlington's hotels, venues, and suppliers to maximize local economic impact.

- Integration of tourism sales into business development through a unified Customer Experience Framework, ensuring consistent standards across corporate attraction, meetings, and visitor services.

2. New Stakeholder Engagement Channels

- Launch of Burlington Tourism Industry Day (April 2025), which now serves as the annual forum for reporting on MAT-funded initiatives, stakeholder results, and strategic priorities.
- Establishment of the Tourism Industry Leadership Roundtable, jointly with the Burlington Chamber of Commerce, uniting hotel operators, City staff, and business leaders in MAT governance and ROI discussions.
- Creation of the Marketing Masterminds Peer Network, aligning campaigns and collaborative promotions across Burlington's hotel, attraction, and event sectors.

3. New Marketing and Destination Programs

- The continued development of a unique destination brand that will launch in 2026, with the project has been informed by extensive research and engagement. By weaving together Burlington's strengths, aspirations, and opportunities, we aim to craft a compelling place narrative that not only attracts attention but also supports economic growth for Burlington.
- Successful implementation of multi-channel campaigns (E.g. Get Your Festival On, 5 Things You Didn't Know, Experience Spring in Burlington) delivered over 10 million impressions across Ontario and U.S. markets.
- Rollout of the Destination Stewardship Plan (DSP)—Burlington's vision and roadmap for sustainable, high-impact tourism growth, and laying the groundwork to integrate the DSP with Horizon 2050 and the Corporate Compass.
- Modernization of the Visitor Services model, including a Mobile Visitor Centre and new digital engagement tools using Bandwango, developed in partnership with the City of Burlington and cultural partners.

  For example: Bandwango "Culture Days Adventure Pass" Pilot

  A recent pilot project demonstrates how BEDT and the City are working collaboratively to deliver ROI-driven, MAT-supported experiences.

The Culture Days Adventure Pass, powered by Bandwango, was developed jointly with the City of Burlington and Burlington's cultural institutions: the Burlington Performing Arts Centre (BPAC), Art Gallery of Burlington (AGB), Burlington Public Library (BPL), and Museums of Burlington.

The digital pass offered residents and visitors an interactive, gamified experience encouraging attendance at multiple culture sites throughout the city. The program:

- Reached hundreds of participants, generating direct foot traffic and cross-promotion across partner institutions;
- Provided new first-party data on visitation patterns, supporting BEDT's development of the Tourism Data Dashboard; and
- Demonstrated the power of coordinated, MAT-funded partnerships to enhance visitor engagement while supporting local arts and culture organizations.

Financial and Operational Considerations

Beyond the statutory requirement for 50% of MAT funds to be administered by a qualified non-profit, it is important to recognize the broader financial and operational implications of reversing the merger at this stage. The City and BEDT have already invested significant time and resources to integrate the former Tourism Burlington functions, align systems, and establish new governance, audit, and reporting frameworks to strengthen accountability. Re-creating or transitioning to another structure, whether to meet MAT eligibility or replicate the functions now centralized within BEDT, would require additional legal, audit, and administrative costs with no clear benefit to taxpayers.

The merged organization has not yet been afforded a full fiscal year to demonstrate the measurable benefits of its unified approach, despite early evidence of improved stakeholder satisfaction, stronger partnerships, and initiatives that drive ROI on the taxes collected through MAT such as the Destination Stewardship Plan and Tourism Investment Fund. Reopening governance at this stage would not only create uncertainty for staff and partners but also risk duplicating costs and undermining public confidence in a model designed precisely to address prior accountability concerns with the MAT.

Outstanding Governance and Risk Issues

While the merger has resolved many historical compliance and coordination issues, BEDT has identified several structural gaps that require Council direction:

1. Outdated Financial Framework – The existing reliance on Appendix D to RCC-12-22 must be replaced with a modern Financial Accountability Agreement that meets legislative standards and reflects current governance.
2. Outdated MAT By-laws – Current by-laws pre-date both the Destination Stewardship Plan and Horizon 2050, creating misalignment between strategic priorities and MAT funding.
3. Integration of the Destination Stewardship Plan – Council endorsement and integration of the DSP into Horizon 2050 and the Corporate Compass are required to ensure alignment between economic, cultural, and tourism goals.
4. Transparency and Reporting – Establishing a joint communications and reporting structure with the City and Chamber of Commerce will provide clearer updates to Council, businesses and the public on MAT allocations and outcomes.
5. Short-Term Rental Integration – With a short-term rental by-law now in place, extending the MAT to short-term stays will ensure fairness across Burlington's accommodation sector.

Recommendations for Council Consideration

To strengthen accountability and ensure compliance, the BEDT Board recommends that Council direct staff to undertake a comprehensive review of the MAT framework in partnership with BEDT and the Burlington Chamber of Commerce.

The review should:

1. Endorse the Destination Stewardship Plan (DSP) as Burlington's guiding tourism policy and integrate its objectives into Horizon 2050 and the Corporate Compass.
2. Update MAT By-laws and establish a new Financial Accountability Agreement in compliance with s. 400.1 of the Municipal Act and O. Reg. 435/17, clearly defining roles, reporting requirements, and KPIs.
3. Develop a Joint MAT Communications and Reporting Framework, ensuring consistent, transparent public updates on revenues, spending, and ROI.
4. Include MAT modernization within the upcoming ABC Accountability Framework review, aligning financial and governance standards across all City boards and agencies.

5. Evaluate extension of MAT to short-term rentals, ensuring equitable treatment for all accommodation providers.

Call to Action

The BEDT Board respectfully requests that Council provide direction at Committee of the Whole to initiate this comprehensive MAT review and modernization in 2026 whether in coordination with external agencies or as part of the transition plan.

By establishing clear governance, updated by-laws, and aligned accountability mechanisms, Burlington can ensure its MAT framework continues to deliver on legislative compliance, community value, and stakeholder trust.

Closing

The MAT is more than a revenue tool—it is a reinvestment mechanism that fuels Burlington's economic and cultural vitality. Through the merger, BEDT has built the systems, partnerships, and engagement structures to ensure every MAT dollar contributes to measurable outcomes for residents, visitors, and businesses.

We appreciate Council's attention to this matter and look forward to collaborating on a renewed MAT framework that strengthens transparency, accountability, and long-term return on investment for Burlington.

Respectfully submitted,

Sean Ballard
Chair, Finance & Risk Committee
Burlington Economic Development and Tourism

Nancy Rowland
Chair, Destination Development & Marketing Committee
Burlington Economic Development and Tourism

cc:
Curt Benson, Chief Administrative Officer, City of Burlington
Andy Scott, Chief Transformation Officer, City of Burlington

Terry Caddo, President & CEO, Burlington Chamber of Commerce
Anita Cassidy, Executive Director, BEDT
BEDT Board of Directors

Attachments:

Appendix A – Appendix D to RCC-12-22 (Existing MAT Financial Framework)
Appendix B – Destination Stewardship Plan Summary Presentation

Municipal Accommodation Tax Fund Criteria and Focus Areas

INTRODUCTION:

The Municipal Accommodation Tax (MAT) legislation requires the municipality to share a minimum of 50 per cent of the tax revenue collected from MAT, net of related administration costs, with an eligible tourism entity. The legislation does not mandate how municipalities spend the remaining 50 per cent, although it is suggested it should support tourism-related opportunities and infrastructure. This document identifies the objectives, criteria principles, roles, and areas of focus for both Tourism Burlington and the City of Burlington in the allocation of tax revenues collected from the MAT.

Tourism Burlington MAT Tax Revenue Reserve Fund

OBJECTIVE & OVERVIEW:

The Tourism Burlington portion of the MAT revenue (50 per cent of total tax revenues collected minus administration costs and fees) will be allocated to a Tourism MAT Reserve Fund and used to support tourism-related projects/initiatives that attract visitors to Burlington. The projects will include marketing campaigns, market research, incentive programs, and destination development initiatives. A portion of the funds may be used to fund contract staff resources required to implement new initiatives.

PRINCIPLES

- To be a steward of the destination by marketing and managing all actions of the organization on behalf of our tourism stakeholders;
- To increase awareness and visitation to Burlington through destination marketing and product development; while enhancing Burlington's national and international profile as a destination of choice for visitors;
- To facilitate, collaborate, and ensure industry growth;
- To become more competitive in the meetings and incentive travel, sports tourism, leisure travel, and group tour markets;
- To provide economic recovery to tourism and hospitality businesses;
- To attract new corporate sales business for hotels and attractions.

CRITERIA:

- Tourism projects and initiatives must take place in Burlington.

FUND OVERSIGHT & APPROVAL

The Tourism Burlington Board of Directors provides oversight for this Tourism MAT Reserve Fund through the approval of its annual budget. Informed by its Strategic Plan and the annual marketing plan, the budget will ensure the principles and criteria are integrated into the use of the MAT Reserve Fund. A regular review of the board structure will be examined to determine if additional representation is required from the tourism industry. Tourism Burlington will report annually to Council on the success of funded projects.

The role of the Tourism Burlington Board of Directors will be to:

- Review and approve the annual tourism marketing plan which will include be implemented with the use of MAT funds;
- Review and approve key performance indicators, as informed by the strategic plan, including MAT initiatives;

- Review and approve Tourism Burlington's annual operating budget, including the use of MAT reserve funds;
- Receive quarterly updates on the progress of the strategic plan, marketing plan, and staff work plans;
- Report annually to partners and Council at the Tourism Burlington Annual General Meeting on initiatives highlighting MAT and KPI.

An application process will be required for funding programs and incentives requested by event organizers or sporting hosts. Applications will be reviewed by a sub-committee appointed by the Tourism Burlington Board of Directors.

COMMUNICATION/ENGAGEMENT

Stakeholder consultation will be sought annually prior to budget submission through meetings with event organizers, venue sales staff, and the Marketing Committee. The Board-approved Tourism Strategy would be posted on the Tourism Burlington website. Regular communications through partner newsletters will highlight how the MAT tax revenues have been spent.

AREAS OF FOCUS:

After receiving stakeholder feedback, Tourism Burlington developed the following key focus areas for use of the Tourism portion of the MAT Reserve Fund:

Destination Development - Expansion of Tourism Niche Market Opportunities

The Tourism Burlington MAT Reserve Fund will be used to expand product offerings to increase Burlington's niche tourism experiences. Projects could include creating tourism routes and trails, developing themed tourism experiences or products and other initiatives that will contribute to an increase in visitation and overnight stays in Burlington.

The initiatives will be aligned with Tourism Burlington's strategic plan and the City of Burlington's Vision to Focus.

Priority will be given to:

- Outdoor Adventure;
- Cultural tourism – i.e.: Burlington attraction pass;
- Culinary;
- Ecotourism.

Incentives Programs

The Tourism Burlington MAT Reserve Fund will be used to support new and enhanced business and sporting events to generate overnight stays. A focus on animating areas of Burlington through the provision of booking incentives.

Funding will be provided as follows:

- One-time seed funding for hosting new tournaments, special events, conferences, and group tours that attract overnight visitation;
- Existing tournaments, special events, conferences, and group tours that add a new dimension to their current offering and marketing plans, targeting tourists and or new audiences.

Priority will be given to:

- Events generating overnight stays at local accommodations;
- Shoulder or non-peak season events;
- Events or programs that lend to the culture and diversity of Burlington;

- Collaborative partnerships (two or more partners);
- Events that take place in locations other than downtown;
- Sustainable or ecotourism-focused events.

Collaborative Marketing and Media Relations

The Tourism Burlington MAT Reserve Fund will be used to help develop collaborative marketing campaigns to build awareness for Burlington as a destination. This will include the promotion of new packages and experiences, joint media buys, hosting of media influencers, FAM tours and events, and photo or video content shoots to create a shared library and other creative partnerships to generate more awareness for increased visitation to Burlington.

Priority will be given to:

- Campaigns promoting packages with overnight stays at local accommodations;
- Shoulder or non-peak campaigns;
- Markets indicated in the Board approved annual marketing plan;
- Collaborative partnerships (two or more partners).

Tourism Destination Development/Feasibility Studies

The Tourism Burlington MAT Reserve Fund will be used for tourism studies or research that support the development and confirm the financial viability of new tourism products and experiences in Burlington. To be eligible, studies must be secured with a procurement process, and proponents must be professional consultants or firms specializing in tourism and/or economic impact.

Priority will be given to:

- Development of a Sport Tourism Strategy;
- Economic Impact Studies specific to Halton or Burlington;
- Visitation and sales data, specific to Halton or Burlington;
- Collaborative partnerships (two or more partners).

City of Burlington MAT Tax Revenue Reserve Fund

OBJECTIVE & OVERVIEW:

The city's portion of Municipal Accommodation Tax revenue (50 per cent of total collected minus administration costs) will be allocated to the City MAT Reserve Fund as outlined in Appendix B. This fund will support projects and initiatives that result in measurable improvements to city services that enhance tourist experiences and increase their visitation.

PRINCIPLES

- To improve visitor and resident experiences in Burlington through increasing the infrastructure and tourism capacity of the City to foster a positive destination image.
- To enhance Burlington's national and international profile as the best city to live in Canada through placemaking and place branding initiatives.

CRITERIA:

- Enable the City to increase investment in tourism-related initiatives that promote, position and brand Burlington as a competitive destination.

FUND OVERSIGHT & ASSESSMENT

A task group will be struck to provide oversight for this fund. The role of the task group will be to:

- Regularly review and refine the fund criteria;
- Establish a process for the solicitation of projects / initiatives;
- Recommend projects to be funded through the City of Burlington MAT Tax Revenue Reserve; Fund at the beginning of the budget process;
- Report annually to Council through the budget process on funded projects.

The task working group will include senior members of the following departments:

- Recreation, Community and Culture Department (2 members) - Task Group Coordinator and 1 other member;
- Engineering Services – Park Design and Construction (1 member);
- Facilities, Assets, Sustainability (1 member)
- Community Planning (1 member)
- Budget Representative.
  The task group will also include 2 representatives from Tourism Burlington, one staff member, and the Board Chair.

PROJECT IDENTIFICATION AND APPROVAL

As part of the annual budget process, the task group will identify projects for the City of Burlington MAT Tax Revenue Reserve Fund. Projects may be identified prior to the annual budget as well. Eligible projects will be submitted as part of the capital budget process. The budget review committee will review requests and make a recommendation to Council through the budget process. Council would make the final decision regarding the project(s) and use of this fund during the annual budget review.

COMMUNICATION

Approved projects will be listed on the City's website. Media releases will also be issued as appropriate during or post-project completion.

MAT Tax Revenue Reserve Fund Summary

Reserve Fund	Focus Areas	Reviewed by	Use of Funds Approved by	Under Authority	Communication
Tourism MAT Reserve Fund	Destination Marketing, Destination Development initiatives	Marketing Committee Special Projects Committees and Staff	Tourism Burlington Board of Directors	City/Tourism Service Agreement Reserve Fund Bylaw	Tourism Annual Report at Annual General Meeting Capital Budget Committee
City MAT Reserve Fund	New or enhanced city initiatives that have some correlation to tourism	Identified by MAT Working Group (City/Tourism) Budget Review Team	City Council	Reserve Fund Bylaw	Media Release Tourism Annual Report at Annual General Meeting

DESTINATION STEWARDSHIP PLAN

WELCOME TO BURLINGTON

Burlington
ECONOMIC DEVELOPMENT + TOURISM

Table of Contents

01 Approach

02 Vision & Target Audiences

03 Strategic Framework

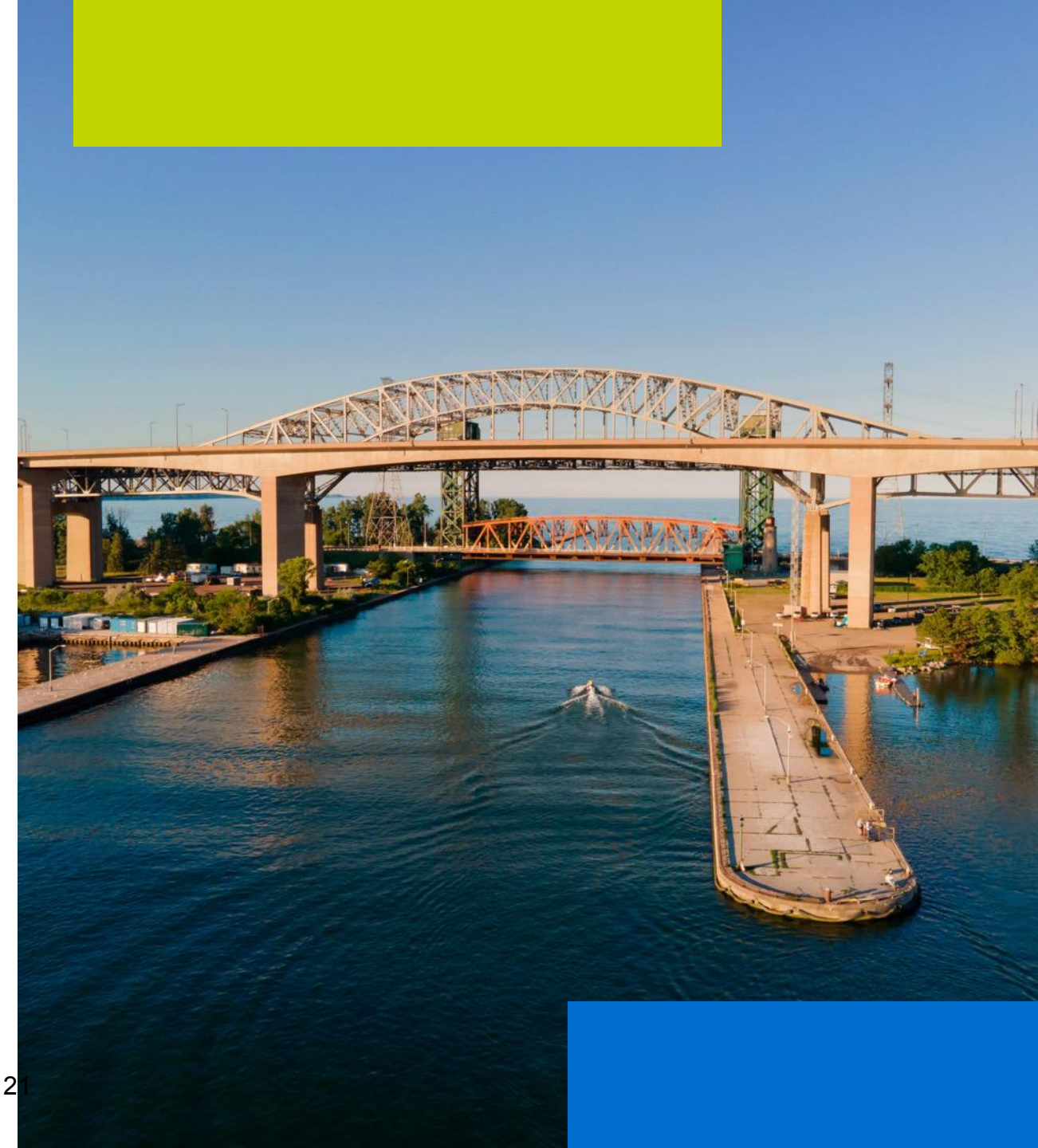
04 Our Focus Today

Burlington
ECONOMIC DEVELOPMENT + TOURISM

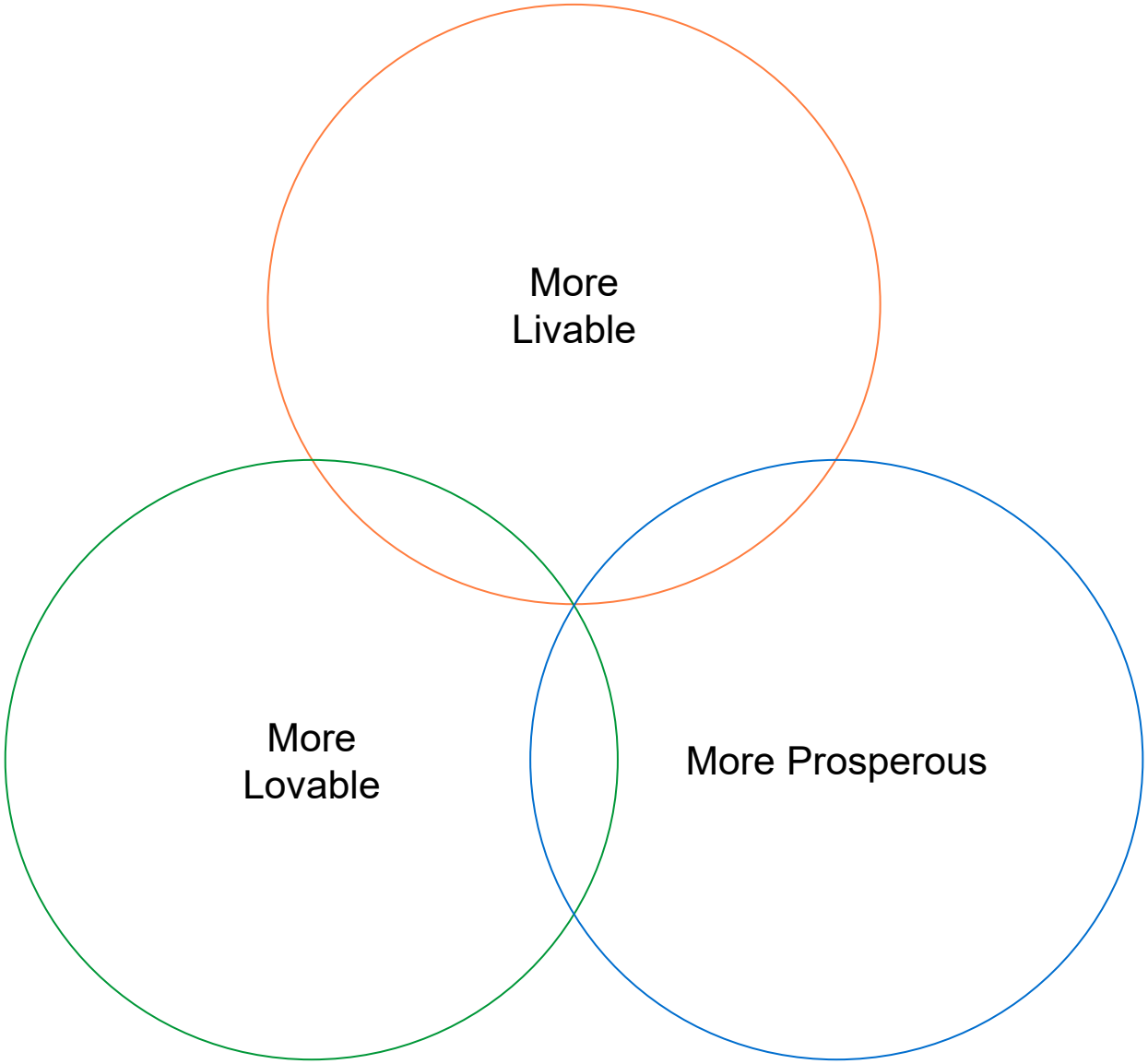
What is a Destination Stewardship plan?

A Destination Stewardship Plan provides a strategic roadmap for sustainable tourism development that balances visitor experiences, community needs, environmental protection, and economic prosperity.

Unlike traditional tourism plans, Burlington's approach recognizes the similarities between attractive places to visit and attractive places to live and work, creating mutual benefits for visitors, residents, and businesses.



Visitors want to visit those destinations that are also attractive places to live and to work.



An integrated approach to destination development

HORIZON 2050
Horizon 2050 is Burlington's long-term strategic plan, focused on shaping the city's growth and development to ensure a sustainable, vibrant future for residents, businesses, and visitors.

ECONOMIC DEVELOPMENT
Such an approach will complement broader economic development initiatives designed to position Burlington as an attractive centre for businesses and the growing greater Toronto population base.

DESTINATION BRAND PROJECT
The recent merger streamlines efforts to support Burlington’s businesses and tourism, while focusing on marketing to create a strong, unique destination brand for the city.

DESTINATION STEWARDSHIP PLAN
The Destination Stewardship Plan will be linked to Burlington’s economic development strategy and provide key inputs to the Destination Brand project currently underway.

Destination Stewardship Plan Objectives

OBJECTIVE 1	Define the tourism vision for Burlington for the next 5 - 10 years.
OBJECTIVE 2	Present strategic directions, priority areas and action items that will help to create long-term community wealth for Burlington through tourism.
OBJECTIVE 3	Serve as a collective tourism roadmap for destination stakeholders that will help to ensure the long-term sustainability of our destination and grow Burlington's competitive position as a destination of choice.

Vision Statement

By 2030, Burlington will be Ontario's premier destination, seamlessly blending vibrant urban amenities with stunning natural beauty and waterfront views. Its strategic location in a rapidly growing corridor positions Burlington as a key player in attracting diverse visitors and businesses with its unique cultural, recreational, and culinary experiences.

Burlington will thrive as a vibrant hub for arts, recreation, and business, offering high-quality amenities, safe communities, and diverse, year-round programming. Embracing innovation and growth, Burlington will be designed for the future, with thoughtful and strategic planning to ensure it becomes a top-ranked Canadian city where people live, work, and play. The city will develop and manage tourism for the benefit of the community, providing unforgettable experiences for both residents and visitors, and fostering a vibrant, inclusive, and prosperous environment for all.

Target Audiences

Burlington
ECONOMIC DEVELOPMENT + TOURISM

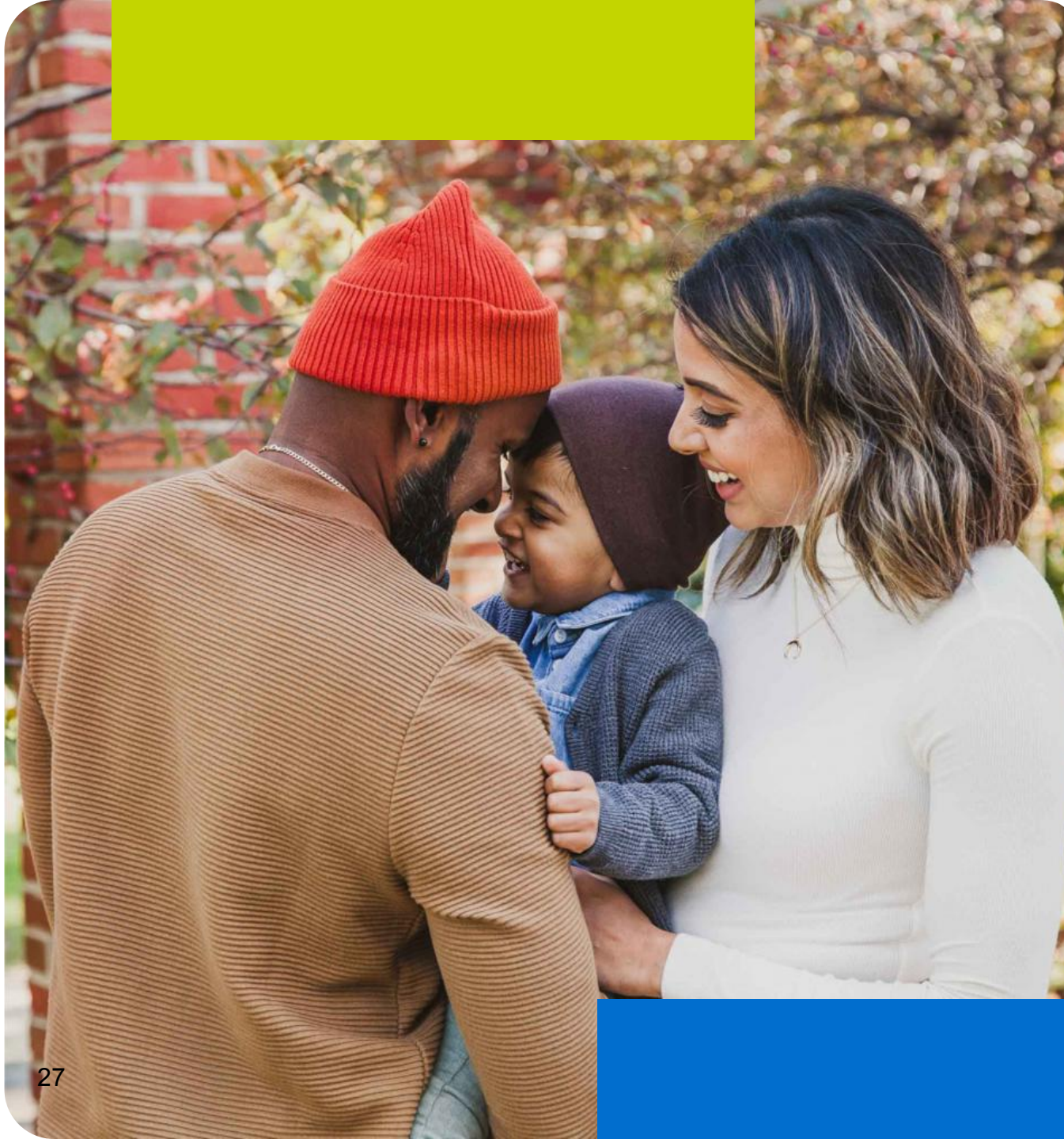
Diverse Families

Location: Primarily in Peel, York, and Toronto; households with 3+ people, children, and many identifying as visible minorities and immigrants to Canada.

Social Status: Value community perception, showcasing status through home and possessions.

Leisure: Enjoy novel experiences and indoor activities like video games, home workouts, and bowling.

Lifestyle: Focused on family life and maintaining a strong social presence.



Suburban Families

Location: Primarily in suburban areas surrounding the GTHA; households with children and middle-aged parents.
Social Status: Financially stable with household incomes above the regional average; predominantly non-visible minority groups.
Leisure: Focused on family bonding through local events, parks, sports, and outdoor activities; occasional cultural and entertainment outings in the city.
Lifestyle: Emphasize family values, community involvement, and a balanced suburban lifestyle.

Affluent Mature Families

Location: Primarily in urban areas across the GTHA, with higher representation in York, Halton, Hamilton, and Durham; households with children.

Social Status: Above-average household incomes; older maintainers with university degrees; typically, not identifying as visible minorities.

Leisure: Enjoy gardening, walking, and other physical activities; frequent restaurants, bars, and local parks.

Lifestyle: Focus on leaving a legacy, community involvement, and improving health.

Diverse Urban Starters

Location: Primarily in Toronto; young singles and couples with university degrees and slightly below-average incomes.

Social Status: Below-average visible minority presence, with 45% identifying as part of a visible minority group; trend-conscious individuals seeking recognition.

Leisure: Enjoy attending large events, engaging in sports and physical activities, and visiting restaurants, parks, art galleries, and music venues.

Lifestyle: Appreciate diverse cultures, novelty, and trendy items; active social scene with a focus on peer recognition and new experiences.

Business & Group Travel

Business & Group Travel Hub: Popular for professionals attending events, conferences, and corporate retreats.

Prime Location & Venues: Accessible, high-quality venues and accommodations in a key commercial corridor.

Leisure & Business Blend: Strategic GTA location with a unique mix of leisure amenities, ideal for sports, conferences, and regional gatherings.

Strategic Priorities for Burlington

STRATEGIC PRIORITY #1

Branding & Marketing

STRATEGIC PRIORITY #2

Product & Programming

STRATEGIC PRIORITY #3

Environment & Enabling Conditions

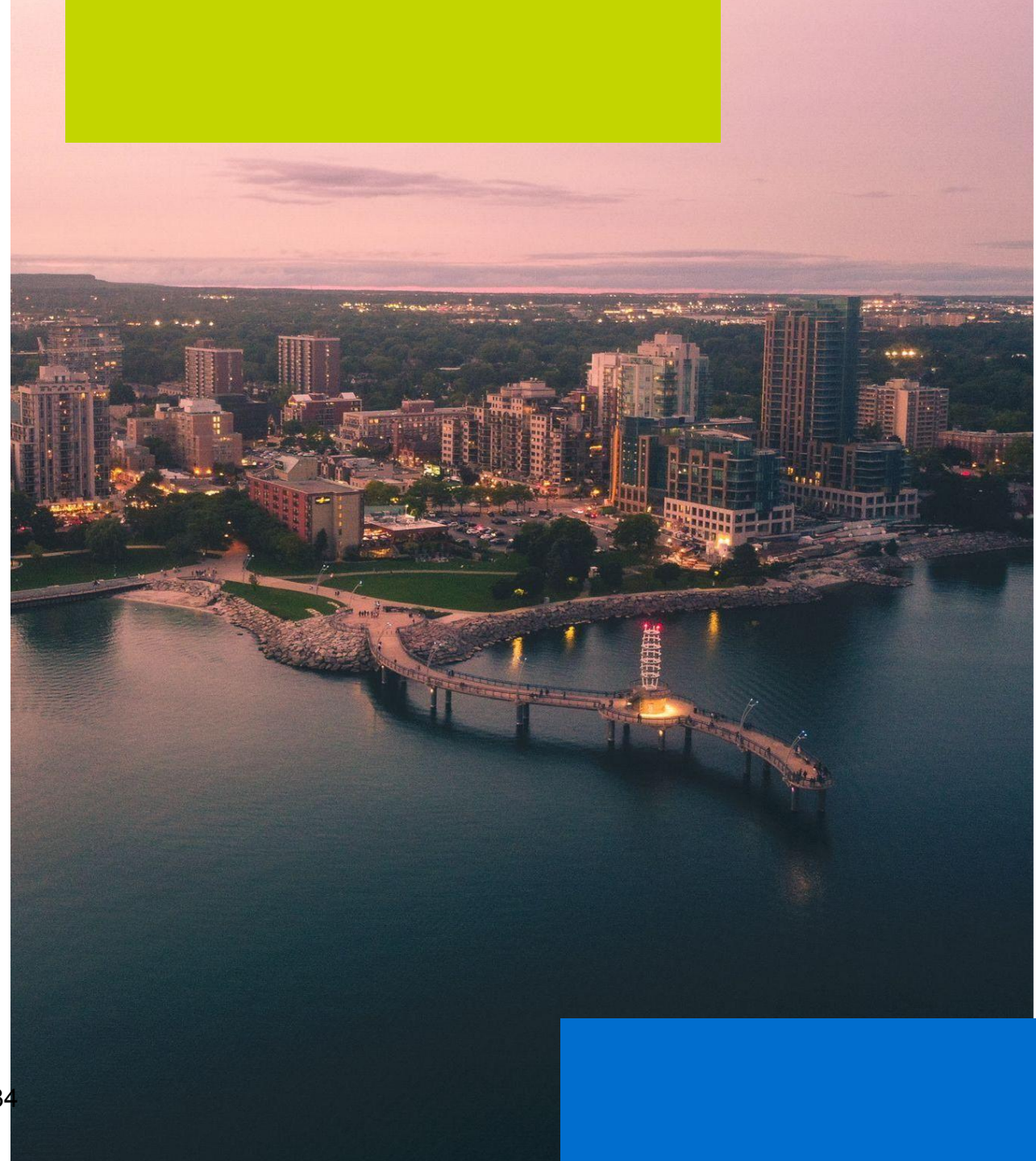
Pillar 1: Branding & Marketing

Why It Matters

Effective branding makes a destination stand out by **highlighting unique attributes** and **differentiating the destination** in a crowded field.

Communication and marketing of these unique selling points can build an **emotional connection and appeal** to the target audience's interests and desires.

Sales, customer experience support and the effective use of partnerships in undertaking marketing activities all form part of a successful, overall destination marketing and positioning strategy.



Key Strategic Pillars

Content

Channels

Sales

Group Travel

Partnerships

Visitor Services

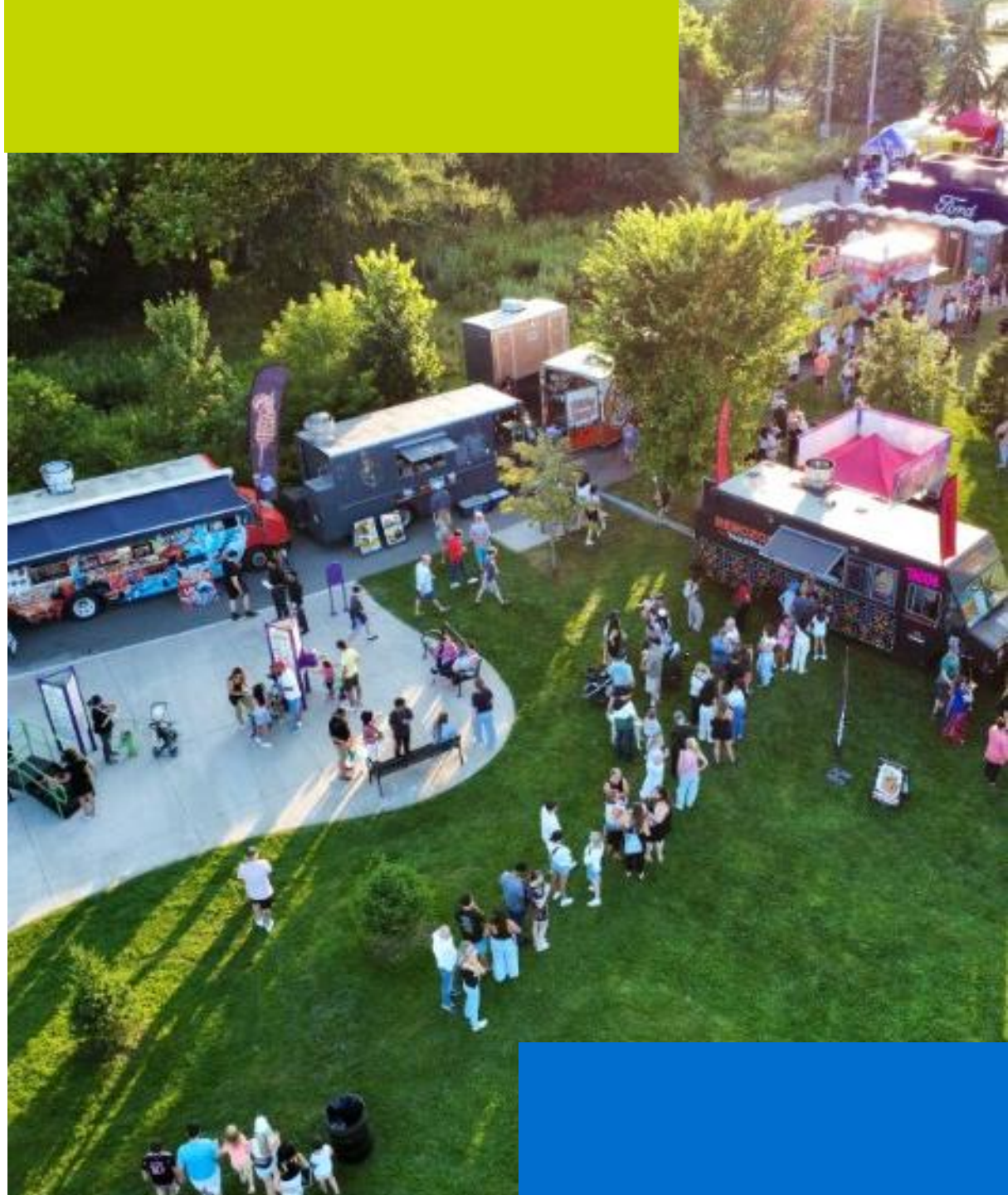
Pillar 2: Product & Programming

Why It Matters

Programming, notably high-profile festivals and events, complements the product offering by **animating public spaces** and **insighting travel** throughout the year.

While the waterfront's uniqueness makes it central to Burlington's tourism, concentration of visitor activity—often from multiple large events—short-changes broader visitor-ready offerings.

Spreading visitors beyond the waterfront to reduce congestion and **distribute benefits citywide** will require participation at the city, neighbourhood, event organizer and commercial level.



Key Strategic Pillars

- Neighbourhoods
- Festivals & Events
- Arts & Culture
- Family Friendly Attractions
- Culinary & Agriculture
- Outdoor Recreation

Pillar 3: Environment & Enabling Conditions

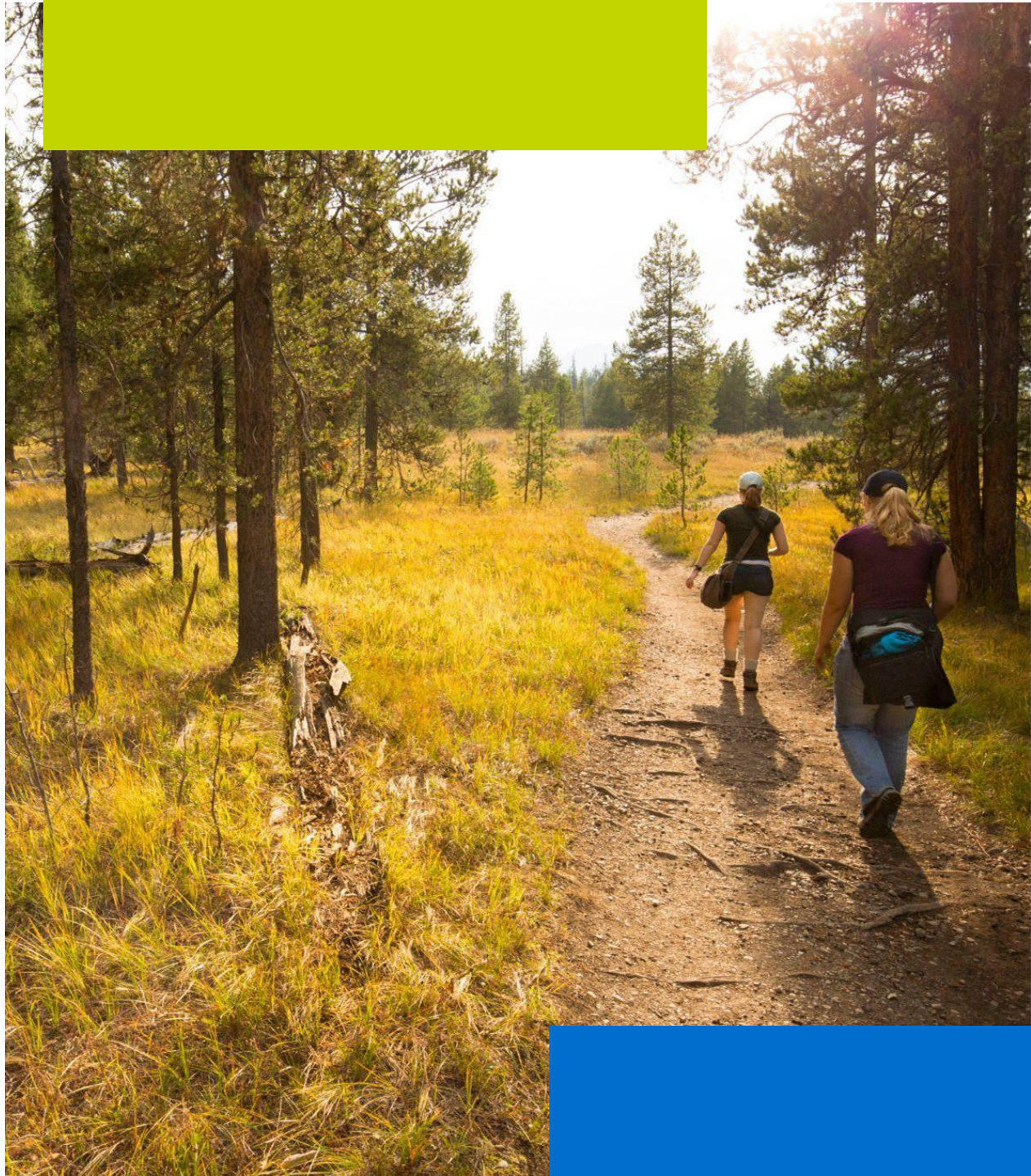
Why It Matters

Burlington’s appeal as a tourism destination i intrinsically tied to its **physical infrastructure** and the **supportive systems** that enhance visitor experiences.

From event facilities and public spaces to accessibility initiatives and technological advancements, these elements form the backbone of Burlington’s tourism landscape.

By **strategically developing** these areas, the city aims to create an environment that not only attracts visitors but also ensures their stay is **seamless, enjoyable, and respectful** of the local community.

These efforts lay the groundwork for a thriving, sustainable tourism ecosystem that benefits both visitors and residents alike.



Key Strategic Pillars

- Event Infrastructure
- Accessibility & Inclusivity
- Connectivity & Transportation
- Technology & Innovation
- Sustainability & Climate Action
- Destination Governance

Our Focus Today

Destination Development and Marketing 2025-2026 Priorities

Co-Marketing and Partnerships

Seasonal Campaigns and Digital

Development of Key Sub-Strategies

Destination Brand Project (Q1 2026)

Destination Stewardship Plan Implementation (2024-2027)

DSP Implementation – 3 Year Roadmap

Lead Advocate Support

City of Burlington

1. Horizon 2050
2. Municipal Accommodation Tax
3. Culture Plan
4. Departmental Strategies

External Partners

1. Culture Boards
2. Hotels, attractions and local business
3. Transportation partners
4. Other tourism agencies

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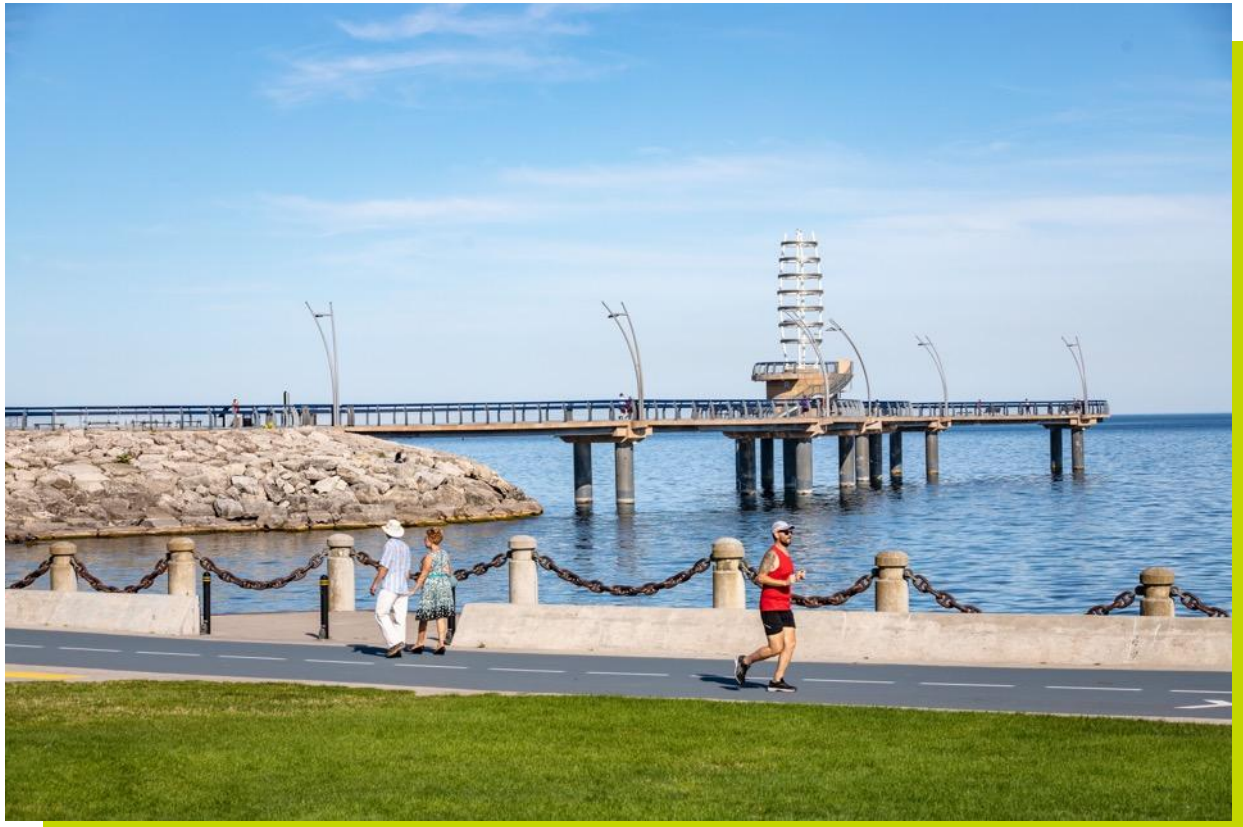

Burlington
ECONOMIC DEVELOPMENT + TOURISM

Burlington Economic Development and Tourism

October 31st, 2025

Mayor Marianne Meed Ward and Members of Council
City of Burlington
426 Brant Street
Burlington, ON

RE: Third-Party Review of Burlington Economic Development and Tourism (CAO-06-25)

Dear Mayor Meed Ward and Members of Council,

On behalf of the Board of Directors of Burlington Economic Development and Tourism (BEDT), I would like to thank Council and staff for their time and consideration of the Third-Party Review (CAO-06-25) and its appendices. We appreciate the opportunity to appear before you to provide context, clarification, and constructive recommendations on how we can move forward together.

Our Shared Objective

BEDT and the City share a common goal: to ensure Burlington's economic and tourism programs are structured for long-term success, accountability, and value for residents, businesses, and visitors. The Board's focus remains on the following outcomes: jobs, investment, visitor spending, and community benefit. To deliver this effectively, it is essential that we work together to ensure the right structure and conditions are in place, and that it is done thoughtfully and strategically.

This letter supports an informed Council decision that provides clarity and direction to both City and BEDT staff, enabling coordinated action to address root-cause structural issues rather than surface symptoms.

Review and Progress to Date

Council directed the merger of Burlington Economic Development and Tourism Burlington through Report COW-04-24 and subsequent updates including CM-06-24, Council Information Package reports and direct emails to council. City of Burlington staff and council were fully integrated and engaged in directing this process through

participation in the boards of both organizations and the joint governance committee established between the two organizations to manage the merger. BEDT completed this complex integration on schedule as of January 1, 2025, creating a unified organization that aligns economic development and tourism under one strategic framework.

This work represented one of the most significant organizational transitions undertaken by a Burlington agency. It required extensive governance, HR, financial, and legal integration, bringing together two entities that had operated independently for more than twenty years. Thousands of hours of staff, legal, and consultant time, and a significant investment of public funds were dedicated to aligning policies, systems, and strategy. The merger achieved the objectives outlined by Council: to strengthen oversight of the Municipal Accommodation Tax (MAT), eliminate duplication, and deliver a more accountable, high-value organization.

The new BEDT structure now delivers integrated services and measurable results, including improved accountability, coordinated sector strategies, and an enhanced visitor-economy framework through the Destination Stewardship Plan.

Findings and Structural Gaps

While the Third-Party Review (CAO-06-25) identifies areas for improvement, many of the challenges it highlights are structural rather than organizational, stemming from outdated accountability frameworks and expired agreements that apply across Burlington's broader agency, board, and committee (ABC) system.

BEDT's accompanying report, Addressing Gaps and Inconsistencies in CAO-06-25, outlines several outdated references, omissions, and factual inaccuracies that must be clarified to ensure Council's deliberations are based on accurate and verified information. In particular, the report contains statements about BEDT's actions and decisions for which the factual basis is unclear or opinion-based rather than evidence-verified. Correcting these items is critical not only for informed decision-making but also for the integrity of the public record.

For example, the current state of reporting and the servicing agreements:

- The Service Agreement between the City and BEDT expired more than ten years ago. In its absence, a patchwork of interim systems and processes evolved to support day-to-day coordination.

- These informal arrangements recommended as part of the 2020 Governance Review approved in CM-27-20 functioned adequately but were disrupted by organizational changes within the City during 2024-25, including new reporting structures and the discontinuation of BEDT's former ability to report directly to Council through standing committees.
- These legacy conditions have created alignment and communication gaps that affect not only BEDT but all ABCs and underscore the need for a comprehensive accountability framework.

It is essential that Council's decision on CAO-06-25 recognize these underlying structural challenges and the compounding effects on the ability of both organizations to deliver results together.

Organizational Credibility and People

The Board recognizes that CAO-06-25 and its appendices have had real and understandable impacts on staff morale and organizational confidence. While the report was intended to focus on governance and structure, aspects of its tone and interpretation have created uncertainty among staff and stakeholders and risked diminishing the professionalism and credibility of a team that has successfully delivered a complex merger and strong performance outcomes.

In response, BEDT leadership has reinforced internal messaging emphasizing that this process is a structural and governance review and not a reflection of performance. A joint session with City and BEDT leadership is scheduled for October 31 to discuss the report's findings, answer questions, and reaffirm shared commitment to staff well-being, engagement, and collaboration.

The Board remains committed to transparency, morale, and maintaining a sense of stability and professionalism during this period of review and transition.

Shared Alignment and Recommendations

As outlined in the July 2025 submission to Rubicon and in the March 2025 correspondence with the CAO, the Board supports continuing with a hybrid governance model with enhanced alignment tools, rather than full municipal integration. This model provides business-sector agility and direct accountability to Council through shared KPIs, financial oversight, and City participation on the Board and committees.

This finding is consistent with the quantitative analysis presented in the Rubicon report, which highlights that external, arm's-length agencies are typically more prevalent in economic development functions, especially within mid-sized and smaller municipalities. The report concludes that such models tend to produce more transparent and quantifiable outcomes, particularly in investment attraction and job creation and was highly supported among the interview and survey participants.

To address the structural gaps identified, BEDT recommends that Council direct staff and BEDT to jointly:

1. Develop a new MOU or Service Charter defining roles, reporting relationships, and alignment with the City's Corporate Compass and Horizon 2050.
2. Renew the Service Agreement, updating funding, KPI reporting, and Council engagement and governance mechanisms.
3. Implement a shared KPI dashboard to provide regular, transparent updates on performance and risk.
4. Undertake a comprehensive review of MAT by-laws and governance, ensuring transparency and alignment with the Destination Stewardship Plan and stakeholder expectations.
5. Reinstate clear Council reporting channels for BEDT and other boards to maintain open accountability.
6. Implement the recommendations of the ABCs Accountability Framework (RCC-25-23) in alignment with BEDT's recommendations to modernize governance structures and address the root structural issues affecting all ABCs.

Endorsed Board Governance Model Recommendation from July 2025 Rubicon Submission

Inline with the July submission to Rubicon (attached as an appendix) the BEDT board continues to endorse the current-state Hybrid Model with enhanced alignment and process implementation. A hybrid governance model in economic development and tourism refers to an external, incorporated organization governed by an independent, multi-sector board of directors. This model combines the agility and responsiveness of a business-led entity with municipal accountability through formal reporting mechanisms, shared KPIs, and strategic planning integration. This model provides key advantages including:

1. Strategic Agility: Independent agencies can act quickly on investment attraction and tourism promotion without bureaucratic delay.
2. Business Credibility: A board composed of local leaders, sector experts, and entrepreneurs fosters legitimacy and trusted relationships.
3. Operational Flexibility: Agility in hiring, procurement, and grant applications supports tailored programming.
4. Stakeholder Alignment: Hybrid structures allow for multi-sector collaboration across business, academia, and government with agile support mechanisms.
5. Accountability Through Transparency: Performance metrics and KPIs are published externally and reviewed by an independent board

BEDT is already operating in a closely aligned hybrid model that provides flexibility, accountability, and value for taxpayer dollars. Gaps have emerged in recent years due to lack of formal agreements and processes behind the current hybrid governance structure that came to light during recent leadership changes within the City. This leaves BEDT and the City of Burlington susceptible to gaps in alignment and risks emerging with changes in the leadership structure of the organizations. BEDT board's position is that the current structure offers the ideal path forward and higher value add to the City and its stakeholders, however we recommend strengthening the model with updated governance tools and deliberate alignment with City direction, not dissolving or integrating BEDT into the City.

The Broader Structural Context

As identified through RCC-25-23, many of Burlington's boards and agencies are operating without updated service agreements or a consistent accountability framework. This represents a systemic challenge. Implementing a comprehensive ABC framework that formalizes governance expectations, reporting, and alignment mechanisms will resolve root-cause issues and strengthen Council oversight across the City's entire ABC portfolio as recommended in RCC-11-24.

Call to Action

The BEDT Board respectfully requests that members of Council make a clear decision today directing staff and BEDT to move forward collaboratively. We ask Council to confirm continuation of the hybrid model and the development of a Renewed Service Agreement or MOU within the context of a new, comprehensive ABC accountability

framework. We will work to implement processes to enhance Council oversight within this mechanism.

We will however support the development of a transition plan, should Council determine integration is appropriate.

In either case, the focus should be on addressing root causes of misalignment and ensuring strategic, financial, and governance integration, not the technical HR, financial, or legal details of merging organizations, in addition to addressing reputational and credibility impacts created by report CAO-06-25.

Clear Council direction will provide stability for staff and stakeholders, allow City and BEDT leaders to focus on implementation, and reinforce Burlington's reputation for evidence-based, collaborative governance.

Closing

BEDT remains committed to partnership, transparency, and measurable results. By addressing structural and process gaps and reaffirming confidence in the professionalism of the people who deliver these results daily, Council can strengthen Burlington's economic resilience and governance accountability.

Thank you for your leadership and consideration as we work together to ensure Burlington's governance model reflects best practices and shared community priorities.

Respectfully submitted,

Ron Laidman
Chair, Board of Directors
Burlington Economic Development and Tourism

cc:
Curt Benson, Chief Administrative Officer, City of Burlington
Andy Scott, Chief Transformation Officer, City of Burlington
Anita Cassidy, Executive Director, BEDT
BEDT Board of Directors

Attachments:

Appendix A: BEDT Report on Gaps and Inconsistencies in CAO-06-25 prepared for BEDT Board

Appendix B: BEDT July 2025 Submission to Rubicon

Appendix C: BEDT March 2025 Letter re Third-Party Review

Appendix D: BEDT Summary Report on CAO-06-25 Board Discussion and Prioritization prepared for BEDT Board

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Report: Addressing Gaps and Inconsistencies in CAO-06-25 and the Rubicon Third-Party Review

Prepared by: Burlington Economic Development & Tourism (BEDT)

Date: October 28th 2025

Executive Summary

This report identifies factual inconsistencies and omissions in CAO-06-25, 'Findings from the Third-Party Review of Burlington Economic Development and Tourism,' and its supporting Appendix A – Rubicon Strategy Report. It provides verified clarifications and supporting evidence to ensure Council has accurate, contextual information before the November 3 Committee of the Whole discussion. The goal is to protect the organizational, board, and staff reputation of Burlington Economic Development and Tourism (BEDT) and ensure that Council's deliberations are based on factual, balanced, and complete information.

Key concerns include:

(1) omission of merger rationale and progress;
(2) incomplete benchmarking of destination management organizations (DMOs);
(3) inaccurate claims of duplication of services;
(4) misrepresentation of TechPlace and BEDT's governance committees; and
(5) absence of partner verification.

The report recommends directing BEDT staff to collaborate with the City's Chief Transformation Officer (CTO) to correct inconsistencies, assess reputational impacts, and submit a joint clarification note before the Committee of the Whole meeting. Board members are also invited to submit additional observations for inclusion in the final submission.

Purpose

This report outlines factual inconsistencies and omissions within CAO-06-25 and its supporting Appendix A – Rubicon Strategy Report. It ensures that Council decisions are informed by accurate, contextual information.

Context

The merger of Burlington Economic Development and Tourism Burlington took effect on January 1, 2025, following Council direction. BEDT cooperated fully with the Rubicon review, supplying governance, financial, and performance documentation through several submissions.

Summary of Key Gaps and Inconsistencies

1. Omission of merger context and progress: key rationale and post-merger progress unacknowledged.
2. Incomplete governance and KPI benchmarking: omission of DMO comparators despite BEDT's dual mandate.
3. Governance and accountability: mischaracterization of Board oversight and City participation.
4. Stakeholder engagement: lack of partner verification with Chamber and innovation networks of statements in staff report.
5. Duplication of services: incorrect claims regarding Planning coordination and Tariff Resource Hub.
6. Misrepresentation of Board committees: HR, Finance, Destination, Innovation, and BGR committees have formal mandates and City participation.
7. TechPlace: contrary to report, TechPlace delivers strong ROI and fulfills Council's direction on co-location verified through city led governance review in 2020 (reports CM-19-20 and CM-27-20).
8. Procurement and consultant expertise: sole-sourcing to a government-relations firm led to limited quantitative analysis.

Reputational Considerations

Uncorrected inaccuracies risk misrepresenting BEDT and City performance, undermining Council confidence, and affecting staff morale. Correcting the record demonstrates accountability and shared commitment to transparency.

Recommended Next Steps

1. Direction to Staff – BEDT staff to collaborate with the City CTO to address inaccuracies and prepare a joint clarification note before Nov 3.
2. Board Input – Invite Board members to submit additional feedback on inconsistencies.

3. Partner Verification – Engage Chamber, tourism, and innovation partners for written confirmation of statements of duplication and views represented in the report.
4. Include references to BEDT submission in corrected report.

Conclusion

By working jointly with the City to correct the record ahead of the Committee of the Whole, BEDT supports informed, evidence-based governance and safeguards organizational and City reputation.

Appendix: Key Inconsistencies and Omissions

Category / Section	Statement or Assertion in CAO-06-25 / Rubicon Report	Verified Information / Correction	Implication or Impact	Supporting Source(s)
Organizational Information	Key Organizational information is incorrect including services, no of employees, board members etc	See 2026 BEDT Budget Submission, www.investburlington.ca for corrections	Speaks to overall accuracy of report and verification of information	
Governance Model	BEDT's independent governance model limits accountability to Council.	BEDT is a City-owned corporation with the City as sole member, full budget approval by Council, and participation of the CAO and City staff in Board and committee meetings.	Overstates risk and misrepresents existing accountability mechanisms.	BEDT By-laws; HR & Governance Committee Reports, Board submission to Rubicon
Service Agreement Risk	Operating without a Service Agreement creates legal and financial exposure.	The prior Service Agreement expired in 2011; renewal identified as administrative, not risk-related.	Creates unnecessary perception of non-compliance.	CM-17-20; BEDT Audit Records
Governance Review Continuity	Rubicon's work builds on the	Rubicon did not review or reference	Overstates continuity and rigour.	CM-27-20; Consultant Correspondence

	2019/2020 governance review.	2019/20 materials until after BEDT request; methods differ.		
Merger Context	Persistent misalignment and duplication of work.	The Jan 2025 merger resolved legacy overlap; governance and KPIs updated accordingly.	Fails to acknowledge Council's direction and progress achieved.	Council Reports DSP Plan 2025
DMO and Tourism Performance	No DMO or MAT governance comparators referenced.	BEDT provided Deloitte 2024 scan benchmarking hybrid EDO–DMO models.	Removes tourism accountability context and dual mandate clarity.	Deloitte Best Practices Scan (Aug 2024)
Stakeholder Feedback	Stakeholders report limited awareness of BEDT outcomes.	Rubicon survey had fewer than 40 respondents most with less than 19 employees; BEDT engaged over 800 businesses in 2024.	Anecdotal feedback presented as representative.	BEDT 2024 Annual Report; Rubicon Survey
Duplication of Effort	BEDT duplicates City and Chamber functions.	High-impact file coordination occurs under joint City–BEDT Concierge; Tariff Hub (2019) was co-developed with Chamber.	Misrepresents collaboration as duplication.	BEDT–City CX Framework; Chamber correspondence
TechPlace	TechPlace lacks oversight and duplicates services.	Council's 2020 review confirmed TechPlace ROI and governance model	Contradicts Council-approved data and direction.	CM-27-20; TechPlace Cost-Benefit Analysis (2020), TechPlace

	BEDT reconsidered previously agreed lease terms and renegotiated rates.	Lease was not representative of lease terms discussed during purchase of Bateman and included significant additional costs for room rentals	Misrepresents due diligence by board and escalation of lease issues to CAOs office.	lease correspondence
Employment Lands Conversion	BEDT opposed and advocated against provincially approved employment land conversions	BEDT noted strategic impacts of conversions to shovel ready lands. BEDT endorsed a mixed use vision for 1200 King and Bronte Meadows the key employment sites converted by ROPA 49.	Mischaracterizes actions by BEDT	ECDEV-02-24 1200 King Economic Vision https://www.burlington.ca/en/news/from-burlington-economic-development-economic-vision-for-1200-king-road.aspx
Regional Realignment Parallel Analysis	BEDT engaged a consultant for parallel analysis of work already underway by the City	BEDT engaged a consultant to support an analysis of business models and KPIs for economic development and tourism as part of merger activities to inform a joint EcDev and Tourism model	Mischaracterizes actions by BEDT	Deloitte Best Practice Scan 2024

KPI Integration	BEDT lacks clear KPIs and reporting.	Integrated 2025 Performance Plan aligns KPIs to City's Corporate Compass.	Creates impression of missing transparency despite framework.	BEDT 2025 Performance Plan
Staffing and Costs	BEDT has ~15 staff and in-kind rent.	Actual 7 Permanent FTE + contract roles; pays full market rent at 414 Locust Street.	Overstates financial exposure and scale.	BEDT HR Records; Lease Agreement 2024
Board Committees	Committees lack formal oversight function.	Five committees with City and partner representation (HR, Finance, DDM, BGR, I&E).	Mischaracterizes governance maturity and integration.	HR & Governance Committee Reports
Consultant Methodology	Independent third-party analysis by governance experts.	Rubicon is a government-relations firm; methodology qualitative, limited governance modeling.	Reduces analytical depth and objectivity.	Comparison to outcomes and reporting to 2020 Governance Review
Tourism Integration	Tourism remains fragmented.	Integration completed Jan 2025; DSP and brand strategy implemented.	Misrepresents merger success and operational progress.	DSP 2025; HR & Governance Reports
Partner Engagement	Limited engagement with external agencies.	BEDT collaborates with Innovation Factory, Haltech, Angel One, Brock University, and Chamber.	Understates existing partnerships.	BEDT Partnership Engagement Strategies and agreements; I&E Committee, Service agreements with

				Angel One and Innovation Factory
Reputation and Communications	Operational confusion impacting stakeholder confidence.	Partner satisfaction for Tourism improved from 0% (2023) to 100% (2025).	Incorrectly implies loss of trust; ignores positive trend.	DSP Implementation Survey (2025); Partner Feedback Summary

• Most inconsistencies stem from omitted merger context, incomplete benchmarking, or lack of verification.
• Duplication and accountability assertions rely on perception data rather than validated evidence.

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BEDT Board Engagement Third Party Review Summary & Recommendations July 3, 2025

Overview: Third-Party Review (CM-10-24 Summary)

CM-10-24 Update on strategic initiatives and organizational services

Rationale: To evaluate the governance and service delivery model of Burlington Economic Development and Tourism (BEDT) in light of its recent merger, with the goal of ensuring alignment with City objectives, transparency, and effective resource use.

Stated Objectives of Third Party Review:
1. Assess the effectiveness of BEDT's current organizational structure.
2. Clarify how BEDT aligns with City economic development and tourism priorities.
3. Explore structural options (e.g., standalone, hybrid, or integration).
4. Recommend strategies to improve accountability, reporting, and partnership.

Structural Options being considered as part of Third Party Review

- **BEDT Board Recommendation - Continued current-state Hybrid Model with enhanced alignment and process implementation.**
- Status Quo or Integration of BEDT services into COB – will not address gaps and risks identified as part of the third party review process

Hybrid Governance Model Recommendation

For clarity, BEDT is already operating in a closely aligned hybrid model. A hybrid governance model in economic development and tourism refers to an external, incorporated organization governed by an independent, multi-sector board of directors. This model combines the agility and responsiveness of a business-led entity with municipal accountability through formal reporting mechanisms, shared KPIs, and strategic planning integration.

This model provides key advantages including:

1. Strategic Agility: Independent agencies can act quickly on investment attraction and tourism promotion without bureaucratic delay.
2. Business Credibility: A board composed of local leaders, sector experts, and entrepreneurs fosters legitimacy and trusted relationships.
3. Operational Flexibility: Agility in hiring, procurement, and grant applications supports tailored programming.
4. Stakeholder Alignment: Hybrid structures allow for multi-sector collaboration across business, academia, and government with agile support mechanisms.
5. Accountability Through Transparency: Performance metrics and KPIs are published externally and reviewed by an independent board.

As stated, BEDT is already operating in a closely aligned hybrid model that provides flexibility, accountability, and value for taxpayer dollars. Gaps have emerged in recent years due to lack of formal agreements and processes behind the current hybrid governance structure that came to light during recent leadership changes within the City. This leaves BEDT and the City of Burlington susceptible to gaps in alignment and risks emerging with changes in the leadership structure of the organizations. **BEDT board's position is that the current structure offers the ideal path forward and higher value add to the City and its stakeholders, however we recommend strengthening the model with updated governance tools and deliberate alignment with City direction, not dissolving or integrating BEDT into the City.**

Key Takeaways:

- **Integration will not create incremental efficiencies or reduce administration**: BEDT is already aligned with City of Burlington HR policies and utilizes City of Burlington Finance, payroll and IT systems. The external structure allows the best of both worlds to create more flexibility in procurement, external funding opportunities and the ability to execute quickly. BEDT relies on City-managed finance, accounting, HR, and IT via an expired services agreement creating gaps and risks in service delivery and it is recommended that this be updated and enhanced.
- **Resource effectiveness and increased customer satisfaction**: BEDT has **reduced staff headcount by 30%** since pre-merger, while expanding services and sector impact.
- **City Alignment:** BEDT board has integrated representation by City of Burlington CAO, Mayor and Councilors while XLT membership has been integrated at the working committee and tactical level.
- **Lack of clear City of Burlington strategy for BEDT to create stronger alignment**: BEDT executed a merger in line with council direction and timelines. A new strategic plan, KPIs and organizational structure has been implemented, but full alignment is pending feedback by the City of Burlington.
- **Customer Focused Service Delivery**: Tourism destination business satisfaction with services increased from 0% pre-merger to 100%. Clear Integrated Customer Experience process in place with City of Burlington(COB) that defines the role of COB and BEDT in supporting the growth and attraction of businesses.
- **Operating Cost-efficiently with continuous improvement**: Funding increases from COB have averaged just 1.75% -2% annually for the last 5 years well below inflationary increases and City of Burlington staff cost of living increases. BEDT has continually optimized service delivery and staff structure to stay within the City of Burlington budget allocation despite larger payroll increases for comparable City roles.
- **Delivering $1.5M+ in Municipal Accommodation Tax (MAT) value annually**: BEDT governance provides trusted oversight for the required tourism DMO under the MAT by-law inline with municipal trends across Ontario to implement external DMO structures to ensure MAT accountability.
- **Business Leadership and $125K+ in Board value**: Volunteer Board provides strategic insight and in-kind leadership not available through municipal structure. High credibility with businesses and tourism operators due to dedicated, expert and sector led structure with flexibility to launch sector-specific initiatives (e.g., TechPlace, TIF) and pivot quickly to meet business needs (eg, COVID, Tariffs).
- **Risk management**: Separate legal entity protects the City while aligning via shared leadership and reporting. Gaps exist due to lack of formal processes, expired MOU/Service agreements which clearly outline City of Burlington/BEDT reporting, deliverables and council engagement mechanisms. BEDT board has always emphasized alignment with COB around the board table and delivered on council directions eg merger, innovation strategy, main street business programming during COVID.

Risks and Disadvantages of Municipal Integration

While integrating economic development functions into a municipality may appear to simplify governance, it introduces significant risks including:

1. Loss of Agility: City processes introduce delay in approvals, hiring, and contracting, limiting response to market opportunities.
2. Reduced Private Sector Engagement: Business leaders may disengage from purely advisory roles, reducing volunteer contributions and trust.
3. Funding Vulnerability: Loss of access to private partnerships, grants, or innovation funding typically unavailable to municipal bodies.
4. Erosion of Accountability: Without a performance-focused board, service quality may default to process metrics over outcomes.
5. Strategic Misalignment: Municipal mandates may prioritize planning or service delivery over economic competitiveness and investment attraction.
6. Mission Drift: Economic development priorities may be subsumed under broader political or administrative pressures.
7. Tourism Governance Breakdown: Loss of MAT oversight and trust from tourism stakeholders if separated from dedicated governance expertise. Increased risk of MAT spending being redirected to unrelated infrastructure. Current City-side MAT process for oversight of funds by a taskforce including representatives from Tourism not being followed. Risk of diminished industry trust in MAT if not properly governed.
8. Disruption of Integrated Model: Unwinding the merger undermines efficiencies and gains in cross-sector alignment.

Recommendations

Endorse continuation of the current Hybrid Governance model for BEDT with enhancements around alignment, process, accountability and reporting.

1. Governance Framework & Role Clarity

- Co-develop an MOU/Charter clarifying:
  - Strategic priorities
  - Roles and responsibilities (e.g., CX model, development files)
  - Council reporting structure and timelines
  - Ability for COB appointees to set priorities around board table and clear reporting/alignment mechanisms via council reporting/presentations
  - Alignment mechanisms with Horizon 2050 and Corporate Compass

2. Reporting and KPI Integration

- Formalize shared KPI dashboard with co-developed indicators
- Regular briefings to Council with performance and risk updates

3. Improved Integration Mechanisms

- Reaffirm roles in integrated CX process and business growth strategy
- Assign City SLT/XLT liaisons to BEDT working committees

4. Preserve and Evolve MAT Governance

- Codify MAT fund management roles for both City and BEDT
- Ensure dedicated, tourism-led oversight to maintain industry trust and meet legislative intent

Appendices

Appendix 1: BEDT Strategic Plan & KPIs
Appendix 2: BEDT 2024 Annual Report
Appendix 4: BEDT Economic Indicators 2020-2025
Appendix 3: Integrated Customer Experience Overview

BEDT Economic Indicators Dashboard available at https://investburlington.ca/tourism-data-hub/

BEDT Tourism Dashboard available at https://investburlington.ca/data-centre/economic-indicators-dashboard-pilot/

BEDT Strategic Plan Operational Plan (2025 – 2030)

Burlington
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April 2025

Burlington Economic Development (BEDT) Strategic Plan 2025–2030

Stakeholder Engagement

- **180+** Stakeholder Interviews
- **2000+** Survey Responses
- **19** Sector Focus Groups

Purpose

To be a champion of Burlington's economic prosperity by attracting and supporting businesses and visitors.

Mission

To drive sustainable economic growth and destination excellence by supporting businesses, attracting investment, and creating magnetic visitor experiences.

Following the amalgamation with Tourism, we undertook a comprehensive recalibration of our strategy, service model and processes to better harness the combined strength of two key economic drivers. Our integrated approach is designed to unlock greater value, improve efficiency, and strengthen impact across the community.

This transformation is guided by four key themes: driving value through collaboration, deepening stakeholder engagement, elevating the customer experience, and fostering innovation in economic development and tourism.

We deliver on this through our four strategic pillars: Investment Attraction and Competitiveness, Business Retention and Growth, Destination Marketing and Development, and building an Engaging Organization.

Our Strategic Pillars

Our Strategic Pillars by Services

1. Investment Attraction & Competitiveness

***Goal**: Attract high-value, future-ready businesses and investment to Burlington.*

- Business Location & Development – Site selection, feasibility studies, development concierge support
- Global Business Integration – Soft-landing services for international firms; export market development and trade readiness
- Grants, Incentives & Investment Readiness – Incentives navigation, investment fund support
- Market Intelligence & Industry Insights – Sector data, economic reports, opportunity briefs
- Strategic Connections – Curated introductions to civic leadership, developers, and regional influencers

2. Business Retention & Growth

***Goal**: Support and grow existing businesses to scale and thrive.*

- Business Outreach & Retention Programs – Corporate calling program, customer service requests (CSR)s, issue resolution, relationship management
- Provide support through policy advocacy and Competitiveness (Market and Business Intelligence)
- Start-Up & Growth Concierge – TechPlace support, coaching, acceleration, and funding access
- Talent & Workforce Solutions – Hiring networks, skilled talent attraction, post- secondary education linkages
- Innovative Ecosystem Development – Cluster strategy development, knowledge-sharing events, peer forums
- Provide Global Business Support - Soft-landing for international firms, cross border investments, export market development, enabling global reach from a local base
- Funding & Capacity Building – Grant support, training partnerships, targeted programs that support business successes

3. Destination Marketing & Development

***Goal**: Promote a vibrant business and tourism destination*

- Marketing & Amplification – Storytelling and milestone promotion, campaigns and media partnerships
- Destination Development – Support for festivals, events, and experience design; visitor servicing and wayfinding (strategic connections)
- Tourism Investment Fund and Bid Fund– Capital support for tourism events; investor attraction and support
- Partnerships & Stewardship – Collaboration with tourism operators, BIAs, arts, and culture
- Data & Insights – Visitor tracking, economic impact studies

4. Engaging Organization (Enabler)

Goal: Ensure our staff are empowered to provide exceptional customer service experience

- Develop a strong digital service transformation (digital & data excellence)– leverage salesforce, office 365 and AI tools to improve productivity
- Strengthen employee engagement
- Revitalized performance management systems that empower and enrich jobs and employees
- Develop a training and development strategy for employees
- Expand revenue sources
- Deepen broader and strategic stakeholder engagement to unlock high value opportunities

Destination Stewardship Plan

BEDT's Destination Stewardship Plan focuses on recommendations to responsibly grow Burlington's visitor economy by balancing economic impact with community well-being, environmental enablement and sustainability

- Enhancing Burlington's appeal as a sustainable, experience-rich destination
- Supporting tourism operators and events with resources and capacity building
- Encouraging community-based tourism that reflects Burlington's identity
- Aligning destination development with environmental, social, and cultural goals
- Embedding equity, inclusion, and accessibility in all visitor experiences

You can view our 3-year roadmap to implementing our destination stewardship plan here - LINK

Our Strategic Plan - At a Glance

Our strategic plan focuses on three core pillars—Investment Attraction, Business Growth, and Visitor Experience—aimed at driving economic impact for Burlington.
All programs and services are aligned to deliver measurable results, with key performance indicators as seen below -

Burlington
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2025 Strategic House

FRAMEWORK FOR STRATEGIC PILLARS

Purpose

To be a champion of Burlington's economic prosperity by attracting and supporting businesses and visitors.

MISSION

- Attract and develop new investments
- Grow and support existing businesses
- Promote a vibrant business and tourism destination
- Deliver outstanding Customer Experience

Annual Objectives

300 Million Increase in ICI Tax and Market Value
Attract and retain 5,000 plus jobs
Generate over 2,000 overnight stays and attract 500,000 plus visitors

Attraction and Competitiveness	Retention and Growth	Destination Development and Marketing	Engaging Organization
• 20,000 New and redeveloped ICI Space Sqm • 400 high impact jobs attracted	• 5,000 jobs retained • Jobs and Funding generated from business supported* • $300 M ICI Assessment Value and Market Impact	• 65% Plus Hotel Occupancy Rates • 2000 Room Nights • Economic Impacts of meetings and events attracted/supported* • Leisure/business visitor spending*	• 50 Plus Destination Business Net Promoter Score • 40 Plus High Impact and Main Street Business Net Promoter Score • Sentiment Score*

Pillars

Economic Indicators & KPIs

*New KPIs with baseline data to be set in 2025

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ECONOMIC DEVELOPMENT + TOURISM

BEDT KPIs 2025 & 2024 Performance

Objectives	KPI	Target 2025	Actual 2024
Attract investments that drive long-term economic prosperity for residents and businesses	Number of jobs attracted	300+	387
	Number of investment/event leads	100	73
	$ ICI Assessment and Market Value Impact	300M CAD	• ICI - 27,644,000 • 401M CAD
	New and redeveloped Industrial Commercial and Institutional Space Sqm	20000 +	21,491
Support the retention and growth of Burlington's businesses	Number of high impact jobs retained	400 +	472
	Number of jobs supported by programs and services	5000 +	New Metric
	Number of Customer Service Requests Satisfaction Level	600 40 plus NPS	453 CSRs 42 NPS
	Number of Corporate Calls to support business retention and growth	100	108
	Number of Businesses supported in business startup and scale up	650	544
	Jobs and Funding generated from business supported	tbd - New data sources being developed	New Objective
Improve visitor experiences, and implement strategic marketing to drive tourism economic growth, and increase the impact of the Visitor Economy	Destination Business NPS*	50 + NPS	0%- March 2024 85%- Dec 2024
	Hotel Occupancy Rates	65%	61%
	Hotel Room Nights Directly Generated Total Room Nights	500% YOY Increase (2,000 nights) 380,000	355 353,330
	Visitors Attracted	500000 +	447,195

*Actual 2024 currently reporting satisfaction survey from MAT hotels remitting through Corporate Calls and CSRs

Burlington
ECONOMIC DEVELOPMENT + TOURISM

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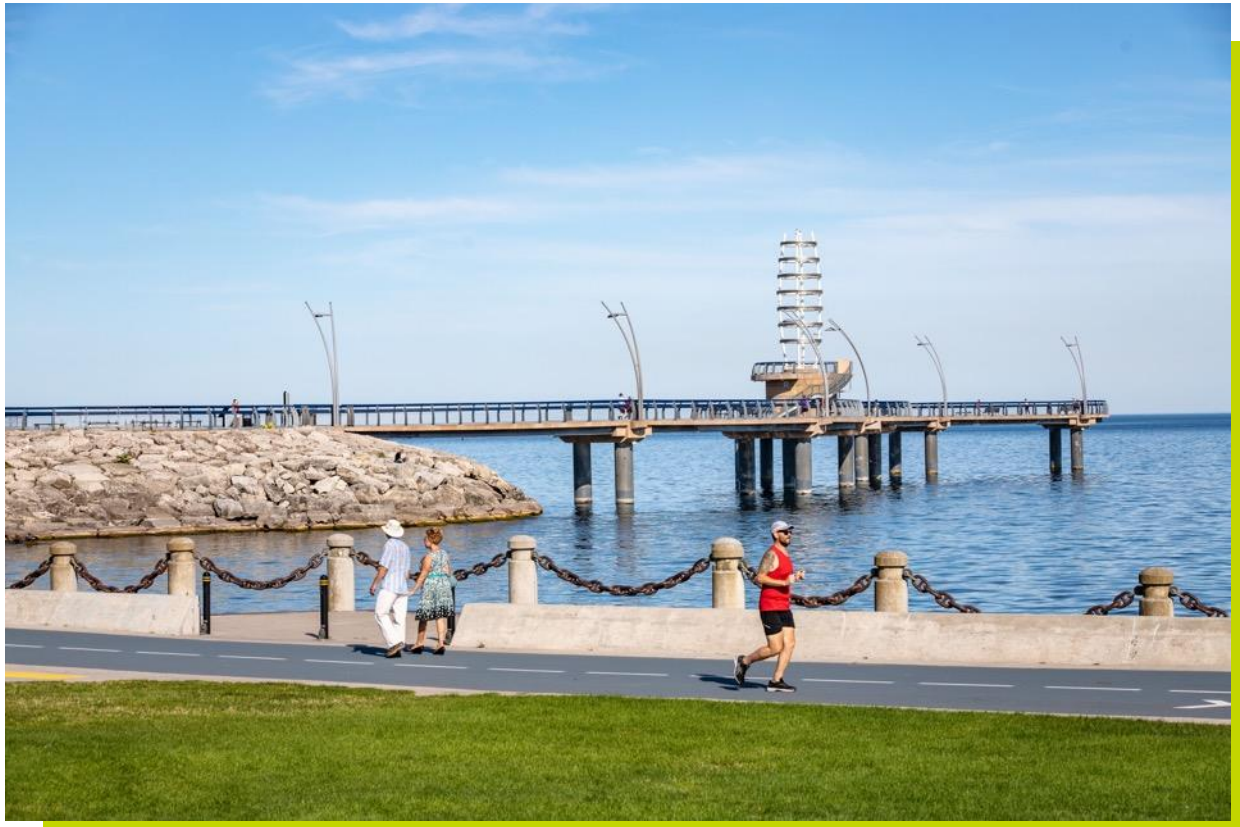

Burlington
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2024 ANNUAL REPORT

Burlington
ECONOMIC DEVELOPMENT + TOURISM

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MAYOR'S GREETING

FROM MAYOR MARIANNE MEED WARD

Burlington's momentum in 2024 was undeniable, with a 10-year high in housing starts, new leadership at City Hall, and continued investments in infrastructure, sustainability, and economic resilience.

These achievements have provided a strong foundation that positions us well as we face the unexpected challenges of 2025. The trade war has created significant uncertainty, impacting businesses and residents alike. Burlington remains committed to supporting our community, working to bolster economic stability and resilience during these turbulent times.

Thank you to everyone who contributes to making Burlington a place of opportunity, even in the face of adversity.

Mayor Marianne Meed Ward
City of Burlington

BEDT AMALGAMATION

STRONGER TOGETHER

On March 3, 2025, we officially announced the amalgamation of Burlington Economic Development and Tourism Burlington into a single organization: Burlington Economic Development and Tourism (BEDT). This strategic move brings together our efforts to support local businesses, residents, and visitors, and strengthen Burlington's tourism sector under one cohesive vision. In 2024 alone, tourism generated $524 million in visitor spending, highlighting the vital role it plays in our economy.

With a unified marketing and communications strategy, we are now better positioned to deliver a consistent destination brand, implement our Destination Stewardship Plan, and streamline services for partners, businesses and visitors. This new structure allows us to align economic and tourism strategies, improve operational efficiency, and create a stronger, more vibrant Burlington for all.

ENHANCED COLLABORATION

By uniting, we're aligning tourism and economic development to drive stronger strategies, coordinated growth, and impactful destination development.

UNIFIED BRANDING

We're building a unified destination brand and strategic plan to showcase Burlington's strengths, drive tourism, and support long-term success.

STREAMLINED PROCESSES

Consolidating administrative functions and streamlining processes will result in cost savings and operational efficiencies for both agencies.

STRATEGIC ALIGNMENT

Aligning strategies helps us pursue shared goals like job creation and placemaking while reducing duplication and maximizing impact.

ENHANCED VISITOR EXPERIENCE

Integrating tourism and economic development enhances visitor experience, boosts referrals, encourages repeat visits, and helps attract new investment opportunities.

DESTINATION STEWARDSHIP PLAN

USHERING IN A NEW ERA OF TOURISM IN BURLINGTON

WHAT IS A DESTINATION STEWARDSHIP PLAN?

A Destination Stewardship Plan (DSP) is a strategic roadmap that guides sustainable tourism development, ensuring that visitor experiences, community well-being, economic growth, and environmental protection are balanced. Unlike traditional tourism plans, Burlington's DSP integrates tourism with broader community and economic goals, making the city not only a great place to visit but also a vibrant place to live and work.

WHY TOURISM MATTERS FOR BURLINGTON

Tourism is a key driver of Burlington's economy, contributing $524.1 million in visitor spending in 2024 alone. Beyond economic benefits, tourism enhances our city's cultural vibrancy, supports local businesses, and strengthens Burlington's reputation as one of Ontario's most livable cities.

OUR VISION

Burlington is where Ontario's natural beauty and urban energy meet—a destination that brings people together. With our stunning waterfront, vibrant downtown, and scenic rural landscapes, Burlington is a premier destination that balances tourism growth, community values, and sustainability.

STRATEGIC PRIORITIES

With a clear roadmap in place, we are set to implement the Burlington DSP recommendations in a thoughtful and sustainable manner over several years, focusing on three core areas that will shape the city's visitor economy over the next decade.

1. BRANDING & MARKETING

How we position, promote, and sell Burlington as a destination.

- Unified Messaging & Content
- Marketing Channels & Digital Strategy
- Business Events & Group Travel
- Partnerships
- Visitor Services

2. PRODUCT & PROGRAMMING

The attractions, experiences, and activities that define Burlington.

- Signature Neighbourhoods
- Festivals & Events
- Arts & Culture
- Family-Friendly Attractions
- Culinary & Agriculture Tourism
- Outdoor Recreation

3. ENABLING CONDITIONS

The infrastructure, policies, and supports that create an exceptional visitor experience.

- Event & Tourism Infrastructure
- Accessibility & Inclusivity
- Connectivity & Transportation
- Technology & Innovation
- Sustainability & Climate Action
- Destination Governance

Scan to learn more about our Destination Stewardship Plan

TOURISM

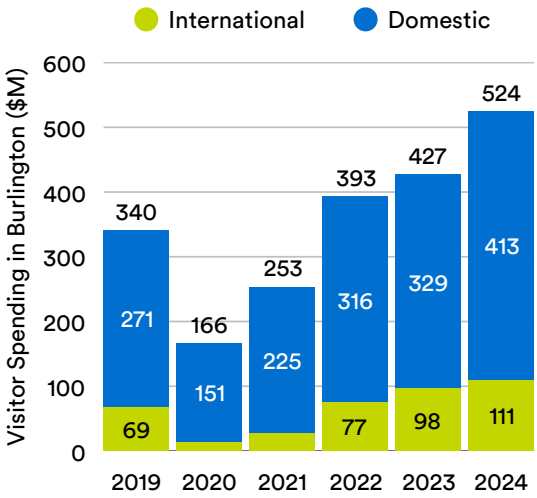
YEAR IN REVIEW

VISITOR SPENDING IN BURLINGTON (2024)

$524M
VISITOR SPENDING

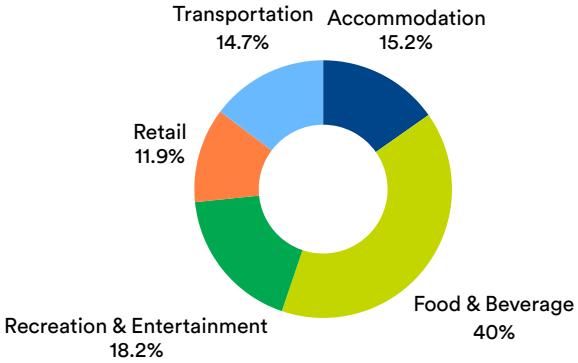
+12.5%
YOY GROWTH IN SHARE OF NATIONAL SPENDING

+14.6%
YOY GROWTH IN SHARE OF PROVINCIAL SPENDING



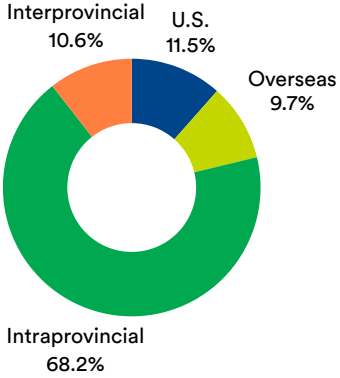
VISITOR SPENDING BY CATEGORY

ⓘ 2024



VISITOR SPENDING BY ORIGIN MARKET

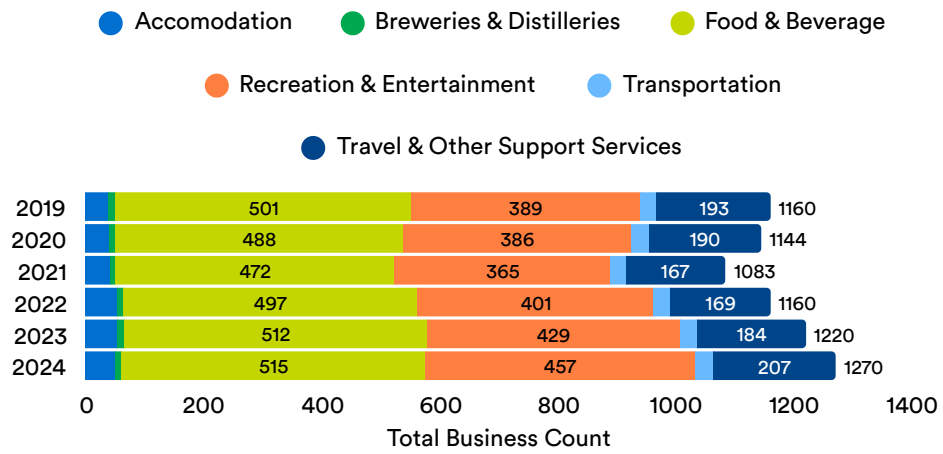
ⓘ 2024



ⓘ Data based on totals sourced from the Canadian Tourism Data Collective.

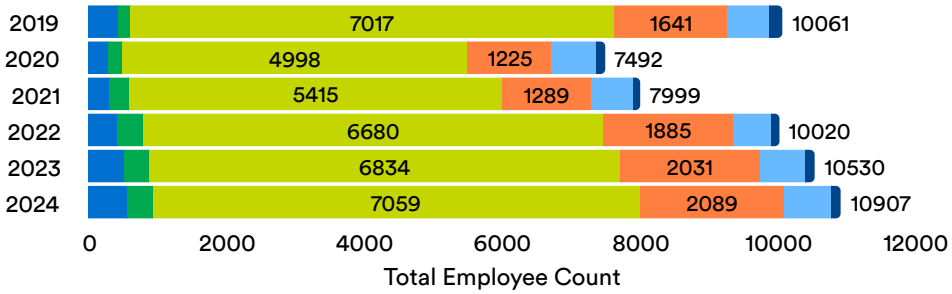
BUSINESS COUNT BY CATEGORY

TOURISM SECTOR: 2019–2024

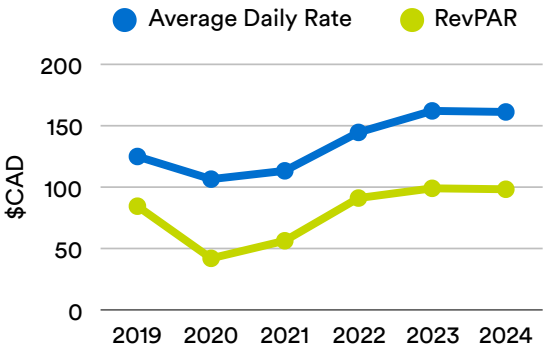


EMPLOYEE COUNT BY CATEGORY

TOURISM SECTOR: 2019–2024



AVG. DAILY ROOM RATE AND REVPAR



Scan to view the full Burlington Tourism Data Dashboard

HOTEL OCCUPANCY TARGET

ⓘ RevPAR = revenue per available room.

ⓘ Data based on totals sourced from the Canadian Tourism Data Collective.

ECONOMIC DEVELOPMENT

YEAR IN REVIEW

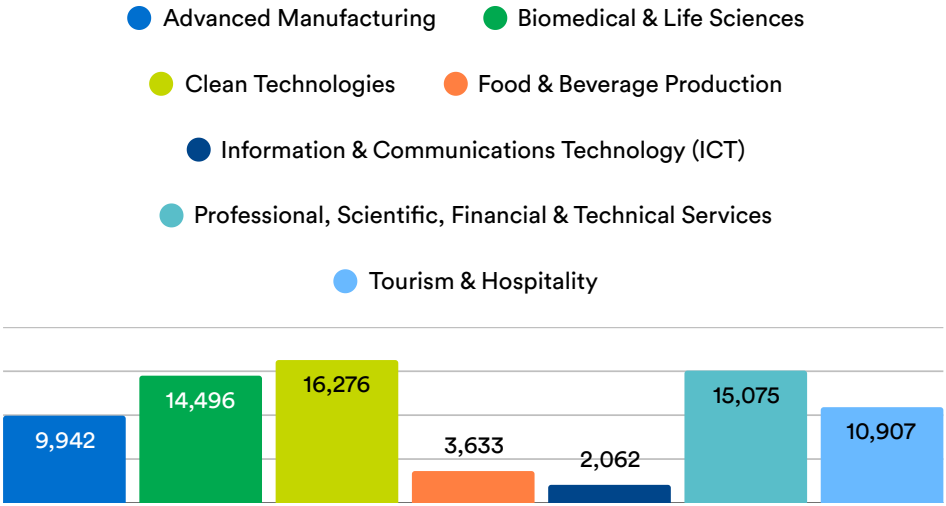
Burlington continued to see strong economic growth in 2024, with expanding investment, a booming clean tech sector, and new data insights that showcase our city's momentum across key business indicators.

335
JOBS CREATED (BURLINGTON)

5.9%
UNEMPLOYMENT RATE (HALTON)

0.52
JOBS:POPULATION RATIO (BURLINGTON)

EMPLOYEES BY KEY SECTOR



ⓘ Food & Beverage Production employee count includes 388 employees as part of agriculture sector. Breweries & Distilleries employee count included in both Food & Beverage Production and Tourism & Hospitality sectors.

BURLINGTON BUSINESSES

7,664
TOTAL BUSINESSES

742
BUSINESS LICENSES ISSUED

AVAILABILITY RATES

INDUSTRIAL

3.9%

OFFICE

22.2%

ⓘ Data sourced from City of Burlington, EMSI, Halton Region, Environics, and Statistics Canada. Employment figures do not capture people who live in Burlington but work for a non-Burlington employer

$775M Total Construction Value*
+22% YoY

$241M ICI Construction Value
-18% YoY

$534M Residential Construction Value
+56% YoY

453 Total Permits Issued*
-29% YoY

DEVELOPMENT ACTIVITY

Burlington's total construction value continued to trend upwards in 2024, with a 22% increase year-over-year. This is complimented by new industrial, commercial, and institutional (ICI) space totalling 197,528 ft^2 — with a construction value of $241M.

ⓘ *Excludes developments in "other" category of building permit audit reports referring to minor construction projects that do not add considerable economic value.

CUSTOMER SERVICE REQUESTS

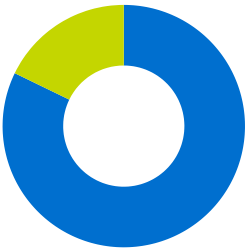
453
CUSTOMER SERVICE REQUESTS

108
CORPORATE CALLS

800+
BUSINESSES SUPPORTED

CENSUS DATA (2021)

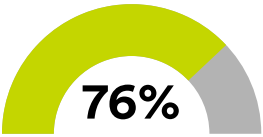
Non-Working Age Population
17.8%



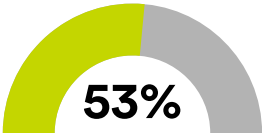
Working Age Population (15-65 yrs)
82.2%

199,484
POPULATION SIZE

$166,370
AVERAGE HOUSEHOLD INCOME



WORKING AGE POPULATION WITH A POST-SECONDARY EDUCATION



LABOUR FORCE PARTICIPATION RATE

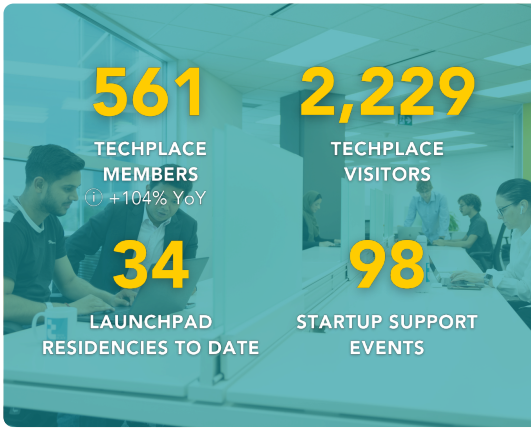
ⓘ Data sourced from City of Burlington, Environics, Salesforce, and Statistics Canada.

SUPPORTING STARTUPS AT TECHPLACE

YEAR IN REVIEW

In 2024, TechPlace continued to thrive as Burlington's hub for innovation and entrepreneurship. We welcomed Innovation Factory as our newest co-location partner in April, hosted delegations from Latvia, Costa Rica, and more, and proudly showcased our space during a successful Collision Conference tour. Demand for LaunchPad memberships remained strong, reflecting the value of our community and resources.

> ***Entrepreneurs are so fortunate to have TechPlace in our community.***
>
> ***Their free resources, mentorship and introductions build skills and opportunities to make informed business decisions and scale your business quickly."***
>
> ***— Lisa Blinn, Accessibility Specialist***



LAUNCHPAD COMPANIES

72	$12M	$503k
EMPLOYEES HIRED	REVENUE GENERATED	FUNDING RECIEVED

ⓘ LaunchPad companies are high-potential technology startups that can drive regional economic growth through innovation, job creation, and investment attraction in Burlington and beyond.

NEW LAUNCHPADS IN 2024

derimed
Medical Waste Ecosolutions

Service Buddy

DentalAssist.ai

iMatr

OUR CO-LOCATION PARTNERS

Innovation FACTORY

Angel ONE

ⓘ Data sourced internally. LaunchPad company stats based on 12 companies.

Messages from our Leadership

DRIVING ECONOMIC GROWTH

2024 signaled a year of strategic evolution for Burlington Economic Development and Tourism. From integrating two teams into one unified organization to leading the development of Burlington's Destination Stewardship Plan, we built a stronger foundation for long-term prosperity.

Tourism in Burlington hit a record $524 million in visitor spending, reinforcing the city's growing appeal. Meanwhile, our innovation economy gained momentum through new partnerships and increased demand at TechPlace, which saw a 104% year-over-year rise in memberships thanks to the addition of Innovation Factory as our newest co-location partner.

We expanded our data capabilities, strengthened regional partnerships, and supported major investments in clean tech and innovation. Our new Destination Stewardship Plan sets a visionary course for responsible tourism growth and deeper community engagement. The expansion of our Corporate Calling Program enabled us to identify new strategic opportunities for tourism, and the launch of the Event Concierge Service and Tourism Investment Fund continue to strengthen our ability to attract high-value events, support local businesses, and drive local economic growth.

As we look ahead, we are focused on enabling sustainable growth and delivering exceptional service to the people and partners who power our city. Thank you for your continued trust and collaboration.

Sincerely,
Anita Cassidy
Executive Director
Burlington Economic Development and Tourism

2024 marked a historic milestone with the official amalgamation of Burlington Economic Development and Tourism Burlington. Over 2,000 volunteer hours from our boards and remarkable dedication from staff made this complex integration a success, without losing focus on day-to-day operations.

Together, we supported over 800 businesses across economic development and tourism combined, helped attract over 300 new jobs, and launched impactful new programs like our expanded Corporate Call Program and Event Concierge Service. The commitment shown has laid a strong foundation for the future.

Thank you to everyone who contributed to this transformational year. We're just getting started.

Sincerely,
Ron Laidman
Chair, Board of Directors
Burlington Economic Development and Tourism

OUR SERVICES

- BUSINESS LOCATION & DEVELOPMENT CONCIERGE
- START-UP & GROWTH SUPPORT
- MARKET INTELLIGENCE & INSIGHTS
- TALENT & WORKFORCE SOLUTIONS
- GLOBAL BUSINESS SUPPORT
- GRANTS, INCENTIVES & INVESTMENT READINESS
- MARKETING, PROMOTION & AMPLIFICATION
- MEETING & EVENT CONCIERGE
- STRATEGIC CONNECTIONS THAT MATTER

CONTACT US

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Economic Snapshot

Economic Indicators	2020 Total-YTD	2021 Total-YTD	2022 Total-YTD	2023 Total-YTD	2024 Total-YTD	2025 Q1	Source
DEVELOPMENT ACTIVITY							
Number of ICI Building Permits - Burlington	251	279	274	256	279	60	City of Burlington Building Department - Building statistics & Reports (Just considering ICI)
ICI Building Permits Construction Value - Burlington	$131,199,809	$168,317,511	$145,005,818	$293,997,151	$ 240,589,627	$65,907,316	City of Burlington Building Department - Building statistics & Reports (Just considering ICI)
New ICI Space (sq.M.) - Burlington	17,431	56,081	16,068	66,994	18,351	21,169	City of Burlington Building Department - Building statistics & Reports
Number of new jobs - Burlington	843	849	232	816	358	179	Burlington Economic Development Calculation (from New ICI Jobs sheet in this workbook, 2022 onwards indicates net new jobs by taking demolitions into account)
Number of Residential Building Permits - Burlington	760	812	745	378	174	35	City of Burlington Building Department - Building statistics & Reports (Not including the accesory structures and others)
Residential Building Permits Construction Value - Burlington	$233,022,435	$285,126,135	$198,447,831	$161,338,650	534,253,353	$14,487,361	City of Burlington Building Department - Building statistics & Reports (Not including the accesory structures and others)
Total residential and non-residential construction value - CMA	1,757,727	2,535,900	2,428,721	3,114,917	1,787,601		Statistics Canada. Table 34-10-0066-01 Building permits, by type of structure and type of work (x 1,000), Hamilton CMA (Value of permits - Available monthly)
Total residential construction value - CMA	1,095,514	1,540,268	1,367,857	2,034,996	1,165,346		Statistics Canada. Table 34-10-0066-01 Building permits, by type of structure and type of work (x 1,000), Hamilton CMA (Value of permits - Available monthly)
Single dwelling building total construction value - CMA	393,654	641,958	720,244	594,900	500,385		Statistics Canada. Table 34-10-0066-01 Building permits, by type of structure and type of work (x 1,000), Hamilton CMA (Value of permits - Available monthly)
Multiple dwelling building total construction value - CMA	701,860	898,340	647,613	1,440,096	664,860		Statistics Canada. Table 34-10-0066-01 Building permits, by type of structure and type of work (x 1,000), Hamilton CMA (Value of permits - Available monthly)
Total non-residential constuction value - CMA	662,213	995,632	1,060,864	1,079,920	753,592		Statistics Canada. Table 34-10-0066-01 Building permits, by type of structure and type of work (x 1,000), Hamilton CMA (Value of permits - Available monthly)
Total industrial construction value - CMA	205,556	90,534	104,530	332,640	94,861		Statistics Canada. Table 34-10-0066-01 Building permits, by type of structure and type of work (x 1,000), Hamilton CMA (Value of permits - Available monthly)
Total commercial construction value - CMA	386,287	789,535	596,310	519,752	409,143		Statistics Canada. Table 34-10-0066-01 Building permits, by type of structure and type of work (x 1,000), Hamilton CMA (Value of permits - Available monthly)
Total institutional and governmental construction value - CMA	70,370	115,533	360,024	227,528	249,589		Statistics Canada. Table 34-10-0066-01 Building permits, by type of structure and type of work (x 1,000), Hamilton CMA (Value of permits - Available monthly)
ICI MARKET							
Jobs/Ha	5.02	5.02	6.10	6.01	6	-	Burlington Economic Development Calculation (EMSI Job Totals/Total Area of Burlington(18,570ha))
Vacant Employment Land (Ha)	252.26	294.6		-	378.1	-	Burlington Economic Development Calculation
Shovel Ready Land (Ha)	10.02	13.60		-	-	-	Burlington Economic Development Calculation
Office Inventory (sq. ft.)	3,334,376	3,422,270	3,423,071	#	3,423,071	#	Cushman & Wakefield Office Market Overview
Office Availability Rate (direct and sublet)	15.3%	21.7%	23.1%	#	22.20%	#	Cushman & Wakefield Office Market Overview
Office Vacancy Rate (direct and sublet)	-	-	23.1%	#	21.20%	#	Cushman & Wakefield Office Market Overview
Industrial Inventory (sq. ft.)	23,360,288	23,122,782	23,253,493	#	24,104,189	#	Cushman & Wakefield Industrial Market Overview
Industrial Availability Rate (direct and sublet)	1.7%	1.6%	0.6%	#	3.90%	4	Cushman & Wakefield Industrial Market Overview
Industrial Vacancy Rate (direct and sublet)	-	-	1.6%	#	3.51%	4	CoStar
Number of Businesses in Burlington	4,947	4,981	5,111	5080	-	-	Halton Employment Survey
Number of Businesses in Burlington	7,083	7,233	7,490	#	7,664		Table 33-10-0397-01 Canadian Business Counts, Burlington
Active businesses (Hamilton CMA)	17,102	17,915	18,133	#	18,588	#	Statistics Canada Table 33-10-0270-01 Hamilton CMA (data from last month of quarter)
Average Housing Price	$896,528	$1,084,166	$1,205,439	$1,078,966	$1,135,110	$1,194,928	Realtors Association of Hamilton-Burlington Market Statistics (last month of quarter)
Average Rental Price	$1,589	$1,587	$1,693	$1,765	$1,929	-	Canada Mortgage and Housing Corporation, Housing Starts, Completions and Units Under Construction
Housing Starts	758	547	127	300	1132	396	Canada Mortgage and Housing Corporation, Housing Starts, Completions and Units Under Construction
Completions	695	747	96	801	577	48	Canada Mortgage and Housing Corporation, Housing Starts, Completions and Units Under Construction
Canada Mortgage and Housing Corporation, Housing Starts, Completions and Units Under Construction							
Population		197,582	200,819	201,028	199,484	199,484	Environics from Burlington Sites
Average Household Income	-	$145,209	-	-	-	166,370	Environics from Burlington Sites
Median Household Income	-	-	-	-	-	-	MoneySense Canada/MacLean's Magazine's Best Places to Live (Environics Analytics)
Labour Force		111,439	114,822	113,340	105,761	105,761	Environics from Burlington Sites
Jobs in Burlington by Sector (Total)		110,088	113,332	111,643	103,623	103,447	Environics from Burlington Sites
Agriculture, Forestry, Fishing and Hunting (11)		478	492	410	564	564	Environics from Burlington Sites
Mineral, Oil and Gas Extraction (21)		243	228	248	286	286	Environics from Burlington Sites
Utility Services: Power, Gas, Steam, Water, and Sewage (22)		725	842	759	804	804	Environics from Burlington Sites
Construction (23)		6,025	6,282	6,023	6,250	6,250	Environics from Burlington Sites
Manufacturing - Processed Food, Textiles, Clothing (31-33)		10,628	11,269	11,088	9,420	9,420	Environics from Burlington Sites
Wholesale Trade (41)			6,838	6,783	5,416	5,416	Environics from Burlington Sites
Retail: Home, Food, Automobiles, Personal Care (44-45)		13,370	13,727	13,709	12,174	12,174	Environics from Burlington Sites
Transportation and Warehousing: Private and Public		4,197	4,285	4,062	4,393	4,393	Environics from Burlington Sites
Information (51)		3,057	3,115	3,091	2,689	2,689	Environics from Burlington Sites
Banking, Finance and Insurance (52)		7,187	7,444	7,713	7,324	7,324	Environics from Burlington Sites
Real Estate and Rentals (53)		2,482	2,805	2,501	2,343	2,343	Environics from Burlington Sites
Professional, Scientific, and Technical Services (54)		10,206	10,437	10,472	11,963	11,963	Environics from Burlington Sites
Holding Companies and Managing Offices (55)		414	441	410	692	692	Environics from Burlington Sites
Administrative and Support and Waste Management and		4,586	4,742	4,758	3,912	3,912	Environics from Burlington Sites
Education (61)		9,475	9,730	9,336	8,788	8,788	Environics from Burlington Sites
Health Care and Social Services (62)		11,595	11,993	11,427	11,456	11,546	Environics from Burlington Sites
Arts, Sports, Entertainment, and Recreation (71)		2,236	2,271	2,221	1,808	1,808	Environics from Burlington Sites
Accommodation and Food Services (72)		6,845	7,055	7,012	4,732	4,732	Environics from Burlington Sites
Other Services - Repair, Personal Care, Laundry, Religious, etc. (81)		3,930	4,045	4,111	3,674	3,674	Environics from Burlington Sites
Public Administration (91)			5,291	5,509	4,935	4,935	Environics from Burlington Sites
Jobs to Population Ratio		0.56	0.56	0.56	0.52	0.52	Burlington Economic Development Calculation
Jobs	83,474	85,508	87,694	87,693	87,391	-	Halton Employment Survey
Unemployment Rate (Hamilton CMA)	7.2%	5.5%	4.1%	4.9%	5.9%	7.4%	Statistics Canada. Table 14-10-0378-01 Labour force characteristics, three-month moving average, unadjusted for seasonality (last month in quarter)
Unemployment Rate (Halton)	7.9%	3.7%	6.1%	5.3%	-		Halton Business Blog
Working age population (15-64 %)	-	63.1%	-	-	-	-	Census Profile, Census of Population 2016 and 2021
Youth (under 35 (%))	-	37.7%	-	-	-	-	Census Profile, Census of Population 2016 and 2021
First generation immigrants (%)	-	27.6%	-	-	-	-	Census Profile, Census of Population 2016 and 2021
TRANSIT AND TRANSPORTATION							
Commute within Burlington	-	50.5%	-	-	-	-	Census Profile, Census of Population 2016 and 2021
Public transportation usage (%)	-	4.3%	-	-	-	-	Census Profile, Census of Population 2016 and 2021
Active Transit Usage (Walk or Bike) (%)	-	4.5%	-	-	-	-	Census Profile, Census of Population 2016 and 2021

Note: Information updated on a quarterly basis or as available from sources.

Note: Labour and business figures are collected from various sources with varying methodologies, thus resulting in different figures.
Note: Average Housing Price is an in-house calculation done by Burlington Economic Development. A methodology change was adopted in 2021, opting for weighted averages vs the regular averages used prior to 2021.

Note: In 2021, new vacant lands were designated as Shovel Ready lands by Burlington Economic Development staff. Some lands are now anticipated to be developed in 18-24 months due to expedited commenting/approval processes.

Collaborative Customer Experience: City of Burlington and BEDT Overview

Burlington
ECONOMIC DEVELOPMENT + TOURISM

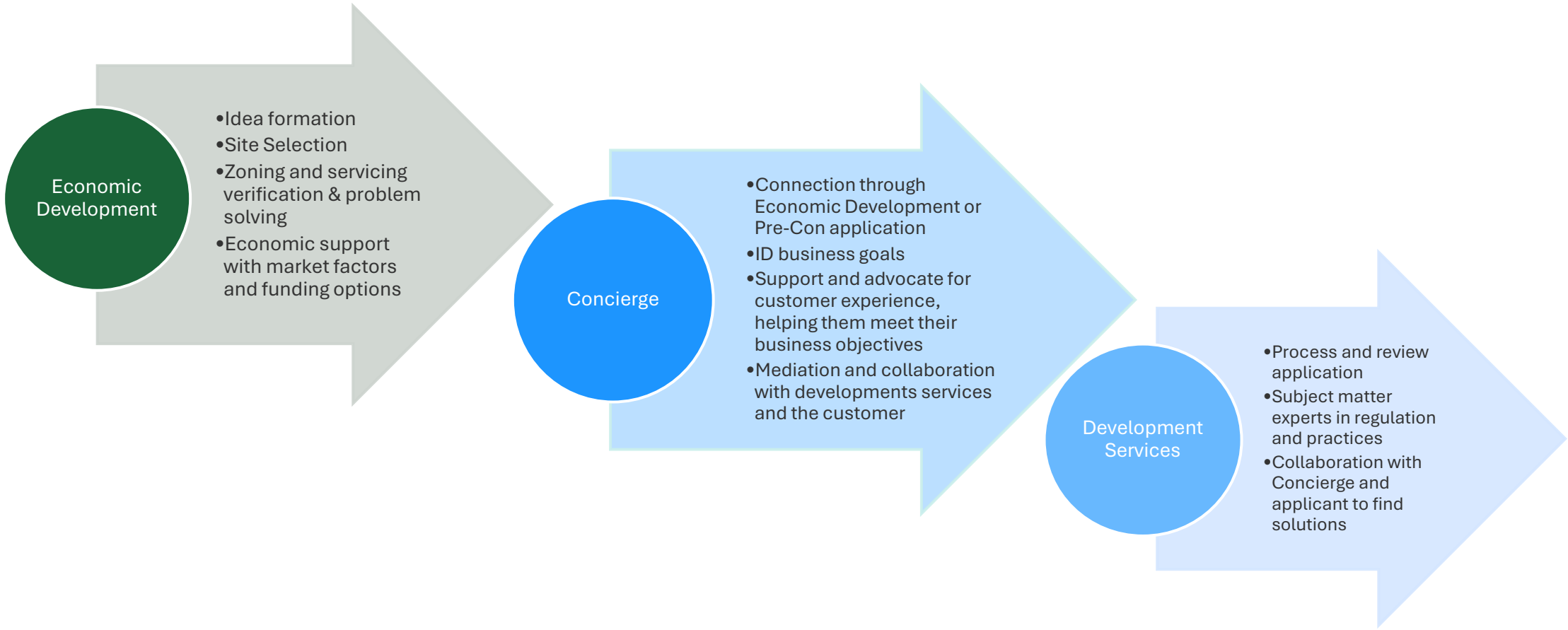
Background/ Overview

Initiated through the Red Tape Red Carpet Taskforce (RTRC), these process improvements began due to the need for improved business conditions within Burlington. Initially, prior to RTRC Burlington had a reputation for being one of the more bureaucratic municipalities to develop within. In collaboration with the City of Burlington we held engagement sessions to assess ways in which these processes could improve.

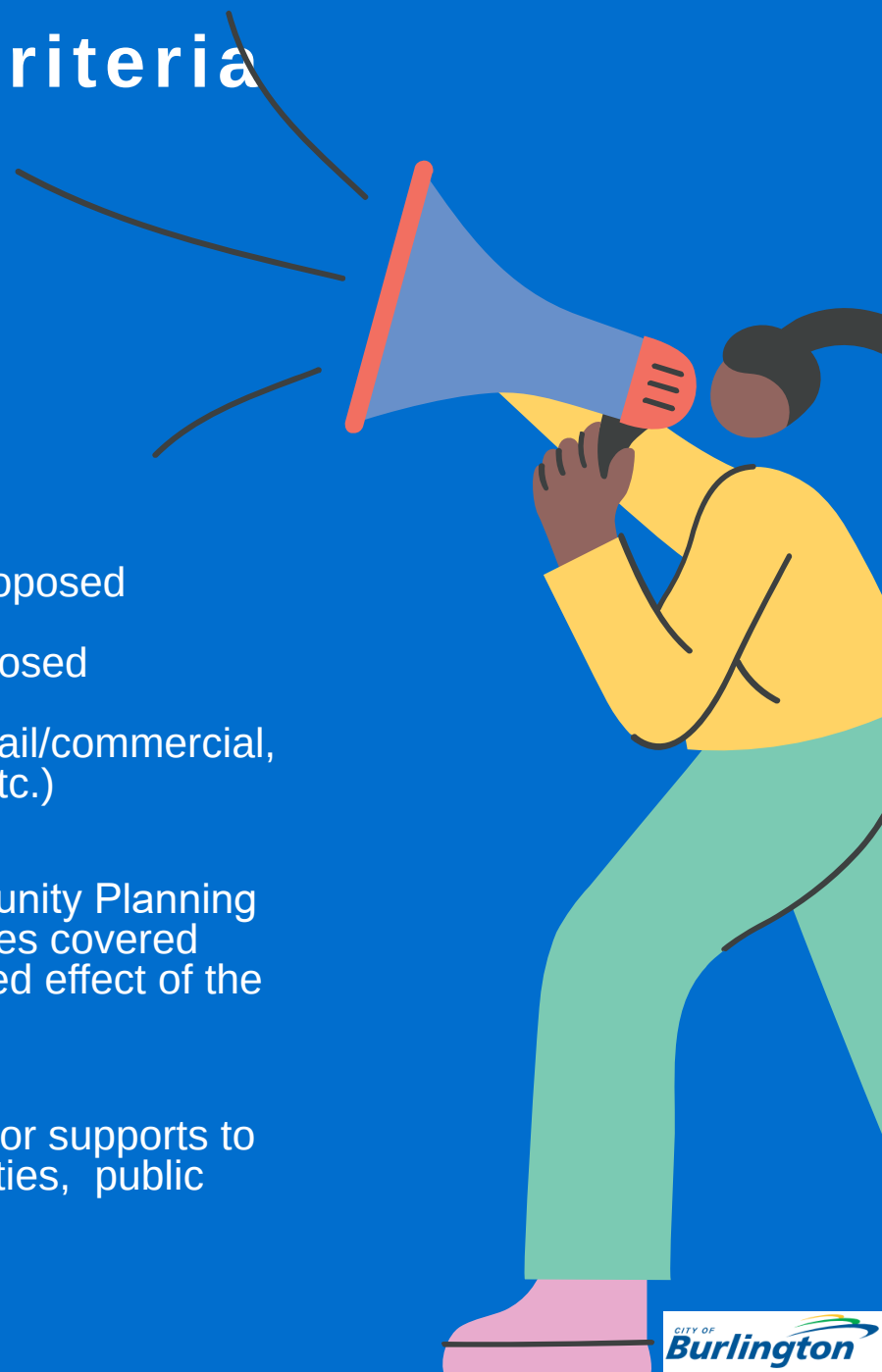
This overtime led to the creation of a revised Customer Experience strategy that sought to: improve development conditions, provide white glove service for impactful investments, and improve Burlington's corporate reputation. This strategy has seen several iterations since it's initial conception, and overtime has led to significant progress within development services.

Files recognized as High Impact are eligible to receive a Development Concierge service, which will include a dedicated single point of contact to assist with process navigation and communication coordination.

Cross Functional Collaboration for Improved Customer Experience



Overview - Current High Impact Criteria



HIGH IMPACT (HI) ECONOMIC CRITERIA

For industrial and commercial files:

- 50+ industrial jobs generated or retained
- 20+ office jobs generated or retained
- 30+ retail jobs generated or retained

HIGH IMPACT (HI) ATTAINABLE HOUSING CRITERIA

- 10+ residential units
- 30% units designated affordable in the proposed development.
- 100% purpose-built rental units in a development with 10+ units in the proposed development
- Apartment dwellings with 3 or more bedrooms in 35% of units in the proposed development.
- Mixed Use Developments that contain 3+ land uses (i.e. residential, retail/commercial, office, employment, minimum 0.1 Ha parkland, public service facilities, etc.)

These criteria will apply to development files in the MTSA's. Once the Community Planning Permit System (CPPS) is approved the concierge service for development files covered under the CPPS will be revisited and modified if needed to achieve the desired effect of the HI criteria throughout the City.

HIGH IMPACT (HI) COMMUNITY CRITERIA

- Projects that have a high impact on community and deliver new services or supports to the community. Examples include, new city facilities, social support facilities, public services facilities, institutional facilities etc.

The Evolution of Departmental Collaboration

External Facilitation Internal Management

- Managed through economic development with collaboration from development services

Internal Facilitation External Due Diligence

- The current state of Investment Attraction and initial business plan assessment with BEDT and internal development facilitation with CX

Process Improvements and Continued Evolution

- The future state of continuous process improvements and KPI establishment in conjunction with BEDT due diligence process

Process Improvements

City of Burlington SDAP Project & Concierge Success

Burlington
ECONOMIC DEVELOPMENT + TOURISM

Streamlined Development Application Process

- **Enhance the entire application process** to ensure more efficient and customer-centric service delivery.
- **Streamline interactions and approvals** across the entire planning and building processes.
- **Increase the speed of application review** while reducing failure demand, making the experience smoother and easier for the customer.

Key focus areas for improvement:

Finding the win-win between improving collaboration with our customers and offering timely file reviews

Focusing on the value-add work, and reducing waster where non-value add exists

Using technology to improve the experience of both staff and the customer

Concierge Success

- Data collected for 2024 indicates:
- 100% of Hi Impact Business Customers report that the concierge service made their process navigation easier.
- 100% of Hi Impact Business Customers report that the concierge service made their experience either slightly better or exceptional compared to one without the service
- 50% of Hi Impact Business Customers report they will recommend the City of Burlington to a friend or colleague for service after receiving the concierge support

Customer Testimonials

Where We Collaborated: Key Files

High-level overview and impacts – immediate and projected

Developer

Hopewell	Emshih	Weston Consulting
• One of the largest ICI developers within Halton Region. Has collectively built several million square feet of ICI space across Southern Ontario. • Through the last new phase of their development 3455 North Service Rd they were able to solve multiple issues and attract multiple new businesses.	• A traditional, regionally focused, developer who has a focus on retail and residential developments. Has millions of SqF of ICI space across Halton Region. • The current CX processes have been utilized to ensure their development adjacent to key intensification areas is realized and they can continue to locate businesses to Burlington.	• Leading consulting firm for most large scale developments in both the ICI and residential spaces. Works across all municipalities in the GTA. • Across multiple files, their developments have been provided white glove service that has ensured their client's are retained and expanded within the City of Burlington.

Large Business

ABS Machining

- A three-stage development that began in 2017 but required multiple sites and buildings to fully meet their business expansion needs.
- The current phase of this development required development facilitation and established several million in assessment value increase and several hundred jobs.

Mercedes Benz/ Astra Capita

- One of the largest automotive employers within Burlington and a key ICI developer within the Western GTA as well. Their plans included expansion of their dealership, redevelopment of an adjacent parcel, and the retainment of a large company.
- The CX processes provided assurance as they considered multiple parts to their expansion. They were able to retain a large employer

King Paving

- A key relocation file where King Paving Burlington needed to relocate in order to achieve the full redevelopment potential of their site that would allow the redevelopment of the Aldershot MTSA
- After 8 years they were able to find a solution- working with CX- to relocate their existing operations, begin remediation on their site in Aldershot, and retain all of their current employees.

Small Business

Service Plus Aquatics

- A new industrial company that BEDT worked to locate to Burlington over the past five years. They focus on the installation and servicing of pools in condos and institutions.
- Once taken into the high-impact file criteria they were able to locate to their site on Palladium and generate approximately 150 jobs for the city.

Burlington Gymnastics

- A key partnership with the City of Burlington, and one of the largest sports programs within the City. They had been assessing a possible expansion for six years with no concrete options.
- While working with CX, they were able to locate to a site within a Hopewell Development alongside the NSR. This would not have been possible if not for the problem solving work of CX.

Cubas Restaurant

- A new restaurant that wanted to open a dance floor alongside their traditional restaurant operations. This led to issues regarding zoning interpretations, and overall municipal licensing.
- Through the small business role facilitation role, and open dialogue with planning, the restaurant was able to locate to Burlington and begin operations.

Successes and Gaps

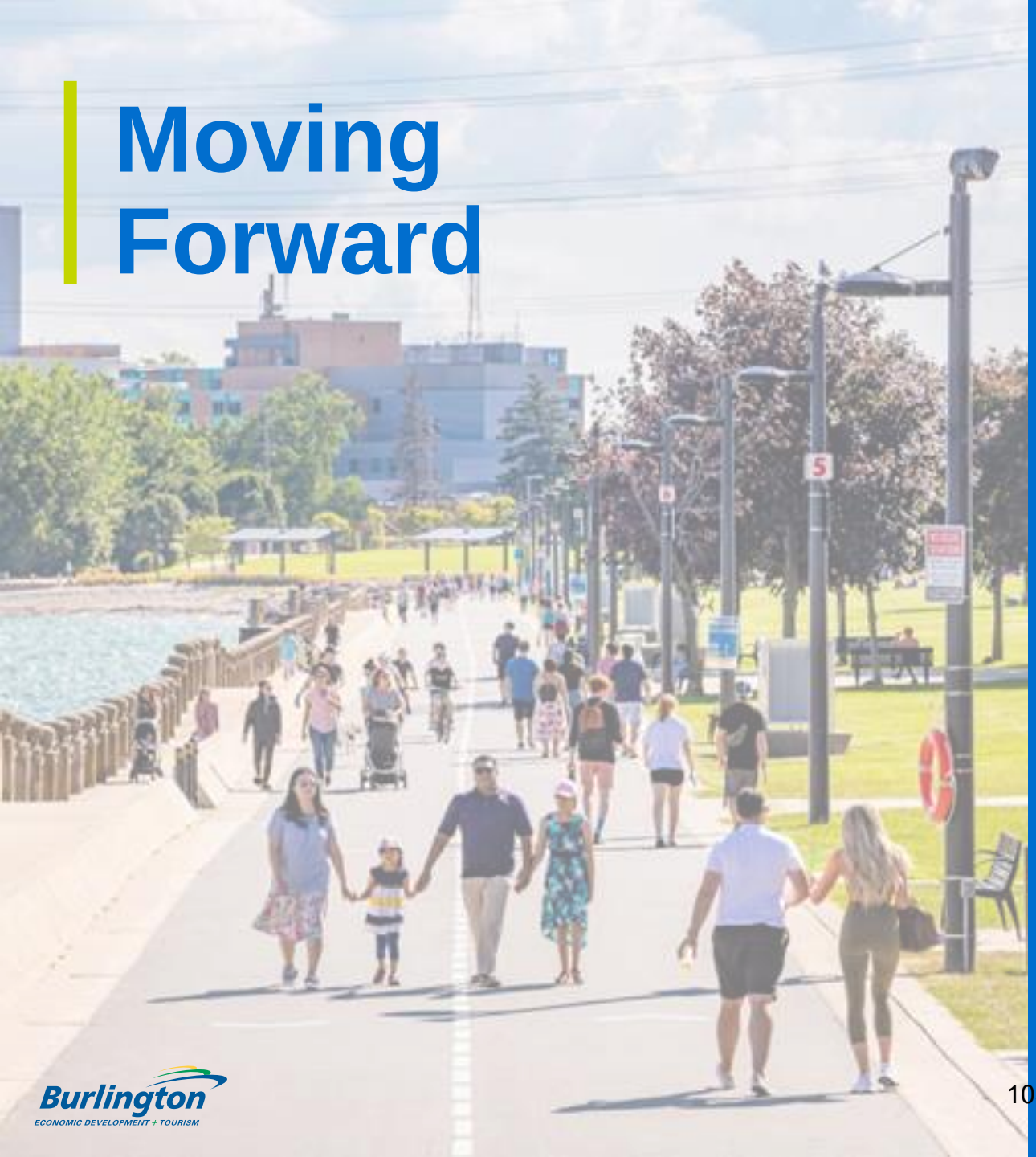
Successes

- Approval rating of concierge program
- Single point of communication for regulatory issues with key files
- Job Creation Numbers
- Assessment increase numbers
- Improved reputation within community

Gaps

- Awareness of concierge program
- Criteria difficult to calculate for “high-impact”
- Survey, and customer feedback, only measures the concierge not reputational improvement
- Positive v. negative feedback is difficult to measure with the current tracking systems
- Continued lack of communication between consultants and clients

Moving Forward



1. Discussion on role of BEDT and working committees in Integrated CX
2. Collaborative support for large business with HI criteria
3. Updates to High Impact Criteria to include main street files
4. Continued process improvements through SDAP
5. Improved KPIs for Key Investment Outcomes
6. Improved Relationship/ Reputational Tracking Metrics

Burlington
ECONOMIC DEVELOPMENT + TOURISM

March 17, 2025

Mr. Hassaan Basit
Chief Administrative Officer,
City of Burlington

Dear Hassaan,

On behalf of the Board of Burlington Economic Development and Tourism, I would like to provide an update on our organization's goals and activities, and also express our support for the Third-Party Review and additional considerations for better alignment. Given the significant change undertaken over the past year, at the direction of Council, to merge Burlington Economic Development and Tourism Burlington, it is helpful to the newly merged organization and Board of Directors to ensure that Burlington's economic and tourism strategies are future-ready and that they align with City goals.

As you are aware, we formally completed all merger activities and are now officially operating as of January 1 as Burlington Economic Development and Tourism (BEDT). This represents a significant milestone that, in response to a request by the City to complete the merger and to subsequently ensure it was expedited and completed by January 1, resolves challenges related to the Tourism MAT funding and creates greater alignment and efficiencies in the implementation of business and visitor attraction strategies.

Given that this merger required significant work related to governance restructuring over the past year, I know that the staff and Board are excited about BEDT's Key Objectives for 2025. These objectives, as outlined below, include specific and measurable economic and tourism priorities that align with City Priorities and ensure coordination with City departments and enhanced accountability for residents, businesses, and stakeholders:

1. **Investment Attraction**:
    - Attract $300 million in new Industrial, Commercial, and Institutional (ICI) assessments.
    - Create 300+ high-impact jobs through business investment and relocation.
    - Generate over 2,000 overnight hotel stays to drive local tourism revenues.

2. **Business Support & Retention**:
    - Retain and support 5,000+ jobs to sustain Burlington's economic stability.
    - Provide direct support to 750+ businesses, helping them grow and stay in Burlington.
    - Expand 20,000 sqm of new or redeveloped ICI space to accommodate business expansion.

3. **Visitor Experience & Destination Development**:
    - Attract 500,000+ visitors through events, marketing initiatives, and tourism investments.
    - Maintain a Destination Business Net Promoter Score (NPS) of 50+ to ensure a high-quality visitor experience.
    - Achieve 65%+ hotel occupancy rates, strengthening Burlington's tourism economy.

These Key Objectives build on some of the high-impact economic development and tourism outcomes achieved in 2024, in addition to the successful completion of the merger, including:

- Supporting 750+ businesses and retaining 5,000+ jobs.
- Attracting $300M in new ICI assessments and 300+ high-impact jobs.
- Generating 500,000+ visitors and achieving 65%+ hotel occupancy rates.
- Expanding TechPlace's support of entrepreneurs supporting 800+ businesses and securing $187,000 in new business support services from partners.

As a result of the last governance review undertaken in 2020, a key recommendation was to ensure clear communication and direct channels to the City due in part to a prior breakdown in information sharing that had been identified by Council. Since then, BEDT had been reporting to the City directly via the Committee of the Whole and other Council reports when required. Over the past months, these channels have been reduced and/or eliminated so we hope we can find a way to continue to communicate BEDT kpi's and activities moving forward to the City and Council. In addition, there is monthly reporting provided to the Board of Directors and Committees, who provide independent expertise and oversight in a number of key strategic areas, and include invaluable resources from the business community that live, work, and support the City's economic and tourism industry.

We deeply appreciate the support of the City and Council throughout this transition and look forward to further collaboration as we build on these successes in 2025 and beyond. In addition, I am hopeful that the review will provide consideration for this merger having just been completed and allow time for the newly merged entity to further demonstrate its value. Regardless, I know that staff and the Board welcome recommendations related to how BEDT can continue to work with the City to ensure alignment, coordination, and transparency on key priorities.

On the Third-Party Review, we also want to reinforce that BEDT is an experienced organization and our Board members are professionals who volunteer our time to support BEDT, the City and our community. Our preference as a Board continues to be that we engage directly with the City and work through future structure, processes, and outcomes in a collaborative manner with our City stakeholders. The review, as conducted so far, has left minimal opportunity to do so and in our view is missing out on the opportunity to engage our team in a more meaningful manner to add value to the process. I want to express our desire that whatever recommendations come from the review, a guidepost we should all have is to ensure continued board and organizational engagement and that a collaborative approach will ensure we reach an aligned and successful outcome. We are all striving towards the same goal, to ensure our limited resources are used in the most effective manner to support the goals of the City and our business and tourism stakeholders.

With this, and to further demonstrate our support for the governance review, I have asked the Executive Director of BEDT to prepare some background and materials to provide directly to the consultants conducting the review. I would also like to request an ongoing meeting or call prior to our board meetings moving forward to ensure I have any updates or information on the review. This will ensure I can communicate with the board effectively and ensure alignment with the City on messaging.

Once again, we appreciate the ability to engage on this initiative. We look forward to continuing the conversation and working together to drive economic and tourism success in Burlington.

Sincerely,

Ron Laidman
Chair, Board of Directors
Burlington Economic Development and Tourism

Third-Party Review (CAO-06-25 / Rubicon Report) BEDT Summary Report: Board Discussion and Prioritization

Prepared by: Burlington Economic Development & Tourism (BEDT)

Date: October 28th

Purpose

This report prepares the Board for the November 3 Committee of the Whole discussion on CAO-06-25 and the Rubicon Third-Party Review. It reaffirms the Board's commitment to achieving the best possible outcomes for Burlington's economic development and tourism sectors, engaging constructively with the City, and ensuring Council decisions are based on accurate, balanced information. The report highlights alignment and gaps between the July 2025 Board Submission and the staff/consultant recommendations, outlines recommended BEDT - Chief Transformation Officer (CTO) coordination process, and identifies interim priorities to maintain continuity and readiness for potential transition.

1. Board Position (July 2025 Submission)

The Board's submission emphasized maintaining a hybrid governance model with stronger City alignment via a formal MOU/Charter, shared KPIs, and quarterly Council briefings. It focused on measurable outcomes—jobs, investment, visitor spending, and business retention—as defining success factors. It also reaffirmed the 2024 Council-directed merger to modernize and streamline tourism and economic development functions. The Board's guiding principle remains focused on achieving the best strategic outcomes, regardless of structure, provided it ensures clarity, performance, and alignment.

2. Areas of Alignment with CAO-06-25 and Rubicon

There is clear philosophical alignment between BEDT's recommendations and those of City staff and Rubicon on several themes.

Theme	BEDT Board Position (July 2025)	Alignment in CAO-06-25 / Rubicon Report
City–BEDT Alignment	Formal MOU / Charter to define roles and reporting.	Agrees that roles and integration require clarity.

Council Visibility & Transparency	Semi-annual briefings and public KPI dashboard.	Recommends stronger reporting to Council.
Performance Measurement	Shared KPI framework tied to Horizon 2050 and Corporate Compass.	Notes need for clearer outcomes and KPI tracking.
MAT Oversight and Tourism Accountability	Transparent administration of MAT and Tourism Investment Fund.	Calls for enhanced transparency in MAT governance.
Economic & Tourism Integration	Single mandate connecting business growth and visitor economy.	Recognizes the value of an integrated approach.

3. Areas of Misalignment and Gaps for Discussion

The following table highlights key differences between the Board's submission and staff/consultant findings to inform Board discussion.

Topic	BEDT Board Submission (July 2025)	Staff / Rubicon Position	Key Gap / Consideration
Governance Model Options	Supports 'Hybrid with Controls'.	Recommends full City integration.	Hybrid option not evaluated or costed.
Merger Context	Cites Jan 2025 Council-approved merger achievements.	References outdated pre-merger issues.	Omits purpose and progress of merger.
Tourism / DMO Framework	Submitted Deloitte 2024 EDO-DMO benchmark.	Benchmarks EDOs only.	Missing tourism KPI context and MAT model.
TechPlace	Provides Council-endorsed ROI and impact data.	Describes duplication / misalignment.	Omits verified results and Council direction.
Tourism Arm Outdated	New Destination Stewardship Plan and Tourism Services rolled out through 2024-2025	Assesses old outdated Tourism model	Report speaks to known perceptions tourism programming prior to the merger that

	including Ontario Tourism Industry Awards of Excellence nominated Concierge Service		have been addressed.

4. Coordination with City CTO

As recommended through the separate Report on Gaps and Inconsistencies in CAO-06-25, BEDT staff are working with the City's Chief Transformation Officer (CTO) to validate and correct factual inconsistencies, assess reputational impacts, and prepare a joint clarification note for Council prior to the November 3 meeting. This collaboration reinforces the shared commitment to accuracy and constructive solutions.

5. Interim Priorities and Continuity Actions

To ensure delivery stability while Council considers CAO-06-25, the Board should confirm the following priorities:

a. Committee Appointments and Coordination – Confirm continuation of 2025 committee appointments delegated to HR & Governance Committee and approved at the October HR & Governance Meeting.
b. Destination Brand and Marketing – Proceed with the Destination Brand as the external consumer facing brand for visitors and businesses. New organizational identify to be revisited following council direction on CAO-06-25 recommendations.
c. Transition Planning and CTO Coordination – Direct the Executive Director to work with the City CTO to identify key items for coordination and prioritization of a transition plan should CAO-06-25 be approved, including MAT continuity, KPI integration, stakeholder communication, and HR/governance considerations.

6. Framing Questions for Board Discussion

• Does the Board reaffirm its support for a 'Hybrid with Controls' model as the best path to economic and tourism outcomes?
• Which clarifications should be jointly addressed with the City to remove bias and confusion?
• What coordination measures should be prioritized to ensure continuity if CAO-06-25 is approved?

• What tone and key messages should the Chair and Executive Director deliver to Council to emphasize alignment and partnership?

7. Next Steps

1. CTO Coordination – Finalize joint clarification and begin work on transition readiness plan ahead of Committee of the Whole.
2. Board Feedback – Submit additional observations on alignment or omissions by Thusrady at noon
3. Continuity Actions – Confirm committee appointments and brand implementation to maintain momentum.
4. Council Preparation – Delegate authority to Chair, Vice Chair and committees chairs to approve final Board position and representation for November 3 with delegation materials to be distributed to board.

8. Conclusion

The BEDT Board remains focused on achieving the best outcomes for Burlington's economy and visitor economy. By collaborating with the City to clarify facts, align on governance objectives, and prepare for any transition with professionalism, the Board can ensure Council makes an informed, evidence-based decision that advances Burlington's long-term prosperity and reputation.

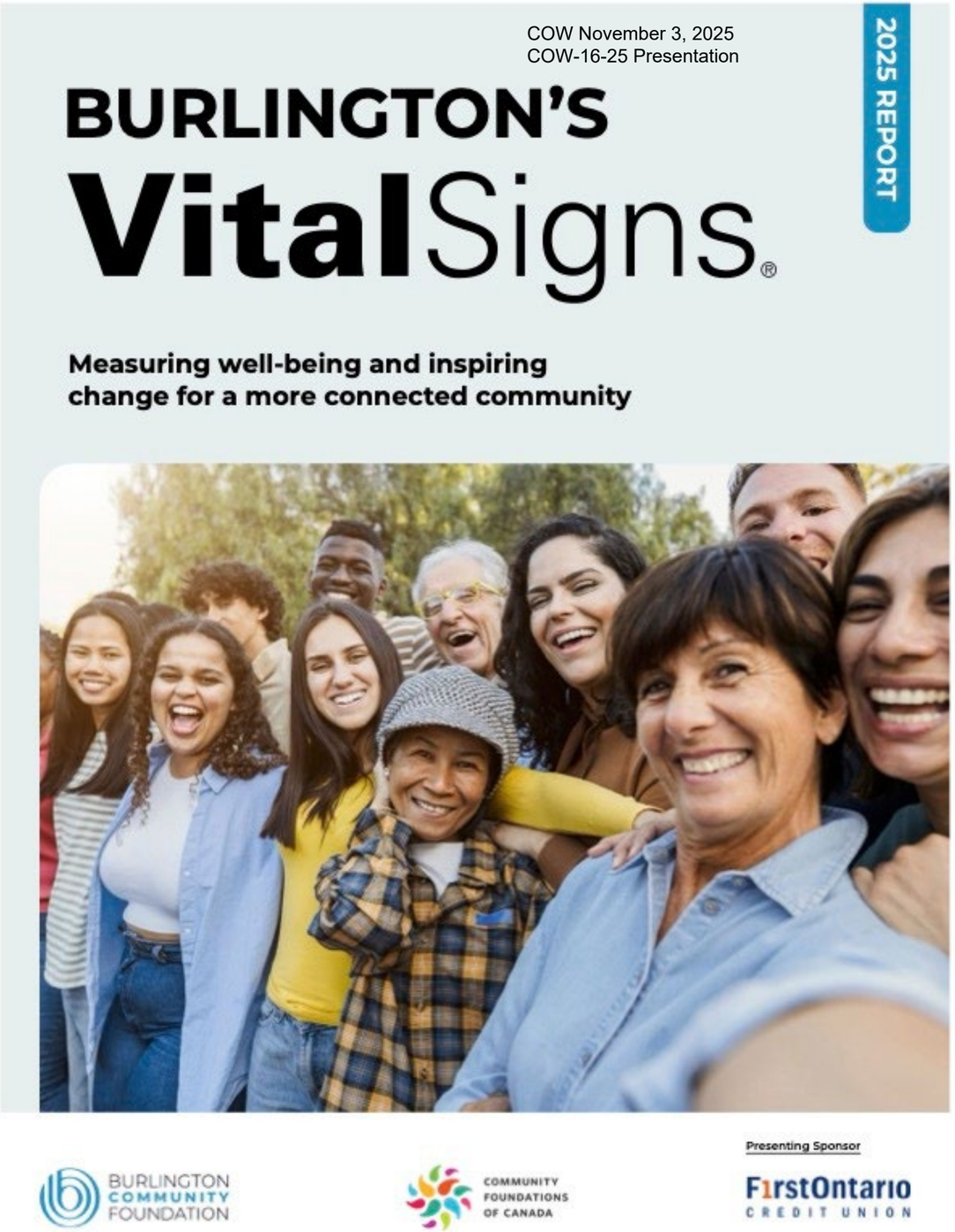
BURLINGTON COMMUNITY FOUNDATION

A DIGITAL -FIRST REPORT
COVERING 13 INDICATORS OF COMMUNITY WELL -BEING

Available at:

www.BurlingtonFoundation.org

PRESENTING SPONSOR: FirstOntario CREDIT UNION



QUALITY OF LIFE

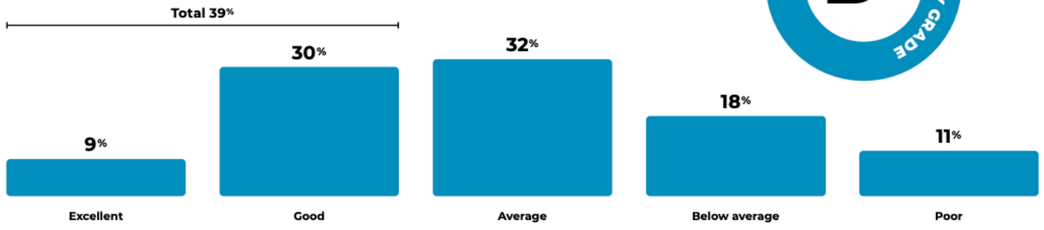
VITAL SIGNS PANEL SURVEY GRADE A-

Arts & Culture	B+
Belonging	B+
Community Engagement	B+
Diversity, Equity & Inclusion	B+
Economy	B
Environment	B+
Health & Wellness	B+
Housing	B-
Learning	B+
Safety	A-
Sports & Recreation	A-
Transportation	B-
Standard of Living	B+

Housing

VITAL SIGNS PANEL SURVEY GRADE

B-

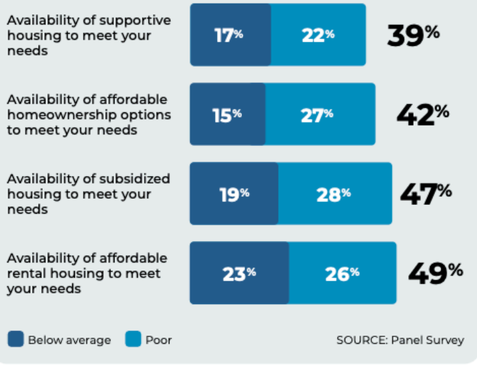


Having safe and accessible housing people can afford is a basic need that contributes significantly to quality of life.

Housing in Burlington receives a relatively low overall average grade of B- and is tied with transportation for the vital indicators with the lowest ratings. Less than 4 in 10 residents provide good or excellent ratings in this area, with those who were born outside Canada, BIPOC residents, and men being more likely to do so.

Ratings for the specific aspects of housing reveal a consistent dissatisfaction with the state of housing availability and affordability in Burlington. Around 4 in 10 residents provide negative ratings for the availability of supportive housing and affordable home ownership options in the city, and just less than half are negative regarding the availability of subsidized housing and affordable rental opportunities. More Burlington residents are unhappy with housing than satisfied, showing that housing is an important issue for the community.

Sustainable Development Goals



Dissatisfaction with the current state of housing in Burlington is not distributed equally across demographics; those who are white, college educated, aged 31-44, or a woman tend to be more likely to provide negative ratings for specific elements related to housing.

SOURCE: Panel Survey

Community Survey participants rate housing in Burlington lower than the general population, with an overall average grade of C+. Ratings for specific aspects of housing are also lower across the board. This may reflect that this group has a closer awareness of current housing challenges in Burlington.

MAKING A DIFFERENCE IN COMMUNITY

IMPACT & ACTION

BCF IMPACT

55 youth (ages 16-24) have been supported through BCF's partnered social impact investment with Halton Children's Aid Society's Bridging the Gap Program.

CREATE YOUR IMPACT

- Support charities that identify solutions to help address housing needs.
- Advocate to your local government for affordable and supportive housing.

72%

increase to the Halton Access to Community Housing (HATCH) waitlist for rental geared-to-income housing from 2021 to 2024

8,048

number of applicants on the waitlist

SOURCE: Halton Region's Comprehensive Housing Strategy 2025 – 2035

16% ↓

increase in shelter intakes in Halton Region in 2024, compared to 2023

Halton Region's shelter system operated at **40%** over capacity in 2024.

SOURCE: Halton Region's Comprehensive Housing Strategy 2025 – 2035

343 → Halton households experiencing homelessness in 2024

84% → people who reported that low incomes were a barrier to finding housing

77% → people who said high rents were a barrier to housing

Source: Halton Region's 2024 Point in Time Count

22% of Halton residents rent

1.6%: Halton's vacancy rate – **3%** is considered healthy

SOURCE: CMHC, Fall 2024 Rental Market Report

$1,900+: average monthly rent for a one-bedroom apartment in Halton

SOURCE: CMHC, Fall 2024 Rental Market Report

SOURCE: Statistics Canada, Census of Population, 2021

8.4%

Halton families living in multigenerational housing in 2021

SOURCE: Statistics Canada, Census of Population, 2021

Racialized households in Halton are more likely to experience core housing need. These are the top five racialized groups experiencing core housing needs more than others: Arab, West Asian, Black, Korean, Chinese.

SOURCE: Statistics Canada, Census of Population, 2021

TAKING COLLECTIVE ACTION

- ☑ Vital Community Conversations over next 24 months
- ☑ Providing charitable grants that align with identified priorities
- ☑ Discussion and sharing of BCF's Vital Signs report and its key findings
- ☑ BCF housing initiative set to launch later this week, inviting residents to support urgent housing needs in our city, through generosity
- ☑ National Housing Day forum, hosted by Community Development Halton, on Nov. 21. Panel moderated by BCF CEO Megan Tregunno.

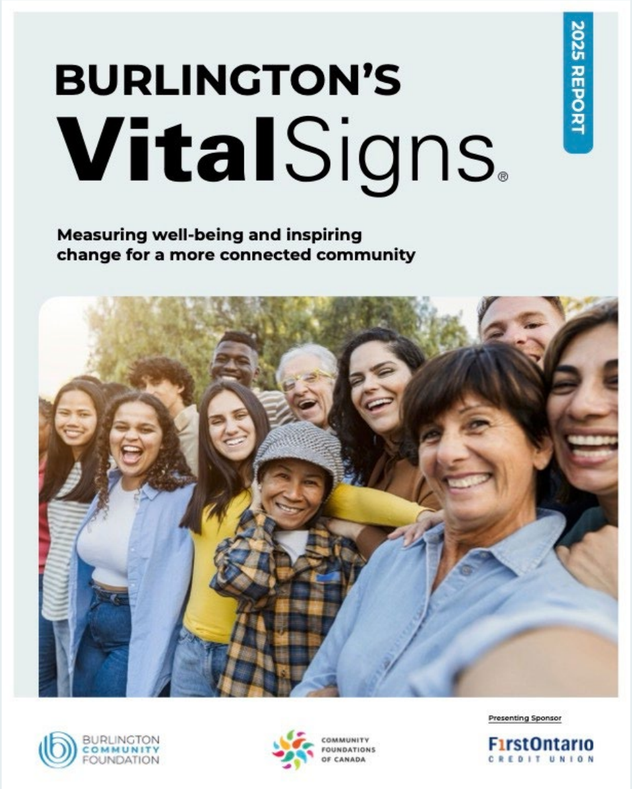
BURLINGTON'S VitalSigns®
A 2025 COMMUNITY CHECK UP

THANK YOU

Thank you for the opportunity to share about Vital Signs

ACTIONS COUNCILLORS CAN TAKE:

- ☑ **Subscribe** to BCF's monthly newsletter + follow BCF on socials.
- ☑ **Share** about Vital Signs in your newsletter, with constituents and neighbours.
- ☑ **Connect** with BCF to discuss how we can collectively inspire community action.



2025 REPORT

BURLINGTON'S VitalSigns®

Measuring well-being and inspiring change for a more connected community

BURLINGTON COMMUNITY FOUNDATION

COMMUNITY FOUNDATIONS OF CANADA

Presenting Sponsor

FirstOntario CREDIT UNION

Thanks to our Sponsors

Presenting

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Vital Supporters

OUR FAMILY OFFICE

SimpsonWigle LAW LLP

BURLINGTONTODAY.com

Land Acknowledgement

Burlington as we know it today is rich in history and modern traditions of many First Nations and the Métis. From the Anishinaabeg to the Haudenosaunee, and the Métis – our lands spanning from Lake Ontario to the Niagara Escarpment are steeped in Indigenous history.

The territory is mutually covered by the Dish with One Spoon Wampum Belt Covenant, an agreement between the Iroquois Confederacy, the Ojibway and other allied Nations to peaceably share and care for the resources around the Great Lakes.

The Burlington Community Foundation acknowledges that the land on which we gather, work and play is part of the Treaty Lands and Territory of the Mississaugas of the Credit.

We celebrate our Urban Indigenous brothers and sisters across Burlington and deeply value their contributions and voices in the community.

Burlington Community Foundation Team Members

Megan Tregunno, CFRE
Chief Executive Officer

Dana Brown
Communications & Grants Associate

Martine Fournier, CPA-CA
Finance Partner

Board of Directors

Tim Cestnick
Board Chair
Co-Founder & CEO, Our Family Office Inc.

Carlos Alvarez
Treasurer & Secretary
Partner, KPMG

Tulika Majumdar
Chair, Community Leadership Committee
Associate Director, Data Engineering, RBC Insurance

Cathy Olsiak
Chair, Nominating & Governance Committee
Partner, Simpson Wigle Law LLP

Lisa Ritchie
Chair, Investment Committee
Vice-President Emeritus, Burgundy Asset Management Ltd.

Matt Afinec
President and Chief Operating Officer, Hamilton Sports Group

Kevin Brady
Director, Advica Health

Dom Marinic, CPA, CIM, FCSI
Director, Investments, The Pioneer Group Inc.

Regional Research Contributor: Community Development Halton

Rishia Burke
Executive Director

Richard Lau
Social Planner

Steven Barrow
Social Planner

Iman Kaur
Community Planner

A Message from our CEO

Megan Tregunno, CFRE
Chief Executive Officer
Burlington Community Foundation

For more than a decade, the Burlington Community Foundation (BCF) has been producing Vital Signs reports to inform and engage our city.

Vital Signs is Canada's most extensive community-driven data program, led by Community Foundations of Canada, and implemented by community foundations locally.

Our Burlington 2025 Vital Signs report builds on this national framework, providing a timely snapshot of our city and how Burlington residents are feeling about vital indicators that contribute to their quality of life and that of their fellow citizens.

This year, you may notice a few differences in our report: it has a refreshed look to pair with our recently updated brand identity; there is an easy-to-understand grading system applied to each vital indicator; and we have added a wealth of first-hand data to accompany our contextual regional data, provided by our Regional Research Contributor, Community Development Halton.

With this report, we strived to create a vital local resource for our community. One that takes a comprehensive look at areas such as housing, arts and culture, diversity, equity and inclusion and much more. We asked Burlington residents detailed questions about more than a dozen vital indicators, in an effort to highlight where our city is thriving and where there are opportunities for growth.

We hope this report will be used to inform decision-making, enliven conversations, spark civic engagement, and activate more progress in areas where it's needed most.

Thank you to our presenting sponsor, FirstOntario Credit Union and all of the sponsors, supporters and collaborators who have helped to ensure this Vital Signs resource is made available to the community.

As a Foundation, we are committed to using these findings to help guide our BCF-directed granting, ensuring resources and support are aligned with our city's greatest needs.

As our city's giving and generosity hub for more than 25 years, we work with generous individuals, businesses, governments, and charitable partners to make an impact locally and beyond. We know that together, we will be able to continue to strengthen community through generosity.

A Message from our Presenting Sponsor

Joanne Battaglia
SVP Marketing, Communications & Community Partnerships
FirstOntario Credit Union

FirstOntario is more than just a financial institution. Strongly rooted in the communities we serve for over 86 years, we've become a mainstay not just because our members trust us when it comes to their finances, but also because of our commitment to being hands-on contributors and raising awareness about causes and initiatives that make a difference.

Through sponsorships, partnerships and the tireless efforts of our employee Blue Wave volunteers, we strive to make a positive impact in key areas that help to strengthen our communities: food security; affordable housing; youth, health and wellness; and financial literacy. Guided by our social purpose statement, we exist to unite communities for a sustainable future.

For more than a decade, FirstOntario has partnered with the Burlington Community Foundation, a partnership founded on our mutual commitment to overall well-being. We are proud to be the presenting sponsor for Burlington's 2025 Vital Signs Report, an integral local resource we know will help engage the community and contribute to lasting change; and we look forward to continuing to champion the work of this important organization.

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Burlington Community Foundation

Burlington Community Foundation has been the city's trusted philanthropic partner for more than 25 years.

Established in 1999 by Burlington residents, BCF brings together generous donors, businesses and community members who want to have a lasting impact in our local community and beyond.

We serve as a charitable giving hub, managing donor advised funds that provide on-going resources for granting in our local community and to charities across Canada.

With our support, generous individuals who want to make a difference can create a sustained stream of funding to meet their short and long-term generosity goals.

We also identify community needs and provide regular grants to charitable organizations working to strengthen quality of life in Burlington. We have invested more than $12.7M into people, projects and initiatives that strengthen Burlington and communities across Canada.

BCF is part of a national network of more than 200 community foundations across Canada, all working to create communities where everyone belongs.

What is Vital Signs?

Vital Signs is a national program led by community foundations, and coordinated by Community Foundations of Canada, that leverages local knowledge to measure the vitality of our communities and support action towards improving our collective quality of life.

Community foundations use the knowledge gained through Vital Signs to lead on impact in their community. Priorities identified by Vital Signs are often incorporated into the strategic direction of the foundation and guide decision-making as a community leader and funder. As a result, community foundations are able to move the needle on the most pressing issues.

Methodology and Demographics

1. Panel survey results were collected from 403 Burlington residents through Leger's online research panel, LEO. This group was randomly selected to reflect the city's population. To make sure the results match the community as closely as possible, the data was adjusted for age and gender using information from the 2021 Census. In this report, these findings are called **"Panel Survey" results** and letter grades are based on this data.

2. Community survey results are based on feedback from residents who joined the survey through a public link shared by the Burlington Community Foundation. These responses provide valuable insights, but they may reflect the views of more engaged residents and might not fully represent the broader Burlington population. In this report, these findings are called the **"Community Survey" results** and are shown alongside the Panel Survey results for comparison.

Look for this symbol throughout the report.

3. Regional Data: This contextual data was compiled by our **Community Research Contributor Community Development Halton.**

		Panel Survey	Community Survey
	n=	403	254
Gender	**Male**	46%	29%
	Female	53%	69%
	Non-binary	<1%	<1%
	Other	<1%	-
Age	**18-30**	15%	3%
	31-44	25%	17%
	45-54	17%	20%
	55+	43%	60%
Ethnicity (can identify with more than one group)	**White**	87%	83%
	Total BIPOC	15%	12%
	Total Indigenous	2%	<1%
	Black	4%	2%
	South Asian	3%	4%
	Chinese	3%	1%
	Arab	2%	4%
	Latin American	1%	1%
	Other Asian	2%	4%
	Self-describe	1%	2%

		Panel Survey	Community Survey
Born in Canada	**Yes**	84%	76%
	No	16%	24%
Tenure in Canada	**Up to 5 years**	8%	3%
	6-10 years	10%	15%
	11-20 years	22%	19%
	20+ years	57%	61%
Tenure in Burlington	**Up to 5 years**	17%	11%
	6-10 years	12%	12%
	11-20 years	22%	14%
	20+ years	47%	63%

		Panel Survey	Community Survey
Education	**HS or less**	16%	5%
	College	25%	23%
	University	49%	65%
Employment	**Working**	60%	55%
	Not working	8%	5%
	Retired	26%	37%
	Student	4%	1%
	Other	1%	1%
HH Income	**Less than $50K**	8%	9%
	$50K – $79,999	15%	10%
	$80K – $125K	27%	21%
	$125K +	39%	39%

Rounded data: The Panel Survey results presented in this report have been rounded to make them easier to read. Since the totals were calculated using the original, unrounded figures, they may not exactly match the sum of the rounded values shown.

Key Findings

Most Burlington residents feel good about life in the city. Eight in 10 say the quality of life here is good or excellent. People who are especially positive include retirees, residents aged 55 and older, those without children, people who have lived in Burlington for many years, and those born outside Canada. The top things residents enjoy about Burlington are its waterfront, safety, convenient location, parks and green spaces, and community festivals and events. Many aspects of life in Burlington are rated highly, with sports and recreation and safety receiving an A- average grade. Most other areas are rated B+ or higher.

Housing and transportation stand out as the main areas where residents see room for improvement. Each received an overall grade of B-. More than 1 in 3 residents rate housing options as below average or poor, with the biggest concerns being the lack of affordable rentals and subsidized housing. When it comes to getting around, fewer than two-thirds say any form of transportation is easy to use. Public transit and active transportation (like cycling or walking) receive the lowest ratings. These challenges connect to the top issues residents identify in Burlington: cost of living, housing affordability, and traffic. Residents most often suggest adding affordable housing, lowering costs, and improving transit and traffic flow as the best ways to improve life in the city.

Residents feel positively about community engagement in Burlington, but participation doesn't always match perceptions. More than two-thirds say they see public spaces as places to connect with others, know where to find community resources, and feel they can engage with the community in ways that matter to them. However, only about half of residents say they take part in community activities, and fewer still volunteer their time.

Learning opportunities are generally viewed positively. About three-quarters of residents are happy with K–12 education in Burlington. Views on lifelong learning opportunities are also mostly positive, though somewhat less so. Affordability of post-secondary education stands out as an area for improvement, with fewer than half of residents rating it positively.

Burlington residents draw a clear distinction between parks and sensitive natural habitats. More than 8 in 10 feel positively about the quality and availability of parks and green spaces in their neighbourhoods. In contrast, fewer than two-thirds give positive ratings when it comes to protecting Burlington's sensitive habitats.

STRENGTHS

80%	rate quality of life in Burlington as good/excellent
82%	feel accepted for who they are
80%	feel safe in their neighbourhood
74%	rate their ability to participate in sports as good/excellent
72%	believe it is important to learn about and respect Indigenous culture, values and traditions
57%	rate their current household finances as good/excellent

A majority rate their spiritual (69%), mental (67%), and physical (62%) health as good/excellent

OPPORTUNITIES FOR IMPROVEMENT

39%	rate housing in Burlington as good/excellent
40%	rate their wage in relation to cost of living as good/excellent
50%	rate their ability to access mental health care in a timely manner as good/excellent
35%	rate the availability of entry-level job opportunities as good/excellent

GRADE SUMMARY

	Panel Survey
	n= 403
Quality of Life	A-
Arts & Culture	B+
Belonging	B+
Community Engagement	B+
Diversity, Equity & Inclusion	B+
Economy	B
Environment	B+
Health & Wellness	B+
Housing	B-
Learning	B+
Safety	A-
Sports & Recreation	A-
Standard of Living	B+
Transportation	B-

How to Read this Report

Overall Results Snapshot – Panel Survey

This shows the letter grade and the overall results for each vital indicator, giving a quick snapshot of how the community is doing in that area.

Results Summary – Panel Survey

This provides a summary of each vital indicator, touching on both overall and specific results, as well as demographic differences.

Sustainable Development Goals

Throughout the report, you'll see icons for United Nations Sustainable Development Goals. These show how each vital indicator connects to global priorities for building a better future.

Community Impact & Action

Highlights examples of the positive role the Burlington Community Foundation has played in each issue and shares simple ways residents can get involved and make a difference.

Detailed Findings – Panel Survey

This presents a brief overview of detailed findings for each vital indicator, providing more information about how the community feels beyond the overall grade.

Community Survey Highlights – Community Survey

If relevant, this highlights differences between Community Survey and Panel Survey results.

Regional Insights

Provides data on the Halton Region to give helpful context.

What are Sustainable Development Goals?

The Sustainable Development Goals (SDGs) are a universal set of 17 interconnected goals established by the United Nations to address global challenges and promote a better and more sustainable future for all. Their purpose is to provide a comprehensive framework for countries, organizations, and communities to work together on key issues. Collectively, the SDGs aim to balance economic growth, social inclusion, and environmental protection by fostering collaboration and encouraging actions that ensure the well-being of both current and future generations.

SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY — End poverty in all its forms everywhere.

2 ZERO HUNGER — End hunger, achieve food security, and promote sustainable agriculture.

3 GOOD HEALTH AND WELL-BEING — Ensure healthy lives and promote well-being for all ages.

4 QUALITY EDUCATION — Ensure equitable quality education and promote lifelong learning.

5 GENDER EQUALITY — Achieve gender equality and empower women and girls.

6 CLEAN WATER AND SANITATION — Ensure availability and sustainable management of water and sanitation.

7 AFFORDABLE AND CLEAN ENERGY — Ensure access to affordable, reliable and sustainable energy for all.

8 DECENT WORK AND ECONOMIC GROWTH — Promote sustained, economic growth, full and productive employment, and decent work for all.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE — Build resilient infrastructure, promote sustainable industrialization, and foster innovation.

10 REDUCED INEQUALITIES — Reduce inequality within and among countries.

11 SUSTAINABLE CITIES AND COMMUNITIES — Make cities inclusive, safe, resilient, and sustainable.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION — Ensure sustainable consumption and production patterns.

13 CLIMATE ACTION — Take urgent action to combat climate change and its impacts.

14 LIFE BELOW WATER — Conserve and sustainably use oceans, seas, and marine resources.

15 LIFE ON LAND — Protect, restore, and promote sustainable use of terrestrial ecosystems and biodiversity.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS — Promote peaceful and inclusive societies, provide access to justice, and build accountable institutions.

17 PARTNERSHIPS FOR THE GOALS — Strengthen global partnerships for sustainable development.

Learn more about the Sustainable Development Goals

https://www.un.org/sustainabledevelopment/sustainable-development-goals/

The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.

Be Informed, Get Engaged, Take Action

Vital Signs is Canada's largest community-driven data program, led by Community Foundations of Canada and implemented by community foundations locally. Vital Signs helps inform decision-making and creates opportunities for vital community conversations and taking civic action.

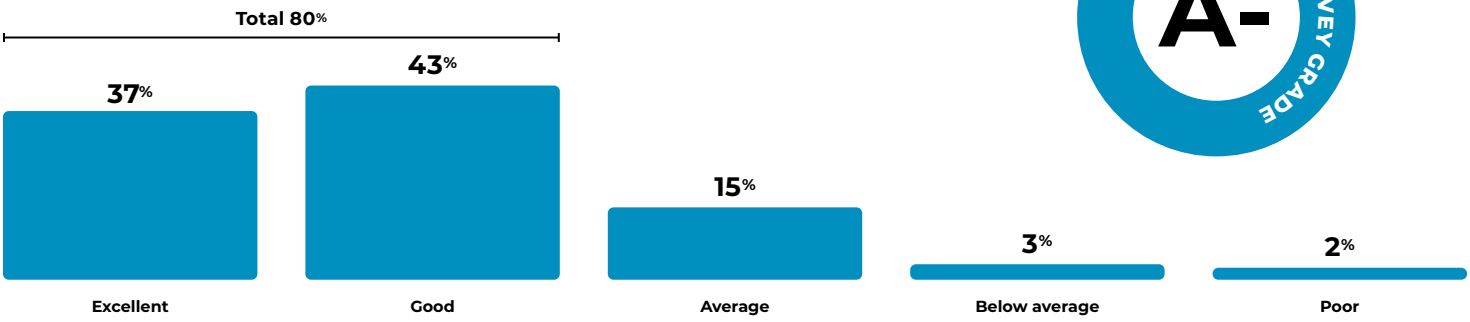
Here are 5 ways you can make a difference after reading Burlington's 2025 Vital Signs report:

1. Host a conversation with your neighbours, friends, peers or colleagues about one or more of the vital indicators.
2. Learn about local charities and organizations that advance community well-being.
3. Think about how your workplace can make a difference through volunteering or other community initiatives.
4. Donate to local organizations that support causes you care about and work to strengthen community.
5. Support the **Burlington Community Foundation** by making a donation, learning about ways to make a lasting impact in Burlington through a legacy gift, or discussing how you can start a fund to meet your philanthropic goals.

Quality of Life

VITAL SIGNS PANEL SURVEY GRADE

A-



Quality of Life represents the general well-being of individuals and society in Burlington, encompassing the 13 grading vital indicators assessed throughout the Burlington Vital Signs survey.

Burlington residents have a very positive view of quality of life in Burlington and give it an average grade of A-, with 8 in 10 residents giving good or excellent scores. Those born outside Canada, retirees and those aged 55+, those without children, and longtime residents of Burlington all are more likely to rate the quality of life more positively.

Cost of living, housing affordability, traffic, and community planning are the most important issues in Burlington according to residents; while waterfront access, safety, location, parks/green spaces, and festivals/events are among the best things Burlington has to offer.

When it comes to suggestions for making Burlington better, improving housing affordability, improving public transit, controlling development, addressing traffic congestion, and improving cost of living top the list of suggestions.

Most important issues facing Burlington

- **54%** Cost of living
- **42%** Housing affordability
- **30%** Traffic
- **20%** Community planning/ development

SOURCE: Panel Survey

Best things about Burlington

- **51%** Access to waterfront and trails
- **38%** Feeling of safety
- **34%** Location
- **25%** Parks and green spaces
- **22%** Festivals & events

SOURCE: Panel Survey

What would make Burlington an even better place to live for you?

- **20%** Affordable housing/rent
- **16%** Improved public transportation
- **15%** Controlled development (e.g., fewer condos, less high-rises, etc.)
- **15%** Address traffic congestion
- **10%** Affordable cost of living/ Better living wage

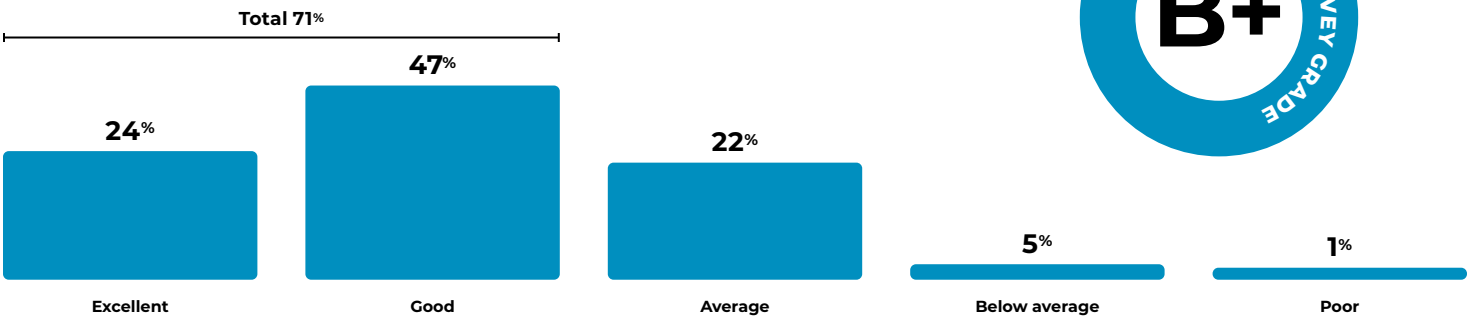
SOURCE: Panel Survey

While their overall perceptions of quality of life in Burlington are consistent with the general population, Community Survey participants are notably more concerned about traffic and community planning and are more likely to suggest addressing traffic and controlled development as ways to make Burlington better. They are also more likely to cite Burlington's sense of community and the generosity and care its residents show as the best things about Burlington.

Arts & Culture

VITAL SIGNS PANEL SURVEY GRADE

B+

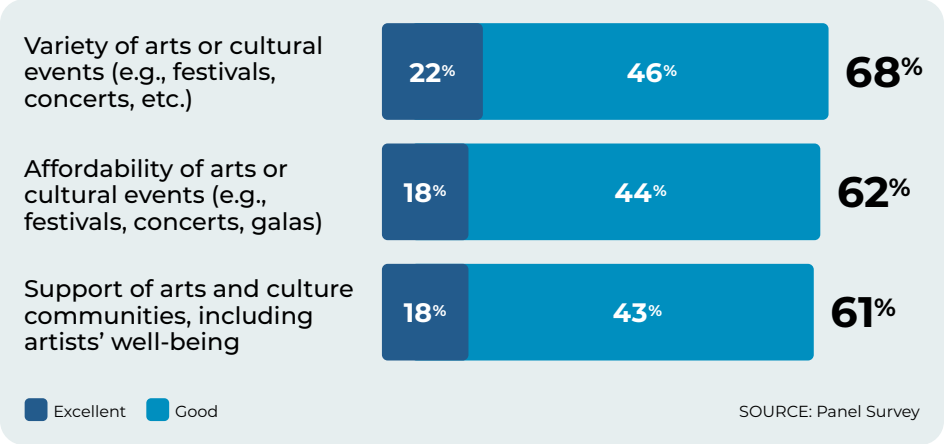


Arts & Culture make a community a vibrant and enriching place to live. An active and diverse mix of cultural offerings increases our sense of satisfaction with our environment and community pride.

Burlington residents are very positive regarding arts & culture in their city; more than 7 in 10 rate it good or excellent and it receives an average grade of B+ from residents. Older residents aged 55+ and those in middle income brackets ($50k-$79k) have more positive overall perceptions of arts & culture in Burlington.

Most residents perceive Burlington's arts & culture scene to be varied, affordable, and supportive. Greater than 6 in 10 residents are positive regarding the variety and affordability of arts and cultural events in Burlington, and a similar amount feel positively about the support that arts and culture communities, including artists, receive.

Sustainable Development Goals



Those with higher incomes are more positive regarding the affordability of arts and cultural events, indicating that there may be a gap in how different income brackets perceive the relative affordability of arts and cultural events in Burlington.

SOURCE: Panel Survey

*Note: Totals may not equal the sum of their parts due to rounding of results.

MAKING A DIFFERENCE IN COMMUNITY

IMPACT & ACTION

BCF IMPACT

$343,187 in grants made to local arts and culture organizations in the 2024/25 fiscal year.

CREATE YOUR IMPACT

Visit local galleries and historical sites and consider supporting by making a donation.

55

number of arts and cultural organizations in Halton Region

SOURCE: Halton Community Services Directory, Arts & Culture

14.4%

of Halton's non-profit sector is made up of arts and cultural organizations

SOURCE: Community Development Halton, "State of the Nonprofit Sector," Community Data Watch (Nov. 2024)

15

performing arts venues and groups (includes municipally operated, non-profit and charities)

8

non-profit galleries and arts societies (includes municipally operated)

SOURCE: Town of Milton, Town of Oakville, City of Burlington, Town of Halton Hills, Halton Community Services Directory

13,208

jobs in Halton related to arts and culture

SOURCE: Nordacity. For the Ontario Arts Council. "Arts Across Ontario Impact Report 2025"

Halton Region hosts many arts and cultural events each year, including both recurring major events and Culture Days (Halton Hills):

→ About **28** major recurring annual events across Halton

→ **130+** smaller events through Culture Days

SOURCE: ON Culture Days, 2023 Year-End Report, Halton Community Services Directory, Arts & Culture, https://visitoakville.com, https://experiencemilton.com, https://www.milton.ca, https://www.visithaltonhills.ca, Welcome to Burlington, Ontario Canada | Burlington Economic Development and Tourism

In 2024:

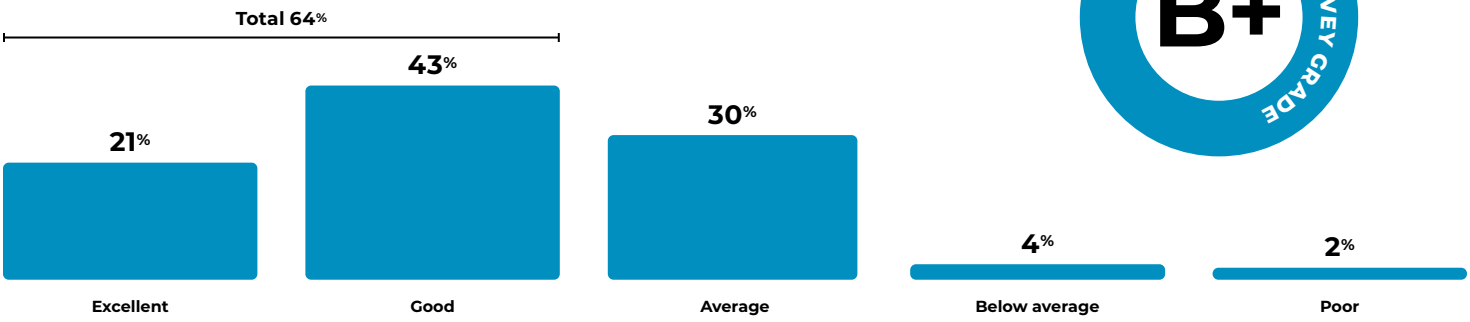
- There were **12** Indigenous History Month events in Halton.
- There were **13** Black History Month events in 2024 across the four municipalities.

SOURCE: Welcome to Burlington, Ontario Canada | Burlington Economic Development and Tourism, https://visitoakville.com/, https://experiencemilton.com/, https://www.milton.ca/, https://www.visithaltonhills.ca/

Belonging

VITAL SIGNS PANEL SURVEY GRADE

B+

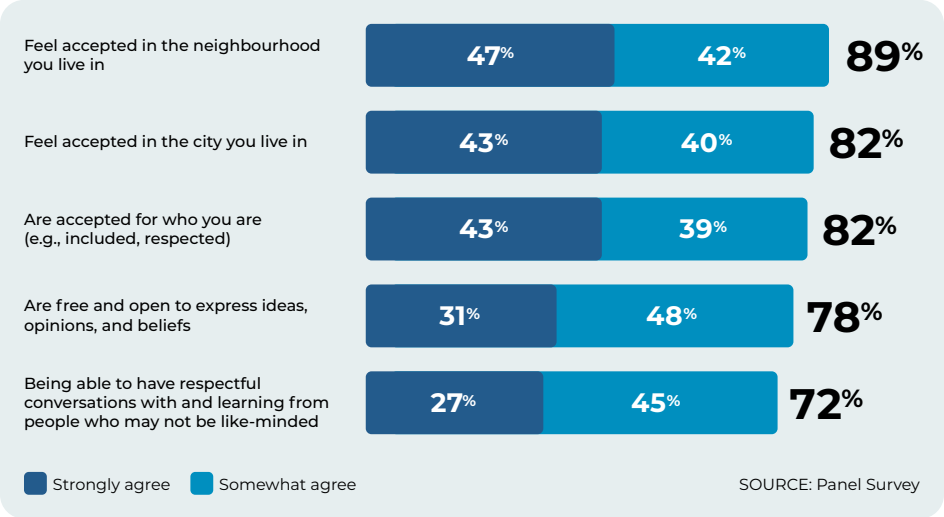


Belonging isn't just a concept for newcomers, but something that is applicable to everyone in a community. This includes members of the 2SLGBTQIA+ community, those who have a low income, Indigenous and BIPOC community members and others.

Burlington is perceived by residents as a strong performer in belonging; nearly two-thirds rate Burlington as good or excellent in this area, and it received an overall average grade of B+. Overall perceptions of belonging are consistent across all demographic groups, meaning that perceptions of belonging in Burlington are not heavily influenced by demographics such as age, gender, and ethnicity at the city-wide level.

Sustainable Development Goals

Burlington residents are extremely positive regarding feelings of acceptance, with greater than 8 in 10 reporting they feel accepted in their neighbourhood, in the city, and for who they are. In addition, around three-quarters of residents report positive ratings for freedom of expression and respectful conversations with those who may not be like-minded. These overwhelmingly positive figures point towards the vast majority of Burlington residents being happy with the level of acceptance currently observable in the city.



Among the Community Survey participants, those who are older, have a higher-income, and identify as white tend to feel more positive about acceptance and freedom of expression in Burlington. At the same time, they report feeling slightly less of a sense of belonging compared to the overall population, giving an average grade of B. These differences suggest that experiences of belonging may not be the same for everyone, and that some of these differences are more noticeable among the Community Survey participants.

*Note: Totals may not equal the sum of their parts due to rounding of results.

MAKING A DIFFERENCE IN COMMUNITY

IMPACT & ACTION

BCF IMPACT

BCF connects generous community members and businesses to causes they care about, creating long-term change.

CREATE YOUR IMPACT

Introduce yourself to your neighbours; take the lead on creating a neighbourhood skills map to identify what skills are available in your local community and call on each other when help is needed with a household task or special project.

85.3%
of those aged 65+ reported the strongest sense of belonging in Halton

67.1%
of newcomers and

65.2%
of non-native English speakers reported experiencing a strong sense of belonging

25%
of Indigenous survey respondents reported a strong sense of belonging

48.4%
of respondents in the 2SLGBTQIA+ group reported a strong sense of belonging

50.6%
of respondents with a disability reported a strong sense of belonging

64.9%
of respondents with low income reported a strong sense of belonging

74%
of people who participate in groups, associations and organizations were more likely to report a strong sense of belonging

56%
reported having positive neighbourhood cohesion in Burlington

SOURCE: Community Development Halton and Our Kids Network, Halton Sense of Belonging Survey, 2025

Places noted as being most inclusive

- Halton Multicultural Council (HMC) Connections
- YMCA
- Dare to be Youth

Religious institutions were places noted as inclusive

Places noted as not being most inclusive

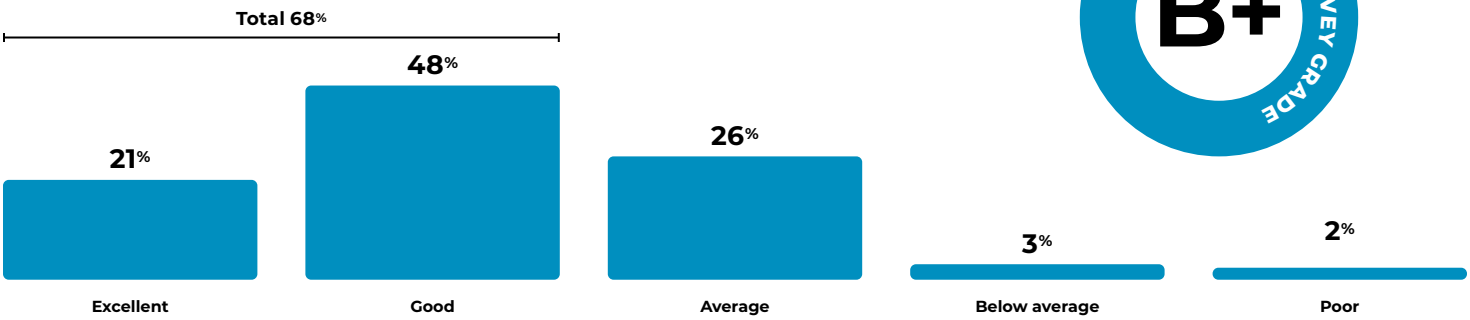
- Golf courses
- Libraries
- Social services
- Driving centres
- Some hospital emergency rooms
- School registration offices

SOURCE: CCAH Belonging and Racial Identity in Halton Report 2022

Community Engagement

VITAL SIGNS PANEL SURVEY GRADE

B+

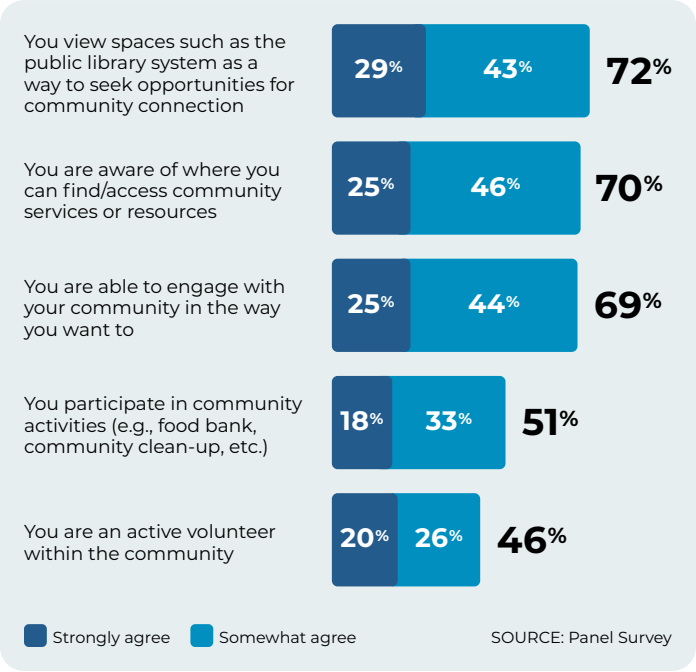


Community Engagement is how engaged members of the community are when it comes to volunteering and participating in community activities, or collaborating with individuals, groups, or the community at large, to address issues and solve problems that affect the community.

Community Engagement is perceived to be an area of relative strength by Burlington residents, with nearly 7 in 10 providing good or excellent ratings in the area and the overall average grade being B+. Those in middle income brackets ($50k-$79k) have more positive overall perceptions of community engagement in Burlington.

Burlington residents demonstrate strong community awareness and engagement. More than two-thirds say they know where to find community services, feel able to engage with their community in the way they want, and view public spaces like libraries as opportunities for connection. However, fewer residents report active involvement, as only about half say they participate in community activities or volunteer.

Sustainable Development Goals



Those with higher incomes are more likely to be active volunteers in their community, indicating the potential presence of barriers limiting those with lower incomes from volunteering.

Women are less likely to agree that they are able to engage with their community in the way they want, presenting an opportunity for improving engagement channels targeted at women.

SOURCE: Panel Survey

Community Survey participants are slightly more negative than the general population regarding community engagement in Burlington, with the overall average grade being B among this group. That said, Community Survey participants are more likely to identify as active volunteers, reinforcing the deeper level of engagement present within this group.

*Note: Totals may not equal the sum of their parts due to rounding of results.

MAKING A DIFFERENCE IN COMMUNITY

IMPACT & ACTION

BCF IMPACT

BCF hosts Vital Community Conversations for community members to connect with each other and learn about ways they can lend support through volunteering or donating.

CREATE YOUR IMPACT

Participate in your own community conversation by connecting with neighbours and new friends.

80.5%

of non-profits in Halton report difficulty in recruiting new volunteers

51.2%

of non-profits facing the challenge of volunteers retiring

22%

of Halton's non-profits are entirely driven by volunteers

SOURCE: Community Data Watch: The State of Halton's Nonprofit Sector, November 2024

21%

of people said affordability was a factor in why they chose to volunteer, or be involved in a community association. The cost of being involved in the community as a volunteer (e.g., transportation, equipment, memberships) can be a barrier for some Halton residents.

SOURCE: Community Development Halton and Our Kids Network. Halton Sense of Belonging Survey, 2025

27.6%

Burlington voter turnout (2022 municipal election)

SOURCE: Elections - City of Burlington

IN HALTON REGION, BETWEEN 2018 AND 2023

97,000
number of donors in 2023, compared to **100,060** donors in 2018, a **3% decrease**

$2,682
average donation in 2023, compared to **$2,368** in 2018, a **13.2% increase**

$500
median donation in 2023, compared to **$400** in 2018, a **25% increase**

donors under 24 years old represented **2%** of all donors – with average donation of **$690**

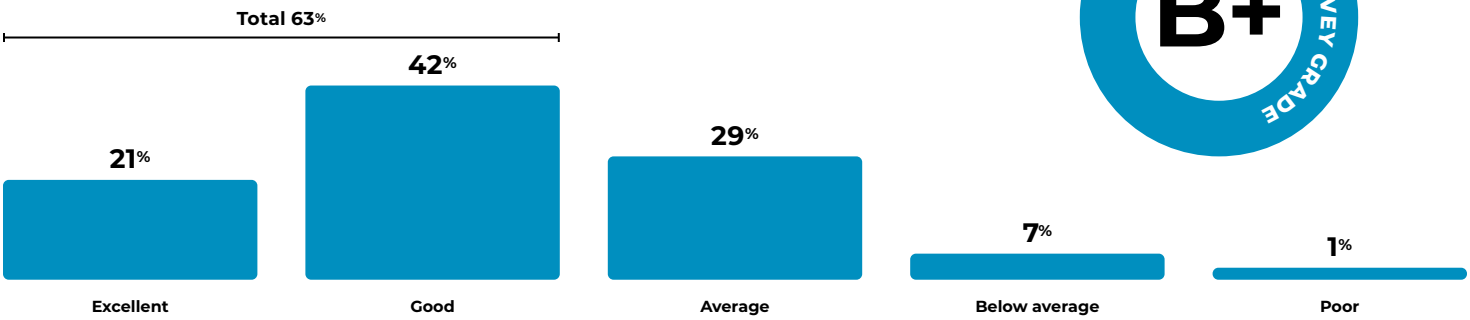
donors over 65 years old represented **29%** of all donors – with average donation of **$3,570**

SOURCE: Statistics Canada, T1FF taxfiler data, 2018 and 2023

Diversity, Equity & Inclusion

VITAL SIGNS PANEL SURVEY GRADE

B+



Diversity refers to the presence of differences, equity focuses on allocating resources based on need to ensure equal outcomes, and inclusion is about a sense of belonging and being heard.

Burlington residents feel the city is doing well in terms of diversity, equity, and inclusion (DEI), with more than 6 in 10 rating the city as good or excellent in this area. The average overall grade assigned by residents is a B+. However, Canadian-born residents are less likely to provide positive ratings for DEI.

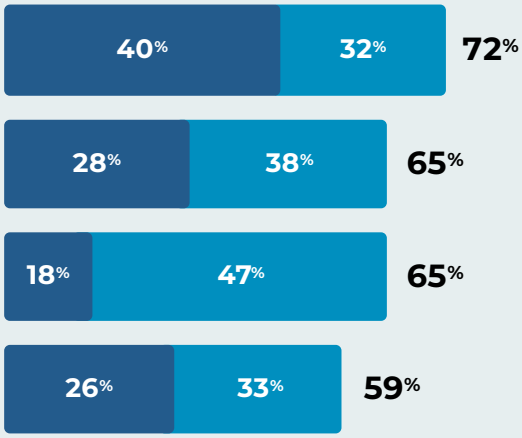
Sustainable Development Goals

Cultural education is important to Burlington residents; most agree it is important to learn about and respect Indigenous culture and values and that there should be more opportunities to support cross-cultural education and awareness. Perceptions are also positive when it comes to anti-racism, equity, inclusion, and equal treatment and opportunities.

Which of the following should Burlington focus on when it comes to diversity, equity, and inclusion?

Provide affordable housing/ more rental opportunities	55%
Provide supports for people experiencing mental health problems, addictions, and homelessness	52%
Provide equal opportunities to all citizens	39%
Host cultural events/festivals/ celebrations	31%
Provide opportunities that promote social, cultural and racial equality	30%

SOURCE: Panel Survey



SOURCE: Panel Survey

Younger residents aged 18-30 are more positive regarding Indigenous-focused and other cultural education and awareness opportunities. They are also more likely to believe Burlington should focus on cultural events, provide opportunities that promote equality, and provide educational opportunities that teach diversity and inclusion.

SOURCE: Panel Survey

Overall, Community Survey participants give diversity, equity, and inclusion (DEI) in Burlington a grade of B. Within this group, those with higher incomes are more likely to share positive views overall. Participants also place strong importance on learning about Indigenous culture and values. At the same time, they are less positive about the opportunities available to BIPOC residents and about the commitment of Burlington residents to anti-racism and inclusion. They show strong support for providing more help to people experiencing mental health challenges, addictions, and homelessness.

*Note: Totals may not equal the sum of their parts due to rounding of results.

MAKING A DIFFERENCE IN COMMUNITY

IMPACT & ACTION

BCF IMPACT

$130,450 in grants made towards local charities advancing social justice, inclusion and women's support in the 2024/25 fiscal year.

CREATE YOUR IMPACT

Make a donation to organizations that support inclusivity and diversity education.

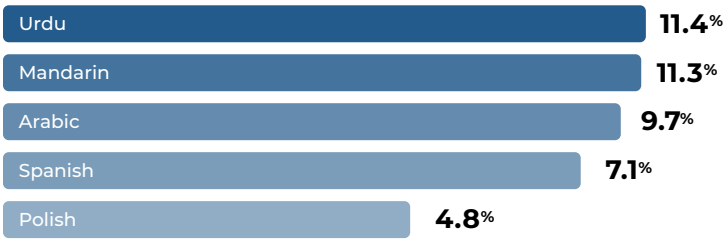
REGIONAL DIVERSITY

The region's ethnic makeup remains predominantly **English (18%)**, **Scottish (14%)**, **Irish (14%)**, and **Canadian (10%)**.

Mother tongue: According to Statistics Canada, mother tongue is defined as the first language learned at home in childhood and still understood by the person at the time the data is collected.

English → 386,360 → 65.3%

Top 5 Languages after English:



SOURCE: Statistics Canada, Census of Population, 2021

The most prevalent second language in Burlington, spoken by **9.1%** of the population, is **Spanish**, followed by **Arabic (8.6%)**, **Polish (6.4%)**, **Mandarin (5.9%)** and **Punjabi (5.2%)**.

SOURCE: Statistics Canada, Census of Population, 2021

24% of Halton's racialized population are under the age of 18, compared to **19%** of the general population

SOURCE: Statistics Canada, Census of Population

Between 2016-2021, Halton's racialized population grew from **138,995** to **209,505**, a **50.7% change**.

SOURCE: Statistics Canada, Census of Population

Between 2016 and 2021, Halton's population of racialized women increased **49.5%** from **72,105** to **107,824**.

SOURCE: Statistics Canada, Census of Population

Between 2016 and 2021, more than **31,000** newcomers settled in Halton.

20% from India

14% from China

8% from Pakistan

5% from the Philippines

SOURCE: Statistics Canada, Census of Population

PEOPLE EXPERIENCING DISABILITIES

23%
of people in Halton had a disability in 2022

111,000
approximate number of people in Halton with one or more disabilities in 2022

15,318
youth with one or more disabilities in Halton. Youth experienced the largest increase of people with disabilities in Halton Region between 2017 and 2022.

Mental health-related disabilities saw the most significant rise, from **33%** to **39%** between 2017 and 2022.

SOURCE: Statistics Canada, Canadian Survey on Disability, 2017, 2022

STUDENT GENDER DIVERSITY

5% of elementary and secondary students in the Halton District School Board identified as **Gender Diverse**, which also includes multiple gender identities

15% (grades 7 and 8) and 17% (secondary) in the Halton District School Board identified as one or more of the following: Lesbian, Gay, Bisexual, Two-Spirit, Queer, Questioning, Asexual, Pansexual, and/or additional sexual orientation(s) not specified

SOURCE: HDSB, Student Census Update, May 2022

6.9% of secondary Halton Catholic District School Board students identified as **other gender identities**

21% of secondary students in the Halton Catholic District School Board identified as one or more of the following: Bisexual, Pansexual, Queer, Asexual, Lesbian, Gay, Questioning or additional sexual orientation

Source: HCDSB, Student Census 2022 Results Report, March 2023

115 hate crimes were reported in 2024, a decrease from 146 in 2023

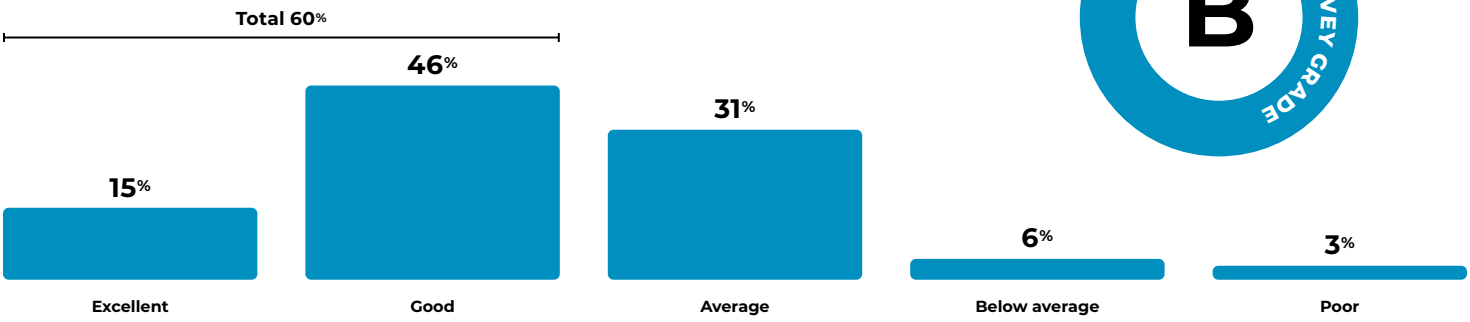
The Black community was targeted the most with 23 incidents, followed by the 2SLGBTQIA+ community with 18 incidents and the Jewish community with 15 incidents.

SOURCE: Halton Regional Police Services "Annual Report 2024"

Economy

VITAL SIGNS PANEL SURVEY GRADE

B

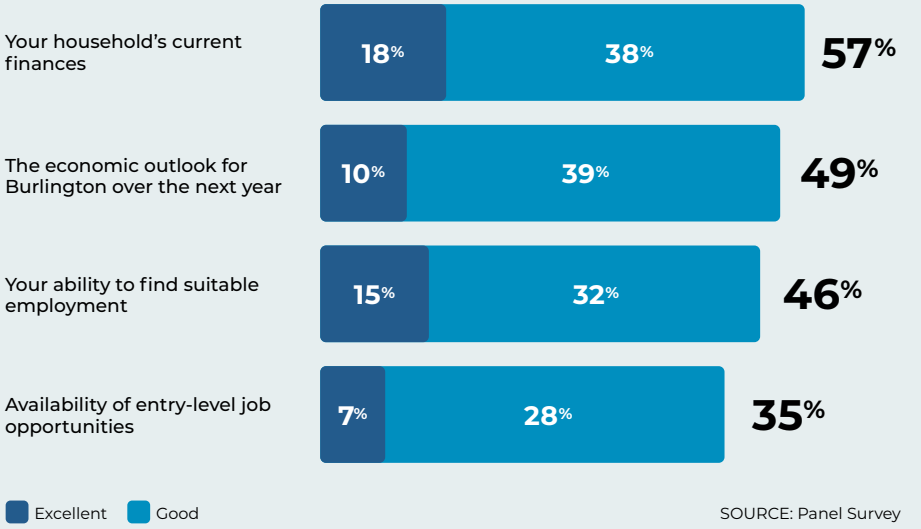


Strong and vibrant communities have diverse local economies and a wide variety of options for fulfilling, secure, and well-paid work.

Burlington residents rate the city moderately overall when it comes to the economy. Six in 10 provide good or excellent ratings in this area, while the overall average grade is a B. Retirees and men are more likely to feel positively about the economy in Burlington.

More than half of residents feel good about their household finances. Just under half feel positive about Burlington's overall economic outlook and their chances of finding suitable work. The most concerning result is entry-level job opportunities; only one-third of residents see them positively, making this the lowest-rated part of Burlington's economy.

Sustainable Development Goals



SOURCE: Panel Survey

Those with higher incomes are more likely to provide positive ratings regarding all sub-aspects related to the economy.

Younger residents aged 18-30 and BIPOC-identifying residents are significantly more likely to provide positive ratings regarding the availability of entry-level job opportunities.

Men are more likely to be positive regarding Burlington's economic outlook and their household finances.

SOURCE: Panel Survey

*Note: Totals may not equal the sum of their parts due to rounding of results.

MAKING A DIFFERENCE IN COMMUNITY

IMPACT & ACTION

BCF IMPACT

BCF was certified by the Ontario Living Wage Network as a Living Wage Employer in 2024.

CREATE YOUR IMPACT

Support charities that increase opportunities for jobs and training programs.

Annual social assistance rates, before tax

$8,796

↓

maximum for a single person receiving Ontario Works

SOURCE: Government of Ontario

$16,896

↓

maximum for a single person receiving Ontario Disability Support Program

SOURCE: Government of Ontario

Minimum wage annual earnings (35 hours per week) as of Oct. 1, 2025

$32,032

for Minimum Wage ($17.60/hour)

$47,320

for Living Wage ($26/hour)

SOURCE: Labour, Immigration, Training and Skills Development, Ontario Living Wage

246,000 → jobs identified in Halton in 2024

70.1% full-time positions

43.2% were provided by independently-owned businesses

SOURCE: Halton Region Employee Survey Results 2024

390,200 → individuals 15 years or older in Halton's labour force in 2024 (Q1)

SOURCE: Halton Region Labour Market Highlights 2024

4% → Halton's unemployment rate in 2024 (Q1)

SOURCE: Halton Region Labour Market Highlights 2024

The 2024 top 5 sectors in Halton, based on job count

SOURCE: Halton Region Employee Survey Results 2024

$45,700: average annual employment income for racialized women

$47,800: average annual employment income for non-racialized women

$51,600: average annual employment income for racialized men

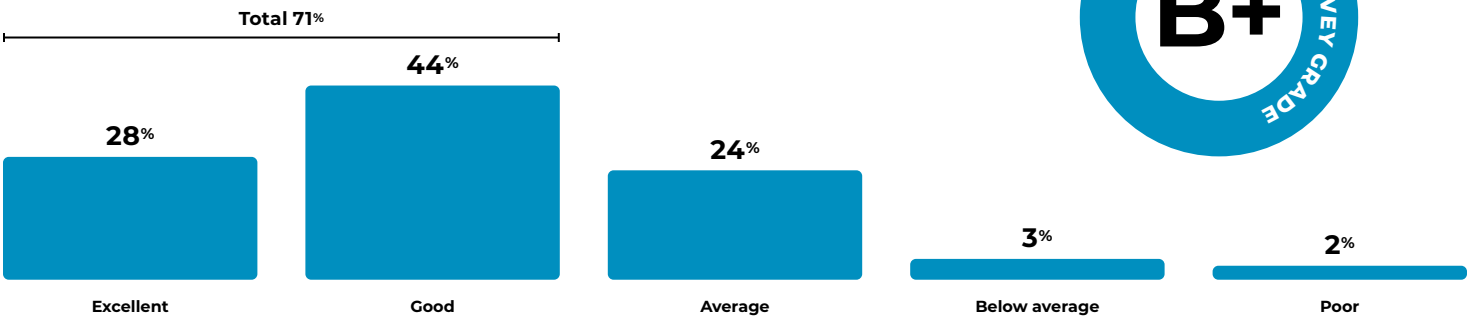
$54,100: average annual employment income for non-racialized men

SOURCE: Statistics Canada, Racialized Canadians are less likely to find good jobs as their non-racialized and non-Indigenous counterparts early in their careers, The Daily, 2023-01-18, https://www150.statcan.gc.ca/n1/daily-quotidien/230118/dq230118b-eng.htm?utm_source=chatgpt.com

Environment

VITAL SIGNS PANEL SURVEY GRADE

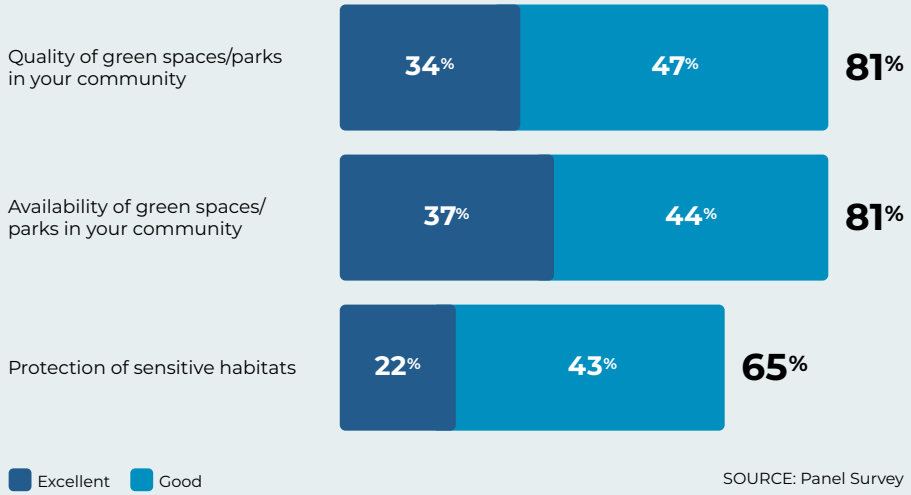
B+



From the air we breathe to the ground we walk on, a healthy and sustainable environment is an important part of quality of life. A healthy environment is reflective of a healthy community.

Burlington residents rate the city positively overall when it comes to environment. More than 7 in 10 provide good or excellent ratings in this area, while the overall average grade is a B+. Those born outside Canada, those in middle income brackets, retirees, and older residents aged 55+ are more likely to provide good or excellent overall ratings for environment.

Most residents are very positive about Burlington's parks and green spaces. More than 8 in 10 say the quality and availability of these spaces are good. However, fewer than two-thirds feel positive about how sensitive habitats are being protected. This shows a difference in how residents view developed natural spaces, such as parks, compared to undeveloped areas, such as sensitive habitats.



SOURCE: Panel Survey

Sustainable Development Goals

Those born outside Canada, men, BIPOC residents, and newcomers to Burlington are more likely to be positive regarding protection of sensitive habitat in Burlington. Those born outside Canada are also more likely to be positive regarding the quality of green spaces in the city.

SOURCE: Panel Survey

*Note: Totals may not equal the sum of their parts due to rounding of results.

MAKING A DIFFERENCE IN COMMUNITY

IMPACT & ACTION

BCF IMPACT

- **$51,082** granted to environmental-based charities in the 2024/25 fiscal year.
- BCF operates out of a shared coworking space, which reduces our carbon footprint.

CREATE YOUR IMPACT

- Donate to organizations that have a commitment to climate action.
- Participate in a community clean-up through a local charity, or volunteer to help sustain a community garden. Register your eco actions through **BurlingtonGreen**.

17+

environmental groups that are assessing issues, providing education and working on environmental improvements

SOURCE: Halton Community Services Directory Organization/Program Search

1 million

number of visitors to Conservation Halton's nine parks in 2024

SOURCE: Conservation Halton, "2024 Annual Report"

703

hectares of regional forests

12

conservation areas managed by Conservation Halton and Credit Valley Conservation

6

public gardens

12+

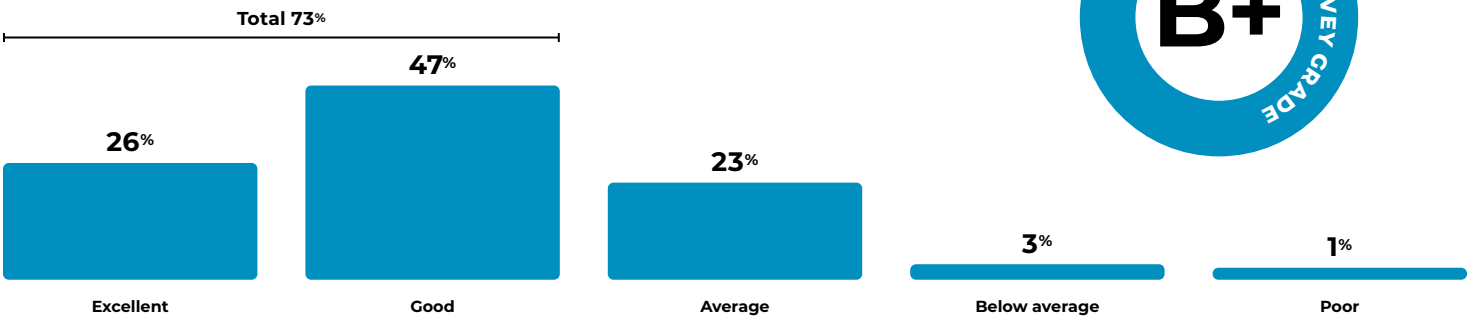
community food gardens

SOURCE: City of Burlington, "Community Gardens," Town of Oakville, "Designated gardening spaces," Milton & District Horticultural Society, "Sunny Mount Community Garden, Town of Oakville, "Planting for our future: Town of Oakville partners with community groups to launch sustainable gardening initiative"

Health & Wellness

VITAL SIGNS PANEL SURVEY GRADE

B+

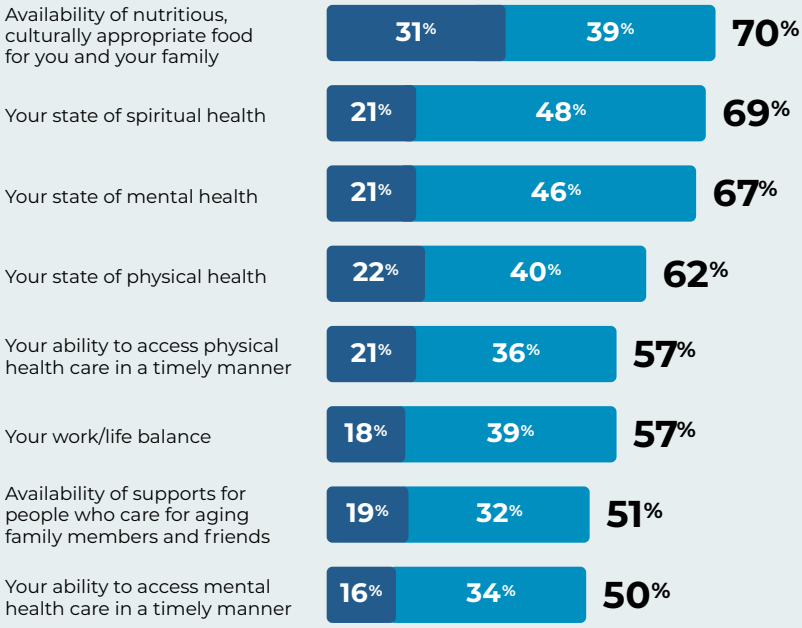


Good physical and mental health and wellness improves the quality of individual lives and reduces health care costs. The health status of people depends on good health practices and behaviours, and access to health care services.

Burlington residents are quite positive regarding health and wellness in the city. Nearly three-quarters of residents provide good or excellent ratings in this area, while the overall average grade is a B+. Those born outside Canada, men, and those with a long tenure in Burlington are more likely to be positive about this vital indicator overall.

Sustainable Development Goals

Most Burlington residents feel positive about their health and wellness. At least half gave good ratings for each specific aspect. The areas rated highest include access to nutritious, culturally appropriate food, as well as support for spiritual and mental health, with each receiving positive feedback from about two-thirds of residents. On the other hand, timely access to mental health care and supports for older adults are rated less positively, with around half of residents feeling good about these services.



SOURCE: Panel Survey

*Note: Totals may not equal the sum of their parts due to rounding of results.

Retirees and those born outside Canada are especially positive about health and wellness in Burlington and are more likely to provide positive ratings for most health and wellness related elements. Men, older residents aged 55+, and those with a university education also tend to be more positive about specific elements.

SOURCE: Panel Survey

Community Survey participants are less likely to provide excellent ratings for health and wellness, though positive ratings are more common among higher income members of this group. When it comes to more specific elements, Community Survey participants are more positive regarding the availability of nutritious and culturally appropriate food and their physical health, and less positive about the availability of aging supports.

MAKING A DIFFERENCE IN COMMUNITY

IMPACT & ACTION

BCF IMPACT

$249,652 granted to charities addressing health, mental health and well-being in the 2024/25 fiscal year.

CREATE YOUR IMPACT

Donate to BCF's Mental Wellness Fund at **www.BurlingtonFoundation.org**.

1.9 hours

average wait time in emergency before being seen by a doctor, across Halton's three hospitals

1.6 hours

average wait at Joseph Brant Hospital

SOURCE: Health Quality Ontario, Time Spent in Emergency Departments, May 2025

10

Family Health Teams across Halton

SOURCE: Government of Ontario, "Family Health Teams," Health and Wellness

23%

↓

number of Halton residents aged 15 years and older who had one or more disabilities that limited daily activities in 2022

SOURCE: Statistics Canada, Canada Survey on Disability, 2017-2022

33%

↓

of those with a disability, noted as mental health-related

SOURCE: Statistics Canada, Canada Survey on Disability, 2017-2022

The Halton Information Providers Database lists the following Mental Health Support Services:

4

call-in support lines

10

distinct programs provided by the Canadian Mental Health Association

6

Halton Healthcare mental health clinics

3

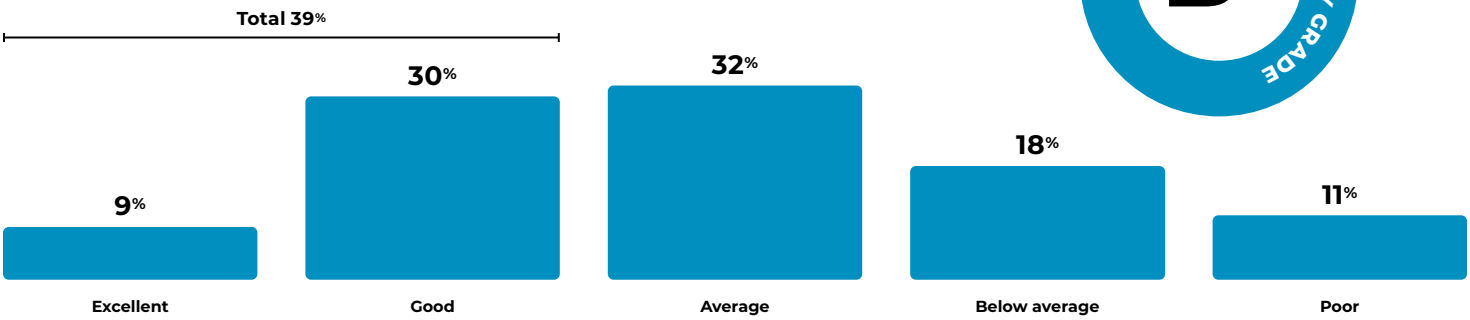
major youth-specific supports

SOURCE: Halton Community Services Directory

Housing

VITAL SIGNS PANEL SURVEY GRADE

B-

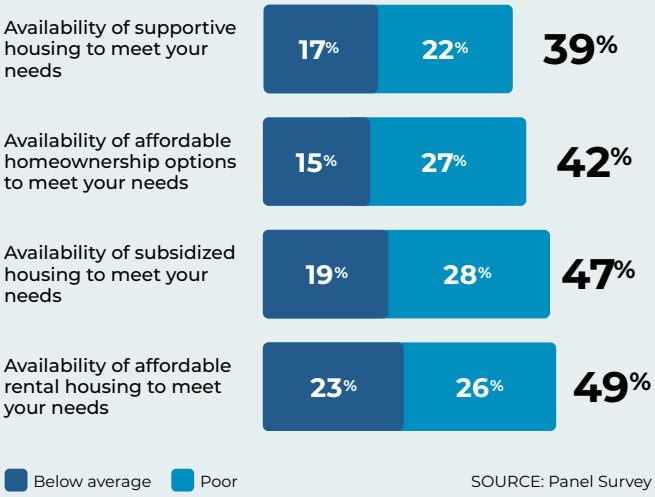


Having safe and accessible housing people can afford is a basic need that contributes significantly to quality of life.

Housing in Burlington receives a relatively low overall average grade of B- and is tied with transportation for the vital indicators with the lowest ratings. Less than 4 in 10 residents provide good or excellent ratings in this area, with those who were born outside Canada, BIPOC residents, and men being more likely to do so.

Ratings for the specific aspects of housing reveal a consistent dissatisfaction with the state of housing availability and affordability in Burlington. Around 4 in 10 residents provide negative ratings for the availability of supportive housing and affordable home ownership options in the city, and just less than half are negative regarding the availability of subsidized housing and affordable rental opportunities. More Burlington residents are unhappy with housing than satisfied, showing that housing is an important issue for the community.

Sustainable Development Goals



SOURCE: Panel Survey

Dissatisfaction with the current state of housing in Burlington is not distributed equally across demographics; those who are white, college educated, aged 31-44, or a woman tend to be more likely to provide negative ratings for specific elements related to housing.

SOURCE: Panel Survey

Community Survey participants rate housing in Burlington lower than the general population, with an overall average grade of C+. Ratings for specific aspects of housing are also lower across the board. This may reflect that this group has a closer awareness of current housing challenges in Burlington.

*Note: Totals may not equal the sum of their parts due to rounding of results.

MAKING A DIFFERENCE IN COMMUNITY

IMPACT & ACTION

BCF IMPACT

55 youth (ages 16-24) have been supported through BCF's partnered social impact investment with Halton Children's Aid Society's Bridging the Gap Program.

CREATE YOUR IMPACT

- Support charities that identify solutions to help address housing needs.
- Advocate to your local government for affordable and supportive housing.

72%

increase to the Halton Access to Community Housing (HATCH) waitlist for rental geared-to-income housing from 2021 to 2024

8,048

number of applicants on the waitlist

SOURCE: Halton Region's Comprehensive Housing Strategy 2025 – 2035

16%

↓

increase in shelter intakes in Halton Region in 2024, compared to 2023

Halton Region's shelter system operated at **40%** over capacity in 2024.

SOURCE: Halton Region's Comprehensive Housing Strategy 2025 – 2035

343 → Halton households experiencing homelessness in 2024

84% → people who reported that low incomes were a barrier to finding housing

77% → people who said high rents were a barrier to housing

Source: Halton Region's 2024 Point in Time Count

22% of Halton residents rent

1.6%: Halton's vacancy rate – **3%** is considered healthy

SOURCE: CMHC, Fall 2024 Rental Market Report

$1,900+: average monthly rent for a one-bedroom apartment in Halton

SOURCE: CMHC, Fall 2024 Rental Market Report

SOURCE: Statistics Canada, Census of Population, 2021

8.4%

Halton families living in multigenerational housing in 2021

SOURCE: Statistics Canada, Census of Population, 2021

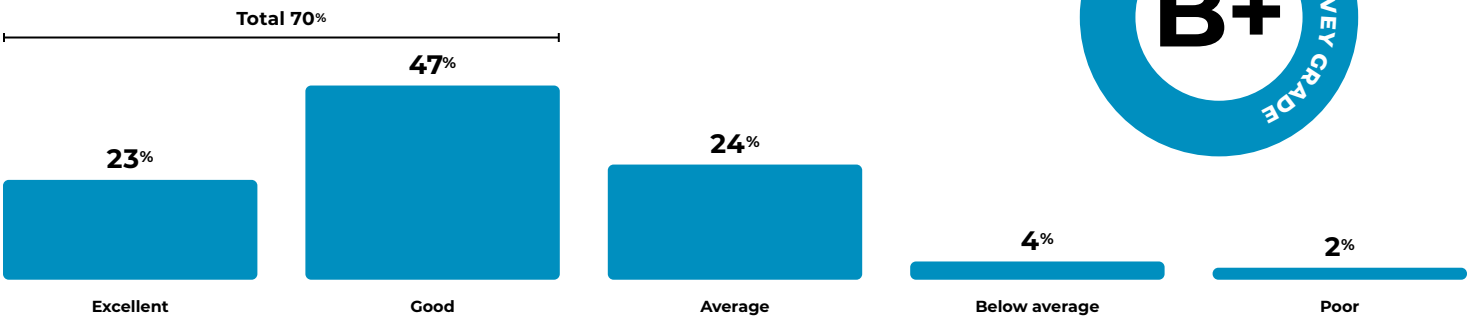
Racialized households in Halton are more likely to experience core housing need. These are the top five racialized groups experiencing core housing needs more than others: Arab, West Asian, Black, Korean, Chinese.

SOURCE: Statistics Canada, Census of Population, 2021

Learning

VITAL SIGNS PANEL SURVEY GRADE

B+

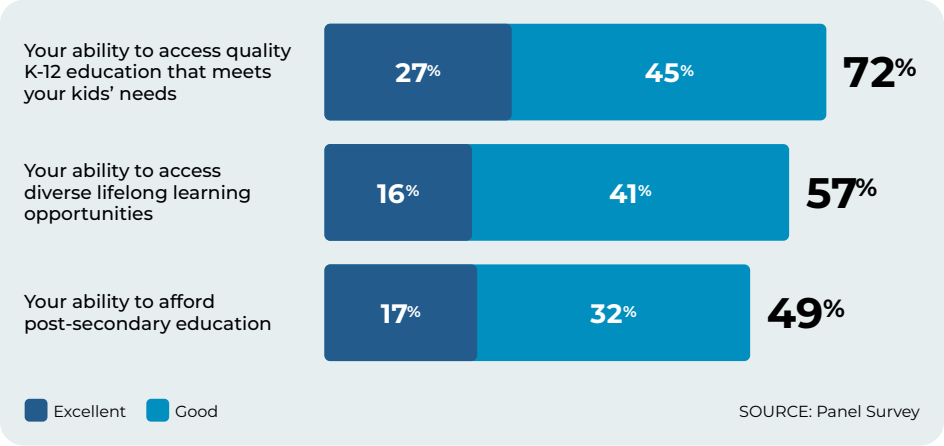


Lifelong learning and educational achievement affect our ability to participate in a competitive workforce, achieve higher incomes, and escape the cycle of poverty.

Burlington residents feel the city is doing well in terms of learning, with 7 in 10 rating the city as good or excellent in this area. The average overall grade assigned by residents is a B+. Retirees and residents without children are more likely to rate this aspect positively.

K-12 education is extremely well received by Burlington residents, with just less than three-quarters providing positive ratings for this specific aspect. Ratings for access to lifelong learning opportunities are lower, but still mostly positive, while sentiment on the ability to afford post-secondary education is split, with just less than half rating this aspect as good or excellent.

Sustainable Development Goals



Residents with higher incomes are more positive about their ability to access lifelong learning opportunities and afford post-secondary education. This points to a gap in accessibility for those with lower incomes.

Views on post-secondary affordability also differ by education level. University-educated residents are more likely to see it positively, while college-educated residents are less likely.

SOURCE: Panel Survey

*Note: Totals may not equal the sum of their parts due to rounding of results.

MAKING A DIFFERENCE IN COMMUNITY

IMPACT & ACTION

BCF IMPACT

- BCF provides scholarships annually to students ranging from **$750** to **$5,000**, through donor advised funds held by generous individuals and businesses.
- **$72,419** granted towards education in the 2024/25 fiscal year.

CREATE YOUR IMPACT

Give to an existing BCF scholarship fund to help more students gain access to post-secondary education at **www.BurlingtonFoundation.org**.

4 Post-secondary education institutions

- Wilfrid Laurier University
- Conestoga College
- McMaster University
- Brock University

SOURCE: Ministry of Colleges, Universities, Research Excellence and Security | ontario.ca

4 School Boards in Halton

Schools in Halton Region:

- 145 elementary schools
- 32 secondary schools
- 1 school for the deaf

SOURCE: HDSB and HCDSB for 2023-2024 from the Ministry of Education, Accueil | Conseil scolaire catholique MonAvenir - MonAvenir Conseil scolaire catholique, CS Viamonde | Écoles francophones en Ontario | Éducation en langue française de qualité en Ontario – Counseil scolaire Viamonde, Ernest C. Drury School for the Deaf

78%

of Halton's **312,505 residents aged 25-64** held a post-secondary certificate, diploma or degree in 2021 (243,754 residents)

51% had a bachelor's degree or higher for Halton residents aged 25-64

1.4% had a medical degree

13% had a master's degree

28% had a STEM degree or diploma

SOURCE: Statistics Canada, Census of Population, 2021

The 5-year high school graduation rates for 2023:

HDSB: **93.6%** HCDSB: **94.8%**

SOURCE: Ontario Ministry of Education. School Board Progress Reports % Five-Year Graduation Rate

About **80%** of working-age (25-64) women held a post-secondary certificate, diploma or degree in 2021.

84% of working-age (25-64) men held a post-secondary certificate, diploma or degree in 2021

88.3% of Halton newcomers had a post-secondary certificate, diploma or degree in 2021

85.2% of Halton's racialized population had a post-secondary certificate, diploma or degree in 2021

65% of racialized women had earned a bachelor's degree or higher, compared to **46%** of non-racialized women, as of 2021

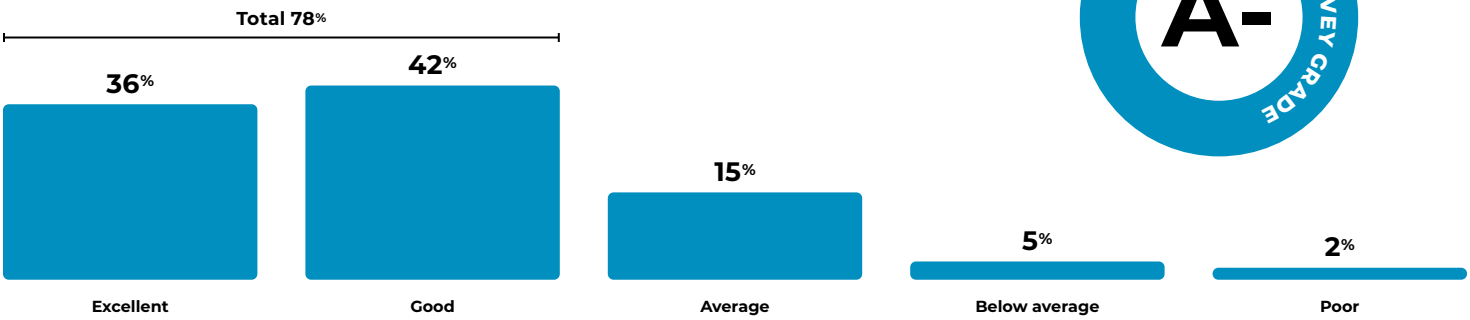
Racialized women were twice as likely to have a master's degree or a degree in medicine, dentistry, veterinary medicine or optometry than their non-racialized counterparts.

SOURCE: Statistics Canada. Census of Population, 2021

Safety

VITAL SIGNS PANEL SURVEY GRADE

A-

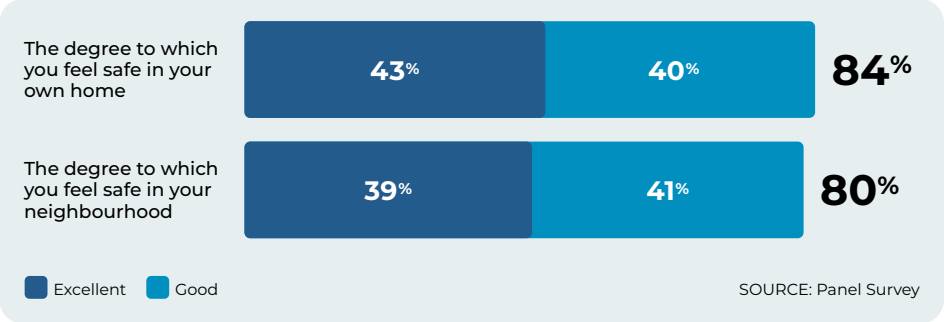


Public and personal safety affects the way we socialize and participate in community life.

Burlington residents have a very positive view of safety in the city and give it an average grade of A-. Just less than 8 in 10 residents are positive regarding safety, with more than one-third rating it as excellent. That said, men are much more likely than women to feel positive about safety in Burlington.

Most Burlington residents say they feel safe at home and in their neighbourhood. Eight in 10 give positive ratings, and about 4 in 10 rate their sense of safety as excellent.

Sustainable Development Goals



Residents with a university education and those living alone are more likely to feel safe in their neighbourhood. People born outside Canada and newcomers to Burlington are more likely to feel safe in their own home.

SOURCE: Panel Survey

Community Survey participants are less positive about safety overall, providing an average letter grade of B+. They are also less likely to be emphatically positive in their ratings of safety, with only around one-quarter providing excellent ratings in this area.

*Note: Totals may not equal the sum of their parts due to rounding of results.

MAKING A DIFFERENCE IN COMMUNITY

IMPACT & ACTION

BCF IMPACT

BCF recognized Social Justice, Inclusion and Women's Support, which includes Intimate Partner Violence, as a key community priority area in the 2024/25 fiscal year. This helped inform our BCF-directed granting.

CREATE YOUR IMPACT

Get to know your neighbourhood and neighbours, support each other by checking in and being aware of issues that may cause safety concerns.

2,380.7
per 100,000
↓
the crime rate in Halton Region in 2023

SOURCE: Halton Region Community Safety and Wellbeing Dashboard

For Halton Region in 2024:

139,119
calls for service
↗ 0.16% increase from 2023

SOURCE: Halton Women's Place Annual Report 2024

15,967
total reported crimes

17
human trafficking occurrences reported to police

34.9%
crime clearance rate

SOURCE: Halton Regional Police Service Annual Report 2024

3,559
number of reported Intimate Partner Violence-related criminal incidents

SOURCE: Halton Regional Police Service Annual Report 2024

80%
of Halton residents aged 18+ who felt safe walking in their neighbourhood after dark in 2019

SOURCE: Halton Region Community Safety and Wellbeing Dashboard

Approximately:
30-50%
of **transgender and gender diverse people** will experience IPV

61%
of **Indigenous women** are likely to experience IPV in their lifetime compared to **44% of non-Indigenous women**

57% of women / **53%** of men
who reported a household income of $20,000 or less in 2018 experienced IPV

SOURCE: Community Development Halton, Our Halton Issue #1 2023, Women

97% of parents/guardians of senior kindergarten children in Halton felt their neighbourhood was a safe place to bring up children in 2023

SOURCE: Our Kid's Network Kindergarten Parent Survey 2023

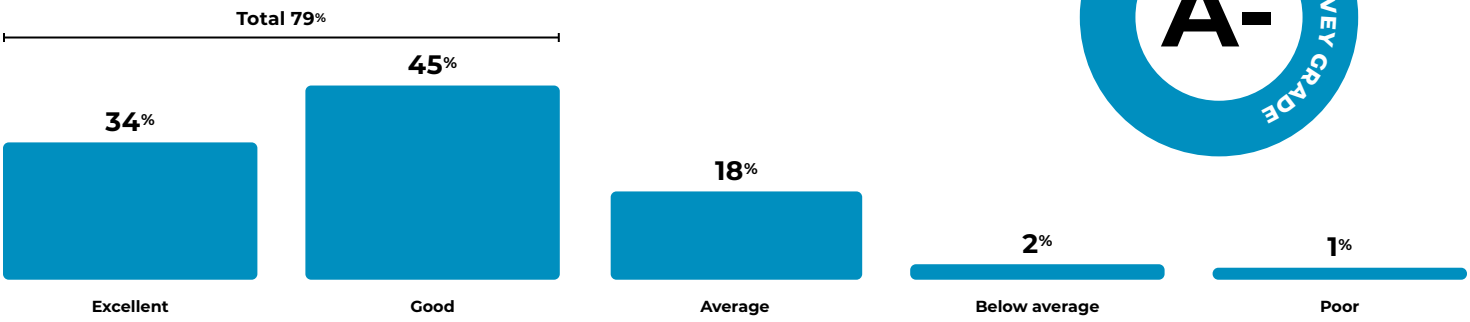
80% of students in grades 4-12 felt safe at school in 2021

SOURCE: Halton Youth Impact Survey 2021

Sports & Recreation

VITAL SIGNS PANEL SURVEY GRADE

A-

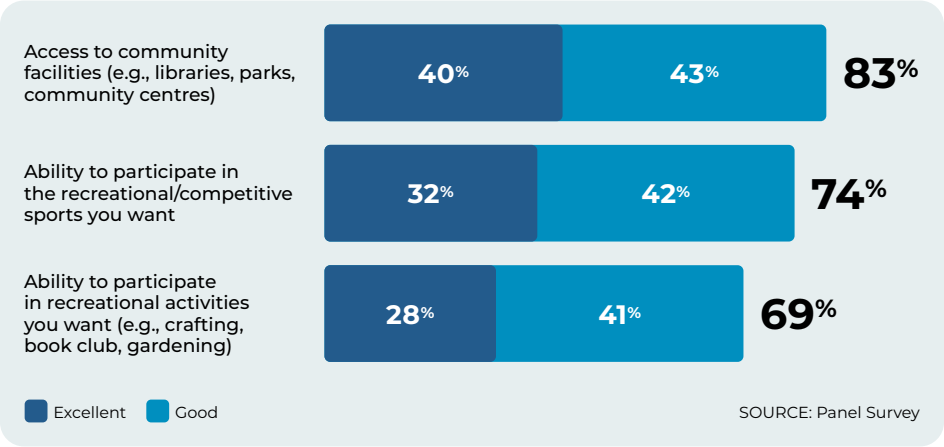


Sports & Recreation play a foundational role in developing and sustaining healthy citizens and communities.

Burlington residents are very positive regarding sports and recreation and provide an overall average grade of A-. Just less than 8 in 10 residents provide good or excellent ratings in this area. Older residents and couples tend to be most receptive to sports and recreation in Burlington; retirees, those aged 55+, and households with two people, are more likely to give positive ratings, as are those with a longer tenure living in Burlington.

Sustainable Development Goals

Access to community facilities such as libraries, parks, and community centres is the top-ranked individual aspect of sports and recreation in Burlington, with more than 8 in 10 giving it positive ratings. The ability of residents to participate in the recreational activities and competitive sports they want is also well received, with around 7 in 10 rating each of these areas positively.



Perceptions of access to community facilities are more positive among those who are retired.

College-educated residents are less likely to provide positive ratings regarding their ability to participate in sports opportunities.

SOURCE: Panel Survey

*Note: Totals may not equal the sum of their parts due to rounding of results.

MAKING A DIFFERENCE IN COMMUNITY

IMPACT & ACTION

BCF IMPACT

$23,642 granted to sports and recreation organizations in the 2024/25 fiscal year.

CREATE YOUR IMPACT

Enjoy one of the city's recreation centres by taking a class or trying a new activity.

70%

of people identified access to affordable/low cost recreation opportunities as important to them related to sense of belonging

27.3%

of people reported being a member, participant, or volunteer in sports or recreational organizations in the past 12 months

SOURCE: Community Development Halton and Our Kids Network, Halton Sense of Belonging Survey, 2025

Sport and recreation are local municipal responsibilities. Here are some of the amenities across Halton Region:

- **23** community centres
- **9** seniors centres
- **18** arenas
- **17** pools (indoor and outdoor)
- **47** splash pads
- **22** courts (indoor and outdoor)
- **459** parks and parkettes
- **13** skate parks
- **1** cricket pitch
- **1** cycling centre
- **1** beach
- **3** harbours

SOURCE: Town of Oakville Open Data Portal, Parks and Trails - Halton Hills, Open Data | Discover the Town of Milton, Facility List - Town of Milton, Recreation - City of Burlington

12

conservation authority parks located in Halton Region

9 Conservation Halton Parks, and **3** Credit Valley Conservation Parks within Halton Region

SOURCE: Conservation Halton, "2024 Annual Report," Credit Valley Conservation, "Annual Report 2024"

168

number of non-profit organizations listed in the Halton Information Providers Database as offering sport and recreation across Halton

SOURCE: Halton Community Services Directory

1 Provincial Park

SOURCE: Ontario Parks

26

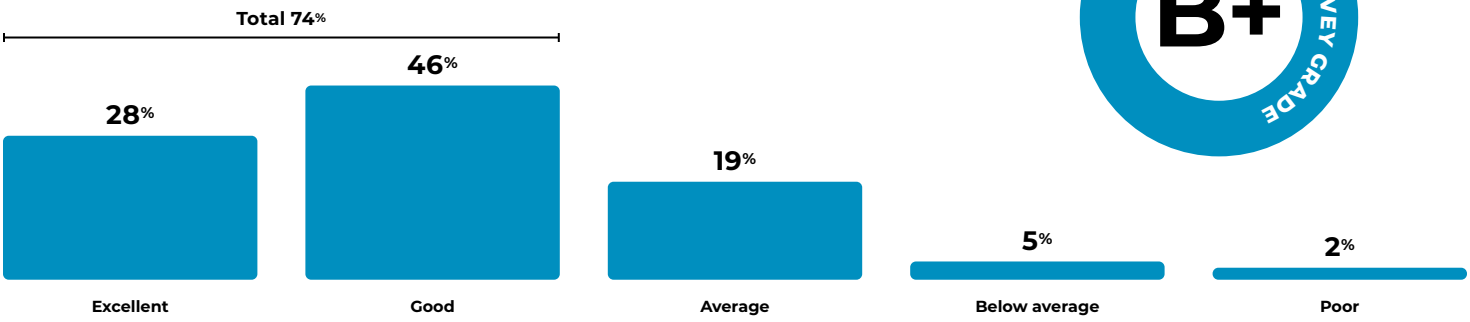
community organizations listed in the Halton Information Providers Database that offer sports with a focus on disability

SOURCE: Halton Community Services Directory

Standard of Living

VITAL SIGNS PANEL SURVEY GRADE

B+

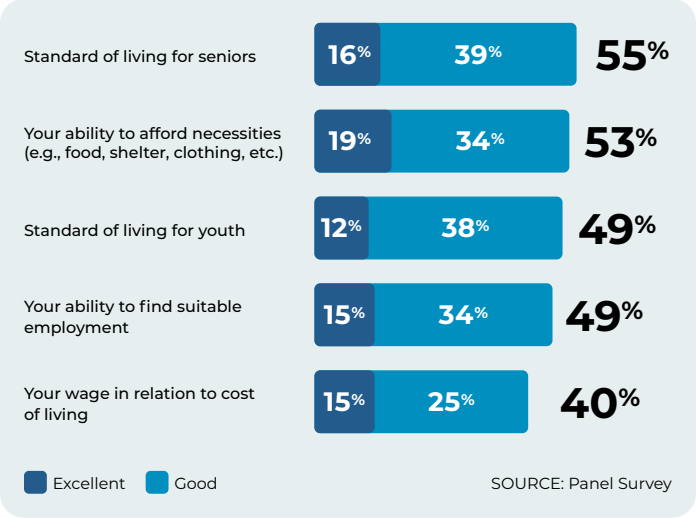


Individuals, families, and children living below the poverty line may face many obstacles, which can limit their ability to enjoy quality of life.

Most Burlington residents feel positive about the standard of living in the city, with nearly three-quarters giving good ratings and it receiving an overall average grade of B+. Men, retirees, residents aged 55 and older, two-person or childless households, higher-income residents, and longtime residents are especially likely to view the standard of living positively.

While overall ratings for standard of living are relatively positive, residents are more critical when it comes to individual aspects. Only around half of residents provide positive ratings for youth and senior standards of living, as well as the ability to afford necessities and find suitable employment. Wages in relation to cost of living received even lower ratings, with only 4 in 10 being positive about this aspect.

Sustainable Development Goals



Men and women tend to have different views on standard of living, with men more likely than women to give positive ratings. Higher-income residents also tend more to rate most aspects positively.

SOURCE: Panel Survey

Overall, Community Survey participants are less likely to rate standard of living as excellent despite the combined excellent and good proportion being similar to the general population. They are also notably less positive regarding the standard of living for youth in Burlington.

*Note: Totals may not equal the sum of their parts due to rounding of results.

MAKING A DIFFERENCE IN COMMUNITY

IMPACT & ACTION

BCF IMPACT

$154,295 granted to charities addressing poverty reduction, including food insecurity, in the 2024/25 fiscal year.

CREATE YOUR IMPACT

Donate to BCF's Community Fund, which addresses the city's most urgent needs through local charities by visiting **www.BurlingtonFoundation.org**.

13.1%

Halton's poverty rate in 2023

↓

Who is most affected:

29.8% of individuals not part of a family unit (including those living alone)

25.6% of lone-parent families

13.6% of children (0-17)

12.4% of seniors

SOURCE: Statistics Canada, T1FF taxfiler data. 2023

9.9%

Burlington's poverty rate in 2022

↓

Who is most affected:

Children (0-17 yrs)	10.9%
Seniors	7.5%
Lone-parent families	22.2%
Non-family persons	22.9%

SOURCE: Statistics Canada, T1FF taxfiler data.

$290.57 → The amount a family of four needs to spend weekly to maintain a basic nutritious diet.

SOURCE: 2024 Ontario Nutritious Food Basket, Halton Region Halton Health Data

14.2%

Halton households that faced food insecurity between 2021 and 2023

SOURCE: Household food affordability indicator report, Halton Region, 2025

25%

increase in food security program use across Halton from 2023 to 2024

SOURCE: CDH, Community Data Watch: Household Food Insecurity in Halton, April 2025

10.6%

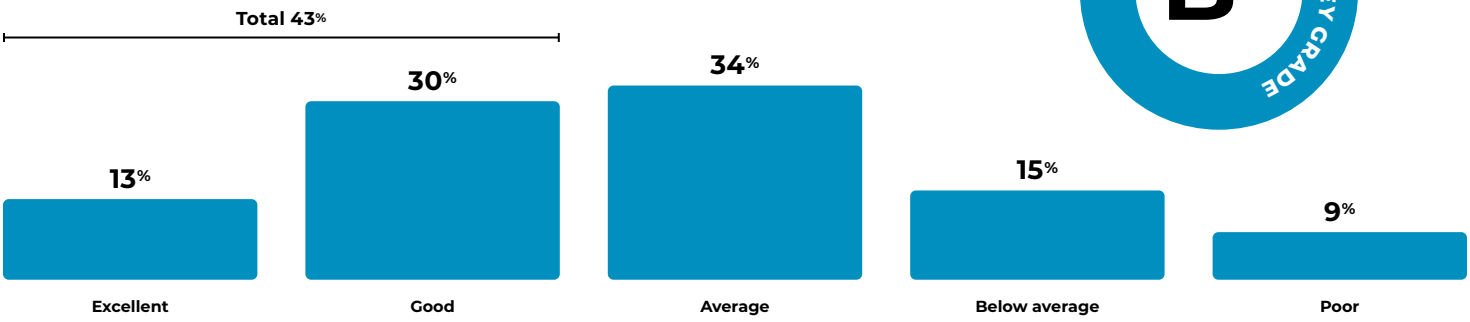
number of Halton residents experiencing energy poverty in 2021

SOURCE: CDH, Community Data Watch: Home Energy Vulnerability In Halton, June 2025

Transportation

VITAL SIGNS PANEL SURVEY GRADE

B-

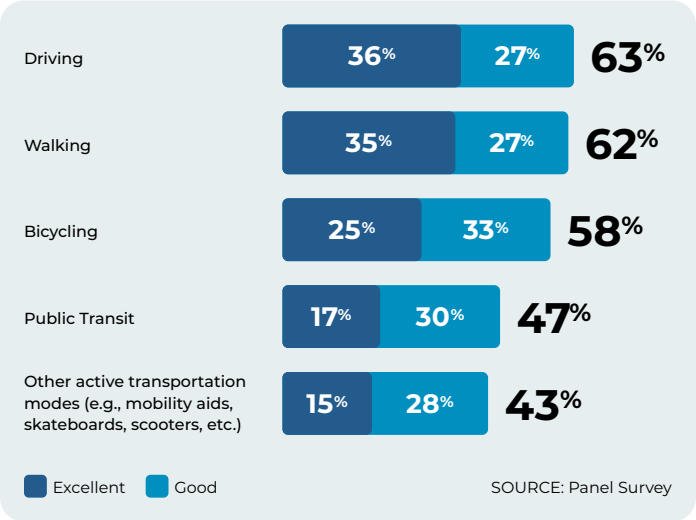


Transportation includes the ability to get around and transport people and goods. The capacity and convenience of transportation, such as our transit and road systems, have a big impact on quality of life.

Transportation in Burlington receives a relatively low overall average grade of B- and is tied with housing as the vital indicator with the lowest ratings. More than 4 in 10 rate this aspect as good or excellent, with consistent positive ratings across all demographic groups.

Perceptions of specific transportation modes in Burlington are mixed. Most residents rate driving, walking, and bicycling positively in terms of ease of use, while fewer than half are positive regarding public transit and other active transportation modes.

Sustainable Development Goals



Younger residents aged 18–30 tend to give higher ratings for both driving and public transit in Burlington. Residents with middle or higher incomes also rate public transit more positively, while BIPOC residents give higher ratings for driving.

SOURCE: Panel Survey

Overall, Community Survey participants are less positive than the general population regarding transportation in Burlington, providing an average grade of C+. Their opinions on the ease of use of specific transportation modes differ from the general population as they are more likely to provide lower ratings for all transportation modes except walking.

*Note: Totals may not equal the sum of their parts due to rounding of results.

MAKING A DIFFERENCE IN COMMUNITY

IMPACT & ACTION

BCF IMPACT

Through compiling first-hand data on issues around transportation in this Vital Signs report, we aim to inform community action and investments.

CREATE YOUR IMPACT

Explore alternative methods of transportation; carpool when able; and check in with neighbours or colleagues who might need a ride.

1.87

number of vehicles per household

3.3%

households that have no vehicle

Households earning less than $15,000 make more trips by **transit (12.9%)** and **walking (12.8%)**.

Transit use drops to **below 3%** among most households earning $40,000 and above.

SOURCE: Transportation Tomorrow Survey, 2022

30-40%

of residents in Halton Region work in their home municipality

SOURCE: Transportation Tomorrow Survey, 2022

2.97 million:

bus passengers on Burlington Transit in 2023

SOURCE: Burlington Transit

470 km:

approximate amount of dedicated cycling infrastructure in Halton Region

SOURCE: Halton Region, 2011 "Transportation Master Plan (2031) – The Road to Change"

$60 million:

amount Halton Region plans to spend on active transportation facilities and road safety improvements through 2031

SOURCE: Halton Region, 2011 "Transportation Master Plan (2031) – The Road to Change"

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BURLINGTON COMMUNITY FOUNDATION

Recommendation Report Summary

SUBJECT: Heritage Response to Bill 23 – 368 Brant St. Peer Review update

TO: Committee of the Whole

FROM: Development and Growth Management

Community Planning

Report Number: DGM-82-25

Wards Affected: 2

Date to Committee: November 3, 2025

Date to Council: November 18, 2025

Recommendation

Receive for information the findings of the Peer Review – Cultural Heritage Evaluation Report, 368 Brant Street, Burlington, dated July 21, 2025 (the "Peer Review"), and the Statement of Cultural Heritage Value or Interest for *368 Brant Street*, dated September 29, 2025 (the "SCHVI"), prepared by Egis, as detailed in development and growth management report DGM-82-25 and attached as Appendices A and B, respectively; and

That Council not issue a notice of intention to designate 368 Brant Street (the "Property") to be of cultural heritage value or interest under Part IV, Section 29 of the *Ontario Heritage Act* in accordance with the staff recommendation in development and growth management reports DGM-10-25 and DGM-82-25.

Executive Summary

Purpose of report:

- The purpose of this report is to present Council with the Peer Review attached as Appendix A and related SCHVI attached as Appendix B, and to recommend that Council not issue a notice of intention to designate the Property under Part IV, Section 29 of the *Ontario Heritage Act* in response to Staff Direction SD-04-25.

Key findings:

- The City retained Egis to conduct a peer review of the Cultural Heritage Evaluation Report completed for the Property by Stantec Consulting Ltd. ("Stantec") on February 12, 2025,

as directed by Council in light of the recommendation by the Heritage Burlington Advisory Committee that the Property be designated despite Stantec having found that the Property is ineligible for designation. Staff agree with the findings of Stantec set out in the Cultural Heritage Evaluation Report as outlined in Development and Growth Management Report DGM-10-15.

- Egis examined the Cultural Heritage Evaluation Report completed by Stantec and found that the Property is eligible for designation. Staff do not agree with the findings of Egis set out in the Peer Review.

Implications:

- **Financial**
  - If Council decides to proceed with designation, the Property owners will become eligible to apply for the annual Heritage Property Tax Rebate Program once the Property is designated under the *Ontario Heritage Act*.
- **Legal**
  - If Council decides to proceed with designation, a notice of intention to designate must be issued in accordance with the service and publication requirements under the *Ontario Heritage Act*. Any person who objects to the proposed designation may formally object to Council by serving a notice of objection on the City Clerk. Council must consider objections and make a decision whether to withdraw the notice of intention to designate.
  - If Council decides to withdraw the notice of intention to designate the Property, either of its own initiative at any time or after considering objections, a notice of withdrawal must be issued in accordance with the service and publication requirements under the *Ontario Heritage Act*.
- **Engagement**
  - Staff have consulted the Property owners, who are not in support of the proposed designation.
  - Staff have consulted the Heritage Burlington Advisory Committee, who are in support of the proposed designation.

Background

Ontario's *More Homes Built Faster Act, 2022* ("Bill 23") passed on November 28, 2022, bringing into effect a number of legislative changes, including amendments to the *Ontario Heritage Act* municipal heritage registry scheme. Under the *Ontario Heritage Act*, municipalities are empowered to add non-designated properties of cultural heritage value or interest to their heritage registers. Non-designated properties are properties that have been identified as having some cultural heritage value or interest but have not been legally designated under the *Ontario Heritage Act* by a municipal by-law. Bill 23 introduced changes to the *Ontario Heritage Act* meant to prevent non-designated properties from languishing indefinitely on heritage registers. The amendments gave municipalities two years to either designate or remove properties from their heritage registers. If a municipality had not issued a notice of intention to designate a non-designated property that was already on the heritage registry after two years, the property would automatically come off the heritage register and could not be put back on the heritage registry for five years.

To give municipalities more time to decide whether to designate non-designated properties on their heritage register and provide much-needed certainty for property owners, the Province passed the *Homeowner Protection Act, 2024* ("Bill 200") on June 6, 2024. Bill 200 amended the Bill 23 provisions of the *Ontario Heritage Act* relating to heritage registers by providing municipalities until January 1, 2027 to decide whether to designate non-designated properties currently listed on their heritage registers before the properties are automatically removed and preventing municipalities from relisting a non-designated property for five years after it is removed from a heritage register.

Staff developed a shortlist of heritage designation candidates in consultation with the Heritage Burlington Advisory Committee from over 200 non-designated properties on the City's Heritage Register (the "Register") as a response to Bill 23 (PL-35-23). The shortlist was developed using several criteria, including but not limited to architectural style, property type, visibility from the street and integrity. The evaluation of the 27 identified properties began in the spring of 2024 and was completed and presented in Q1 2025 to Council through DGM-10-25.

The Cultural Heritage Evaluation Report completed by Stantec found that the Property does not meet the required number of criteria for designation under the *Ontario Heritage Act*. As the Heritage Burlington Advisory Committee were not in agreement with this finding, Council directed staff to retain a heritage consultant to conduct a peer review of the Cultural Heritage Evaluation Report for the Property, along with three other properties that were not recommended for designation by Stantec.

Analysis

There are typically three different types of properties that are considered in heritage planning:

1) Properties with no heritage status. These properties are not listed on the Register and there are no heritage implications for property owners.

2) Properties that are listed on the Register as non-designated properties. These properties are commonly referred to as “listed” or “registered” properties. The heritage implication for property owners is that they shall not demolish or remove a building or structure on the property or permit the demolition or removal of the building or structure unless council of the municipality is given at least 60 days’ notice in writing of the property owner’s intention to demolish or remove the building or structure or to permit the demolition or removal of the building or structure.

3) Properties that are designated under Part IV (individually) or Part V (district) of the *Ontario Heritage Act*. The main heritage implication for property owners is that a Heritage Permit is required for any alteration, new construction or demolition affecting the property’s heritage value identified within a designation by-law passed under Part IV of the *Ontario Heritage Act*. A Heritage Permit is also required for exterior alterations to structures and property, including new construction and demolition, for any property located within the boundaries of a Heritage Conservation District pursuant to a designation by-law passed under Part V of the *Ontario Heritage Act*.

The Province’s intent through Bill 23 is to accomplish a timely review of municipalities’ Registers to facilitate protecting significant cultural heritage resources and remove from the Register properties that do not have sufficient cultural heritage value or interest for designation under the *Ontario Heritage Act*. Removing a non-designated property from the Register does not necessarily mean demolition of a built heritage resource but rather the removal of the demolition protection on an interim (60-day) basis.

Stantec found that the Property did not meet at least two of the prescribed criteria set out in *Ontario Regulation 9/06* for designation under the *Ontario Heritage Act*. Conversely, the Peer Review prepared by Egis found that the Property meets two of the prescribed criteria set out in *Ontario Regulation 9/06* for designation under the *Ontario Heritage Act*. The professional opinions of Stantec and Egis are similar in that each found the physical/design value of the Property to be a representative example of an Ontario vernacular commercial building, but differ in respect of the contextual value of the Property. Stantec is of the opinion that the Property does

not meet the criteria for contextual value whereas Egis is of the opinion that the Property is important in maintaining and supporting the historical character of lower Brant Street.

Staff agree with the findings presented by Stantec based on the fractured nature of this section of Brant Street. Specifically, the presence of contemporary developments, such as the adjacent property at 1477 Lakeshore Road, makes the Property remnant in a streetscape without a strong historic character.

Option 1 – Do Not Designate 368 Brant Street as Recommended by Stantec and Planning Staff (Recommended)

Benefits:

- Staff are of the opinion that the *Ontario Heritage Act* and *Ontario Regulation 9/06* have been properly applied in evaluating the Property for potential heritage designation.
- By maintaining the Property's heritage status as a "listed" or "registered" (non-designated) heritage property, there is potential for related *Burlington Official Plan, 2020* policies to be applied in respect of the requirement for a Heritage Impact Statement to be submitted with *Planning Act* applications, and there is increased flexibility around potential adaptive reuse of the building and/or integration into a development proposal.

Considerations:

- Stantec determined that the Property meets only one criterion (design/physical value) and is therefore not eligible for designation. The Heritage Burlington Advisory Committee members do not agree with this determination on the basis that the Property has contextual value as a remnant of the lower Brant Street streetscape. Staff agree with the findings presented by Stantec indicating that the Property is ineligible for designation.
- The Cultural Heritage Evaluation Reports completed by Stantec and Egis are included in Appendix F to DGM-10-25 and Appendix A to this report (DGM-82-25).

Additional Information:

- Not applicable.

Community Engagement and Communications:

- Owners were invited to a Project Kick-off Meeting at Burlington City Hall, which occurred in June 2024. The meeting was well attended.
- The Heritage Burlington Advisory Committee moved a motion recommending that the Property be designated in accordance with its non-statutory role to advise Council and staff on all matters to which the *Ontario Heritage Act* refers as set out in the Heritage Burlington Terms of Reference.

- Property owners were informed of the date their respective properties were to be considered by the Heritage Burlington Advisory Committee for designation and provided with the relevant draft Statement of Cultural Heritage Value or Interest in advance of the meeting should any of the property owners have chosen to delegate.

Option 2 – Designate 368 Brant Street as Recommended by the Heritage Burlington Advisory Committee and Egis (Not Recommended)

Benefits:

- The *Provincial Planning Statement, 2024* vision states that cultural heritage and archaeology in Ontario provides people with a sense of place.
- The *Burlington Official Plan, 2020* identifies the following benefits of conserving cultural heritage resources:
    - helps the community to understand its past, provides context for the present, and influences the future;
    - provides physical and cultural links to the identity of the city, creates a sense of civic pride, and contributes to the quality of life and enjoyment of the city by residents and visitors alike; and,
    - contributes to the overall sustainability of the city.
- Designated heritage properties are eligible for the Heritage Property Tax Rebate Program. The total rebate is estimated at $4,000 based on the 2025 levy, with a financial impact to the City of approximately $1,700. The inclusion of another property on the Heritage Property Tax Rebate Program will result in additional budget requirements.

Considerations:

- See Considerations set out above in Option 1.

Additional Information:

- Not applicable.

Community Engagement and Communications:

- See Community Engagement and Communications set out above in Option 1.

Recommendation Details

Staff recommend Council proceed with Option 1 – Do Not Designate 368 Brant Street as Recommended by Stantec and Planning Staff set out above. This option conforms with the *Burlington Official Plan, 2020* and is consistent with the *Provincial Planning Statement, 2024*. The Property has been evaluated against the criteria under *Ontario Regulation 9/06* and, in the opinion of staff, does not meet at least two of the criteria for determining cultural heritage value

or interest, thereby making it ineligible for designation under the *Ontario Heritage Act*.

Key Dates & Milestones

- November 28, 2022: Bill 23 received Royal Assent.
- June 2023: Report PL-34-23 – Heritage Response to Bill 23 presented to City Council.
- November 14, 2023: Heritage Response to Bill 23 – Shortlist of Designation Candidates (PL-35-23) went before Council.
- Spring of 2024: Launch of the Bill 23 – Heritage Designation Candidates Shortlist Project.
- June 25, 2024: Project Kick-off Meeting with property owners takes place at City Hall.
- Summer of 2024: Stantec conducts site visits from the public right-of-way and archival research.
- October 9, 2024: The Heritage Burlington Advisory Committee is consulted on Batch 1 of Cultural Heritage Evaluation Reports.
- December 17, 2024: The Heritage Burlington Advisory Committee is consulted on Batch 2 of Cultural Heritage Evaluation Reports.
- January 8, 2025: The Heritage Burlington Advisory Committee is consulted on Batch 3 of Cultural Heritage Evaluation Reports.
- January 29, 2025: The Heritage Burlington Advisory Committee is consulted on Batch 4 of Cultural Heritage Evaluation Reports.
- April 15, 2025: Heritage Response to Bill 23 – Evaluation of Shortlist of Designation Candidates (DGM-10-25) went before Council.
- July 21, 2025: The Peer Review prepared by Egis is submitted to staff.
- September 29, 2025: The SCHVI prepared by Egis is submitted to staff.

Implications

- **Total Financial Impact**
  - There are no financial considerations.
- **Legal**
  - There is no direct impact on the Legal department.
- **Engagement**
  - Not applicable.

References

City of Burlington. (2023). *Heritage Response to Bill 23 – Shortlist of Designation Candidates* (PL-35-23).
City of Burlington. (2024). *Burlington Official Plan, 2020*.

City of Burlington. (2025). *Heritage Response to Bill 23 – Evaluation of Shortlist of Designation Candidates* (DGM-10-25).
Province of Ontario. (2022). *Bill 23, More Homes Built Faster Act, 2022*.
Province of Ontario. (2024). *Provincial Planning Statement, 2024*.

Strategic Alignment

- ☑ Designing and delivering complete communities
- ☐ Providing the best services and experiences
- ☐ Protecting and improving the natural environment and taking action on climate change
- ☐ Driving organizational performance

Author:

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Appendices:

A. Peer Review – Cultural Heritage Evaluation Report, 368 Brant Street, Burlington dated July 21, 2025, prepared by Egis

B. Statement of Cultural Heritage Value or Interest for 368 Brant Street dated September 29, 2025, prepared by Egis

Draft By-laws for Approval at Council:

- Not applicable.

Notifications:

Planner will provide address.

Report Approval:

All reports are reviewed and approved by the Commissioner, Head of Corporate Affairs, Chief Financial Officer, and Commissioner of Legal and Legislative Services/City Solicitor.

July 21, 2025
(Revised July 23, 2025 with City comments)

Prepared For:

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Re: **Peer Review – CULTURAL HERITAGE EVALUATION REPORT, 368 BRANT STREET, BURLINGTON**

1.0 INTRODUCTION

The purpose of this document is to provide the City of Burlington (City) with an independent professional review of the *Cultural Heritage Evaluation Report* (the report) completed by Stantec Consulting Ltd. (Stantec) on February 12, 2025, for the property located at 368 Brant Street (the subject property). The subject property consists of a two-storey mixed use commercial structure which is currently listed on the City's Municipal Cultural Heritage Register as "The Bell - Wiggins Boot and Shoe Store." The CHER was completed to assess the property's cultural heritage value or interest (CHVI) using Ontario Regulation 9/06 (O. Reg. 9/06) of the *Ontario Heritage Act*. This property constitutes one of 27 properties undergoing heritage reviews by the City as part of the "Bill 23 – Heritage Designation Shortlist" project.

On January 29, 2025, the Heritage Burlington Advisory Committee (HBAC) reviewed the findings of the CHER and supported Stantec's assessment that the subject property retains design value but requested a review of its contextual value as the property may be a remnant of the lower Brant Street streetscape. City Council directed the Director of Community Planning to retain a heritage consultant for a peer review regarding the contextual value of the subject property after deliberating the HBAC recommendation to designate the property. Therefore, the following peer review examines the Stantec CHER as a whole and provides a new heritage evaluation based on independent professional research conducted by qualified heritage professionals (see **Appendix A** for staff qualifications). The following summarizes Tara Jenkins' expert opinion concerning the CHVI of the subject property.

2.0 ASSESSMENT OF CULTURAL HERITAGE VALUE OR INTEREST

The City does not have Terms of Reference for CHERs; however, the heritage framework for evaluating CHVI in Ontario is through the *Ontario Heritage Act*, O. Reg. 9/06, and is guided by the Ontario Heritage Tool Kit. The following subsections provide commentary and an assessment of the Stantec CHER's content and findings utilizing the Ontario heritage framework to provide an independent professional opinion on whether the subject property meets the criteria of O. Reg. 9/06.

2.1 Historical Development

In CHERs, the process of analyzing information collected during research enables a heritage professional to understand the circumstances in which a place was created, used, modified over time, and how it was thought about by the community (Kalman and Létourneau, 2021:262). Therefore, the purpose of Section 2 in the Stantec CHER is to establish the subject property's historical context which is necessary to understand a place. Stantec presents a brief historical overview of the Indigenous context, township history, and development of the City of Burlington which is generally consistent with the level of research presented in CHERs. However, in my

professional opinion, subsections 2.4.1 to 2.4.3 of the report offer no commentary on the history of lower Brant Street; therefore, the report neglects the historical context specific to the setting of the subject property.

Given the location of the subject property on lower Brant Street, further research and analysis on this historical setting is required to identify it as Burlington's historical commercial core, which will inform an understanding of the development of the surrounding area and how it relates to the subject property. In other words, to assess the subject property's contextual value including how it contributes to the character of the area, it is necessary to provide a more comprehensive analysis of lower Brant Street and identify its historical character. Therefore, this peer review, in subsection 2.1.1, below, provides a historical overview of lower Brant Street that is required to appropriately inform the evaluation of the subject property in Section 2.4 of this peer review.

2.1.1 Historical Overview of Lower Brant Street

Based on the northern extent of commercial properties shown on the 1910 Fire Insurance Plan (FIP), lower Brant Street in this peer review is considered south of Caroline Street on the west side of Brant Street, and south of Maria Street on the east side. This corridor constitutes the "Main Street" historical commercial corridor of Burlington in the 19th century and early 20th century.

Beginning in 1803, United Empire Loyalist and Six Nations (Haudenosaunee) leader Joseph Brant, also known as Thayendanegea, began selling land around present-day Brant Street (Turcotte, 1989; Allen, 2019). After Brant died in 1807, James Gage surveyed the land in 1810 and laid out a town pattern which became known as "Wellington Square". With this, the road allowance of Brant Street, named after Joseph Brant, was surveyed as the spine of this settlement. Brant Street connected Lakeshore Road along Lake Ontario to Dundas Street to the north, thus making this street ideal as the main commercial street. The development of Brant Street led to the construction of wooden wharves that extended into Lake Ontario at the foot of Brant Street to export goods for the growing grain and lumber industries (Loverseed, 1988; Turcotte, 1989).

Settlement was underway in Wellington Square in the 1820s, with some residential and commercial development on the east side of Brant Street and large agricultural lots along its west side (Loverseed, 1988; Turcotte, 1989). By 1850, Wellington Square had three significant commercial ports for shipping and Brant Street continued to be the main access to those ports (Loverseed, 1988; Turcotte, 1989). In the 1860s, the demand for wheat fell and focus turned to the lumber industry with lumber yards, mills, and other businesses that were established along Brant Street (Loverseed, 1988; Turcotte, 1989). During this decade, Wellington Square was in an economic boom and the commercial centre of the village grew along Brant Street. The 1858 Winter & Abrey map (**Image 1**) shows the settlement area of Wellington Square with Brant Street. The map shows north of Caroline Street remained generally agricultural. On the west side of Brant Street, lot numbers are not shown.

When Wellington Square merged with Port Nelson to become the Village of Burlington in 1873, Brant Street continued to grow as the commercial hub. At this time, low rise vernacular commercial buildings lined the street (ASI, 2023a). Similar to the 1858 map, the 1877 Plan of the Village of Burlington (**Image 2**) shows Brant Street as the main north-south corridor with north of Caroline Street as rural. By 1877, the west side of Brant Street had been further subdivided into smaller lots, and the lot numbers are now shown on the map.

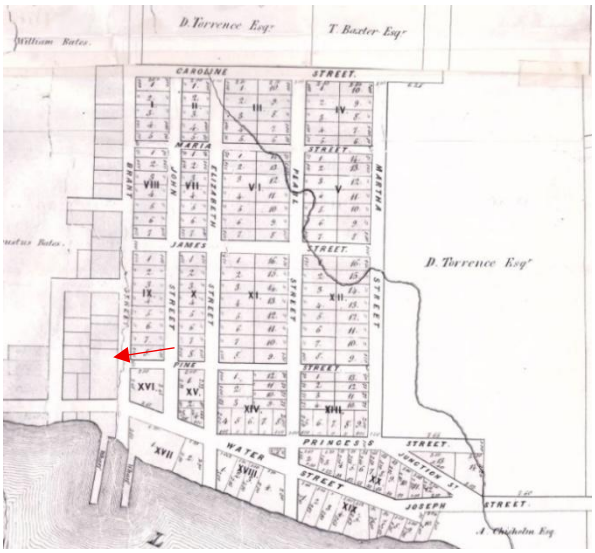

Image 1: Plan of Wellington Square (Adapted from the 1858 Winter and Abrey) - red arrow point to the approximate location of the subject property

Image 2: Plan of the Village of Burlington (Adapted from 1877 Illustrated Historical Atlas, Nelson Township) - red arrow point to the approximate location of the subject property

By the 1890s, the lumber industry had declined but the agricultural industry was booming in Burlington. The village had become known as the 'Garden of Canada' with farmers continuing to ship their products from the foot of Brant Street, but the downtown focus had changed from the shipping industry to local commerce as part of the broader agricultural district (Turcotte, 1992:11). Canning became a prosperous industry associated with market gardening at the turn of the century, and several large canning facilities were built along the foot of Brant Street on Lake Ontario (Turcotte, 1992:113).

As noted above, the 1910 FIP shows the commercial corridor of Brant Street south of Caroline Street on the west side of Brant Street, and south of Maria on the east side. The commercial core, which contained the greatest concentration of businesses, was located surrounding the intersection of Brant and Pine Streets, in the vicinity of the subject property. Businesses in this area in 1910 included two tin smiths, two jewellers, a hotel, a baker, a furniture store, an undertaker, a harness store, a flour and feed store, a printing office, a boot and shoe store, a drug store, and a grocery store (Goad, 1910). In 1910, south of the intersection of Brant Street and Elgin

Street, land owned by the Toronto & Niagara Power Company, which became a hydro corridor and later a city park, was the endpoint to the streetwall[1] of the commercial core. North of the Elgin Street intersection on the west side of Brant Street, the Queen's Hotel was a prominent landmark along the streetscape, and an adjacent "Chinese Laundry" business signified the continuation of the commercial corridor. The commercial buildings also continued on the east side of Brant Street, with a second boots & shoes store and jewellery store south of the James Street intersection. Further north along Brant Street, beyond James Street on the east side and Ontario Street on the west side, structures are more spread out and there are more residential and industrial properties. Industrial businesses include a blacksmith and implements shop on the east side of Brant Street, north of the James Street intersection; additionally, a planing mill, lumber store, and carriage shop on the west side of Brant Street, north of the Ontario Street intersection. Buildings ranged from one-to-three storeys in height on Brant Street and were constructed of wood[2], brick, or were brick veneered. The oil lamps on Brant Street were replaced by electric streetlights in the early 1900s (Turcotte, 1992:65).

In the early 20th century, former farms around Brant Street were developed into residential neighbourhoods as the city grew, and the commercial centre of Brant Street continued to expand (McCallum, 1957; Turcotte, 1992). In 1914, as Burlington's status changed from village to town, the community had become a popular retreat and some of Hamilton's prosperous residents moved to Burlington to live along the lake shore or its shady streets (McCallum, 1957). After the First World War, Burlington was seen as a desirable place to live and small businesses began to flourish (Loverseed, 1988:92).

Despite Brant Street continuing as the town's commercial corridor, a photograph from 1921 (**Image 3**) still shows the street unpaved, but with concrete sidewalks. This photograph shows a commercial streetwall with street trees, horse hitching posts, hydro poles and street lighting. Many of the storefront ground floor display windows were sheltered from the elements by large canvas awnings. As town improvements were being made, Brant Street was paved in 1923 (Turcotte, 1992:73; *The Hamilton Spectator*, 1923). Since **Image 3** was taken, the hydro poles were removed, and the power lines were installed below ground.

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[1] A streetwall is an outdoor "wall" framing the street which creates a sense of enclosure as buildings are closely spaced and situated along the street line.

[2] According to the key for the 1910 Fire Insurance Plan, wood dwellings and stores are shown in yellow, whereas wood sheds and factories were shown in grey. Examples of the latter include the carriage shop at 8 Brant Street, the planing mill at 10 Brant Street, and the implements shop at 40 Brant Street.

Image 3: Lower Brant Street, east side, June 21, 1921, looking south from Pine Street (Burlington Historical Society_204902). The buildings circled in red are still extant on the east side of Brant Steet.

The 1924 FIP shows infill on the east side of Brant Street with the construction of three new brick businesses south of the James Street intersection since the 1910 FIP, thereby forming another commercial streetwall along Brant Street. Further north between James and Maria Streets, infill on the east side of Brant Street continued with the construction of eight brick commercial buildings (66-80 Brant Street) since the 1910 FIP. These buildings form a streetwall, and five of them were illustrated with parapets on the 1924 FIP.

By the 1930s, the QEW superhighway was built, which rendered Burlington's commercial ports at the foot of Brant Street obsolete (ASI, 2023a). However, this change triggered a development boom, which shifted Burlington from a rural community to urban. A photograph in 1935 (**Image 4**) shows Brant Street, south of Ontario Street, as a paved road with street trees, streetlights, street parking, and a variety of building forms, including abutting brick and frame structures.

Between the 1940s and 1950s, Burlington underwent another growth boom, likely related to the end of the Second World War. This is evidenced by commercial growth as well; In 1941, Burlington had 65 stores, by 1951 it had 74, and by 1956 it had 104 (McCallum, 1957:46). This growth brought commercial development outside of lower Brant Street and is said to have pulled some businesses away from lower Brant Street (Keast, 1982; Loverseed, 1988; Reynolds, 1984). For instance,

consumers were encouraged to shop at the new shopping district called the Burlington or Brant Plaza, which opened in 1953 on the east side of Brant Street, north of Caroline Street and south of Victoria Avenue (McCallum, 1957:48). Despite this plaza pulling customers away from lower Brant Street, in 1957 the historical commercial core was still seen as the central business district, which housed a variety of stores including a wide range of men's and boy's wear, women's wear, dry goods, hardware, electrical appliances, medical supplies, household furnishings, office and school supplies, and shoe stores (McCallum, 1957:47-48). Former residences that lined Brant Street north of Caroline Street were either converted for commercial use or demolished (ASI, 2023a).

Image 5 is a photograph of lower Brant Street, just north of Pine Street, in 1954. The photograph shows that the street trees had been removed, but grassy boulevards remained along with many of the awnings along the storefronts. Street parking continued for shoppers to park directly in front of their business of their choice. The streetscape still retained a variety of buildings, both brick and frame, that directly abutted each other along the street line forming a streetwall. Unlike many Ontario main streets, Burlington did not suffer from a devastating great fire, thus allowing some 19th century and early 20th century frame commercial buildings to be preserved[3]. In Ontario, frame buildings along commercial main streets were often destroyed by fires, especially in the 19th century, but in the 20th century, brick veneer became the more popular material of choice as brick provides better fire protection against fire spreading to neighbouring businesses.

During the 1960s, as merchants had lost business on lower Brant Street, efforts were made to draw people back to shop on lower Brant Street. The street underwent a modernization process to widen and repave the road to better support automotive vehicles and many alternations were made to the buildings (ASI, 2023a). By the 1970s, the majority of houses on Brant Street had been converted to commercial buildings, and some commercial buildings along lower Brant Street were being demolished to make way for new mid-to-high-rise condominiums (ASI, 2023a). **Image 6** below shows Burlington City Hall on the west side of Brant Street, and some building removals along the lower Brant Street corridor (evident by surface parking lots, including at the corner of Brant Street and Lakeshore Road).

Today, despite numerous changes, lower Brant Street continues to be Burlington's oldest commercial corridor, where shoppers have been going for over 200 years. ASI documents that the subject property is a part of a group of buildings that are examples of commercial building

[3] A January 6, 1904, article in *The Hamilton Spectator* documents a fire in a three-storey brick building owned by the barber George Noyes (120 Brant Street on the 1898 Fire Insurance Plan). The article describes the firemen containing the fire to the one building except for slight damage to the adjoining brick drug store of T.A. Le Patourel (124 Brant Street), and a bucket brigade saving the low frame butcher shop of L.J. Rusby on the other side (118 Brant Street). The article describes this fire as having the potential to engulf the commercial core of Burlington: "Had a strong wind been blowing the whole business part of the village would have been burnt, as the fire broke out in one of the principal business blocks." This fire was likely the catalyst behind the remaining frame commercial buildings on the east side of Brant Street between Pine and Water streets being rebuilt as brick structures by the 1910 Fire Insurance Plan.

typologies linked with the formation of Burlington and various economic booms in its commercial history (ASI, 2023b).

Image 4: Brant Street in ca. 1935, view of the east side of the street, south of Ontario Street (Burlington Historical Society_205001)

Image 5: Portal view of Brant Street in 1954 with the subject property indicated in red (Burlington Historical Society_204290)

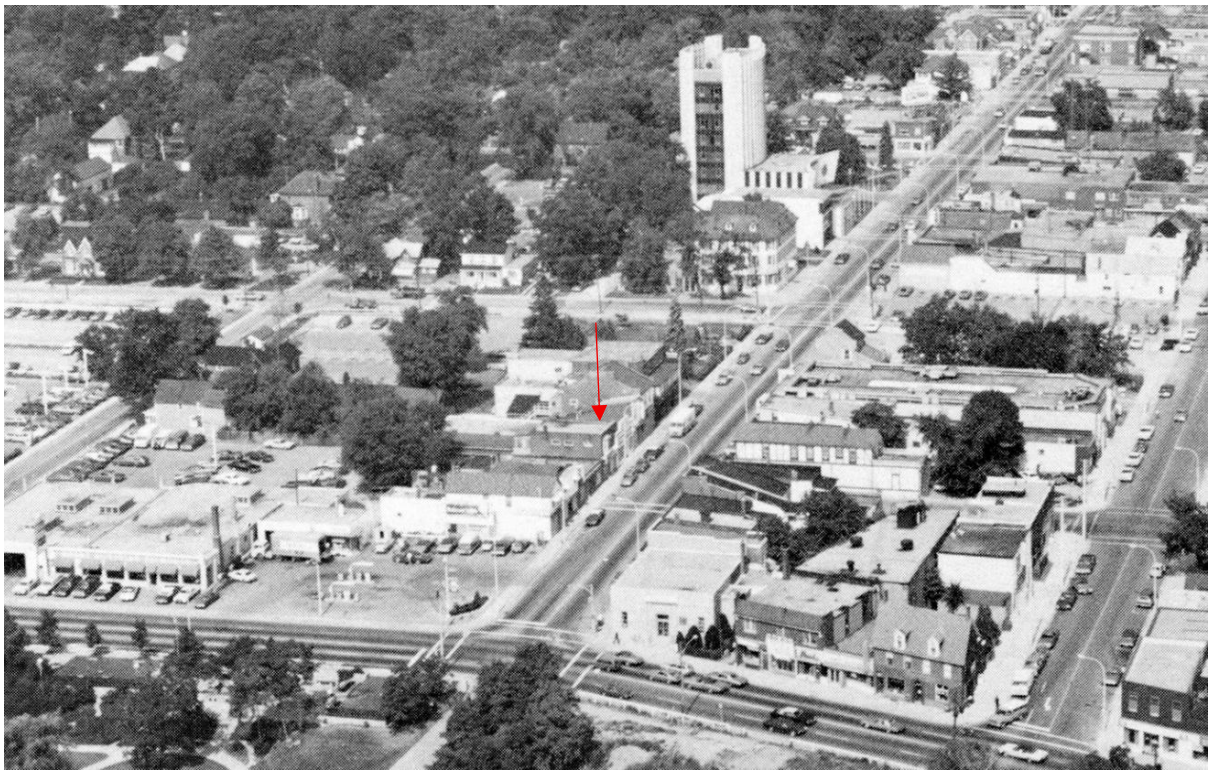

Image 6: Aerial View of Brant Street and the subject property in 1974 (Burlington Public Library maps)

2.2 Property History

In my professional opinion, the historical research and analysis presented in the property history in Section 2.5 of the CHER is comprehensive and includes a review of land registry documents, fire insurance plans, photographs, census records, directories, and other secondary sources, as recommended in the Ontario Heritage Tool Kit for undertaking historical research on a property. Stantec correctly attributes the building on the subject property to Fredrick W. Parkin, who operated a barber shop and pool hall out of this location. However, further primary and secondary sources were uncovered in the process of determining the veracity of Stantec's evaluation for this peer review, which revealed new information regarding changes to the subject property and to its surrounding context over time. For instance, Stantec claims that by 1921 a second storey and exterior brick was added to the east section of the wood frame structure on the property; however, further research indicates that the east section of the building was entirely replaced by a brick structure between 1912 and 1916. Further historical research, including a review of tax assessment

rolls, microfilm of original *Burlington Gazette* articles[4], additional historical maps, and secondary sources, has been presented in subsection 2.2.1 of this peer review, below, to establish a solid understanding of the subject property's evolution so that its contribution to the broader context of lower Brant Street is fully understood. This additional land use history informs the evaluation of the subject property in Section 2.4 of this peer review.

2.2.1 Property History – Part of Lots 3 and 4, Block Y of Compiled Plan 92

The subject property was historically located in Brant's Block, which was the 3,450 acres granted to Joseph Brant in 1798[5] for his loyalty and service to the Crown in the American Revolution. After Joseph Brant died in 1807, James Gage purchased 338.5 acres of land from his estate on the east side of Brant Street, and Augustus Bates purchased 212 acres on the west side of Brant Street (Turcotte, 1989:27). As identified by Stantec, the subject property is in Lots 3 and 4, Block "Y" of Plan 92. Land records commence in 1824, with Augustus Bates selling this land Rachel Bates, wife of Philo D. Bates, who later parceled out and sold lots, which included the subject property, to Thomas Bell in 1867 (OnLand).

The 1884 FIP (revised in 1898) clearly illustrates that a structure had not yet been built within the subject property, thus illustrating a commercial streetwall had not yet been formed on the west side of Brant Street. The subject property remained a vacant lot under the ownership of Thomas Bell at the end of the 19th century. In 1884, a frame structure was illustrated to the south of the subject property at the addresses of 70-74 Brant Street in part of Lot 3, with a store in the central portion of the building at 72 Brant Street[6]. To the north of the subject property, a brick billiards hall is shown at 50 Brant Street, along with a frame hotel further north at 40 Brant Street.

Thomas Bell sold Lots 3 and 4, including the subject property and his shoe store to the south, to John Campbell for $3500 in March 1905 (OnLand). A 15 March 1905 article in the *Burlington Gazette* on J.F. Campbell's purchase of Bell's land on Brant Street references a "vacant lot" in which the subject property was located (Burlington Public Library). John F. Campbell sold Part of Lots 3 and 4 to Charles Parkin for $700 on 26 March 1907[7]. On 2 October 1907, the *Burlington Gazette* stated that "Fred Parkins [sic] is making preparations for the erection of a new shop on the

[4] The CHER relied on partial 2009 transcriptions of these articles; however, a review of the original articles on microfilm was undertaken, with the assistance of the Local History & Digital Archive Coordinator at Burlington Public Library, to determine whether the full articles revealed more information about when the first structure within the subject property was built.
[5] Stantec incorrectly identified the subject property as outside Brant's Block and stated it was given to Joseph Brant in 1777-1778 (which is when he was still fighting in the American Revolutionary War). The 1798 date is from "The Founding of Burlington" Ontario Heritage Trust Plaque located at Burlington City Hall. Treaty 3 ¾, which covers the Brant Tract or Brant's Block, was signed on 24 October 1795 by representatives of the Crown and the Mississauga peoples as a provisional agreement, which was confirmed by Treaty 8 in 1797 (Government of Ontario; MCFN).
[6] This was the location of the boot and shoe store owned by Thomas Bell and operated by A.M. Sharpe followed by William Wiggins and H.A. Graham, which was incorrectly attributed to 368 Brant Street on the City's Municipal Cultural Heritage Register.
[7] Charles Parkin purchased additional land on Part of Lots 3 and 4 from J.F. Campbell on 24 January 1910 for $40 (OnLand).

property which he recently purchased from J.F. Campbell[8]" (Burlington Public Library). Subsequently, on 29 January 1908, the *Burlington Gazette* reported that "Mr. Fred Parkins [sic] moved into his new barber shop, next to the Gazette office, on Tuesday, where he will be pleased to meet his old patrons, and many new ones" (Burlington Public Library). This indicates that the subject property had its first building erected between 1907 and 1908.

Image 7, below, dated between 1908-1909, shows a built up commercial streetwall. The name "H.A. GRAHAM" stenciled on the storefront window in the foreground, with an oversized boot on a stool outside the front entrance. This was the location of the boot and shoe store at 72 Brant Street known as "The Slater Shoe" based on the sign. Past the two men wearing ties, there are two additional men wearing white barber's tunics and dark pants faintly visible in the background, who have been identified as Fred Parkin and his assistant (Burlington Public Library). One of the men is leaning against the barber shop. Due to overexposure, specific details in the background of the image are hard to discern, although the building appears to be wood frame. A storefront window and recessed entrance of the barber shop are visible, as well as wood columns and a roofline indicative of a one-storey building. There may have been decorative woodwork along the roofline to blend with the streetscape, which, as shown in **Image 7**, was included on buildings in the streetscape. The gable roof of the printing office for the *Burlington Gazette* is also visible on the north side of the barber shop. A horse and carriage are parked just south of a hydro pole painted with stripes like a traditional barber's pole, indicating a reserved parking spot for customers of the barber shop. This hydro pole can be seen clearly in **Image 8**, below, just south of the "Gazette Printing Office." It is the only hydro pole painted with stripes in the photograph, thereby confirming the location of the barber shop just out of frame.

[8] The land registry indicates that Charles Parkin and his wife officially sold Part of Lots 3 and 4 to their son, Fred William Parkin, for $1 "with love & affection" on 6 May 1912 (OnLand). Based on Tax Assessment Rolls, Charles Parkin was a carpenter by trade and therefore may have constructed the original frame store for his son (Burlington Public Library).

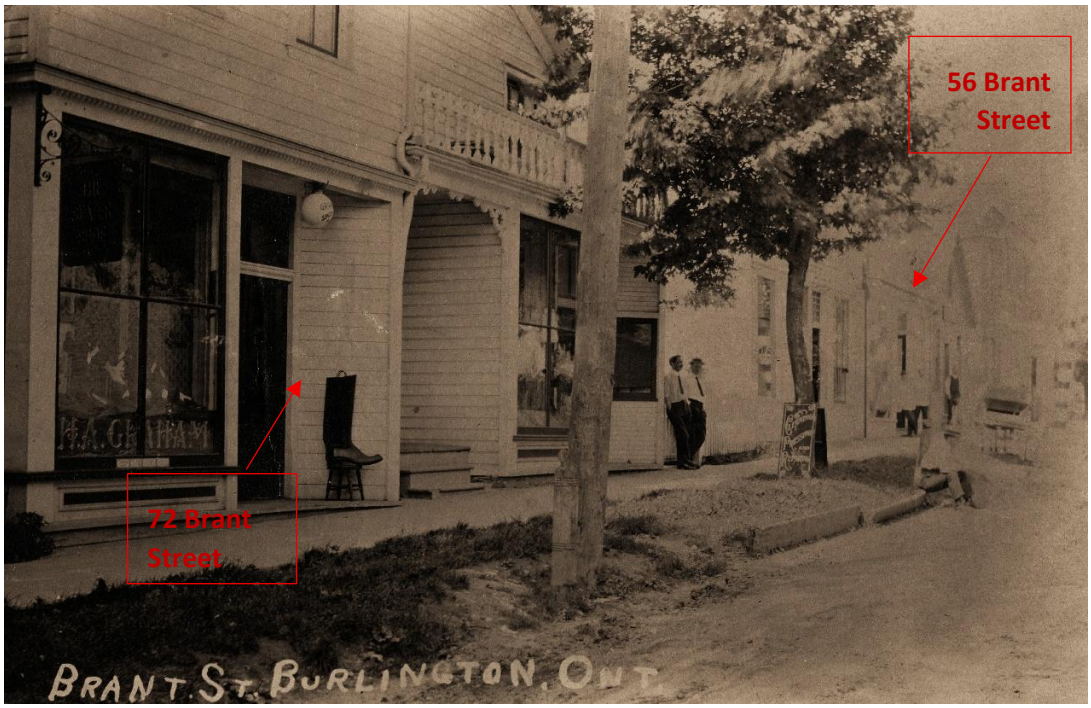

Image 7: Lower Brant Street, ca. 1908-1909, looking west from the H.A. Graham Shoe Store (Burlington Historical Society Archives, Ivan Cleaver Postcard Collection).

Image 8: Lower Brant Street, ca. 1908-1909, looking west from the Gazette Printing Office (Burlington Historical Society Archives, 203545).

The 1910 FIP of Burlington depicts the building within the subject property as a one-storey wood structure at the address of 56 Brant Street with a store in the east section and a rear bowling alley in the west section. The 1910 FIP shows the subject property, at that time, was a part of a group of seven one-to-two-storey wood framed commercial buildings that directly abutted one another, like the scene in **Image 7**.

According to an article in *The Hamilton Spectator* on 2 September 1911, Fred Parkin attended Burlington council and asked them to give him a license to have a pool room on his premises on Brant Street, which granted him two pool tables at the rate of $40 until the end of 1911. This article indicates that the bowling alley shown occupying the rear of the subject property on the 1910 FIP was changed to a pool room in 1911.

In March of 1912, Fred W. Parkin had taken out advertisements in *The Hamilton Spectator* looking for a "first-class barber" to start work immediately. Later that year, on 30 November 1912, Frederick W. Parkin and his wife took out a mortgage on Part of Lots 3 and 4 from Alexander William Brown for $2000 (OnLand). It is believed that this mortgage was taken out by Parkin and his wife to finance improvements to their barber shop and pool room. As evidence of this, F.W. Parkin was conspicuously absent from the 1912 Tax Assessment Rolls (Burlington Public Library), which suggests that the store may have been under construction from August to September that year when the notices of assessment were delivered. The "value of buildings" column for his 0.05-acre property on Brant Street[9] was consistently recorded in the tax assessment rolls as $500 between 1909 and 1911[10], but rose to $700 in 1913, then jumped to $1200 in 1914, and to $1600 in 1916 (Burlington Public Library). The $1100 increase in the value of the building from 1911 to 1916 indicates that substantial improvements were made to the barber shop and pool room.

The 1916 Sewerage Works Plan describes the building within the subject property as a "Brick Barber Shop & Pool Room" owned by F.W. Parkin. In conjunction with the tax assessment rolls, this verifies that improvements were in fact made to the property since, by 1916, the wood storefront (as illustrated on the 1910 FIP) had been updated to the current brick storefront. Therefore, based on these primary sources, the two-storey east section of the existing building was constructed between 1912 and 1916.

Stantec mentions that the 1921 Census recorded F.W. Parkin as living in a brick veneered building with his wife; however, it should be noted that it was written over by the Census enumerator with a large "B" as a correction to denote that he in fact resided in an entirely brick structure (Ancestry).

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[9] F.W. Parkin is recorded as a barber on "Brant Street [Block] Y" in Tax Assessment Rolls, but column 7 which identifies "No. of Lot, House, etc. in such division" records his property as "pt. 6" despite the subject property being in Part of Lots 3 and 4. This discrepancy in "lot" numbers in the Tax Assessment Rolls is not isolated to F.W. Parkin, indicating that the "pt. 6" likely refers to a division of land or local designation for the purposes of tax assessment that is distinct from the geographical lot.

[10] After marrying Lucy Matilda Partlow in 1909, the 1910 Tax Assessment Roll shows that there were two people residing on the property of F.W. Parkin. His marriage was likely what prompted Parkin to rebuild his storefront after only a few years to include a second-storey residence for his family.

The 1924 FIP shows the address of 56 Brant Street crossed out and replaced with 19 Brant Street, which was the new address for the subject property. Notably, the storefront on the 1924 FIP, based on a comparative review of the earlier 1910 FIP, verifies that the east portion of the building fronting Brant Street had been rebuilt to a two-storey brick mixed-use commercial/residential building.

The 1924 FIP shows that the barber shop occupied the ground floor and the second storey is noted as a dwelling which had an enclosed wood balcony on the second floor (no longer extant), overlooking the remaining portion of the one-storey wood frame pool room. As part of the subsequent improvements to the pool room, the southwest corner of the one-storey rear addition shown on the 1910 FIP was filled in to form an elongated rectangular pool room. A rear automobile garage was also built on the subject property at 19A Brant Street. These upgrades to the subject property are evidence that Parkin was modernizing to keep up with the evolution of lower Brant Street as the established commercial area.

While the 1931 Census identifies 19 Brant Street as a brick veneered building, this is believed to be an enumeration error since the 1932 FIP (a revision to the 1924 Plan) clearly illustrates that 19 Brant Street as a brick structure. Other nearby buildings such as the furniture store at 21 ½ Brant Street, and Hotel Raymond at 25 Brant Street, are shown on the 1924 and 1932 FIP as brick veneered, so this configuration of structure was clearly documented in the area. The 1932 FIP also shows that the commercial streetwall depicted on the 1910 FIP remained consistent, except for the rebuilt east portion of the subject property, which was now the sole brick structure.

In summary, by presenting further research, this peer review has highlighted that the subject property is a part of a commercial streetwall on lower Brant Street. The east portion of the building facing Brant Street was rebuilt as a brick storefront Parkin's barber shop between 1912 and 1916 with a second-storey dwelling for Parkin and his family. Starting in 1911, Parkin operated a pool hall out of the rear of the building, which originally functioned as a bowling alley and was part of the original one-storey frame structure built in 1908.

2.3 Site Description

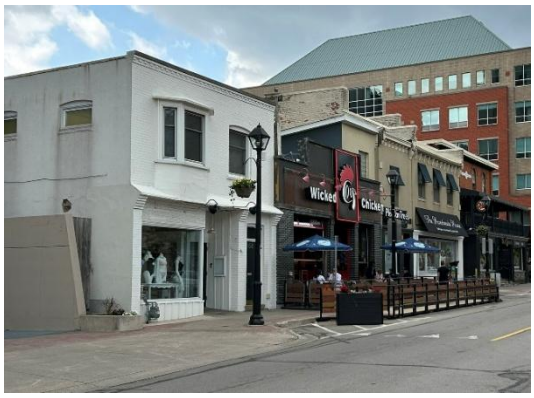
To support the peer review of this section, Egis' Cultural Heritage Specialist, Jake Harper, completed a site visit on June 10, 2025. The visit included photographic documentation of the subject property from the public rights-of-way, including a review of the exterior elevations (see **Appendix C** for select field review photographs). Similar to the Stantec CHER, an interior field review was not conducted as permission to enter was not granted by the property owner. The review also included a walking tour to complete a visual assessment of the surrounding context to gain a better understanding of the evolution and the current context of lower Brant Street.

2.3.1 Landscape Setting

Section 3.1 of the CHER is necessary to examine the current context of the subject property, assess how the property relates to its broader setting, and determine its meaning to the community. The Ontario Heritage Tool Kit notes that this is particularly important in main street settings where properties abut each other to form a commercial streetwall. In my professional opinion, Stantec did not adequately examine the evolution of the surrounding area and the context of the subject property over time. The assessment of existing conditions did not effectively determine if the subject property maintains, supports or defines the character of the area. The site visit should determine how lower Brant Street has evolved over time, determine whether it still retains its historical character, and identify whether the subject property contributes to that character. To aid in this landscape analysis, as recommended in the Ontario Heritage Tool Kit, comparative studies should be undertaken for a CHER to help explain the importance of a property within its surrounding context. Without undertaking a comparative analysis, the contextual value of this property cannot be adequately assessed. Therefore, subsection 2.3.2, below, researches and assesses the integrity of the landscape, which informs evaluation of the subject property in Section 2.4 of this peer review.

2.3.2 Landscape Analysis

Stantec acknowledges that the west side of Brant Street, across from the intersection of Pine Street and south of Elgin Street, is a part of a group of late 19th century to mid-20th century commercial properties that form a streetwall (368 Brant Street, 370 Brant Street, 372 Brant Street, 374 Brant Street, and 380 Brant Street). Five buildings make up this streetwall, which in this review is referred to as Group 1. When compared to available digital photographs (example below), all of the facades of the buildings have undergone general alterations which include covering original brick facades with stucco (372 and 374 Brant Street), painting brick (368 Brant Street), removal of decorative wood and iron tracery associated with windows (368 Brant Street), changes in the ground floor storefronts (i.e., configuration of windows and entrances), and second storey window replacements. Between 1932 and 1954, the one-and-a-half storey printing office for the *Burlington Gazette*, which formerly abutted the subject property to the north, was replaced by the extant one-storey brick commercial building with a parapet (370 Brant Steet). Despite these changes, Classical design elements, such as decorative parapets with wood brackets or brick dentils, remain in Group 1, which provide embellishment to the masonry walls of the front façades above the flat rooflines. In addition, the ground floors of Group 1 still retain recessed entrances with large windows, maintaining the pedestrian realm which was created by the early 20th century (see **Image 7**). Despite the replacement building, all the buildings retain their original siting to Brant Street.



Current view of Group 1- from Brant Street 368 Brant Street, 370 Brant Street, 372 Brant Street, 374 Brant Street, and 380 Brant Street (Egis, June 2025)

Historical view of Group 1, circa 1930 (Burlington Historical Society)

As briefly noted in subsection 2.1.1 of this peer review, non-traditional commercial/residential development has occurred in the lower Brant Street corridor, especially in the last quarter of the 20th century (ASI, 2023b). These newer multi-storey non-traditional buildings have created discontinuations between the historical commercial streetwall that existed on the east and west sides of lower Brant Street. For instance, in 1990, the six-storey Sims Square building (390 Brant Street) was constructed north of the subject property on City park land (the former hydro corridor) south of the intersection of Brant and Elgin streets. Since it was built on the west side of Brant Street between the Hotel Raymond (380 Brant Street) and former Queen's Hotel (400 Brant Street), its tall presence impacts the viewscape looking north from the foot of Brant Street. Furthermore, in 1995, a commercial block of one- and two-storey frame and brick buildings were removed across the street from the subject property with the construction of a four-storey apartment building for seniors known as Wellington Terrace (375 Brant Street/410 John Street). Despite its lower height of four storeys along Brant Street, the building is still imposing and overlooks the streetscape. However, Wellington Terrace was designed to be somewhat sympathetic to the historical streetscape by bringing a brick façade with ground floor commercial spaces with large display windows situated along the street line, as well as oriel windows, which is a design feature shared by 361 Brant Street and the subject property at the intersection of Brant and Pine streets. In 2005, the construction of the 14-storey condominium known as Bunton's Wharf (1477 Lakeshore Road), which is directly adjacent to the subject property to the south, resulted in the removal of wood framed commercial buildings built between 1884 and 1910 that were part of the continuous streetwall from the subject property to Lakeshore Road, as shown on the FIPs. The condominium at 1477 Lakeshore Road is incompatible with the historical character of lower Brant Street; however, it does include a commercial ground floor to align with the commercial feel. Lastly, in 2019, construction began on a 22-storey tower known as Gallery Condos + Lofts at the northern intersection of Brant and James streets. Now completed, this development resulted in

the demolition of a portion of the low rise historical commercial streetscape (421 to 431 Brant Street).

Despite the disconnect in the historical streetscape, the field review undertaken for this peer review identified three additional groups of buildings that still maintain their original siting along lower Brant Street, similar to that of the subject property. The results are presented in **Table 1** below. Like Group 1, each group contains various styles of buildings, forming an eclectic historical streetscape; however, based on historical maps, they were present by the early 20th century. Typically, these traditional buildings range from one-to-two storeys in height, although there are also three-storey structures that are part of the streetscape, such as the original Le Patourel drug store at 359 Brant Street, and the Hotel Raymond at 380 Brant Street. Even with differences in height, these buildings abut or are close to other structures and are located at the street line (with no set back), creating a relationship between adjacent façades to form a commercial streetwall, as seen in historical photographs and maps. Some low-rise buildings replaced early structures in the streetwall of each group, like Group 1, but the overall form, scale and massing of these groups have been maintained.

In general, regardless of alterations such as painting and stucco, many of the historical buildings in each group have preserved elements typical of a traditional mixed-use commercial/residential main street building, which consists of three main parts: the ground floor with large display windows and recessed entrances, the upper floor residences, and the rooflines.

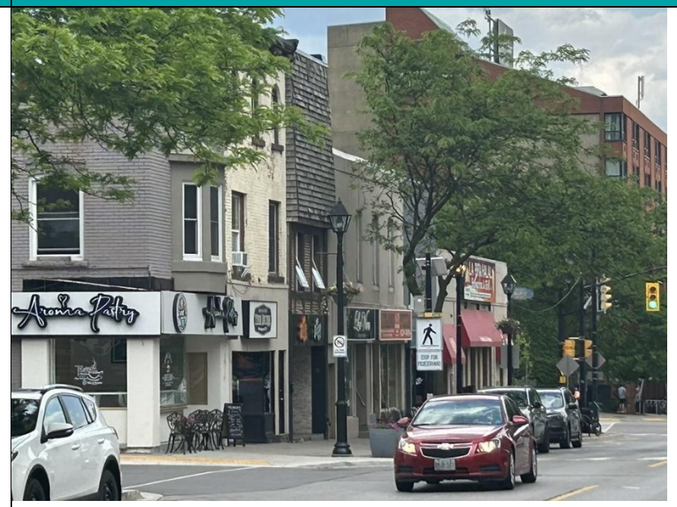
The ground floor is the area accessible to the public and customers of the business. Traditionally, the ground floor had large display windows to attract shoppers, as well as columns, pilasters, sign boards, and a cornice with decorative elements. All four groups of buildings, despite alterations, still retain traditional ground floors. Upper floors were characterized by solid walls with regularly spaced windows and decorative features. For example, in addition to the subject property with its decorative detailing, the cornice brackets of 372 and 374 Brant Steet, and decorative brick voussoirs forming hoods over the third-floor windows at 380 Brant Street, are architectural elements that help maintain a unified and Classical look and feel along the street. Lastly, each building has a roofline intended to frame the front façade of the commercial building.

Therefore, in my professional opinion, I disagree with Stantec that this section of lower Brant Street does not retain a strong historical character as the comparative analysis demonstrates that, although discontinuous, there are four groups of buildings in the lower Brant Street streetscape that form a streetwall and retain the historical character of the commercial corridor. Each property within the group supports one another to maintain this historical character and exists as a remnant of Burlington's historical corridor from the late 19th century to early mid-20th century. Many of the buildings link to businesses that played a key role in shaping Burlington as a centre for economic growth but also created a sense of place to attract people and promote social interaction, as main streets do (ASI, 2023a). In Burlington, as seen in historical photographs of lower Brant Street, the

groups reflect various development eras from the late 19th century to the mid-20th century, creating an eclectic streetscape of varying heights and construction materials.

Stantec states in Section 3.1 of the report that there are no notable hardscape or softscape elements of note for this property. In my professional opinion, there are notable hardscape streetscape elements, such as street parking, which is an element that extends back to the 19th century. There is also decorative public corridor lighting with hanging planters, and sidewalks with decorative brick pavers (replacing the grassed boulevards) along the storefronts. Today, some stores have street patios and boardwalks, which contribute to the walkability of lower Brant Street. Furthermore, the corridor has reinstated street trees (softscape element) which historically was part of the character of lower Brant Street. In my opinion, the varied design of the historical buildings located in blocks when combined with these streetscape features, despite significant unsympathetic infill, forms a positive pedestrian realm that continues to make activities such as shopping inviting to the public. Therefore, in my opinion, lower Brant Street continues to maintain a distinct historical character, as exemplified in the four groups, with each group maintaining and supporting its character. As illustrated in this section, Group 1, containing the subject property, is the last surviving example of a late 19th to early 20th century streetwall on the west side of lower Brant Street.

Table 1: Comparative Analysis - Landscape Setting			
Location/ Address	**Streetscape Description**	**Current Photograph**	**Digital Archive Photograph**
Group 2: East side of Brant Street south of James Street (401 Brant Street to 413 Brant Street).	▪ Based on FIPs, commercial development began in the last 19th century and the streetwall was established between 1910 and 1924, consisting of one-to-two storey wood frame and brick buildings (42 to 54 Brant Street, 1924 FIP). ▪ Frame building at 401 Brant Street was built between 1898 and 1910, and owned by E.J. Dickenson, based on FIPs. Non-designated heritage property. ▪ Two frame structures were originally located to the north, built in the same time period as 401 Brant Street. These appear to have been rebuilt since 1932, since 403 Brant Street is now immediately adjoining 401 Brant Street with no separation, and 405 Brant Street is now two-storeys as opposed to one, as shown on FIPs. ▪ Three brick structures were built south of James Street between 1910 and 1916, which have since been connected and heavily altered. ▪ This area is the site of a proposed development of a 23-storey tower integrated into a four-storey podium along Brant Street. Portions of the listed properties at 401 Brant Street and 444 John Street are to be retained and incorporated into the proposed development (GBCA Architects, 2018).	 Current view from Brant Street (Egis, June 2025)	 Home Made Candies store, now 401 Brant Street, 1922 (Burlington Historical Society_205573)
Group 3: East side of Brant Street between Maria Street and James Street (433 Brant Street to 463 Brant Street)	▪ Based on the FIPs, streetwall was established between 1910 and 1924, when one-to-two storey brick infill was constructed on the east side of Brant Street (66 to 80 Brant Street, 1924 FIP), across from the Ontario Street intersection, alongside earlier one-to-two storey frame buildings. ▪ Two-storey red brick structure at 459-463 Brant Street was present by the 1910 FIP (formerly 20-24 Brant Street). Non-designated heritage property, now a Masonic Lodge. ▪ General alterations include covering the original brick with stucco (443 and 455 Brant Street), adding concrete brick veneer to the façade (449 and 453 Brant Street), and window replacements.	 Current view from Brant Street (Egis, June 2025)	 Masonic Lodge, 463 Brant Street, 1973 (Burlington Historical Society_204595)

Table 1: Comparative Analysis - Landscape Setting			
Location/ Address	**Streetscape Description**	**Current Photograph**	**Digital Archive Photograph**
Group 4: East side Brant from Pine Street to Lakeshore Road (361 Brant Street to 2003 Lakeshore Road)	▪ Streetwall established by the late 19th century, as shown on the 1884 FIP (revised 1898). ▪ All wood buildings on the east side of Brant Street between Pine and Water Streets (now Lakeshore Road) were rebuilt as brick buildings by 1910 following a fire in 1904. ▪ Currently two-to-three storey brick buildings with ground floor commercial, flat roofs some with parapets. ▪ General alterations include covering original brick with stucco (353 and 355 Brant Street), adding cedar shingles to façade over the third storey, wood trim and concrete brick veneer (357 Brant Street), and window replacements. ▪ The three-storey brick Royal Bank building at the intersection of Brant Street and Lakeshore Road was replaced with the extant one-storey concrete block structure at 2003 Lakeshore Road between 1954 and 1960 (Burlington Public Library). ▪ 361 Brant Street and 2003 Lakeshore Road are listed as non-designated heritage properties.	 Current view from Brant Street (Egis, June 2025)	 Lower Brant Street after rain, east side, 1919 (Burlington Historical Society_203675)

2.3.3 Building Exterior

Section 3.2 of the Stantec CHER describes the architectural style of the building on the subject property as a two-storey early 20th century Ontario vernacular commercial building. In my professional opinion, the overarching description as "vernacular" is correct as this building does not clearly fit a defined stylistic category. However, in my opinion, it can be further described as a vernacular commercial/residential building with Classical style embellishments. The building retains its original details such as its oriel window[11], an original wooden frame with wood dentils at the base of the transom on the door to the second storey, segmental brick arches above the transom and the second-storey sash window, brick dentils along the parapet, brick corbels supporting the ground floor roof overhang, and the masonry wall face (albeit painted).

Stantec notes in Section 4.1 of the report that the building retains its original heritage integrity, even though they did not articulate all the architectural details and the changes to the building in detail. Based on a review of historical photographs, although the building has undergone alterations, I agree with Stantec that the building on the subject property retains historical integrity as its storefront elements (as briefly described in subsection 2.3.2), and the Classical design features such as dentils are still present and are consistent with mixed use commercial/ residential buildings in the late 19th and early 20th century. As noted in the Ontario Heritage Tool Kit, few buildings survive without alterations.

The report is missing a review of comparable properties which, even on a high level, helps demonstrate if a property is "a rare, early, unique or representative example of a style, type, expression, material or construction method." As noted in the Ontario Heritage Tool Kit, a comparative study should be a part of the documentary evidence which helps explain the importance of the property within a municipal context by comparing similar properties locally. Stantec determined using O. Reg. 9/06 that the property is representative example of its type. Therefore, to verify this assessment, a high-level review of comparable properties was undertaken in the following subsection to inform the evaluation of the subject property in Section 2.4 of this report.

2.3.4 Brief Built Form Analysis

Based on the field review completed for this peer review, there are four other two-storey commercial/residential buildings with oriel windows in the vicinity of the subject property located on lower Brant Street (443 Brant Street, 361 Brant Street, 2007-2011 Brant Street, and 409-411 Brant Street/2010 James Street). Historical photographs indicate that oriel windows are original to only two of the four comparable properties (361 Brant Street and 443 Brant Street). Although no historical photographs were located for 409-411 Brant Street/2010 James Street, historical

[11] Popular with Late Victorian style buildings to increase the light in the upper residential storeys of mixed-use buildings.

mapping reveals that this building was once three brick stores built between 1910 and 1916 that were later connected and heavily altered to form one large home furnishing store (Burlington Public Library). As such, it stands to reason that the oriel windows are not original to the building.

Of note, the two-storey mixed use commercial/residential building located at 361 Brant Street is directly across from the subject property and, like the subject property, was constructed to replace an earlier two-storey frame building. This comparable property was built slightly earlier than the subject property, between 1904-1910, based on the FIPs and an article in *The Hamilton Spectator*. Therefore, based on this high-level comparative analysis, I agree with Stantec that the subject property is a representative example of an Ontario vernacular commercial building; however, it should be noted that the subject property retains more decorative embellishments than other comparable properties.

Current view of 361 Brant Street (Egis, June 2025)

Photograph of 361 Brant Street in the 1980s (bpl_39071020501157_cb_0151)

Current view of 443 Brant Street (Egis, June 2025)

Photograph of 443 Brant Street in the 1980s (bpl_39071020501157_cb_0155)

Current view of 2007-2011 Lakeshore Road (Egis, June 2025)

Photograph of 2007-2011 Lakeshore Road in the 1980s (bpl_39071020501157_cb_0141)

Current view of 409-411 Brant Street/2010 James Street (Egis, June 2025)

2.4 Evaluation

Based on the information documented through research in the CHER and in this document, the property is evaluated in **Table 2**, below, against each of the criteria as described in paragraphs 1 to 9 in subsection 1(2) of O. Reg. 9/06 to determine the subject property's CHVI. Furthermore, this section follows Section 5.6 of the Ontario Heritage Tool Kit, which provides guidance on how to apply the criteria.

In summary, I agree with Stantec's evaluation of 368 Brant Street except for their determination that it does not have contextual value. In my opinion, the subject property has contextual value and meets criterion 7 of O. Reg. 9/06 because it is important in maintaining and supporting the character of the area. Notably, the subject property is one of four remaining groups of commercial streetwalls that were established by the early 20th century, and the last on the west side of lower Brant Street. The subject property contributes to its group and the broader commercial identity of Burlington and sense of place that has historically defined lower Brant Street. The character of the area has been challenged by recent urban developments, which underscores the importance of preserving the subject property since together with its group, it contributes to the historical character of the streetscape.

2.4.1 Ontario Regulation 9/06

Table 2, below, describes how the O. Reg. 9/06 criteria were applied to determine if the subject property possesses CHVI. The table includes the rationale supporting why each criterion was met or not met.

Table 2: Ontario Regulation 9/06 Evaluation for 368 Brant Street

Criteria	Meets Criteria (Yes/No)	Rationale
1. The property has design value or physical value because it is a rare, unique, representative or early example of a style, type, expression, material or construction method.	Yes	I agree with Stantec that the subject property retains design value as a representative example of an Ontario vernacular commercial building. Despite further research determining that the two-storey east portion of the building was rebuilt between 1912 and 1916, replacing the original one-storey wood storefront built between 1907 and 1908, this additional detail regarding the construction date for the subject property does not reverse its design value.
2. The property has design value or physical value because it displays a high degree of craftsmanship or artistic merit.	No	I agree with Stantec that the subject property does not display a high degree of craftsmanship or artistic merit.
3. The property has design value or physical value because it demonstrates a high degree of technical or scientific achievement.	No	I agree with Stantec that the subject property does not demonstrate a high degree of technical or scientific achievement.
4. The property has historical value or associative value because it has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community.	No	I agree with Stantec that the subject property does not have historical or associative value. Frederick William Parkin, who purchased the property as vacant land in 1907, operated a barber shop on the property from 1908 until 1957. Further research indicated that there were other barber shops along Brant Street that were open during this time, such as those operated by George Noyes, John Jordan, and Dave Gordon Robinson, whose store at 30 Brant Street also had a rear pool room (*The Hamilton Spectator*). As such, Parkin himself and the barber shop were not determined to be significant to the community. After 1957, the property was owned by several other individuals who ran various businesses, none of which were determined to be particularly significant to the community.
5. The property has historical value or associative value because it yields, or has the potential to yield, information that contributes	No	I agree with Stantec that the subject property does not yield or have the potential to yield information that contributes to an understanding of a community or culture.

Criteria	Meets Criteria (Yes/No)	Rationale
to an understanding of a community or culture.		
6. The property has historical value or associative value because it demonstrates or reflects the work or ideas of an architect, artist, builder, designer or theorist who is significant to a community.	No	I agree with Stantec that the subject property is not known to demonstrate or reflect the work or ideas of an architect, artist, builder, designer, or theorist who is significant to the community of Burlington.
7. The property has contextual value because it is important in defining, maintaining or supporting the character of an area.	Yes	I disagree with Stantec findings that the property does not meet this criterion. In my professional opinion, 368 Brant Street has contextual value as it is important in maintaining and supporting the historical character of lower Brant Street, which became the main commercial street of Wellington Square, and later the Village of Burlington. The subject property is part of a group of buildings (368 Brant Street, 372 Brant Street, 374 Brant Street, and 380 Brant Street) that is representative of the late 19th and early 20th century commercial development of lower Brant Street, as it continued to Burlington's main commercial corridor. There is another group of commercial buildings on the east side of Brant Street, between Pine Street and Lakeshore Road, which along with the subject property, are remnants of the original commercial district on lower Brant Street. Despite alterations to their front facades and rear additions over time, these buildings retain their form, scale and massing and create a commercial streetwall. Many of the two to three storey commercial buildings generally maintain their mixed-use, with upper storey residences, and exhibit original decorative embellishments. They also retain large commercial display windows on the ground level to appeal to pedestrians, which continues to define lower Brant Street as a commercial corridor. The subject property, as part of this broader streetscape, maintains and supports the character of the area.
8. The property has contextual value because it is physically, functionally, visually or historically linked to its surroundings.	No	I agree with Stantec that the subject property is not physically, functionally, visually, or historically linked to its surroundings. Although 368 Brant Street supports the historically commercial character of lower Brant Street, the building abutting the subject property to the south (formerly 15-17 Brant Street), has been replaced by a 14-storey condominium building known as Bunton's Wharf, which was constructed in 2005. Furthermore, the one-and-a-half storey printing office for the *Burlington Gazette*, which formerly abutted the subject property to the north, was replaced by the brick commercial building at 370 Brant Steet between 1932 and 1954. Although

Criteria	Meets Criteria (Yes/No)	Rationale
		these developments retain ground floor commercial space like the former structures, the subject property is no longer linked to its immediate surroundings and does not have contextual value for that reason.
9. The property has contextual value because it is a landmark.	No	I agree with Stantec that 368 Brant Street is not a landmark since it is a modest commercial building and is not visually prominent on the streetscape due to the adjacent 14-storey condominium building.

2.5 Conclusions

Based on the review of the Stantec CHER, background research completed for this peer review, and the site visit, it is my professional opinion that the property located at 368 Brant Street meets two of the nine criteria of Ontario Regulation 9/06; therefore, it is eligible for designation under Part IV, Section 29 of the *Ontario Heritage Act*.

Tara Jenkins, MA, GPCertCHS, CAHP
Egis Cultural Heritage Manager
tara.jenkins@egis-group.com

Cc: Jeff King, Egis Vice President of Environmental Planning

Appendix A: Professional Qualifications

Tara Jenkins, MA, GPCertCHS, CAHP. Tara is Egis' Cultural Heritage Manager and is a Senior Cultural Heritage Specialist. She holds a Master of Arts (MA) Degree in Anthropology and a Graduate Professional Certificate in Cultural Heritage Studies (GPCertCHS), Heritage Planning stream. She is a qualified heritage professional that has 26 years of experience working in cultural resource management (CRM) and is a Professional Member of the Canadian Association of Heritage Professionals (CAHP). Tara has a proven track record at maintaining the cultural heritage value of a place within real-world contexts of urban planning, development, sustainability, growth and change. In the past five (5) years, Tara has managed over 70 Cultural Heritage Evaluation Reports for various clients, including the municipalities across Ontario. She has a strong understanding of compliance with Ontario's legislation, regulations, and other heritage-related policies and procedures for both private and public sector clients.

Jake Harper, MA, CAHP. Jake is an Intermediate Cultural Heritage Specialist at Egis and holds a Master of Arts (MA) Degree in History from the University of Waterloo. He has over five (5) years of experience working in cultural resource management (CRM) and is a Professional Member of the Canadian Association of Heritage Professionals (CAHP). Jake has practical experience as a Cultural Heritage Specialist and is skilled in identifying and evaluating built heritage resources and cultural heritage landscapes. He is currently in an intermediate role where he supervises cultural heritage projects and prepares deliverables. Jake has been a key contributor in numerous cultural heritage projects, where he has demonstrated a strong understanding of government regulations and requirements, exceptional organizational skills, and attention to detail.

Appendix B: References

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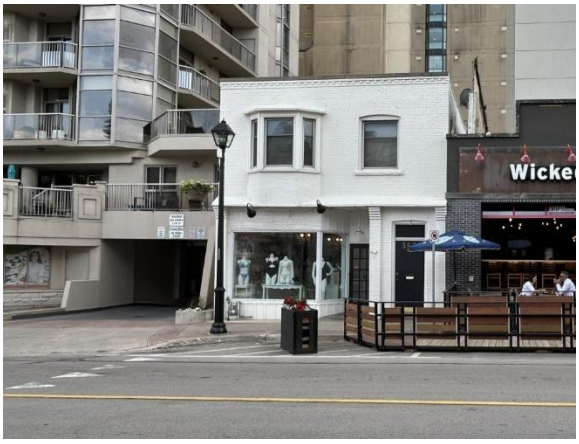
Appendix C: Field Review Photographs



Current view of 368 Brant Street from across the street (Egis, June 2025)

View showing the brick corbels and display window (Egis, June 2025)

Close-up showing brick corbels and recessed entrance roof overhang (Egis, June 2025)

Close-up showing brick corbels and recessed entrance roof overhang (Egis, June 2025)

View of the recessed entrance and side display window (Egis, June 2025)

Close-up of board and batten cladding under the display window (Egis, June 2025)

Close-up of the concrete bricks above the display window facing the street (Egis, June 2025)

View of wood door to the second-storey residence (Egis, June 2025)

View of stucco exterior and second-storey windows on the south elevation (Egis, June 2025)

View of rear garage from the public alley (Egis, June 2025)

Statement of Cultural Heritage Value or Interest for 368 Brant Street

Prepared for:

Chloe Richer, Senior Planner, Heritage
City of Burlington
426 Brant Street, PO Box 5013,
Burlington, ON, L7R 3Z6

Prepared by:

Tara Jenkins, MA, GPCertCHS, CAHP
Egis Cultural Heritage Manager
6240 Highway 7, Suite 200
Woodbridge, ON L4H 4G3

September 29, 2025

SUBJECT: PART IV DESIGNATION UNDER THE ONTARIO HERITAGE ACT 368 BRANT STREET, CITY OF BURLINGTON, ONTARIO

Dear Chloe,

The purpose of this document is to provide the City of Burlington with a draft Statement of Cultural Heritage Value or Interest that can be used for the designation by-law for the property located at 368 Brant Street.

In my professional opinion, as Egis' qualified heritage professional,[1] based on the completion of our archival research and heritage evaluation for the Peer Review report completed by Egis on July 21, 2025, the property at 368 Brant Street meets the two of

[1] Egis' qualified heritage professional, Tara Jenkins, is a professional member of the Canadian Association of Heritage Professionals who is in good standing and possesses the applied and demonstrated knowledge of accepted standards in heritage conservation, historical research, and identification and evaluation of cultural heritage value or interest.

the nine criteria of Ontario Regulation 9/06 and therefore merits municipal designation under Part IV, Section 29 of the *Ontario Heritage Act.* The property was demonstrated to possess design value as a representative example of an early 20th century Ontario vernacular brick commercial/residential building with Classical architectural design features. Furthermore, the property was determined to have significant contextual value as it supports and maintains the historical character of lower Brant Street as the building within the property is one in a collection of historical commercial buildings that collectively form a streetwall and continue to preserve the character of Burlington's historical commercial corridor.

Recommendation

I recommend that City Council supports the designation of this property to conserve the cultural heritage value or interest of the property itself, as well as to preserve Burlington's remaining collection of historical commercial buildings along lower Brant Street. Therefore, I recommend that this designation report be forwarded to Council for consideration and approval to proceed with the Part IV designation of the property at 368 Brant Street.

The draft Statement of Cultural Heritage Value or Interest for 368 Brant Street attached as **Attachment 1** to this report comprises the Reasons for Designation, which may constitute the draft public Notices of Intent to Designate.

Yours sincerely,

_____

Tara Jenkins, MA, GPCertCHS, CAHP
Egis Cultural Heritage Manager
Water, Environment and Energy Transition

ATTACHMENTS

Attachment 1 – Draft Statement of Cultural Heritage Value or Interest and Description of Heritage Attributes (Reasons for Designation)

1.0 ATTACHMENT 1- DRAFT STATEMENT OF CULTURAL HERITAGE VALUE OR INTEREST AND DESCRIPTION OF HERITAGE ATTRIBUTES (REASONS FOR DESIGNATION)

This provides the draft Statement of Cultural Heritage Value or Interest that may be considered for the designation by-law. The following presents the mandatory requirements that must be included in the designation by-law in accordance with section 3 of Ontario Regulation 385/21 (as outlined in the Ontario Heritage Tool Kit, 2025).

1. Description of property

- municipal address, if it exists;
- legal description, including the property identifier number that relates to the property;
- general description of where the property is located within the municipality; and,
- a site plan, scale drawing or a description in writing that identifies the area of the property that has cultural heritage value or interest.

2. Statement of Cultural Heritage Value or Interest

- identifies which criteria set out in Ontario Regulation 9/06 under the Ontario Heritage Act are met and explain how each criterion is met.

3. Description of Heritage Attributes

- physical features or elements of the property that must be retained to conserve the property's cultural heritage value or interest.

1.1 Reasons for Designation

Statement of Cultural Heritage Value or Interest and Description of Heritage Attributes

Introduction and Description of Property

The property at 368 Brant Street meets criteria 1 and 7 of the nine criteria presented under Ontario Regulation 9/06 of the *Ontario Heritage Act* under the categories of design or physical value and contextual value. Therefore, since the property met two criteria it has cultural heritage value or interest and is worthy of individual designation under Part IV, Section 29 of the *Ontario Heritage Act.*

Description

The property at 368 Brant Street is located on the west side of lower Brant Street, between Elgin Street and Lakeshore Road, in the downtown core of the City of Burlington. Historically, the property was located within Brant's Block, along the main commercial corridor of Wellington Square. The property is in part of Lots 3 and 4, Block Y of Compiled Plan 92. The property consists of a two-storey flat-roofed brick commercial/residential building with a one-storey frame rear wing.

Statement of Cultural Heritage Value or interest

Design or Physical Value

The property has design value as it includes a representative example of an early 20th century Ontario vernacular two-storey brick commercial/residential building. Initially, the property contained a one-storey frame building built for Frederick William Parkin between 1907 and 1908, with his barber shop in the east section of the building and a bowling alley in the rear (west) section. In 1911, the bowling alley was converted to a pool hall. Between 1912 and 1916, the east section of the building was rebuilt as a more substantial, fire-resistant two-story brick building, featuring a commercial ground floor for Parkin's barber shop and a residential upper storey for his living quarters. A one-storey concrete block garage was added to the rear wing in the mid-20th century, which does not support the property's design value.

Although Parkin sold the property in 1957 and the building has since housed a variety of businesses, it has retained several original Classical architectural design features contributing to its design value which is characteristic of late 19th and early 20th century commercial buildings in Ontario. Of particular note are the decorative brick embellishments on the front façade, including the cornice dentils along the parapet at the roofline, the corbelled pilasters, and the segmental brick arches above the transom and second-storey sash window. The building also retains its Classical storefront with large plate glass display windows and a recessed store entrance. The ground floor entrance to the second floor also includes its original wood frame accented with a Classical style dentil shelf below the transom opening. Lastly, the second floor of the building has an oriel window which was an architectural feature popular in late 19th century (Late Victorian era) that carried over into the 20th century.

Contextual Value

The property also has contextual value as it is important in maintaining and supporting

the historical character of lower Brant Street, which was established by James Gage in 1810 as the main commercial corridor of Wellington Square, now the City of Burlington. The property at 368 Brant Street is part of a group of five historical commercial buildings on the west side of lower Brant Street (including 370, 372, 374, and 380 Brant Street), which along with another comparable group of commercial buildings on the east side between Pine Street and Lakeshore Road (including 361, 359, 357, and 355-353 Brant Street and 2003 Lakeshore Road), maintains a consistent alignment along the street that forms a historic commercial streetwall despite façade alterations. The buildings in these groups retain their general form, scale and massing, their storefronts with large display windows, recessed entrances, and other Classical architectural design features, which support and maintain the historical streetscape of lower Brant Street.

Description of Heritage Attributes

Design/Physical Value

Key exterior attributes that contribute to the design value of the property at 368 Brant Street as a representative example of an early 20th century vernacular commercial/residential building:

- The form, scale and massing of the building as rectangular, two-storey, commercial/residential structure with a flat roof;
- The Classical style brick detailing of the east (front) elevation including the:
  - parapet along the roofline including cornice dentils;
  - masonry wall of the second floor with segmental brick voussoirs over the north window;
  - corbelled pilasters of the ground floor supporting the storefront cornice; and,
  - segmental brick voussoirs over the transom of the north entrance to the second floor.
- The second-floor oriel window on the east elevation with a hipped roof;
- The north second-floor window opening on the east elevation with a segmental arch and rusticated stone or concrete sill;
- The commercial storefront with a recessed entrance and large plate glass display windows;
- The north entrance on the east elevation with a wood frame transom featuring a decorative dentil shelf on its bottom frame; and,

- The one-storey rear (west) wing that served as the former bowling alley/pool hall (excluding the rear concrete block garage addition).

Contextual Value

Key attributes that contribute to the contextual value of 368 Brant Street, which supports and maintains the character of its surroundings, include:

- The location of the building on the street line and orientation of the building in its original location;
- The building's siting on lower Brant Street as part of a row of five late 19th century to mid-20th century commercial/residential buildings (370, 372, 374, and 380 Brant Street); and,
- Proximity to another group of historical commercial properties that contribute to the streetwall of lower Brant Street (361, 359, 357, and 355-353 Brant Street and 2003 Lakeshore Road).

Recommendation Report Summary

SUBJECT: Heritage Response to Bill 23 – 458 Elizabeth St. Peer Review update

TO: Committee of the Whole

FROM: Development and Growth Management

Community Planning

Report Number: DGM-85-25

Wards Affected: 2

Date to Committee: November 3, 2025

Date to Council: November 18, 2025

Recommendation

Receive for information the findings of the Peer Review – Cultural Heritage Evaluation Report, 458 Elizabeth Street, Burlington, dated July 21, 2025 (the "Peer Review"), prepared by Egis, as detailed in development and growth management report DGM-85-25 and attached as Appendix A; and

That Council not issue a notice of intention to designate 458 Elizabeth Street (the "Property") to be of cultural heritage value or interest under Part IV, Section 29 of the *Ontario Heritage Act* in accordance with the staff recommendation in development and growth management reports DGM-10-25 and DGM-85-25.

Executive Summary

Purpose of report:

- The purpose of this report is to present Council with the Peer Review attached as Appendix A, and to recommend that Council not issue a notice of intention to designate the Property under Part IV, Section 29 of the *Ontario Heritage Act* in response to Staff Direction SD-04-25.

Key findings:

- The City retained Egis to conduct a peer review of the Cultural Heritage Evaluation Report completed for the Property by Stantec Consulting Ltd. ("**Stantec**") on October 23, 2024, as directed by Council in light of the recommendation by the Heritage Burlington Advisory

Committee that the Property be designated despite Stantec having found that the Property is ineligible for designation. Staff agree with the findings of Stantec set out in the Cultural Heritage Evaluation Report as outlined in Development and Growth Management Report DGM-10-15.

- Egis examined the Cultural Heritage Evaluation Report completed by Stantec and found that the Property is ineligible for designation. Staff agree with the findings of Egis set out in the Peer Review.

Implications:

- **Financial**
  - Not applicable.
- **Legal**
  - Not applicable.
- **Engagement**
  - Staff have consulted the Property owners, who are not in support of the proposed designation.
  - Staff have consulted the Heritage Burlington Advisory Committee, who are in support of the proposed designation.

Background

Ontario's *More Homes Built Faster Act, 2022* ("Bill 23") passed on November 28, 2022, bringing into effect a number of legislative changes, including amendments to the *Ontario Heritage Act* municipal heritage registry scheme. Under the *Ontario Heritage Act*, municipalities are empowered to add non-designated properties of cultural heritage value or interest to their heritage registers. Non-designated properties are properties that have been identified as having some cultural heritage value or interest but have not been legally designated under the *Ontario Heritage Act* by a municipal by-law. Bill 23 introduced changes to the *Ontario Heritage Act* meant to prevent non-designated properties from languishing indefinitely on heritage registers. The amendments gave municipalities two years to either designate or remove properties from their heritage registers. If a municipality had not issued a notice of intention to designate a non-designated property that was already on the heritage registry after two years, the property would automatically come off the heritage register and could not be put back on the heritage registry for five years.

To give municipalities more time to decide whether to designate non-designated properties on their heritage register and provide much-needed certainty for property owners, the Province passed the *Homeowner Protection Act, 2024* ("Bill 200") on June 6, 2024. Bill 200 amended the Bill 23 provisions of the *Ontario Heritage Act* relating to heritage registers by providing municipalities until January 1, 2027 to decide whether to designate non-designated properties currently listed on their heritage registers before the properties are automatically removed and preventing municipalities from relisting a non-designated property for five years after it is removed from a heritage register.

Staff developed a shortlist of heritage designation candidates in consultation with the Heritage Burlington Advisory Committee from over 200 non-designated properties on the City's Heritage Register (the "Register") as a response to Bill 23 (PL-35-23). The shortlist was developed using several criteria, including but not limited to architectural style, property type, visibility from the street and integrity. The evaluation of the 27 identified properties began in the spring of 2024 and was completed and presented in Q1 2025 to Council through DGM-10-25.

The Cultural Heritage Evaluation Report completed by Stantec found that the Property does not meet the prescribed criteria set out in O. Reg. 9/06 to be listed on the Register. As the Heritage Burlington Advisory Committee were not in agreement with this finding, Council directed staff to retain a heritage consultant to conduct a peer review of the Cultural Heritage Evaluation Report for the Property, along with three other properties that were not recommended for designation by Stantec.

Analysis

There are typically three different types of properties that are considered in heritage planning:

1) Properties with no heritage status. These properties are not listed on the Register and there are no heritage implications for property owners.

2) Properties that are listed on the Register as non-designated properties. These properties are commonly referred to as “listed” or “registered” properties. The heritage implication for property owners is that they shall not demolish or remove a building or structure on the property or permit the demolition or removal of the building or structure unless council of the municipality is given at least 60 days’ notice in writing of the property owner’s intention to demolish or remove the building or structure or to permit the demolition or removal of the building or structure.

3) Properties that are designated under Part IV (individually) or Part V (district) of the *Ontario Heritage Act*. The main heritage implication for property owners is that a Heritage Permit is required for any alteration, new construction or demolition affecting the property’s heritage value identified within a designation by-law passed under Part IV of the *Ontario Heritage Act*. A Heritage Permit is also required for exterior alterations to structures and property, including new construction and demolition, for any property located within the boundaries of a Heritage Conservation District pursuant to a designation by-law passed under Part V of the *Ontario Heritage Act*.

The Province’s intent through Bill 23 is to accomplish a timely review of municipalities’ Registers to facilitate protecting significant cultural heritage resources and remove from the Register properties that do not have sufficient cultural heritage value or interest for designation under the *Ontario Heritage Act*. Removing a non-designated property from the Register does not necessarily mean demolition of a built heritage resource but rather the removal of the demolition protection on an interim (60-day) basis.

Both Stantec and Egis found that the Property did not meet at least two of the prescribed criteria for designation under the *Ontario Heritage Act*. The professional opinions of Stantec and Egis are aligned in that each found the physical/design value of the Property to be a representative example of late 19th century Gothic Revival cottage.

Staff agree with the findings presented by Stantec and Egis based on the adverse impacts of mid-to-late 20th century urban development, which have left the streetscape without a strong historic character.

Option 1 – Do Not Designate 458 Elizabeth Street as Recommended by Stantec, Egis and Planning Staff (Recommended)

Benefits:

- Staff are of the opinion that the *Ontario Heritage Act* and *Ontario Regulation 9/06* have been properly applied in evaluating the Property for potential heritage designation.
- By maintaining the Property's heritage status as a "listed" or "registered" (non-designated) heritage property, there is potential for related *Burlington Official Plan, 2020* policies to be applied in respect of the requirement for a Heritage Impact Statement to be submitted with *Planning Act* applications, and there is increased flexibility around potential adaptive reuse of the building and/or integration into a development proposal.

Considerations:

- Stantec determined that the Property meets only one criterion (design/physical value) and is therefore not eligible for designation. The Heritage Burlington Advisory Committee members do not agree with this determination on the basis that the Property has contextual value because it is important in maintaining and supporting the character of the area. Staff agree with the Heritage Burlington Advisory Committee that the Property has minor contextual value, but ultimately support the findings presented by Stantec indicating that the Property is ineligible for designation. Staff requested to meet with the Property owner to discuss a Heritage Easement Agreement as an alternative to designation under the *Ontario Heritage Act*. The Property owner has declined to execute a Heritage Easement Agreement as an alternative option to conserve the cultural heritage resource.
- Further evaluation of the Property must be conducted by additional heritage consultant(s) to substantiate the opinion of the Heritage Burlington Advisory Committee that the Property is of significance to the community or the province as both Stantec and Egis have determined that the Property does not meet the prescribed criteria for cultural heritage value or interest. Council may only proceed with designation if the Property meets the prescribed criteria for cultural heritage value or interest, such that a Statement of Cultural Heritage Value or Interest has been prepared, as the *Ontario Heritage Act* requires that the notice of intention to designate the Property contains a Statement of Cultural Heritage Value or Interest.
- The Cultural Heritage Evaluation Reports completed by Stantec and Egis are included in Appendix F to DGM-10-25 and Appendix A to this report (DGM-85-25).

Additional Information:

- Not applicable.

Community Engagement and Communications:

- Owners were invited to a Project Kick-off Meeting at Burlington City Hall, which occurred in June 2024. The meeting was well attended.
- The Heritage Burlington Advisory Committee moved a motion recommending that the Property be designated in accordance with its non-statutory role to advise Council and staff on all matters to which the *Ontario Heritage Act* refers as set out in the Heritage Burlington Terms of Reference.
- Property owners were informed of the date their respective properties were to be considered by the Heritage Burlington Advisory Committee for designation and provided with the relevant draft Statement of Cultural Heritage Value or Interest, where applicable, in advance of the meeting should any of the property owners have chosen to delegate.

Option 2 – Designate 458 Elizabeth Street as Recommended by the Heritage Burlington Advisory Committee (Not Recommended)

Benefits:

- The *Provincial Planning Statement, 2024* vision states that cultural heritage and archaeology in Ontario provides people with a sense of place.
- The *Burlington Official Plan, 2020* identifies the following benefits of conserving cultural heritage resources:
    - helps the community to understand its past, provides context for the present, and influences the future;
    - provides physical and cultural links to the identity of the city, creates a sense of civic pride, and contributes to the quality of life and enjoyment of the city by residents and visitors alike; and,
    - contributes to the overall sustainability of the city.

Considerations:

- See Considerations set out above in Option 1.

Additional Information:

- Not applicable.

Community Engagement and Communications:

- See Community Engagement and Communications set out above in Option 1.

Recommendation Details

Staff recommend Council proceed with Option 1 – Do Not Designate 458 Elizabeth Street as Recommended by Stantec, Egis and Planning Staff set out above. This option conforms with the *Burlington Official Plan, 2020* and is consistent with the *Provincial Planning Statement, 2024*.

The Property has been evaluated against the criteria under *Ontario Regulation 9/06* and, in the opinion of staff, does not meet at least two of the criteria for determining cultural heritage value or interest, thereby making it ineligible for designation under the *Ontario Heritage Act*.

Key Dates & Milestones

- November 28, 2022: Bill 23 received Royal Assent.
- June 2023: Report PL-34-23 – Heritage Response to Bill 23 presented to City Council.
- November 14, 2023: Heritage Response to Bill 23 – Shortlist of Designation Candidates (PL-35-23) went before Council.
- Spring of 2024: Launch of the Bill 23 – Heritage Designation Candidates Shortlist Project.
- June 25, 2024: Project Kick-off Meeting with property owners takes place at City Hall.
- Summer of 2024: Stantec conducts site visits from the public right-of-way and archival research.
- October 9, 2024: The Heritage Burlington Advisory Committee is consulted on Batch 1 of Cultural Heritage Evaluation Reports.
- December 17, 2024: The Heritage Burlington Advisory Committee is consulted on Batch 2 of Cultural Heritage Evaluation Reports.
- January 8, 2025: The Heritage Burlington Advisory Committee is consulted on Batch 3 of Cultural Heritage Evaluation Reports.
- January 29, 2025: The Heritage Burlington Advisory Committee is consulted on Batch 4 of Cultural Heritage Evaluation Reports.
- April 15, 2025: Heritage Response to Bill 23 – Evaluation of Shortlist of Designation Candidates (DGM-10-25) went before Council.
- July 21, 2025: The Peer Review prepared by Egis is submitted to staff.

Implications

- **Total Financial Impact**
  - There are no financial considerations.
- **Legal**
  - There is no direct impact on the Legal department.
- **Engagement**
  - Not applicable.

References

City of Burlington. (2023). *Heritage Response to Bill 23 – Shortlist of Designation Candidates* (PL-35-23).

City of Burlington. (2024). *Burlington Official Plan, 2020*.
City of Burlington. (2025). *Heritage Response to Bill 23 – Evaluation of Shortlist of Designation Candidates* (DGM-10-25).
Province of Ontario. (2022). *Bill 23, More Homes Built Faster Act, 2022*.
Province of Ontario. (2024). *Provincial Planning Statement, 2024*.

Strategic Alignment

- ☑ Designing and delivering complete communities
- ☐ Providing the best services and experiences
- ☐ Protecting and improving the natural environment and taking action on climate change
- ☐ Driving organizational performance

Author:

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Appendices:

A. Peer Review – Cultural Heritage Evaluation Report, 458 Elizabeth Street, Burlington dated July 21, 2025, prepared by Egis

Draft By-laws for Approval at Council:

- Not applicable.

Notifications:

Planner will provide address.

Report Approval:

All reports are reviewed and approved by the Commissioner, Head of Corporate Affairs, Chief Financial Officer, and Commissioner of Legal and Legislative Services/City Solicitor.

July 21, 2025
(Revised July 23, 2025 with City comments)

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Re: **Peer Review – CULTURAL HERITAGE EVALUATION REPORT, 458 ELIZABETH STREET, BURLINGTON**

1.0 INTRODUCTION

The purpose of this document is to provide the City of Burlington (City) with a professional, and expert review of the *Cultural Heritage Evaluation Report* (the report) completed by Stantec Consulting Ltd. (Stantec) on October 23, 2024, for the property located at 458 Elizabeth Street (the subject property). The subject property consists of a one-and-a-half storey brick Ontario vernacular residence built in 1876. The subject property (in addition to the address of 2031 James Street) is currently listed on the City's *Municipal Cultural Heritage Register*. The property is commonly known as the "John Taylor House" as denoted by a Burlington Historical Society plaque[1] on the east (front) elevation. The CHER was completed to assess the property's cultural heritage value or interest (CHVI) against Ontario Regulation 9/06 (O. Reg. 9/06) of the *Ontario Heritage Act*. This property constitutes one of 27 properties undergoing heritage reviews by the City as part of the "Bill 23 – Heritage Designation Shortlist" project.

On October 9, 2024, the Heritage Burlington Advisory Committee (HBAC) reviewed the findings of the draft CHER and supported Stantec's assessment that the subject property retains design value but the members were not in agreement on the findings of the evaluation in regard to the contextual value of the subject property, which in their opinion, is important in maintaining and supporting the character of the area. City Council directed the Director of Community Planning to retain a heritage consultant for a peer review regarding the contextual value of the subject property after deliberating the HBAC recommendation to designate the property. Therefore, the following peer review examines the Stantec CHER as a whole and provides a new heritage evaluation based on independent professional research conducted by Egis' qualified heritage professionals (see **Appendix A** for staff qualifications). The following summarizes Tara Jenkins' expert opinion concerning the CHVI of the subject property.

2.0 ASSESSMENT OF CULTURAL HERITAGE VALUE OR INTEREST

The City does not have Terms of Reference for CHERs, however the heritage framework for evaluating CHVI in Ontario is through the *Ontario Heritage Act*, O. Reg. 9/06, and is guided by the 2025 Ontario Heritage Tool Kit. The following subsections provide commentary and an assessment of the Stantec CHER's content and findings utilizing the Ontario heritage framework to provide an independent professional opinion on whether the subject property meets the criteria of O. Reg. 9/06.

[1] It should be noted that in Section 3.2 of their CHER, Stantec transcribed the plaque as "JOHN TAYLOR MASON 1878." In the field review conducted for this peer review, it was confirmed that the date on the plaque is 1876.

2.1 Historical Development

In CHERs, the process of analyzing information collected during research enables a heritage professional to understand the circumstances in which a place was created, used, modified over time, and how it was thought about by the community (Kalman and Létourneau, 2021:262). Therefore, the purpose of Section 2.0 of the Stantec CHER establishes the subject property's historical context which is necessary to understand a place. Stantec presents a brief historical overview of the Indigenous context, township history, and development of the City of Burlington which is generally consistent with the level of research presented in CHERs. However, in my professional opinion, subsections 2.4.1 to 2.4.3 of the report offer no commentary on the history of Elizabeth Street; therefore, the report neglects the historical context specific to the setting of the subject property.

Given the location of the subject property on Elizabeth Street, further research and analysis on this historical setting is required to inform an understanding of the development of the surrounding area and how it relates to the subject property. In other words, to assess the subject property's contextual value including how it contributes to the character of the area, it is necessary to provide a more comprehensive analysis of Elizabeth Street, within the historical settlement area, to identify its character and understand the subject property's current relationship to its setting. Therefore, this peer review, in subsection 2.1.1, below, provides a historical overview of Elizabeth Street that is required to appropriately inform the evaluation of the subject property in Section 2.4 of this peer review.

2.1.1 Historical Overview of Elizabeth Street

The subject property was historically located in Brant's Block, which was the 3,450 acres granted to Six Nations (Haudenosaunee) leader Joseph Brant, also known as Thayendanegea, in 1798[2] for his loyalty and service to the Crown in the American Revolution (Allen, 2019). After Joseph Brant died in 1807, James Gage purchased 338.5 acres of land from his estate on the east side of Brant Street, and Augustus Bates purchased 212 acres on the west side of Brant Street (Turcotte, 1989:27). James Gage surveyed the land in 1810 and laid out a town pattern which became known as "Wellington Square." Located east of Brant and John Streets, the road allowance for Elizabeth Street was surveyed between Caroline Street to the northwest and Water Street (Lakeshore Road) to the southeast (Turcotte, 1989). Today, the portion of Elizabeth Street between Maria and James Streets is considered part of Burlington's "Downtown East" grouping of properties (ASI, 2023a).

[2] The 1798 date is from "The Founding of Burlington" Ontario Heritage Trust Plaque located at Burlington City Hall. Treaty 3 ¾, which covers the Brant Tract or Brant's Block, was signed on 24 October 1795 by representatives of the Crown and the Mississauga peoples as a provisional agreement, which was confirmed by Treaty 8 in 1797 (Government of Ontario; MCFN).

There are two theories about how Elizabeth Street got its name. The first is that it was named after Elizabeth Brant, the youngest daughter of Joseph Brant. After marrying William Johnson Kerr in 1828, Elizabeth and her husband donated land and raised funds for building St. Luke's Anglican Church in 1834. They both passed away suddenly in 1854 and were laid to rest in the churchyard. The second theory is that it was named after Elizabeth Kerns, the daughter of Nicholas Kerns, who was the first European settler to purchase land in Brant's Block. Elizabeth Kerns was born in 1800 and earned the nickname "Doctor Elizabeth" at a young age for her tireless care of the sick and injured alongside the local physician. She and her husband Aaron Mayhew lived in a log home at the northeast corner of Maria and Elizabeth Streets, and she continued her community nursing until her death in 1873 (Armstrong, 2001:34).

Settlement was underway in Wellington Square in the 1820s, including some residential areas east of Brant Street, such as Elizabeth Street (Loverseed, 1988; Turcotte, 1989). An 1836 Plan of Wellington Square (now Burlington) shows a building in the west part of Lot 7, facing John Street, while the land was under the ownership of the Gage family (**Image 1**; MHBC, 2024:29). The 1836 map does not show any structures on the west side of Elizabeth Street between James and Maria Streets. The land use history of the property in the Stantec CHER indicates that Andrew Gage, son of James Gage, sold the subject property in 1847 (Stantec, 2024). The 1858 Winter & Abrey map (**Image 2**) shows subject area in a similar urban context, but lot numbers are shown, including the subject property in Lot 7 of Block VII.

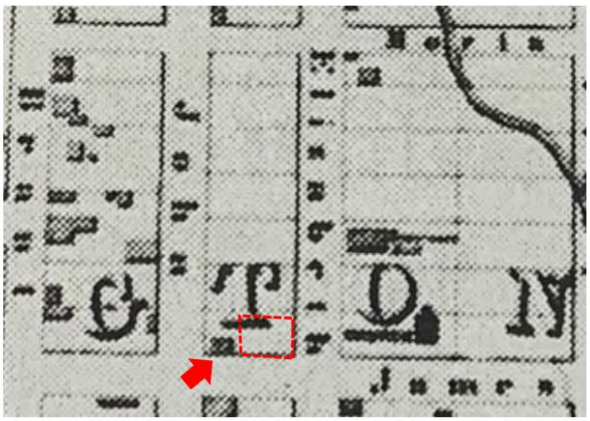


Image 1: Plan of Wellington Square, 1836 - red arrow point to the lot containing the subject property (excerpted from MHBC, 2024:29; Burlington Public Library)

Image 2: Plan of Wellington Square (Adapted from the 1858 Winter and Abrey)- red arrow point to the lot containing the subject property

By 1872, the subject property was referred to as Lot 7, Block F and was 1/5 of an acre in size located in the east half of the lot, based on land records. A house was not constructed in the east half of Lot 7 (within the subject property) until ca. 1876. By the end of the 1870s, Elizabeth Street was developed and included a mix of residential, institutional and civic properties (ASI, 2023a:114). Residences on the west side of Elizabeth Street ranged from one-and-a-half storey cottages to two-and-a-half storey homes, some of which with rear lawns extending to John Street. Many of the house owners were associated with commerce along Brant Street (ASI, 2023a:114).

By this time, the east side of Elizabeth Street had developed to include important institutional and civic structures. Soon after Wellington Square merged with Port Nelson in 1873, the first election was held in Temperance Hall (also known as the Town Hall) on Elizabeth Street (Loverseed, 1988). Alongside the Town Hall (and its adjoining Engine House/Fire Hall), Knox Presbyterian Church, Burlington Methodist Church (later Trinity United Church), and the Methodist Episcopal Church were all places of worship located on the east side of Elizabeth Street. These institutions provided the civic and spiritual infrastructure necessary for the community to grow into a prominent political and commercial centre. By the late 19th century, Elizabeth Street had firmly established itself as Burlington's focal point for civic and spiritual activity.

The 1877 Plan of the Village of Burlington (**Image 3**) shows the subject property within Block 38, Lot 7. Aside from the block numbers, the 1877 Plan is consistent with the 1858 Plan and shows a subdivided Elizabeth Street from Caroline to Water Streets.

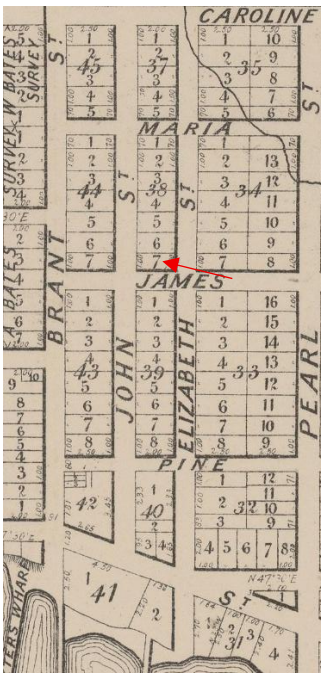


Image 3: Close-up on Plan of the Village of Burlington (Adapted from 1877 Illustrated Historical Atlas, Nelson Township) - red arrow point to the lot containing the subject property

The historical streetscape of Elizabeth Street is shown on the 1910 Fire Insurance Plan (FIP; **Image 4**), which indicates that the general configuration of the lots in Block F had been retained since the 19th century. The lots continued to be accessible from Elizabeth and John Streets. In 1910, detached dwellings lined the west side of Elizabeth Street, between James and Maria Streets. The FIP shows the houses were slightly set back from the street constructed of wood, brick, or brick veneer, all with front porches. The subject property is shown as a brick veneer one-and-a-half storey house with a porch that extends across the front façade and a bay window on the north elevation. The house on the subject property had an address of 32 Elizabeth Street at the time and included a one-storey rear frame addition. The 1910 FIP shows that the rear of the houses, along John Street, had one to one-and-a-half storey wooden sheds and stables. Unlike the west side, which was primarily residential, the 1910 FIP shows that the east side of Elizabeth Street in 1910 was mixed use with residential, institutional, and civic buildings between Water and Caroline Streets. Across from the subject property, between James and Maria Streets, was a Methodist Church, Town Hall and Fire Hall, and a Presbyterian Church, all constructed of brick. The 1910 FIP shows that all four corners of James and Elizabeth Streets featured buildings with brick or brick veneer façades, thus creating an intersection that was uniform in appearance in terms of materiality.

An undated historical photograph of Elizabeth Street likely dating to the early 20th century, provides a glimpse of the street exhibiting a park-like landscape (**Image 5**). This photograph shows Elizabeth Street as a pedestrian-friendly street so residents could easily access all the civic and institutional buildings (the Town Hall is seen in the photograph). The photograph was taken in the vicinity of the subject property, between James and Maria Streets, when the street was still a dirt road, lined with deciduous trees with large canopies in the front yards of properties, with concrete sidewalks on both sides, and carriage hitching posts. The photograph shows walkways extending from the sidewalk to the front porches of the residences on the west side of the street.

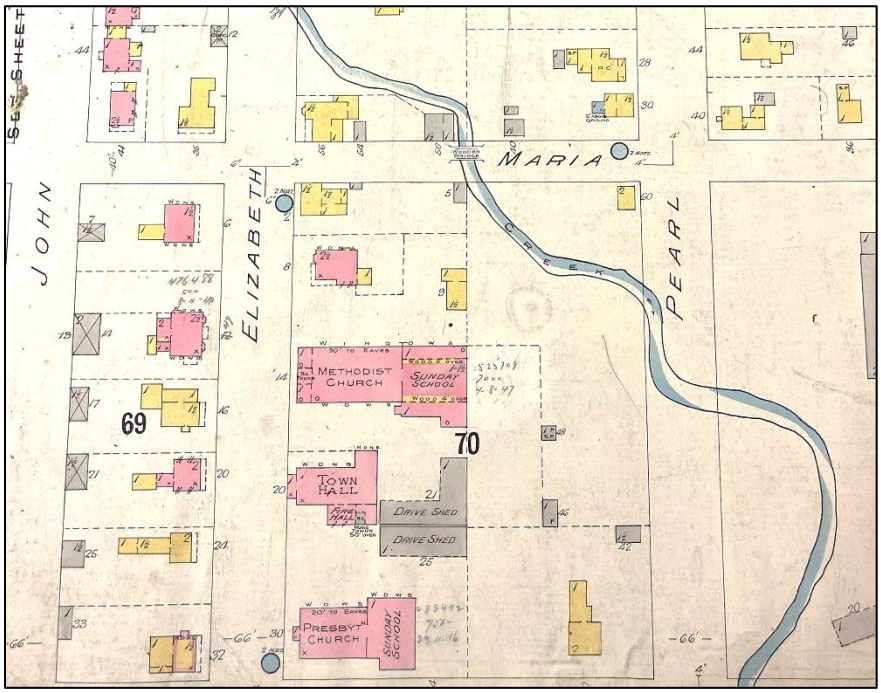


Image 4: **1910 Fire Insurance Plan showing the Subject Property at 32 Elizabeth Street (Courtesy of Archives and Special Collections, Western University)**

Image 5: **Undated postcard of Elizabeth Street, looking south with the Town Hall seen on the left (Burlington Digital Archives; ivan_cleaver_043)**

The 1916-1917 Sewerage Works Plan (on file with the City of Burlington) for Elizabeth Street between Maria and James Streets shows John Heritage as the owner of the subject property but does not show a house within the subject property since the residence was not connected to the sewer line. Three residences, including two brick houses, are depicted with sewer line connections along the west side of this stretch of Elizabeth Street. On the east side of Elizabeth Street, the building footprints of Knox Presbyterian Church, the Methodist Church, and Town Hall were illustrated.

The 1924 FIP (Burlington Digital Archives) shows little change in the streetscape of Elizabeth Street between James and Maria Streets and demonstrates the importance of the street as a central gathering space for social interaction and public services. The address of the subject property had changed since the 1910 FIP from 32 to 39 Elizabeth Street despite the lack of infill along Elizabeth Street. The 1932 FIP, which revised the 1924 FIP, generally shows the same footprint of structures along Elizabeth Street. This underscores the fact that Elizabeth Street was mostly built up by the 1870s and remained relatively unchanged into the early 20th century in terms of new developments. One notable occurrence was that Elizabeth Street from Maria to James Streets was paved in 1935 (*The Hamilton Spectator*, 1935).

Up until the 1950s the street maintained its historical integrity (ASI, 2023a); however, between the mid to late 20th century, notable changes began to occur impacting the streetscape. In 1952, the Town of Burlington converted a residence at 482 Elizabeth Street into the Burlington Public Library (ASI, 2023a:118). With the push for urban growth in the 1960s, some civic buildings outgrew their space as Burlington had grown, which included the Town Hall on Elizabeth Street relocating the services to the newly built Town Hall on Brant Street in 1965. By 1966, the original Town Hall, the Fire Hall, Trinity United Church, and two residences were demolished on the east side of Elizabeth Street to make way for a high-rise apartment building (ASI, 2023a:120). As a result, the only remaining historical building on the east side of Elizabeth Street between James and Maria Streets was the brick Knox Presbyterian Church at the corner of James and Elizabeth. Further south along Elizabeth Street, between James and Pine Streets, the brick Methodist Episcopal Church—located across James Street from Knox Presbyterian Church and by then repurposed as the Sea Cadet Hall—also remained intact. Other residences south of James Street were also replaced along Elizabeth Street with the construction of a large office building at 440 Elizabeth Street (ASI, 2023a:120).

The 1971 FIP shows (ASI, 2023:120; Figure 123) that a brick veneer dwelling had been removed in the southern quadrant of the James and Elizabeth intersection, to make room for a surface parking area associated with a concrete block auto repair shop built fronting John Street. By the time of the 1971 FIP, two-storey residential infill on the west side of Elizabeth Street had occurred between the subject property in Lot 7 and 472 Elizabeth Street in Lot 6, disconnecting the historical relationship between these two Gothic Revival cottages. The west half of Lot 7 on the 1971 FIP contained a concrete block building at 2021 James Street, adjacent to the subject property. It appears this parcel was severed from the subject property in 1944, when Jane Edwards sold Part

of Lot 7 to Lloyd Denham Dingle, but Edwards retained ownership of, and continued to reside on, the portion of the lot containing the subject property (OnLand; MHBC, 2024:39). Consequently, the original lot size and configuration of the subject property was not preserved. The 1971 FIP shows that only two of the four Elizabeth Street properties with rear garages on John Street in 1932 still retained those buildings. Furthermore, the 1971 FIP shows the rear concrete block addition to the former public library (482 Elizabeth Street) on John Street had been converted to the Halton County Health Unit following the construction of a new concrete block library building on New Street in 1970 (ASI, 2023a:118). The Village Square on the east side of Elizabeth at Pine Street (418 Elizabeth Street) was designed in the 1970s as a commercial space that is reminiscent of several turn-of-the-century buildings in Burlington, complete with a tower evoking that of the former Fire Hall. In 1977, the complex was expanded to include the Stinson-Morrine House, which is a listed (non-designated) heritage property originally built as a frame dwelling in 1850, then cladded in brick in 1888 (Kemp, 2025).

By the 1980s, almost all residential properties on the west side of Elizabeth Street between James and Maria Streets were converted for commercial use, including the subject property (ASI, 2023a:121). By the 1990s, the mature street trees had been removed, likely following a widening of Elizabeth Street. By the end of the decade, gardens had been removed and landscaped open space, such as rear lawns of the formerly residential properties between James and Maria Streets, had also been removed and replaced by surface parking to serve commercial establishments and high-rise residential developments. Large rear and side additions were added to some existing historical buildings for adaptive reuse as commercial buildings as urban growth continued. A review of a 1998 aerial photograph (MHBC, 2024:33; Figure 19) shows, when compared to 2025 Google imagery, the current configuration of the area had generally been established by the turn of the 21st century.

2.2 Property History

In my professional opinion, the historical research and analysis presented in the property history in Section 2.5 of the CHER is basic and includes a review of land registry documents, census records, and other primary and secondary sources, as recommended in the Ontario Heritage Tool Kit for undertaking historical research on a property. The land use history in MHBC's 2024 CHER supplements the Stantec CHER by offering a more detailed assessment of the subject property's historical land use. The MHBC CHER uses the increase in sale price in the land registry to deduce that the residence on the subject property was constructed between 1874 and 1878 under the ownership of John Taylor, a mason (MHBC, 2024:38). This broader date range is compatible with the 1876 construction date assigned to the house by the Burlington Historical Society. No additional historical information was gleaned in this peer review to confirm or discredit this construction date; therefore, I agree with MHBC that the residence on the subject property was built in that time frame.

During this peer review, a search for additional information on John Taylor was undertaken; however, no further information was found. He was not connected with the construction of other brick buildings along Elizabeth Street nor was he determined to be a mason that was significant to the community (i.e., he is not known to have built any significant heritage structures in Burlington). Therefore, in my opinion, the property history to date prepared by Stantec and MHBC, when compiled, is sufficient to inform the evaluation of the property in Section 2.4 of this peer review.

2.3 Site Description

To support the peer review of this section, Egis' Cultural Heritage Specialist, Jake Harper, completed a site visit on June 10, 2025. The visit included photographic documentation of the subject property from the public rights-of-way, including a review of the exterior elevations (see **Appendix C** for select field review photographs). Similar to the Stantec CHER, an interior field review was not conducted as permission to enter was not granted by the property owner. The review also included a walking tour to complete a visual assessment of the surrounding context to gain a better understanding of the evolution and the current context of Elizabeth Street, focusing on the block between James and Maria Streets.

2.3.1 Landscape Setting

Section 3.1 of the CHER is necessary to examine the current context of the subject property, assess how the property relates to its broader setting, and determine its meaning to the community. As Stantec did not adequately examine the context and evolution of Elizabeth Street, the report does not sufficiently analyze the character of the area in order to make the determination that it does not have a cohesive character, and that the subject property has no significant links with its surrounding context. Therefore, in my opinion, the assessment of existing conditions in the report did not effectively demonstrate whether the subject property maintains, supports or defines the character of the area nor if it is physically, functionally, visually or historically linked to its surroundings.

An assessment of existing conditions of the landscape setting should examine the present-day integrity of 458 Elizabeth Street, determine whether it still retains its historical character, and, if so, identify whether the subject property contributes to that character. To retain contextual value, the property should be in an area with a definable character and the property should contribute to that character in some way (Ontario Heritage Tool Kit). Therefore, subsection 2.3.2 below, along with subsection 2.1.1, explore possible connections between the subject property and the surrounding area, which is required to complete the assessment of contextual value for the evaluation in Section 2.4 of this peer review.

2.3.2 Landscape Analysis

Stantec notes Elizabeth Street as a largely residential street. However, I disagree with this description. The street was historically mixed use with residential, institutional, and civic properties. As documented during the site visit for this peer review, the context on Elizabeth Street today is primarily commercial and mixed-use with high density residential uses. Between Lakeshore Road and James Street, several of the historical buildings along Elizabeth Street have been demolished for surface parking or high-rise residences. The remaining historical buildings are constructed of brick and have all been converted for commercial use and have undergone substantial renovations. Between James and Maria Streets, Elizabeth Street has a range of architectural styles, setbacks, densities, heights, setbacks and construction dates.

As noted in subsection 2.1.1, between James and Maria Streets, the context along Elizabeth Street has remained generally the same since the 1990s with the single detached 19th century residences remaining but altered (including additions) and adaptively reused for commercial use. Some of the residences retain their original architectural styles with decorative details, including the subject property. A Notice of Intention to Designate Knox Presbyterian Church (461 Elizabeth Street) under the *Ontario Heritage Act*, located across Elizabeth and James Streets from the subject property, has been issued. Constructed of red brick in the Gothic Revival style between 1876 and 1877 by builder George Blair, it replaced the original 1845 frame church, which was moved to the east side of the new church and rebuilt in brick in 1909 to serve as the Sunday School (Burlington Public Library). Across James Street from the Knox Presbyterian Church stands another property for which a Notice of Intention to Designate was recently issued: The Iron Duke Royal Canadian Sea Cadet Hall (451 Elizabeth Street). Originally built in 1868 as the Methodist Episcopal Church and later used for a Sunday School by the Church of England, it was constructed of red brick in the Gothic Revival style by James Cushie Bent alongside masons from the Oakville firm Husband & Hall (Burlington Historical Society).

On the west side of Elizabeth Street, south of the Maria Street intersection, are two adjacent designated properties containing former residences that have been converted for commercial use (482 and 490 Elizabeth Street). According to the Notice of Intention to Designate 482 Elizabeth Street, the residence was built in 1873 and is a representative but simplified example of a late 19th century Neo-Classical residence, which was renovated in 1952 to become a branch of the Burlington Public Library. Similarly, 490 Elizabeth Street is a Neo-Classical brick building erected in 1855, raised to two storeys in 1873, and extensively altered over time. In 1926, it became Shanston Hall Guest Home, a facility for seniors or people with disabilities and illnesses, before later reverting to residential use (Burlington Public Library). In summary, both 482 and 490 Elizabeth Street were repurposed for institutional use in the first half of the 20th century to match

the streetscape's character, and have since been converted to commercial use, reflecting the continued evolution of the block.

The residential infill on the west side of Elizabeth Street between James and Maria Streets, as noted in subsection 2.1.1, consists of two two-storey buildings that are set back from the historical buildings; therefore, they are relatively compatible with the character of the west side of the street. However, similar to the continuation of Elizabeth Street south of James Street, many of the low-rise historical buildings are situated close to medium to high rise residential developments, which altered the scale and massing of the street and visually dominate viewscapes of the subject property. Notably, the 15-storey Elizabeth Manor Apartments (477 Elizabeth Street)—built in 1969 at the southeast corner of Elizabeth and Maria Streets—dominates the streetscape with its sheer massing (**Image 6**). Elizabeth Square, an office building at 440 Elizabeth Street, was erected in 1974 and adjoins a surface parking lot directly across James Street from the subject property. In 1978, when four extra floors were added to its original two-storey form, the expansion of Elizabeth Square necessitated the removal of a historical residence built by Jabez Bent (Burlington Historical Society). In 2019, construction began on a 22-storey tower known as Gallery Condos + Lofts (2007 James Street) at the intersection of Brant and James Streets. Now completed, this building dominates the skyline when viewing the subject property from the intersection of Elizabeth and James Streets (**Image 7**). Other photographs in Appendix C also show the prevalence of tall buildings in the vicinity of the subject property.

Overall, alterations and the construction of surface parking lots and high-rise infill resulted in a greatly altered streetscape which no longer retains its park-like setting or its function as an important residential, civic, and institutional hub for Burlington. Some new street trees have been planted, but they are not regularly spaced like they are seen in the early 20th century. Except for two former brick churches (461 and 451 Elizabeth Street) it was noted during the field review that there are no more civic or institutional buildings along Elizabeth Street that are still being used

for those purposes between Lakeshore Road and Caroline Street. This demonstrates that Elizabeth Street is no longer Burlington's centre for public gatherings and services.

Image 6: **View from the James Street intersection looking north towards Elizabeth Street (Egis, June 2025)**

Image 7: View of the building on the subject property, looking south (Google Street View, 2025)

2.3.3 Building Exterior

Section 3.2 of the Stantec CHER describes the building as a one-and-a-half storey residence, and in Section 4 as a late 19th century Ontario Gothic Revival residence. Historical maps indicate the building is wood frame with a brick veneer. In my opinion, Stantec does not fully document the

changes that have occurred to the building over time (i.e., when compared to the historical photograph below). The subject property was converted for commercial use in the 1980s (ASI, 2023a:121). MHBC's CHER describes the building as a Gothic Revival cottage with a frame addition (2031 James Street) built in 2011. This new addition replaced the earlier one-storey extension that Stantec dated to the mid-to-late 20th century, even though it appears on the 1910 FIP. **Image 8** below is a photograph of the house prior to its conversion to commercial use. The image shows that the front façade remains relatively the same, but shrubs and a new tree has since been planted in the front yard.

Overall, in my opinion, the descriptions of the exterior conditions of the building prepared by Stantec and MHBC, when compiled, are sufficient to inform the evaluation of the property in Section 2.4 of this peer review. However, Stantec and MHBC are missing a review of comparable properties even on a high level, helps demonstrate if a property is "a rare, early, unique or representative example of a style, type, expression, material or construction method." As noted in the Ontario Heritage Tool Kit, a comparative study should be a part of the documentary evidence which helps explain the importance of the property within a municipal context by comparing similar properties locally. Stantec determined using O. Reg. 9/06 that the property is representative example of its type. Therefore, to verify this assessment, a high-level review of comparable properties was undertaken in the following subsection to inform the evaluation of the subject property in Section 2.4 of this report.

Image 8: Front Façade of the Subject Property in 1974 (Burlington Historical Society 205048)

2.3.4 Brief Built Form Analysis

The general form and style of the house on the subject property is, in my opinion, an Ontario vernacular Gothic Revival cottage. According to Thomas McIlwraith in his 1997 book *Looking for Old Ontario: Two Centuries of Landscape Change*, this style of house emerged during the late 19th century as a culmination of design trends towards asymmetrical additions and vertical lines superimposed on the classic Ontario farmhouse (also known as the Ontario cottage) design.

In 1865, the *Canadian Farmer* magazine published plans and elevations for a Gothic Revival cottage (**Image 9**), thus enabling farmers and villagers to construct their own houses using a standardized plan. The availability of such plans, and the ongoing popularity of the Gothic Revival style, made the Gothic Revival Cottage the most prevalent residential design in Ontario until the 1950s (Kyles, n.d.). Subsequent issues of the *Canada Farmer* heavily promoted larger farmhouses characterized by one-and-a-half to two-storey L, or T-shaped plans, often with multiple gables and a porch, and varying degrees of decoration (Mikel, 2004: 61). These designs were essentially composed of perpendicular Ontario cottages with added ornamentation. The Ontario house style thus reflects the popularity of the design and the broad availability of building plans, which were adapted to local conditions, styles, and building materials. House variations with dichromatic brickwork were especially popular in the 1870s and 1880s (Ritchie, 1979: 60-61).

In Ontario, the most common Gothic Revival detail is the lancet or arched window located in the central gable above the main entrance of the front façade. Another common detail is the decorative wood bargeboard of the central gable. Gable finials, pinnacles (or pendants) and crockets are other Gothic Revival features, as well as verandahs, brackets, bay windows, quoins, decorated window and door surrounds, and tall, decorated chimneys (Blumenson, 1990:37; Mikel, 2004:61). Gothic Revival style Ontario houses in the province are typically built between 1830-1900 and vernacular variations of this small centre-gable cottage were very popular, including styles with plain brick like the subject property (Blumenson, 1990:37, 41).

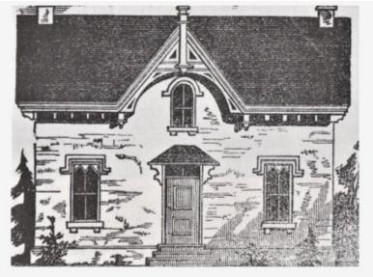


Image 9: Illustration on a Gothic Revival Cottage style as featured in *The Canadian Farmer*, vol. 2, 1865, p. 244

Based on the field review completed for this peer review, there are better examples of the Gothic Revival style than the former residence within the subject property. Comparable examples of Gothic Revival architecture can be found on Elizabeth Street between James and Maria Streets

and at the intersection across from the subject property; however, with the exception of 472 Elizabeth Street, two examples are places of worship and not residential expressions of the style like the subject property. For instance, Knox Presbyterian Church (461 Elizabeth Street) has retained much of its Gothic Revival detailing including its lancet windows, dichromatic brick accents, and rose windows. Across the street, the Sea Cadet Hall (451 Elizabeth Street) evokes the Gothic Revival style despite its lack of ornamentation by way of its front gable roof and lancet window openings with brick arches. Both properties have had Notices of Intention to Designate under Part IV of the *Ontario Heritage Act* issued and were originally built as places of worship, as opposed to the subject property, which represents a modest, residential interpretation of the Gothic Revival style rather than a civic or institutional one.

The one-and-a-half storey brick Gothic Revival cottage at 472 Elizabeth Street was built in 1862[3] for Daniel Henderson, a sea captain who sailed a boat called the Mary Jane. The home was likely converted for commercial use in the mid-to-late 20th century, since a two-storey brick addition with a flat roof was built onto the south elevation of the house by 1974 to serve as a residence (Burlington Public Library). Today, the home remains under commercial use as the Painted People Tattoo Company. The original windows have been removed and replaced with modern vinyl windows It has bookend brick chimneys, and a finial remains in the front gable. The side gable end on the north elevation includes decorative bargeboard, which maintains its link to the Gothic Revival style. Unlike unpainted brick of the house within the subject property that was laid in running stretcher bond, the brick on the front façade of the original residence at 472 Elizabeth Street has been painted and was laid in a decorative Flemish bond, which was typically used just for street-facing walls and required a skilled mason to execute (Loth, 2011).

Elsewhere in the City of Burlington, better expressions of the typical Gothic Revival cottage survive with ornamentation intact. For example, 435 Pearl Street is a brick Gothic Revival cottage built in 1866 with a central pointed gable above the doorway that features a finial and decorative bargeboard, which are Gothic Revival elements that the building within the subject property does not retain (ASI, 2023b:106). The box bay windows were likely not original to 435 Pearl Street but were added when it was converted to commercial use. Like the subject property, 435 Pearl Street is listed as a non-designated property and is part of the Downtown East grouping of properties. Located further north, the Robert Hammond House at 491 Pearl Street (designated under Part IV of the *Ontario Heritage Act*) was built between 1872 and 1873 by the carpenter after whom the residence was named. As a typical example of a one-and-a-half storey "Carpenter Gothic" house or Gothic Revival cottage, it retains its decorative bargeboard, arched gable window, and original two-over-two sash windows and shutters (Heritage Burlington).

[3] Based on the Burlington Historical Society plaque on the front façade.

In contrast with the more modest three-bay Gothic Revival cottage, there are also larger expressions of Gothic Revival houses with L-shaped plans and front verandahs along other residential streets in Burlington. For example, the Robert Kenter House at 468 Locust Street, which was built in 1884 as a one-and-a-half storey brick Gothic Revival residence with a projecting bay, arched windows, and bargeboard decorating both gables and the verandah on the front façade. Additionally, the William Zimmerman House at 488 Locust Street is a one-and-a-half storey frame Gothic Revival residence constructed in 1885 with an L-shaped plan (asymmetrical façade) featuring symmetrical elements, similar to 468 Locust Street. The house at 488 Locust Street is a representative example of the Gothic Revival style and its heritage attributes include the front gable end, central gable peak, arched and rectangular window openings, and door opening. 468 Locust Street is listed as a non-designated heritage property, whereas 488 Locust Street is designated under Part IV of the *Ontario Heritage Act*.

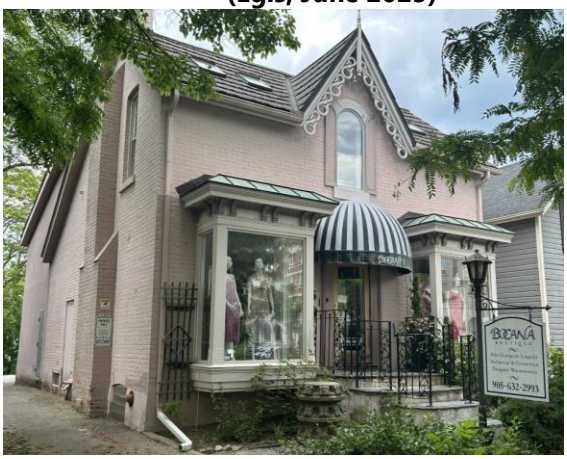
In summary, based on this high-level comparative analysis, the subject property currently represents an Ontario vernacular Gothic Revival cottage, which is apparent through its form and scale as a one-and-a-half storey brick building with a three-bay brick façade, and central gable with an arched window opening. The comparative analysis indicates there are better examples of this style within the Downtown East grouping of properties and beyond since they retain additional Gothic Revival embellishments. However, I agree with Stantec that the subject property is a representative example of this style.

Current view of 461 Elizabeth Street (Egis, June 2025)

Current view of 451 Elizabeth Street (Egis, June 2025)

Current view of 472 Elizabeth Street (Egis, June 2025)

Current view of 491 Pearl Street (Egis, June 2025)



Current view of 435 Pearl Street (Egis, June 2025)

Current view of 468 Locust Street (Egis, June 2025)

Current view of 488 Locust Street (Egis, June 2025)

2.4 Evaluation

Based on the information documented through research in the CHER and in this document, the property is evaluated in **Table 1** below, against each of the criteria of O. Reg. 9/06, to determine the subject property's CHVI. Furthermore, this section follows "Heritage Property Evaluation" (Section 5.6. Explanation of the Ontario Regulation 9/06) of the Ontario Heritage Tool Kit, which provides guidance on how to apply the criteria.

In summary, I generally agree with Stantec's evaluation of the subject property at 458 Elizabeth Street. Based on this peer review, the subject property meets criterion 1 of O. Reg. 9/06 because the property retains design value as a representative example of a Gothic Revival cottage.

2.4.1 Ontario Regulation 9/06

Table 1, below, describes how the O. Reg. 9/06 criteria were applied to determine if the subject property possesses CHVI. The table includes the rationale supporting why each criterion was met or not met.

Table 1: Ontario Regulation 9/06 Evaluation for 458 Elizabeth Street

Criteria	Meets Criteria (Yes/No)	Rationale
1. The property has design value or physical value because it is a rare, unique, representative or early example of a style, type, expression, material or construction method.	Yes	I agree with Stantec that the subject property has a design value as it contains a representative example of late 19th century Gothic Revival cottage (built between 1874 and 1878) located in the City of Burlington. Although it does not retain decorative Gothic Revival elements such as bargeboard, the limited alterations and general conservation of the building, including retention of its one-and-a-half storey three-bay front façade with central gable containing an arched window and its unpainted red brick exterior, make it identifiable as an Ontario vernacular Gothic Revival cottage.
2. The property has design value or physical value because it displays a high degree of craftsmanship or artistic merit.	No	In my opinion, I agree with Stantec that the subject property does not display a high degree of craftsmanship or artistic merit.
3. The property has design value or physical value because it demonstrates a high degree of technical or scientific achievement.	No	In my opinion, I agree with Stantec that the subject property does not demonstrate a high degree of technical or scientific achievement.
4. The property has historical value or associative value because it has direct	No	I agree with Stantec that the subject property does not have historical or associative value. Further

Criteria	Meets Criteria (Yes/No)	Rationale
associations with a theme, event, belief, person, activity, organization or institution that is significant to a community.		research did not indicate that John Taylor, or any of the other historical occupants of the subject property, were significant to the community of Burlington.
5. The property has historical value or associative value because it yields, or has the potential to yield, information that contributes to an understanding of a community or culture.	No	I agree with Stantec that the subject property does not yield or have the potential to yield information that contributes to an understanding of a community or culture.
6. The property has historical value or associative value because it demonstrates or reflects the work or ideas of an architect, artist, builder, designer or theorist who is significant to a community.	No	Although Stantec stated that the architect or builder was not known, further research (conducted by ASI and MHBC) identifies John Taylor as the builder of the house within the subject property. However, John Taylor is not known to have been a prominent local builder, since aside from this residence, no other Burlington buildings are known to be attributed to him. Therefore, the subject property is not known to demonstrate or reflect the work or ideas of an architect, artist, builder, designer, or theorist who is significant to the community of Burlington.
7. The property has contextual value because it is important in defining, maintaining or supporting the character of an area.	No	I agree with Stantec that subject property is not important in defining, maintaining the character of the area. Overall, the historical character of Elizabeth Street between James and Maria Streets has been adversely impacted by mid-to-late 20th century urban development. Historically, the subject property was part of a group of houses on the west side of this stretch of Elizabeth Street built between the 1850s and 1870s, which varied in design from Gothic Revival to Neo-Classical but maintained a consistent low-rise residential character. In the 19th century, the east side of this stretch of Elizabeth Street contained civic and institutional buildings, which provided the municipal and spiritual infrastructure necessary for the community to grow into a prominent political and commercial centre. By 1966, Trinity United Church, the Town Hall and Fire Hall, and two historical residences on the east side of Elizabeth Street had been razed to make way for the 15-storey Elizabeth Manor Apartments at 477 Elizabeth Street, completed in 1969. Not only did these removals impact the civic and institutional character of the east side of Elizabeth Street, but

Criteria	Meets Criteria (Yes/No)	Rationale
		due to the scale and prominence of the apartment in the streetscape, its construction also affected the low-rise residential character of the west side of Elizabeth Street. This trend continued in the 1970s, when further historical residences south of James Street on Elizabeth Street were replaced by a large office building at 440 Elizabeth Street, adjoining a surface parking lot across James Street from the subject property. Mid-to-late 20th-century low-rise residential infill between 458 and 472 Elizabeth Street separated the subject property from the only other Gothic Revival cottage on the west side of Elizabeth Street, disrupting their once-adjacent relationship. The original lot configuration of the subject property was also not maintained with the construction of an adjacent building in the severed portion of Lot 7 along James Street. In the late 20th century, urban expansion led to the removal of mature street trees along Elizabeth Street, and the rear lawns and garages facing John Street of former residences on the west side of Elizabeth Street were replaced with surface parking lots to support their conversion to commercial use, which reflects a shift in the character of the area. More recently, the completion of a 22-storey tower at the intersection of Brant and James Streets has further disrupted the area's historical low-rise residential character by dominating skyline views of the subject property from Elizabeth and James Streets.
8. The property has contextual value because it is physically, functionally, visually or historically linked to its surroundings.	No	I agree with Stantec that the subject property does not meet this criterion. Although the subject property mirrors the Gothic Revival style and the brick materiality of Knox Presbyterian Church (461 Elizabeth Street) and the Sea Cadet Hall (451 Elizabeth Street), across Elizabeth and James Streets, those buildings historically formed part of the institutional and civic block on the east side of Elizabeth Street, while the subject property was historically within the residential block on the west side. In the late 20th century, most of these former residences were adapted for commercial use, and

Criteria	Meets Criteria (Yes/No)	Rationale
		infill on this side of Elizabeth Street severed the subject property's connection to other historical houses along this stretch. Therefore, the subject property is not physically, functionally, visually or historically linked to its surroundings.
9. The property has contextual value because it is a landmark.	No	I agree with Stantec that the building within the subject property is not considered a local landmark since it is not a prominent feature on Elizabeth Street and is not used as a point of reference that helps with orientation in its context. Buildings in the immediate vicinity of the subject property, such as Knox Presbyterian Church and the Sea Cadet Hall, are more conspicuous and are well-known markers in the community. Furthermore, due to the presence of a 15-storey apartment building (477 Elizabeth Street) and 22-storey condominium tower (2007 James Street) in proximity to the subject property, it lacks prominence within its context.

2.5 Conclusions

Based on the review of the Stantec CHER, background research completed for this peer review, and the site visit, it is my independent professional opinion that the property located at 458 Elizabeth Street meets one criterion of O. Reg. 9/06, and therefore has CHVI and may remain on the Municipal Cultural Heritage Register as a non-designated property (Section 27 of the *Ontario Heritage Act*), but since the subject property did not meet two or more criteria of O. Reg. 9/06, it is not eligible for designation under Part IV, Section 29 of the *Ontario Heritage Act*.

Tara Jenkins, MA, GPCertCHS, CAHP
Egis Cultural Heritage Manager
tara.jenkins@egis-group.com

Cc: Jeff King, Egis Vice President of Environmental Planning

Appendix A: Professional Qualifications

Tara Jenkins, MA, GPCertCHS, CAHP. Tara is Egis' Cultural Heritage Manager and is a Senior Cultural Heritage Specialist. She holds a Master of Arts (MA) Degree in Anthropology and a Graduate Professional Certificate in Cultural Heritage Studies (GPCertCHS), Heritage Planning stream. She is a qualified heritage professional that has 26 years of experience working in cultural resource management (CRM) and is an active member of the Canadian Association of Heritage Professionals (CAHP). Tara has a proven track record at maintaining the cultural heritage value of a place within real-world contexts of urban planning, development, sustainability, growth and change. In the past five (5) years, Tara has managed over 70 Cultural Heritage Evaluation Reports for various clients, including the municipalities across Ontario. Her team has a strong understanding of compliance with Ontario's legislation, regulations, and other heritage-related policies and procedures for both private and public sector clients.

Jake Harper, MA, CAHP. Jake Harper is Egis' Cultural Heritage Specialist who holds a Master of Arts (MA) Degree in History from the University of Waterloo. He has over five (5) years of experience working in cultural resource management (CRM) and is a Professional Member of the Canadian Association of Heritage Professionals (CAHP). Jake has practical experience as a Cultural Heritage Specialist and is skilled in identifying and evaluating built heritage resources and cultural heritage landscapes. He is currently in an intermediate role where he supervises cultural heritage projects and prepares deliverables. Jake has been a key contributor in numerous cultural heritage projects, where he has demonstrated a strong understanding of government regulations and requirements, exceptional organizational skills, and attention to detail.

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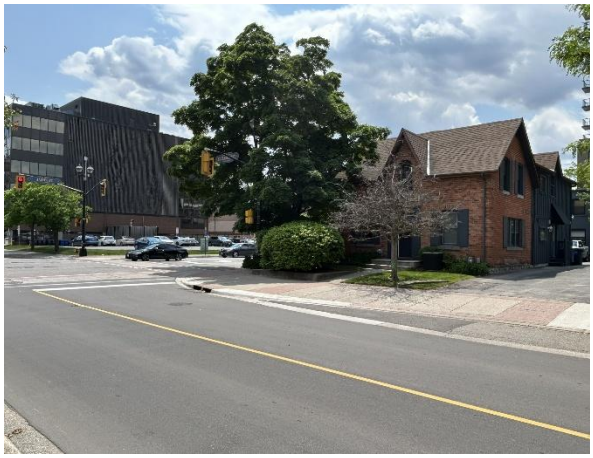
Appendix C: Field Review Photographs

View of east elevation of 458 Elizabeth Street (Egis, June 2025)

View of northeast corner of 458 Elizabeth Street (Egis, June 2025)



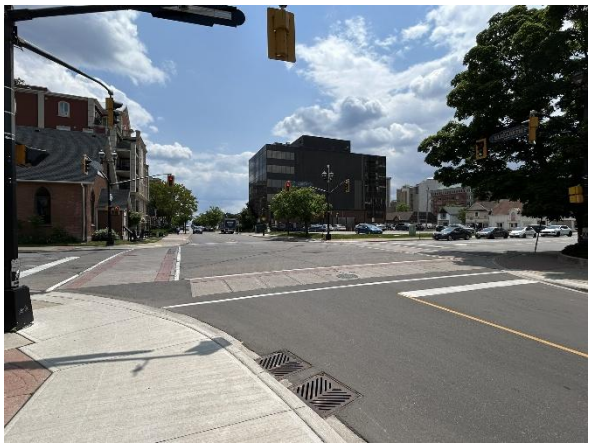
View of northeast corner of 458 Elizabeth Street from across Elizabeth Street (Egis, June 2025)

Close-up of brickwork on front façade (Egis, June 2025)

Close-up of Burlington Historical Society plaque on the front façade (Egis, June 2025)

View of the south elevation of the rear addition at 2031 James Street (Egis, June 2025)

View of the southwest corner of the rear addition at 2031 James Street (Egis, June 2025)



View looking south on Elizabeth Street at the James Street intersection (Egis, June 2025)

View looking southwest on James Street from 461 Elizabeth Street (Egis, June 2025)

View looking west from James Street sidewalk across from 2031 James Street (Egis, June 2025)

View looking southwest of mature tree at 458 Elizabeth Street (Egis, June 2025)

View looking northwest from intersection of 461 and 451 Elizabeth Street (Egis, June 2025)

Recommendation Report Summary

SUBJECT: Heritage Response to Bill 23 – 513 Locust St. Peer Review update

TO: Committee of the Whole

FROM: Development and Growth Management

Community Planning

Report Number: DGM-86-25

Wards Affected: 2

Date to Committee: November 3, 2025

Date to Council: November 18, 2025

Recommendation

Receive for information the findings of the Peer Review – Cultural Heritage Evaluation Report, 513 Locust Street, Burlington, dated July 21, 2025 (the "Peer Review"), prepared by Egis, as detailed in development and growth management report DGM-86-25 and attached as Appendix A; and

That Council not issue a notice of intention to designate 513 Locust Street (the "Property") to be of cultural heritage value or interest under Part IV, Section 29 of the *Ontario Heritage Act* in accordance with the staff recommendation in development and growth management reports DGM-10-25 and DGM-86-25.

Executive Summary

Purpose of report:

- The purpose of this report is to present Council with the Peer Review attached as Appendix A, and to recommend that Council not issue a notice of intention to designate the Property under Part IV, Section 29 of the *Ontario Heritage Act* in response to Staff Direction SD-04-25.

Key findings:

- The City retained Egis to conduct a peer review of the Cultural Heritage Evaluation Report completed for the Property by Stantec Consulting Ltd. ("Stantec") on January 28, 2025, as directed by Council in light of the recommendation by the Heritage Burlington Advisory

Committee that the Property be designated despite Stantec having found that the Property is ineligible for designation. Staff agree with the findings of Stantec set out in the Cultural Heritage Evaluation Report as outlined in Development and Growth Management Report DGM-10-15.

- Egis examined the Cultural Heritage Evaluation Report completed by Stantec and found that the Property is ineligible for designation. Staff agree with the findings of Egis set out in the Peer Review.

Implications:

- **Financial**
  - Not applicable.
- **Legal**
  - Not applicable.
- **Engagement**
  - Staff have consulted the Property owners, who are not in support of the proposed designation.
  - Staff have consulted the Heritage Burlington Advisory Committee, who are in support of the proposed designation.

Background

Ontario's *More Homes Built Faster Act, 2022* ("Bill 23") passed on November 28, 2022, bringing into effect a number of legislative changes, including amendments to the *Ontario Heritage Act* municipal heritage registry scheme. Under the *Ontario Heritage Act*, municipalities are empowered to add non-designated properties of cultural heritage value or interest to their heritage registers. Non-designated properties are properties that have been identified as having some cultural heritage value or interest but have not been legally designated under the *Ontario Heritage Act* by a municipal by-law. Bill 23 introduced changes to the *Ontario Heritage Act* meant to prevent non-designated properties from languishing indefinitely on heritage registers. The amendments gave municipalities two years to either designate or remove properties from their heritage registers. If a municipality had not issued a notice of intention to designate a non-designated property that was already on the heritage registry after two years, the property would automatically come off the heritage register and could not be put back on the heritage registry for five years.

To give municipalities more time to decide whether to designate non-designated properties on their heritage register and provide much-needed certainty for property owners, the Province passed the *Homeowner Protection Act, 2024* ("Bill 200") on June 6, 2024. Bill 200 amended the Bill 23 provisions of the *Ontario Heritage Act* relating to heritage registers by providing municipalities until January 1, 2027 to decide whether to designate non-designated properties currently listed on their heritage registers before the properties are automatically removed and preventing municipalities from relisting a non-designated property for five years after it is removed from a heritage register.

Staff developed a shortlist of heritage designation candidates in consultation with the Heritage Burlington Advisory Committee from over 200 non-designated properties on the City's Heritage Register (the "Register") as a response to Bill 23 (PL-35-23). The shortlist was developed using several criteria, including but not limited to architectural style, property type, visibility from the street and integrity. The evaluation of the 27 identified properties began in the spring of 2024 and was completed and presented in Q1 2025 to Council through DGM-10-25.

The Cultural Heritage Evaluation Report completed by Stantec found that the Property does not meet the prescribed criteria set out in O. Reg. 9/06 to be listed on the Register. As the Heritage Burlington Advisory Committee were not in agreement with this finding, Council directed staff to retain a heritage consultant to conduct a peer review of the Cultural Heritage Evaluation Report for the Property, along with three other properties that were not recommended for designation by Stantec.

Analysis

There are typically three different types of properties that are considered in heritage planning:

1) Properties with no heritage status. These properties are not listed on the Register and there are no heritage implications for property owners.

2) Properties that are listed on the Register as non-designated properties. These properties are commonly referred to as “listed” or “registered” properties. The heritage implication for property owners is that they shall not demolish or remove a building or structure on the property or permit the demolition or removal of the building or structure unless council of the municipality is given at least 60 days’ notice in writing of the property owner’s intention to demolish or remove the building or structure or to permit the demolition or removal of the building or structure.

3) Properties that are designated under Part IV (individually) or Part V (district) of the *Ontario Heritage Act*. The main heritage implication for property owners is that a Heritage Permit is required for any alteration, new construction or demolition affecting the property’s heritage value identified within a designation by-law passed under Part IV of the *Ontario Heritage Act*. A Heritage Permit is also required for exterior alterations to structures and property, including new construction and demolition, for any property located within the boundaries of a Heritage Conservation District pursuant to a designation by-law passed under Part V of the *Ontario Heritage Act*.

The Province’s intent through Bill 23 is to accomplish a timely review of municipalities’ Registers to facilitate protecting significant cultural heritage resources and remove from the Register properties that do not have sufficient cultural heritage value or interest for designation under the *Ontario Heritage Act*. Removing a non-designated property from the Register does not necessarily mean demolition of a built heritage resource but rather the removal of the demolition protection on an interim (60-day) basis.

Both Stantec and Egis found that the Property did not meet at least two of the prescribed criteria set out in *Ontario Regulation 9/06* for designation under the *Ontario Heritage Act*. The professional opinions of Stantec and Egis are aligned in that each found the physical/design value of the Property to be a representative example of late 19th century Gothic Revival cottage.

Staff agree with the findings presented by Stantec and Egis based on the significant alterations to the streetscape over time and removal of late 19th century and early 20th century historical houses, which have left the streetscape without a strong historic character.

Option 1 – Do Not Designate 513 Locust Street as Recommended by Stantec, Egis and Planning Staff (Recommended)

Benefits:

- Staff are of the opinion that the *Ontario Heritage Act* and *Ontario Regulation 9/06* have been properly applied in evaluating the Property for potential heritage designation.
- By maintaining the Property's heritage status as a "listed" or "registered" (non-designated) heritage property, there is potential for related *Burlington Official Plan, 2020* policies to be applied in respect of the requirement for a Heritage Impact Statement to be submitted with *Planning Act* applications, and there is increased flexibility around potential adaptive reuse of the building and/or integration into a development proposal.

Considerations:

- Stantec determined that the Property meets only one criterion (design/physical value) and is therefore not eligible for designation. The Heritage Burlington Advisory Committee members do not agree with this determination on the basis that the Property has contextual value because of its defining character in the neighbourhood. Staff agree with the findings presented by Stantec indicating that the Property is ineligible for designation.
- Further evaluation of the Property must be conducted by additional heritage consultant(s) to substantiate the opinion of the Heritage Burlington Advisory Committee that the Property is of significance to the community or the province as both Stantec and Egis have determined that the Property does not meet the prescribed criteria for cultural heritage value or interest. Council may only proceed with designation if the Property meets the prescribed criteria for cultural heritage value or interest, such that a Statement of Cultural Heritage Value or Interest has been prepared, as the *Ontario Heritage Act* requires that the notice of intention to designate the Property contains a Statement of Cultural Heritage Value or Interest.
- The Cultural Heritage Evaluation Reports completed by Stantec and Egis are included in Appendix F to DGM-10-25 and Appendix A to this report (DGM-86-25).

Additional Information:

- Not applicable.

Community Engagement and Communications:

- Owners were invited to a Project Kick-off Meeting at Burlington City Hall, which occurred in June 2024. The meeting was well attended.
- The Heritage Burlington Advisory Committee moved a motion recommending that the Property be designated in accordance with its non-statutory role to advise Council and staff on all matters to which the *Ontario Heritage Act* refers as set out in the Heritage Burlington Terms of Reference.

- Property owners were informed of the date their respective properties were to be considered by the Heritage Burlington Advisory Committee for designation and provided with the relevant draft Statement of Cultural Heritage Value or Interest in advance of the meeting should any of the property owners have chosen to delegate.

Option 2 – Designate 513 Locust Street as Recommended by the Heritage Burlington Advisory Committee (Not Recommended)

Benefits:

- The *Provincial Planning Statement, 2024* vision states that cultural heritage and archaeology in Ontario provides people with a sense of place.
- The *Burlington Official Plan, 2020* identifies the following benefits of conserving cultural heritage resources:
    - helps the community to understand its past, provides context for the present, and influences the future;
    - provides physical and cultural links to the identity of the city, creates a sense of civic pride, and contributes to the quality of life and enjoyment of the city by residents and visitors alike; and,
    - contributes to the overall sustainability of the city.

Considerations:

- See Considerations set out above in Option 1.

Additional Information:

- Not applicable.

Community Engagement and Communications:

- See Community Engagement and Communications set out above in Option 1.

Recommendation Details

Staff recommend Council proceed with Option 1 – Do Not Designate 513 Locust Street as Recommended by Stantec, Egis and Planning Staff set out above. This option conforms with the *Burlington Official Plan, 2020* and is consistent with the *Provincial Planning Statement, 2024*. The Property has been evaluated against the criteria under *Ontario Regulation 9/06* and, in the opinion of staff, does not meet at least two of the criteria for determining cultural heritage value or interest, thereby making it ineligible for designation under the *Ontario Heritage Act*.

Key Dates & Milestones

- November 28, 2022: Bill 23 received Royal Assent.
- June 2023: Report PL-34-23 – Heritage Response to Bill 23 presented to City Council.
- November 14, 2023: Heritage Response to Bill 23 – Shortlist of Designation Candidates (PL-35-23) went before Council.
- Spring of 2024: Launch of the Bill 23 – Heritage Designation Candidates Shortlist Project.
- June 25, 2024: Project Kick-off Meeting with property owners takes place at City Hall.
- Summer of 2024: Stantec conducts site visits from the public right-of-way and archival research.
- October 9, 2024: The Heritage Burlington Advisory Committee is consulted on Batch 1 of Cultural Heritage Evaluation Reports.
- December 17, 2024: The Heritage Burlington Advisory Committee is consulted on Batch 2 of Cultural Heritage Evaluation Reports.
- January 8, 2025: The Heritage Burlington Advisory Committee is consulted on Batch 3 of Cultural Heritage Evaluation Reports.
- January 29, 2025: The Heritage Burlington Advisory Committee is consulted on Batch 4 of Cultural Heritage Evaluation Reports.
- April 15, 2025: Heritage Response to Bill 23 – Evaluation of Shortlist of Designation Candidates (DGM-10-25) went before Council.
- July 21, 2025: The Peer Review prepared by Egis is submitted to staff.

Implications

- **Total Financial Impact**
  - There are no financial considerations.
- **Legal**
  - There is no direct impact on the Legal department.
- **Engagement**
  - Not applicable.

References

City of Burlington. (2023). *Heritage Response to Bill 23 – Shortlist of Designation Candidates* (PL-35-23).
City of Burlington. (2024). *Burlington Official Plan, 2020*.
City of Burlington. (2025). *Heritage Response to Bill 23 – Evaluation of Shortlist of Designation Candidates* (DGM-10-25).
Province of Ontario. (2022). *Bill 23, More Homes Built Faster Act, 2022*.
Province of Ontario. (2024). *Provincial Planning Statement, 2024*.

Strategic Alignment

- ☑ Designing and delivering complete communities
- ☐ Providing the best services and experiences
- ☐ Protecting and improving the natural environment and taking action on climate change
- ☐ Driving organizational performance

Author:

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Senior Planner, Heritage
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Appendices:

A. Peer Review – Cultural Heritage Evaluation Report, 513 Locust Street, Burlington dated July 21, 2025, prepared by Egis

Draft By-laws for Approval at Council:

- Not applicable.

Notifications:

Planner will provide address.

Report Approval:

All reports are reviewed and approved by the Commissioner, Head of Corporate Affairs, Chief Financial Officer, and Commissioner of Legal and Legislative Services/City Solicitor.

July 21, 2025

Prepared For:

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Prepared By:

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Re: **Peer Review – CULTURAL HERITAGE EVALUATION REPORT, 513 LOCUST STREET, BURLINGTON**

1.0 INTRODUCTION

The purpose of this document is to provide the City of Burlington (City) with an independent professional review of the *Cultural Heritage Evaluation Report* (the report) completed by Stantec Consulting Ltd. (Stantec) on January 28, 2025, for the property located at 513 Locust Street (the subject property). The subject property consists of a two-and-a-half storey residence which is currently listed on the City's Municipal Cultural Heritage Register as the "The Elgin Harris House-A Different Drummer Books," built in 1906. The CHER was completed to assess the property's cultural heritage value or interest (CHVI) against Ontario Regulation 9/06 (O. Reg. 9/06) of the *Ontario Heritage Act*. This property constitutes one of 27 properties undergoing heritage reviews by the City as part of the "Bill 23 – Heritage Designation Shortlist" project.

On December 17, 2024, the Heritage Burlington Advisory Committee (HBAC) reviewed the findings of the CHER on the subject property and supported Stantec's assessment that the property retained historical/associative value but requested a review of its contextual value as the property may define the character of the neighbourhood. City Council directed the Director of Community Planning to retain a heritage consultant for a peer review regarding the contextual value of the subject property after deliberating the HBAC recommendation. Therefore, the following peer review examines the Stantec CHER as a whole and provides a new heritage evaluation based on independent professional research conducted by Egis' qualified heritage professionals (see **Appendix A** for staff qualifications). The following summarizes Tara Jenkins' expert opinion concerning the CHVI of the subject property.

2.0 ASSESSMENT OF CULTURAL HERITAGE VALUE OR INTEREST

The City does not have Terms of Reference for CHERs; however, the heritage framework for evaluating CHVI in Ontario is through the *Ontario Heritage Act*, O. Reg. 9/06, and is guided by the Ontario Heritage Tool Kit. The following subsections provide commentary and an assessment of the Stantec CHER's content and findings utilizing the Ontario heritage framework to provide an independent professional opinion on whether the subject property meets the criteria of O. Reg. 9/06.

2.1 Historical Development

In CHERs, the process of analyzing information collected during research enables a heritage professional to understand the circumstances in which a place was created, used, modified over time, and how it was thought about by the community (Kalman and Létourneau, 2021:262). Therefore, the purpose of Section 2 in the Stantec CHER is to establish the subject property's historical context which is necessary to understand a place. Stantec presents a brief historical overview of the Indigenous context, township history, and development of the City of Burlington which is generally consistent with the level of research presented in CHERs. However, in my

professional opinion, subsections 2.4.1 to 2.4.3 of the report offer no commentary on the history of Locust Street; therefore, the report neglects the historical context specific to the setting of the subject property.

Given the location of the subject property on Locust Street, further historical research, including a review of additional historical maps, fire insurance plans, and secondary sources, has been presented below in subsection 2.1.1 of this peer review to establish a solid understanding of the historical character of Locust Street, its evolution over time, and to determine the contribution of the subject property to the broader context of the streetscape. This historical overview on Locust Street is required to appropriately inform the contextual evaluation of the subject property in Section 2.4 of this peer review.

2.1.1 Historical Overview of Locust Street

The subject property was historically located in Brant's Block, which was the 3,450 acres granted to Six Nations (Haudenosaunee) leader Joseph Brant, also known as Thayendanegea, in 1798[1] for his loyalty and service to the Crown in the American Revolution (Allen, 2019). After Joseph Brant died in 1807, James Gage purchased 338.5 acres of land from his estate on the east side of Brant Street, and Augustus Bates purchased 212 acres on the west side of Brant Street (Turcotte, 1989:27). James Gage surveyed the land in 1810 and laid out a town pattern which became known as "Wellington Square." Today, the portion of Locust Street between Caroline and Ontario Streets is considered part of Burlington's historical downtown.

Settlement was underway in Wellington Square in the 1820s, with some residential areas on the east side of Brant Street and large lots for agricultural along the west side (Loverseed, 1988; Turcotte, 1989). The 1858 Winter & Abrey map (**Image 1**) shows the settlement plan of Wellington Square. The map shows that the subject property was in a rural context within William Bates' land. On the west side of Brant Street, lot numbers are not yet shown.

Beginning in the 1860s, Augustus Bates' sons began to sell off portions of land. In 1863, Hiram Hull (H.H.) Hurd purchased the northern section of Bates' land north of Ontario Street for a large fruit orchard (ASI, 2023a:49). The 1877 Plan of the Village of Burlington (**Image 2**) shows the subject property within H.H. Hurd's undivided land. The 1877 plan shows Locust Street subdivided into lots up to the halfway point between Ontario and Caroline Streets. This includes Lots 1 to 5 of Bunton's Survey[2] on the west side of Locust Street, and Lots 1 to 5 of the Bates Survey on the east side. Further north of the lots that were laid out.

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[1] The 1798 date is from "The Founding of Burlington" Ontario Heritage Trust Plaque located at Burlington City Hall. Treaty 3 ¾, which covers the Brant Tract or Brant's Block, was signed on 24 October 1795 by representatives of the Crown and the Mississauga peoples as a provisional agreement, which was confirmed by Treaty 8 in 1797 (Government of Ontario; MCFN).

[2] The Plan of the property of William Bunton was not certified and registered by provincial land surveyor R.D. Kennedy until 1881 (OnLand). As such, the "Bunton's Survey" lands labelled on the 1877 Plan must have been based on the draft survey.

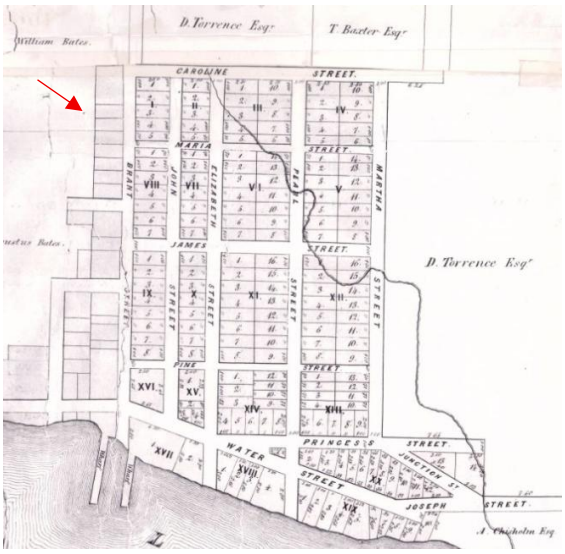

Image 1: Plan of Wellington Square (Adapted from the 1858 Winter and Abrey) - red arrow points to the approximate location of the subject property

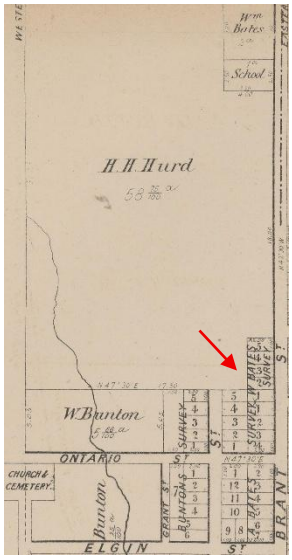

Image 2: Close-up on Plan of the Village of Burlington (Adapted from 1877 Illustrated Historical Atlas, Nelson Township) - red arrow points to the approximate location of the subject property

Image 3: 1878 H.H. Hurd Plan (OnLand)

A survey dated July 19, 1878 and titled "Plan of Lots in [the] Village of Burlington being Subdivisions of the Brant Estate as laid out by H. H. Hurd, Esq." (Plan 70) subdivided Hiram H. Hurd's land, including along Caroline Street from Hurd Avenue to Brant Street (OnLand).[3] Notably, the intersection of Caroline and Locust Streets was surveyed as part of Plan 70, including the subject property, which is shown as Lot 2 on the east side of Locust Street (**Image 3**).

In 1881, Bunton's Survey (Plan 74) was officially registered and included the land between Ontario Street and Lakeshore Road, with Locust Street as the eastern boundary and the former Church Avenue at St. Luke's Anglican Church as the western boundary (Turcotte, 1989:185). The west side of Locust Steet from Elgin Street up to a midpoint between Ontario and Caroline Streets was laid out as part of Bunton's Survey (ASI, 2023a:60). Around the time of the H.H. Hurd and Bunton Plans, Locust Street began to rapidly develop as a residential street with the construction of many single detached homes in the 1880s and 1890s (ASI, 2023a:51). Some notable surviving examples in the area include houses built by master builder George Blair, such as the Robert Kentner House (468 Locust Street) built in 1884, located on the west side of Locust Street between Ontario and Elgin Streets, and the Miller-Bush House (1457 Ontario Street), built between 1874 and 1881, located at the intersection of Ontario Street and Locust Street (Burlington Public Library).

After H.H. Hurd died in 1905, John Chamberlain Smith and his son Maxwell Charles Smith purchased 58 ¾ acres of land that same year from the executors of Hurd's Estate. Subsequently, the lots previously laid out by H. H. Hurd were shown in the 1906 Apple Park Survey, which also includes a re-subdivision of Bunton's Survey as part of the Smiths' property (ASI, 2023a:51). The 1906 Apple Park Survey (**Image 4**; Plan 111) consolidates the previous surveys along Locust Street and clearly shows the subdivision lines between those prior surveys. For instance, at the midway point between Ontario and Caroline Streets, the lot numbers restart at Lot 1 on both sides of Locust Street to signify the start of the H.H. Hurd Plan, which continues north to the Caroline Street intersection. Therefore, the subject property continues to be in Lot 2. It should be noted that many of the residences on Locust Street had already been built prior to the Apple Park Survey (ASI, 2023a:60).

[3] In Section 2.5 of the CHER, Stantec states that Hiram H. Hurd purchased and subdivided the land in 1881 and sold Lot 2 to Cicero H. Case the same year the property was subdivided. This is inaccurate. Based on land registry records, Hiram H. Hull and his wife Ophelia sold Lot 2 to Cicero H. Case on July 23, 1878—four days Hurd's property was subdivided as part of Plan 70.

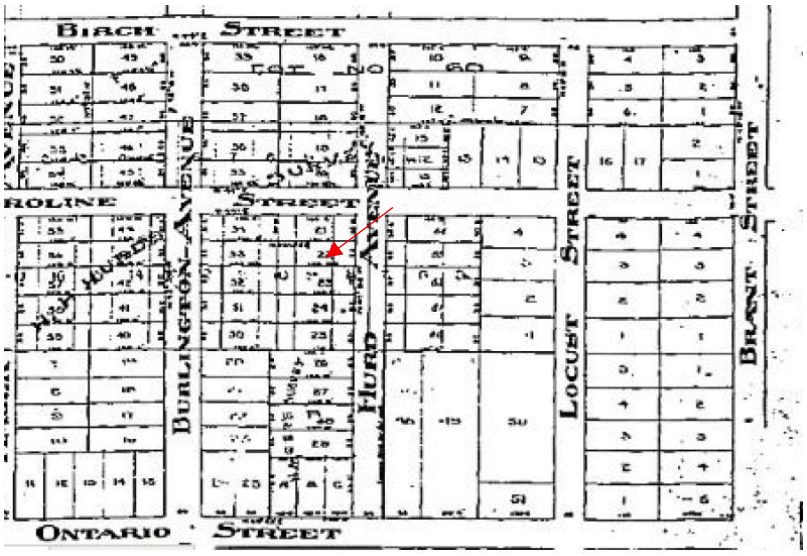

Image 4: 1906 Apple Park Survey (OnLand)

Several individuals who settled on Locust Street played an important role in the social and economic development of Burlington, including, as Stantec documented, Elgin Harris who lived at 513 Locust Street and owned the *Burlington Gazette* newspaper, which had its printing office on lower Brant Street. By the early 20th century, Locust Street was a fully established residential street.

The 1910 Fire Insurance Plan (FIP; **Image 5**) shows Locust Street as an established residential street between Caroline and Elgin Streets. The stretch of Locust Street containing the subject property, between Caroline and Ontario Streets, had a combination of wood, brick veneered, and brick houses ranging from one to two-and-a-half storeys in height. The houses along Locust Street were spaced apart and set back slightly from the road. Many of the residential properties also retained rear accessory structures, such as sheds. Notably, a lumber pile was illustrated at 38 Locust Street, which extended from Locust Street to the lumber store at 12-13 Brant Street. Based on the 1916 Sewerage Works Plan, this property was owned by Stanley Coates, a member of the Coates family who owned the adjoining lumber business on Brant Street. **Image 6**, below, shows the residential character of Locust Street, as a tree-lined dirt road with concrete sidewalks on both sides.

The 1924 FIP (**Image 7**) shows that two additional dwellings were constructed on Locust Street between Caroline and Ontario Streets since the 1910 FIP: a one-storey brick veneered house on the east side of Locust Street (54 Locust Street), and a one-and-a-half storey brick veneered house at the northwest intersection of Locust and Ontario Streets (12 Ontario Street). The "A. Coates and Sons" lumber business on Brant Street had expanded to include an additional lumber pile and one-storey automobile garage on Locust Street. Since 1910, the popularization of the automobile resulted in the construction of garages along this stretch of Locust Street; for instance, 41A, 51A, and 59A Locust Street, shown on the 1924 FIP. North of the Birch Avenue intersection, the density

of houses along Locust Street was notably sparser with more modest frame or brick veneered dwellings. The 1932 FIP (**Image 8**), which revised the 1924 FIP, generally shows the same footprint of structures on Locust Street between Caroline Street and Ontario Street. One key difference is that the lumber piles along Locust Street and the rear lumber shed were removed due to the closure of the "A. Coates and Sons" lumber business on Brant Street.

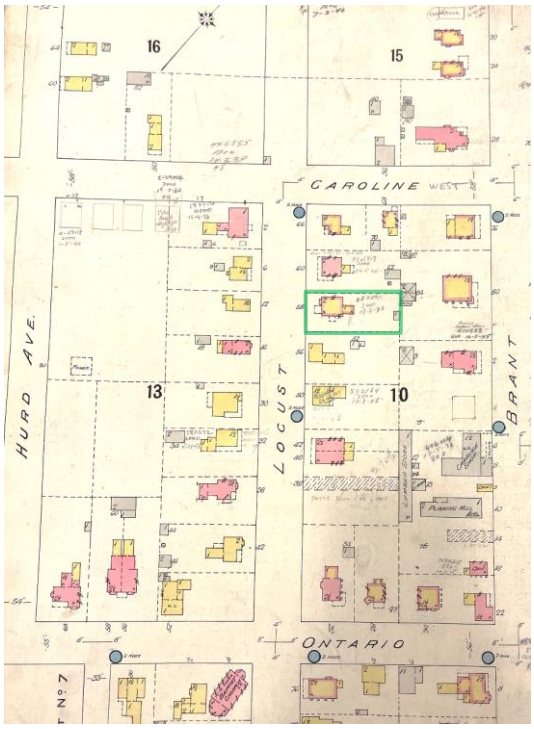

Image 5: Goad's 1910 Fire Insurance Plan – location of the subject property shown in green outline

Image 6: View of Locust Street, looking south from Ontario Street, in ca. 1918 (bhs_204408)

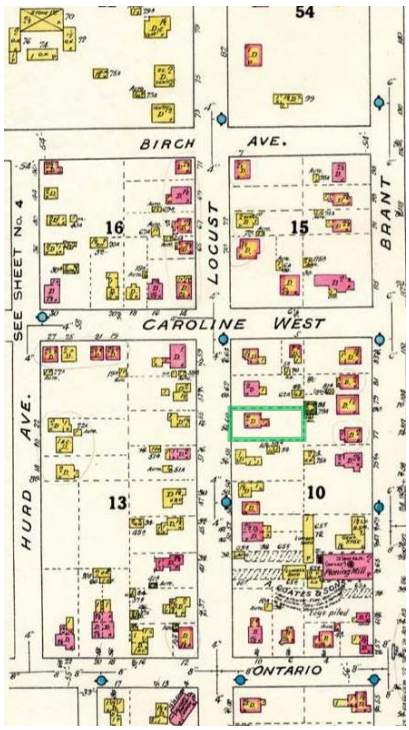

Image 7: Goad's 1924 Fire Insurance Plan – location of the subject property shown in green outline

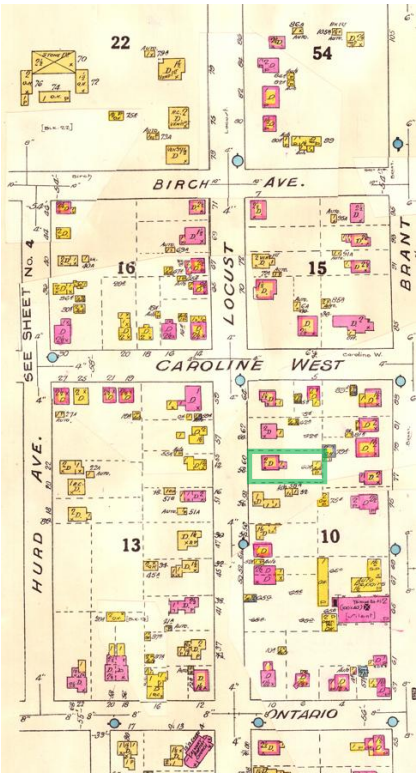

Image 8: Goad's 1932 Fire Insurance Plan – location of the subject property shown in green outline

Despite the Town of Burlington undergoing rapid development following the Second World War, Locust Street between Ontario and Caroline Streets remained relatively stable with properties maintaining estate-like lot sizes, with large front lawns, houses set back from the street, and mature trees along the street. **Image 9** and **Image 10**, below, show a snapshot of the context of Locust Street in the 1950s, reflecting early observations of the street seen on the FIPs and in **Image 6**, with a predominance of two and two-and-a-half storey houses set back from the road, with front and rear lawns, and a line of trees along the street edge. **Image 9** shows the former houses adjacent to the subject property (515 Locust Street) with similar style architecture to that of the subject property, as a two-storey Edwardian brick dwelling which had a wraparound porch with Classical columns and entablature. **Image 11** shows that between Water and Elgin Streets, Locust Street in the 1950s had retained its residential character as illustrated on the 1924 FIP.

Image 9: East side of Locust Street showing 515 Locust Street and north half of 513 Locust Street, ca. 1950 (bhs_204075)

Image 10: Scene of Locust Street at Caroline Street ca. 1950 (bhs_204889)

Image 11: Street view of Locust Street, likely looking north towards Elgin Street ca. 1950 (ASI, 2023b:51)

In the 1970s, properties along Locust Street between Ontario and Caroline Streets began to be demolished due to the pressures of urban development. In 1975, three houses along the east side of Locust Street were removed to make way for a 12-storey apartment building known as Windsor Apartments (505 Locust Street). This apartment building is directly adjacent to the subject property to the south. At the same time, an additional two properties north of the subject property on the east side of Locust Street were demolished and replaced with a public surface parking lot.

In 1975, four additional late 19th or early 20th century residences (one-to-two storeys) across the street from the subject property were also removed to create a second large public surface parking lot, now called Locust Street Lot (500 Locust Street; ASI, 2023a:57). **Image 12** below shows the subject property in 1975. Mature trees line the subject property on the north boundary which screened the building from the newly built surface parking area to the north.

By the end of the 20th century, between Caroline and Ontario Streets, only the house on the subject property remained along the east side of Locust Street. The west side continued to include a group of houses from the late 19th century and early 20th century.

Image 12: 513 Locust Street ca. 1975 (bhs_204586)

2.2 Property History

In my professional opinion, the historical research and analysis presented in property history in Section 2.5 of the CHER is comprehensive and includes a review of land registry documents, photographs, census records, directories, and other primary and secondary sources, as recommended in the Ontario Heritage Tool Kit for undertaking historical research on a property. Stantec correctly identifies a significant historical association between the residence on the subject property as the house was built in 1905[4] for Elgin Alexander Harris, who founded the *Burlington Gazette* newspaper in 1889, and was its editor for 57 years and later served as Mayor of Burlington in 1923. This historical association, as well as the adaptive reuse of the building, are the reasons for its inclusion on the City of Burlington's Second Heritage Driving Tour. Stantec sufficiently

[4] An article in the 12 April 1905 issue of the *Burlington Gazette* reported that construction contracts were let "for a house for E.A. Harris on Locust Street" which substantiates the year of construction identified by Stantec.

explains why Harris is significant to the community based on his involvement in local politics and his establishment of the newspaper.

Stantec also documents the 1975 conversion of the subject property from a residence to a bookstore, identifies the architect responsible for the renovations, Thomas Keith Moore, and explains how his alterations to the subject property were not representative of his overall body of work. Additionally, they briefly cover how since 1975, *A Different Drummer Books* was seen as a literary landmark that has brought major Canadian and international authors to Burlington, including Salman Rushdie, Alice Munroe, and Margaret Atwood, among others (Irwin, 2000). One detail that was overlooked by Stantec was that while Hope and Albert Cummings retained ownership of the property until 1995, the bookstore (*A Different Drummer Books*) came to be owned by Richard Bachmann and his wife Jane Irwin in the mid-1980s (Burlington Public Library). Overall, it is in my opinion that Stantec's property history sufficiently documents the former residence of Elgin Harris, and its transition to a local bookstore. However, in the process of determining the veracity of Stantec's evaluation for this peer review, further primary and secondary sources were uncovered, which revealed new information regarding a secondary resource on the property. Therefore, in conjunction with Stantec's property history, subsection 2.2.1, below, provides additional property information that is considered for the evaluation in Section 2.4 of this peer review.

2.2.1 Property History – Part of Lot 2 Northeast of Locust Street, Plan 70

In addition to the converted house that now serves as the bookstore called *A Different Drummer Books*, there is also a second building on the subject property that Stantec did not account for in their report. The Burlington Heritage Resource Inventory (1997) identified the structure behind the bookstore as a secondary resource on the subject property, referred to as "The Elgin Harris Carriage House" (Burlington Public Library). Today, this structure now contains a business known as Wellings Planning Consultants Inc. at 513 Locust Street, Unit B. However, based on FIPs, the first structure built behind the house was a small one-storey wood shed visible in 1910, which was subsequently demolished by 1924. Between 1924 and 1932, a one-storey wood automobile garage was instead constructed at the rear of the subject property (60A Locust Street). Since then, this structure appears to have been heavily altered to the extent that it no longer resembles the former garage.

An undated photograph of "The Elgin Harris Carriage House" that was included in The Burlington Heritage Resource Inventory (1997) is believed to show this garage structure around the 1980s, revealing that it had a flat roof and was cladded in brown brick since the 1932 FIP (**Image 13**). The east side features a small wooden garage door, while the west side features a pedestrian entrance accentuated by sidelights and a Classically inspired door surround, complete with columns and a central arch. By 1990, the brick was painted indigo, the roof was redone as a side gable roof, and the garage door was converted to a bay window with an awning (**Image 14**). A current photograph of the former garage (in **Appendix C**) reveals that since 1990, it underwent even more drastic

alterations. More specifically, an addition was constructed on the south elevation perpendicular to the building to serve as a commercial entrance, which resulted in the replacement of the former door (and its decorative surround) on the west side of the garage with a tripartite casement window. The addition features a gable pediment to mirror that of the primary structure on the subject property. As part of this renovation, the exterior of the structure was cladded with board and batten siding and a cupola was added to the top of the roof. In summary, while "The Elgin Harris Carriage House" was never truly a carriage house, this former garage once had architectural details that exhibited more historical character than the typical utilitarian structure, which were removed during substantial alterations and its conversion to commercial use.

Image 13: "The Elgin Harris Carriage House" ca. 1980s (Burlington Public Library)

Image 14: East elevation of the bookstore and "The Elgin Harris Carriage House" in 1990 (Burlington Public Library)

2.3 Site Description

To support the peer review of this section, Egis' Cultural Heritage Specialist, Jake Harper, completed a site visit on June 10, 2025. The visit included photographic documentation of the subject property from the public rights-of-way, including a review of the exterior elevations (see **Appendix C** for select field review photographs). Similar to the Stantec CHER, an interior field review was not conducted as permission to enter was not granted by the property owner. The review also included a walking tour to complete a visual assessment of the surrounding context to gain a better understanding of the evolution and the current context of Locust Street, focusing on the block between Ontario Street to the south and Caroline Street to the north.

2.3.1 Landscape Setting

Section 3.1 of the CHER is necessary to examine the current context of the subject property, assess how the property relates to its broader setting, and determine its meaning to the community. As Stantec did not adequately examine the context and evolution of Locust Street, the report does not sufficiently analyze the character of the area in order to make the determination that it does not have a consistent character, and that the subject property is isolated and disconnected from other areas that have a similar character. Therefore, in my opinion, the assessment of existing conditions in the report did not effectively demonstrate whether the subject property maintains, supports or defines the character of the area nor if it is physically, functionally, visually or historically linked to its surroundings.

An assessment of existing conditions of the landscape setting should examine the present-day integrity of Locust Street, determine whether it still retains its historical character, and, if so, identify whether the subject property contributes to that character. To retain contextual value, the property should be in an area with a definable character and the property should contribute to that character in some way (Ontario Heritage Tool Kit, 2025). Therefore, subsection 2.3.2 below, along with subsection 2.1.1, explore possible connections between the subject property and the surrounding area, which is required to complete the assessment of contextual value for the evaluation in Section 2.4 of this peer review.

2.3.2 Landscape Analysis

Subsection 2.1.1 had previously documented Locust Street as a residential street between Ontario and Caroline Streets, representing a late 19th to early 20th century historical context. By the 1970s, the character had been altered and diminished as a result of urban development, leaving the building on the subject property the last remaining historical residence on the east side of Locust Street between Ontario and Caroline Streets. As noted above in subsection 2.1.1, three houses on the east side of Locust Street were demolished in 1975 to build the 12-storey Windsor Apartments building at 505 Locust Street, and two more properties on the other side of the subject property were cleared to make way for a parking lot, now known as the Caroline Street Lot (523 Locust Street).

On the west side of Locust Street between Ontario and Caroline Streets, four late 19th or early 20th entury residences were removed in 1975 to create a second parking lot (500 Locust Street). Since then, the only substantial change in this location along the west side of Locust Street was the demolition of the one-and-a-half storey frame house at 520 Locust Street in June 1990 (Burlington Public Library), which was replaced with a two-storey brick commercial building containing a cosmetic surgery centre. Today, in this stretch, only three 19th century or early 20th century residences on the west side of the street remain. It appears one of the three residences (524 Locust Street) has been converted to commercial use. Once a defining character of this stretch of Locust Street, most of the front and rear lawns—including those of the subject property—have been converted to surface parking. Today, there is one mature coniferous tree on the subject property that remains from the line of trees that defined the north property boundary (see **Image 12**).

Two of the three remaining residences on the west side of Locust Street are non-designated heritage properties located at 524 Locust Street and 492 Locust Street. They are separated by the parking lot which creates a void in the streetscape. There is also one designated property at 488 Locust Street. Among these properties with municipal heritage recognition, only 492 Locust Street exhibits architectural similarities to the subject property, and both were extant by 1910 (see subsection 2.3.4). There is another house at 1445 Ontario Street along the west side of Locust Street, at the intersection of Locust and Ontario Streets, which is a non-designated heritage property built between 1910 and 1924, but it faces Ontario Street and therefore is not considered historically associated with Locust Street. Furthermore, the Miller Bush House at 1457 Ontario Street is also at the corner of Locust and Ontario Streets, across from 1445 Ontario Street, and is designated under Part IV of the *Ontario Heritage Act*. Like 1445 Ontario Street, this house has always faced Ontario Street and maintained an Ontario Street address (formerly 32 then 10 Ontario Street). Therefore, while the Miller Bush House is considered a significant heritage resource, it is not historically associated with the context of Locust Street.

In the amended designation by-law for 488 Locust Street, this property was identified as containing a Gothic Revival house and was determined to support the character of the area as part of a 19th century to early 20th century residential streetscape on the west side of Locust Street, surrounding the intersection of Locust Street and Ontario Street. However, unlike the subject property, 488 Locust Street is between two houses that retain their historical character and form, scale and massing, as shown in the FIPs. When viewing Locust Street from Ontario Street, in the distance, there is the 12-storey residential tower on the east side of the street, which dominates the streetscape with its solid massing. Since the high rise sits close to the street line, taking up a large portion of street frontage, it visually obscures view of the subject property when looking up Locust Street from Ontario Street. The height far exceeds the historical low-rise character of the streetscape. Even when viewed from Caroline Street, the high rise overshadows the building on the subject property (**Image 15**). The high rise lacks a podium, which may have afforded the ability to step the tower back from the streetscape to try to mitigate its massing. Therefore, the high rise,

despite its attempt to use red brick similar to the historical residences, was not designed to be consistent with the low rise residential historical character. Furthermore, the subject property stands alone (isolated) with the removal of adjacent houses, as seen in **Image 9**, above, and on the FIPs.

Image 15: Locust Street, south of Caroline Street (Google Street View, 2023)

Image 16: Locust Street, north of Caroline Street (Google Street View, 2023)

During the field review, it was observed that Locust Street, north of Caroline Street, retains its early 20th century residential character, especially on its west side, which has retained numerous detached dwellings that were built between 1910 and 1924 (based on the review of FIPs). Today, to support its continued residential character, large mature trees continue to line the street (**Image 16**).

Like the stretch between Caroline and Ontario Streets, the southern stretch of Locust Street between Ontario Street and Water Street (now Lakeshore Road) has evolved through urban

development. In general, the street's built-form character, representing a 19th century and early 20th century residential streetscape, has changed to one of mixed use. Many of the original buildings have been converted for commercial use or removed to make way for medium density development. In comparison to **Image 6** above, when looking south from the intersection of Ontario Street, there is a 6-storey mixed-use building built at the corner of Locust and Elgin Streets in 2019 (1441 Elgin Street), but given its height it appears less imposing on the streetscape than that of the 12-storey building between Ontario and Caroline Streets (**Image 17**). Like in the stretch between Ontario and Caroline Streets, the late 20th century and 21st century developments have resulted in some isolated 19th and 20th century buildings, in addition to a small cluster remaining on the west side of Locust Street, south of the Ontario Street intersection.

Therefore, in my professional opinion, the landscape analysis in this peer review supports Stantec's findings that the built environment along Locust Street between Ontario and Caroline Streets no longer reflects the historical residential character of the area outlined in subsection 2.1.1. The subject property, on the east side of Locust Street, has become isolated as it is no longer part of a group of late 19th and early 20th century buildings that once defined this stretch of Locust Street. This landscape analysis demonstrates that the removal of historical residences on both sides of Locust Street between Ontario and Caroline Street, and their replacement by parking lots and a high rise, has fundamentally altered the historical residential character of the streetscape. Visually, physically and historically, these developments have disconnected the subject property from the historical character of Locust Street.

Image 17: Locust Street, looking south from Ontario Street (Google Street View, 2023)

2.3.3 Building Exterior

Section 3.2 of the Stantec CHER describes the building as a two-and-a-half storey residence that was converted to a bookstore in the late 20th century. Although the overall description does not document all the structures within the subject property and how they changed over time as noted above in subsection 2.2.1, the Stantec report does adequately detail current conditions of the building. As noted in the Ontario Heritage Tool Kit, few buildings survive without alterations. Stantec is, however, missing a review of comparable properties which, even on a high level, helps demonstrate if a property is "a rare, early, unique or representative example of a style, type, expression, material or construction method." As noted in the Ontario Heritage Tool Kit, a comparative study should be a part of the documentary evidence which helps explain the importance of the property within a municipal context by comparing similar properties locally. Stantec determined using O. Reg. 9/06 that the subject property does not have design value since the structure does not contain elements of a specific architectural style and alterations over time have lessened its historical integrity. Therefore, to verify this assessment, a high-level review of comparable properties was undertaken in subsection 2.3.4 below which, in conjunction with the Stantec CHER, will be used to inform the evaluation in Section 2.4 of this peer review.

2.3.4 Brief Built Form Analysis

The conversion of the Edwardian house into a bookstore in 1975 resulted in significant exterior renovations. This included an interior of the second floor to have an open mezzanine effect with a third floor (half-storey) loft and cathedral ceiling. The projecting "greenhouse" that replaced the former add-on enclosed porch was viewed as innovative in 1975 (Irwin, 2000) but it is not, in my opinion, considered sympathetic to the Edwardian style and to the historical character of Locust Street. Furthermore, the construction of the greenhouse addition required the enclosure of a second-storey window and impacted the gable over the two-storey bay as it was filled in with glass to allow light into the loft, replacing the imbricated fish scale shingles and diamond-shaped window (as seen in **Images 9** and **12**), which are features typical of houses of the Edwardian Classicism style. The subject property was shown as a two-storey brick veneered dwelling across FIPs, whereas other comparable houses were shown as two-and-a-half storeys, which indicates that the half-storey may have not been originally used as a loft or living space. The chimney, when compared to **Image 12**, was shortened and no longer extends above the roofline.

Stantec indicates that the porches on the building on the subject property appear to be historically inspired contemporary additions. This peer review has determined their assertion to be accurate. Photographs obtained from the History Room in the Burlington Public Library show the porch above the entrance on the north elevation of the building being rebuilt after the concrete slab was poured (Burlington Public Library). Although they are undated, the photographs appear to be from the 2000s. Furthermore, **Images 12** and **14**, taken in 1975 and 1990, reveal that the former porch on the east elevation lacked the ornamentation of the existing porch, indicating it was likely rebuilt in the 2000s along with the porch on the north elevation. Between 1975 and 1990, the

brick piers supporting the porch columns were also removed, along with the brick stoop, in favour of wood replacements.

I agree with Stantec that the building on the subject property is an Ontario vernacular building with Edwardian design influence, although no photos of the house prior to the 1950s were located, and the above noted alterations have removed Edwardian architectural detailing. It is my opinion that the general form of the house with its asymmetrical front façade and projecting two-storey bay supporting the gable is also reminiscent of the Queen Anne style. Therefore, for comparative purposes, I consider this house having as an Edwardian Classicism style house with surviving Queen Anne design influences (now only shown through its form). This was common in the late 19th and early 20th century when Edwardian Classicism houses were gaining popularity (Blumenson, 1990). Many Edwardian houses also included elements of the Queen Anne style, such as two-storey bays topped with shingled projecting gables with Palladian or rounded windows, asymmetrical facades, and often classically inspired porches (Mikel, 2004:114).

Based on the field review completed for this peer review, there are numerous comparable examples of two-and-a-half storey red brick houses that are better examples of the Edwardian style than that of the subject property, and all are considered to have Queen Anne forms and textures (Blumenson, 1990). This is not surprising since Locust Street and the surrounding area developed in the late 19th and early 20th century, when, as noted above, Edwardian residences were gaining popularity in Ontario, in a period that overlapped with the Queen Anne style (Mikel, 2004: 112).

Comparable examples can be found in the vicinity of the subject property and throughout the City of Burlington. For example, the two-and-a-half-storey brick house at 492 Locust Street, situated across from the subject property and just south of the parking lot, was constructed prior to 1910. Though originally residential, it was subsequently converted for commercial use, like the subject property. However, the alterations made to 492 Locust Street, including the extension of its south half between 1932 and 1950, did not result in the removal of all its original architectural details, such as the Classical wood half-moon window in the projecting gable, and the imbricated (fish-scale) shingles in the gable, related to the Queen Anne style.

Like the subject property, the two-and-a-half-storey house at 458 Locust Street, located between Ontario and Elgin Streets, was built in 1905 as a residence and was later converted to commercial use (Burlington Public Library). Although a portion of the front porch was enclosed and modernized, it retains its projecting gable with imbricated shingles, oriel window, and half-moon window on the north side. For this reason, it is on the Municipal Cultural Heritage Register as a non-designated heritage property. Unlike 458 Locust Street, the house at 1445 Caroline Street, which was built in 1915 in the west quadrant of the intersection of Locust and Caroline Streets, has no municipal heritage recognition despite having a unique semi-octagonal bay with ribbed brick corners, since the house was substantially altered with an enclosed porch on the front façade, and modified projecting gable (Burlington Public Library).

1422 and 1426 Ontario Street are part of an intact block of four (including 1414 and 1418 Ontario Street) two-and-a-half-storey brick veneered Edwardian houses constructed between 1908 and 1911 that are within a proposed Heritage Conservation District (TRACE architectures, 2024). Notably, 1422 Ontario Street underwent a similar conversion to the subject property, where the gable was altered and filled with glass to allow light into the loft, likely replacing imbricated shingles and a window similar to those found in the pediment of 1426 Ontario Street. However, unlike the subject property, both 1422 and 1426 Ontario Street retain oriel windows and Classical style porches that span the entire length of their front façades. Although not a group of four, 518 and 524 Brant Street are a pair of former Edwardian residences designated under Part IV of the *Ontario Heritage Act* that were constructed by 1910 along the west side of Brant Street, north of Caroline Street. Much like the subject property, these neighbouring houses were eventually adapted for commercial use; however, they retain a greater degree of original architectural design details. Notably, 524 Brant Street stands out with its intact wood projecting gable featuring imbricated (fish scale) shingles and its original wood Palladian window.

In summary, based on this high-level comparative analysis, the subject property currently represents an Ontario vernacular building with Edwardian Classicism and Queen Anne design influences which are now only visible through its scale (including two-storey bay), brick facades, hipped roof, and highly altered projecting gable. The comparative analysis indicates there are better examples of this style within the streetscape of the subject property and beyond. Therefore, I agree with Stantec that the subject property is not considered to be a rare, unique, representative, or early example of a style, type, expression, material, or construction method.

View of 492 Locust Street (Google Street View, May 2023)

Current view of 1445 Caroline Street (Egis, June 2025)

Current view of 458 Locust Street (Egis, June 2025)

Current view of 532 Hurd Avenue (Egis, June 2025)

Current view of 559 Hurd Avenue (Egis, June 2025)

Current view of 1445 Caroline Street (Egis, June 2025)

Current view of 518 Brant Street (Egis, June 2025)

Current view of 524 Brant Street (Egis, June 2025)

Current view of 1422 Ontario Street (Egis, June 2025)

Current view of 1426 Ontario Street (Egis, June 2025)

2.4 Evaluation

Based on the information documented through research in the CHER and in this document, the property is evaluated in **Table 1**, below, against each of the criteria of O. Reg. 9/06 to determine the subject property's CHVI. Furthermore, this section follows "Heritage Property Evaluation" (Section 5.6. Explanation of the Ontario Regulation 9/06) of the Ontario Heritage Tool Kit, which provides guidance on how to apply the criteria.

In summary, I generally agree with Stantec's evaluation of 513 Locust Street. Based on this peer review, the subject property meets criterion 4 of O. Reg. 9/06 because the property retains historical associative value since it is related to a person who is significant to the community.

2.4.1 Ontario Regulation 9/06

Table 1, below, describes how the O. Reg. 9/06 criteria were applied to determine if the subject property possesses CHVI. The table includes the rationale supporting why each criterion was met or not met.

Table 1: Ontario Regulation 9/06 Evaluation for 513 Locust Street

Criteria	Meets Criteria (Yes/No)	Rationale
1. The property has design value or physical value because it is a rare, unique, representative or early example of a style, type, expression, material or construction method.	No	I agree with Stantec that the subject property does not retain design or physical value, as the comparative analysis completed for this peer review indicated that, although the subject property may contain a vernacular example of the Edwardian Classical style with Queen Anne design influences, it has been substantially altered and there are better examples of this style on Locust Street and in the City of Burlington.
2. The property has design value or physical value because it displays a high degree of craftsmanship or artistic merit.	No	I agree with Stantec that the subject property does not display a high degree of craftsmanship or artistic merit.
3. The property has design value or physical value because it demonstrates a high degree of technical or scientific achievement.	No	I agree with Stantec that the subject property does not demonstrate a high degree of technical or scientific achievement.
4. The property has historical value or associative value because it has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community.	Yes	I agree with Stantec that the subject property has historical value since the structure at 513 Locust Street is directly associated with Elgin Alexander Harris, who was significant to the community of Burlington for his role in local politics and establishment of the *Burlington Gazette* newspaper.
5. The property has historical value or associative value because it yields, or has the potential to yield, information that contributes to an understanding of a community or culture.	No	I agree with Stantec that the subject property does not yield or have the potential to yield information that contributes to an understanding of a community or culture.
6. The property has historical value or associative value because it demonstrates or reflects the work or ideas of an architect, artist, builder, designer or theorist who is significant to a community.	No	I agree with Stantec that the subject property is not known to demonstrate or reflect the work or ideas of an architect, artist, builder, designer, or theorist who is significant to the community of Burlington. Although Thomas Moore was identified by Stantec as the architect responsible for converting the house within the subject property to a bookstore in 1975,

Criteria	Meets Criteria (Yes/No)	Rationale
		the renovations do not reflect his overall body of work, and the original architect remains unknown.
7. The property has contextual value because it is important in defining, maintaining or supporting the character of an area.	No	I agree with Stantec that the character of Locust Street, between Ontario and Caroline Streets, has been significantly altered over time with the removal of late 19th century and early 20th century historical houses. The subject property is now situated between a parking lot and 12-storey apartment building built in 1975. Since the subject property is no longer part of a group of late 19th and early 20th century residences, it has been isolated from its historical residential context. Therefore, the subject property does not define, support or maintain the character of the area.
8. The property has contextual value because it is physically, functionally, visually or historically linked to its surroundings.	No	I agree with Stantec that the subject property is isolated from its surroundings due to the presence of the adjacent parking lot and 12-storey apartment building. Therefore, the subject property is not physically, functionally, visually or historically linked to its surroundings.
9. The property has contextual value because it is a landmark.	No	I agree with Stantec that the building within the subject property is not considered a local landmark since it is not a prominent feature on Locust Street and is not used as a point of reference that helps with orientation in its context. The City of Burlington only included the subject property on its Second Heritage Driving Tour due to its historical association with Elgin Harris and its adaptive reuse as a bookstore, not due to it having landmark status. The existing conditions demonstrated that the building on the subject property is not easily discernable on Locust Street streetscape, and due to the adjacent 12-storey apartment building, it lacks prominence within its context.

2.5 Conclusions

Based on the review of the Stantec CHER, background research completed for this peer review, and the site visit, it is my independent professional opinion that the property located at 513 Locust Street meets one criterion of O. Reg. 9/06, and therefore has CHVI and may remain on the Municipal Cultural Heritage Register as a non-designated property (Section 27 of the *Ontario Heritage Act*), but since the subject property did not meet two or more criteria of O. Reg. 9/06, it is not eligible for designation under Part IV, Section 29 of the *Ontario Heritage Act*.

Tara Jenkins, MA, GPCertCHS, CAHP
Egis Cultural Heritage Manager
tara.jenkins@egis-group.com

Cc: Jeff King, Egis Vice President of Environmental Planning

Appendix A: Professional Qualifications

Tara Jenkins, MA, GPCertCHS, CAHP. Tara is Egis' Cultural Heritage Manager and is a Senior Cultural Heritage Specialist. She holds a Master of Arts (MA) Degree in Anthropology and a Graduate Professional Certificate in Cultural Heritage Studies (GPCertCHS), Heritage Planning stream. She is a qualified heritage professional that has 26 years of experience working in cultural resource management (CRM) and is a Professional Member of the Canadian Association of Heritage Professionals (CAHP). Tara has a proven track record at maintaining the cultural heritage value of a place within real-world contexts of urban planning, development, sustainability, growth and change. In the past five (5) years, Tara has managed over 70 Cultural Heritage Evaluation Reports for various clients, including the municipalities across Ontario. She has a strong understanding of compliance with Ontario's legislation, regulations, and other heritage-related policies and procedures for both private and public sector clients.

Jake Harper, MA, CAHP. Jake is a Cultural Heritage Specialist at Egis and holds a Master of Arts (MA) Degree in History from the University of Waterloo. He has over five (5) years of experience working in cultural resource management (CRM) and is a Professional Member of the Canadian Association of Heritage Professionals (CAHP). Jake has practical experience as a Cultural Heritage Specialist and is skilled in identifying and evaluating built heritage resources and cultural heritage landscapes. He is currently in an intermediate role where he supervises cultural heritage projects and prepares deliverables. Jake has been a key contributor in numerous cultural heritage projects, where he has demonstrated a strong understanding of government regulations and requirements, exceptional organizational skills, and attention to detail.

Appendix B: References

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Appendix C: Field Review Photographs

View of south elevation of 513 Locust Street (Egis, June 2025)

View of southeast corner of 513 Locust Street (Egis, June 2025)

View of northwest corner of 513 Locust Street (Egis, June 2025)

View of accessory structure at 513 Locust Street, Unit B (Egis, June 2025)

View looking east at 505 Locust Street (Egis, June 2025)

View looking southeast along Locust Street (Egis, June 2025)

View looking north at parking lot adjacent to 513 Locust Street (Egis, June 2025)

View looking northwest at the intersection of Locust and Caroline Streets (Egis, June 2025)

Recommendation Report Summary

SUBJECT: Heritage Response to Bill 23 – 367 Torrance St. Peer Review update

TO: Committee of the Whole

FROM: Development and Growth Management

Community Planning

Report Number: DGM-87-25

Wards Affected: 2

Date to Committee: November 3, 2025

Date to Council: November 18, 2025

Recommendation

Receive for information the findings of the Peer Review – Cultural Heritage Evaluation Report, 367 Torrance Street, Burlington, dated July 21, 2025 (the "Peer Review"), prepared by Egis, as detailed in development and growth management report DGM-87-25 and attached as Appendix A; and

That Council not issue a notice of intention to designate 367 Torrance Street (the "Property") to be of cultural heritage value or interest under Part IV, Section 29 of the *Ontario Heritage Act* in accordance with the staff recommendation in development and growth management reports DGM-10-25 and DGM-87-25.

Executive Summary

Purpose of report:

- The purpose of this report is to present Council with the Peer Review attached as Appendix A, and to recommend that Council not issue a notice of intention to designate the Property under Part IV, Section 29 of the *Ontario Heritage Act* in response to Staff Direction SD-04-25.

Key findings:

- The City retained Egis to conduct a peer review of the Cultural Heritage Evaluation Report completed for the Property by Stantec Consulting Ltd. ("Stantec") on January 28, 2025, as directed by Council in light of the recommendation by the Heritage Burlington Advisory

Committee that the Property be designated despite Stantec having found that the Property is ineligible for designation. Staff agree with the findings of Stantec set out in the Cultural Heritage Evaluation Report as outlined in Development and Growth Management Report DGM-10-15.

- Egis examined the Cultural Heritage Evaluation Report completed by Stantec and found that the Property is ineligible for designation. Staff agree with the findings of Egis set out in the Peer Review.

Implications:

- **Financial**
  - Not applicable.
- **Legal**
  - Not applicable.
- **Engagement**
  - Staff have consulted the Property owners, who are not in support of the proposed designation.
  - Staff have consulted the Heritage Burlington Advisory Committee, who are in support of the proposed designation.

Background

Ontario's *More Homes Built Faster Act, 2022* ("Bill 23") passed on November 28, 2022, bringing into effect a number of legislative changes, including amendments to the *Ontario Heritage Act* municipal heritage registry scheme. Under the *Ontario Heritage Act*, municipalities are empowered to add non-designated properties of cultural heritage value or interest to their heritage registers. Non-designated properties are properties that have been identified as having some cultural heritage value or interest but have not been legally designated under the *Ontario Heritage Act* by a municipal by-law. Bill 23 introduced changes to the *Ontario Heritage Act* meant to prevent non-designated properties from languishing indefinitely on heritage registers. The amendments gave municipalities two years to either designate or remove properties from their heritage registers. If a municipality had not issued a notice of intention to designate a non-designated property that was already on the heritage registry after two years, the property would automatically come off the heritage register and could not be put back on the heritage registry for five years.

To give municipalities more time to decide whether to designate non-designated properties on their heritage register and provide much-needed certainty for property owners, the Province passed the *Homeowner Protection Act, 2024* ("Bill 200") on June 6, 2024. Bill 200 amended the Bill 23 provisions of the *Ontario Heritage Act* relating to heritage registers by providing municipalities until January 1, 2027 to decide whether to designate non-designated properties currently listed on their heritage registers before the properties are automatically removed and preventing municipalities from relisting a non-designated property for five years after it is removed from a heritage register.

Staff developed a shortlist of heritage designation candidates in consultation with the Heritage Burlington Advisory Committee from over 200 non-designated properties on the City's Heritage Register (the "Register") as a response to Bill 23 (PL-35-23). The shortlist was developed using several criteria, including but not limited to architectural style, property type, visibility from the street and integrity. The evaluation of the 27 identified properties began in the spring of 2024 and was completed and presented in Q1 2025 to Council through DGM-10-25.

The Cultural Heritage Evaluation Report completed by Stantec found that the Property does not meet the prescribed criteria set out in O. Reg. 9/06 to be listed on the Register. As the Heritage Burlington Advisory Committee were not in agreement with this finding, Council directed staff to retain a heritage consultant to conduct a peer review of the Cultural Heritage Evaluation Report for the Property, along with three other properties that were not recommended for designation by Stantec.

Analysis

There are typically three different types of properties that are considered in heritage planning:

1) Properties with no heritage status. These properties are not listed on the Register and there are no heritage implications for property owners.

2) Properties that are listed on the Register as non-designated properties. These properties are commonly referred to as “listed” or “registered” properties. The heritage implication for property owners is that they shall not demolish or remove a building or structure on the property or permit the demolition or removal of the building or structure unless council of the municipality is given at least 60 days’ notice in writing of the property owner’s intention to demolish or remove the building or structure or to permit the demolition or removal of the building or structure.

3) Properties that are designated under Part IV (individually) or Part V (district) of the *Ontario Heritage Act*. The main heritage implication for property owners is that a Heritage Permit is required for any alteration, new construction or demolition affecting the property’s heritage value identified within a designation by-law passed under Part IV of the *Ontario Heritage Act*. A Heritage Permit is also required for exterior alterations to structures and property, including new construction and demolition, for any property located within the boundaries of a Heritage Conservation District pursuant to a designation by-law passed under Part V of the *Ontario Heritage Act*.

The Province’s intent through Bill 23 is to accomplish a timely review of municipalities’ Registers to facilitate protecting significant cultural heritage resources and remove from the Register properties that do not have sufficient cultural heritage value or interest for designation under the *Ontario Heritage Act*. Removing a non-designated property from the Register does not necessarily mean demolition of a built heritage resource but rather the removal of the demolition protection on an interim (60-day) basis.

Both Stantec and Egis found that the Property did not meet at least two of the prescribed criteria set out in *Ontario Regulation 9/06* for designation under the *Ontario Heritage Act*. The professional opinions of Stantec and Egis are aligned in that each found the physical/design value of the Property to be a representative example of late 19th century Gothic Revival cottage.

Staff agree with the findings presented by Stantec and Egis based on the adverse impact to the historical character of the streetscape caused by mid-to-late 20th century urban development.

Option 1 – Do Not Designate 367 Torrance Street as Recommended by Stantec, Egis and Planning Staff (Recommended)

Benefits:

- Staff are of the opinion that the *Ontario Heritage Act* and *Ontario Regulation 9/06* have been properly applied in evaluating the Property for potential heritage designation.
- By maintaining the Property's heritage status as a "listed" or "registered" (non-designated) heritage property, there is potential for related *Burlington Official Plan, 2020* policies to be applied in respect of the requirement for a Heritage Impact Statement to be submitted with *Planning Act* applications, and there is increased flexibility around potential adaptive reuse of the building and/or integration into a development proposal.

Considerations:

- Stantec determined that the Property meets only one criterion (design/physical value) and is therefore not eligible for designation. The Heritage Burlington Advisory Committee members do not agree with this determination on the basis that the Property may have contextual value due to a historical link to the "Torrance" family name. In the absence of further evidence supporting this potential historical link, staff are in support of the findings presented by Stantec indicating that the Property is ineligible for designation.
- Further evaluation of the Property must be conducted by additional heritage consultant(s) to substantiate the opinion of the Heritage Burlington Advisory Committee that the Property is of significance to the community or the province as both Stantec and Egis have determined that the Property does not meet the prescribed criteria for cultural heritage value or interest. Council may only proceed with designation if the Property meets the prescribed criteria for cultural heritage value or interest, such that a Statement of Cultural Heritage Value or Interest has been prepared, as the *Ontario Heritage Act* requires that the notice of intention to designate the Property contains a Statement of Cultural Heritage Value or Interest.
- The Cultural Heritage Evaluation Reports completed by Stantec and Egis are included in Appendix F to DGM-10-25 and Appendix A to this report (DGM-87-25).

Additional Information:

- Not applicable.

Community Engagement and Communications:

- Owners were invited to a Project Kick-off Meeting at Burlington City Hall, which occurred in June 2024. The meeting was well attended.
- The Heritage Burlington Advisory Committee moved a motion recommending that the Property be designated in accordance with its non-statutory role to advise Council and

staff on all matters to which the *Ontario Heritage Act* refers as set out in the Heritage Burlington Terms of Reference.

- Property owners were informed of the date their respective properties were to be considered by the Heritage Burlington Advisory Committee for designation and provided with the relevant draft Statement of Cultural Heritage Value or Interest in advance of the meeting should any of the property owners have chosen to delegate.

Option 2 – Designate 367 Torrance Street as Recommended by the Heritage Burlington Advisory Committee (Not Recommended)

Benefits:

- The *Provincial Planning Statement, 2024* vision states that cultural heritage and archaeology in Ontario provides people with a sense of place.
- The *Burlington Official Plan, 2020* identifies the following benefits of conserving cultural heritage resources:
    - helps the community to understand its past, provides context for the present, and influences the future;
    - provides physical and cultural links to the identity of the city, creates a sense of civic pride, and contributes to the quality of life and enjoyment of the city by residents and visitors alike; and,
    - contributes to the overall sustainability of the city.

Considerations:

- See Considerations set out above in Option 1.

Additional Information:

- Not applicable.

Community Engagement and Communications:

- See Community Engagement and Communications set out above in Option 1.

Recommendation Details

Staff recommend Council proceed with Option 1 – Do Not Designate 367 Torrance Street as Recommended by Stantec, Egis and Planning Staff set out above. This option conforms with the *Burlington Official Plan, 2020* and is consistent with the *Provincial Planning Statement, 2024*. The Property has been evaluated against the criteria under *Ontario Regulation 9/06* and, in the opinion of staff, does not meet at least two of the criteria for determining cultural heritage value or interest, thereby making it ineligible for designation under the *Ontario Heritage Act*.

Key Dates & Milestones

- November 28, 2022: Bill 23 received Royal Assent.
- June 2023: Report PL-34-23 – Heritage Response to Bill 23 presented to City Council.
- November 14, 2023: Heritage Response to Bill 23 – Shortlist of Designation Candidates (PL-35-23) went before Council.
- Spring of 2024: Launch of the Bill 23 – Heritage Designation Candidates Shortlist Project.
- June 25, 2024: Project Kick-off Meeting with property owners takes place at City Hall.
- Summer of 2024: Stantec conducts site visits from the public right-of-way and archival research.
- October 9, 2024: The Heritage Burlington Advisory Committee is consulted on Batch 1 of Cultural Heritage Evaluation Reports.
- December 17, 2024: The Heritage Burlington Advisory Committee is consulted on Batch 2 of Cultural Heritage Evaluation Reports.
- January 8, 2025: The Heritage Burlington Advisory Committee is consulted on Batch 3 of Cultural Heritage Evaluation Reports.
- January 29, 2025: The Heritage Burlington Advisory Committee is consulted on Batch 4 of Cultural Heritage Evaluation Reports.
- April 15, 2025: Heritage Response to Bill 23 – Evaluation of Shortlist of Designation Candidates (DGM-10-25) went before Council.
- July 21, 2025: The Peer Review prepared by Egis is submitted to staff.

Implications

- **Total Financial Impact**
  - There are no financial considerations.
- **Legal**
  - There is no direct impact on the Legal department.
- **Engagement**
  - Not applicable.

References

City of Burlington. (2023). *Heritage Response to Bill 23 – Shortlist of Designation Candidates* (PL-35-23).
City of Burlington. (2024). *Burlington Official Plan, 2020*.
City of Burlington. (2025). *Heritage Response to Bill 23 – Evaluation of Shortlist of Designation Candidates* (DGM-10-25).
Province of Ontario. (2022). *Bill 23, More Homes Built Faster Act, 2022*.
Province of Ontario. (2024). *Provincial Planning Statement, 2024*.

Strategic Alignment

- ☑ Designing and delivering complete communities
- ☐ Providing the best services and experiences
- ☐ Protecting and improving the natural environment and taking action on climate change
- ☐ Driving organizational performance

Author:

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Appendices:

A. Peer Review – Cultural Heritage Evaluation Report, 367 Torrance Street, Burlington dated July 21, 2025, prepared by Egis

Draft By-laws for Approval at Council:

- Not applicable.

Notifications:

Planner will provide address.

Report Approval:

All reports are reviewed and approved by the Commissioner, Head of Corporate Affairs, Chief Financial Officer, and Commissioner of Legal and Legislative Services/City Solicitor.

July 21, 2025
(Revised July 23, 2025 with City comments)

Prepared For:

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Re: **Peer Review – CULTURAL HERITAGE EVALUATION REPORT, 367 TORRANCE STREET, BURLINGTON**

1.0 INTRODUCTION

The purpose of this document is to provide the City of Burlington (City) with an independent professional, and expert review of the *Cultural Heritage Evaluation Report* (the report) completed by Stantec Consulting Ltd. (Stantec) on January 9, 2025, for the property located at 367 Torrance Street (the subject property). The subject property consists of a two-and-a-half storey brick veneered residence with Queen Anne and Edwardian design influences (Stantec, 2025). The subject property is currently listed on the City's *Municipal Cultural Heritage Register* as "The Torrance House" (City of Burlington). The CHER was completed to assess the property's cultural heritage value or interest (CHVI) against Ontario Regulation 9/06 (O. Reg. 9/06) of the *Ontario Heritage Act*. This property constitutes one of 27 properties undergoing heritage reviews by the City as part of the "Bill 23 – Heritage Designation Shortlist" project.

On January 29, 2025, the Heritage Burlington Advisory Committee (HBAC) reviewed the findings of the CHER and supported Stantec's assessment that the subject property retains design value, but the members questioned whether this property could also have contextual value. Committee members stated that the property may have contextual value due to a historical link with the "Torrance" family name and requested further research on this potential connection. City Council directed the Director of Community Planning to retain a heritage consultant for a peer review regarding the contextual value of the subject property after deliberating the HBAC recommendation. Therefore, the following peer review examines the Stantec CHER as a whole and provides a new heritage evaluation based on independent professional research conducted by Egis' qualified heritage professionals (see **Appendix A** for staff qualifications). The following summarizes Tara Jenkins' expert opinion concerning the CHVI of the subject property.

2.0 ASSESSMENT OF CULTURAL HERITAGE VALUE OR INTEREST

The City does not have Terms of Reference for CHERs, however the heritage framework for evaluating CHVI in Ontario is through the *Ontario Heritage Act*, O. Reg. 9/06, and is guided by the Ontario Heritage Tool Kit. The following subsections provide commentary and an assessment of the Stantec CHER's content and findings utilizing the Ontario heritage framework to provide an independent professional opinion on whether the subject property meets the criteria of O. Reg. 9/06.

2.1 Historical Development

In CHERs, the process of analyzing information collected during research enables a heritage professional to understand the circumstances in which a place was created, used, modified over time, and how it was thought about by the community (Kalman and Létourneau, 2021:262). Therefore, the purpose of Section 2.0 of the Stantec CHER establishes the subject property's historical context which is necessary to understand a place. Stantec presents a brief historical

overview of the Indigenous context, township history, and development of the City of Burlington which is generally consistent with the level of research presented in CHERs. However, in my professional opinion, subsections 2.4.1 to 2.4.3 of the report offer no commentary on the history of Torrance Street; therefore, the report neglects the historical context specific to the setting of the subject property.

Given the location of the subject property on Torrance Street, further research and analysis on this historical setting is required to inform the understanding of the development of the surrounding area and how it relates to the subject property. In other words, to assess the subject property's contextual value including how it contributes to the character of the area, it is necessary to provide a more comprehensive historical review of the history of Torrance Street, to identify its character and understand the subject property's current relationship to its setting. Therefore, this peer review, in subsection 2.1.1, below, provides a historical overview of Torrance Street that is required to appropriately inform the evaluation of the subject property in Section 2.4 of this peer review.

2.1.1 Historical Overview of Torrance Street

The subject property was historically located in Brant's Block, which was the 3,450 acres granted to Six Nations (Haudenosaunee) leader Joseph Brant, also known as Thayendanegea, in 1798[1] for his loyalty and service to the Crown in the American Revolution (Allen, 2019). After Joseph Brant died in 1807, James Gage purchased 338.5 acres of land from his estate on the east side of Brant Street, and Augustus Bates purchased 212 acres on the west side of Brant Street (Turcotte, 1989:27). James Gage surveyed the land in 1810 and laid out a town pattern which became known as "Wellington Square." The subject property was not included in the initial settlement area but instead remained rural land within the eastern boundary of the 338.5 acres owned by James Gage, later inherited by his son, Andrew Gage.

In the 1850s, the Gage family sold their Wellington Square interests, including unsold land holdings and the mill and wharf, to the Torrance Company, owned by David Torrance (Armstrong, 2001:79; Turcotte, 1989:41). The Torrance family were wealthy ship builders and merchants from Montreal, who, by 1850, owned one of the three commercial ports in Wellington Square at the foot of Brant Street (ASI, 2023:46). At this time, the wharves supported the lumber and grain industries (ASI, 2023:59). The Torrance Company continued in business in Wellington Square for about 30 years after buying Gage's business ventures and property (Armstrong, 2001:79). The 1858 Winter & Abrey Plan of Wellington Square (**Image 1**) shows Torrance's land east of Martha Street, which appears, at that time, Martha Street was the planned urban boundary of Wellington

[1] The 1798 date is from "The Founding of Burlington" Ontario Heritage Trust Plaque located at Burlington City Hall. Treaty 3 ¾, which covers the Brant Tract or Brant's Block, was signed on 24 October 1795 by representatives of the Crown and the Mississauga peoples as a provisional agreement, which was confirmed by Treaty 8 in 1797 (Government of Ontario; MCFN).

Square. The 1858 Plan also labels additional land belonging to David Torrance north of Caroline Street.

As Wellington Square merged with Port Nelson in 1873, the land between the two communities began to experience infill development. The Plan of the Village of Burlington in the 1877 Illustrated Historical Atlas ('1877 Plan'; **Image 2**) shows Torrance Street extending from Water Street (now Lakeshore Road) past Caroline Street to the northern boundary of the Village of Burlington. The subject property on the 1877 Plan references Lot 8 on the east side of Torrance Street. In the 1870s, both David Torrance and Peter Redpath—Torrance's associate and the son of the Redpath Sugar founder—filed survey plans for the Torrance lands in Burlington (Armstrong, 2001:79). Writing on the 1877 Plan (**Image 2**) confirms that Torrance had undertaken a survey of his lands, but that it was not yet recorded. This text spans the block containing the east side of Martha Street and the unbuilt Albert Street, the small residential lots on the west side of Torrance Street, and the larger estate lots on its east side. In accordance with earlier maps, this plan indicates that the eastern boundary of the lots on Torrance Street's east side was the dividing line between Brant's Block and the Township of Nelson. Furthermore, the Torrance Wharf is labelled as the central wharf on Lake Ontario at the foot of Brant Street.

Torrance Street, named after the family of merchant shippers from Montreal, likely received its name in honour of the landowner David Torrance (Armstrong, 2001: 79). David Torrance was the president of the Bank of Montreal at the time of his death in 1876 and was best known in Burlington for the donation of land he made around 1856 to build the Methodist Church on Elizabeth Street, which later became Trinity United Church before it was ultimately demolished in 1965 (Armstrong, 2001:79). As noted above, the proposed route of "Torrance Street" first appears in the 1877 Plan, the year after David Torrance's death. The Saturday March 9, 2013, issue of *The Hamilton Spectator* confirms that the street is named after the Torrance family.

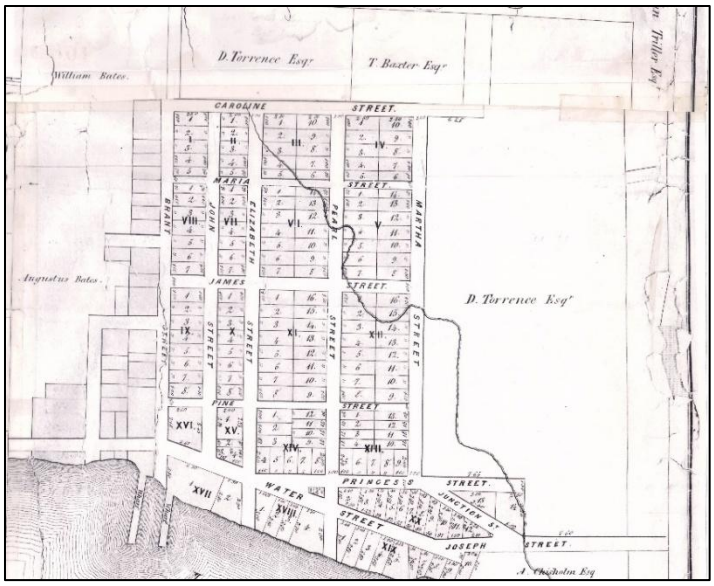

Image 1: 1858 Winter & Abrey, Plan of Wellington Square showing David Torrance's Land (bhs_207459)

Image 2: 1877 Plan of the Village of Burlington showing Torrance Street, however indicating "Torrance's Survey not Recorded" (Pope, 1877) – red arrow points to the location of the subject property in Lot 8

Image 3: Redpath Survey, Plan 71, 1878, with red arrow pointing to the subject property in Lot 7 (OnLand)

In 1878, Peter Redpath's survey of the Torrance lands was registered as Plan 71 (OnLand; **Image 3**). With the inclusion of the Pine Street intersection, the lot numbering had changed on the east side of Torrance Street since the 1877 Plan (**Image 2**). What was formerly Lot 6 across from Princess Street became Lot 5, reducing the subsequent lot numbers by one, including changing the subject property from Lot 8 to Lot 7. The Redpath Survey included the lots between Torrance Street to the east (both sides), Brant Street to the west, Caroline Street to the north, and Water Street to the south (ASI, 2023:67). The subject property corresponds to Lot 7, which is presumed to still have been within the unregistered part of Torrance's land. Plan 71 shows Torrance Street planned as a continuous road from Water Street (now Lakeshore Road) to Caroline Street.

On May 4, 1889, the survey for the east side of Torrance Street north of Princess Street—originally surveyed by Provincial Land Surveyor F. J. Lynch-Staunton in the 1870s and completed in 1884—was formally registered (Armstrong, 2001:79). Since David Torrance had died in 1876, the Plan was assigned to Caroline M. Torrance, wife of Charles E. Torrance (OnLand), and registered as Plan 87 in 1889 (**Image 4**). Charles Edward Torrance had married Caroline Jackson in Durham, Grey County, in 1881, and she thereafter became Caroline Torrance (Ancestry). According to their certificate of marriage, Charles E. Torrance was the son of James Torrance, who was the brother-in-law of David Torrance (*The Montreal Star*, 1910; Ancestry). In other words, Charles E. Torrance was the nephew-in-law of David Torrance. James Torrance was well-known and respected in his own right, especially in Montreal. According to his obituary, James Torrance "…was in his younger days one of the best known business men in Eastern Canada" (*The Montreal Star*, 1910).

Historically, the house within the subject property is located in Lot 2 on the registered 1889 Plan, but the legal property limits also include Part of Lot 3. The online land registry records specific to the subject property begin with the Plan 87 survey in 1889, and that same year, the Torrance family began to sell off lots on the east side of Torrance Street (OnLand; see subsection 2.2.1 for more details).

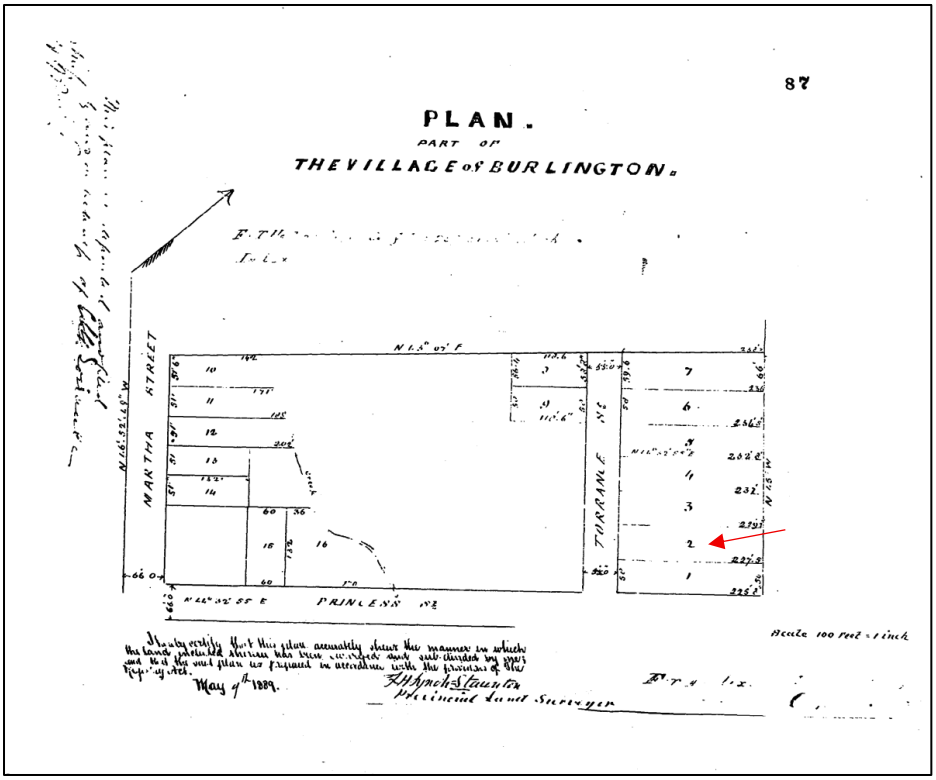

Image 4: Torrance Survey, Plan 87, in 1889, with red arrow pointing to the subject property in Lot 2 (Ontario Land Registry)

The 1910 Fire Insurance Plan (FIP) excludes coverage east of Martha Street, which suggests that Torrance Street was sparsely developed and located outside the urban settlement area. However, **Image 5**, below, shows a glimpse of the street in 1910 which demonstrates that houses were extant at that time. The photograph shows Torrance Street as a cart road with what appears to be a narrow sidewalk and hydro poles in a rural residential streetscape.

The 1924 FIP (**Image 6**) shows the street layout by the early 20th century, revealing that Albert Street remained unbuilt, and that Pine Street was never built to continue east of Martha Street to intersect Torrance Street, as shown on the 1877 Plan. The FIP also shows that Torrance Street terminated south of New Street before the Toronto and Niagara Power Co. Transmission Line right-of-way (now Centennial Trail). At that time, seven detached dwellings surrounded the street, illustrating there was no consistent spacing between houses and a large area of undeveloped land surrounding the houses, in line with the rural residential character seen in **Image 5**. The subject property, on the east side of Torrance Street, is shown as a two-and-a-half storey brick-veneered dwelling, with an address of 14 Torrance Street.

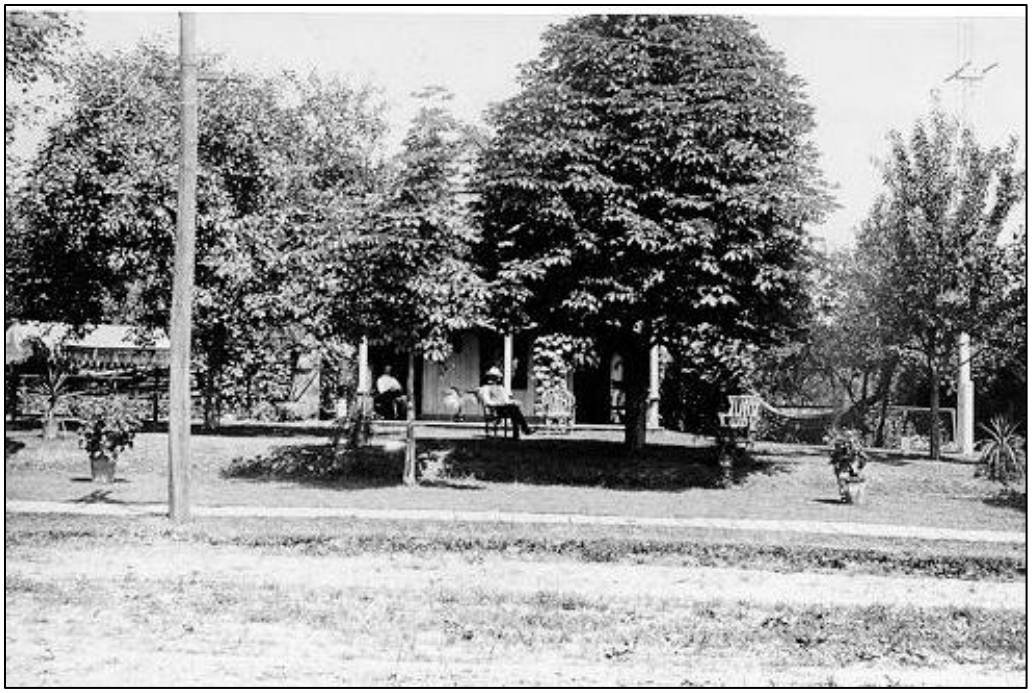

Image 5: **1910 Photograph of 357 Torrance Street (bhs_205394)**

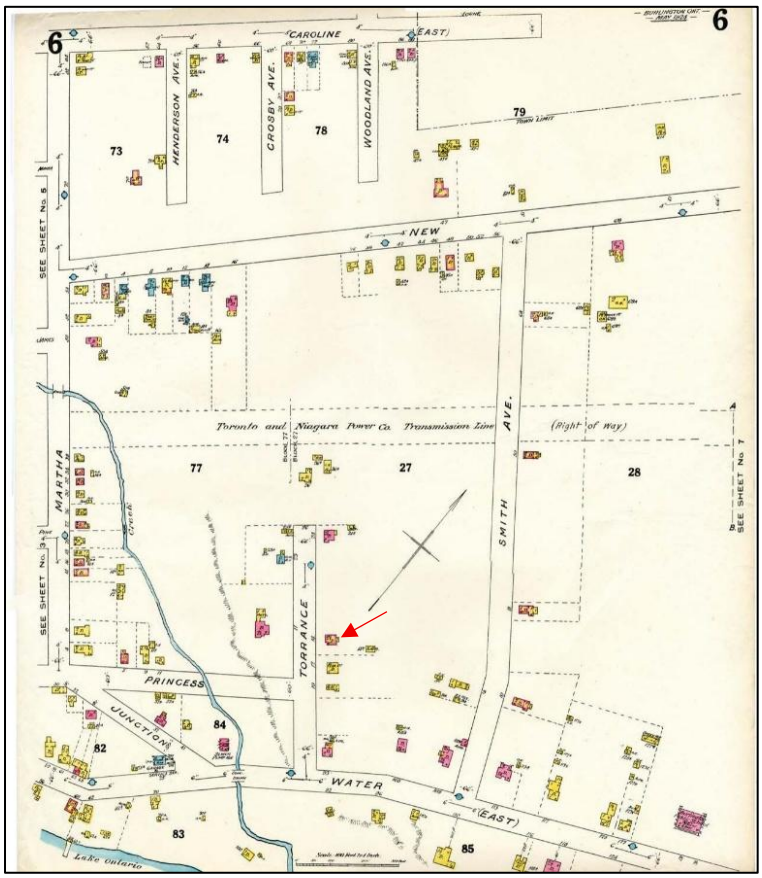

Image 6: 1924 Fire Insurance Plan (Sheet 6), with red arrow pointing to the Subject Property (Digital Archives Burlington)

The September 17, 1926 edition of *The Hamilton Spectator* recorded discussions of paving Torrance Street, the mayor noting it had been "impassable" that spring. The 1932 FIP shows that there was no change in the street, as no additional houses or road offshoots had been added to Torrance Street (Burlington Digital Archives).

From the end of the Second World War through the 1960s, urban development in Burlington escalated as the community transitioned from a rural farming community to an urban one (ASI, 2023). The 1961 NTS map (**Image 7**) shows that Harris Crecent was now extant at the northern terminus of Torrance Street. The 1961 NTS map does not show Princess Street, which had been illustrated on the earlier FIPs, indicating that it was removed, likely to make way for the 16-storey Torrance Terrace apartment and rear surface parking lot, which was completed in the mid-1960s. By 1972, the NTS map (**Image 8**) shows the footprint of the 16-storey apartment building (360 Torrance Street), which had been built on the west side of the street, replacing a brick dwelling shown on the 1924 FIP. Turcotte claims that this dwelling was actually a large limestone house built for William Graham by George Blair, who was a significant builder of dwellings and civic buildings in mid-to-late 19th century Burlington (Turcotte, 1989:200).

On the east side of the street, the one-and-a-half storey wood dwelling at 357 Torrance Street (formerly 10 Torrance Street on the 1924 FIP), which was determined to be a Carpenter Gothic style house constructed in 1880, was removed between 2018 and 2019 (City of Burlington, 2018). Between the subject property and 357 Torrance Street (10 Torrance Street), the 1924 FIP shows a one-and-a-half storey frame dwelling with a square footprint at 12 Torrance Street (361 Torrance Street). Eight years later, 12 Torrance Street is a one-and-a-half brick dwelling on the 1932 FIP. This dwelling is still present as a Craftsman Bungalow which was popular in Ontario between 1900-1945 (Blumenson, 1990).

2025 City of Burlington mapping (**Image 9**) shows that from 1972 to the present day, the lots within Plan 87 experienced mid-to-late 20th century infill, as shown in the building footprints, and confirmed on site by the architectural styles of the houses (Blumenson, 1990). The two-and-a-half storey brick Edwardian Classical style dwelling at 389 Torrance Street (formerly 24 Torrance Street on the 1924 FIP) is still extant but four houses have since been built between it and the subject property, when compared to the 1932 FIP (Blumenson, 1990). On the west side, the concrete block house at 23 Torrance Street shown on the 1924 FIP was removed for the development of two townhomes in the 21st century.

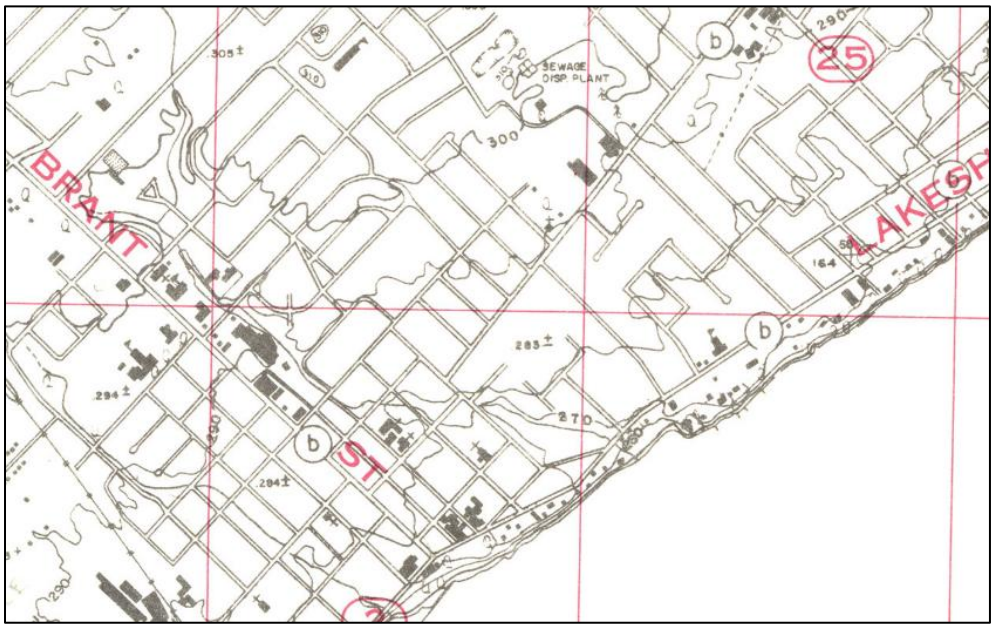

Image 7: 1961 NTS Map

Image 8: 1972 NTS Map

Image 9: City of Burlington Mapping, 2025

2.2 Property History

In my professional opinion, the historical research and analysis presented in the property history in Section 2.5 of the CHER is very basic and includes a review of land registry documents, fire insurance plans, census records, and other secondary sources. For this peer review, additional historical maps, newspaper articles (through Ancestry), and other primary and secondary sources were reviewed in an attempt to narrow down the construction date of the subject property's residence, which could influence the evaluation of the property and its relationship to its context. Furthermore, the land registry was also revisited to examine records for the adjacent lots on the east side of Torrance Street sold alongside the subject property, which may contribute to a better understanding of the development of the Torrance Street streetscape. Therefore, in conjunction with Stantec's property history, subsection 2.2.1, below, provides additional information that is considered for the evaluation in Section 2.4 of this peer review.

2.2.1 Additional Land Use History

On May 4, 1889, Provincial Land Surveyor F.H. Lynch-Staunton completed the survey for the Torrance-owned lands in Village of Burlington, which included Lots 1-7 on the east side of Torrance Street north of Princess Street and south of New Street. This survey was registered as Plan 87, as mentioned in subsection 2.1.1. Directly after the survey was completed, in 1889, Charles E. Torrance and his wife Caroline M. Torrance began to sell the lots.

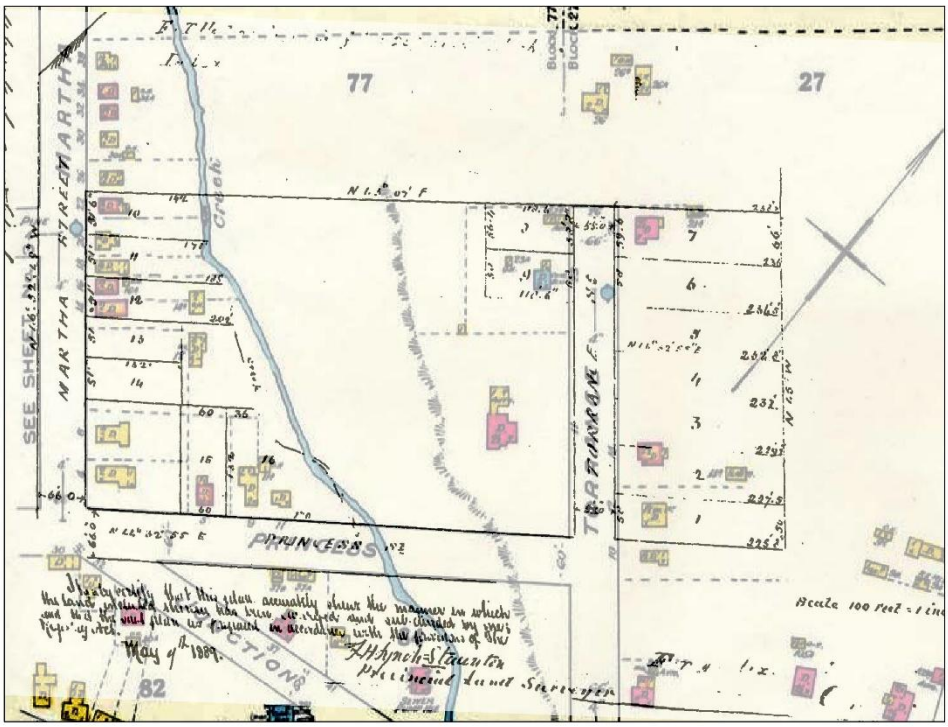

Image 10: The 1889 Survey of Torrance Steet (Plan 87) overlaid on the 1924 FIP

Lot 2, which contains the current house within the subject property (**Image 10**), was sold to Edward Williamson in 1889 for $160 (OnLand). The 1891 Census places Edward Williamson and his family living in a one-and-a-half storey wood home in the Village of Burlington (Library and Archives Canada). Edward's occupation is listed as a "house builder" in the 1891 Census and carpenter in the 1901 Census and (Library and Archives Canada). There is only one Edward Williamson recorded in the Village of Burlington in the 1891 Census; however, street addresses were not recorded in this Census and therefore there is no evidence that his frame house was within Lot 2 of Plan 87. In a Directory for 1892-1893, Edward Williamson was identified as a freeholder of land in Burlington on Lot 3 in Brant's Block (Union Publishing Co. 1892-1893:27), indicating he may have been living in the frame house elsewhere in the settlement, since street names were not recorded in this directory. By 1894, Edward Williamson's wife sold Lot 2 to John Wilson (W.) Henderson for $200, which demonstrates only a minimal increase in property value

and remains within the range that vacant lots were being sold at in 1889 (see paragraphs below). Therefore, it is believed that there was no house in Lot 2 prior to 1894.

In 1889, after Lynch-Staunton's survey was registered, Charles E. Torrance and his wife sold Lots 3 through 7 to John W. Henderson for various prices (Lot 3 for $225; Lot 4 for $225; Lot 5 for $260; Lot 6 for $240; and Lot 7 for $260; OnLand). Unlike the abstract of deeds for Lot 2, the 1889 land transaction for each lot notes that they were sold with other lots (OnLand). Subsequently, in 1909, Lot 2 was grouped with Lots 3-7 and they were collectively sold by John W. Henderson's wife to Elizabeth Norton, wife of Hiram Norton, for a total of $1300 (which is roughly $216 for each lot). John W. Henderson was a real estate agent and had sold property on Torrance Street to Hiram Norton as early as 1907 according to the *Burlington Gazette*, indicating some of the lots were sold before the transactions were recorded in the land registry in 1909. A mortgage was taken out in 1909 for Lots 2-7 by Elizabeth Norton for a total value of $1000. A year later, in 1910, the collection of lots were sold by Elizabeth Norton to John H. Cole[2] for a total of $1600. The 1911 Census places Hiram Norton, a gardener, and his family still living on Torrance Street after the sale. Therefore, in conjunction with the mortgage, the $300 increase in collective price in a single year indicates a house was built in one of the lots (likely 12 Torrance Street) under the Norton family's ownership.

In 1911, the *Burlington Gazette* noted that Mr. H. Cuttriss[3] had been contracted to build a house for J.H. Cole on Torrance Street (bhs_209322). The 1915 Voters List attributed John H. Cole to Lots 2-7 on Torrance Street, while the 1919 Voters List associated him with Lots 3-7 (bhs_209322). The *Hamilton Spectator*, on Wednesday October 13, 1915 (page 8), suggests that there were three houses on the east side of Torrance Street. The three property owners, Cole, Shaw, and Smith, were consulted regarding the installation of a pipeline that would connect from Lake Ontario to a pumping station and the shortest and most cost-effective route was along this street. The article notes that the landowners would allow the pipe to come through their land if there was not a cheaper alternative.

The land registry indicates John H. Cole died in 1920, after which all the lots under his ownership, including Lot 2, were granted to Gertrude Alexandra (A.) Cole, his widow. The land registry indicates that the Cole family owned Lots 2-7 until June 1921, when Gertrude A. Cole sold the lots to Melville Thomas Irving. In the 1921 Census, Gertrude A. Cole and family are still listed as living on Torrance Street in Ward 1 in a brick house (Library and Archives Canada). In general, once Irving owned the lots, he began to sell them separately, indicating that residential infill would occur, as discussed in subsection 2.1.1. For example, the Biographical Dictionary of Architects in Canada 1800-1950, states that Herman Bernard Prack built a residence for E.A. Isard on Torrance

[2] The 1911 Census documents John H. Cole as 75 years old, with no occupation. As Stantec deduced, he was likely retired. He is not recorded in any earlier censuses for Burlington and research did not find that he made any significant contributions to the community of Burlington.
[3] There is no H. Cuttriss documented in the censuses as living in Burlington or Hamilton in this period. However, a William E. Cuttriss, age 36, was living in Burlington by the 1921 Census and was a brick layer.

Street at Harris Crescent in 1923. This is likely the brick house at 24 Torrance Street as shown on the 1924 FIP (now 389 Torrance Street).

It should be noted that Lot 1 (357 Torrance Street) was an exception in the land registry transactions, since it was not grouped with the other lots and was instead sold in 1889 to Joseph Acland by Charles E. Torrance and wife for $190. Acland later granted Lot 1 and another lot to the Elliot family in 1916 who owned the property until 1954 (OnLand). Previous research on Lot 1 indicates that the house associated with this property was the one-and-a-half storey Carpenter Gothic house at 10 Torrance Street on the 1924 FIP (City of Burlington, 2018).

Overall, in my opinion, Stantec's suggestion that the subject property's increase in value between 1894 and 1909—when John Henderson sold it to Elizabeth and Hiram Norton—indicates when the residence was built is misleading, since the Land Registry records a collective $1300 sale price for Lots 2-7, not for this lot alone. Instead, it is believed the Coles built the house in the subject property ca. 1911, which is supported by the newspaper article from that same year stating that Mr. H. Cuttriss was building a house for J.H. Cole on Torrance Street. His widow Gertrude Cole was recorded as living in a brick home on Torrance Street in the 1921 Census, while the adjacent house at 12 Torrance Street (361 Torrance Street) was only upgraded to a brick Craftsman Bungalow style dwelling between 1924 and 1932 (based on FIPs), and the other brick dwelling at 24 Torrance Street (389 Torrance Street) was built as an Edwardian style house in 1923. Therefore, it stands to reason that the Coles decided to build their house in Lot 2, especially as the Nortons still lived on Torrance Street in 1911, likely in the frame house to the south at 12 Torrance Street (1924 FIP). Consequently, based on the additional historical research in this subsection, the subject property is not, in my opinion, historically associated with Edward Williamson or John Henderson in the late 19th century, as proposed by Stantec.

Although Stantec claimed that F.H. Lynch-Staunton sold Lot 2 (the subject property) to Charles E. Torrance in 1889, Lynch-Staunton merely surveyed the Torrance Company lands for David Torrance and by extension, the broader Torrance family, since David Torrance died in 1876 before the survey was registered. As indicated in subsection 2.1.1 above, the street was named after David Torrance. Charles E. Torrance was the son of James Torrance, the brother-in-law of David Torrance, making Charles E. Torrance his nephew-in-law. Charles E. Torrance and his wife Caroline sold all of the lots surveyed as part of Plan 87 shortly after it was registered. Furthermore, this subsection demonstrated the house on the subject property was not extant when the Torrance's owned the land. Therefore, in my opinion, there is no significant historical association between the subject property and the member of the Torrance family after whom Torrance Street was named.

2.3 Site Description

To support the peer review of this section, Egis' Cultural Heritage Specialist, Jake Harper, completed a site visit on June 10, 2025. The visit included photographic documentation of the subject property from the public rights-of-way, including a review of the exterior elevations (see

Appendix C for select field review photographs). Similar to the Stantec CHER, an interior field review was not conducted as permission to enter was not granted by the property owner. The review also included a walking tour to complete a visual assessment of the surrounding context to gain a better understanding of the evolution and the current context of Torrance Street.

2.3.1 Landscape Setting

Section 3.1 of the CHER is necessary to examine the current context of the subject property, assess how the property relates to its broader setting, and determine its meaning to the community. It is my professional opinion that Stantec's landscape description is sparse and does not adequately describe the existing conditions of the area in the vicinity of the subject property, nor does it reflect upon the changes that have affected the integrity of its setting. Therefore, to sufficiently evaluate the subject property's contextual value, the CHER should include a more descriptive assessment of the landscape, which is informed by the existing conditions and should compare to the historical context as described above in subsection 2.1.1 of this peer review. Therefore, subsection 2.3.2, below, assesses the historical integrity of the landscape, which informs evaluation of the subject property in Section 2.4 of this peer review.

2.3.2 Landscape Analysis

Stantec notes the subject property is located on the east side of Torrance Street in a largely residential area between Lakeshore Road and Harris Crescent. The field review for this peer review confirmed the street has a residential land use. As noted in subsection 2.2.1, the street has transitioned since the mid-20th century from a rural residential streetscape to a more urban streetscape with smaller lots and infill houses lining the road. The current character of the street is consistent with many residential streets in Burlington that developed in the late 19th century to early 20th century, consisting of rows of houses with front lawns, street trees and sidewalks. However, since Torrance Street was historically located at the eastern boundary of Brant's Block, it featured a more rural character than other residential streets closer to Burlington's downtown core. Torrance Street included larger estate lots and houses that were built farther apart and spaced unevenly. Although the new infill of houses in the mid-20th century maintained the low-rise character of the street, the 16-storey apartment building was not built to be compatible with the character of the street and now dominates the view of the street. A similar 18-storey apartment known as Burlington Place was constructed in the late 1960s at 2160 Lakeshore Road, directly opposite the southern end of Torrance Street, creating a terminating vista when viewed from the subject property looking south (**Image 11**). Although the subject property is one of three houses on the east side of Torrance Street that were present on the 1932 FIP and are still extant (the house that was demolished at 357 Torrance Street is now a vacant lot), it is my opinion that the historical character of the streetscape has not been maintained.

Image 11: Portal View looking south on Torrance Street (Egis, June 2025)

2.3.3 Building Exterior

Table 4-1 of the Stantec CHER describes the house within the subject property as an "early and representative example of a late-19th century vernacular brick residence with Queen Anne and Edwardian design influences in the City of Burlington." However, Stantec is missing a review of comparable properties even on a high level, which is required to demonstrate if a property is "a rare, early, unique or representative example of a style, type, expression, material or construction method." As noted in the Ontario Heritage Tool Kit, a comparative study should be a part of the documentary evidence which helps explain the importance of the property within a municipal context by comparing similar properties locally. Therefore, to verify Stantec's assessment, a high-level review of comparable properties was undertaken in the following subsection to inform the evaluation of the subject property in Section 2.4 of this report.

Image 12: Subject Property House in 1975 (bhs_205374)

Image 13: Current view of 367 Torrance Street (Egis, June 2025)

2.3.4 Brief Built Form Analysis

The general form and style of the house on the subject property is, in my opinion, an Edwardian Classical style house with Queen Anne Revival influences (**Image 12** and **Image 13**). The house on the subject property is two-and-a-half storeys in height with an asymmetrical form and a hipped roof consistent with the Edwardian style. According to Stantec, the foundation of the house is concrete, but in my professional opinion, the original foundation material type is unknown as it has been covered in parging. Note, the building on the subject property is brick veneered and laid in running bond, which involved the use of external brick cladding tied to an internal structure of cheaper materials, such as timber (Beall, 1993:7). A brick veneer laid in running

bond allowed the greatest area to be covered by the least amount of brick, all the while emulating a style of brick bond that formerly indicated intricate and costly brickwork. Consequently, running bond became widely popular in the late 19th and early 20th centuries and was the standard brick bond in North America until the mid-to-late 20th century (Beall, 1993: 6).

ASI notes in their Downtown Burlington Heritage Study (2023) that residential streets east of Brant Street (i.e. Locust and Ontario Streets) featured late 19th century and early 20th century houses with Edwardian and Queen Anne Revival style influences (example, **Image 14**). Some of these houses were built by master builders and experts in masonry, such as George Blair, A.B. Coleman, and James Cushie Bent, which contributed to a high level of craftsmanship. However, it is important to note there was a shift from more elaborate Queen Anne styles to simpler forms of Edwardian houses at the turn of the 20th century in Burlington. This is attributed to several factors associated with the community urbanizing, such as smaller lots requiring more compact footprints, the growth of the middle class, population booms, and the need for more replicable residential designs that cost less to build (ASI, 2023:74).

Image 14: Edwardian Classical style houses with Queen Anne Revival influences lining Ontario Street, ca. 1918 (bhs_204291; ASI, 2023:147)

John Blumenson, author of *Ontario Architecture*, states Edwardian Classical style houses articulated selective Classical elements and were popular in Ontario between 1900 and 1930 (Blumenson, 1990). Many brick Edwardian houses often included elements of the Queen Anne Revival style since it was also popular as a residential style at the turn of the century between 1880-1910 (Blumenson, 1990; Mikel, 2004:115). Queen Anne Revival design features that were carried over included two-storey bays topped with a projecting front shingled gable with Palladian or rounded windows, asymmetrical facades, leaded glass windows, and often large classically

inspired porches (Mikel, 2004:114-115). The front gables were ideal for Edwardian houses on narrow city lots (Mikel, 2004:114). As noted in the field review, the subject property includes Queen Anne Revival design influences with its offset projecting gable and Palladian-like window[4] above a two-storey bay on the front façade, its two-storey verandah supported by Classical style columns with a boxed cornice and dentils on the fascia, its segmental arched windows with stone or concrete sills, and its decorative leaded glass panels in select windows. Image 12, above, along with Google Street View, shows the material in the projecting gable of the house within the subject property has changed over time and has been reclad at least three times. Today, the gable has cedar shake shingles.

In Burlington, this style was prevalent at the turn of the century. This is not surprising since this area of Burlington and the surrounding area developed in the late 19th and early 20th century, when, as noted above, Edwardian residences were gaining popularity in Ontario, in a period that overlapped with the Queen Anne Revival style. Based on the field review completed for this peer review, there are numerous comparable examples of late 19th and early 20th century two-and-a-half storey red brick houses Edwardian houses in Burlington, that also, in my opinion, have Queen Anne Revival forms and textures.

Comparable examples of brick veneered two-and-half storey Edwardian houses with Queen Anne Revival design influences can be found in the vicinity of the subject property and throughout the City of Burlington, although the examples below were selected based on proximity to the subject property. For instance, the two-and-a-half-storey brick veneered house at 498 Martha Street (formerly 83 Martha Street) was built prior to the 1910 FIP and is part of a group of four similar houses at the intersection of Martha and Caroline Streets (one of which was infill in the same style built between the 1910 and 1924 FIP). The house at 498 Martha Street exhibits Queen Anne Revival design influences through its two-storey projecting bay topped with a shingled gable. 497 Martha Street, also a brick-veneered house and a designated property, is across the street from 498 Martha Street. It was built later in 1927 as a variation of the style but still includes a projecting gable with fish scale shingles. The northernmost house in this grouping was 552 Martha Street (formerly 89 Martha Street), which still retains its shingled gable (including two rows of imbricated fish-scale shingles as accents), one-storey classically inspired porch, and asymmetrical plan. While identifiable as having Queen Anne Revival design features, it is more modest in ornamentation, indicating that it also draws inspiration from Edwardian design sensibilities.

The house at 2187 Lakeshore Road is listed as a non-designated property on the Municipal Cultural Heritage Register. It is an early and excellent example of a solid brick two-and-a-half storey brick Queen Anne style house built in the 1880s by master builder George Blair (Burlington

[4] Typically, Palladian windows have an arched central section, but the windows in the gable of the subject property all have squared heads.

Historical Society). It exhibits red brick laid in running bond[5], dichromatic brickwork including buff brick quoins, brick voussoirs, and a two-storey projecting bay topped with a shingled gable containing a pediment at its peak imbricated with fish-scale shingles. There is a matching gable over the front porch that complements the asymmetrical design. Lastly, the two-and-a-half storey brick veneered house at 4535 Maria Street (formerly 41 Maria Street), constructed between the 1910 and 1924 FIPs at the intersection of Maria and Martha Streets, showcases both Queen Anne and Edwardian influences. It has a two-storey projecting front (as opposed to a bay), a shingled gable with a Palladian window, and a wraparound verandah with Classical columns and a simple entablature, which was common for Edwardian Classical residences.

Therefore, in summary, this comparative analysis demonstrates two-and-half-storey brick veneered Edwardian style houses with Queen Anne Revival design influences were popular in Burlington as streets, like Martha and Torrance Streets, were developing into residential streetscapes at the turn of the 20th century. This analysis demonstrates that the subject property is representative of this style and, as a brick veneered residence, supports the archival research that was built in the early 20th century when the Cole family were living on the subject property.

Current view of 498 Martha Street (Egis, June 2025)

Current view of 552 Martha Street (Egis, June 2025)

[5] This property is an early example of running bond, but as a solid brick building it would have used measures to tie into the load bearing brick walls, which was at this time was an extra cost and effort than laying the brick in common bond (Beall, 1993).

Current view of 2187 Lakeshore Road (Egis, June 2025)

Current view of 4535 Maria Street (Egis, June 2025)

2.4 Evaluation

Based on the information documented through research in the CHER and in this document, the property is evaluated in **Table 1**, below, against each of the criteria described in paragraphs 1 to 9 in subsection 1(2) of O. Reg. 9/06 to determine the subject property's CHVI. Furthermore, Section 5.6 of *5. Evaluation* of the Ontario Heritage Tool Kit provides guidance on how to apply the criteria.

In summary, I generally agree with Stantec's evaluation of 367 Torrance Street. Based on this peer review, the subject property meets criterion 1 of O. Reg. 9/06 because the property retains design value as a representative example of an Ontario architectural style.

2.4.1 Ontario Regulation 9/06

Table 1, below, describes how the O. Reg. 9/06 criteria were applied to determine if the subject property possesses CHVI. The table includes the rationale supporting why each criterion was met or not met.

Table 1: Ontario Regulation 9/06 Evaluation for 367 Torrance Street

Criteria	Meets Criteria (Yes/No)	Rationale
1. The property has design value or physical value because it is a rare, unique, representative or early example of a style, type, expression, material or construction method.	Yes	I agree with Stantec that the subject property has design value; however, the comparative analysis completed for this peer review indicated that the subject property contains a representative but not an early example of a two-and-a-half storey brick veneered Edwardian Classical residence with Queen Anne Revival design influences.

Criteria	Meets Criteria (Yes/No)	Rationale
2. The property has design value or physical value because it displays a high degree of craftsmanship or artistic merit.	No	I agree with Stantec that the subject property does not display a high degree of craftsmanship or artistic merit.
3. The property has design value or physical value because it demonstrates a high degree of technical or scientific achievement.	No	I agree with Stantec that the subject property does not demonstrate a high degree of technical or scientific achievement.
4. The property has historical value or associative value because it has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community.	No	I agree with Stantec that the subject property does not have historical or associative value. Further research revealed that Torrance Street was named after David Torrance, whose nephew-in-law Charles E. Torrance sold all the Torrance family lots in Plan 87, including the subject property, in 1889—shortly after the survey was registered. Unlike David Torrance, Charles E. Torrance was not known to have made any substantial contributions to the community of Burlington. Based the additional land use history compiled in subsection 2.2.1 and based on the results of the built form (comparative) analysis completed in subsection 2.3.1, it is believed that the extant house within the subject property was built in 1911 for John. H. Cole by H. Cuttriss. Therefore, in my opinion, there is no significant historical association between the subject property and the Torrance family. Furthermore, research for this peer review did not indicate that John H. Cole or H. Cuttriss made any significant contributions to the history of Burlington.
5. The property has historical value or associative value because it yields, or has the potential to yield, information that contributes to an understanding of a community or culture.	No	I agree with Stantec that the subject property does not yield or have the potential to yield information that contributes to an understanding of a community or culture.
6. The property has historical value or associative value because it demonstrates or reflects the work or ideas of an architect, artist, builder, designer or theorist who is significant to a community.	No	I disagree with Stantec that Edward Williamson may have built the house within the subject property. Archival research suggests that H. Cuttriss may have built the house within the subject property. Further research did not determine that Cuttriss was significant to the community of Burlington. Therefore, I agree with Stantec's determination that the subject property is not known to demonstrate or reflect the work or ideas of an architect, artist, builder, designer, or theorist who is significant to the community of Burlington.
7. The property has contextual value because it is important in defining,	No	I agree with Stantec that the character of Torrance Street has been altered over time. While Stantec

Criteria	Meets Criteria (Yes/No)	Rationale
maintaining or supporting the character of an area.		concluded that this street did not have a defined historical character, this peer review has instead determined that it had a late 19th and early 20th century rural residential character. However, the historical character of Torrance Street has been adversely impacted by mid-to-late 20th century urban development in the area. For example, a 16-storey apartment at 360 Torrance Street with rear surface parking lot was constructed on the west side of the street in the 1960s across from the subject property, replacing a historical two-and-a-half storey brick residence. Princess Street—a key offshoot connecting Torrance and Martha Streets—was also removed to make way for this apartment. Harris Crescent was built at the northern terminus of Torrance Street between the 1930s and 1960s which removed a two-storey frame dwelling. Between 360 Torrance Street and Harris Crescent, a concrete block house shown on the 1924 FIP was demolished in the 21st century to make way for two townhouses. On the east side of the street, the one-and-a-half storey 19th century Carpenter Gothic house at 357 Torrance Street was removed between 2018 and 2019. Furthermore, on the east side, between the subject property and 389 Torrance Street four houses were built after 1932. These additions to the Torrance Street in the mid-to-late 20th century converted the street to an urban residential street, and therefore, the subject property no longer is important in defining, supporting or maintaining the character of the area.
8. The property has contextual value because it is physically, functionally, visually or historically linked to its surroundings.	No	I agree with Stantec that the subject property is not physically, functionally, visually or historically linked to its surroundings. Residential infill on Torrance Street has severed the link between the subject property and other historical houses along this stretch. For example, four houses have been built between the two-and-a-half storey red brick Edwardian Classical dwelling at 389 Torrance Street and the subject property since the 1932 FIP. As noted for the above criterion, the removal of the Carpenter Gothic residence, and the construction of the 16-storey apartment across the street, have further impacted both the visual connection and historical relationship between the subject property

Criteria	Meets Criteria (Yes/No)	Rationale
		and the surrounding area. Therefore, these changes in the context surrounding the subject property have resulted in a loss of physical, functional, visual and historical links to its surroundings.
9. The property has contextual value because it is a landmark.	No	I agree with Stantec that the building within the subject property is not considered a local landmark since it is not a prominent feature on Torrance Street and is not used as a point of reference that helps with orientation in its context. The existing conditions demonstrated that the building on the subject property is not easily discernable on the streetscape. Furthermore, due to the 16-storey apartment building across the street and similar 18-storey apartment opposite the southern terminus of Torrance Street, the subject property lacks prominence within its context.

2.5 Conclusions

Based on the review of the Stantec CHER, background research completed for this peer review, and the site visit, it is my independent professional opinion that the property located at 367 Torrance Street meets one criterion of O. Reg. 9/06, and therefore has CHVI and may remain on the Municipal Cultural Heritage Register as a non-designated property (Section 27 of the *Ontario Heritage Act*), but since the subject property did not meet two or more criteria of O. Reg. 9/06, it is not eligible for designation under Part IV, Section 29 of the *Ontario Heritage Act*.

Tara Jenkins, MA, GPCertCHS, CAHP
Egis Cultural Heritage Manager
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Cc: Jeff King, Egis Vice President of Environmental Planning

Appendix A: Professional Qualifications

Tara Jenkins, MA, GPCertCHS, CAHP. Tara is Egis' Cultural Heritage Manager and is a Senior Cultural Heritage Specialist. She holds a Master of Arts (MA) Degree in Anthropology and a Graduate Professional Certificate in Cultural Heritage Studies (GPCertCHS), Heritage Planning stream. She is a qualified heritage professional that has 26 years of experience working in cultural resource management (CRM) and is an active member of the Canadian Association of Heritage Professionals (CAHP). Tara has a proven track record at maintaining the cultural heritage value of a place within real-world contexts of urban planning, development, sustainability, growth and change. In the past five (5) years, Tara has managed over 70 Cultural Heritage Evaluation Reports for various clients, including the municipalities across Ontario. Her team has a strong understanding of compliance with Ontario's legislation, regulations, and other heritage-related policies and procedures for both private and public sector clients.

Jake Harper, MA, CAHP. Jake is Egis' Cultural Heritage Specialist who holds a Master of Arts (MA) Degree in History from the University of Waterloo. He has over five (5) years of experience working in cultural resource management (CRM) and is a Professional Member of the Canadian Association of Heritage Professionals (CAHP). Jake has practical experience as a Cultural Heritage Specialist and is skilled in identifying and evaluating built heritage resources and cultural heritage landscapes. He is currently in an intermediate role where he supervises cultural heritage projects and prepares deliverables. Jake has been a key contributor in numerous cultural heritage projects, where he has demonstrated a strong understanding of government regulations and requirements, exceptional organizational skills, and attention to detail.

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Appendix C: Field Review Photographs

View of southwest corner of 367 Torrance Street (Egis, June 2025)

View of west elevation of 367 Torrance Street (Egis, June 2025)

View of west elevation of 367 Torrance Street (Egis, June 2025)

View of north elevation of 367 Torrance Street (Egis, June 2025)

View looking north on Torrance Street (Egis, June 2025)

View looking north along Torrance Street (Egis, June 2025)

View looking southwest along Torrance Street at 360 Torrance Street (Egis, June 2025)

View of 2160 Lakeshore Road from Torrance Street (Egis, June 2025)

Information Report Summary

SUBJECT: Evolving the targeted realignment work plan

TO: Committee of the Whole

FROM: Development and Growth Management
Community Planning

Report Number: DGM-63-25

Wards Affected: All

Date to Committee: November 3, 2025

Date to Council: November 18, 2025

Recommendation:

Endorse the general approach for evolving the former targeted realignment work as set out in development and growth management report DGM-63-25.

Executive Summary

Purpose of report:

To report back on the following recommendation from PL-76-24, titled Provincial Planning Statement, 2024:

> *Direct the Director of Community Planning to prepare both a strategic and operational approach for consolidating the City's three Official Plans into a comprehensive community vision within the Burlington Official Plan, 2020, to facilitate efficient implementation of the new PPS alongside a whole range of new local planning responsibilities to support the creation of new housing as discussed in this report.*

Key findings:

- The Burlington Official Plan, 2020 (OP, 2020) remains largely under appeal at the Ontario Land Tribunal (OLT), and the bulk of its policies are not in effect.
- The report provides an update on progress in the Targeted Realignment work and presents a more flexible and adaptive path acknowledging the need for latitude in determining the best approach to bringing the policies of the BOP, 2020 into effect in consistency and conformity with Provincial policy.

Implications:

- The City's efforts to address harmonization of the BOP, 2020 will also support the City in moving forward with developing a more modern and streamlined policy framework.
- Staff will monitor and report on any other potential financial, legal, human resources or other impacts, including but not limited to consultant support required if needed to address future elements of the Official Plan work.

Background

Targeted Realignment Work Plan

The initial work plan to bring the BOP, 2020 into consistency and conformity with the changing policy framework was developed in 2023 and presented to Council in PL-45-23: Burlington Official Plan, 2020 Targeted Realignment Exercise – Initial Work Plan. The work plan was identified as a living document which would be revisited where required and that may be informed by future changes. Among other challenges, the work plan identified the unknown timing and outcome of the PPS, 2020 / Growth Plan review as a major variable that could impact any chosen approach.

The work plan was supported by a visual conceptual work plan along a generalized timeline and a set of themes that would inform the City's work plan related to the BOP, 2020.

The PPS, 2024 did come into effect on October 20,2024, with no transition provisions. This report responds to the following direction from Council in PL-76-24: Provincial Planning Statement, 2024:

> *Direct the Director of Community Planning to prepare both a strategic and operational approach for consolidating the City's three Official Plans into a comprehensive community vision within the Burlington Official Plan, 2020, to facilitate efficient implementation of the new PPS alongside a whole range of new local planning responsibilities to support the creation of new housing as discussed in this report.*

As of July 1, 2024 the City of Burlington has three Official Plans: BOP,1997; BOP, 2020 (partially in force) and the Regional Official Plan (to the extent that it applies to the City of Burlington). Since October 20, 2024 development applications have been assessed against the Planning Act, Provincial Planning Statement, 2024, Regional Official Plan, BOP, 1997 to the extent it applies, and BOP, 2020 to the extent it applies or is informative. While this is similar to the situation that staff have been in over the course of the implementation of BOP, 2020, there are specific alignment issues between the City's Official Plans and the Provincial Planning Statement, 2024.

The need for a strategy to redefine the local vision in a single Official Plan, consistent with the new PPS, 2024 and the whole range of changes to the Provincially led planning system, was directed to be developed for Council's consideration.

Status

Evolving the Targeted Realignment of the Official Plan - Work Plan

Through Council approval of Report PL-45-23 – Burlington Official Plan, 2020 Targeted Realignment Exercise – initial workplan on July 11, 2023, Staff were directed to initiate the workplan for the BOP, 2020 Targeted Realignment Exercise. The conceptual work plan provided a structure for pursuing official plan amendments and the OLT process to bring the BOP, 2020 into effect. Council had been provided with regular updates, the most recent of which was July of 2024. Significant elements of the work plan including a series of City-initiated and City-wide Official Plan Amendments to BOP, 2020 have been completed including:

OPA #	Topic	Status
1	To bring additional residential unit policies into compliance with the Planning Act (Bill 23 and Bill 97).	In force, and further modified by OPA 3
2	To establish a vision for the City's Major Transit Station Areas and enable the implementation of a Community Planning Permit System in the three Major Transit Station Areas.	Approved with modifications by the Minister of Municipal Affairs and Housing. See DGM-99-25 for additional details.
3	To increase housing options.	In force and effect.
4	To set out a planning framework and a guide for future study to support development and growth within the area identified as "Bronte Creek Meadows"	In force and effect.
6	To delegate authority on a variety of issues to drive efficiency and improve processes.	In force and effect.

Note: OPA 5 implements site-specific policies.

Now with three Official Plans supported by more clarity including the PPS, 2024 being in effect without transition, there is urgency to move to action. While there is some clarity, the repeal of the Growth Plan, with the exception of the extent to which the Growth Plan relates to the Greenbelt Plan does introduce new Provincial uncertainty.

With more perspective on the changing nature of planning, staff are recommending a more flexible and adaptive path for the former Targeted Realignment work plan acknowledging the role for latitude in determining the need for city-initiated amendments, opportunities to resolve

policies of the BOP, 2020 at the OLT. This work is also being driven from a customer-centric perspective seeking opportunities to provide clarity to a complicated existing planning context. This exercise is intended to support the best planning outcomes for Burlington, achieve alignment with the City's long-term strategic objectives, and ensure consistency with the PPS, 2024 and conformity with Provincial Plans and legislation as efficiently as possible. This new focus will prioritize removing redundant, duplicative or unnecessary policy and affords the opportunity to reframe the Official Plan related to outcomes and allowing appropriate tools and strategies to implement policy direction.

The following table focuses on the elements of the targeted realignment including status and what additional work is required. This table identifies that many of the elements of work to be undertaken by the City have been fully or partially completed.

Work Plan Areas	**Status**	**What**
Local Growth Management Update: Growth Expectations to 2051	Technical Study **Complete**	Use findings to inform Urban Structure and Growth Framework Update.
	OPA to Increase Housing Options **Phase 1 and 2 Complete**	In 2026, in coordination with the new Zoning By-Law Project Team staff will develop the detailed scope of the increasing housing options **Phase 3** work. This will include any opportunities defined through the new Zoning By-Law Project and will consider Corridors as part of the Urban Structure and Growth Framework Update with the objective of identifying new roles for existing corridors and for increasing housing options within them.
Urban Structure and Growth Framework Update	Expected to be initiated in Q4, 2025. **Ongoing**	Take findings from technical studies to propose new Official Plan Policies. These policies remain broadly appealed. An Employment Area OPA was launched in September 2025 to address significant changes in the definition of employment area in both the PPS, 2024 and the Planning Act. This work will also

		consider implementing a CPP By-law in the Employment Area. Undertake a Harmonization exercise ROP on the basis of the ROPA 48 Council endorsed modifications (see PL-52-22: New Burlington Official Plan recommended modifications for ROPA 48 conformity, including Appendix B). This will include changes to address ROP 49 and assessed for consistency with the PPS, 2024. An Urban Structure and Growth Framework OPA will be initiated in 2026.
Policy Analysis and Recommendations: Bill 23, Proposed PPS, Regional Official Plan	**Ongoing**	Reporting will continue on the transition of planning responsibilities, the Memorandum of Understanding and other related areas.
Local Directions: Draft ROPA 50 package Transition to Local Municipalities	**On hold** Expected to be initiated in Q1, 2026 dependent upon key investment request for Environmental Planning support.	Given significant new responsibilities the development of new policies related to Rural and Agricultural, Natural Heritage and North Aldershot have not moved ahead at this time. In early 2026 a work plan for the following areas will be developed, informed by the City's newly approved Agricultural Action Plan, direction from the Regional Municipal Comprehensive Review and the Provincial planning and policy framework: - Rural and Agricultural Policy (including Community Gardens and Urban Agriculture); - Natural Heritage Policy

		- North Aldershot (expected to require scoping and study) This work may also include a review of all policies including general, public engagement and implementation policies to assess any need for change and to determine if there are opportunities to streamline.
Other: Additional Residential Units	**Complete**	No further Official Plan work required (see OPA 1 and OPA 3).
Future: 1200 King Road; Bronte Creek Meadows; Bridgeview	**ROPA 49 Urban Structure Modifications**	For all Urban Structure elements: ROPA 48, ROPA 49 and OPA 4 alignment with the balance of BOP,2020 will be achieved through the Urban Structure and Growth Framework OPA noted above.
	Bronte Creek Meadows – OPA 4 **Complete**	See OPA 4 above
	1200 King **Ongoing**	This site is under appeal and staff are collaborating with the appellants on a path forward.
	Bridgeview **On hold**	Consider following applicant led model for ASP or OPA equivalent.

While the above represents today's understanding of the policy work required in the coming months, staff will provide regular updates including city-initiated Official Plan Amendments to identify recommended approaches.

The table above addresses the elements of policy that must be considered. In terms of how those policies move forward there are a number of options including, and potentially not limited to:

- Official Plan Amendments
- Technical Amendments (operationalizing new authority delegated to staff through OPA 6)
- Settlements or OLT decisions regarding policies of the BOP, 2020 under appeal
- Withdrawal or repeal of policies

While some progress is being made with respect to the BOP, 2020 at the OLT, significant areas of the plan remain broadly appealed. Staff continue to work towards resolving appeals of BOP 2020.

Staff will strategically recommend the most efficient approach for dealing with a given policy topic or specific policies. Recommending an optimal approach for a given situation affords flexibility to Planning staff and Legal staff and is expected to support a multi-pronged approach to moving forward.

The approach to implementing a strong local vision in a single Official Plan will be more dynamic than originally proposed. Staff will remain focused on ensuring transparency and identifying opportunities for public engagement, where appropriate. Regardless of the approach to be pursued all work will capture any changes required to achieve consistency with the PPS, 2024 and will also find means of moving forward on the range of long-term objectives for evolving the City's policy framework as set out in previous reports. Those aspirations set out in DGM-09-25 include to:

- confirm our growth management strategy and explore using modern tools such as simulation modelling and visualization as the foundation for advancing strategy, policy, and data driven decisions.
- evolve and streamline the City's planning framework whereby the Official Plan is considered a strategic document surrounded by tools and technology that enable its operationalization and monitoring for success;
- assist the City to integrate its environmental and natural heritage framework with its growth aspirations; and,
- Ultimately, instill confidence in Burlington's future and shaping success for our community.

<u>Regional Official Plan</u>

It is the responsibility of the City to either maintain, modify, or rescind Regional Official Plan Policy and staff continue to work on this in the context of the broader look at the Burlington Official Plan, 2020 the City's long term policy objectives and the Regional Official Plan all in concert with an assessment of consistency with the Provincial Planning Statement (PPS, 2024) and in consideration of other broader changes to the Provincially-led policy system. At this time there are significant benefits to the city in the retention of the Regional Official Plan. The Regional Official Plan continues to include critical guidance for a wide range of issues that support good planning decisions for the City. While the existence of three Official Plans present challenges in interpretation and implementation these challenges are balanced with the protection afforded by the in-effect policy in the Regional Official Plan.

Staff commit to continuing to review and revisit opportunities to modify or rescind policies of the Regional Official Plan with the objective of supporting a more user-friendly and clear policy framework.

Recommendation Details

The recommendation remains consistent with earlier versions of the work plan but establishes more flexibility in determining the best approach for bringing together multiple Official Plans in a streamlined and modernized approach.

Key Dates & Milestones

See Reference section below.

Implications

Legal staff will continue to work towards approval of the BOP,2020 at the OLT. Staff will monitor and report on any other potential financial, legal, human resources or other impacts, including but not limited to consultant support required if needed to address future elements of the Official Plan work.

References

Regional Transition and Provincial Changes

- February 28, 2023: PL-05-23: ROPA 48,49 and Bill 23 – Approach to achieve conformity and compliance.
- May 30, 2023: PL-39-23: Bill 97 and Provincial Planning Statement
- May 13, 2024: Bill 185, Cutting Red Tape to Build More Homes Act, 2024 and the Proposed Provincial Planning Statement, 2024.
- June 10, 2024: PL-47-24:2024 Integrated Halton Planning System Memorandum of Understanding
- July 26, 2024: Bill 185 Royal Assent – Council Information Package (see Item 1.1 pages 1 through 9)
- September 9, 2024: PL-76-24 Provincial Planning Statement, 2024.
- March 3, 2025: DGM-09-25:Transition of planning responsibilities from Halton Region

Targeted Realignment Work Plan information:

- June 27, 2023: PL-45-23 Burlington Official Plan, 2020 Targeted Realignment Exercise – Initial Work Plan
- January 8, 2024: PL-01-24 Work Plan Update 1

- April 8, 2024: PL-09-24 Work Plan Update 2
- July 8, 2024: PL-50-24 Burlington Official Plan, 2020 Targeted Realignment Exercise – workplan update 3
- OPA 1: Council approved on September 26, 2023: City-initiated amendments to Official Plan, 2020 and Zoning By-law 2020
- OPA 2: Council approved on June 18, 2024: PL-03-24 MTSA Official Plan Amendment 2 and Community Planning Permit By-Law and Statutory Public Meeting
- OPA 3: Council approved on January 28, 2025: DGM-01-25 City-initiated Official Plan and Zoning By-law Amendments to increase housing options
- OPA 4: May 20, 2025: DGM-32-25 Bronte Creek Meadows Official Plan Amendment No. 4
- March 18, 2025: DGM-20-25 Findings of report Growth Analysis Review – City of Burlington

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Strategic Alignment

☑ Designing and delivering complete communities
☑ Providing the best services and experiences
☑ Protecting and improving the natural environment and taking action on climate change
☑ Driving organizational performance

Author:

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Appendices:
N/A

Notifications:
N/A

Report Approval:

All reports are reviewed and approved by the Commissioner, Head of Corporate Affairs, Chief Financial Officer, and Commissioner of Legal and Legislative Services/City Solicitor.

Recommendation Report Summary

SUBJECT: Naming of new recreational trail - Tyendinaga Trail

TO: Committee of the Whole

FROM: Public Works

Engineering Services

Report Number: PWS-40-25

Wards Affected: all

Date to Committee: November 3, 2025

Date to Council: November 18, 2025

Recommendation

Approve "Tyendinaga Trail " as the official name for the new recreational trail scheduled for development this fall as outlined in public works report PWS-40-25.

Executive Summary

Purpose of report:

This report recommends that Council approve the naming of a new recreational trail as “Tyendinaga Trail”. The proposed name honours the historical and cultural legacy of the Tyandaga area, which derives its name from Thayendanegea which is the Mohawk name of Chief Joseph Brant, a distinguished Indigenous leader who played a foundational role in Burlington’s history. The new trail will span from the base of the Niagara Escarpment at Tyandaga Golf Course, through the foothills of Kerncliff Park to the top of the escarpment brow at City View Park. Its development is supported by a $200,000 federal grant through the Tourism Growth Program, with completion targeted for late 2025.

Key findings:

- The proposed name is in alignment with the City’s Corporate Naming Policy.
- The Indigenous Advisory Circle to the Mayor recommended the use of the original phonetic spelling *Tyendinaga*, a derivative of *Thayendanegea*. One member shared the cultural significance of the name, noting:

“What I find fascinating about its meaning is that it refers to trees, which we call the ‘Standing People.’ These trees embody the essence of community, as they are interconnected through a shared root system. This unity symbolizes strength, endurance, cooperation, and kindness. Thus, the variant, Tyendinaga is an apropos name for the trail.”

Implications:

Should Council approve the proposed name, staff will proceed with implementing the change across all relevant platforms. This will include updates to trail signage, digital mapping systems, hiking trail applications, promotional materials, and other written communications to reflect this new trail facility. The naming will also support future outreach and engagement efforts tied to the trail’s launch and ongoing use.

Background

In late 2023 and early 2024, the city conducted a comprehensive public engagement process to assess the future configuration of the municipal golf course. Based on community feedback, City Council resolved to maintain the course as a full 18-hole facility and committed to a series of renewal initiatives, including parking lot reconstruction, removal of ash trees, washroom upgrades, and other capital improvements. Council report RCC-04-24 also identified the need to explore opportunities to pursue external funding through grants to help offset the costs of these necessary renewal works.

In late 2024 the city applied to the Federal Economic Development Agency for a grant to build a new trail from and through Tyandaga Golf Course to City View Park. The trail through the golf course serves as a cart path in the summer but is open to the public in the off-season. The section of the trail through Kerncliff Park and City View would be year-round use. Refer to Appendix A. On January 15th of this year, it was announced that the city would receive a $200,000 grant for the trail project from the $1.4-million Tourism Growth Program.

Since that time, the city has actively advanced the design and development of the new trail as part of a broader asset renewal strategy for the golf course. This approach is driven by the need to optimize costs and resources. At the same time, staff have been working on establishing a new trail name to complete the required signage and wayfinding as part of the requirement of the contract with the Federal Economic Development.

Following consultation with Burlington's Heritage Society and the Indigenous Advisory Circle to the Mayor, the name "Tyendinaga Trail" was accepted for the new recreational trail. The Mayor's Indigenous Advisory Circle specifically recommended using the original phonetic spelling of Chief Joseph Brant's Mohawk name, reflecting cultural authenticity and respect. This recommendation is consistent with the City's Naming of Corporate Assets Policy.

Analysis

Option 1 – **Recommended "Tyendinaga Trail"**
Staff recommend naming the new trail "Tyendinaga Trail," based on outreach to the Burlington Historical Society and consultation with the Indigenous Advisory Circle to the Mayor. The name reflects the trail's location within the Tyandaga neighbourhood and its connection to Chief Joseph Brant (*Tyendinaga*), a prominent Mohawk leader whose legacy is deeply rooted in Burlington's history. Given that Joseph Brant took up residence in the early 1800s on land that

is Burlington, he and his people moved through the trails and waterways where they put their stamp on the land.

This recommendation aligns with the City's Naming of Corporate Assets Policy and offers a cost-effective, timely solution that supports civic identity, Indigenous recognition, and wayfinding.

Option 2 – **Undertake a Broader Naming Process**

Alternatively, Council could initiate a broader naming process that invites public input, promoting transparency and inclusive decision-making. While this approach may uncover new perspectives, it requires additional time, staff resources, and funding. Given the trail's connection to the Tourism grant and the need for timely signage and wayfinding, this option poses a risk of delaying project completion. Past consultations, such as with the Robert Bateman Community Centre, have shown that public input often supports existing names, suggesting strong community alignment with familiar identifiers like "Tyandaga" or "*Tyendinaga*."

Recommendation Details

Staff recommend proceeding with Option 1, naming the trail "Tyendinaga". This name reflects the trail's location, aligns with existing community and facility identifiers, and honours the area's Indigenous heritage. It offers a timely and cost-effective solution that supports the City's goals for cohesive branding and efficient implementation. This recommendation is particularly important given the expedited timelines associated with funding provided through the Tourism Growth Program grant.

Key Dates & Milestones

• Trail construction start - mid October 2025.
• Anticipated trail completion – December 2025
• Grand Opening – Q1 2026 (exact date to be confirmed)

The final project completion deadline, as required under the terms of the federal Tourism Growth Program grant, is March 2026.

Implications

Financial:
The new trail is being developed with support from a $200,000 federal grant through the Tourism Growth Program, with completion expected by late 2025. To ensure efficient delivery,

the trail construction has been integrated with other scheduled renewal projects at Tyandaga Golf Course, resulting in both cost and time savings. All related expenses, including the required capital matching funds, are being accommodated within the City's capital budget.

Public Communications:
Effective communications will be essential to support the successful launch of the new trail, particularly in meeting federal grant requirements tied to the project's funding. As part of the Tourism Growth Program grant, the city must demonstrate clear public awareness and visibility. Communications efforts will include updates to signage, digital platforms, and promotional materials.

Climate:
The new recreational trail contributes meaningfully to climate resilience as part of the scope of work for the project includes ecological restoration. It's also important to note that the new trail is located within the Cootes to Escarpment EcoPark System, one of southern Ontario's most biologically rich natural corridors. Located along the Niagara Escarpment, the new trail supports the City's goals by incorporating native plantings that enhance biodiversity, reduce maintenance emissions, and improve soil and water health. Its alignment through Kerncliff Park and adjacent green spaces is helping to create more continuous wildlife corridors, allowing species to move safely between habitats. By integrating recreation with environmental stewardship, the trail strengthens Burlington's role in protecting this vital ecological network while promoting low-impact, nature-based public access.

References

Federal Grant Announcement

Strategic Alignment

- ☑ Designing and delivering complete communities
- ☑ Providing the best services and experiences
- ☑ Protecting and improving the natural environment and taking action on climate change
- ☐ Driving organizational performance

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Appendices:

A. New Recreational Trail Map
B. New Recreational Trail Map

Draft By-laws for Approval at Council:

- n/a

Notifications:

Dr. David Galbraith
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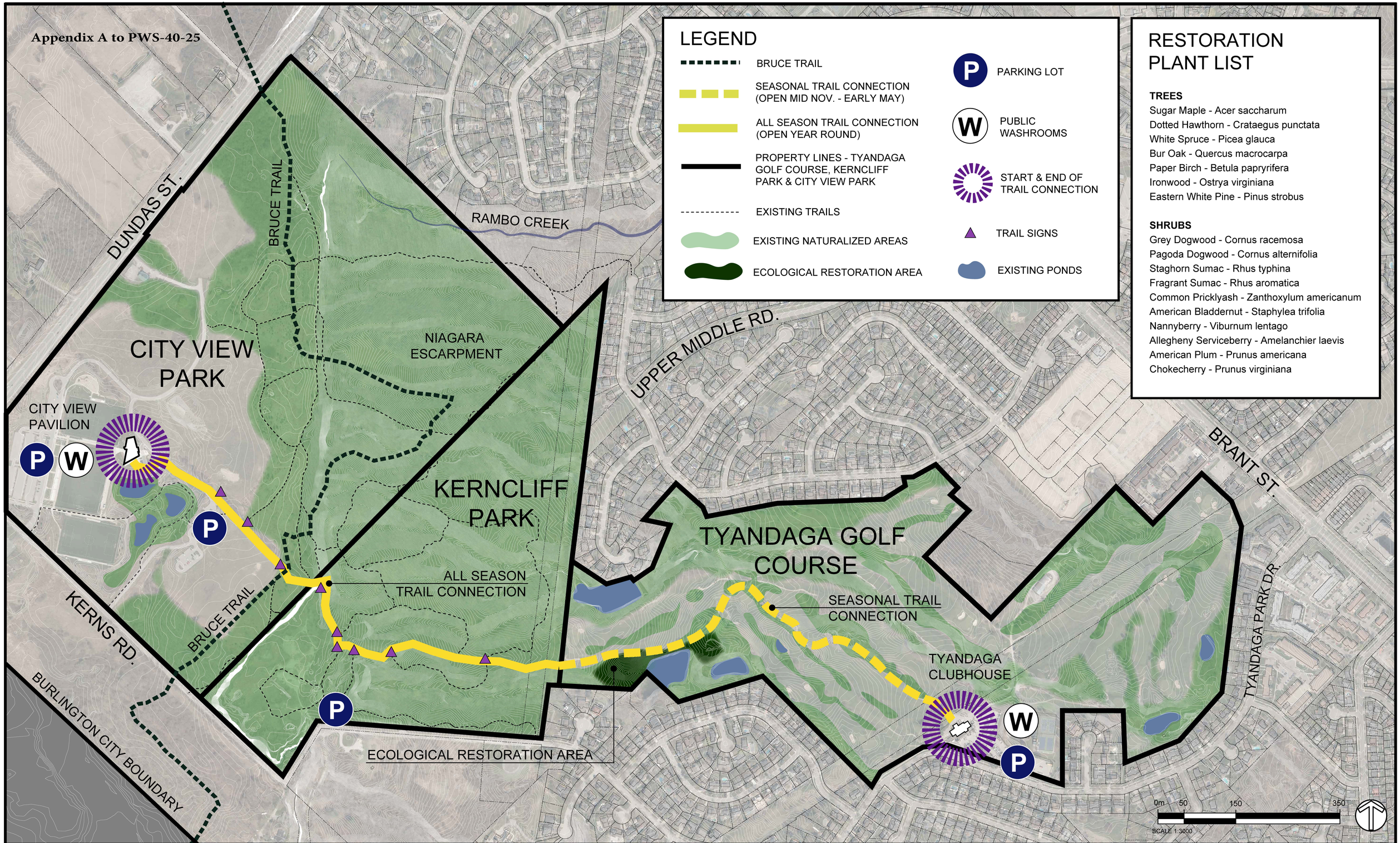
Report Approval:

All reports are reviewed and approved by the Commissioner, Head of Corporate Affairs, Chief Financial Officer, and Commissioner of Legal and Legislative Services/City Solicitor.



RESTORATION PLANT LIST

TREES

Sugar Maple - Acer saccharum
Dotted Hawthorn - Crataegus punctata
White Spruce - Picea glauca
Bur Oak - Quercus macrocarpa
Paper Birch - Betula papryrifera
Ironwood - Ostrya virginiana
Eastern White Pine - Pinus strobus

SHRUBS

Grey Dogwood - Cornus racemosa
Pagoda Dogwood - Cornus alternifolia
Staghorn Sumac - Rhus typhina
Fragrant Sumac - Rhus aromatica
Common Pricklyash - Zanthoxylum americanum
American Bladdernut - Staphylea trifolia
Nannyberry - Viburnum lentago
Allegheny Serviceberry - Amelanchier laevis
American Plum - Prunus americana
Chokecherry - Prunus virginiana

NEW RECREATIONAL TRAIL

CONNECTING TYANDAGA GOLF COURSE, KENCLIFF PARK & CITY VIEW PARK

NOTE: TOTAL TRAIL LENGTH FROM TYANDAGA CLUBHOUSE TO CITY VIEW PAVILION IS APPROXIMATELY 2.0 KM

KERNCLIFF PARK
CITY VIEW PARK
TYANDAGA
GOLF COURSE

Recommendation Report Summary

SUBJECT: 2026 budget overview
TO: Committee of the Whole

FROM: Finance

N/A

Report Number: FIN-42-25

Wards Affected: All

Date to Committee: November 3, 2025

Date to Council: November 18, 2025

Recommendation

Receive the 2026 proposed budget book; and

Direct staff to present the recommendations contained in Appendix A to finance department report FIN-42-25 to the Budget Committee meetings of November 24 and 25, 2025 for review and approval, taking into consideration committee amendments; and

That pursuant to Ontario Regulation 284/09, finance department report FIN-42-25 serve as the method for communicating the exclusion of the following estimated expenses from the 2026 budget:
a) Amortization expense - $47 million; and
b) Post-employment benefit expenses - $1.7 million

Executive Summary

In July 2025, Council received the 2026 Financial Forecast Report (FIN-24-25). This report provided Council with an overview of the known and estimated financial pressures impacting the City. At this time, Council endorsed a Mayoral Direction for City staff to prepare a 2026 budget that results in a total tax increase (including the City, Halton Region, and Boards of Education) in the order of 4.5 per cent, with the City of Burlington share of taxes being less than 3 per cent.

Since that time, staff have finalized the proposed 2026 Budget which stabilizes and enhances service levels while ensuring our assets are maintained in a state of good repair. The budget

will ensure residents continue to receive the programs and services that provide for the high quality of life in Burlington.

The budget is aligned with the 4 principles outlined in the Mayoral Direction:

1. **Affordability** – Balance providing for today while preparing for our future.
2. **Livability -** Making sure the quality of life for the residents of Burlington is upheld and the services you depend on are enhanced, especially as we continue to grow by over forty per cent in the next 25 years.
3. **Sustainability** – Our budget must provide for present needs while preparing for our future.
4. **Transparency** – A simpler, easier to track and understand presentation of the budget, to foster better community engagement.

Council will have the opportunity to bring motions to modify the Proposed Budget on Nov. 24 and (if needed) Nov. 25. Appendix B of this report describes all the public engagement opportunities that have occurred to date, as well as identifying remaining opportunities for further public engagement including the 2026 Budget Telephone Town Hall on November 6th from 7pm to 8:30pm.

Purpose of report:

- This report provides an overview of the proposed 2026 operating and capital budget and forecast.
- The report also satisfies the reporting requirement for Ontario Regulation 24/09 related to unbudgeted expenses.

Key findings:

- The 2026 Proposed budget results in a recommended budget increase of 5.8% or a 2.98% property tax increase for Burlington's portion of the overall tax bill.
- When combined with the estimated budget increase for the Region of Halton of 4.60% and no change for the Boards of Education, the overall property tax increase is 4.49% equivalent to $43.68 per $100,000 of residential current value assessment (CVA). This is outlined in the table below:

2026 Tax Summary

	2026 Budget Change	2026 Budget Change
Base Budget Impact including Assessment Growth @ 0.75%	$ 9,178,448	2.69%
Infrastructure Renewal Levy	$ 5,287,000	1.98%
Cumulative Impact including Infrastructure Levy	$ 14,465,448	4.67%
Additional Budget Pressures		
Operating Impacts of New Infrastructure	$ 1,784,286	0.67%
Operational and Financial Sustainability	$ 100,000	0.04%
Multi-Year Community Investment Plan	$ 250,000	0.09%
Cumulative Impact	$ 16,599,734	5.47%
Key investments		
Livability	$ 335,385	0.13%
Sustainability	$ 512,414	0.19%
Transparency	$ 30,000	0.01%
Grand Total City	$ 17,477,533	5.80%
Overall Tax Increase (City, Region, Education)		4.49%

Implications:

Decisions considered as part of 2026 budget deliberations need to be made in the context of the multi-year budget framework to avoid deferring a known financial impact to a future year. This includes consideration of the operational and financial implications related to deferrals, use of one-time revenues, and service level revisions that may be associated with achieving the desired 2026 tax levy.

Background

In July 2025, Council received the 2026 Financial Forecast Report (F-24-25). This report provided Council with an overview of the known and estimated financial pressures impacting the City. At this same time, Council endorsed a Mayoral Direction for City staff to prepare a 2026 budget that results in a total tax increase (including the City, Halton Region, and Boards of Education) in the order of 4.5 per cent, with the City of Burlington share of taxes being less than 3 per cent.

Since that time, staff have finalized the preparation of the proposed 2026 Budget which results in an increase of 5.8%. When combined with the Region of Halton and Boards of Education the overall property tax increase is 4.49%. Of this 4.49%, Burlington's portion of the overall increase is 2.98%.

This report will outline the process undertaken to finalize the budget, discuss key budget pressures/challenges and summarize the financial impacts for 2026.

Alignment to 4 Key Budget Principles

Similar to last year, the 2026 Budget is aligned to the following 4 key budget principles

1. **Affordability** – Balance providing for today while preparing for our future.
2. **Livability -** Making sure the quality of life for the residents of Burlington is upheld and the services you depend on are enhanced, especially as we continue to grow by over forty per cent in the next 25 years.
3. **Sustainability** – Our budget must provide for present needs while preparing for our future.
4. **Transparency** – A simpler, easier to track and understand presentation of the budget, to foster better community engagement.

The budget process remains a critical tool for allocating limited resources to address the City's prioritized opportunities and strategic business objectives. Through this process, the City ensures that residents continue to benefit from the high-quality programs and services that contribute to Burlington's exceptional quality of life.

The investments outlined in the 2026 Proposed Budget will enable the City to:

- Sustain and enhance essential services for a growing community,
- Improve service delivery, and
- Secure funding for both current and future infrastructure requirements.

Analysis

2026 PROPOSED OPERATING BUDGET

Municipalities are required by provincial law to balance their annual budget such that revenues match the expenditures for the current year.

The net tax levy is the amount of property taxes required to support city services after consideration of user fees and other corporate revenues.

For 2026, the net tax levy consists of a proposed base amount of $281,323,579 plus recommended key investments of $877,799 for a total proposed net tax levy of $282,201,378.

Financial Matters:

2026 Overall Tax Impact

The investments in existing and expanded service delivery included within the budget result in a City budget increase of 5.8%. Assuming a Region of Halton increase of 4.6% and no change for Education, the overall tax increase is forecasted to be 4.49% equivalent to $43.63 per $100,000 of residential current value assessment (CVA). Burlington's portion of the overall increase would be 2.98% as outlined below.

This table outlines the resulting figures:

	2025 Share of Tax Bill	2026 Share of Tax Bill	2025 Taxes	2026 Budget Change	2026 Taxes	$ Tax Increase	% Tax Increase
Burlington	51.37%	52.02%	$ 499.11	5.80%	$ 528.09	$ 28.98	2.98%
Halton	32.88%	32.91%	$ 319.47	4.60%	$ 334.17	$ 14.70	1.51%
Education	15.75%	15.07%	$ 153.00	0.00%	$ 153.00	$ -	0.00%
Total	100.00%	100.00%	$ 971.58	4.49%	$ 1,015.26	$ 43.68	4.49%

The following table provides a breakdown of Burlington's budget change which results in this overall tax increase:

2026 Tax Summary

	2026 Budget Change	2026 Budget Change
Base Budget Impact including Assessment Growth @ 0.75%	$ 9,178,448	2.69%
Infrastructure Renewal Levy	$ 5,287,000	1.98%
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Sustainability	$ 512,414	0.19%
Transparency	$ 30,000	0.01%
Grand Total City	$ 17,477,533	5.80%
Overall Tax Increase (City, Region, Education)		4.49%

Multi-year Simulation

The Multi-year Simulation (attached as Appendix C) provides a 5-year forecast of future tax increases. The simulation provides an analysis of what the future financial picture for the City of Burlington may look like, helps assess financial risks and the affordability of existing services and capital investments, and provides an opportunity to analyze sensitivities to assumptions.

When developing the 5-year budget simulation model, staff considered many factors including:

- Known inflationary and contractual obligations impacting the base budget.
- Alignment to the goals and objectives of the City's Long-Term Financial Plan and Financial Condition Assessment.
- The general outlook for the city including growth projections.
- Infrastructure funding consistent with the Asset Management Funding Plan and Multi-Year Community Investment Plan.
- Financial commitments resulting from recent Council decisions and previously approved capital projects.
- Forecasted investments required to sustain city operations, manage community growth, and enhance city services.

The Multi-Year Simulation forecasts increases as follows:

	2026	2027	2028	2029	2030	Average 2026-2030
City Budget Increase	**5.80%**	**5.36%**	**5.34%**	**4.92%**	**4.74%**	**5.23%**
City Share of Overall Property Tax Increase	**2.98%**	**2.79%**	**2.81%**	**2.63%**	**2.56%**	**2.75%**
Overall Property Tax Increase*	**4.49%**	**4.11%**	**3.96%**	**3.74%**	**3.67%**	**3.99%**

***including Halton Region and Boards of Education**

2026 PROPOSED CAPITAL BUDGET

The City's 2026 capital budget is $105.7 million with a 10-year capital program (2026-2035) of $1.2 billion.

As presented in previous years, the capital program categorizes projects into the following four areas:

- New / Enhanced projects – increases to current service levels beyond what the city currently provides, not as a result of growth
- Infrastructure Renewal projects – repair, refurbishment or replacement of an existing asset to extend its useful life in accordance with the asset management plan
- Growth projects – capital required to service growth within the city
- Green projects – projects which support the city's climate goals

The following table provides a summary for each asset category over the 10 year forecast. During this timeframe, infrastructure renewal represents the largest type at 81.5% followed by growth-related projects at 10.7%, new / enhanced projects of 3.5% and green projects of 4.2%.

10-year capital budget by asset category

Project Type	New/ Enhanced	Infrastructure Renewal	Growth	Green	Total
Facilities and Buildings	$ 2,319	$ 136,108	$ 13,708	$ 23,141	$ 175,275
Information Technology	$ 5,125	$ 61,530	$ -	$ -	$ 66,655
Parks and Open Space	$ 1,850	$ 101,540	$ 10,526	$ -	$ 113,916
Roadways	$ 30,666	$ 495,225	$ 90,484	$ 2,465	$ 618,840
Stormwater Management	$ -	$ 48,551	$ 6,724	$ -	$ 55,275
Studies	$ 690	$ -	$ -	$ -	$ 690
Vehicles and Equipment	$ 635	$ 119,758	$ 5,104	$ 24,458	$ 149,955
Total	**$ 41,285**	**$ 962,713**	**$ 126,546**	**$ 50,064**	**$1,180,607**

All values in thousands ('000), numbers may not add due to rounding

Expenses Excluded from the Budget

As per Ontario Regulation 284/09, in preparing the budget for a year, a municipality may exclude the estimated expenses of all or portion of the followings:

- Amortization expenses,
- Post-employment benefit expenses, and
- Solid waste landfill and post-closure expenses.

The municipality must, prior to adopting a budget for the year that excludes any of the expenses listed above, prepare, and have Council approve a report containing the following:

(a) An estimate of the change in the accumulated surplus of the municipality or local board to the end of the year resulting from the exclusion of any of the expenses listed above, and

(b) An analysis of the estimated impact of the exclusion of any of the expenses listed above on the future tangible capital asset funding requirements of the municipality.

Amortization Expenses

The projected amortization expense of the tangible capital assets for 2026 is $47 million. The City's 2026 proposed capital budget does not include this expense; however, funding for the acquisition of tangible capital assets in the amount of approximately $104 million is included in the proposed budget.

Post-Employment Benefits

The City of Burlington reports the impact of post-employment benefit expenses to Council annually as part of the financial statements. The City does budget annually for the current year costs expected to be incurred but does not budget for the estimated future liability.

Post-Employment Benefits include dental & health care benefits that the City provides between the time an employee retires and the time that an employee reaches 65, as well as the potential future costs to the City as a self-insured employer under the Workplace Safety and Insurance Act, 1997.

The increase to the 2026 Post-Employment Benefit is estimated at $1.7 million, and the increase to the WSIB liability is estimated at $0.4 million.

The projection was determined through an Actuarial Review, which was completed by an independent organization evaluating the probability of events and quantifies the contingent outcomes based on industry and City of Burlington-specific experiences.

It is important to note that, while PSAB requires a municipality to disclose the liability in its financial statements, there is no requirement to fund this long-term liability.

Overall Impact on Accumulated Surplus in 2026

It is estimated that the overall impact of these excluded expenses on the 2026 accumulated surplus will be a net increase of $56 million summarized as follows (in $000's):

Change in Post-employment benefits expenses	(1701)
Change in Future WSIB expenses	(379)
Acquisition of Tangible Capital Assets	104,972
Amortization expense on Tangible Capital Assets	(47,017)
Total Estimated Impact	**$55,875**

No Impact on Future Tangible Capital Asset Funding Requirements

Amortization expense represents the reduction in the economic benefits realized by the City's assets during a fiscal accounting period. The amount of amortization expense can be used as a rough indication of what should be budgeted annually for replacement of the City's tangible capital assets.

It must be noted that amortization expense is based on the cost when assets were purchased or built and therefore it may not properly represent costs in today's dollars and using current standards. Amortization expense also does not necessarily capture the true useful life of assets, nor does it reflect the cost of any growth-related assets that may be required. Annual capital funding typically exceeds amortization expense when considering all these issues.

The City's Asset Management Plan (AMP) provides the data; analysis and long-term renewal & replacement needs to inform budget prioritization and decision-making. The plan provides insight into the condition of the City's assets and their performance. Budget category leads then use this data, in addition to assessing service risk and asset criticality, to prioritize projects that are most important for meeting the organization's strategic goals. The most recent AMP was approved by the council in July 2025, which will be updated every five years, monitoring the overall health and investment needs of the City's infrastructure assets.

Key Dates & Milestones

Public Engagement - Budget Townhalls and Feedback Opportunities

- This year the city continued to utilize its existing online engagement tools, including survey opportunities available through GetInvolvedBurlington.ca.
- The budget was prominently featured at the City's annual *Food for Feedback* event in September, and a Telephone Town Hall is scheduled to take place in November.
- Budget Town Halls were held in each of the City's six wards. This provided residents with an opportunity to engage directly with their elected representatives. To support this public engagement, a draft budget summary was made available on the City's website, with printed copies provided at each of the Budget Ward Meetings
- The Open Book platform is available on the city's budget website to present the budget in a transparent, interactive, and user-friendly format, enabling the public to explore budget data in greater detail.

The following table provides a summary of the key dates for public engagement:

Location	Ward	Time	Date
Food for Feedback (Central Park)			September 13, 2025
Haber Community Centre (Community Room 1)	6	7:00-8:30 pm	September 18, 2025
LaSalle Pavilion (Main Ballroom)	1	7:00-8:30 pm	September 22, 2025
Burlington Senior Centre (Community Room 3)	2	7:00-8:30 pm	September 23, 2025
Brant Hills Community Centre (Community Room 1)	3	7:00-8:30 pm	September 24, 2025
Tansley Woods Community Centre (Community Room 1)	4	7:00-8:30 pm	September 29, 2025
Appleby Ice Centre (Community Room 1)	5	7:00-8:30 pm	October 2, 2025
Telephone Townhall		7:00-8:30 pm	November 5, 2025

A summary of the engagement feedback received to date can be found in Appendix B.

Budget Review and Approval Timelines

A summary of the Council budget review process is outlined below:

Item	Meeting	Date
2026 Financial Forecast	Committee of the Whole	July 7, 2025
Release of Proposed Budget (agenda available October 24)	Committee of the Whole	November 3, 2025
Divisional Budget Presentations by XLT	Budget Committee	November 13, 2025
Committee review of Proposed Budget, amendments proposed via Budget Review Form process	Budget Committee	November 24 and 25, 2025
Council review of Proposed Budget	Special Council Meeting	December 2, 2025
Note: Per legislation, there is a 30-day period for Council to review and amend the Proposed Budget once it has been released. This period can be shortened via a Council vote. Following Council review of the Proposed Budget there is a 10-day period in which the Mayor can veto a budget amendment. This period can be shortened via a Mayoral Decision. If the veto power were exercised, there is a 15-day period in which a 2/3rds majority of Council can override the veto. After process of amendments, vetos and overrides has passed the budget is deemed to have been adopted.		

Budget Review Forms

Similar to last year, Members of Council who wish to bring forward amendments to the proposed budget are requested to complete a Budget Review Form, which will be distributed electronically to all Council members.

Staff kindly ask that these forms be used to identify any proposed changes to the capital and operating budgets and are returned to Finance by Friday **November 14th**.

A consolidated summary of all submitted Budget Review Forms will be used to structure the agenda for the Budget Committee meetings, commencing on November 24th.

Implications

Decisions considered as part of 2026 budget deliberations need to be made in the context of the multi-year budget framework to avoid deferring a known financial impact to a future year. This includes consideration of the operational and financial implications related to deferrals, use of one-time revenues, and service level revisions that may be associated with achieving the desired 2026 tax levy.

References

The budget presented in this report adheres to the principles that have been recognized by Council as important policy decisions including those outlined in the following reports:

FIN-24-25:	2026 Financial Forecast
FIN-10-25:	2026 Budget Process
PWS-30-25:	2025 Corporate Asset Management Plan
F-24-24:	Multi-year Community Investment Plan – Financing Plan Update Report
CM-12-23:	Vision to Focus (V2F) The City of Burlington's 4-Year Workplan
F-19-23:	2023 Financial Condition Assessment
F-22-12:	The City of Burlington Long Term Financial Plan

Strategic Alignment

- ☑ Designing and delivering complete communities
- ☑ Providing the best services and experiences
- ☑ Protecting and improving the natural environment and taking action on climate change
- ☑ Driving organizational performance

Author:

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Chief Financial Officer
Finance Department
Craig.Millar@burlington.ca

Appendices:

A. 2026 Budget Recommendations
B. Summary of budget engagement
C. Multi-Year Budget Simulation

Report Approval:

All reports are reviewed and approved by the Commissioner, Head of Corporate Affairs, Chief Financial Officer, and Commissioner of Legal and Legislative Services/City Solicitor.

Appendix A: 2026 Budget Recommendations

Adopt the 2026 Operating Budget including any approved budget amendments to be applied against the proposed net tax levy amount of $282,201,378; and

Endorse that any surplus or deficit resulting from a difference between the actual results and the estimated 0.75% City portion of the net assessment growth be transferred to / from the Tax Rate Stabilization Reserve Fund; and

Adopt the 2026 Capital Budget for the City of Burlington, with a gross amount of $105,722,127 with a debenture requirement of $10,350,000 and the 2027-2035 capital forecast with a gross amount of $1,074,884,815 with a debenture requirement of $26,675,000 as outlined in the 2026 Budget Overview (FIN-42-25) and as amended by Council; and

Administer the debenture in the amount of $6,350,000 in 2026 as tax supported debt; and

Administer the debenture in the amount of $4,000,000 in 2026 as Multi-year Community Investment debt; and

Declare that, in accordance with sis. 5(1)5 of the *Development Charges Act, 1997* and sis. 5 of Ontario Regulation 82/98, it is Council's clear intention that the excess capacity provided by the above-referenced works will be paid for by future development charges.

Appendix B of Report FIN-42-25
Public Engagement and Town Halls

Next steps

- **Overview of proposed 2026 Budget** at Committee of the Whole Council meeting - Monday, Nov. 3 at 9:30 a.m.
- **2026 Budget Telephone Town Hall** - Wednesday, Nov. 5, from 7 – 8:30 p.m., by phone
- **Divisional Budget Presentations** at Budget Committee - Thursday, Nov. 13 at 1:00 p.m.
- **Review of the Proposed 2026 Budget** at Budget Committee - Monday, Nov. 24 and Tuesday, Nov. 25 at 9:30 a.m.
- **Council review/approval of Proposed 2026 Budget** at Special Council Meeting - Tuesday, Dec. 9 at 9:30am

Public Engagement

The City of Burlington invited residents to take part in early public engagement opportunities for the 2026 Budget starting in August 2025. It included an online survey, participation at the Food for Feedback event, and six budget Town Halls, one in each ward.

Number of Community Members Engaged

The table below provides an overview of all community engagement opportunities as of October 5.

Date	Activity	Details
August 25 – October 5	Online survey	113 surveys completed
September 13	Food for Feedback event	Approx 2000 people attended the event
September 18	Ward 6 Budget Town Hall	10 people – in-person, 5 people - online
September 22	Ward 1 Budget Town Hall	12 people – in-person, 5 people – online
September 23	Ward 2 Budget Town Hall	10 people – in-person, 7 people – online
September 24	Ward 3 Budget Town Hall	7 people – in-person, 7 people -online
September 29	Ward 4 Budget Town Hall	18 people – in-person, 3 people – online
October 2	Ward 5 Budget Town Hall	11 people – in-person, 4 people - online

Appendix B of Report FIN-42-25
Public Engagement and Town Halls

Communication

Community engagement opportunities were promoted using the following methods:

- Get Involved Burlington Project Get Involved page – 3.6K page visits
- Get Involved Burlington e-newsletters – 6700+ subscribers
- Media release – August 25, 2025
- Social Media posts - Campaign timeline: July 15 – Oct. 5, 2025
    - Impressions: 146,635 (across all social channels)
    - Engagements: 3,433 (across all social channels)

Key Findings

Food for Feedback dotmocracy board responses

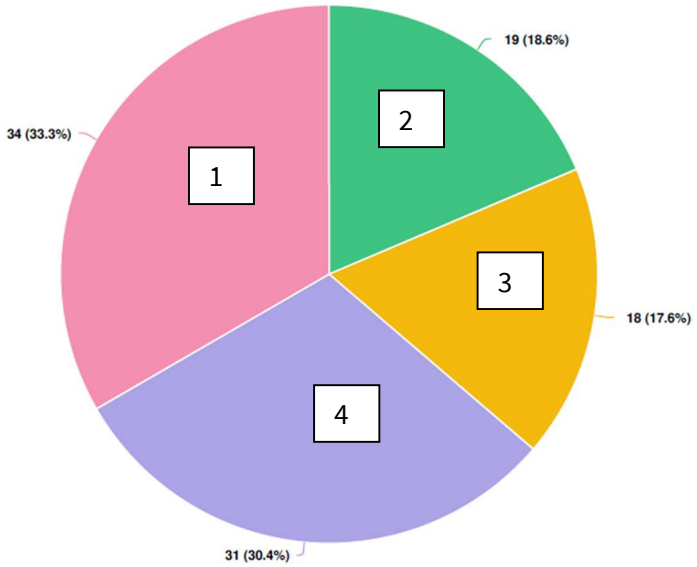
BUDGET 2026

Thinking about the City services below, would you increase, maintain, or decrease service levels for the following areas?

	MAINTAIN	INCREASE	DECREASE
FIRE SERVICES – includes emergency response, fire safety programs, fire inspections, and 9-1-1 dispatch	56	20	4
PARKS AND TRAILS – includes upkeep and access to walking paths, playgrounds, splash pads, and green spaces	37	41	2
ROADS AND SIDEWALKS – includes road conditions, sidewalk safety, traffic flow, and options like bike lanes	32	44	3
TRANSIT SERVICES – includes Burlington Transit routes, how often buses run, ease of use for everyone, and services like Handi-Van	33	36	7
RECREATION AND COMMUNITY PROGRAMS – includes access to programs like swimming, camps, fitness, arts, and sports fields	33	40	7
WINTER MAINTENANCE – includes how well roads and sidewalks are plowed, sanded, and salted	45	31	5
ARTS, CULTURE, AND EVENTS – includes access to public art, cultural festivals, and community events	52	23	5
BYLAW AND ANIMAL SERVICES – includes enforcement of property, parking, noise, and animal control rules	36	31	13
CLIMATE ACTION – includes tree planting, walking and biking options, energy-efficient buildings, and cutting local emissions	27	42	12
PLANNING AND DEVELOPMENT – includes clarity and efficiency of the permit and development approval process	28	53	0
TECHNOLOGY AND ONLINE SERVICES – includes digital tools that make services easier to access and use	17	50	8
CITY COMMUNICATIONS AND PUBLIC ENGAGEMENT – includes how clear and easy City information is to access, and opportunities to share your views	33	42	3

Appendix B of Report FIN-42-25
Public Engagement and Town Halls

Q1. Most city programs and services are paid for with property taxes. Cities have to make tough choices to balance service levels, rising costs, and what the community needs. Which of these options would you most support for managing the City's yearly budget? (102 responses)



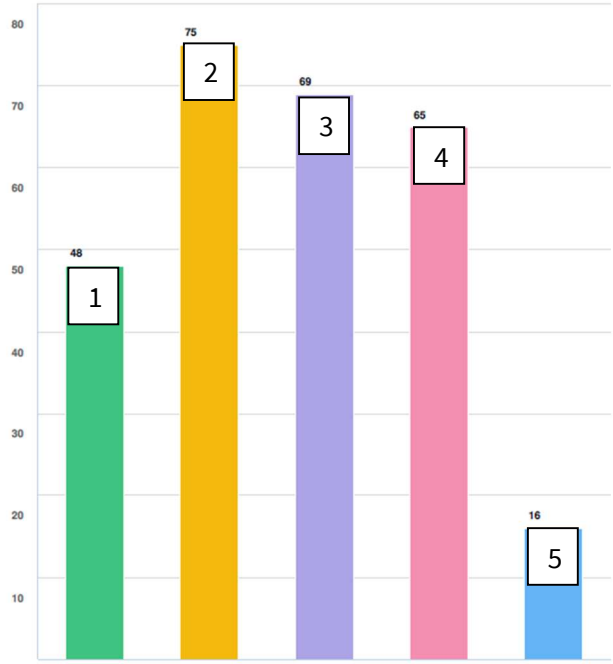
1 33.3% - Lower taxes by reducing services

2 18.6% - Keep current services by raising property taxes to match inflation

3 17.6% - Improve services by raising property taxes a bit more than inflation

4 30.4% - Limit tax increase by limiting service enhancements

2. As part of our ongoing planning, the City regularly evaluates opportunities to strengthen how services are funded. Which of the following potential revenue options would you be most supportive of?



1 48 responses – increase user fees

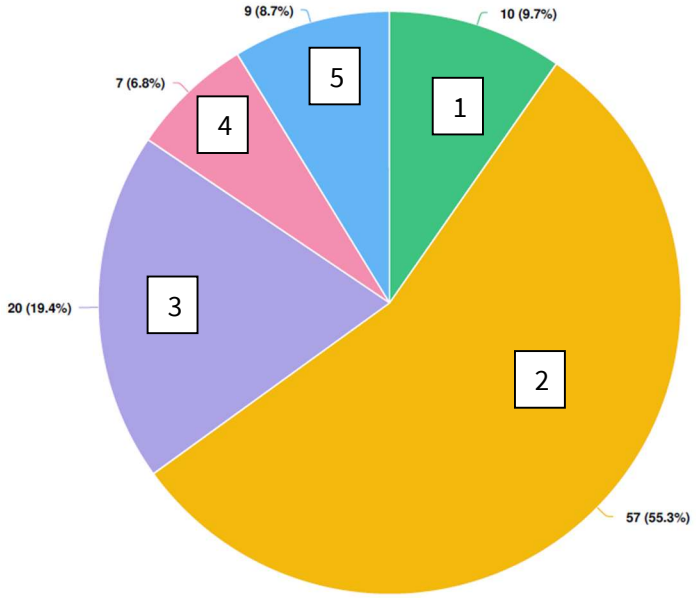
2 75 responses – increase fines and penalties

3 69 responses – Advocate for more provincial/federal funding

4 65 responses – Explore new revenue sources

5 16 responses – Other suggestions

Q3. Overall, how satisfied or dissatisfied are you with the City of Burlington's services and programs? (103 responses)



1 9.7% - Very Satisfied

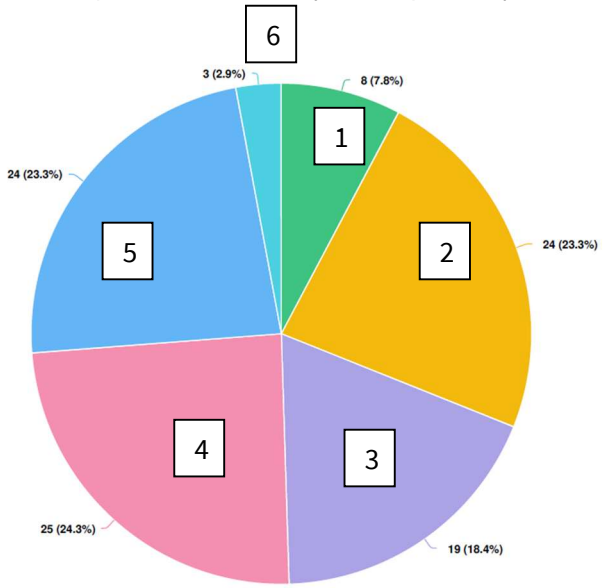
2 55.3% - Satisfied

3 19.4% - Dissatisfied

4 6.8% - Very dissatisfied

5 8.7% - Unsure

Q4. Think about the programs and services the City provides. How would you rate the value you receive for your tax dollars? (103 responses)



1 7.8% - Excellent

2 23.3% - Very Good

3 18.4% - Good

4 24.3% - Fair

5 23.3% - Poor

6 2.9% - Unsure

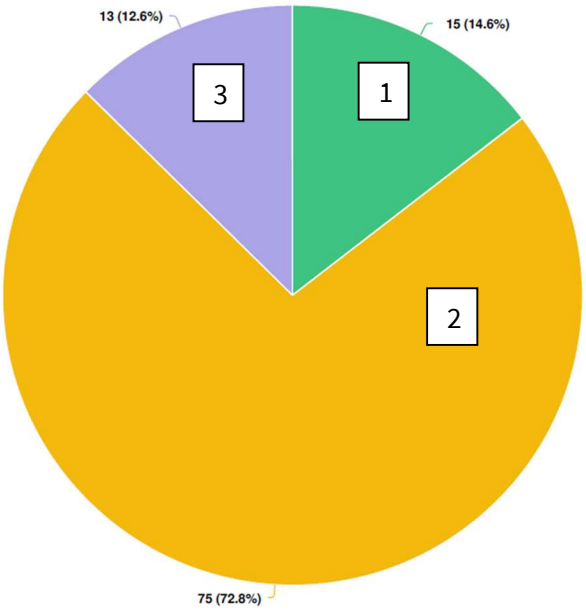
Q5.

BUDGET 2026

Thinking about the City services below, would you increase, maintain, or decrease service levels for the following areas?

	MAINTAIN	INCREASE	DECREASE
FIRE SERVICES – includes emergency response, fire safety programs, fire inspections, and 9-1-1 dispatch	89	6	8
PARKS AND TRAILS – includes upkeep and access to walking paths, playgrounds, splash pads, and green spaces	64	21	17
ROADS AND SIDEWALKS – includes road conditions, sidewalk safety, traffic flow, and options like bike lanes	50	43	9
TRANSIT SERVICES – includes Burlington Transit routes, how often buses run, ease of use for everyone, and services like Handi-Van	59	19	24
RECREATION AND COMMUNITY PROGRAMS – includes access to programs like swimming, camps, fitness, arts, and sports fields	63	21	18
WINTER MAINTENANCE – includes how well roads and sidewalks are plowed, sanded, and salted	63	33	6
ARTS, CULTURE, AND EVENTS – includes access to public art, cultural festivals, and community events	54	11	37
BYLAW AND ANIMAL SERVICES – includes enforcement of property, parking, noise, and animal control rules	56	31	14
CLIMATE ACTION – includes tree planting, walking and biking options, energy efficient buildings, and cutting local emissions	39	33	30
PLANNING AND DEVELOPMENT – includes clarity and efficiency of the permit and development approval process	55	30	16
TECHNOLOGY AND ONLINE SERVICES – includes digital tools that make services easier to access and use	55	26	20
CITY COMMUNICATIONS AND PUBLIC ENGAGEMENT – includes how clear and easy City information is to access, and opportunities to share your views	61	25	15

Q6. Reserve funds help ensure the City can manage emergencies and unexpected costs (e.g. major floods, economic downturns) without disrupting core services. Do you support increasing taxes to increase the contributions to reserve funds as part of the annual budget? (103 responses)

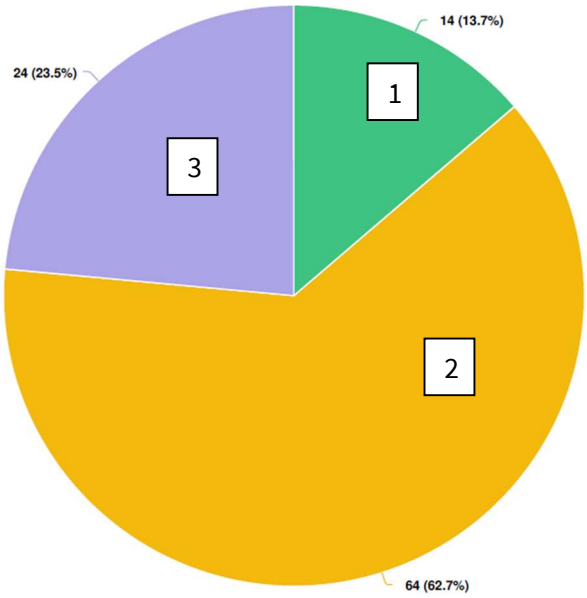


1 14.6% - Yes

2 72.8% - No

3 12.6% - Unsure

Q7. The City's Asset Management Plan identified that the City owns $7.2 billion of assets such as roads, parks, buildings etc. that must be maintained. The levy which funds the renewal of these assets is proposed to increase for 2026. This represents 2% of the City's budget increase. What would you prefer?(102 responses)



1 13.7% - Increase the levy to accelerate upgrades and reduce future costs

2 62.7% - Maintain the levy at 2%, balancing today's needs with long-term sustainability

3 23.5% - Reduce the levy, acknowledging this may delay maintenance or increase future costs

Q10. What should be the top priority for the 2026 budget?

Top five themes (summarized from 85 text responses)
Keep taxes low / reduce tax increases — 32 mentions (37%)
Roads, sidewalks & potholes (maintenance/repairs) — 22 mentions (26%)
Traffic congestion & flow — 15 mentions (17%)
Reduce spending / find efficiencies / staffing cuts — 14 mentions (16%)
Development & growth management (condos, pace, downtown impacts) — 8 mentions (9%)

Multi-Year Budget Simulation ($ Thousands)

Appendix C to FIN-42-25

Description	Forecast 2026	2027	2028	2029	2030
City Tax Levy	**$ 264,724**	**$ 282,201**	**$ 300,307**	**$ 319,501**	**$ 338,574**
Maintaining Service Levels (Base Budget)	**$ 9,178**	**$ 8,458**	**$ 8,941**	**$ 9,288**	**$ 9,650**
% Assessment Growth	**0.75%**	**1.00%**	**1.00%**	**1.00%**	**1.00%**
Operating Impacts of New Infrastructure					
Software Maintenance Costs and Enhancements to Systems	$ 413	$ 295	$ 319	$ 342	$ 348
New Asset Maintenance from the Capital Program	$ 110	$ 150	$ 194	$ 180	$ 180
Operating impact of Community Growth	$ 198	$ 363	$ 363	$ 363	$ 363
Bateman Operating Costs and Debt Charges	$ 300	$ 750	$ 1,023	$ 273	$ -
Expansion of Transit Service	$ 763	$ 607	$ -	$ -	$ -
Operational and Financial Sustainability					
Maintaining Recreational Assets (Preventative Maintenance)	$ 100	$ 100	$ 100	$ -	$ -
Provision to Infrastructure					
Infrastructure Renewal Levy (2%)	$ 5,287	$ 5,644	$ 6,006	$ 6,390	$ 6,771
Multiyear Community Investment Plan Funding	$ 250	$ 750	$ 1,000	$ 1,000	$ 1,000
Additional Base Budget Items	**$ 7,422**	**$ 9,022**	**$ 9,368**	**$ 8,912**	**$ 9,026**
Key Investments					
Livability	$ 335	$ 137	$ 146	$ 246	$ 175
Sustainability	$ 512	$ 389	$ 539	$ 328	$ 355
Transparency	$ 30	$ -	$ -	$ -	$ -
Total Key Investments	**$ 878**	**$ 526**	**$ 685**	**$ 573**	**$ 530**
Allowance for Unknown Factors		**$ 100**	**$ 200**	**$ 300**	**$ 400**
Total Net Taxes	**$ 282,201**	**$ 300,307**	**$ 319,501**	**$ 338,574**	**$ 358,180**
City Budget Increase (%)	**5.80%**	**5.36%**	**5.34%**	**4.92%**	**4.74%**
City Share of Overall Property Tax Increase (%)	**2.98%**	**2.79%**	**2.81%**	**2.63%**	**2.56%**
Overall Property Tax Increase (including Region and Education) (%)	**4.49%**	**4.11%**	**3.96%**	**3.74%**	**3.67%**

Regional tax increase estimated at 4.6% in 2026, 4.0% in 2027, 3.5% in 2028 and 3.4% thereafter

COW Nov 3, 2025
FIN-42-25 staff presentation

CITY OF Burlington

BUDGET 2026

2026 Budget Overview Report FIN-42-25

Committee of the Whole – November 3, 2025

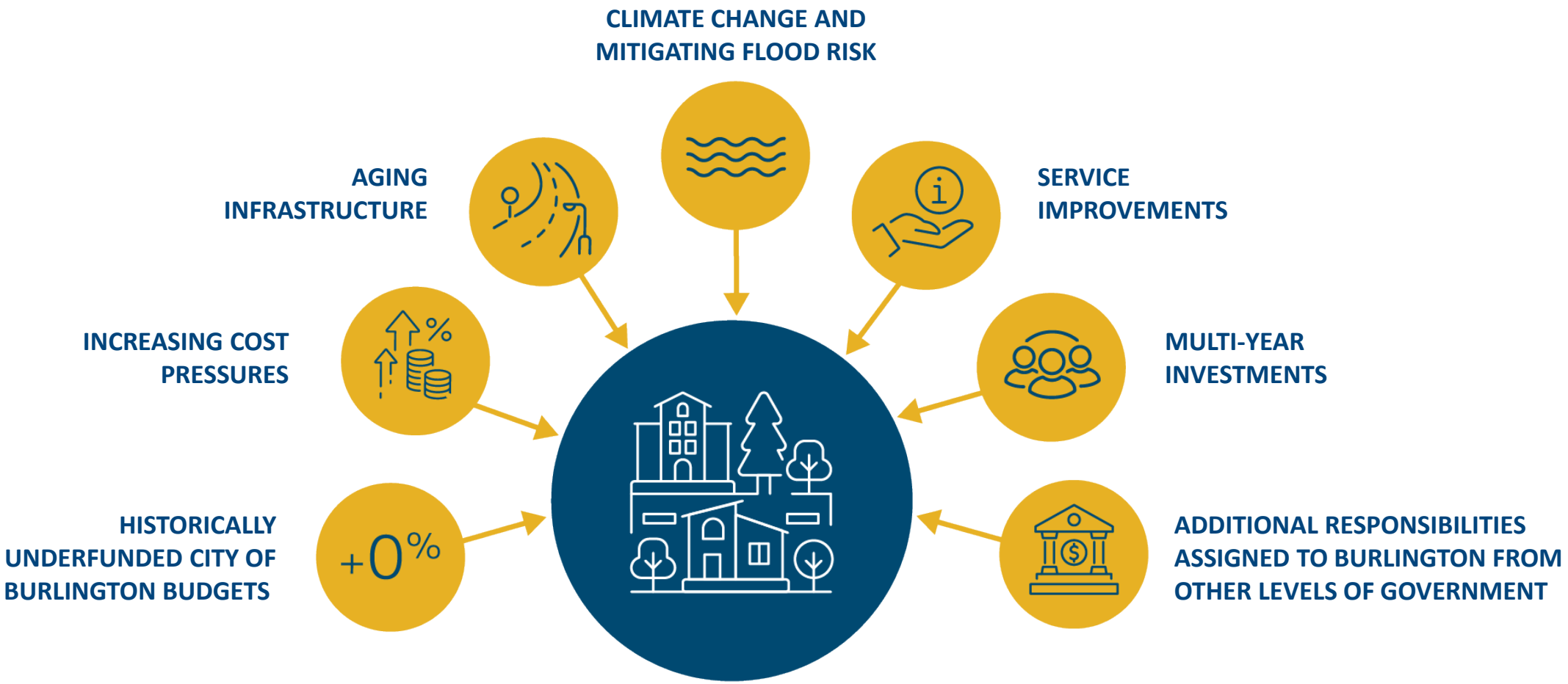
PUBLIC ENGAGEMENT

Telephone & 6 in person Town Halls

Get Involved Burlington & Community Panel

Food for Feedback

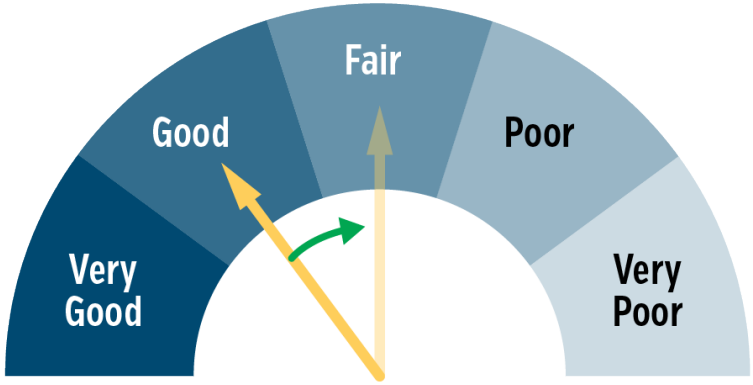
FACTORS THAT IMPACT THE CITY BUDGET



PROTECTING THE LIFE OF CITY ASSETS

BURLINGTON HAS $7.1B CITY ASSETS.

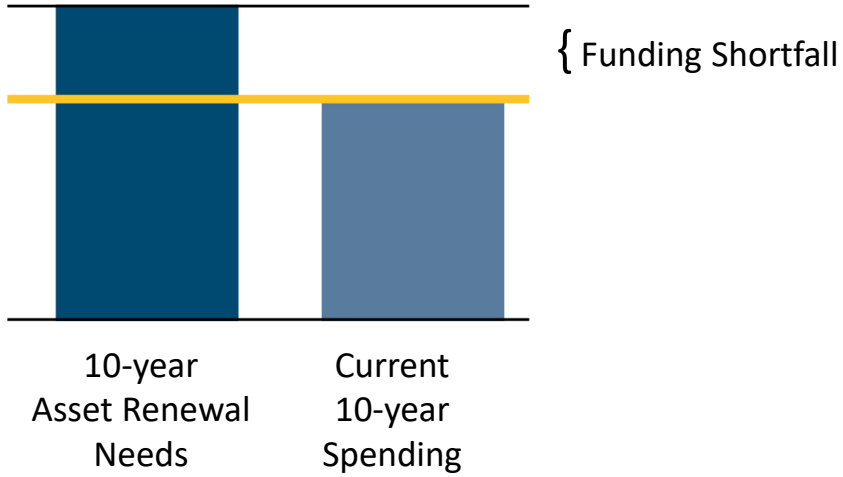
Currently they are in **Good** condition but trending to **Fair**.



Average Asset Condition

To ensure our assets do not deteriorate further, the City needs to **invest $1.22B** over the next 10 years in infrastructure renewal. Currently we are spending $868M over 10 years.

THIS LEAVES A GAP OF $350M.

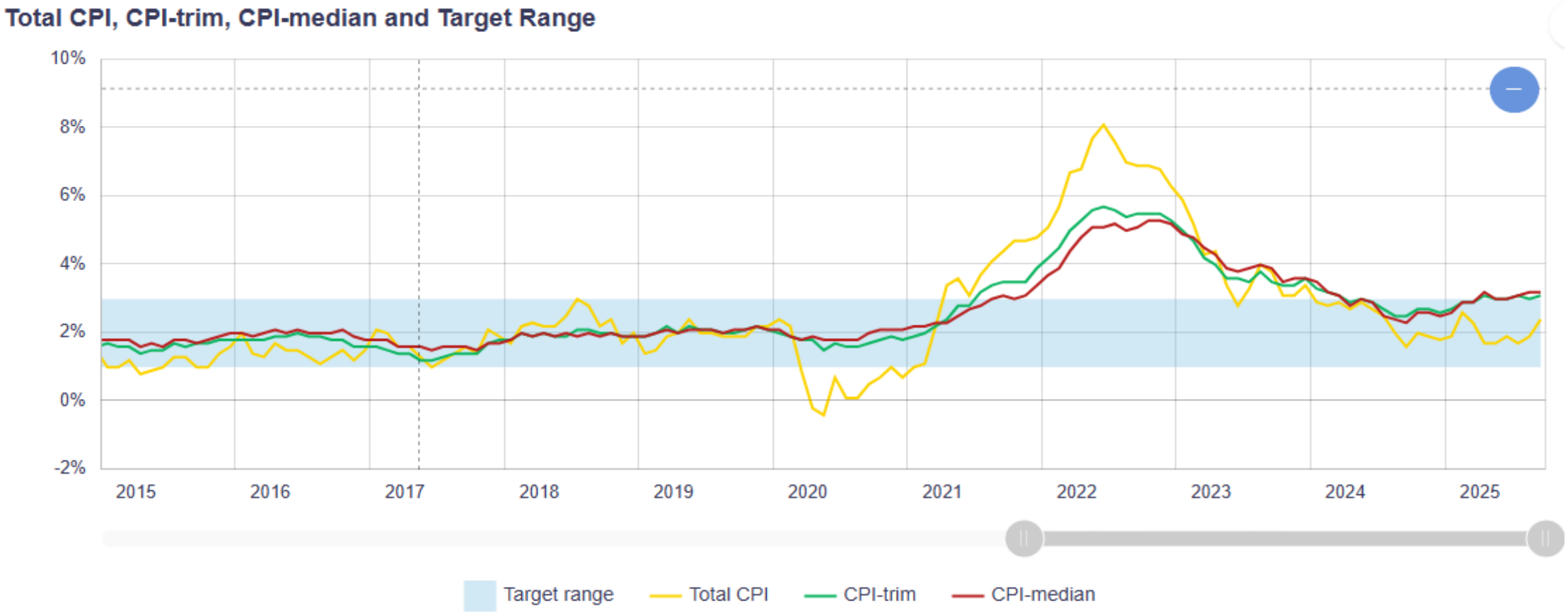


TO HELP ADDRESS THIS FUNDING SHORTFALL, THE CITY HAS A 2% INFRASTRUCTURE LEVY.

ECONOMIC LANDSCAPE

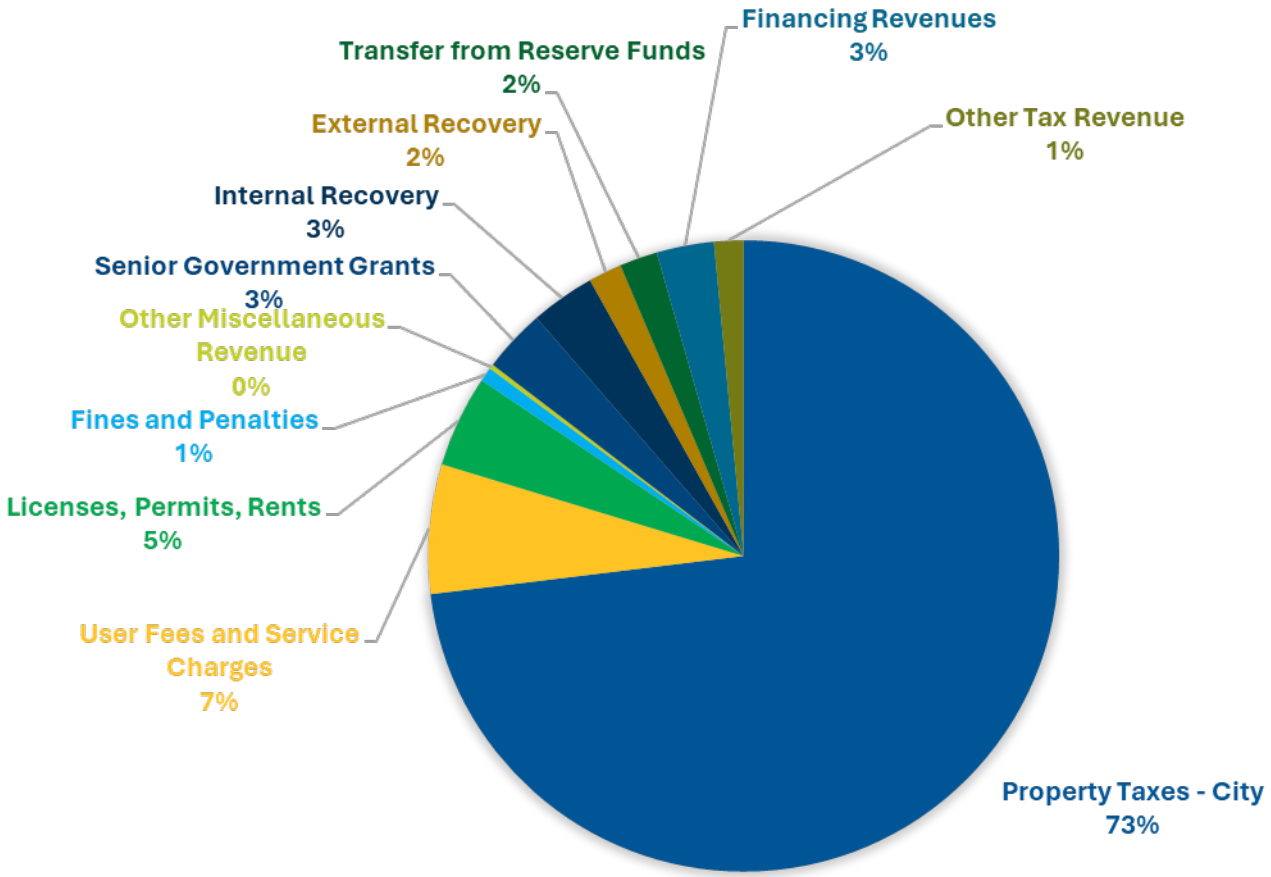
	2022	2023	2024	Sept 2025	4 year average	4 year compounded
Canadian CPI (all items)	6.8%	3.9 %	2.4%	2.4%	3.9%	16.4%
Canadian CPI Trim	5.3%	3.6%	2.6%	3.1%	3.7%	15.4%
Canadian CPI Median	5.2%	3.6%	2.5%	3.2%	3.6%	15.3%
Infrastructure Renewal Levy	1.6%	2.0%	2.0%	2.0%	1.9%	7.7%
Non-residential Construction Price Index	15.3%	5.4%	4.1%	3.9%	7.2%	31.4%

Key inflation indicators and the target range



Source: Bank of Canada Website

OPERATING BUDGET FUNDING



OPERATING BUDGET $387.3M

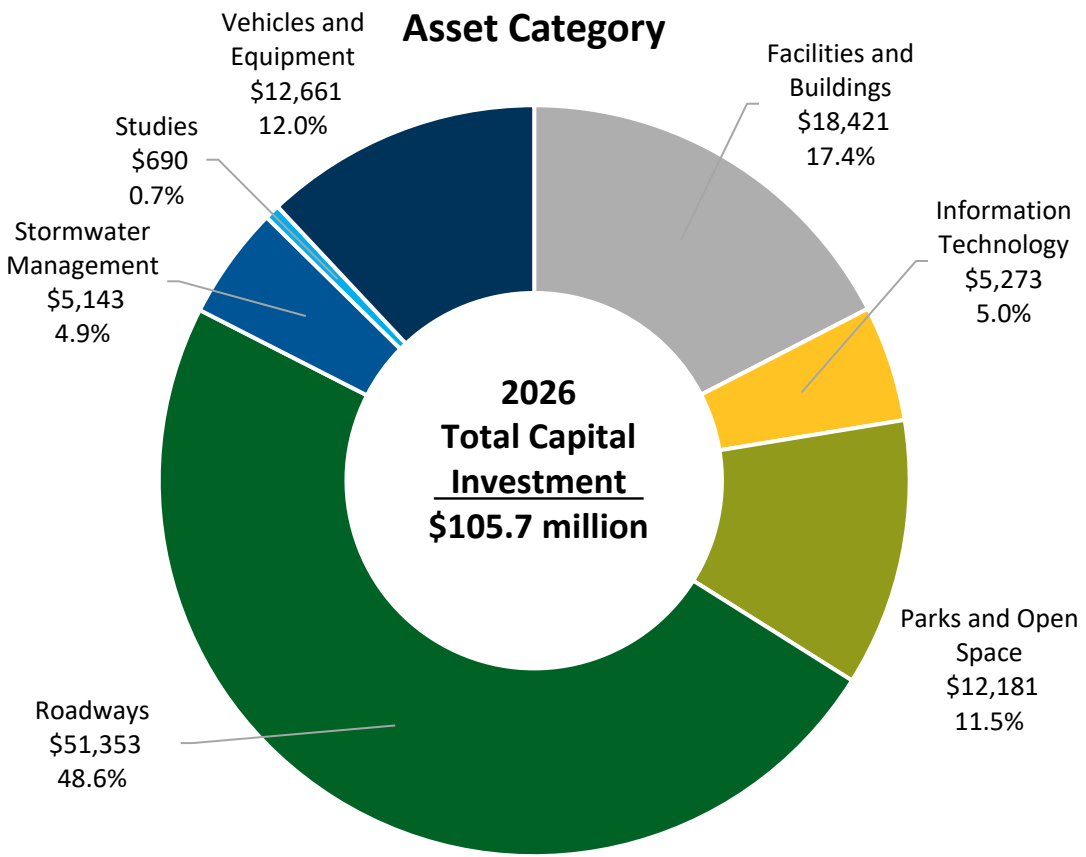
Property Taxes - City **(282,201)**
User Fees and Service Charges **(25,892)**
Licenses, Permits, Rents **(18,142)**
Fines and Penalties **(2,807)**
Other Miscellaneous Revenue **(928)**
Senior Government Grants **(12,484)**
Internal Recovery **(12,936)**
External Recovery **(6,601)**
Transfer from Reserve Funds **(8,197)**
Financing Revenues **(11,364)**
Other Tax Related Revenues **(5,822)**

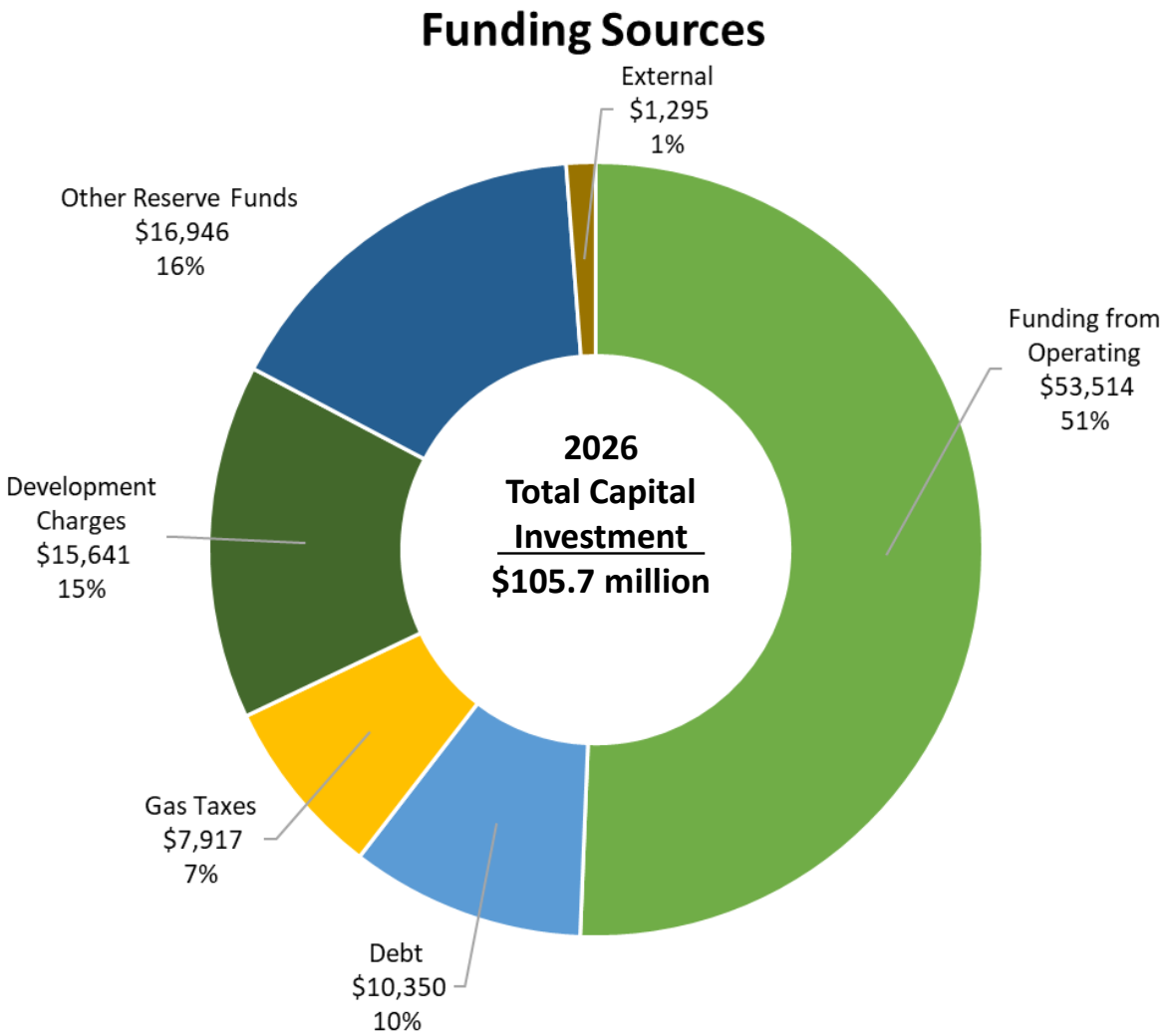
Note: Numbers are in $ thousands and may not add due to rounding

BUDGET SUMMARY

	2026 Budget Change	2026 Budget Change
Base Budget Impact including Assessment Growth @ 0.75%	$ 9,178,448	2.69%
Infrastructure Renewal Levy	$ 5,287,000	1.98%
Cumulative Impact including Infrastructure Levy	$ 14,465,448	4.67%
Additional Budget Pressures		
Operating Impacts of New Infrastructure	$ 1,784,286	0.67%
Operational and Financial Sustainability	$ 100,000	0.04%
Multi-Year Community Investment Plan	$ 250,000	0.09%
Cumulative Impact	$ 16,599,734	5.47%
Key investments		
Livability	$ 335,385	0.13%
Sustainability	$ 512,414	0.19%
Transparency	$ 30,000	0.01%
Grand Total City	$ 17,477,533	5.80%
Overall Tax Increase (City, Region, Education)		4.49%

2025 CAPITAL BUDGET - $105.7 MILLION



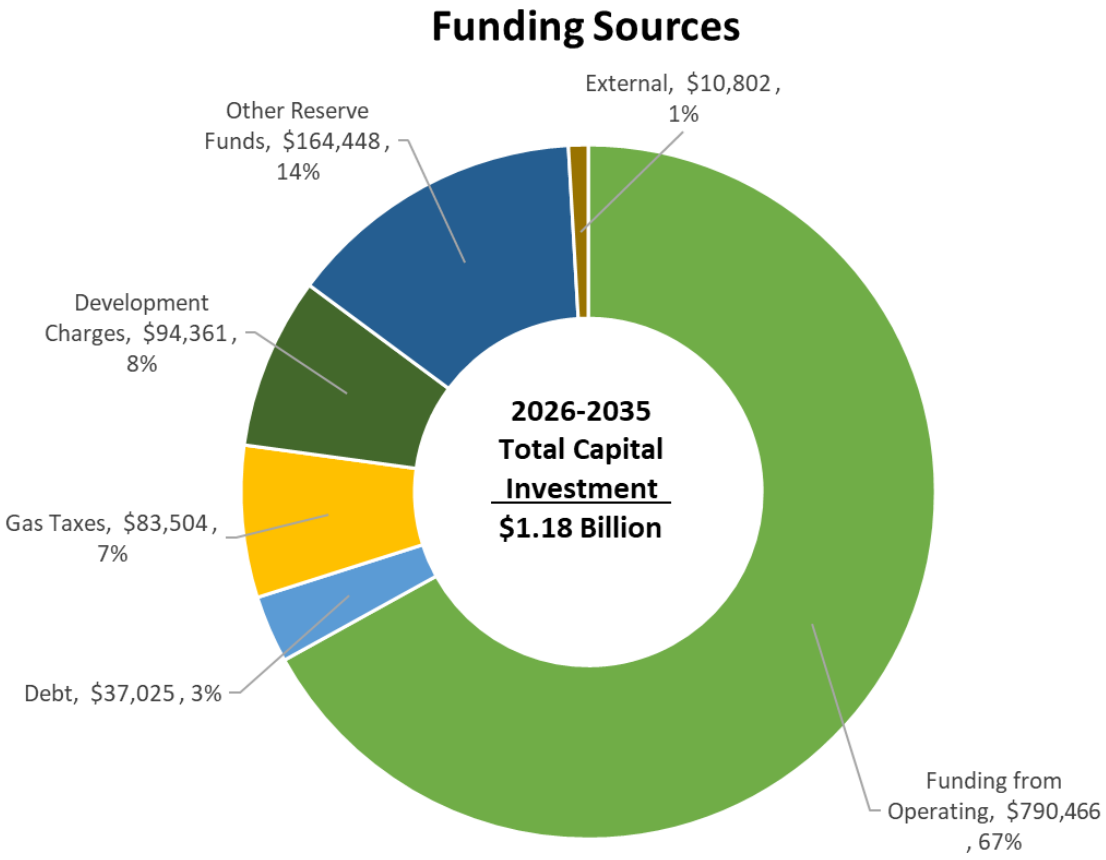


TEN YEAR CAPITAL FORECAST - $1.18 BILLION

10-year capital budget by asset category

Project Type	New/ Enhanced	Infrastructure Renewal	Growth	Green	Total
Facilities and Buildings	$ 2,319	$ 136,108	$ 13,708	$ 23,141	$ 175,275
Information Technology	$ 5,125	$ 61,530	$ -	$ -	$ 66,655
Parks and Open Space	$ 1,850	$ 101,540	$ 10,526	$ -	$ 113,916
Roadways	$ 30,666	$ 495,225	$ 90,484	$ 2,465	$ 618,840
Stormwater Management	$ -	$ 48,551	$ 6,724	$ -	$ 55,275
Studies	$ 690	$ -	$ -	$ -	$ 690
Vehicles and Equipment	$ 635	$ 119,758	$ 5,104	$ 24,458	$ 149,955
Total	**$ 41,285**	**$ 962,713**	**$ 126,546**	**$ 50,064**	**$1,180,607**

All values in thousands ('000), numbers may not add due to rounding



BUDGET PROCESS

JULY 15	AUGUST TO NOVEMBER	OCT. 24	NOV. 3	NOV. 13	NOV. 24 & 25	DEC. 2
2026 Financial Forecast report approved by Burlington City Council.	Opportunities for public engagement, including in-person Budget Town Hall meetings, led by Mayor Meed Ward and participating Ward Councillors, and a 2026 Budget Telephone Town Hall on Nov. 5, from 7–8:30 p.m.	Proposed 2026 Budget posted to City's website, **burlington.ca/budget** and **getinvolvedburlington.ca/2026budget**.	Proposed 2026 Budget presented to City Council at Committee of the Whole meeting, 1 p.m. at City Hall, 426 Brant St. or livestream at **burlington.ca/calendar**. Delegations welcome. Register to speak to Council at **burlington.ca/delegate**.	A presentation from each Division of the City at Budget Committee meeting, 1 p.m. at City Hall, 426 Brant St. or livestream at **burlington.ca/calendar**.	Review of the proposed 2026 Budget, including any amendments put forward by City Council members, at Budget Committee meeting, 9:30 a.m. at City Hall, 426 Brant St. or livestream at **burlington.ca/calendar**. Delegations welcome. Register to speak to Council at **burlington.ca/delegate**.	Special Council meeting to finalize 2026 Budget, 9:30 a.m. at City Hall, 426 Brant St. or livestream at **burlington.ca/calendar**. Delegations welcome. Register to speak to Council at **burlington.ca/delegate**.

From:	Focus Burlington Newsletter
To:	Mailbox, Clerks
Cc:	Mailbox, Office of the Mayor; Bentivegna, Angelo; Galbraith, Kelvin; Kearns, Lisa; Sharman, Paul; Nisan, Rory; Stolte, Shawna
Subject:	Focus Burlington"s 2026 Budget Survey
Date:	Friday, October 31, 2025 10:04:35 AM
Attachments:	Focus Burlington 2026 Budget Survey Results.pdf

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Please include the attached survey results in the agenda for the November 3rd, 2025, council meeting. Respondents who participated in the survey and provided an email address have been blind copied on this email.

Unfortunately, this quote is from an American President, but it is appropriate.

"Let us never forget that government is ourselves and not an alien power over us. The ultimate rulers of our democracy are not the President and senators and congressmen and government officials, but the voters of this country."

— Franklin D. Roosevelt

The Focus Burlington Team

Focus Burlington's 2026 Budget Survey Results

October 31st, 2026

Thank you to the 222 people who participated in our survey. This is a summary of what we learned.

Question 1

Do you understand that the Burlington line on your tax bill will increase by 5.8%? The city is using this statement to describe the 2026 tax increase:

"... the City of Burlington's share of taxes being less than 3 per cent."

https://mariannemeedward.ca/2026-budget-process-begins/

What did we learn?

	# of responses	%
I believe that Burlington is increasing taxes by less than 3 per cent.	15	7%
I don't understand what is happening here.	102	48%
I understand that the 3 per cent increase is calculated in terms of the total tax bill and does not represent Burlington's tax increase.	96	45%

***Our takeaway**: The city's practice of stating the change in Burlington taxes as a percentage of the change to the total bill manages to mislead 7% of taxpayers and confuse 48% of taxpayers.*

Question 2

Should Burlington clearly communicate the tax increase?

The Burlington line on the tax bill is projected to increase by 5.8%. The overall tax bill may increase by 4.49%. Until the Region of Halton and Halton Police Services set their budgets, we simply don't know what the overall increase will be. All we know now is that absolutely none of the city's increases will be "less than 3 per cent".

What did we learn?

Question 2	# of responses	%
No	8	4%
Yes	210	96%

Question 3

The July 2025 inflation rate was 1.7%. Burlington's proposed budget increase is 5.8% or more than 3 times the rate of inflation. With this in mind, should Burlington:

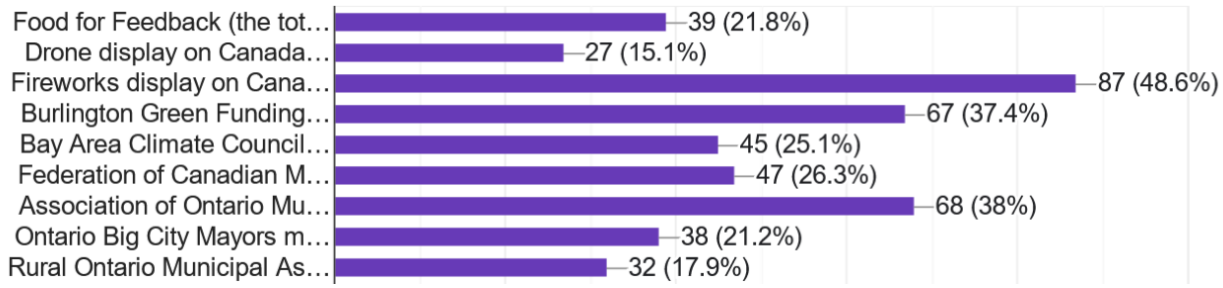
Question 3	# of responses	%
continue with the planned 5.8% increase	17	8%
decrease services to keep the tax increase at the rate of inflation	42	19%
find efficiencies to maintain services and hold the tax increase to the rate of inflation	146	67%
maintain services with a tax increase at or above inflation	13	6%

***Our takeaway**: In the age of AI and Trump's tariffs, the future for many workers in the private sector is uncertain. The unemployment rate in Ontario is 7.1%. Our survey showed that 67% of residents want the city to find efficiencies to maintain services. Only 6% want to maintain the current service level with an increase at or above the rate of inflation.*

Question 4

Please check the programs in the list below that you want to see **continued**.

We received 179 responses to this question.



What did we learn?

No single program was selected by a majority of responders.

The most popular program is Fireworks on Canada Day, with the drone display only receiving support from 15.1% of respondents.

What did people write in the comment area?

> *None or a variation of none – 11 people.*
>
> *Our roads need work, sewers - improve, bring up to standards, snow removal - improve, taxes are just too high for what they do, which is not very much!!*
>
> *SOUND OF MUSIC FESTIVAL*
>
> *Free Parking Downtown*

Our take on this is that people are tired of the tax increases and are looking for any way to reduce spending and taxes.

Question 5

Do you support building a new art gallery for $116 million?

The cost to build a new, larger art gallery has been estimated to be $116 million. Donations and other levels of government may cover some of the costs.

https://burlingtongazette.ca/library-rebuild-will-cost-116-million/

What did we learn?

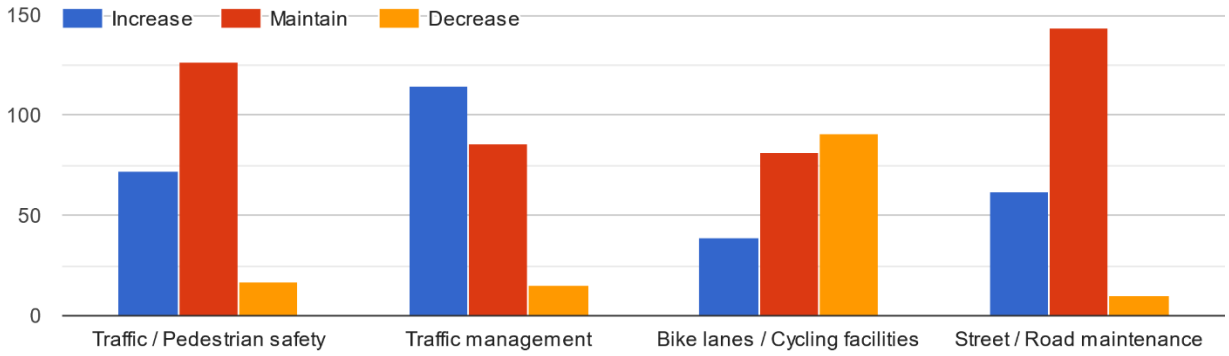
We received 218 responses to this question.

Question 5	# of responses	%
No	193	89%
Yes	25	11%

Our thoughts: *When the Executive Director of the Art Gallery of Burlington, Emma Sankey, presented detailed drawings of what a new art gallery would look like, along with costing, to our council, I was surprised. When I heard that Emma had met with many people, from art gallery employees to the mayor and each councillor, and discussed a new art gallery, I was more surprised. When there was no mention of consulting with taxpayers, I was not surprised at all.*

Question 6

Should the city increase, maintain, or decrease spending on the following specific items?



What did we learn?

We had 220 responses to this group of questions, with Traffic management being the only area where the majority of respondents want to see an increase in spending. We believe that residents are asking the city to improve traffic flows, not prioritize transit at traffic lights at the expense of drivers.

***Our takeaway**: When the city surveys residents, bike lanes and road improvements are lumped together in one question. By separating the questions, we can clearly see that our respondents want improvements in traffic management and not bike lanes.*

Question 7

Do you have any comments on mobility (roads, traffic, transit, etc.)?

What did we learn?

I did my best to group the comments into subject areas. The grouping is highly subjective and may not reflect the commenter's intent.

Accessibility	as a senior using a mobility scooter I find the sidewalk' sloping curbs to the roads way to steep and sometimes difficult to manoeuvre, especially ascending! In addition, the buttons for pedestrian crosswalk lights are not very user friendly for the disabled.
Budget	THIS SHOULD NOT DRIVE THE BUDGET UP BEYOND INFLATION
Budget	Biggest concern is higher taxes.
Budget	We pay to much taxes , a nothing really getting roads , traffic, the list goes on !!
Budget	Cut spending. 6% is ridiculous and you wonder why people dont have kids
Development	Infrastructure is not keeping up with housing development. I am very concerned about development in the Burloak to Upper Middle Road to Appleby area
Development	Stop the high rises
Development	The city has to process zoning reform to ensure communities become accessible and walk-able and remove the need on relying on expensive personal transportation.
Development	Benefits should be created to encourage citizens to live and work in Burlington, the city cannot be a purely a bedroom community. Needs more manufacturing and businesses in general to become self sufficient
Development	New development approvals are stressing existing infrastructure significantly and degrade traffic with little or no reliable public transport.
Mobility	Stop the pilot project of electric scooters and continue with them being illegal on our roads and sidewalks

Mobility	Control or ban e-bikes and electric scooters
Mobility	They should prioritize bikes and transit more
Mobility	We could really use better north south bike paths. The lanes on walkers and applyby aren't very safe. The QEW needs more paths across it.
Mobility	Increasing pedestrian safety and cyclist safety is a priority for me. Let’s reduce vehicles by improving transit and cycling options.
Mobility	Increased number of electric scooter riders using the roads that can't always be seen and they're using a combination of roadways and sidewalks to maneuver through busy intersections. Need to prevent/limit this somehow before it becomes the "norm".
Mobility	Stop wasting money on bike lanes like prospect street
Mobility	Get rid if bike lanes
Mobility	Do something about the e-scooters and e-bikes, regulations and enforcement are needed
Mobility	whoever designed the bike lane system is dumb and we need more connectivity across the network
Mobility	Cycling eastbound on plains road between Waterdown road and Shadeland is abysmal.
Mobility	Why do you need a whole committee for cycle advisory? Feels like a job one person could tackle.
Mobility	too many bike lanes for hardly any usage. We are not Europe - imposing bike lanes not needed is unnecessary especially when cyclists don't follow rules of the road and don't pay a fee to use the road.
Mobility	Please change bike lanes to be a part of a sidewalk - it is so dangerous to have them on the streets where cars weight tons of times more, than the bike and no shield to protect . In Germany this system works amazingly
Mobility	Keep bike lanes next to sidewalks and not on the road. If they must be on the road, erect physical barriers to prevent cars from hitting cyclists.
Mobility	If I can comment on cycling.. No one in their right mind would cycle on the main arterial roads, even with a designated bike lane. Why all these special committees. "Cycling Advisory Committee", "Traffic Advisory Committee". My family have lived in Burlington since 1964. Didn't used to have all this extra bureaucracy.
Mobility	Traffic lights are anti pedestrian requiring a button to turn on

Mobility	Traffic management due to QEW and Skyway congestions needs to be fixed ASAP. Better public transit and bike routes off of actual roads and more dedicated. Restrict neighbourhood roads to locals only during rush hour. Widen sidewalks around lakeshore and brant
Mobility	Less money spent on bike lanes as they are not usually useable during many winter months. More money needs to be spent on improving traffic flow as there are more residents in the city now- especially given the city's love for hi-rise condos!
Mobility	We need to keep improving our cycling network to make it a viable mode of transportation. One simple and relatively cheap improvement to the existing bike trails, such as the Centennial Trail, is to utilize the "continuous sidewalk" design (i.e. make a level crossing at all intersections). This would naturally slow traffic as it creates an elongated speedbump, while making the path smoother for riders. See https://www.tac-atc.ca/wp-content/uploads/epb-csbp-e.pdf.
Mobility	Better lighting is needed
Mobility	remove the unused bike lanes in the winter
Mobility	Bike lanes share part of the road with cars (Northshore)which is a dangerous scenario frequently slowing cars. In some instances they end abruptly. So what happens to the rider .. does he just evaporate
Mobility	We need expanded cycling infrastructure and better transit - perhaps LRTs along major arterial routes?
Mobility	Motorized scooters in bike lanes and roads -- yes, have seen a stupid scooter person on Guelph Line, no helmet, just zooming along! Have used my senior free Presto pass frequently. Beggars at busy intersections on the road. Not a good image for the City, hazardous safety situation for the person and driver.
Police	Burloak south of New is a drag race at night and weekends.
Police	there has clearly been a downturn in police presence on the roads
Police	Something has to happen to increase road safety. I've been in 2 near fatal accidents in 4 years that were not my fault (one T-Bone ran a red light, one rear end). I constantly see poor driving habits, fake license plates, speeding, and people running red lights.
Police	We must have more police presence on the streets, this way, traffic/pedestrians safety will immediately increase and home/vehicle robberies will dramatically decrease.
Police	Police enticement needed for safety

Roads	Fix potholes
Roads	Roads are terrible
Roads	Ukraine has nicer roads than we do. Google it. I'm not being cute.
Traffic	city needs a traffic light management system to better manage volumes and traffic flow; system needs to be flexible to adjust to highway closures
Traffic	Traffic congestion and gridlock is out of control. Appleby line is a disaster. Patio's on Lakeshore should be removed. Transit needs to be thourouly investigated to reduce cost.
Traffic	Staff assessments I have seen of road usage, ie., that congestion isn't congestion, are unacceptable. By and large, improved road infrastructure to accommodate radical increases in community population density is usually ignored. We are also seeing terrible increases in cut through traffic as people seek (vainly) local road alternatives to the chronically choked QEW and 403. Is this taken into account in any way when assessments are done? Several times this summer my residential street and adjoining streets were gridlocked with vehicles trying to escape the QEW. I literally could not drive away from my home for a ridiculous amount of time, let alone get out of my driveway!
Traffic	Traffic and transit are both neglected. Traffic has increased awfully over last few years and isn't sustainable.
Traffic	Condo building without infrastructure is insane ..traffic snarls keep getting worse
Traffic	Panhandlers at most major intersections must be removed! They are a distraction!!
Traffic	Traffic management should be emphasized as congestion has increased with increase in population.
Traffic	Sinc traffic lights and manage congestion. Too many speed bumps.
Traffic	Too much building no change in infrastructure to accommodate ..increased traffic snarls impacting everyone
Traffic	increased traffic and people congestion
Traffic	Downtown Burlington is a Parking Lot. Transient Traffic must be addressed
Traffic	The lights are poorly timed especially when there is no one on the roads. Speeding in excess of 80km/hr is an issue on New Street
Traffic	The current roads and infrastructure will not keep up with the population growth in Burlington.

Traffic	Busy try for more lanes lakeshore
Traffic	Check and adjust traffic signal operation on a regular basis. remove as much as possible traffic congestion. Stop the over building of high rise condos.
Traffic	No speed cameras, less bike lanes, better speed bumps.
Traffic	Some traffic lights are sensed when they should be timed?E.g. Appleby N is useless when a GO train arrives. The volume is so great that one can't move when the light turns green as there is no space for a car at the next light's intersection so it backs up from Dundas to Fairview.
Traffic	Traffic in Burlington is Horrendous. The on street restaurant patios on Lakeshore must end.
Traffic	The Skyway shutdown was crazy. I hope that doesn't become an annual issue.
Traffic	The roads are brutal. Things need to change. Mainways should have construction based on surrounding area and construction levels in those areas before starting. As in, fairview, and brant, and thw service road shouldn't be closed at the same time ever except emergency. Something has to be done with the situation when the highways or skyway is blocked. Our city is used as a shortcut of sorts for people turning 10 minute drives into hour long drives for burlington residents multiple times a week.
Traffic	Stop building condos. Traffic is bad enough.
Traffic	Traffic lights are extremely inefficient
Traffic	Reduce non-resident commuter traffic downtown by closing Northshore access to QEW
Traffic	Traffic lights are always red. No sequence at all. Literally stop at every light and takes so long to get anywhere in Burlington.
Traffic	Traffic is becoming completely unmanageable in Aldershot/Downtown
Traffic	Stop building on streets that can’t handle more traffic
Traffic	Too many people, eqauls too much traffic, poor planning for increase population
Traffic	It's shite because we are the armpit of the commuter path.
Traffic	have the lights sequenced so you down hit every red light! go take a drive in Hamilton to see how it's done properly
Traffic	Invest in road "sound barriers" (grooves on the roads to slowdown trafic) Invest in roundabouts.

Traffic	stop the high rises that will decrease the traffic
Traffic	If anything, focus on traffic light timing to improve flow.
Traffic	Yes, traffic is terrible in key areas of the city during rush hour and Saturdays. The city needs to focus on studying what the impact of building too many condos in these areas will mean for congestion. I wonder though of such a study could be done efficiently to keep down costs.
Traffic	traffic congestion is the #1 issue
Traffic	Traffic is heavy. Traffic lights are not synced. Not enough speeding enforcement.
Traffic	MORE ROADS! Everyone on transit is a pipe dream, and if the roads are inferior (which they are) any buses aren't going anywhere either! How hard is this to understand?
Traffic	I am aghast at the narrowing of Prospect St., especially when more condos are planned for the mall site. Cut through traffic from highway gridlock is now a huge problem. Bike lanes need to be rerouted/eliminated where they are redundant or badly chosen.
Traffic	Traffic grid lock in Burlington is becoming a 24/7 event. We need better street light management, longer left turns, and better speed control
Traffic	It's becoming too busy in burlington no one does speed limit
Traffic	Timing of traffic lights and congestion need to be addressed. Make more decisions that inconvenience owners of homes with more than 5000 square feet.
Traffic	Congestion has gotten beyond horrible and only getting worse. They need to fix the traffic lights and find ways to make traffic more efficient
Transit	Double number of buses to double transit frequency using smaller buses similar to Oakville .
Transit	Public transit needs to be on time and reliable otherwise people will use vehicles. I only take the bus 6 times a month and at least 3 times the bus doesn't arrive as scheduled.
Transit	Too much money spent on bus driver salaries.
Transit	Transit prices are identical to Toronto with services much worse. It's cheaper to take an uber than the bus for 2+ people.
Transit	Public transit schedules need to be maintained and made consistent. It should also be made to notify of bus route cancellations in better time (i.e. NOT when the bus is due!) I am to understand Burlington has a program to sign up if they want driveway clearance during winter. Excellent idea! But you need to communicate things like this better!

Transit	Better Transit service
Transit	I don't understand why Burlington can't fix public transit. Stop vacuuming up autumn leaves and sponsoring $500 parties for neighbourhoods, and put that money into getting a RELIABLE, efficient public transit system to help people get around. Look at York Region transit for an example.
Transit	I would love to take public transit but it’s terrible
Transit	More buses, start considering light rail? Roads caused induced demand and are a budget sinkhole. If viable alternatives exist people will use then. Start by analyzing where people start and end journeys, which should be very easy with PRESTO tap card data.
Transit	Invest heavily in transit - this will improve traffic congestion!!!
Transit	Limited bus routes
Transit	Consolidate Oakville and Burlington transit into a non profit corp. like Burlington Hydro, and shift to smaller vehicles that are demand responsive in neighbourhoods, regulate motorized bicycles rather than facilitating them, facilitate neighbourhood traffic planning to protect neighbourhoods from pass through traffic than should be forced onto arterials, start doing proper cross walks Particularly along east west arterials, better regulate delivery vehicles and construction worker parking in residential area, .
Transit	We need to stop being so car centric and work on other options, including enhanced public transit and keeping vulnerable road users safe.
Transit	Transit continues to deliver constant red ink. We should not be giving rides for free as this just increases the amount of losses. Better traffic light syncing would help traffic congestion.
Transit	Why all the free transit to residents and mayor has said she would like it free for everyone.

Question 8

Should Burlington have a Traffic Advisory Committee?

Burlington has a cycling advisory committee. According to the city's website, "The Burlington Cycling Advisory Committee assists and advises Council in matters related to cycling in the city. The committee reports to Council through the Committee of the Whole."

Traffic impacts all of us; should there be a volunteer Traffic Advisory Committee?

What did we learn?

After reading over 90 comments on traffic provided in response to question 8, the results are not surprising.

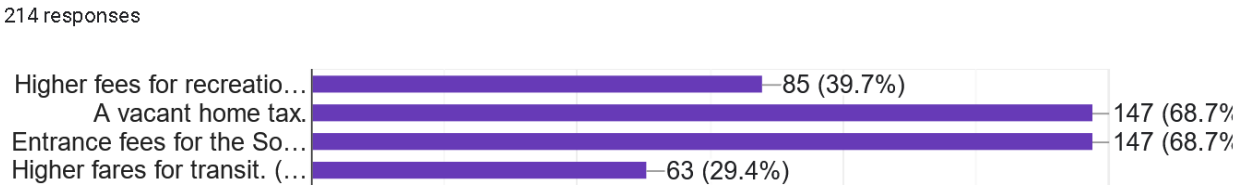
Question 8	# of responses	%
No	68	31%
Yes	148	69%

Question 9

What revenue-generating measures do you support?

- Higher fees for recreation, with subsidies for low-income families.
- A vacant home tax.
- Entrance fees for the Sound of Music festival.
- Higher fares for transit. (while continuing the subsidies for low-income families).
- Other _____

What did we learn?



Other suggestions:

Charge parking fees for city Burlington staff
Entrance fees for the Sound of Music festival.
Bylaw and speeding tickets and cameras
Decrease in mayor's salary and councillors ..don't put in bike lanes then have to take them out ,
Enforce by-laws such as dog licensing and leashing; fine all the landscapers and private contractors that park on our roadways impeding traffic; maybe add one cent - not one percent but one cent - to each local sale at local businesses for a special city tax
Better planned and tendered city projects. Reduce staff
Recreation fees are 2.5x what they were in 2020
Higher fees for sitting on undeveloped land in prime areas. There are countless vacant lots especially downtown that sit and collect dust while developers try to either buy up neighbouring sites strategically over time or are waiting on appeals for ridiculous developments that no one in the community supports.
Increase taxes on secondary/investment properties Set a affordable minimum base ($1-5)for any existing freebee`s where it makes sense
Review of transit: buses that circulate empty

Tolls for out of town drivers, speed and stop sign cameras
charge rich boomers more money. anyone who makes more than 100k should face a city income tax - especially government employees
Increased property taxes on chain restaurants, but not for non-chain restaurants.
Increase condo permit building fees
Increase parking fees downtown
More efficiently, accountability no painting on posts. Waste of money with allocation of funds
Paid parking at all hours and days but only for non burlington registered vehicles.
Raise taxes on houses greater than or equal to 5000 square feet. If there is a way to tax blonde hair dye at a municipal level do that too.
Use taxes more efficientlywe already pay a lotstop the thousand cuts.
have a cyclist license fee
If a larger group is planning a bbq or any other party in the park they should be charged for that -as they are taking the larger space and interrupting the ambience of the park.
Reasonable entrance fee,s for the sound of music.
Stop spending so much on consultants
Homeless pay 50% of their collection

Question 9

Are the taxation and debt levels sustainable?

Since 2022, and including the proposed 5.8% increase for 2026, the cumulative Burlington-only property tax revenue increase is 46.81%.

Between 2022 and 2024, long-term debt for the City of Burlington increased by 54% or $40,574,000.

Yes - Burlington residents and businesses can continue to pay higher taxes and take on more debt

Pause - tax levels and debt levels are high enough.

Stop - this is affecting my family's ability to pay rent or stay in our home.

Other _____

What did we learn?

Question 9	# of responses	%
Stop	80	37%
Pause	95	44%
Yes	16	7%
Other	24	11%

Fully 81% of respondents are asking the city to stop or pause. Here are the other responses:

A clear need to regulate the total compensation package for all employees
budget process needs to include a risk assessment and zero balance budgeting to determine priorities
Burlington is entering a debt trap. It should be running a budget surplus and paying down the debt.
City council. stop driving people out of their homes by spiraling property taxes, that also affect rent increases.
Cut non-essential services, reduce staff, cut salaries to reflect no more than 3% annual increases over the last four years.
cut raises to staff and have accountability. Federal holidays should not be given to municipal staff
Find ways in the office to have people actually performing their jobs.
Freeze or reduce taxes immediately and GOVERNMENT OUT OF THE WAY
HOW ABOUT STOP AND PROVIDE MORE SUBSIDIES TO INCOME LEVELS LESS THAN $75K
I don't know
I don't know enough about the terms used to make an informed decision
I've lived in Burlington my entire life and with ever increasing taxes I have seen no improvement in services or traffic management
Your survey is incredibly biased. Consult a data scientist.

Question 10

What are your top concerns about Burlington?

What did we learn?

We had 163 responses. They are listed below in alphabetical order. An AI-generated summary follows the list of responses.

"Nickle and dime-ing" residents with parking fees at Beachway and LaSalle Park lots. Motorized scooter users on bike lanes and sidewalks -- see above😉. Traffic lights that halt traffic (red light) at intersections when there is no reason -- no pedestrian, no turning traffic. Have experienced it several times in various parts of the city on the road and as a pedestrian and wonder why, am annoyed. Posted Neighbourhood Watch signage in (my) neighbourhood(s?) that hasn't had the program for years! Keep the new art gallery talk a pipe dream -- in this tough financial time there are housing, climate, security and myriad other issues that merit discussion and solutions. Better yet put a muzzle on the art gallery talk!!! Budget setting info should include COB debt level and how it has accumulated.
1. Continued sprawl will bankrupt the city. 2. We need to maintain independence from provincial and Halton regional bureaucracies. We should strive to maintain our sense of community, and peaceful "small town", green urban vibe. Otherwise, we will just end up as part of some conurbation infested by corporate interests and bloated bureaucracies, all for the purpose of "growth".
1. Irresponsible, ballooning costs created by bloated salary increases and new programs, often unnecessary, with new staff to support them. 2. Over-intensification. 3. Over-regulation and abrogation of property rights (tree-cutting bylaw as an example)
1. Over embracing developers as the only budgetary solution to maintaining existing infrastructure. 2. NIMBYISM 3. Overly car centric urban planning.
1) Safety 2) High influx which affects and will further stress city`s affordability and resource sharing.
1)City approves a budget then every couple of months approves, in council, additional funding requests. 2)$110,000 median income is used in reports (e.g., recreation) to justify increases in revenue generation that remove inclusiveness for families living on $50,000 as that is median Burlington single family income (not low enough to qualify for income subsidies.) $110,000 is medium family income in Burlington. $50,000 in medium income of 1 person families which are 20% of Burlington. Why take time & labour to ask for feedback when Burlington survey design directs all responses to be the answer they wish.
Accommodating for future growth while maintaining our small-medium town look and feel
Affordability
Affordability

Affordability and cost of living
Affordability, housing, traffic
Affordability, safety, homelessness, traffic
Affordability, traffic,
Affordable living
At a civic government level Climate change & DEI initiatives should be ditched, on a practical working level bring back weekly garbage pick up and return to the national lead Burlington had on Recycling back in the early 1970's
Bad fiscal policy
Becoming overpopulated and infrastructure can't keep up. Theft occurrences on personal property appears to be on the rise.
Building condos and increasing density without traffic solutions or amenities for the increased population.
Burlington mayor and planning department have become increasingly lacking in transparency. Ford took away planning authority at the region and burlington staff have quietly been continuing what the region was up to such as delaying permits in the rural area for large buildings, hydro challenges not being addressed in the rural area, natural heritage taking priority over development causing delay. Information coming out of mayors office slanted so that projects get passed but leaving out the entire facts. Ie speed cameras.
Car-centric; not attractive for business. Make downtown liveable and walkable. Invest in businesses that retain and attract young people.
Congestion, building condos without the infrastructure to handle them
Continued increases in taxes with little being used effectively. Why do we need a new art gallery at the projected cost of $116 million?! What percentage of the city's population uses the current art gallery, compared the percentage of people using the city's food banks?!
Costs and traffic
Council is not responding to the concerns of citizens.
Crackheads Panhandlers
Crime and traffic
Crime. Road safety.
Crowding and traffic congestion. I fail to see how increasing the population at this point increases quality of life. Parks don't get bigger, public spaces don't get bigger, healthcare can't handle it. For my first 40 years in Burlington there were maybe 2 homeless people.
Current decisions on expenditures by current council include several vanity projects whilst taxpayers are struggling
Debt spending leading to tax increases without Council accountability
Developers are running the City. City Counsellor are Not listening to voters. Perfect example is Lisa Kerns approval on 2072 Lakeshore development
Downtown is not friendly

Duplicate services like loose leaf pick up vs. yardwaste, Regional Tourism & Small Business vs. city Tourism & Economic Development, Chamber of Commerce
Everything
excessive property taxation
Fiscal mismanagement and overdevelopment. Reckless additions of staff, programs, major initiatives and bloated salaries. City Hall is out of control.
forced dependency on single occupancy vehicles
From what I know, I think City staff salaries are more than the private sector. The councillor's salaries are public knowledge, and they're too high. It's part time, second job, for some who are self-employed. Their assistant handles much of the work.
Getting too expensive.
government spending. it makes taxes go up. this is across federal provincial and municipal levels. something like 80% of job creation since 2020 has been by the government - this is funded by taxes that i am expected to pay
Greed. Adding a billion condos like Mississauga to generate tax revenue.
Health and safety
High property tax increases well beyond inflation. Traffic congestion throughout the city. Too many tall condo buildings getting approved destroying the look of our city. Developers getting away with reduced parking requirements when building condos. There should be a minimum of one parking space per unit built. Otherwise neighbourhoods near these condos will get uncontrollable street parking near their homes.
High rise intensification. Traffic. Bloating beauruocracy. The flood of propaganda. Budget increases greater than inflation
high taxes
High taxes and building in areas that can’t handle traffic volume
High taxes year after year
High taxes, especially in the presence of large amount of new buildings, supposedly paying taxes.
High taxes, inefficient traffic lights, spending on too many extras when economy is hurting
High traffic congestion and high property taxes.
Home safety
Housing affordability, over-dependence on cars which causes traffic, environment
Improve permit process for renovations and ADUs
increase in crime
Increase in theft and homelessness
Infrastructure

Integrity and transparency at City Hall
It seems that we are paying a lot of taxes and our mayor and council are bent on spending instead of being responsible with taxpayers money!
It's becoming unaffordable to live here. People buying up all the houses in my neighborhood and turning them in to shit hole rental properties while charging a fortune.
Keep spending in line with revenue, keep an eye on the homeless population (seeing more and more people on the street)
Lack of affordable rentals, too many condos, to much traffic and noise
Lack of transparency from the City and irresponsible spending
lack of transparency; inability to determine wants versus needs; lack of establishing priorities based on greatest needs and benefits; larger council is required to provide greater representation of residents
Mayoral powers. Increased taxes and cost of living.
MMW and council seem to have an attitude of "We want it, it's expensive but we'll buy it anyway, and let the taxpayers foot the bill" ENOUGH!!!!
mobility not in a car
Multi generational living and homes beyond safe levels. Rise of break and enters in the city. Homelessness.
Municipal government spending
Municipal spending bloat is making living here unaffordable.
My concern is that I wonder at the councils ability to focus on non frivolous expenditures within the current financial climate. Now is not the time to raise taxes as it sill further hurt suffering families. Let's put a pause on extra wants for the city, rather than needs. When the economy is better then we can look at projects, like the art gallery, when people's budgets aren't so tight. People will likely be more generous during fundraisers at that time.
New development congestion and increases in taxes with no discernible benefit.
Our Mayor- since in the office we have such incompetence
Out of control spending and adding more city employees..we should be cutting some of them..we are not getting value..and they should all be back in the office
Over building of Condominiums. Traffic congestion, High property taxes.
Over development, taxes, traffic
Over population, excessive condo building. over taxation, lack of council and other levels of government accountability.
Overdevelopment (way too many condos, especially downtown); property taxes must be lowered.
overdevelopment, traffic, crime

Parking downtown, traffic congestion (more enforcement for bad drivers) Population density. Too many apartments going in. Homelessness, dealing with individuals, somewhere for them to camp safely, with sanitation
Paying taxes and staying in my home during retirement
Payroll is the city s biggest expense??? Is there is any chance of cutting labor??
Poor leadership and management
Poor planning and government waste
Poor quality and quantity of services for amount of taxes we pay. Poor amenities in parks etc
Property tax and building in areas where there isn't enough traffic lanes to accommodate (downtown is a mess!). Art gallery should renovate inside and makes better use of existing building (not a priority - have wearily patrons contribute to renovate or sell more of the overpriced stuff in their store), money could be better spent renovating the senior centre that more people use.
Property tax is my main concern 2022 - $3996.00 2023 - $4247.55 2024 - $4645.86 2025 - $4916.25 That's a $920.25 increase in 4 years. Where does this stop?? Almost $5000 property tax for a small semi-detached house is ridiculous.
Property taxes are forcing people out of their homes
Property taxes are too high and not sustainable. Stop all unnecessary programs and freebie give aways such as grants for ARU's; Love your Neighbour; Food for Feedback; monies to SOM and Burlington Green; Grants for Neighbourhood projects of $10,000 each etc. etc. And stop all of the money being spend on numerous mayor and council membership fees as well as our of town travel for our mayor and council. Also Burlington Green should be paying rent for their facility, presently they pay nothing.
Property taxes are too high.
PROPERTY TAXES THAT ARE TOO HIGH AND OVERSPENDING ON VANITY PROJECTS LIKE CITY HALL RENOVATION, BATEMAN FACILITY $100 MILLION AND SKYWAY ARENA $37 MILLION
Property taxes, new development, traffic
Public transport is horrible. Make it better.

Putting in bike lanes that a sm fraction of the population uses approx 1/2 of the year, buses that run empty most of the time , the insane building of condos with no infrastructure to support it, that just increase traffic snarls Poor planning of roads that have become too small to support the population increase, what are all these membership fees for .
Rising costs. Waste of tax dollars
Rising crime rates from surrounding GTA cities
Road infrastructure, police traffic enforcement
Road safety
Road safety, crime, cost of living
Safety and policing / crime prevention
Speeding
Stop spending
Tax increase. Funds wasted.
Taxes
Taxes and city counsel over spending
TAXES and TRAFFIC and building too many high rises without thinking of any of the consequences
Taxes and traffic.
Taxes are too high and the Mayor is trying to do too much.
taxes are too high for the services we recieve
Taxes are way too high and the increases are not sustainable
Taxes better managed, value for money, declining quality of life, destruction of character of the downtown, protection of character neighbourhoods, council representation, the need to consolidate Oakville and Burlington as southern tier municipality, the loss of touch withCouncil and staff to communities, etc oh, I forgot amalgamate BPAC, Art Gallery and that silly structure underneath Joesph Brant hoise, such gross efficiency.
Taxes getting too high
Taxes, homeless
That surveys are clearly biased. Traffic is too congested on stroads. There is not enough small businesses. Too many large single family homes
The amount of bad drivers and crime coming here from Brampton.
The destruction of downtown with the intensification of condo construction. The loss of our manufacturing and commercial base which directly results in loss revenue for the city. My largest concern is our fiscally out of touch City Council!
The increase in traffic snarls; the lack of clinics that r open on Sundays ; the lack of attention to infrastructure when building more ; the no of employees at city hall
The incredible increase in in taxes over 4 years.Stop it now!

The lack of accountabily and trasparency is creating an atmosphere of distrusts in our elected officials. Our tax contribution apear to spend whithout restrain.
The Mill croft golf course development is an example of one man destroying part of the character of Burlington. This with many others means that Burlington is not what it used to be - budget must include purchasing strategic property
The province has downloaded so many costs to municipalities and restricted development charges for new builds, which brought in revenue for the city. That information is not regularly shared when discussing some of the reasons why municipal property taxes have increased so drastically
The roads and wasted money
The suburbs and single family home dwellers of the city are paying very little tax for the cost of providing these services to them and are getting welfare through the young tax payers living in downtown core and condos across Burlington. Burlington has to switch to a Land Value Tax before this becomes a big problem in the short term and completely destroys the city and the communities there in the long term, as clearly visible anywhere else on earth.
The tax increases... the traffic speed cameras... The waste of money on nonsense appearances by the mayor!
The timing of new buildings (condos and business) versus newer infrastructure such as roads has always been very uneven. There is going to be a huge increase in traffic delays/accidents (downtown and suburban) if the flow of main traffic at crucial times is not moving.
There is a lot of money being spent foolishly. Downtown is wrecked with all the high rise buildings. I don't even want to go downtown any more.
There’s no culture, we don’t have as many locally owned restaurants, bars and shops like Hamilton does. There’s no nightlife, or many fun places to go on the weekend, for example, an independent gallery like centre3, vintage shops, specialty cafes or venues to listen to live music. Also public transit needs to be better and running later to enjoy the things we do have.
To many “nice to have projects”
To much is spent on small interest groups. Accountability to residents should be a priority
Too expensive
Too many high rise buildings and more to be built. Very unprofessional urban design, especially along the lake.
Too many panhandlers, immigrants and higher taxes
Too many people
Too much focus on Bike Infrastructure. More focus on getting traffic moving.
Too much tax and no services

Too nimby centric. Increase development to reduce taxes
traffic
Traffic
Traffic
Traffic - drivers are aggressive and there is no oversight from police
Traffic - major congestion around the entire city especially the downtown core. We rarely visit or spend time downtown in Burlington because of this.
Traffic and money waste at city hall
Traffic and taxes
Traffic congestion daily on city and highway roads
traffic congestion due to poor traffic light sequencing. Money wasted on arts.
Traffic congestion, overdevelopment, safety
Traffic is ridiculous. A push for better transit and a push to have more people utilise it will benefit the city immensely.
traffic, greenspace
traffic, housing
Traffic, increased property taxes!
Traffic, overpopulation with lack of infrastructure, not enough spending on necessities and too much spending on low priority things like art galleries and drones. Not enough being done to actually improve the city from the inside but asking for tax increases while people are struggling more than ever. Ignores the fact that there is virtually no middle class anymore when suggesting fee increases for necessities like transit for everyone except “low-income” - we are all living hand-to-mouth here. Want to limit our vital facilities like transit in favour of art galleries. This money is better spent on our hospital.
traffic, rate of growth, housing affordability, need to redevelop industrial commercial and residential lands already serviced to avoid any reduction in farmland
Traffic, roads , jobs, taxes , there’s no reason for more condos! Start spending where we need to , not where we don’t needed to, affordable houses list goes on, the city mis manages our tax money!
Traffic, traffic safety and maintenance of green spaces that keep people safe. (Old trees by our home are dropping large branches and are not maintained like they used to be 10 years ago when we moved here)
Traffic. It's ridiculous and it's been ridiculous for a long time. FIX OUR TRANSIT SYSTEM. Make it easy for residents to leave vehicles at home and ride transit to get where they need to go. Quit focusing on only the "favoured" downtown residents.
Transient traffic making our city streets unsafe. Developers destroying Burlington with all the proposed high rises on Lakeshore & Old Lakeshore Rd. Lisa Kerns turned her back against her Constituents and voted for 24 stories at 2072 Lakeshore.

Unaffordable taxes
Unsafe roads, but this requires police presence, drivers in this city are distracted, aggressive and do not follow the highway traffic act
Unsustainable reckless spending from mayor and council. Cannot get rid of these people fast enough.
untimed lights, wasted land that could be used for community centres
Wasteful spending on things we don't need. Increase the number of housing in Burlington which in turn increases property taxes and revenue generated by the city of Burlington. We need efficient spending at municipal level and cut back on jobs in the government in this city as it seems to be getting out of hand.
Way too many non residents ruining a once great city. Our taxes are supporting too many people that don't work but take advantage of everything.
We keep adding people but not community spaces, so we are diluting the quality of life. Stop cutting down trees for endless sprawl. Our roads are clearly at capacity. There should be more evening fun swims, for working families. The Mountainside reno took a bunch of swimming space and converted to serve the needs of a few lap swimmers. Where a big open pool is much more flexible I would chain myself to the gates to prevent the same changes happening to Nelson.
Wrecking the downtown with so many condos. Creating traffic issues. No bi laws regarding sleeping in public spaces

This is an AI summary of the above concerns:

Summary of Burlington Concerns

The feedback highlights a clear focus on the challenges associated with **city growth and development**, and the subsequent strains on **infrastructure** and **services**.

Top-Tier Concerns (Highest Volume of Responses)

These three issues represent the most common and pressing concerns for the residents:

1. **Over-development/High-rise Buildings:**
    - This is the single most frequently mentioned concern.
    - Specific worries relate to the **increase of high-rise buildings** and the fear of the city losing its character.
2. **Traffic Congestion/Traffic Flow/Road Safety:**
    - A significant portion of feedback centers on the poor state of **traffic flow** and **traffic lights**.

    - The issue of **road safety** is also a primary concern, likely exacerbated by increased density.

3. **Cost of Housing/Affordable Housing:**
    - A major economic and social issue, with residents expressing concern over the **high cost of living** and the **lack of affordable housing** options.

Secondary Concerns (High Volume of Responses)

These issues also represent substantial areas of resident dissatisfaction or concern:

- **Roadway/Sidewalk Maintenance:** Concerns about the quality of basic infrastructure, indicating a need for better **road and sidewalk repairs**.
- **Council/City Services/Tax Dollars:** A noticeable number of responses question the **value for property tax dollars** and express dissatisfaction with the **overall services provided by the City Council**.
- **Public Transportation:** Respondents frequently cited the need for **improved and more convenient public transit services**.

Other Notable Concerns

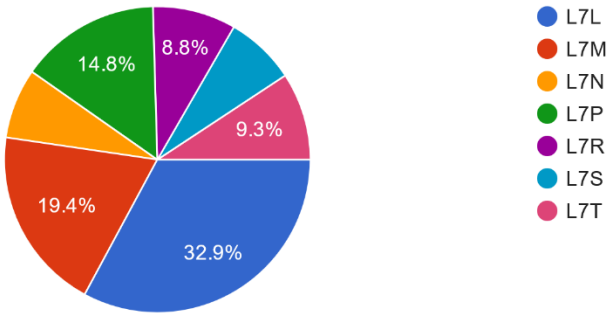
- **Infrastructure Improvements:** General feedback on the need for upgrades to infrastructure (beyond just roads/sidewalks).
- **Bylaw Enforcement:** Concerns over the effectiveness and responsiveness of municipal bylaw enforcement.
- **Parks/Nature/Greenspace:** Some residents expressed the need to protect or improve parks and green spaces.

The overall theme is that the rapid **growth and development** of Burlington are perceived as directly leading to problems with **traffic, housing affordability, and the maintenance of core city infrastructure.**

Question 11
We asked for the first three digits of the respondents' postal code to make sure we had representation from across the city.

What are the first three digits of your postal code?

216 responses



Thanks again to everyone who participated in this survey.

Recommendation Report Summary

SUBJECT: 2026 rates and fees
TO: Committee of the Whole

FROM: Finance

N/A

Report Number: FIN-33-25

Wards Affected: ALL

Date to Committee: November 3, 2025

Date to Council: November 18, 2025

Recommendation

Approve the 2026 rates and fees as outlined in finance department report FIN-33-25, effective January 1, 2026 or such other date as is indicated; and

Enact a by-law, substantially in the form attached as Appendix A to finance department report FIN-33-25, satisfactory to the Commissioner, Legal and Legislative Services/City Solicitor.

Executive Summary

Purpose of report:

- This report recommends approval of the 2026 Rates and Fees By-law, implementing adjustments to user fees across City services to address inflationary pressures while maintaining service quality and accessibility. The proposed changes balance cost recovery principles with affordability considerations, helping to minimize property tax increases while ensuring sustainable service delivery.

Key findings:

- User fees represent 11% of the City's proposed 2026 revenues, making them a critical component of Burlington's financial sustainability strategy
- An average 3% increase is proposed across most services to address ongoing core inflationary pressures affecting labor, materials, and operational costs

- Several service areas require larger adjustments due to multi-year fee freezes: Transit fares have remained unchanged since 2015 ($3.50 for cash or contactless fare) and 2019 ($2.75 Adult, $1.90 Youth PRESTO fares), while some recreation programs and specialized services have not been adjusted for inflation in recent years
- Comprehensive fee reviews completed in 2025 for licensing services will maintain current rates, while ongoing reviews for development fees and animal services may result in future adjustments
- Burlington's proposed rates remain competitive within the Greater Toronto and Hamilton Area (GTHA), with transit fares moving from the lowest tier to the lower-middle range among regional comparators
- New fees are introduced to improve service transparency and cost recovery, while outdated or unused fees are being eliminated to streamline the fee structure

Implications:

- **Financial:** The proposed rate adjustments will help maintain current service levels while reducing pressure on property tax increases. User fee revenue supports critical municipal services including transit, recreation programs, development review, and regulatory enforcement.
- **Legal:** All proposed fees comply with Municipal Act requirements and relevant provincial legislation, including cost recovery principles for building permits and development services.
- **Human Resources:** Rate adjustments reflect increased labor costs and support the City's ability to retain qualified staff in competitive markets, particularly in specialized technical and professional roles.
- **Communications:** A comprehensive public communication strategy will inform residents and businesses of fee changes, including advance notice for significant adjustments and information about available fee assistance programs.
- **Engagement:** The fee structure balances community input on service priorities with fiscal responsibility, maintaining accessibility while ensuring sustainable funding for valued municipal services.
- **Climate:** Modest transit fare increases support the continued operation and expansion of public transit services, advancing Burlington's climate action goals by encouraging modal shift from private vehicle use to sustainable transportation options.

Background

The City of Burlington charges user fees for services provided to the community. Each year, the City reviews its fees and charges under the Municipal Act and adjusts them where appropriate.

The 2026 City of Burlington Rates and Fees by-law (Appendix A) provides a listing of rates and fees for services provided by the City, as well as new proposed fees currently not being charged by the City.

The results of the annual rates and fees review have been incorporated in the 2026 City of Burlington Rates and Fees by-law.

In response to ongoing core inflationary pressures, many services are looking to implement an average increase of approximately 3%. Some areas that haven't adjusted their fees in years are proposing additional increases. Several services that underwent a fee review in 2025 will maintain their rates for 2026. Additionally, a few service areas are undergoing comprehensive fee reviews, which may lead to proposed changes to their 2026 rates and fees. Any modifications resulting from these reviews will be submitted to Council for approval.

Analysis

Charging user fees is based on the principle that those who benefit from a service should contribute to its cost. User fees represent a significant portion of the City's revenue, following property tax revenue. For 2026, user fees, licenses, fees and fines form 11% of the proposed revenues for the budget. To help minimize property tax increases, the City of Burlington has pursued cost recovery for its services while balancing affordability and access. Below is a summary of the proposed fee changes for each service:

Development and Growth Management

Community Design and Development Review

A Development Fee Review with Watson & Associates continues and estimated to be completed in the first quarter of 2026. A report will be brought to Council at that time with proposed amendments to methodology and possibly rates. In the meantime, an increase of 3% across the board is proposed to align with increasing costs.

Building Code Permits and Inspections

The *Building Code Act (BCA), 1992* provides municipalities with the authority to collect fees to fully recover the cost of administration and enforcement of the BCA and the Ontario Building Code (OBC). Regulations made under the BCA/OBC outline the details of what can be included as part of the cost including direct and indirect costs, and provisions for a reserve fund. The basic principle for providing building permit and inspection services is: "Fees for Service."

Rates and fees within the Section 6.11 of the City of Burlington Building Permit By-law 66-2019 as amended, are indexed to the overall % increase for the total Human Resource expenditures as approved in the annual budget in relation to the Building Section and are to be adjusted annually. Flat fee rates shall be rounded to the nearest dollar amount (increments of half dollar shall be rounded up). All other fees shall be rounded to the nearest cent.

By-Law Compliance

- **Animal Services**

  A 3% increase is proposed to offset the rising costs of food and medical services required for animal care. A comprehensive review of the Animal Services by-law is expected to be completed in early 2026. Any fee adjustments as an outcome of this review will be brought to Council for approval.

- **Municipal By-Law Enforcement**

  By-Law Enforcement fees are not proposing an increase in 2026, as a review of the area was completed in 2025 resulting in changes to fees which were approved by Council.

- **Licensing**

  There are no proposed increases for Licensing. A review of the licensing by-law was completed in 2025 which included adjustment to certain fees which were approved at Council.

<u>Community Service</u>

Transit

Burlington Transit connects residents to work, appointments, shopping, recreation, and community life. Fares have not changed in many years, a single trip (cash or contactless) fare has been frozen at $3.50 since 2015 and PRESTO (Adult $2.75, Youth $1.90) since 2019. The proposed adjustment to $3.75 single trip moves Burlington from the bottom of the GTHA fare band into the lower-middle range ($3.75–$4.50), aligning directly with Hamilton ($3.75 as of Sept. 1, 2025). Regional comparators include Oakville ($4.00), Mississauga ($4.00), Brampton ($4.50), and York Region ($4.50).

PRESTO adult and youth fares are proposed to increase by 10 cents, to $2.85 (Adult) and $2.00 (Youth). With Burlington's fare capping program, 40 paid trips per month for adults and 20 for youth (excluding free trips), the increase is limited to $4 per month for adults and $2 per month for youth. Regional PRESTO adult fares include Hamilton ($2.85), Oakville ($3.45), Mississauga ($3.30), Brampton ($3.40), and York Region ($3.40).

Riders will continue to benefit from Burlington's fare-free programs, time-based transfers, and the provincial One Fare program, which credits Burlington fares toward GO Transit trips. Through the One Fare Program, the Province reimburses Burlington for these GO credits, while $0 fares do not generate reimbursement.

The costs of buses, fuel, maintenance, supplies, and labour continue to rise, and responsibility for day-to-day operating expenses rests with the City. Without modest fare adjustments, a greater share of this burden shifts to property taxes, limiting the City's ability to maintain and improve service or meet growing ridership demand. Financial pressures are further heightened by the need to expand specialized transit services and the impacts of inflation and tariffs.

The proposed increases strike a balanced approach, keeping Burlington among the most affordable systems in the GTHA while supporting community growth. They also advance Burlington's climate and modal shift targets by sustaining a reliable transit system that encourages residents to choose transit over driving, helping to reduce congestion, lower emissions, and strengthen community mobility.

Recreation, Community and Culture

With a focus on increasing participation and fostering a sense of belonging for all residents, rates and fees are determined by community needs, customer feedback, participation rates, market trends, and competition.

In general, a 3% increase is being implemented to offset increasing costs. To ensure the reasonability of these rates, they were evaluated and compared with those of other municipalities, including Oakville, Halton Hills, and Milton and in some cases, the private sector.

Highlights:

- 3% overall average rate increase for all services
- 5% increase applies to use of school board amenities as set by the school boards
- 5% increase applies to school board use of arena ice and floors to align with school boards increase
- 6% increase for Music and Student Theatre Camps accounts for both the deferred 2025 increase (3%) and the planned 2026 increase (3%) due to internal process
- Tyandaga – 5% increase to memberships and 8% increase to green fees
    - With the move to a tax-based operation at Tyandaga, a 5% surcharge for capital will be applied starting in 2026 (RCC-04-24, By-law 22-2024)

- City Instrument Use (Yearly Fee) – 43% increase is Year 2 of planned stepped increase to $100 September 2026. The timing of the increase will allow time to inform customers of the impending change and of the option to request fee assistance if needed to ensure band members can continue to participate without undue financial hardship. At the same time the increase will allow us to increase revenues to maintain existing instrument inventory. Market rate for some instruments for one month is more than double our current annual fee.

New Rates and Fees:

- School Facility Additional Expenses – transparency for fees charged related to school board charges
- Additional Facility Services Fee - While charging for additional facility requirements isn't new, this fee streamlines the process and supports consistency in application of the fee.
- Adult Programs
    - 2-hour 55+ Drop-in Sport
    - Material Fees – transparency for additional fees that are charged on some adult programs
- Youth Late Pick-up Fee - This is the restart of a similar process that was in place several years ago. Late pickups occur regularly and require staff to stay beyond scheduled hours.
- Youth General Drop-in Pass and Park Play Weekly Pass – New offerings to increase program options
- Advertising – Wall/Window/Floor – new fee for Program Providers and Non-Profits
- Community Garden Liability Insurance – transparency for required insurance for participants

Discontinued Rates

- Adult Programs – several recreational program fees, no longer used
    - 55+ Dinner at The Bistro – A similar service is offered under social events
- In-Ice Logos or ice resurface – Program Providers – streamlined to a single rate
- Festival and Events – 3 fees streamlined into a sponsorship package
- Music – discontinue Uniform Fitting fee, going to use one fee for all band members (Annual Uniform Fee)
- Skate – Fall/Winter seasonal pass – Annual pass available which provides value to the customer
- Outdoor – Photography and Weddings – Fee hasn't been used for many years, weddings are not permitted in City Parks

Fire Emergency Response, Prevention, and Training

The objective of the rates and fees billed by Fire Protection and Prevention Service is to promote and support fire safety in the community, encourage Fire Code (O.Reg. 213/07) compliance, decrease emergency incidents, mitigate costs incurred due to non-compliance, additional costs incurred at an incident, and for any services or activities provided or done by or on behalf of another municipality (Municipal Act, 2001).

Rates for Fire Emergency Response are set at 100% cost recovery or as per the current MTO (Ministry of Transportation) rate. Rates for Fire Prevention and Fire Training have been increased at a rate of 2%.

There are no new rates/fees proposed for Fire Emergency Response, Prevention, and Training for 2026.

Customer Experience

Corporate Customer Experience fees are proposed to increase by 3% in 2026.

<u>Public Works</u>

Engineering Services

- **Roads and Structures – Design and Construction**

  Tender Fees have increased by 2% and no increase is proposed for the Municipal Access Agreement Annual Fee. A 3% increase is proposed for all other fees to align with increasing costs and inflation.

- **Surface Water Drainage**

  For 2026, a 3% increase across the board to align with increasing human resource costs is proposed.

- **Development Engineering**

  Fees designated under Development Engineer had previously been listed under Community Planning. For clarity, in 2026 they have been moved to the Development Engineering section that had always been responsible for administration of these services. Two new fees are proposed for the Subdivision Pre-Servicing Agreement Preparation and Amending Subdivision Agreement Preparation which are needed to aid coordinating necessary permits related to Subdivision approval. A 3% increase is proposed for all other fees.

- **Geographic Information and Mapping**

  For 2026 the fees for Digital Orthoimagery Processing, Hardcopy Standardized Maps (Street/Address/Zoning/Wards), and Hardcopy Address/Zoning Maps – Full Set are being eliminated as they are no longer applicable. A 3% increase is proposed for all remaining fees to offset increasing costs..

Transportation Services

- **Traffic Operations Management**
  A proposed increase of 1.5% in 2026 has been applied to most fees to account for inflation. The fees for Intersection Turning Movement Count and Road Tube Count are being increased by 25% to account for the significant increase in costs for data from the contractors. In addition, fees for AADT Network Map and Collision Summary (Link or Intersection) are being eliminated as they have not been used in many years.

- **Parking**

  No fee increase is proposed in 2026 for the Neighbourhood On-Street Parking Program (NOSPP) as the program is not being expanded beyond what is currently implemented. There is also no change in fee proposed for the Private Property Agency Officer registration fees for 2026.

Roads Park and Forestry

- **Roadway and Sidewalk Maintenance**

  A 3% increase is proposed for the Windrow Program in response to rising contract service costs. This increase is applicable to the 2026/2027 winter season, with the program continuing to cover a maximum of 1,000 driveways.

- **Parks and Open Space Maintenance**

  An increase of 3% in 2026 is proposed for the adopt-a-bed program and the downtown planters.

- **Urban Forestry**

  For Urban Forestry, the following changes are proposed and noted for 2026:

  - A 3% increase to private tree permit fees is proposed to align with core inflation, while acknowledging the sensitivity of the program.
  - No changes are proposed for the private replacement tree security deposit or cash-in-lieu of replacement fee.

- Introduction of standardized security deposit rates for public trees, based on tree size, to improve consistency and transparency.
- Revised fee structure for public tree permit fees, aligning with private tree permit rates and the anticipated update to the public tree by-law.
- Adjustments to the cash-in-lieu of replacement for public trees, aligned with the upcoming public tree by-law revisions.
- Updated compliance inspection fee structure to better reflect staff time required for complex files involving multiple tree-related impacts and/or violations.

- **Cemetery**

  The following key changes are proposed for Cemetery:

  - 3% overall rate increase for cemetery services to align with the increase in inflation.
  - 25% increase for Columbarium rates for Niche Markers, Niche Markers McMillan Blocks and Niche Markers McMillan Blocks with Portraits. This increase is to offset commodity price increases for the bronze plaques and costs for the detailed description of the deceased.

- **Sign Production Service**

  For Sign Production, the following changes are proposed and noted:

  - 3% rate increase for all sign production services to align with increases in core inflation, aluminum prices and overall production costs.
  - No new or discontinued rates.

Legal and Legislative Services

Corporate Legal

No increase is proposed for Corporate Legal or Legislative Services rates and fees.

Enabling Services

Financial Management

Finance staff are proposing a fee increase of 7% raising the cost of Tax Certificates to $75.00. This increase moves the fee to be more in line with the fee charged by our municipal neighbours.

A new fee is proposed for Arrears Notice. This fee applies to December Arrears only to target the accounts that have not paid their taxes for current year. The fee is comparable to other municipalities.

All other fees will remain unchanged from 2025.

Corporate - City Wide Charges

Corporate fees reflect items charged across city services. Fees are centralized to ensure consistency in charging across the organization. There are no proposed fee increases to corporate fees for 2026.

Recommendation Details

The proposed 2026 rate adjustments provide essential revenue to maintain service levels while minimizing property tax increases. The increases reflect core inflation and maintain Burlington's competitive position regionally while supporting the City's financial sustainability objectives.

Key Dates & Milestones

November 3, 2025 – Committee of the Whole
November 18, 2025 – Council
January 1, 2026 – Effective date of Rates and Fees

Implications

Financial

The proposed 2026 rate and fees represent approximately $44 million or 11% of the City's total budgeted revenue and are critical for maintaining service levels while minimizing property tax increases. Without these adjustments, the equivalent revenue would be required from a property tax increase, shifting costs from service users to all property owners.

Legal

All proposed fees comply with the Municipal Act, 2001, Building Code Act, 1992, and Fire Protection and Prevention Act, 1997. The fees follow cost recovery principles and have been reviewed by Legal and Legislative Services to ensure compliance with all applicable legislation.

Human Resources

Rate adjustments reflect increasing labor costs, including collectively bargained wage increases and competitive pressures to retain qualified staff in specialized roles. The 3% baseline increase aligns with anticipated 2026 human resource cost escalations. Services with multi-year fee freezes require larger adjustments to maintain adequate staffing and service

levels.

Communications
A comprehensive communications strategy will inform residents and businesses of fee changes through the City's website, social media, direct communication to affected users, and updated fee schedules at City facilities. Communications will emphasize Burlington's competitive regional position and available fee assistance programs. Customer Experience staff will be briefed to respond to inquiries consistently.

Engagement
The proposed fees reflect ongoing engagement with service users throughout 2025, including customer feedback on recreation programs, consultation with development industry stakeholders, and transit ridership analysis. The fee structure balances community priorities with fiscal responsibility while protecting accessibility for vulnerable populations. Comprehensive by-law reviews completed or underway for licensing, animal services, and development fees include stakeholder consultation, with any resulting adjustments brought forward to Council separately.

Climate
The proposed fees support the City's climate action objectives. Transit fare increases maintain Burlington Transit as an affordable alternative to private vehicle use while ensuring financial viability for continued operations and potential service expansion. The fare structure, including fare capping and fare-free programs, continues to incentivize transit use and support modal shift targets to reduce transportation-related greenhouse gas emissions. Urban forestry and parks fees support tree protection, carbon sequestration, and green infrastructure that provides stormwater management and climate resilience benefits.

References

N/A

Strategic Alignment

- ☐ Designing and delivering complete communities
- ☑ Providing the best services and experiences
- ☐ Protecting and improving the natural environment and taking action on climate change
- ☐ Driving organizational performance

Author:

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Appendices:

A. By-Law XX-2025 – 2026 Rates and Fees

Draft By-laws for Approval at Council:

- By-Law XX-2025 – 2026 Rates and Fees; November 18, 2025 Council; Effective January 1, 2026

Notifications:

N/A

Report Approval:

All reports are reviewed and approved by the Commissioner, Head of Corporate Affairs, Chief Financial Officer, and Commissioner of Legal and Legislative Services/City Solicitor.

THE CORPORATION OF THE CITY OF BURLINGTON
BY-LAW NUMBER XX-2025

A By-law to establish and impose certain 2026 rates and fees for services, activities or the use of property

WHEREAS sections 8, 9 and 11 of the *Municipal Act, 2001*, authorize the City of Burlington to pass by-laws necessary or desirable for municipal purposes, and in particular paragraph 3 of subsection 11(2) authorizes by-laws respecting the financial management of the City of Burlington;

AND WHEREAS subsection 391(1) of the *Municipal Act, 2001*, provides that section 9 and 11 of the Act authorize the City of Burlington to impose fees or charges on persons for services or activities provided or done by or on behalf of it; for costs payable by it for services or activities provided or done by or on behalf of any other municipality or local board; and for the use of its property including property under its control;

AND WHEREAS section 69 of the *Planning Act,* R.S.O. 1990, c. P. 13, as amended, provides that Council may prescribe a tariff of fees for the processing of applications made in respect of planning matters;

AND WHEREAS fees and charges listed in Schedule “A” may be administered and calculated in accordance with other City of Burlington by-laws or provincial legislation or both, including but not limited to:

- animal services by-laws
- business licensing by-laws
- fire prevention and suppression by-laws
- site alteration by-laws
- parking by-laws
- the *Building Code Act, 1992,* its regulations and by-laws passed under the Act or its regulations
- the *Funeral, Burial and Cremation Services Act, 2002*, its regulations and by-laws passed under the Act or its regulations
- the *Planning Act*, its regulations and by-laws passed under the Act or its regulations
- Order in Council 1413/08 and lottery licensing by-laws passed under the Order in Council;

AND WHEREAS the City of Burlington wishes to establish and maintain a list of services, activities and the use of property subject to fees or charges and the amount of each fee or charge;

AND WHEREAS the Council of the City of Burlington has authorized the passage of a by-law for the purpose of establishing the list of 2026 fees and charges;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF BURLINGTON ENACTS AS FOLLOWS:

1. The fees and charges set out in the “2026 Base Rate” column of Schedule “A” shall be charged by the City of Burlington for those services, activities or uses of property specified in first column of Schedule “A”, entitled “Description of Service or Activity Provided or Use of City Property”.

2. Despite section 1, the fees and charges set out in the “2025 Base Rate” column of the Recreation, Community & Culture portion of Schedule “A” shall continue to be charged by the City of Burlington for those services, activities or uses of property specified in first column of Schedule “A”, entitled “Description of Service or Activity Provided or Use of City Property” until such time as is indicated in first column of Schedule “A”.

3. The rates and fees set out in:
   (a) the “2025 Base Rate” column of the Recreation, Community & Culture portion of Schedule “A” are approved and imposed commencing January 1, 2026; and,
   (b) the “2026 Base Rate” columns of Schedule “A” are approved and imposed commencing January 1, 2026 or thereafter as specified within Schedule “A”.

4(1) The fees and charges approved and imposed under section 3 of this By-law are subject to any adjustment authorized by a statute, regulation or by-law in respect of the calculation or administration of a fee or charge, such adjustment to be effective as provided for in such statute, regulation or by-law.

(2) Despite section 3 of this By-law, any fee or charge:

(a) authorized by a by-law that comes into effect on the same or a later date than this By-law; or
(b) included in a valid agreement entered into by the City of Burlington and one or more other parties,

shall be the approved and imposed fee or charge for the service, activity or use of property specified.

5. Subject to section 4:

(a) despite any reference to a fee or charge for a service, activity or use of property set out in any other City of Burlington by-law including any appendix or schedule attached to such a by-law, the fee or charge set out in the “2026 Base Rate” column of Schedule “A” and in the “2025 Base Rate” column of the Recreation, Community & Culture portion of Schedule “A”, as applicable, shall be the approved fee or charge for the service, activity or use of property specified; and

(b) the fee or charge for a service, activity or use of property set out in Schedule “A” continues in force until amended, repealed or replaced and for greater certainty, this includes continuing in force after December 31, 2026 until amended, repealed or replaced.

6. No request by any person for documentary, written or printed information relating to any land, building or structure in the City, or request for services or activities provided by the City, or request to use the City’s property or any application specified in the first column of Schedule “A”, entitled “Description of Service or Activity Provided or Use of City Property”, shall be processed unless and until the person requesting the information, services, activities, use of property or application, as the case may be, has paid the applicable fee or charge in the prescribed amount set out in the “2026 Base Rate” column of Schedule “A”.

7. The fees and charges as listed in Schedule “A” are subject to Harmonized Sales Tax (H.S.T) where applicable.

8.(1) The fees and charges imposed by the City, as outlined in Schedule “A” to this by-law may be increased, decreased or waived completely by the Director to whose department the fee or charge relates, subject to any approved corporate policy.

(2) The fees and charges imposed by the City in the Transit portion of Schedule “A”, as applicable, may be varied or waived completely by the Director of Transit, in consultation with the Chief Financial Officer, or designate, as a mechanism to support ridership campaigns and/or City initiatives, where applicable.

9. The annual increases to fees and charges imposed by the City, as outlined in Schedule “A” to this by-law, may be rounded to result in whole dollar values.

10. Interest for unpaid accounts owing for fees and charges will be charged in accordance with any approved corporate policy.

11. All unpaid fees or charges imposed by this By-law on a person constitute a debt of the person to the municipality.

12. Where all or part of a fee or charge imposed by this By-law remains unpaid, such fee or charge may be added to the tax roll for the following property and collected in the same manner as municipal taxes:

(a) in the case of a fee or charge for the supply of a service or thing to a property, the property to which the service or thing was supplied.
(b) in all other cases, any property for which all the owners are responsible for payment of the fee or charge.

13. Should any section or part of a section of this By-law, including any part of Schedule “A”, be determined by a Court of competent jurisdiction to be invalid or

of no force, it is the stated intention of Council that such invalid part of the By-law shall be severable and that the remainder of this By-law, including the remainder of Schedule “A”, as applicable, shall continue to operate and to be in force.

14. Schedule “A” is attached to and forms a part of this By-law.

15. This by-law may be referred to as the “Rates and Fees By-Law”.

16. That by-law 70-2024 is repealed in its entirety upon the coming into force of this By-law.

17. This by-law comes into force January 1, 2026.

PASSED this 18th day of November 2025.

MAYOR: _____

CITY CLERK: _____

BUDGET 2026

RATES AND FEES

SCHEDULE A OF RATES AND FEES BYLAW

burlington.ca/budget

CITY OF Burlington

18052264346

City of Burlington
2026 Rates & Fees

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Community Planning **Maximum fee for an application shall be calculated as follows:**
In cases where a development site is separated by a public road (i.e. non-contiguous land parcels) each land parcel shall also constitute a separate application for all application types when calculating the maximum applicable fee.

COMBINED APPLICATION FEES	
Application	City Fees
OPA/Rezoning	100% of the Rezoning application fee plus variable fee and 75% of the OPA application fee.
Rezoning/Subdivision	100% of the Rezoning application fee plus variable fee and 75% of the Subdivision application fee. Variable fees are only charged for the Rezoning application.
OPA/Rezoning/ Subdivision	100% of the Rezoning application fee plus variable fee and 75% of the OPA and Subdivision application fees. Variable fees are only charged for the Rezoning application.

2026 Service Rates And Fees

Service: **Community Planning**
Service Lead: **Manager of Planning Implementation**

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Preconsultation Fees:				
Preconsultation - applies as indicated by *	$2,230.00	3.0%	$2,295.00	NO
OFFICIAL PLAN AMENDMENT (OPA)* - Fee for a standalone OPA shall be 75% of Base Rate	$127,650.00	3.0%	$131,480.00	NO
QUARRIES - in addition to OPA and ZBA fees*	$213,260.00	3.0%	$219,660.00	NO
OPA Revision Major*	$43,390.00	3.0%	$44,690.00	NO
OPA Revision Minor*	$29,310.00	3.0%	$30,190.00	NO
ZONING BY-LAW AMENDMENTS (ZBA)				
ZBA - Base Fee - Major*	$25,275.00	3.0%	$26,035.00	NO
ZBA - Major: per residential unit 0-25, with a cap of $277,400	$490.00	3.0%	$505.00	NO

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
ZONING BY-LAW AMENDMENTS (ZBA)				
ZBA - Major: per residential unit 26-100, with a cap of $277,400	$365.00	3.0%	$375.00	NO
ZBA - Major: per residential unit 101 plus, with a cap of $277,400	$235.00	3.0%	$240.00	NO
ZBA - Major: per 100 sq m of non residential GFA - Mixed Use, with a cap of $277,400	$75.00	0.0%	$75.00	NO
ZBA - Major: per 100 sq m of site area - Non Residential, with a cap of $60,300	$75.00	0.0%	$75.00	NO
ZBA - Base Fee - Minor*	$18,075.00	3.0%	$18,615.00	NO
ZBA - Minor: per residential unit 0-25, with a cap of $277,400	$335.00	3.0%	$345.00	NO
ZBA - Minor: per residential unit 26-100, with a cap of $277,400	$250.00	3.0%	$260.00	NO
ZBA - Minor: per residential unit 101 plus, with a cap of $277,400	$170.00	3.0%	$175.00	NO
ZBA - Minor: per 100 sq m of non residential GFA - Mixed Use, with a cap of $277,400	$55.00	0.0%	$55.00	NO
ZBA - Minor: per 100 sq m of site area - Non Residential, with a cap of $60,300	$55.00	0.0%	$55.00	NO
ZBA - Revision requiring circulation - Major	$28,300.00	3.0%	$29,150.00	NO
ZBA - Revision requiring circulation - Minor	$26,565.00	3.0%	$27,360.00	NO
DRAFT PLAN OF SUBDIVISION - Base Fee - Major*	$34,325.00	3.0%	$35,355.00	NO
DRAFT PLAN OF SUBDIVISION - Base Fee - Minor*	$23,645.00	3.0%	$24,355.00	NO
DRAFT PLAN OF SUBDIVISION - Common Element*	$23,645.00	3.0%	$24,355.00	NO
Subdivision - per residential lot 0-25, with a cap of $277,400	$625.00	3.0%	$645.00	NO
Subdivision - per residential lot 26-100, with a cap of $277,400	$470.00	3.0%	$485.00	NO
Subdivision - per residential lot 101 plus, with a cap of $277,400	$155.00	3.0%	$160.00	NO
Subdivision - per 100 sq m of site area for non residential, with a cap of $60,300	$65.00	0.0%	$65.00	NO
Subdivision - Extension	$3,360.00	3.0%	$3,460.00	NO
Subdivision - Major Revision	$19,515.00	3.0%	$20,100.00	NO
Subdivision - Minor Revision	$15,035.00	3.0%	$15,485.00	NO

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
MAJOR AMENDMENTS TO SUBDIVISION & DEV'T AGREEMENT CONDITIONS, requiring Council approval	$12,015.00	3.0%	$12,375.00	NO
MINOR AMENDMENTS TO SUBDIVISION & DEV'T AGREEMENT CONDITIONS, not requiring Council approval	$8,285.00	3.0%	$8,535.00	NO
SUBDIVISION MODEL HOME AGREEMENTS*	$2,360.00	3.0%	$2,430.00	NO
SITE PLAN APPLICATION - Major*	$11,845.00	3.0%	$12,200.00	NO
SITE PLAN APPLICATION - Minor*	$0.00	3.0%	$0.00	
Outdoor patios	$1,875.00	3.0%	$1,930.00	NO
Site changes with no increase to bldg area; sales trailers; model homes; minor commun'n facilities; school portables etc.	$8,465.00	3.0%	$8,720.00	NO
Up to 1000 sq m increase in floor area PLUS associated minor site changes.	$10,250.00	3.0%	$10,560.00	NO
SITE PLAN APPLICATION - per residential unit 0-25, with a cap of $277,400	$425.00	3.0%	$440.00	NO
SITE PLAN APPLICATION - per residential unit 26-100, with a cap of $277,400	$330.00	3.0%	$340.00	NO
SITE PLAN APPLICATION - per residential unit 101 plus, with a cap of $277,400	$215.00	3.0%	$220.00	NO
SITE PLAN APPLICATION - per 100 sq m of new GFA for non residential, with a cap of $60,300	$245.00	3.0%	$250.00	NO
SITE PLAN APPL'N - Major revisions requiring re-circulation & rev comments	$3,425.00	3.0%	$3,530.00	NO
SITE PLAN APPL'N - Minor revision requiring re-circulation & rev comments	$3,220.00	3.0%	$3,315.00	NO
Site Plan Approval extensions	$1,245.00	3.0%	$1,280.00	NO
Site Plan Approval extensions - changes to apt buildings with/without commercial	$1,215.00	3.0%	$1,250.00	NO
DRAFT PLAN OF CONDOMINIUM FEE				
Regular*	$65,165.00	3.0%	$67,120.00	NO
Common Element	$6,450.00	3.0%	$6,645.00	NO
Vacant Land*	$23,645.00	3.0%	$24,355.00	NO
Vacant Land - per residential lot 0-25, with a cap of $277,400	$625.00	3.0%	$645.00	NO

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
DRAFT PLAN OF CONDOMINIUM FEE				
Vacant Land - per residential lot 26-100, with a cap of $277,400	$470.00	3.0%	$485.00	NO
Vacant Land - per residential lot 101 plus, with a cap of $277,400	$155.00	3.0%	$160.00	NO
Vacant Land - per 100 sq m of site area for non residential, with a cap of $60,300	$65.00	0.0%	$65.00	NO
Condominium Exemption	$7,070.00	3.0%	$7,280.00	NO
Condominium Conversion*	$24,445.00	3.0%	$25,180.00	NO
Major Revision	$2,495.00	3.0%	$2,570.00	NO
Minor Revision	$2,495.00	3.0%	$2,570.00	NO
Extension	$1,070.00	3.0%	$1,100.00	NO
Misc. approval requests (consolidation of phased condo's etc)	$855.00	3.0%	$880.00	NO
REMOVAL OF PART LOT CONTROL - Base Fee	$1,330.00	3.0%	$1,370.00	NO
REMOVAL OF PART LOT CONTROL - Per residential lot/block	$25.00	0.0%	$25.00	NO
REMOVAL OF PART LOT CONTROL - Per 100 sq m of site area for non-residential	$5.00	0.0%	$5.00	NO
SIGN VARIANCE - Base Fee	$1,420.00	3.0%	$1,465.00	NO
SIGN VARIANCE - Variable Fee	$1,125.00	3.0%	$1,160.00	NO
PARKWAY BELT REGULATION AMENDMENT				
Minor Amendment to Ontario Regulation 482/73	$1,310.00	3.0%	$1,350.00	NO
Major Amendment to Ontario Regulation or Removal from Parkway Belt West Plan*	$4,600.00	3.0%	$4,740.00	NO
REMOVAL OF ZONING SYMBOL "H"*	$2,520.00	3.0%	$2,595.00	NO

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
CEMETERY CONSENTS	$885.00	3.0%	$910.00	NO
Regular Survey Compliance	$935.00	3.0%	$965.00	NO
Express Survey Compliance	$1,400.00	3.0%	$1,440.00	NO
Zoning Clearance administration fee for LLBO Applications	$160.00	3.0%	$164.80	NO
ZONING VERIFICATION LETTER - Standard	$640.00	3.0%	$660.00	NO
ZONING VERIFICATION LETTER - Fast Track	$935.00	3.0%	$965.00	NO
ZONING VERIFICATION LETTER - Legal Non-Conforming Use verification (not available for Fast Track service)	$935.00	3.0%	$965.00	NO
ZONING CERTIFICATE - Multi residential, (per lot or block)	$825.00	3.0%	$850.00	NO
ZONING CERTIFICATE - Detached & semi-detached, including a residential reconstruction (per unit)	$2,050.00	3.0%	$2,110.00	NO
ZONING CERTIFICATE - Accessory Dwelling Unit	$1,110.00	3.0%	$1,145.00	NO
ZONING CERTIFICATE - Non-Residential (commercial/ industrial/institutional)	$2,045.00	3.0%	$2,105.00	NO
ZONING CERTIFICATE - Residential additions	$1,380.00	3.0%	$1,420.00	NO
ZONING CERTIFICATE - Residential basement finish, deck, porch and/or accessory building	$390.00	3.0%	$400.00	NO
ZONING CERTIFICATE - Temporary Tents and Trailers	$215.00	3.0%	$220.00	NO
ZONING CERTIFICATE - Swimming Pools	$200.00	3.0%	$205.00	NO
ZONING CERTIFICATE - Exemption	$135.00	3.0%	$140.00	NO
ZONING CERTIFICATE - Revision Fees: Apply to the 3rd and each subsequent submission	$660.00	3.0%	$680.00	NO
PLANNING VERIFICATION LETTERS				
Official Plan Designation Compliance	$120.00	3.0%	$125.00	NO
Regulations for Niagara Escarpment Plan	$120.00	3.0%	$125.00	NO

Service: Community Planning
Service Lead: Manager of Planning Implementation

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
PLANNING VERIFICATION LETTERS				
Parkway Belt West Plan	$120.00	3.0%	$125.00	NO
Planning Study Area Confirmation/Status	$120.00	3.0%	$125.00	NO
Development Application Status	$120.00	3.0%	$125.00	NO
Heritage Status	$120.00	3.0%	$125.00	NO
SALE OF PRINTS:				
a) Official Plan	$75.00	0.0%	$75.00	YES
b) Official Plan updates	$45.00	0.0%	$45.00	YES
c) Zoning By-laws	$165.00	3.0%	$170.00	YES
d) Zoning By-law updates	$45.00	0.0%	$45.00	YES
e) Demographic & housing info packages	$10.00	0.0%	$10.00	YES
f) Status of application packages	$10.00	0.0%	$10.00	YES
STREET NAME CHANGES - Min deposit (additional payment required if actual cost exceeds deposit)	$1,745.00	3.0%	$1,795.00	YES
COMMITTEE OF ADJUSTMENT FEES				
CONSENT - Minor (lot line adjustment, easement)*	$9,000.00	3.0%	$9,270.00	NO
CONSENT - Major (Lot creation)*	$11,590.00	3.0%	$11,940.00	NO
CONSENT - Per new lot	$3,015.00	3.0%	$3,105.00	NO
CONSENT - Major Revisions to Application	$3,160.00	3.0%	$3,255.00	NO
CONSENT - Minor Revisions to Application	$1,390.00	3.0%	$1,430.00	NO
CONSENT - Request for deferral by applicant	$705.00	3.0%	$725.00	NO
CONSENT - Validation of title	$1,665.00	3.0%	$1,715.00	NO

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
COMMITTEE OF ADJUSTMENT FEES				
CONSENT - Certificate Fee	$65.00	0.0%	$65.00	NO
MINOR VARIANCE: Base Fee - Existing Residential, decks, fences, accessory buildings, walkways, pools, residential additions under 75m2	$1,110.00	3.0%	$1,145.00	NO
MINOR VARIANCE: Base Fee - New Detached and Semi-Detached Residential, addition over 75m2, additional unit	$6,665.00	3.0%	$6,865.00	NO
MINOR VARIANCE: Base Fee - Commercial, Industrial & Multi-residential	$7,805.00	3.0%	$8,040.00	NO
MINOR VARIANCE: Revisions to application - Residential (accessory buildings and structures)	$3,845.00	3.0%	$3,960.00	NO
MINOR VARIANCE: Revisions to application - Commercial, Industrial & Multi-residential (accessory buildings and structures)	$3,845.00	3.0%	$3,960.00	NO
MINOR VARIANCE: Request for deferral by applicant	$705.00	3.0%	$725.00	NO
PLANNING SERVICE - Reg 10 Business Day	$110.00	3.0%	$115.00	YES
PLANNING SERVICE - Express	$215.00	3.0%	$220.00	YES
Municipal Information Form	$105.00	3.0%	$110.00	NO
Streetscape contribution - residential treatment (without trees)	$220.00	3.0%	$225.00	NO
Streetscape contribution - residential treatment (with trees)	$300.00	3.0%	$310.00	NO
Streetscape contribution - typical treatment	$580.00	3.0%	$595.00	NO
Streetscape contribution - special treatment (Lakeshore Road without trees)	$685.00	3.0%	$705.00	NO
Streetscape contribution - special treatment (Lakeshore Road with trees)	$790.00	3.0%	$815.00	NO
Streetscape contribution - special treatment (Brant and John Streets)	$790.00	3.0%	$815.00	NO
Tender documents	$80.00	0.0%	$80.00	YES
SEASONAL OUTDOOR PATIO PROGRAM				
Application Fee (Single Location)	$507.71	3.0%	$522.94	NO

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
SEASONAL OUTDOOR PATIO PROGRAM				
Seasonal Permit Fee - Public Right-of-Way Occupancy for Seasonal Outdoor Patio (per square metre)	$41.20	3.0%	$42.44	NO
Routine Disclosure Fees:				
Application Fee for Routine Disclosure - Plans & Drawings	$43.71	3.0%	$45.02	YES
Application Fee for Routine Disclosure - Survey (flat fee)	$43.71	3.0%	$45.02	YES
Processing Fee per 30 min	$27.32	3.0%	$28.14	YES
Photo Copy - Large (prints larger than 11”x17”) per page	$16.39	3.0%	$16.88	YES
Electronic Media Storage Device	as invoiced	3.0%	as invoiced	YES
External Vendor processing fees and delivery	as invoiced	3.0%	as invoiced	YES
Routine Disclosure request fee if cost is greater than $100.00	Deposit of 50% of the fee estimate minus application for Routine Disclosure fee (non-refundable) balance to be paid at time of pick-up	3.0%	Deposit of 50% of the fee estimate minus application for Routine Disclosure fee (non-refundable) balance to be paid at time of pick-up	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Liquor Sales Licence Application				
Building plans review related to Liquor License Application (Agency Letter of Approval)	$101.18	3.0%	$104.22	YES
Property Information Requests				
For Each Property Report:				
1) Single residential property	$104.36	3.0%	$107.50	NO
2) Freehold or condominium dwelling unit	$104.36	3.0%	$107.50	NO
3) Rental apartment building and rental townhouse (to a maximum of $250.00)	$104.36	3.0%	$107.50	NO
4) Commercial or industrial condominium	$104.36	3.0%	$107.50	NO
5) Commercial and industrial buildings	$104.36	3.0%	$107.50	NO
5a) Commercial or industrial condominium (including hotels, & motels) ($5.00/UNIT)	$5.57	3.0%	$5.74	NO
6) Express service (includes fax reply)	$191.34	3.0%	$197.08	NO
7) Revised property report	$52.19	3.0%	$53.75	NO
8) Express revised property report	$75.37	3.0%	$77.64	NO
Permit Issuance Listing Monthly Report				
Each Copy/month	$5.46	3.0%	$5.63	YES
Yearly Subscription	$54.64	3.0%	$56.28	YES
Routine Disclosure Fees:				
Written request by a property owner or authorized agent of said property for documentation (drawings, surveys, site plans, etc.) as may be located in Building Section files:				
Application Fee for Routine Disclosure - Plans & Drawings (includes 15 minutes search time and up to 20 digital copies/images)	$43.71	3.0%	$45.02	YES
Application Fee for Routine Disclosure - Plans & Drawings (includes 15 minutes search time and up to 20 digital copies/images) - Express Service (5 business days)			$95.02	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Routine Disclosure Fees:				
Written request by a property owner or authorized agent of said property for documentation (drawings, surveys, site plans, etc.) as may be located in Building Section files:				
Application Fee for Routine Disclosure - Survey (flat fee)	$43.71	3.0%	$45.02	YES
Application Fee for Routine Disclosure - Survey (flat fee) -Express Service (5 business days)			$95.02	YES
Processing Fee per 30 min	$27.32	3.0%	$28.14	NO
Digital copies/images - per image (beyond the 20 copies included with the initial application fee)	$16.39	3.0%	$16.88	YES
External Vendor imaging and processing fees	as invoiced	0.0%	as invoiced	NO
Routine Disclosure request fee if cost is greater than $100.00	Deposit of 50% of the fee estimate minus application for Routine Disclosure fee (non-refundable) balance to be paid at time of pick-up	0.0%	Deposit of 50% of the fee estimate minus application for Routine Disclosure fee (non-refundable) balance to be paid at time of pick-up	NO

Service: By-Law Compliance
Section: Animal Services
Service Lead: Manager of By-Law Enforcement & Animal Services

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Animal Impound Fees				
Cost per day (1st Time)	$24.36	3.0%	$25.09	NO
Cost per day (2nd Time)	$48.72	3.0%	$50.18	NO
Cost per day (3rd or more Time)	$73.08	3.0%	$75.27	NO
Boarding and Quarantine Charges Domestic Animals				
One Day	$29.76	3.0%	$30.65	YES
Three Days	$89.27	3.0%	$91.95	YES
Seven Days	$208.30	3.0%	$214.55	YES
Quarantine (up to a maximum of ten days)	$297.57	3.0%	$306.50	YES
Animal Pick-Up Charges				
During regular working hours	$58.65	3.0%	$60.41	YES
During non-working hours	$134.91	3.0%	$138.96	YES
Institutional pick up/delivery	$23.46	3.0%	$24.16	YES
Surrender Fees (for Adoption or Euthanasia)				
Dogs	$51.81	3.0%	$53.37	YES
Cats	$51.81	3.0%	$53.37	YES
Litter of Pups	$103.62	3.0%	$106.73	YES
Litter of Kittens	$86.35	3.0%	$88.94	YES
Surrender Fees (for Adoption or Euthanasia) other than dogs and cats				
Bird	$23.81	3.0%	$24.52	YES
Chinchilla	$60.30	3.0%	$62.10	YES
Ferret	$60.32	3.0%	$62.13	YES
Guinea Pig	$23.39	3.0%	$24.09	YES

Service: By-Law Compliance
Section: Animal Services
Service Lead: Manager of By-Law Enforcement & Animal Services

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Surrender Fees (for Adoption or Euthanasia) other than dogs and cats				
Rabbit	$60.32	3.0%	$62.13	YES
Rat	$23.39	3.0%	$24.09	YES
Reptile	$23.39	3.0%	$24.09	YES
Adoption (other than dogs and cats)				
Bird	$59.13	3.0%	$60.91	YES
Chinchilla	$57.41	3.0%	$59.13	YES
Ferret	$57.42	3.0%	$59.15	YES
Guinea Pig	$10.21	3.0%	$10.51	YES
Rabbit	$57.41	3.0%	$59.13	YES
Rat	$10.21	3.0%	$10.51	YES
Reptile	$10.21	3.0%	$10.51	YES
Dog Adoption Package				
Dog	$149.53	3.0%	$154.02	YES
Microchip	$37.81	3.0%	$38.94	YES
Implant Fee	$19.73	3.0%	$20.32	YES
Vaccination(s)	$36.62	3.0%	$37.72	YES
License	$28.98	3.0%	$29.85	NO
(additional for unaltered dog)	$59.11	3.0%	$60.89	NO
Cat Adoption Package				
Cat	$59.85	3.0%	$61.64	YES
Microchip	$37.80	3.0%	$38.93	YES
Implant Fee	$19.74	3.0%	$20.34	YES

Service: By-Law Compliance
Section: Animal Services
Service Lead: Manager of By-Law Enforcement & Animal Services

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Cat Adoption Package				
Vaccination(s)	$36.62	3.0%	$37.72	YES
Regular Cremation Services				
Under 50lbs	$56.38	3.0%	$58.07	YES
50-100lbs	$92.01	3.0%	$94.77	YES
100-150lbs	$137.99	3.0%	$142.13	YES
Pocket Pets/Birds	$11.50	3.0%	$11.85	YES
Microchip, Implant and Vaccination				
Microchip	$37.80	3.0%	$38.93	YES
Implantation	$19.93	3.0%	$20.53	YES
Vaccination(s)	$36.96	3.0%	$38.07	YES
Miscellaneous - Animal Services				
Car Carrying Box	$14.19	3.0%	$14.62	YES
Refundable Trap Deposit	$59.15	3.0%	$60.92	NO
Cat "E&C" Package Fees				
Cat Drop off	$42.28	3.0%	$43.55	YES
Euthanasia Delivery/Pick Up	$70.45	3.0%	$72.57	YES
Cremation (under 50lbs)	$56.38	3.0%	$58.07	YES
Sedation	$42.28	3.0%	$43.55	YES
Dog "E&C" Package Fees (under 50lbs)				
Dog Drop off	$42.28	3.0%	$43.55	YES
Euthanasia Deliver/Pick Up	$70.45	3.0%	$72.57	YES
Cremation (under 50 lbs)	$56.38	3.0%	$58.07	YES

Service: By-Law Compliance
Section: Animal Services
Service Lead: Manager of By-Law Enforcement & Animal Services

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Dog "E&C" Package Fees (under 50lbs)				
Sedation	$42.28	3.0%	$43.55	YES
Dog "E&C" Package Fees (50-100lbs)				
Dog Drop off	$42.28	3.0%	$43.55	YES
Euthanasia Deliver/Pick Up	$70.45	3.0%	$72.57	YES
Cremation (50-100lbs)	$112.76	3.0%	$116.15	YES
Sedation	$42.28	3.0%	$43.55	YES
Dog "E&C" Package Fees (100+LBS)				
Dog Drop off	$42.28	3.0%	$43.55	YES
Euthanasia Delivery / Pick Up	$70.45	3.0%	$72.57	YES
Cremation (100 + LBS)	$173.54	3.0%	$178.75	YES
Sedation	$42.28	3.0%	$43.55	YES

Service: By-Law Compliance
Section: By-Law Enforcement
Service Lead: Manager of By-Law Enforcement & Animal Services

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Noise Exemption Permit				
Noise Exemption Permit	$175.00	0.0%	$175.00	YES
Inspection Fee				
An inspection fee: may be imposed when an Officer conducts an inspection in which there is failure to remedy a by-law contravention by the date of compliance set out in a written notice or Order or when an Officer conducts an inspection where there is a repeat by-law violation.				
Inspection Fee	$216.00	0.0%	$216.00	YES
Pool Permits				
Above ground pool	$174.00	0.0%	$174.00	YES
On ground pool	$344.00	0.0%	$344.00	YES
In ground pool	$344.00	0.0%	$344.00	YES
Temporary pool	$87.00	0.0%	$87.00	YES
Hydro-Massage Pool/ Hot Tub	$87.00	0.0%	$87.00	NO
Certificate of Compliance				
Fee for inspection and letter of compliance related to Building Code Act/Property Standards By-law.	$284.30	0.0%	$284.30	YES
Sign permits/enforcement				
Portable signs	$52.53	0.0%	$52.53	YES
Banner Sign	$52.53	0.0%	$52.53	YES
Removal of an Unlawful Sign	$92.70	0.0%	$92.70	NO
Sign Permit Renewal Fee	$52.53	0.0%	$52.53	NO
Property Standards (028-2009)				
Property Standards Appeal Fee	$445.00	0.0%	$445.00	NO

Service: By-Law Compliance
Section: Licensing Service
Service Lead: Manager of Licensing & Administration

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Adult Entertainment (By-Law 01-2008)				
Adult Entertainment Business Owner/year	$4,161.60	0.0%	$4,161.60	YES
Adult Entertainment Business Operator/year	$884.34	0.0%	$884.34	YES
Entertainer/year	$208.08	0.0%	$208.08	YES
Adult Videotape Store Class "A" Owner/year	$1,040.40	0.0%	$1,040.40	YES
Adult Videotape Store Class "A" Attendant/year	$78.03	0.0%	$78.03	YES
Adult Videotape Store Class "B" Owner/year	$156.06	0.0%	$156.06	YES
Body-rub Business Owner/year	$4,161.60	0.0%	$4,161.60	YES
Body-rub Business Operator/year	$884.34	0.0%	$884.34	YES
Attendant/year	$208.08	0.0%	$208.08	YES
OTHER FEES:				
Replacement Licence Fee	$12.48	0.0%	$12.48	YES
Late Fee (for renewals submitted past the expiry date of licence)	$52.02	0.0%	$52.02	YES
Public Vehicles (By-Law 20-2009)				
Taxicab/Limousine Driver – New	$292.74	0.0%	$292.74	YES
Taxicab/Limousine Driver – Renewal	$219.30	0.0%	$219.30	NO
Taxicab/Limousine Owner – New/Plate	$3,451.68	0.0%	$3,451.68	YES
Taxicab/Limousine Owner – Renewal/Plate	$716.04	0.0%	$716.04	YES
Taxicab Broker – New	$1,140.36	0.0%	$1,140.36	YES
Taxicab Broker – Renewal	$856.80	0.0%	$856.80	YES
OTHER FEES:				
Late Fee (for renewals submitted past the expiry date of licence)	$73.44	0.0%	$73.44	YES
Change of Information	$46.92	0.0%	$46.92	YES
Replacement of lost, stolen, missing, defaced or illegible plates/plate	$99.96	0.0%	$99.96	YES

Service: By-Law Compliance
Section: Licensing Service
Service Lead: Manager of Licensing & Administration

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Public Vehicles (By-Law 20-2009)				
OTHER FEES:				
Replacement of licence	$46.92	0.0%	$46.92	YES
Administration Fee	$99.96	0.0%	$99.96	YES
Businesses (By-Law 42-2008)				
Automotive	$261.12	0.0%	$261.12	YES
Personal Services	$261.12	0.0%	$261.12	YES
Carnival/event	$693.60	0.0%	$693.60	YES
Festivals/event	$700.74	0.0%	$700.74	YES
Newspaper Distribution Boxes/box	$53.04	0.0%	$53.04	YES
Sale of Adult Magazines	$193.80	0.0%	$193.80	YES
Sale of Fireworks (includes Victoria Day and Canada Day)	$261.12	0.0%	$261.12	YES
Sale of Tobacco	$193.80	0.0%	$193.80	YES
Salvage Yard	$261.12	0.0%	$261.12	YES
Pawnbroker	$261.12	0.0%	$261.12	YES
Convenience Store:				
(a) Sale of Foodstuff	$193.80	0.0%	$193.80	YES
(b) Sale of Foodstuff/Sale of Tobacco	$346.80	0.0%	$346.80	YES
(c) Sale of Foodstuff/Sale of Tobacco/Lunch Counter	$515.10	0.0%	$515.10	YES
Public Assembly:				
(a) Restaurants, Take-Out Restaurants and Lunch Counters	$287.64	0.0%	$287.64	YES
(b) Sale of Foodstuff/Caterer	$193.80	0.0%	$193.80	YES
(c) Public Halls/Banquet Halls	$193.80	0.0%	$193.80	YES

Service: By-Law Compliance
Section: Licensing Service
Service Lead: Manager of Licensing & Administration

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Businesses (By-Law 42-2008)				
Public Assembly:				
(d) Billiard/Pool Hall; Bowling Alley; Theatres; Pinball or Electronic Game Machine Establishments	$261.12	0.0%	$261.12	YES
(e) Night Club	$1,278.06	0.0%	$1,278.06	YES
Transient Trader:				
(a) 1 to 3 days/day	$104.04	0.0%	$104.04	YES
(b) Monthly	$297.84	0.0%	$297.84	YES
(c) 3 months	$710.94	0.0%	$710.94	YES
(d) Yearly	$1,264.80	0.0%	$1,264.80	YES
Refreshment Vehicles:				
a) Class A	$392.70	0.0%	$392.70	YES
b) Class B	$193.80	0.0%	$193.80	YES
c) Class C	$287.64	0.0%	$287.64	YES
d) Class D - 1 to 3 days/day	$99.96	0.0%	$99.96	YES
d) Class D - Monthly	$388.62	0.0%	$388.62	YES
d) Class D - 3 Months	$767.04	0.0%	$767.04	YES
d) Class D - Yearly	$1,416.78	0.0%	$1,416.78	YES
OTHER FEES:				
Late Fee (for renewals submitted past the expire of licence)	$73.44	0.0%	$73.44	YES
Change of Information	$46.92	0.0%	$46.92	YES
Removal of Newspaper Boxes/box	$79.20	0.0%	$79.20	YES
Replacement of lost, stolen, missing, defaced or illegible plates/plate	$99.96	0.0%	$99.96	YES
Replacement of licence	$46.92	0.0%	$46.92	YES

Service: By-Law Compliance
Section: Licensing Service
Service Lead: Manager of Licensing & Administration

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Businesses (By-Law 42-2008)				
OTHER FEES:				
Administration Fee	$99.96	0.0%	$99.96	YES
Lottery Licensing Fees (By-Law 117-2007)				
Bingo Licence Fees for Bingo lottery schemes	$102.00	0.0%	$102.00	NO
Bazaar Lotteries	3% of the prize value	0.0%	3% of the prize value	NO
Nevada Lotteries (Break-open tickets)	3% of the prize value	0.0%	3% of the prize value	NO
Raffle Lotteries	3% of the prize value	0.0%	3% of the prize value	NO
Wheels of Fortune per wheel per day	$3.00	0.0%	$3.00	NO
Municipal Approval Letter administration fee (non-refundable)	$20.00	0.0%	$20.00	NO
Liquor Sales Licence Application				
Municipal Information Form (Approval Letter)	$99.00	0.0%	$99.00	NO
Businesses (By-Law 42-2008), Public Vehicles (By-Law 20-2009), Adult Entertainment (By-law 74-2005)				
New Licence Application Fee (non-refundable)			$99.96	YES
Business (By-law 42-2008), Public Vehicles (By-Law 20-2009), Adult Entertainment (By-Law 74-2005)				
Appeals Fee	$445.00	0.0%	$445.00	NO
Short Term Accomodation (001-2025)				
Short-Term Accomodation Owner/Operator Fee	$300.00	0.0%	$300.00	YES

Service: Transit
Service Lead: Manager, Transit Planning & Business Services

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Conventional & Specialized Transit				
ADULT(20-64 YEARS OF AGE)				
Single Trip – Cash / Contactless (Non-PRESTO)	$3.50	6.5%	$3.75	NO
Adult PRESTO (Fare Cap 40 Paid Rides per Month) (Maxmum $114 per Month)	$2.75	3.5%	$2.85	NO
SENIOR (65+ YEARS OF AGE OR OVER)				
Single Trip – Cash / Contactless (Non-PRESTO)	$3.50	6.5%	$3.75	NO
Senior PRESTO - Proof of Age Required - No Time Restrictions	$0.00	0.0%	$0.00	NO
YOUTH (13-19 YEARS OF AGE)				
Single Trip – Cash / Contactless (Non-PRESTO Payment)	$3.50	6.5%	$3.75	NO
Youth PRESTO - Monday to Friday Before 6 p.m. (Fare Cap 20 Paid Rides per Month) (Maximum $40 per Month) Proof of Age Required	$1.90	4.5%	$2.00	NO
Youth PRESTO - Monday to Friday After 6 p.m. and Weekends (Does Not Qualify Towards Fare Capping Paid Trips) Proof of Age Required	$0.00	0.0%	$0.00	NO
CHILD (12 YEARS OF AGE OR UNDER)				
Single Trip – Cash / Contactless (Non-PRESTO Payment)	$3.50	6.5%	$3.75	NO
Child PRESTO - Proof Age Required or When Traveling with a Parent/Guardian (with Applicable Fare)	$0.00	0.0%	$0.00	NO

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Conventional & Specialized Transit				
PERSONAL SUPPORT PERSON/WORKER				
Provide support to someone who has an identified medical requirement for support	$0.00	0.0%	$0.00	NO
VISUALLY IMPAIRED				
Present CNIB card when boarding	$0.00	0.0%	$0.00	NO
ELIGIBILITY FARE PROGRAM - SPLIT				
SPLIT Program (Subsidized) - Low Income Based Eligibility Program: through Halton Region	$0.00	0.0%	$0.00	NO
U-PASS ADD ON FOR STUDENTS				
McMaster University, Mohawk College, Redeemer College Students with valid HSR Pass, Student Card and Proof of Current Education Term	$30.00	6.5%	$32.00	NO
ELIGIBIITY FARE PROGRAM - SCHOOL BOARDS				
Contract Based Eligibility - Youth Monthly Pass (13-19 Years of Age)	$60.00	0.0%	$60.00	NO
ELIGIBIITY FARE PROGRAM - SCHOOL BOARDS AND NOT FOR PROFIT				
Single Ride Voucher: Book of 10 Passes ($2/ride) - Surrendered when Boarding	$20.00	0.0%	$20.00	NO
PRESTO New/Replacement Physical Card Issuance Fee, Metrolinx Prescribed	$4.00	0.0%	$4.00	NO

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Conventional & Specialized Transit				
BUS CHARTER				
First Three (3) Hours Minimum	$432.75	3.0%	$445.75	YES
Each Additional Hour After Three (3) Hours Minimum	$144.25	3.0%	$148.50	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
MUSIC & STUDENT THEATRE CAMPS				
2025 Base Rate effective to Mar 31 2026 Base Rate effective as of Apr 1 STAR MEMBERSHIP $4.00 to be added to Student Theatre Program Registrations				
CAMPS (Hourly Rate)				
Music Camp (5% Surcharge applied)	$6.95	6.0%	$7.40	NO
Performing Arts Camp	$7.69	6.0%	$8.20	NO
Student Theatre Camp (5% Surcharge applied)	$5.61	6.0%	$5.90	NO
MUSIC & TEEN TOUR BAND				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Unless otherwise specified				
MUSIC LESSONS				
Non-Resident Fee at current rate to apply				
Private 1/2 Hr lesson(5% Surcharge applied)	$29.80	3.0%	$30.70	NO
Private 1/2 Hr lesson with valid Band membership (5% Surcharge applied)	$25.20	3.0%	$26.00	NO
TEEN TOUR BAND				
Non-Resident Fee at current rate to apply (BTTB and Junior Redcoats Membership) Booster Membership $15.00 to be added to BTTB Membership				
Burlington Teen Tour Band Annual Membership (5% Surcharge applied)	$233.30	3.0%	$240.30	YES
Annual Uniform Fee	$70.00	3.0%	$72.10	YES
Junior Redcoats Band Membership (5% Surcharge applied)	$151.30	3.0%	$155.80	NO

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
MUSIC & TEEN TOUR BAND				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Unless otherwise specified				
TEEN TOUR BAND				
Non-Resident Fee at current rate to apply (BTTB and Junior Redcoats Membership) Booster Membership $15.00 to be added to BTTB Membership				
City Instrument Use (Yearly Fee)	$70.00	43.0%	$100.10	YES
BAND PERFORMANCE FEES - Effective January 1				
Note: Fee is in addition to the current cost of bussing. Depending on request, rate will be determined based on number of band members required, duration of performance, location, etc. Additional costs may be incurred by client.				
BTTB - Single Location Performance	$500.00	3.0%	$515.00	YES
BTTB - Multiple Location Performance	$750.00	3.0%	$772.50	YES
BTTB - Commercial	$1,000.00	3.0%	$1,030.00	YES
Jr Redcoats Performance Fee	$250.00	3.0%	$257.50	YES
YOUTH & STUDENT THEATRE				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Non-Resident fee (current rate) applies beyond single admission				
FALL, WINTER, SPRING PROGRAMS				
Performance at Student Theatre - Admission/Show Ticket	$23.00	3.0%	$23.70	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
YOUTH & STUDENT THEATRE				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Non-Resident fee (current rate) applies beyond single admission				
FALL, WINTER, SPRING PROGRAMS				
Once Upon A Time (45 mins) (5% Surcharge applied)	$14.60	3.0%	$15.00	NO
Little Performers Hourly Rate (5% Surcharge applied)	$18.90	3.0%	$19.50	NO
Juniors Hourly Rate (5% Surcharge applied)	$19.90	3.0%	$20.50	NO
Intermediates Hourly Rate (5% Surcharge applied)	$19.90	3.0%	$20.50	NO
Seniors Hourly Rate (5% Surcharge applied)	$15.70	3.0%	$16.20	YES
FESTIVALS & EVENTS				
2025 Base Rate effective to Mar 31 2026 Base Rate effective as of Apr 1				
COMMERCIAL ENTRIES - MARKETPLACE VENDOR				
Standard 10 x 10 space				
Attendance 501- 5,000	$376.10	3.0%	$387.40	YES
Attendance 5,001 - 20,000	$677.00	3.0%	$697.30	YES
Attendance over 20,000	$744.70	3.0%	$767.00	YES
COMMERCIAL ENTRIES - FOOD VENDOR				
Standard 10 x 10 space				
Attendance 501- 5,000	$192.80	3.0%	$198.60	YES
Attendance 5,001 - 20,000	$584.20	3.0%	$601.70	YES
Attendance over 20,000	$744.70	3.0%	$767.00	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
FESTIVALS & EVENTS				
2025 Base Rate effective to Mar 31 2026 Base Rate effective as of Apr 1				
COMMERCIAL ENTRIES - BUSINESS VENDOR (no-sale promotion)				
Standard 10 x 10 space				
Attendance 501- 5,000	$250.70	3.0%	$258.20	YES
Attendance 5,001 - 20,000	$451.30	3.0%	$464.80	YES
Attendance over 20,000	$496.50	3.0%	$511.40	YES
COMMUNITY OR NON-PROFIT ENTRIES - MARKETPLACE VENDOR				
Standard 10 x 10 space				
Attendance 501- 5,000	$170.60	3.0%	$175.70	YES
Attendance 5,001 - 20,000	$307.00	3.0%	$316.20	YES
Attendance over 20,000	$337.80	3.0%	$347.90	YES
COMMUNITY OR NON-PROFIT ENTRIES - (no sale promotion)				
Standard 10 x 10 space				
Attendance 501- 5,000	$113.70	3.0%	$117.10	YES
Attendance 5,001 - 20,000	$204.70	3.0%	$210.80	YES
Attendance over 20,000	$225.20	3.0%	$232.00	YES
FILMING (PER DAY)				
Note: Depending on request, rate will be determined based on facility use, permit cost, set-up, tear down, etc. Additional costs may be incurred by client.				
Facility Permit	$1,738.30	3.0%	$1,790.40	YES
Park, On-Road or Other Permit	$1,043.00	3.0%	$1,074.30	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
FESTIVALS & EVENTS				
2025 Base Rate effective to Mar 31 2026 Base Rate effective as of Apr 1				
FILMING (PER DAY)				
Note: Depending on request, rate will be determined based on facility use, permit cost, set-up, tear down, etc. Additional costs may be incurred by client.				
Filming Application Fee (Non-Refundable)	$179.70	3.0%	$185.10	NO
SPECIAL EVENT APPLICATION DEPOSIT				
All event applicants to provide a deposit upon confirmation of their booking.				
Commercial/Non-Resident	$140.00	0.0%	$140.00	NO
Non-profit	$100.00	0.0%	$100.00	NO
PARKS				
Standard Day	$163.40	3.0%	$168.30	YES
Commercial / Non Resident Day	$191.70	3.0%	$197.50	YES
Standard 3 Hour	$37.30	3.0%	$38.40	YES
Commercial / Non Resident 3 Hour	$43.70	3.0%	$45.00	YES
INDOOR & OUTDOOR SPACE RENTALS				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Unless otherwise specified				
TOURNAMENT DEPOSIT				
Youth/Standard	$100.00	0.0%	$100.00	NO
Commercial/Non Resident	$140.00	0.0%	$140.00	NO

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
INDOOR & OUTDOOR SPACE RENTALS				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Unless otherwise specified				
SCHOOL BOARD AMENITIES				
HDSB and HCSDB School facilities additional expenses – including Air Conditioning, Custodial Fee, Scoreboard Fee	As per school board current rate		As per school board current rate	YES
ADDITIONAL FACILITY SERVICES FEE **Effective January 1**				
This fee applies when custodial or janitorial services are required beyond standard service levels due to the nature or timing of an event. Examples include large-scale events, events held on statutory holidays, or those requiring special setup or cleanup arrangements.				
Hourly Fee, minimum 2 hours	$40.00	3.0%	$41.20	YES
Stautory Holiday Hourly Fee, minimum 2 hours	$58.00	3.0%	$59.70	YES
INDOOR SPACE RENTALS				
Hourly rate unless otherwise specified 2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Unless otherwise specified				
ARENA ICE				
Additional Facility Services Fee may apply				
Standard Prime Time (5% Surcharge applied)	$267.40	3.0%	$275.40	YES
Standard Non Prime Time (5% Surcharge applied)	$225.80	3.0%	$232.60	YES
Youth Prime Time (5% Surcharge applied)	$184.70	3.0%	$190.20	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
INDOOR SPACE RENTALS				
Hourly rate unless otherwise specified 2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Unless otherwise specified				
ARENA ICE				
Additional Facility Services Fee may apply				
Youth Non Prime Time (5% Surcharge applied)	$159.50	3.0%	$164.30	YES
Commercial Non Resident Prime Time (5% Surcharge applied)	$374.40	3.0%	$385.60	YES
Commercial Non Resident Non Prime Time (5% Surcharge applied)	$316.10	3.0%	$325.60	YES
ARENA FLOOR - Effective April 1				
Additional Facility Services Fee may apply				
Commercial Non Resident (5% Surcharge applied)	$119.60	3.0%	$123.20	YES
Standard (5% Surcharge applied)	$85.40	3.0%	$88.00	YES
Youth (5% Surcharge applied)	$57.10	3.0%	$58.80	YES
ARENA STORAGE/OFFICE/DRESSING ROOM (Monthly Rates) Effective April 1				
Dressing & Warm Up Room (Appleby, Central, Mainway) Central #5 only (5% Surcharge applied)	$216.50	3.0%	$223.00	YES
SCHOOL BOARD USE OF CITY FACILITIES				
Rink Small Standard Prime Time	$272.70	5.0%	$286.30	YES
Rink Large Standard Prime Time	$218.80	5.0%	$229.70	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
INDOOR SPACE RENTALS				
Hourly rate unless otherwise specified 2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Unless otherwise specified				
SCHOOL BOARD USE OF CITY FACILITIES				
Arena Floor	$53.30	5.0%	$56.00	YES
Admin Fee	$50.00	0.0%	$50.00	YES
SCHOOL BOARD AMENITIES				
Auditorium	$105.90	5.0%	$111.20	YES
Library	$18.40	5.0%	$19.30	YES
Meeting & Seminar Room/Classroom - Elementary/Secondary	$16.50	5.0%	$17.30	YES
Parking Lot Elementary Schools	$21.90	5.0%	$23.00	YES
Parking Lot Secondary Schools	$36.80	5.0%	$38.60	YES
School Cafeteria - Secondary Schools	$38.10	5.0%	$40.00	YES
Stage	$7.30	5.0%	$7.70	YES
Studio Theatre	$73.00	5.0%	$76.70	YES
Track HCDSB	$65.10	5.0%	$68.40	YES
SCHOOL BOARD GYMNASIUMS				
Single Gym - Youth	$45.90	5.0%	$48.20	YES
Single Gym - Standard	$57.30	5.0%	$60.20	YES
Double Gym - Youth	$64.40	5.0%	$67.60	YES
Double Gym - Standard	$80.40	5.0%	$84.40	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
INDOOR SPACE RENTALS				
Hourly rate unless otherwise specified 2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Unless otherwise specified				
CITY HALL ATRIUM				
Additional Facility Services Fee may apply				
Standard	$40.30	3.0%	$41.50	YES
Commercial/Non Resident	$56.30	3.0%	$58.00	YES
GYMNASIUM RATES (Brant Hills, Robert Bateman, Tansley Woods & Haber Recreation Centres)				
Additional Facility Services Fee may apply				
Youth - Single Gym (5% Surcharge applied)	$41.50	3.0%	$42.70	YES
Standard - Single Gym (5% Surcharge applied)	$51.90	3.0%	$53.50	YES
Commercial/Non- Resident Single Gym (5% Surcharge applied)	$72.70	3.0%	$74.90	YES
Youth - Double Gym (5% Surcharge applied)	$65.90	3.0%	$67.90	YES
Standard - Double Gym (5% Surcharge applied)	$82.30	3.0%	$84.80	YES
Commercial/Non- Resident Double Gym (5% Surcharge applied)	$115.30	3.0%	$118.80	YES
AUDITORIUMS - CATEGORY A (Tansley Woods Community Rooms 1-3)				
Additional Facility Services Fee may apply				
Youth (5% Surcharge applied)	$70.90	3.0%	$73.00	YES
Standard (5% Surcharge applied)	$88.70	3.0%	$91.40	YES
Commercial/ Non-Residential (5% Surcharge applied)	$124.10	3.0%	$127.80	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
INDOOR SPACE RENTALS				
Hourly rate unless otherwise specified 2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Unless otherwise specified				
AUDITORIUMS - CATEGORY B (Burlington Seniors Centre - Community Rooms 1 & 2 (combined), Central, Mainway Ice Centre & Sherwood Forest)				
Additional Facility Services Fee may apply				
Youth (5% Surcharge applied)	$40.50	3.0%	$41.70	YES
Standard (5% Surcharge applied)	$50.70	3.0%	$52.20	YES
Commercial/ Non-Residential (5% Surcharge applied)	$70.90	3.0%	$73.00	YES
AUDITORIUMS - CATEGORY C (Bandshell)				
Additional Facility Services Fee may apply				
Youth (5% Surcharge applied)	$24.80	3.0%	$25.50	YES
Standard (5% Surcharge applied)	$31.00	3.0%	$31.90	YES
Commercial/ Non-Residential (5% Surcharge applied)	$43.50	3.0%	$44.80	YES
LOBBIES				
Additional Facility Services Fee may apply				
1/2 day Standard rate (one table with non-exclusive use - 5% Surcharge applied)	$35.00	3.0%	$36.10	YES
MEETING ROOMS - CATEGORY A				
Burlington Seniors Centre - Community Room 5 & Community Room 6 combined Haber Recreation Centre - Community Rooms 1&2 Tansley Woods - Single Community Room 1-3, 5, 6 Additional Facility Services Fee may apply				
Room A Youth (5% Surcharge applied)	$34.80	3.0%	$35.80	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
INDOOR SPACE RENTALS				
Hourly rate unless otherwise specified 2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Unless otherwise specified				
MEETING ROOMS - CATEGORY A				
Burlington Seniors Centre - Community Room 5 & Community Room 6 combined Haber Recreation Centre - Community Rooms 1&2 Tansley Woods - Single Community Room 1-3, 5, 6 Additional Facility Services Fee may apply				
Room A Standard (5% Surcharge applied)	$43.50	3.0%	$44.80	YES
Room A Commercial/ Non-Residential (5% Surcharge applied)	$60.90	3.0%	$62.70	YES
MEETING ROOMS - CATEGORY B				
Arenas: Aldershot Community Room, Appleby Community Room, Mountainside Community Room, Mainway Meeting Room & Skyway Community Room Brant Hills Recreation Centre: Community Room Burlington Seniors Centre: Community Room 9, Community Rooms 10 & 11 combined, Community Room 5, Community Room 6, Lounge, Community Room 3, Community Room 4 Haber Community Centre: Meeting Room Music Centre: Rehearsal Hall, Community Room Pools: Aldershot, Angela Coughlan, Centennial Meeting Rooms Student Theatre Centre: Performing Arts Studio Tansley Woods Community Centre: Community Room 4 Additional Facility Services Fee may apply				
Room B Youth (5% Surcharge applied)	$25.80	3.0%	$26.60	YES
Room B Standard (5% Surcharge applied)	$32.30	3.0%	$33.30	YES
Room B Commercial/ Non-Residential (5% Surcharge applied)	$45.20	3.0%	$46.60	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
INDOOR SPACE RENTALS				
Hourly rate unless otherwise specified 2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Unless otherwise specified				
MEETING ROOMS - CATEGORY C				
Arenas: Appleby Meeting Room Burlington Seniors Centre: Community Room 11, Community Room 10, Community Room 8 & the Lounge Ella Foote Hall Haber Meeting Room 2 Music Centre- Meeting Rooms 1-3 Student Theatre Centre: Little Performers Room Rotary Youth Centre: Meeting Room Additional Facility Services Fee may apply				
Room C Youth (5% Surcharge applied)	$21.90	3.0%	$22.60	YES
Room C Standard (5% Surcharge applied)	$27.30	3.0%	$28.10	YES
Room C Commercial/ Non-Residential (5% Surcharge applied)	$38.30	3.0%	$39.40	YES
FACILITY EQUIPMENT AND AMENITIES - BURLINGTON SENIORS CENTRE				
Additional Facility Services Fee may apply				
Kitchen Standard	$67.80	3.0%	$69.80	YES
Kitchen Commercial / Non Resident	$94.90	3.0%	$97.70	YES
STORAGE IN FACILITIES (Annually)				
Categorization based on RCC Storage Inventory Listing				
Small	$125.60	3.0%	$129.40	YES
Medium	$198.70	3.0%	$204.70	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
INDOOR SPACE RENTALS				
Hourly rate unless otherwise specified 2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Unless otherwise specified				
STORAGE IN FACILITIES (Annually)				
Categorization based on RCC Storage Inventory Listing				
Large	$397.50	3.0%	$409.40	YES
STORAGE IN FACILITIES (Seasonal)				
Categorization based on RCC Storage Inventory Listing				
Small	$37.70	3.0%	$38.80	YES
Medium	$59.60	3.0%	$61.40	YES
Large	$119.30	3.0%	$122.90	YES
OUTDOOR SPACE RENTALS				
Hourly rate unless otherwise specified 2025 Base Rate effective to Mar 31 2026 Base Rate effective as of Apr 1 Unless otherwise specified				
SCHOOL BOARD USE OF CITY FACILITIES - effective September				
Sport Fields	$25.66	0.0%	$25.70	YES
Artificial Turf Field (5% Surcharge applied)	$74.20	4.0%	$77.20	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
OUTDOOR SPACE RENTALS				
Hourly rate unless otherwise specified 2025 Base Rate effective to Mar 31 2026 Base Rate effective as of Apr 1 Unless otherwise specified				
ARTIFICIAL TURF FIELDS				
Youth (5% Surcharge applied)	$74.90	3.0%	$77.10	YES
Standard (5% Surcharge applied)	$94.20	3.0%	$97.00	YES
Commercial/Non-Resident (5% Surcharge applied)	$131.80	3.0%	$135.80	YES
Storage Pods	$434.50	3.0%	$447.50	YES
GRASS SPORT FIELDS				
Hardball Diamond - Youth (Ireland D1 & D2, Millcroft D1 & D2, Nelson D1 - 5% Surcharge applied)	$17.20	3.0%	$17.70	YES
Hardball Diamond - Standard (Ireland D1 & D2, Millcroft D1 & D2, Nelson D1 - 5% Surcharge applied)	$26.50	3.0%	$27.30	YES
Hardball Diamond - Non Resident/Commercial (Ireland D1 & D2, Millcroft D1 & D2, Nelson D1 - 5% Surcharge applied)	$34.50	3.0%	$35.50	YES
CLASS A - Rectangular Fields and Diamonds - Youth (5% Surcharge applied)	$16.30	3.0%	$16.80	YES
CLASS A - Rectangular Fields and Diamonds - Standard (5% Surcharge applied)	$25.20	3.0%	$26.00	YES
CLASS A - Rectangular Fields and Diamonds - Non Resident/Commercial (5% Surcharge applied)	$32.70	3.0%	$33.70	YES
CLASS B - Rectangular Fields and Diamonds - Youth (5% Surcharge applied)	$10.60	3.0%	$10.90	YES
CLASS B - Rectangular Fields and Diamonds - Standard (5% Surcharge applied)	$16.40	3.0%	$16.90	YES
CLASS B - Rectangular Fields and Diamonds - Non Resident/Commercial (5% Surcharge applied)	$21.30	3.0%	$21.90	YES
CLASS C - Rectangular Fields and Diamonds - Youth (5% Surcharge applied)	$10.10	3.0%	$10.40	YES
CLASS C - Rectangular Fields and Diamonds - Standard (5% Surcharge applied)	$13.70	3.0%	$14.10	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
OUTDOOR SPACE RENTALS				
Hourly rate unless otherwise specified 2025 Base Rate effective to Mar 31 2026 Base Rate effective as of Apr 1 Unless otherwise specified				
GRASS SPORT FIELDS				
CLASS C - Rectangular Fields and Diamonds - Non Resident/Commercial (5% Surcharge applied)	$20.20	3.0%	$20.80	YES
LIGHTS - Youth (5% Surcharge applied)	$26.00	3.0%	$26.80	YES
LIGHTS - Standard (5% Surcharge applied)	$35.90	3.0%	$37.00	YES
PICKLEBALL/TENNIS COURT BOOKING FEE				
Standard (5% Surcharge applied)	$7.60	3.0%	$7.80	YES
COMMUNITY GARDEN PROGRAM (Seasonal) - Effective January 1				
Liability insurance to be applied at current rate				
Community Garden Plot	$49.30	3.0%	$50.80	YES
PICNICS (Daily Rate)				
Sites with Capacity up to 110 - Standard	$83.40	3.0%	$85.90	YES
Sites with Capacity up to 110 - Commercial/Non-Resident	$136.10	3.0%	$140.20	YES
Sites with Capacity over 110 - Standard	$163.50	3.0%	$168.40	YES
Sites with Capacity over 110 - Commercial/Non-Resident	$261.70	3.0%	$269.60	YES
PHOTOGRAPHY (1.5 hours)				
Fee listed is for 90mins, with maximum 2 consecutive blocks (3hr max per client)				
GROUP PHOTOGRAPHY - Standard	$103.40	3.0%	$106.50	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
OUTDOOR SPACE RENTALS				
Hourly rate unless otherwise specified 2025 Base Rate effective to Mar 31 2026 Base Rate effective as of Apr 1 Unless otherwise specified				
PHOTOGRAPHY (1.5 hours)				
Fee listed is for 90mins, with maximum 2 consecutive blocks (3hr max per client)				
GROUP PHOTOGRAPHY - Commercial/Non-Resident	$144.70	3.0%	$149.00	YES
CIVIC SQUARE				
Standard	$40.30	3.0%	$41.50	YES
Commercial/Non Resident	$56.30	3.0%	$58.00	YES
ELGIN PROMENADE				
Standard	$33.40	3.0%	$34.40	YES
Commercial/Non Resident	$56.40	3.0%	$58.10	YES
ADULT FITNESS PROGRAMS				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Non-Resident fee (current rate) applies beyond single admission				
ADULT DROP-IN FITNESS & AQUATIC FITNESS PROGRAMS				
Single Class - Adult 19+ (5% Surcharge applied)	$9.50	3.0%	$9.80	YES
Single Class - Adult 55+ (5% Surcharge applied)	$7.10	3.0%	$7.30	YES
Fitness 10 Pass - Adult 19+ (5% Surcharge applied)	$72.70	3.0%	$74.90	YES
Fitness 10 Pass - Adult 55+ (5% Surcharge applied)	$54.60	3.0%	$56.20	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
ADULT FITNESS PROGRAMS				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Non-Resident fee (current rate) applies beyond single admission				
ADULT DROP-IN FITNESS & AQUATIC FITNESS PROGRAMS				
Fitness 20 Pass - Adult 19+ (5% Surcharge applied)	$136.40	3.0%	$140.50	YES
Fitness 20 Pass - Adult 55+ (5% Surcharge applied)	$102.90	3.0%	$106.00	YES
Fitness 40 Pass - Adult 19+ (5% Surcharge applied)	$254.60	3.0%	$262.20	YES
Fitness 40 Pass - Adult 55+ (5% Surcharge applied)	$180.80	3.0%	$186.20	YES
Aquafit 30 day Pass Adult 19+ (5% Surcharge applied)	$54.10	3.0%	$55.70	YES
Aquafit 30 day Pass Adult 55+ (5% Surcharge applied)	$43.10	3.0%	$44.40	YES
ADULT RECREATIONAL PROGRAMS				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8				
19+ REGISTERED COURSES **Registered Sport**				
Non-Resident fee at current rate applies Material Fees may apply				
2 Hours (5% Surcharge applied)	$4.70	6.0%	$5.00	YES
19+ REGISTERED COURSES **Specialized Activities - Arts, Music, Learning, Games & Craft**				
Non-Resident fee at current rate applies Material Fees may apply				
1 Hour (5% Surcharge applied)	$6.20	3.0%	$6.40	YES
1.5 hours (5% Surcharge applied)	$7.50	3.0%	$7.70	YES
2 Hours (5% Surcharge applied)	$8.20	3.0%	$8.40	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
ADULT RECREATIONAL PROGRAMS				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8				
19+ REGISTERED COURSES **Specialized Activities - Arts, Music, Learning, Games & Craft**				
Non-Resident fee at current rate applies Material Fees may apply				
2.5 Hours (5% Surcharge applied)	$9.30	3.0%	$9.60	YES
3 Hours (5% Surcharge applied)	$9.90	3.0%	$10.20	YES
19+ DROP-IN COURSES **General Activities - Card Games, Table Games, Craft, Discussion & Music**				
Material Fees may apply				
1.5 Hours (5% Surcharge applied)	$2.80	3.0%	$2.90	YES
2 Hours (5% Surcharge applied)	$3.30	3.0%	$3.40	YES
2.5 Hours (5% Surcharge applied)	$3.60	3.0%	$3.70	YES
3 Hours (5% Surcharge applied)	$3.90	3.0%	$4.00	YES
19+ DROP-IN COURSES **Specialized Activities - Art, Dance & Pottery**				
Material Fees may apply				
1 Hour (5% Surcharge applied)	$5.70	3.0%	$5.90	YES
1.5 Hours (5% Surcharge applied)	$5.90	3.0%	$6.10	YES
2 Hours (5% Surcharge applied)	$6.10	3.0%	$6.30	YES
2.5 Hours (5% Surcharge applied)	$7.10	3.0%	$7.30	YES
3 Hours (5% Surcharge applied)	$8.00	3.0%	$8.20	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
ADULT RECREATIONAL PROGRAMS				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8				
19+ DROP-IN COURSES **Fitness, Wellness, Restorative**				
Material Fees may apply				
1.5 Hours (5% Surcharge applied)	$10.50	3.0%	$10.80	YES
19+ DROP-IN COURSES **Drop-in Sport**				
Material Fees may apply				
2 Hours (5% Surcharge applied)	$4.70	6.0%	$5.00	YES
55+ REGISTERED COURSES **Registered Sport**				
Non-Resident fee at current rate applies Material Fees may apply				
2 Hours (5% Surcharge applied)	$3.80	6.0%	$4.00	YES
55+ REGISTERED COURSES **Specialized Activities - Arts, Music, Learning, Games & Craft**				
Non-Resident fee at current rate applies Material Fees may apply				
1 Hour (5% Surcharge applied)	$5.60	3.0%	$5.80	YES
1.5 Hours (5% Surcharge applied)	$6.10	3.0%	$6.30	YES
2 Hours (5% Surcharge applied)	$6.70	3.0%	$6.90	YES
2.5 Hours (5% Surcharge applied)	$8.50	3.0%	$8.80	YES
3 Hours (5% Surcharge applied)	$10.30	3.0%	$10.60	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
ADULT RECREATIONAL PROGRAMS				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8				
55+ REGISTERED COURSES **Fitness & Wellness**				
Non-Resident fee at current rate applies Material Fees may apply				
1 Hour (5% Surcharge applied)	$6.90	3.0%	$7.10	YES
1.5 Hours (5% Surcharge applied)	$8.40	3.0%	$8.70	YES
55+ DROP-IN COURSES **General Activities - Card Games, Table Games, Crafts, Discussion & Music**				
Material Fees may apply				
1.5 Hours (5% Surcharge applied)	$2.40	3.0%	$2.50	YES
2 Hours (5% Surcharge applied)	$2.80	3.0%	$2.90	YES
2.5 Hours (5% Surcharge applied)	$3.10	3.0%	$3.20	YES
3 Hours (5% Surcharge applied)	$3.40	3.0%	$3.50	YES
55+ DROP-IN COURSES **Art, Dance & Pottery**				
Material Fees may apply				
1 Hour (5% Surcharge applied)	$4.50	3.0%	$4.60	YES
1.5 Hours (5% Surcharge applied)	$4.70	3.0%	$4.80	YES
2 Hours (5% Surcharge applied)	$5.20	3.0%	$5.40	YES
2.5 Hours (5% Surcharge applied)	$6.00	3.0%	$6.20	YES
3 Hours (5% Surcharge applied)	$6.90	3.0%	$7.10	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
ADULT RECREATIONAL PROGRAMS				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8				
55+ DROP-IN COURSES **55+ Drop in Fitness, Wellness, Restorative - Certified Staff**				
Material Fees may apply				
1.5 Hours (5% Surcharge applied)	$9.40	3.0%	$9.70	YES
19+ REGISTERED COURSES **Specialized Activities - Fitness & Wellness**				
Non-Resident fee at current rate applies Material Fees may apply				
1 Hour (5% Surcharge applied)	$8.30	3.0%	$8.50	YES
1.5 Hour (5% Surcharge applied)	$9.80	3.0%	$10.10	YES
55+ DROP-IN COURSES **Drop-in Sport**				
Material Fees may apply				
2 Hours (5% Surcharge applied)	$0.00	0.0%	$4.00	YES
MATERIAL FEES				
Arts/Crafts - Category A	$15.00	0.0%	$15.00	YES
Arts/Crafts - Category B	$25.00	0.0%	$25.00	YES
Food & Beverage	$20.00	0.0%	$20.00	NO
Games	$2.50	0.0%	$2.50	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
ADULT				
Effective January 1				
BISTRO SERVICES				
Adult 55+ Breakfast @ the Bistro	$7.10	3.0%	$7.30	YES
AQUATICS				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Unless otherwise specified				
RECREATIONAL SWIMMING				
Indoor Pools - Single Admission - All Ages (Under 2 Free) (5% Surcharge applied)	$3.40	3.0%	$3.50	YES
Lasalle Wading Pool Single Admission - All Ages (Under 2 Free) (5% Surcharge applied) - Effective January 1	$3.40	3.0%	$3.50	YES
Outdoor 50m Pools (Nelson, Mountainside) Single Admission - All Ages (Under 2 Free) (5% Surcharge applied) - Effective January 1	$5.20	3.0%	$5.40	YES
RECREATIONAL SWIMMING PASSES				
Non-Resident Fee at current rate to apply				
Rec Swim Yearly Pass - All Ages (5% Surcharge applied)	$66.20	3.0%	$68.20	YES
Rec Swim Summer Pass - All Ages (5% Surcharge applied) - Effective January 1	$40.90	3.0%	$42.10	YES
LAP SWIMMING				
Single Admission Youth/Adult 60+ (5% Surcharge applied)	$4.60	3.0%	$4.70	YES
Single Admission Adult 19+ (5% Surcharge applied)	$6.10	3.0%	$6.30	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
AQUATICS				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Unless otherwise specified				
LAP SWIMMING PASSES				
Non-Resident Fee at current rate to apply				
Lap Swim 30 Day Pass Youth/Adult 60+ (5% Surcharge applied)	$20.50	3.0%	$21.10	YES
Lap Swim 30 Day Pass 19+ (5% Surcharge applied)	$25.90	3.0%	$26.70	YES
Lap & Rec Swim - Yearly Pass - Youth/Adult 60+ (5% Surcharge applied)	$258.30	3.0%	$266.00	YES
Lap & Rec Swim - Yearly Pass - Adult 19+ (5% Surcharge applied)	$326.30	3.0%	$336.10	YES
REGISTERED PROGRAMS				
Non-Resident Fee at current rate to apply				
Learn to Swim 30 min 1:6 Ratio (Preschool 1-5, Swimmer 1-3, Family & Teen Lessons) per lesson (5% Surcharge applied)	$9.90	3.0%	$10.20	NO
Learn to Swim 1:4 Ratio 30 min (Smaller Preschool 1-5, Timid Toddlers, Stroke Development) per lesson (5% Surcharge applied)	$14.00	3.0%	$14.40	NO
Learn to Swim 45min (Swimmer 4 - 10, Swim Patrol, Lifesaving Sport, 1,2,3) per lesson (5% Surcharge applied)	$11.00	3.0%	$11.30	NO
Learn to Swim 45min (Adult) per lesson (5% Surcharge applied)	$11.00	3.0%	$11.30	YES
Little Splashers 30 min (Indoor Option) per lesson (5% Surcharge applied)	$11.80	3.0%	$12.20	NO
Learn to Swim Parent & Tot 1- 3 (30 min) per lesson (5% Surcharge applied)	$8.30	3.0%	$8.50	NO
Private Lessons (30 min) per lesson (5% Surcharge applied)	$40.50	3.0%	$41.70	NO
Semi-Private Lessons (30 min) per lesson (5% Surcharge applied)	$31.50	3.0%	$32.40	NO
School/Daycare Swim Lessons (30 min) per lesson (5% Surcharge applied)	$7.00	3.0%	$7.20	NO

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
AQUATICS				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Unless otherwise specified				
LEADERSHIP PROGRAMS				
Non-Resident Fee at current rate to apply				
Airway Management OR Recertification (5% Surcharge applied)	$89.00	3.0%	$91.70	YES
Bronze Star per Lesson (5% Surcharge applied)	$14.20	3.0%	$14.60	NO
Bronze Medallion & Emergency First Aid (5% Surcharge applied)	$195.20	3.0%	$201.10	NO
Bronze Cross (5% Surcharge applied)	$184.40	3.0%	$189.90	YES
Bronze Cross & SFA (5% Surcharge applied)	$203.10	3.0%	$209.20	YES
Bronze Cross - Recertification & Challenge Exam (5% Surcharge applied)	$47.40	3.0%	$48.80	YES
Standard First Aid & CPR Level C (5% Surcharge applied)	$115.60	3.0%	$119.10	YES
Standard First Aid Recertification (5% Surcharge applied)	$68.40	3.0%	$70.50	YES
National Lifeguard Pool (5% Surcharge applied)	$283.50	3.0%	$292.00	YES
N.L. Recertification (5% Surcharge applied)	$86.40	3.0%	$89.00	YES
LSS Assistant Instructors (5% Surcharge applied)	$142.30	3.0%	$146.60	YES
LSS Combined Swim/Lifesaving Instructors (5% Surcharge applied)	$293.60	3.0%	$302.40	YES
Complete Lifeguard (5% Surcharge applied)	$477.10	3.0%	$491.40	YES
First Aid Instructor (5% Surcharge applied)	$150.50	3.0%	$155.00	YES
National Lifeguard (NL) Instructor (5% Surcharge applied)	$143.40	3.0%	$147.70	YES
LSS Trainer Course (5% Surcharge applied)	$148.90	3.0%	$153.40	YES
LSS Examiner Course (5% Surcharge applied)	$56.10	3.0%	$57.80	YES
Junior Lifeguard Games (5% Surcharge applied)	$14.50	3.0%	$14.90	NO
Junior Lifeguard Club (5% Surcharge applied)	$107.00	3.0%	$110.20	NO

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
AQUATICS				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Unless otherwise specified				
Aquatic User Groups 25 METRE POOLS (6 Lanes) Centennial, Angela Coughlan, Aldershot, Tansley Woods - Effective January 1				
Youth Rate (5% Surcharge applied)	$93.50	3.0%	$96.30	YES
Standard Rate (5% Surcharge applied)	$116.80	3.0%	$120.30	YES
Commercial/Non Resident Rate (5% Surcharge applied)	$163.60	3.0%	$168.50	YES
Ad Hoc Aquatic Rentals (25 Metre Pools)				
Youth Rate (5% Surcharge applied)	$142.60	3.0%	$146.90	YES
Standard Rate (5% Surcharge applied)	$178.30	3.0%	$183.60	YES
Commercial/Non Resident Rate (5% Surcharge applied)	$249.70	3.0%	$257.20	YES
Aquatic User Groups 50 METRE POOLS Mountainside & Nelson - Effective January 1				
Youth Rate (5% Surcharge applied)	$150.80	3.0%	$155.30	YES
Standard Rate (5% Surcharge applied)	$188.60	3.0%	$194.30	YES
Commercial/Non Resident Rate (5% Surcharge applied)	$264.00	3.0%	$271.90	YES
Ad Hoc Aquatic Rentals (50 Metre Pools) Effective January 1				
Youth Rate (5% Surcharge applied)	$176.90	3.0%	$182.20	YES
Standard Rate (5% Surcharge applied)	$221.20	3.0%	$227.80	YES
Commercial/Non Resident Rate (5% Surcharge applied)	$309.60	3.0%	$318.90	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
AQUATICS				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Unless otherwise specified				
MISCELLAENOUS RATES (Hourly)				
Non-Resident Fee at current rate to apply				
LEISURE POOLS (Tansley Woods & Angela Coughlan) - Standard Rate (5% Surcharge applied)	$147.60	3.0%	$152.00	YES
WARMING POOLS (Tansley Woods & Angela Coughlan) - Standard Rate (5% Surcharge applied)	$57.90	3.0%	$59.60	YES
WADING POOLS, SPLASH PADS & SPLASH PARKS (LaSalle, Mountainside & Nelson) - Standard Rate (5% Surcharge applied) - Effective January 1	$110.60	3.0%	$113.90	YES
WATERSLIDES (Tansley Woods & Mountainside) - Standard Rate (5% Surcharge applied)	$54.30	3.0%	$55.90	YES
POOL DECK (5% Surcharge applied)	$74.60	3.0%	$76.80	YES
EXTRA GUARD	$22.20	3.0%	$22.90	NO
SKATE RECREATIONAL PROGRAMS				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Non-Resident fee (current rate) applies beyond single admission				
RECREATIONAL SKATING				
Single Admission - All Ages (5% Surcharge applied)	$3.40	3.0%	$3.50	YES
Skate Yearly Pass - All Ages (5% Surcharge applied)	$58.50	3.0%	$60.30	YES
SHINNY HOCKEY				
Single Admission - Youth/Adult 60+ (5% Surcharge applied)	$6.10	3.0%	$6.30	YES
Single Admission - Adult 19+ (5% Surcharge applied)	$7.90	3.0%	$8.10	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
SKATE RECREATIONAL PROGRAMS				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Non-Resident fee (current rate) applies beyond single admission				
SHINNY HOCKEY				
Shinny 10 Pass Youth/Adult 60+ (5% Surcharge applied)	$51.90	3.0%	$53.50	YES
Shinny 10 Pass Adult 19+ (5% Surcharge applied)	$69.30	3.0%	$71.40	YES
Shinny 20 Pass Adult 19+ (5% Surcharge applied)	$119.00	3.0%	$122.60	YES
Shinny 20 Pass Adult 60+ (5% Surcharge applied)	$91.10	3.0%	$93.80	YES
Shinny 40 Pass Adult 19+ (5% Surcharge applied)	$228.40	3.0%	$235.30	YES
Shinny 40 Pass Adult 60+ (5% Surcharge applied)	$176.50	3.0%	$181.80	YES
YOUTH, TEEN & PRESCHOOL RECREATIONAL PROGRAMS				
Hourly rate unless otherwise specified 2025 Base Rate effective to Mar 31 2026 Base Rate effective as of Apr 1				
CAMP / SCHOOL BREAK FEES HOURLY RATES				
Non-Resident Fee at current rate to apply				
Camps A (Basic Camp) (5% Surcharge applied)	$4.80	3.0%	$4.90	NO
Camps B (Camp Includes Swimming) (5% Surcharge applied)	$5.10	3.0%	$5.30	NO
Camps C (LIT, Trip Camp, Specialty Camp, or Specialized) (5% Surcharge applied)	$7.30	3.0%	$7.50	NO
CAMP / SCHOOL BREAK FEES ADD ONS				
Snap and Splash (camps add on -based on 1/2 hour swim lesson)	$9.60	3.0%	$9.90	NO
Late Pickup Fee ($20/15 minutes of late pickup)	N/A	0.0%	$20.00	NO

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
YOUTH, TEEN & PRESCHOOL RECREATIONAL PROGRAMS				
Hourly rate unless otherwise specified 2025 Base Rate effective to Mar 31 2026 Base Rate effective as of Apr 1				
DROP IN PROGRAMS & PASSES				
Non-Resident fee (current rate) applies beyond single admission				
Home school per person (Drop In) Hourly (5% Surcharge applied)	$3.70	3.0%	$3.80	NO
Home School 10 pass (based on 1.5 hour program) (5% Surcharge applied)	$50.30	3.0%	$51.80	NO
Home School 40 pass (based on 1.5 hour program) (5% Surcharge applied)	$178.70	3.0%	$184.10	NO
Drop In Preschool Hourly Rate (5% Surcharge applied)	$1.60	3.0%	$1.60	NO
Drop In Preschool 10 pass (based on 2.5 hour program) (5% Surcharge applied)	$36.30	3.0%	$37.40	NO
Drop in Youth/Family Fitness/Sport Hourly Rate (5% Surcharge applied)	$1.40	3.0%	$1.40	NO
Drop In Youth Fitness/Family Sport 10 pass - (based on 2 hour program) (5% Surcharge applied)	$24.60	3.0%	$25.30	NO
Youth General Drop-In (5% surcharge applied)	N/A	0.0%	$4.80	NO
Park Play (Weekly Pass)	N/A	0.0%	$6.00	NO
SEASONAL PROGRAM HOURLY RATES				
Non-Resident fee (current rate) applies beyond single admission				
Youth Belong - FREE Program	$0.00	0.0%	$0.00	NO
Category A - General Recreation (5% Surcharge applied)	$5.70	3.0%	$5.90	NO
Category A - General Recreation with parent (5% Surcharge applied)	$5.40	3.0%	$5.60	NO
Category B - Specialty Recreation (5% Surcharge applied)	$8.60	3.0%	$8.90	NO
Category B - Specialty Recreation with parent (5% Surcharge applied)	$8.20	3.0%	$8.40	NO
Category C - Specialty Level 2 (5% Surcharge applied)	$8.70	3.0%	$9.00	NO
Sport Lesson/Recreation Clinic (5% Surcharge applied)	$26.30	3.0%	$27.10	NO

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
YOUTH, TEEN & PRESCHOOL RECREATIONAL PROGRAMS				
Hourly rate unless otherwise specified 2025 Base Rate effective to Mar 31 2026 Base Rate effective as of Apr 1				
SEASONAL PROGRAM HOURLY RATES				
Non-Resident fee (current rate) applies beyond single admission				
FAN Rate (5% Surcharge applied)	$2.90	3.0%	$3.00	NO
Virtual Programming	$4.40	3.0%	$4.50	YES
TRAINING/CERTIFICATION COURSE				
Non-Resident Fee at current rate to apply				
HIGH FIVE Training (4 hours) (5% Surcharge applied)	$68.30	3.0%	$70.30	YES
PLAY EQUIPMENT RENTALS				
Deposit (For Damage and or Safe Return) - Per item rented	$50.00	0.0%	$50.00	NO
No Show - Per occurrence	$10.50	3.0%	$10.80	YES
Late Fee - Per occurrence	$1.00	0.0%	$1.00	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
TYANDAGA GOLF COURSE				
2026 Base Rate effective for the duration of the golf season (Weather permitting season expected to run Apr to Oct) Green Fees Spring rate - in effect from course opening until course is in optimal playing condition (expected Apr 1 to Apr 15) Weekday memberships are valid Monday-Friday excluding Holidays 7-day memberships are valid for play any day of the week 2 month Student memberships are valid Jul 1 to Aug 31 3 month Student memberships are valid Jun 1 to Aug 31				
MEMBERSHIPS				
Adult Single 7 Day-up to 18 holes per day walking (5% surcharge applied)	$1,912.20	5.0%	$2,007.80	YES
Adult Single Riding 7 Day-up to 18 holes per day with cart (5% surcharge applied)	$2,362.40	5.0%	$2,480.50	YES
Adult Couple 7 Day-up to 18 holes of play per day walking (5% surcharge applied)	$3,375.40	5.0%	$3,544.20	YES
Adult Couple Riding 7 Day-up to 18 holes of play per day with cart (5% surcharge applied)	$3,600.50	5.0%	$3,780.50	YES
Adult Single Weekday-up to 18 holes of play per day walking (5% surcharge applied)	$1,687.10	5.0%	$1,771.50	YES
Adult Single Riding Weekday-up to 18 holes of play per day with cart (5% surcharge applied)	$2,137.30	5.0%	$2,244.20	YES
Adult Couple Weekday-up to 18 holes of play per day walking (5% surcharge applied)	$3,037.70	5.0%	$3,189.60	YES
Adult Couple Riding Weekday-up to 18 holes of play per day with cart (5% surcharge applied)	$3,375.40	5.0%	$3,544.20	YES
Senior Single Weekday-up to 18 holes of play per day walking (5% surcharge applied)	$1,574.60	5.0%	$1,653.30	YES
Senior Single Riding Weekday-up to 18 holes of play per day with cart (5% surcharge applied)	$2,024.80	5.0%	$2,126.00	YES
Senior Couple Weekday - up to 18 holes of play per day walking (5% surcharge applied)	$2,812.60	5.0%	$2,953.20	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
TYANDAGA GOLF COURSE				
2026 Base Rate effective for the duration of the golf season (Weather permitting season expected to run Apr to Oct) Green Fees Spring rate - in effect from course opening until course is in optimal playing condition (expected Apr 1 to Apr 15) Weekday memberships are valid Monday-Friday excluding Holidays 7-day memberships are valid for play any day of the week 2 month Student memberships are valid Jul 1 to Aug 31 3 month Student memberships are valid Jun 1 to Aug 31				
MEMBERSHIPS				
Senior Couple Riding Weekday - up to 18 holes of play per day with cart (5% surcharge applied)	$3,262.90	5.0%	$3,426.00	YES
Student 2 Month Walking - up to 18 holes of play per day walking (5% surcharge applied)	$336.50	5.0%	$353.30	YES
Student 2 Month Riding - up to 18 holes of play per day with cart (5% surcharge applied)	$561.60	5.0%	$589.70	YES
Student 3 Month Walking - up to 18 holes of play per day walking (5% surcharge applied)	$449.10	5.0%	$471.60	YES
Student 3 Month Riding - up to 18 holes of play per day with cart (5% surcharge applied)	$674.20	5.0%	$707.90	YES
Student Full Season Walking - up to 18 holes of play per day walking (5% surcharge applied)	$561.60	5.0%	$589.70	YES
Student Full Season Riding - up to 18 holes of play per day with cart (5% surcharge applied)	$1,011.80	5.0%	$1,062.40	YES
GREEN FEES				
Afternoon (7 days per week) (5% surcharge applied)	$46.40	8.0%	$50.10	YES
Before noon (7 days per week) (5% surcharge applied)	$51.40	8.0%	$55.50	YES
Monday - Friday 9 Hole - Adult (5% surcharge applied)	$30.10	8.0%	$32.50	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
TYANDAGA GOLF COURSE				
2026 Base Rate effective for the duration of the golf season (Weather permitting season expected to run Apr to Oct) Green Fees Spring rate - in effect from course opening until course is in optimal playing condition (expected Apr 1 to Apr 15) Weekday memberships are valid Monday-Friday excluding Holidays 7-day memberships are valid for play any day of the week 2 month Student memberships are valid Jul 1 to Aug 31 3 month Student memberships are valid Jun 1 to Aug 31				
GREEN FEES				
9 Hole (Monday - Friday) - Senior/Junior (5% surcharge applied)	$28.40	8.0%	$30.70	YES
18 Hole (Monday - Friday) - Senior/Junior (5% surcharge applied)	$40.50	8.0%	$43.70	YES
Twilight (5% surcharge applied)	$32.20	8.0%	$34.80	YES
EQUIPMENT RENTALS				
Pull Carts 18 holes	$6.80	3.0%	$7.00	YES
Pull Carts 9 holes	$3.40	3.0%	$3.50	YES
Golf Club Rentals (18 holes)	$20.40	3.0%	$21.00	YES
Golf Club Rentals (9 holes)	$10.20	3.0%	$10.50	YES
GOLF CARTS				
18 holes	$41.30	3.0%	$42.50	YES
9 holes	$20.70	3.0%	$21.30	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
ADVERTISING				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Note: Advertising does not include cost of production and related costs				
ARENA BOARD ADVERTISING				
PROGRAM PROVIDERS/NOT-FOR-PROFIT 1 Year, 1 Location	$860.90	3.0%	$886.70	YES
FLYER SLOTS IN FACILITIES				
PROGRAM PROVIDERS / NON PROFIT - Monthly Rental	$55.20	3.0%	$56.90	YES
PROGRAM PROVIDERS / NON PROFIT - 3 Month Rental	$115.90	3.0%	$119.40	YES
PROGRAM PROVIDERS / NON PROFIT - Annual Rental	$275.90	3.0%	$284.20	YES
STANDARD - Monthly Rental	$82.80	0.0%	$82.80	YES
STANDARD - 3-Month Rental	$165.60	3.0%	$170.60	YES
STANDARD - Annual Rental	$386.30	5.0%	$405.60	YES
IN-ICE LOGOS OR ICE RESURFACER				
PROGRAM PROVIDERS -1 Year, 1 Location	$1,103.80	3.0%	$1,136.90	YES
READ-O-GRAPH				
PROGRAM PROVIDERS - Read-O-Graph 7 day rate/side	$110.40	3.0%	$113.70	YES
STANDARD - Read-O-Graph 7 day rate/side	$138.00	3.0%	$142.10	YES
WALL/WINDOW/FLOOR				
PROGRAM PROVIDERS/ NON-PROFIT - 1 Month/Tournament			$181.90	YES
PROGRAM PROVIDER / NON-PROFIT - 1 Year, 1 Location			$1,182.30	YES
STANDARD - 1 Month/Tournament	$220.80	3.0%	$227.40	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
ADVERTISING				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8 Note: Advertising does not include cost of production and related costs				
WALL/WINDOW/FLOOR				
STANDARD - 1 Year, 1 Location	$1,434.90	3.0%	$1,477.90	YES
DEPARTMENT ADMINISTRATION FEES				
2025 Base Rate effective to Sep 7 2026 Base Rate effective as of Sep 8				
Non-Resident Fee (Per Program or Membership when applicable)	$13.20	3.0%	$13.60	YES
Facility Booking Amendment Fee	$13.30	3.0%	$13.70	YES
Key Deposit	$75.00	0.0%	$75.00	NO
Damage Deposit	$200.00	0.0%	$200.00	NO
Liability Insurance A Category (Yearly) (Liability insurance rate is determined by insurance provider)	$150.00	0.0%	$150.00	YES
Liability Insurance B Category (Per Occurrence) (Liability insurance rate is determined by insurance provider)	$30.00	0.0%	$30.00	YES
Liability Insurance C Category (Hourly) (Liability insurance rate is determined by insurance provider)	$4.00	0.0%	$4.00	YES
Liability Insurance - Community Gardens (Per Season) (Liability insurance rate is determined by insurance provider)	$10.00	0.0%	$10.00	YES

Service: Fire
Service Lead: Fire Chief

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
When applicable, some fees are subject to additional charges for cost of attending personnel (hourly or overtime rate) The Fire Chief (or designate) has The authority to increase, decrease or cancel a fee based on individual review. All requests for review of fees must be provided in writing to The attention of The Fire Chief 1. Re-inspection fee is applicable for each subsequent inspection due to non-compliance. Hourly rate is based on the current collective agreement remuneration. 2. Fire Prevention Inspector rate for special events is based on the current collective agreement remuneration hourly overtime rate. 3. Full cost recovery for any 3rd party services that would include, boarding/fencing and scene security. 4. Initial Review and Approval (Annual) (Fire Code Compliance) is at no charge. 5. Dispatch of fire apparatus to 1st incident - Fire Prevention Follow-up / Order at no charge. 6. Open Air Burning Permit - Rural Area - Reference: Open Air Burning Bylaw at no charge.				
ADMINISTRATION				
Outstanding Work Orders and/or Violations	$110.34	2.0%	$112.55	YES
Fire Incident Report	$140.33	2.0%	$143.14	YES
FIRE PREVENTION REQUEST INSPECTION / COMPLIANCE				
Non Compliance Re-Inspection and Subsequent Inspections (Per Hour Rate, Per Inspector) (1)	$87.00	2.0%	$88.74	YES
Fire Inspection 1 to 6 stories	$455.98	2.0%	$465.10	YES
Fire Inspection 7 to 15 stories	$649.18	2.0%	$662.17	YES
Fire Inspection 16+ stories	$931.41	2.0%	$950.04	YES
Occupant Load Determination / Recalculation	$230.42	2.0%	$235.02	YES
Fire Prevention Special Event Inspections (Per Hour Rate, Per Inspector) (2)	$87.00	2.0%	$88.74	YES
Fire Safety Plan - Second and Subsequent Review(s) (Per Hour Rate)	$87.00	2.0%	$88.74	YES
LICENSE / COMPLIANCE INSPECTIONS				
Liquor / Cannabis License Inspection	$375.88	2.0%	$383.39	YES
Day Care (Private Home - max. 5 children under age of 13)	$184.24	2.0%	$187.92	YES
Day Care (Licensed), Foster Care and Group Homes	$385.24	2.0%	$392.94	YES
PROPANE - LICENCE APPLICATION REVIEW				
Existing - 5000 USWG or Less	$274.59	2.0%	$280.08	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
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PROPANE - LICENCE APPLICATION REVIEW				
New/Modified - 5000 USWG or Less	$571.14	2.0%	$582.56	YES
Existing - 5000 USWG or Greater	$549.17	2.0%	$560.16	YES
New/Modified - 5000 USWG or Greater	$1,142.28	2.0%	$1,165.13	YES
Third Party Engineer or Firm - as required (100% cost recovery + propane inspection fee)	100% Cost Recovery + Fee		100% Cost Recovery + Fee	NO
PERMITS				
Annual Open Air Burning Permit - Commercial / Landscape / Prescribed Burning - Reference: Open Air Burning Bylaw (6)	$169.16	2.0%	$172.54	YES
Fireworks Pyrotechnic (High - Hazard) - Licensed under Federal Explosives Act - Fire Safety Planning Permit Required - Reference: Fireworks Bylaw	$363.76	2.0%	$371.04	YES
COMPLAINT/CONTRAVENTION OF BYLAW / FIRE CODE				
Complaint/Contravention - Open Air Burning - Rural Area Non Permitted - Cost Recovery - Per Fire Apparatus - Reference: Open Air Burning Bylaw	$559.86	2.0%	$570.50	NO
Complaint/Contravention - Open Air Burning - Urban Area Not Allowed - Cost Recovery - Per Apparatus - Reference: Open Air Burning Bylaw	$559.86	2.0%	$570.50	NO
Complaint/Contravention - Display / Discharge of Family Fireworks - Day/Time/Location Not Permitted - Cost Recovery - Per Fire Apparatus - Reference: Fireworks Bylaw	$559.86	2.0%	$570.50	NO
Complaint/Contravention - Display / Discharge of High Hazard Fireworks - Not Approved through valid Permit - Cost Recovery - Per Fire Apparatus - Reference: Fireworks Bylaw	$559.86	2.0%	$570.50	NO

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
When applicable, some fees are subject to additional charges for cost of attending personnel (hourly or overtime rate) The Fire Chief (or designate) has The authority to increase, decrease or cancel a fee based on individual review. All requests for review of fees must be provided in writing to The attention of The Fire Chief 1. Re-inspection fee is applicable for each subsequent inspection due to non-compliance. Hourly rate is based on the current collective agreement remuneration. 2. Fire Prevention Inspector rate for special events is based on the current collective agreement remuneration hourly overtime rate. 3. Full cost recovery for any 3rd party services that would include, boarding/fencing and scene security. 4. Initial Review and Approval (Annual) (Fire Code Compliance) is at no charge. 5. Dispatch of fire apparatus to 1st incident - Fire Prevention Follow-up / Order at no charge. 6. Open Air Burning Permit - Rural Area - Reference: Open Air Burning Bylaw at no charge.				
COMPLAINT/CONTRAVENTION OF BYLAW / FIRE CODE				
Site Secure Contractor - 100% Cost Recovery (3)	100% Cost Recovery + Fee		100% Cost Recovery + Fee	NO
FALSE ALARM RESPONSE				
Per apparatus, per address, per 12 month period (not calendar year).				
Working on System - Failure to Notify Fire Dept. - Initial & Subsequent Incident(s) - Per Apparatus	$559.86	2.0%	$570.50	NO
Dispatch of fire apparatus to 2nd and subsequent responses to false alarms (5)	$559.86	2.0%	$570.50	NO
When applicable, some fees are subject to additional charges for cost of attending personnel (hourly or overtime rate) The Fire Chief (or designate) has The authority to increase, decrease or cancel a fee based on individual review. All requests for review of fees must be provided in writing to The attention of The Fire Chief Full cost recovery of apparatus, equipment, supplies used (e.g. spill absorbent), attending personnel, retention of any third party services (such as contractor, rental of special equipment, specialized services) in order to determine cause, suppress or extinguish, preserve property, prevent spread, make safe or otherwise mitigate an emergency.				
EMERGENCY RESPONSE(S)				
Standby Emergency Response Coverage Request (e.g. large special events) (per apparatus) (per attending personnel - overtime $) (per hour - minimum 3 hours)	100% Cost Recovery		100% Cost Recovery	YES
Emergency Response - Retain Third Party Services - 100% Cost Recovery	100% Cost Recovery		100% Cost Recovery	NO

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
When applicable, some fees are subject to additional charges for cost of attending personnel (hourly or overtime rate) The Fire Chief (or designate) has The authority to increase, decrease or cancel a fee based on individual review. All requests for review of fees must be provided in writing to The attention of The Fire Chief Full cost recovery of apparatus, equipment, supplies used (e.g. spill absorbent), attending personnel, retention of any third party services (such as contractor, rental of special equipment, specialized services) in order to determine cause, suppress or extinguish, preserve property, prevent spread, make safe or otherwise mitigate an emergency.				
TECHNICAL RESPONSE(S)				
Motor Vehicle Collision (MVC) / Motor Vehicle Fire (MVF) Highways/ 407 ETR - Per Apparatus - Ministry of Transportation (MTO)	As per current MTO Rate		As per current MTO Rate	NO
Motor Vehicle Collision (MVC) Municipal Street - Per Apparatus - Non Resident	As per current MTO Rate		As per current MTO Rate	NO
Motor Vehicle Fire (MVF) - Per Apparatus - Non Resident	As per current MTO Rate		As per current MTO Rate	NO
MTO Administration (ARIS) Fee - Non Resident - 100% Cost Recovery	100% Cost Recovery		100% Cost Recovery	NO
Hazardous Material Response -100% Cost Recovery	100% Cost Recovery		100% Cost Recovery	NO
Technical Rescue & Response - Rope Rescue, Ice/Water, Confined Space, Trench-Non Resident, Wildland Fire - 100% Cost Recovery	100% Cost Recovery		100% Cost Recovery	NO
Environmental Service Calls-Fire remain on scene greater than 1 hour and/or failure of property owner or company to retain third party service or obtain utility service locate.	100% Cost Recovery		100% Cost Recovery	NO
NON-EMERGENCY RESPONSE(S)				
Fire Attend Special Event Request (festivals, shows, etc.) (per apparatus) (per FF overtime rate) (per hour-minimum 3 hours)	100% Cost Recovery		100% Cost Recovery	NO
Fire Watch / Fire System Malfunction - Fire remain on scene greater than 1 hour (per attending personnel and/or apparatus) (per hour) (overtime rate - minimum 3 hours)	100% Cost Recovery		100% Cost Recovery	NO
Replacement of Emergency Response Equipment / Materials	100% Cost Recovery		100% Cost Recovery	NO
Smoke and/or Carbon Monoxide Alarm(s) (including Installation) (100% Cost Recovery)	100% Cost Recovery		100% Cost Recovery	NO

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
When applicable, some fees are subject to additional charges for cost of attending personnel (hourly or overtime rate) The Fire Chief (or designate) has The authority to increase, decrease or cancel a fee based on individual review. All requests for review of fees must be provided in writing to The attention of The Fire Chief Full cost recovery of apparatus, equipment, supplies used (e.g. spill absorbent), attending personnel, retention of any third party services (such as contractor, rental of special equipment, specialized services) in order to determine cause, suppress or extinguish, preserve property, prevent spread, make safe or otherwise mitigate an emergency.				
NON-EMERGENCY RESPONSE(S)				
Non-emergency Response -Retain Third Party Services - 100% Cost Recovery	100% Cost Recovery		100% Cost Recovery	NO
Scene Protection - Police securing the scene for investigative purposes - 100% Cost Recovery	100% Cost Recovery		100% Cost Recovery	NO
Non-emergency Response -Site Secure Contractor - 100% Cost Recovery	100% Cost Recovery		100% Cost Recovery	NO
TRAINING CAMPUS - FACILITIES, PERSONNEL & EQUIPMENT RATES				
Small Class (max.10) - Full Day	$295.80	2.0%	$301.72	YES
Small Class (max.10) - Half Day	$142.80	2.0%	$145.66	YES
Large Class (max 20) - Full Day	$601.80	2.0%	$613.84	YES
Large Class (max 20) - Half Day	$387.60	2.0%	$395.35	YES
TRAINING CAMPUS - FACILITIES & EQUIPMENT RATES				
Training Tower - Live Burns incl.use of class (Max 4 Burns) - Full Day	$1,785.00	2.0%	$1,820.70	YES
Training Tower - Live Burns incl.use of class (Max 2 Burns) - Half Day	$907.80	2.0%	$925.96	YES
Grounds only - Full Day	$510.00	2.0%	$520.20	YES
Grounds only - Half Day	$204.00	2.0%	$208.08	YES
Indoor / Grounds - Full Day	$612.00	2.0%	$624.24	YES
Indoor / Grounds - Half Day	$306.00	2.0%	$312.12	YES
Personnel - Facility Monitor - Per Hour (Required with Propane Props)	$91.80	2.0%	$93.64	YES

Service: Fire
Service Lead: Fire Chief

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
ON-SITE EQUIPMENT RENTALS				
(fixed) Propane Props - Full Day	$601.80	2.0%	$613.84	YES
(fixed) Propane Props - Half Day	$295.80	2.0%	$301.72	YES
CONSUMABLES				
Vehicle Extrication per vehicle	$418.20	2.0%	$426.56	YES

Service: Customer Experience
Service Lead: Manager, Customer Experience

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Administration fee for property information requests	$11.50	3.0%	$11.84	NO
Burial Permits (Residential)	$54.00	3.0%	$55.62	NO
Burial Permits (Non-Residential)	$54.00	3.0%	$55.62	NO
Marriage License	$170.00	3.0%	$175.10	NO
Group Home Registration	$281.14	3.0%	$289.57	NO
Group Home Renewal	$56.23	3.0%	$57.91	NO
Commissioner of Oath Services (Pensions) (per signature)	$20.83	3.0%	$21.45	YES
Commissioner of Oath Services (Regular) (per signature)	$30.62	3.0%	$31.54	YES
Certified true copy fees (per document certified)	$25.00	3.0%	$25.75	YES

Service: Engineering Services
Section: Roads Design and Construction
Service Lead: Manager, Design & Construction - Roadways

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Tender documents	$80.49	2.0%	$82.10	YES
Trench excavation permit-private sewer contractor	$583.69 plus $3.16 per meter of plant installed	3.0%	$601.20 plus $3.25 per meter of plant installed	YES
Trench excavation permit-utilities	$538.53 plus $2.15 per meter of plant installed	3.0%	$554.69 plus $2.21 per meter of plant installed	YES
Driveway Modification Permit	$147.43	3.0%	$151.86	YES
Curb Cuts - Industrial	$146.48 plus $59.72 meter of curb cut	3.0%	$150.87 plus $61.51 meter of curb cut	YES
Curb Cuts - Residential	$146.48 plus $59.72 meter of curb cut	3.0%	$150.87 plus $61.51 meter of curb cut	YES
Municipal Access Agreement Annual Fee	$16,000.00	0.0%	$16,000.00	YES
Temporary occupation portion of sidewalk or boulevard	$58.50 plus $0.24 per m2 per day for the enclosed portion of the boulevard/ sidewalk	3.0%	$60.26 plus $0.25 per m2 per day for the enclosed portion of the boulevard/ sidewalk	YES
Right-of-Way Occupancy for Equipment and Material Notes: Includes by not limited to: Moving Container, Disposal Bin, Storage of Material, Fork lift, Mobile Lift, Dewatering Equipment, Overhead Equipment, Concrete Truck, Site Trailer and Backhoe (per day)	$56.80	3.0%	$58.50	YES
Right-of Way Occupancy for Hoisting Includes but not limited to: Tower Crane, Swing of Boom and Hoisting (per day)	$56.80	3.0%	$58.50	YES
Right-of-Way Occupancy for Site Protection Includes but is not limited to: hoarding, scaffolding, hoarding with covered walkway and hoarding with scaffolding	$308.46 plus $21.27 per metre for the lifetime of the project	3.0%	$317.71 plus $21.91 per metre for the lifetime of the project	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Inspection for Storm Sewer Connection	$643.09	3.0%	$662.38	YES
Inspection for Catch Basin Installation	$459.85	3.0%	$473.65	YES
Restoration Inspection for Regional Connection (Water or Sanitary)	$367.48	3.0%	$378.50	YES
All Other Field Inspection	$91.87	3.0%	$94.62	YES
Arterial				
Lane Closure	$108.83 plus : $1.03 per m2 / day (Arterial)	3.0%	$112.09 plus : $1.06 per m2 / day (Arterial)	YES
Full Road Closure	$217.65 plus: $1.03 per m2 / day (Arterial)	3.0%	$224.18 plus: $1.06 per m2 / day (Arterial)	YES
Collector				
Lane Closure	$108.83 plus : $0.62 per m2 / day (Collector)	3.0%	$112.09 plus : $0.64 per m2 / day (Collector)	YES
Full Road Closure	$217.65 plus: $0.62 per m2 / day (Collector)	3.0%	$224.18 plus: $0.64 per m2 / day (Collector)	YES
Local				
Lane Closure	$108.83 plus : $0.31 per m2 / day (Local)	3.0%	$112.09 plus : $0.32 per m2 / day (Local)	YES

Service: Engineering Services
Section: Roads Design and Construction
Service Lead: Manager, Design & Construction - Roadways

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Local				
Full Road Closure	$217.65 plus: $0.31 per m2 / day (Local)	3.0%	$217.65 plus: $0.32 per m2 / day (Local)	YES

Service: Engineering Services
Section: Development Engineering
Service Lead: Manager, Development & Storm Water Engineering

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
GRADING AND DRAINAGE CLEARANCE CERTIFICATE				
Application Fee - new housing development and large additions (floor area increases of 75m2 or greater)	$1,595.00	3.0%	$1,645.00	NO
Application Fee - small additions (floor area increases of less than 75m2) and accessory buildings/decks/etc	$350.00	3.0%	$360.00	NO
Application Fee for extension or renewal	50% of original application fee	3.0%	50% of original application fee	NO
Additional Inspection Fee (per inspection)	$180.00	3.0%	$185.00	NO
Amendment to application	Up to 50% of original application fee	3.0%	Up to 50% of original application fee	NO
Subdivision				
Subdivision Administration Fee	7% of the cost of the subdivision work	3.0%	7% of the cost of the subdivision work	YES
Subdivision Agreement Preparation Fee	$4,995.00	3.0%	$5,145.00	YES
Subdivision Pre-Servicing Agreement Preparation Fee			$1,000.00	YES
Amending Subdivision Pre-Servicing Agreement Preparation Fee			$1,000.00	YES
Subdivision Inspection Fee - equal to or less than $1M subdivision	3% of the cost of the subdivision work		3% of the cost of the subdivision work	NO
Subdivision Inspection Fee - equal to or less than $2M subdivision	3% of the cost of the subdivision works for first million, 2% on the excess over $1M		3% of the cost of the subdivision works for first million, 2% on the excess over $1M	NO

Service: Engineering Services
Section: Development Engineering
Service Lead: Manager, Development & Storm Water Engineering

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Subdivision				
Subdivision Inspection Fee - greater than $2M subdivision works	3% of the cost of the subdivision works for first million, 2% on the second million and 1% on the excess over $2M		3% of the cost of the subdivision works for first million, 2% on the second million and 1% on the excess over $2M	NO
Subdivision Inspector's wages	Labour + 45%		Labour + 45%	NO
Site Plan				
Site Plan Inspection Fee - major site plan	$1,355.00	3.0%	$1,395.00	YES
Site Plan Inspection Fee - detached and semi-detached residential	$495.00	3.0%	$510.00	YES
External Site Plan Inspection Fee	7% of the cost of the external site plan works		7% of the cost of the external site plan works	NO

Service: Engineering Services
Section: Water Drainage
Service Lead: Manager, Development & Storm Water Engineering

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Site Alteration Permit Fees - (for calculated site alteration volumes less that 5000 m3)				
Site Alteration Application Fee	$344.21	3.0%	$354.54	YES
plus additional rate per ha - 0-20 ha (full ha)	$229.47	3.0%	$236.36	YES
plus additional rate per ha - 21+ ha (full ha)	$344.21	3.0%	$354.54	YES
Application fee for extension or renewal	1/2 of original Site Alteration Application Fee	3.0%	1/2 of original Site Alteration Application Fee	YES
Additional Inspections Fee (per inspection)	$286.84	3.0%	$295.45	YES
Revocation Fee	$114.74	3.0%	$118.18	YES
Amendment of Application (fee at the discretion of the Director)	Up to 1/2 the original Site Alteration Application Fee	3.0%	Up to 1/2 the original Site Alteration Application Fee	YES
Site Alteration Permit Fees - (for calculated site alteration volumes greater than 5000 m3)				
Site Alteration Application Fee	$1,147.36	3.0%	$1,181.78	YES
plus additional fee based on calculated site alteration volumes (per m3)	$1.15	3.0%	$1.18	YES
Application fee for extension or renewal	1/2 of original Site Alteration Application Fee	3.0%	1/2 of original Site Alteration Application Fee	YES
Additional Inspections Fee (per inspection)	$286.84	3.0%	$295.45	YES
Revocation Fee	$114.74	3.0%	$118.18	YES
Amendment of Application (fee at the discretion of the Director)	Up to 1/2 the original Site Alteration Application Fee	3.0%	Up to 1/2 the original Site Alteration Application Fee	YES

Service: Engineering Services
Section: Water Drainage
Service Lead: Manager, Development & Storm Water Engineering

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Where lands are designated for development uses within the Urban Planning Area Boundary and within and Draft Plan approved lands in the North Aldershot Planning Area, as detailed in the City of Burlington Official Plan, application for a Site Alteration Permit can be made in order to proceed with pre-grading of the site prior to the execution of a development agreement with the City.				
Site Alteration Application Fee	$349.37	3.0%	$359.85	YES
plus additional rate per ha - 0-20 ha (full ha)	$232.91	3.0%	$239.90	YES
plus additional rate per ha - 21+ ha (full ha)	$349.37	3.0%	$359.85	YES
Application fee for extension or renewal	1/2 of original Site Alteration Application Fee	3.0%	1/2 of original Site Alteration Application Fee	YES
Additional Inspections Fee (per inspection)	$291.14	3.0%	$299.88	YES
Revocation Fee	$116.46	3.0%	$119.95	YES
Amendment of Application (fee at the discretion of the Director)	Up to 1/2 the original Site Alteration Application Fee	3.0%	Up to 1/2 the original Site Alteration Application Fee	YES
plus additional fee based on calculated site alteration volumes (per m3)				
up to 25,000 m3	$0.35	3.0%	$0.36	YES
25,000 - 50,000 m3	$0.23	3.0%	$0.24	YES
over 50,000 m3	$0.12	3.0%	$0.12	YES
Administration Fee for Appeal Process				
Calculated Site Alteration Volume less than 5,000 m3	$172.10	3.0%	$177.27	YES
Calculated Site Alteration Volume greater than 5,000 m3	$573.68	3.0%	$590.89	YES
Groundwater Discharge Permit				
Processing, review, administration and initial compliance inspection	$1,351.88	3.0%	$1,392.43	YES

Service: Engineering Services
Section: Water Drainage
Service Lead: Manager, Development & Storm Water Engineering

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Groundwater Discharge Permit				
Compliance Inspection Fee	$270.38	3.0%	$278.49	YES
Annual permit renewal	Previous year's actual staff costs by invoice		Previous year's actual staff costs by invoice	YES
Temporary Storm Sewer Discharge Permit				
Processing, review, administration and initial compliance inspection	$811.13	3.0%	$835.46	YES
Compliance Inspection Fee	$270.38	3.0%	$278.49	YES
1-year permit extension	$811.13	3.0%	$835.46	YES
Delegated Authority Report				
Processing and Administration (including Encroachment agreements, Lifting reserves, etc.)	$515.00	3.0%	$530.45	NO

Service: Engineering Services
Section: Geographic Information and Mapping
Service Lead: Supervisor, Geomatics

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Air photos - scanned hard copy prints	$16.40	3.0%	$16.89	YES
Digital Mapping / Topographic Data Processing	$181.55	3.0%	$187.00	YES
Street map index book	$13.45	3.0%	$13.85	YES
Document Retrieval (Development, Infrastructure, Property)	$16.14	3.0%	$16.62	YES
Easement Document / Deed of Land Search (City Owned)	$15.84	3.0%	$16.32	NO
Property information request - local improvement	$39.43	3.0%	$40.61	NO
Property information request - Road/Portion thereof assumed as Public Highway	$102.75	3.0%	$105.83	NO
Property Information request - capital works status	$102.75	3.0%	$105.83	NO
Property information request - reserve verification	$102.75	3.0%	$105.83	NO
Property Information request - deemed road status	$102.75	3.0%	$105.83	NO
Property Information request - service connections	$102.75	3.0%	$105.83	NO
Property information request - all of the above	$154.10	3.0%	$158.73	NO
Municipal Address changes	$287.09	3.0%	$295.70	YES

Service: Transportation
Section: Traffic
Service Lead: Manager of Operations & Signals

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Existing Traffic & Collision Information:				
Intersection Turning Movement Count	$64.34	25.0%	$80.42	YES
Road Tube Count (Single Location)	$38.60	25.0%	$48.25	YES
Other:				
Existing Signal Timing/Phasing Report	$77.90	1.5%	$79.07	YES
Historical Signal Timing/Phasing Report	$284.41	1.5%	$288.68	YES
Dumpster Permit	$70.49	1.5%	$71.54	NO
Oversize/Overweight Load Permit: with 5 days or more lead time	$185.48	1.5%	$188.26	NO
Oversize/Overweight Load Permit: with less than 5 days lead	$259.68	1.5%	$263.58	NO
Oversize Annual Load Permit	$405.60	1.5%	$411.69	NO
Road Occupancy Permit	$108.82	1.5%	$110.45	NO

Service: Transportation
Section: Parking
Service Lead: Supervisor of Parking Services

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Downtown Defined Parking Area				
Neighborhood On-Street Parking Program (NOSPP) per Sign	$227.43	0.0%	$227.43	YES
Private Property Agency Officer - Registration Fee	$225.66	0.0%	$225.66	YES

Service: Roads, Parks & Forestry
Section: Roads Maintenance
Service Lead: Manager Road Operations

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Windrow Clearing Program				
Windrow Clearing Program	$128.75	3.0%	$132.61	YES

Service: Roads, Parks & Forestry
Section: Parks and Open Space
Service Lead: Manager Park Operations

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Adopt-A-Bed Program				
Adopt-A-Bed (dollar per square metre)	$27.70	3.0%	$28.53	NO
Downtown Concrete Planter	$275.45	3.0%	$283.72	NO

Service: Roads, Parks & Forestry
Section: Urban Forestry
Service Lead: Manager Urban Forestry

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Application Processing Fee (Per application)	$52.50	3.0%	$54.00	YES
Private Tree Removal Permit Issuance: 1 to 3 trees (Per application)	$341.50	3.0%	$351.50	YES
Private Tree Removal Permit Issuance : 4th tree (Per tree)	$236.50	3.0%	$243.50	YES
Private Tree Removal Permit Issuance : 5 or more trees (Per tree)	$131.50	3.0%	$135.50	YES
Private Tree Injury Permit Issuance (Per tree)	$79.00	3.0%	$81.50	YES
Public Tree Removal Permit: 1st tree w/no pre-permit exploratory site visit (per tree)	$541.00	0.0%	$541.00	YES
Public Tree Removal Permit: 1st tree w/ pre-permit exploratory work site visit (per tree)	$641.00	0.0%	$641.00	YES
Public Tree Removal Permit: 2 or more trees (per tree)	$200.00	0.0%	$200.00	YES
Public Tree Injury Permit: w/no pre-permit exploratory site visit (per tree)	$270.50	0.0%	$270.50	YES
Public Tree Injury Permit: w/ pre-permit exploratory work site visit (per tree)	$370.50	0.0%	$370.50	YES
Tree Permit Extension / Transfer, Alteration (Per request)	$52.50	3.0%	$54.00	YES
Replacement Tree Private / Replacement Tree Security Deposit (Cash in Lieu - Per replacement tree)	$257.50	0.0%	$257.50	NO
Replacement Compensation Public Tree (Per replacement tree)	The fee as determined in accordance with the Public Tree By-law		The fee as determined in accordance with the Public Tree By-law	NO
Compliance Inspection Fee 1 to 3 trees (per contravention)	$525.50	0.0%	$525.50	NO
Compliance Inspection Fee 4 or more trees (per tree)	$100.00	0.0%	$100.00	NO
Public Tree Security 1-10cm (per tree)	$500.00	0.0%	$500.00	NO
Public Tree Security 11-40cm (per tree)	$1,000.00	0.0%	$1,000.00	NO
Public Tree Security 41-75cm (per tree)	$3,000.00	0.0%	$3,000.00	NO
Public Tree Security 76cm + (per tree)	$5,000.00	0.0%	$5,000.00	NO

Service: Roads, Parks & Forestry
Section: Cemetery
Service Lead: Manager Business Services

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Cemetery Lots, Columbariums and Services				
Flat Marker Lots	$2,370.32	5.0%	$2,488.83	YES
Children's Lots	$730.23	3.0%	$752.14	YES
Stillborn Lots	$331.04	3.0%	$340.97	YES
Upright Lots	$3,083.02	5.0%	$3,237.17	YES
Urn Garden Lots (2' x 2')	$1,096.36	3.0%	$1,129.25	YES
Urn Garden Lots (3' x 3')	$1,348.68	3.0%	$1,389.14	YES
Row 1	$2,219.81	3.0%	$2,286.40	YES
Row 2	$2,444.41	3.0%	$2,517.75	YES
Row 3	$3,099.50	3.0%	$3,192.49	YES
Row 4	$3,324.13	3.0%	$3,423.86	YES
Row 5	$3,324.13	3.0%	$3,423.86	YES
INTERMENTS				
Single Depth	$1,245.08	3.0%	$1,282.44	YES
Urn Opening	$495.17	3.0%	$510.02	YES
Children's Opening	$484.42	3.0%	$498.95	YES
Stillborn Opening	$140.04	3.0%	$144.24	YES
Columbarium Niche Opening	$280.15	3.0%	$288.55	YES
DISINTERMENT CHARGES				
Full Size Lot	$3,394.49	3.0%	$3,496.32	YES
Urn Lot	$540.19	3.0%	$556.39	YES

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
DISINTERMENT CHARGES				
Columbarium	$210.34	3.0%	$216.65	YES
OTHER SERVICE CHARGES				
Monument Foundation "Per Cubic Foot"	$76.06	3.0%	$78.34	YES
Flat Markers less than 173 square inches	$179.80	3.0%	$185.20	YES
Flat Marker Installation up to 18" x 12"	$179.80	3.0%	$185.19	YES
Flat Marker Installation Greater Than 18" x 12"	$231.57	3.0%	$238.52	YES
Upright Marker up to 4' in Height Care & Maint.*	$200.00	0.0%	$200.00	YES
Upright Marker Greater than 4' in Height Care & Maint.*	$400.00	0.0%	$400.00	YES
Flat markers 173 sq inches or Greater Care & Maintenance *	$106.09	3.0%	$109.27	YES
Transfer of Ownership and Issuance of New Interment	$107.09	3.0%	$110.30	YES
Columbarium Niche Marker (incl. installation)	$850.79	25.0%	$1,063.49	YES
Columbarium Niche Marker McMillan Block (incl. installation)	$1,336.86	25.0%	$1,671.07	YES
Columbarium Niche Marker McMillan Block with portraits (incl. installation)	$1,851.79	25.0%	$2,314.73	YES
Overtime Rate Per Hour	$196.89	3.0%	$202.79	YES
Preparing Ground and Planting Flowers	$74.36	3.0%	$76.59	YES
Planting or Removal of Shrubs (2 Per Lot)	$113.86	3.0%	$117.27	YES
Installation of Vase Assembly	$140.08	3.0%	$144.28	YES
Grave liner	$928.70	3.0%	$956.56	YES
Memorial Bench - Backless	$4,500.00	3.0%	$4,635.00	YES
Memorial Bench - Back	$5,700.00	3.0%	$5,871.00	YES

Service: Roads, Parks & Forestry
Section: Sign Production Service
Service Lead: Manager Business Services

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Sign Sales (30 x 45 by-law enforcement signs)				
Authorized Parking	$44.64	3.0%	$45.98	NO
Fire Access Route	$44.64	3.0%	$45.98	NO
No Parking and Rules	$44.64	3.0%	$45.98	NO
Accessible Parking	$44.64	3.0%	$45.98	NO
Custom Aluminum Sign (per sq.ft.)	$26.65	3.0%	$27.45	NO
Custom Corrugated Plastic Sign - 4mm Thickness (per sq.ft.)	$7.17	3.0%	$7.38	NO
Custom Corrugated Plastic Sign - 10mm Thickness (per sq.ft.)	$8.43	3.0%	$8.68	NO
Custom Banner - 13oz. Weight (per sq.ft.)	$9.48	3.0%	$9.76	NO
Property/House Number (Rural only)	$45.06	3.0%	$46.41	NO
U-Post (8' length)	$42.44	3.0%	$43.71	YES
U-Post (12' length)	$61.56	3.0%	$63.41	YES
Mounting Hardware	$6.90	3.0%	$7.11	YES

Service: Legal Services and Halton Court Services
Service Lead: Commissioner, Legal and Legislative Services/City Solicitor

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
All other fees do not reflect additional charges for disbursements which are billed at cost. All disbursements are taxable.				
Encroachment Agreements	$1,000.00	0.0%	$1,000.00	NO
Part Lot Control Agreements & By-Law Preparation *	$750.00	0.0%	$750.00	NO
Site Plan and Subdivision Agreements	$1,300.00	0.0%	$1,300.00	NO
Development Related Agreements (incl. Development Charge Deferral & Rezoning) & Agreements and Registrations related to Committee of Adjustment Approval, Community Benefit Charge Agreement (CBC), and All Other Agreements.	$1,000.00	0.0%	$1,000.00	NO
Amending Agreements	$450.00	0.0%	$450.00	NO
Release of Agreements and Easements	$600.00	0.0%	$600.00	NO
Release of Restrictive Covenants	$600.00	0.0%	$600.00	NO
Drainage System Appurtenances Agreements	$750.00	0.0%	$750.00	NO
Certificate: payment of local improvements charge	$250.00	0.0%	$250.00	NO
Stop up & close road by-law	$750.00	0.0%	$750.00	NO
Compliance & Property Information Request	$150.00	0.0%	$150.00	NO
Cemetery use verification	$100.00	0.0%	$100.00	NO
Discharge of an Order to Comply / Order to Remedy (incl. registration and discharge)	$400.00	0.0%	$400.00	NO
Community Benefit Charge (CBC) - third appraisal invoice	100% Cost Recovery	0.0%	100% Cost Recovery	YES
Discharge of an Order to Comply / Order to Remedy (incl. registration and discharge)	$400.00	0.0%	$400.00	NO
Appeal Fee (Trespass By-law and the City of Burlington Public Conduct Policy)	$200.00	0.0%	$200.00	NO

Service: Legal Services and Halton Court Services
Service Lead: Commissioner, Legal and Legislative Services/City Solicitor

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Access to Information fees				
FOI Request application fee (amount legislated)	$5.00	0.0%	$5.00	NO
FOI Request search (amount legislated per 15 minutes)	$7.50	0.0%	$7.50	NO
FOI Request preparation fee (amount legislated per 15 minutes)	$7.50	0.0%	$7.50	NO
FOI Request photocopy charges (amount legislated per page)	$0.20	0.0%	$0.20	NO
FOI Request External Storage Device charge (amount legislated per USB or CD)	$10.00	0.0%	$10.00	NO
FOI Request computer cost charges (amount legislated per 15 minutes)	$15.00	0.0%	$15.00	NO
External vendor processing fees and delivery	as invoiced	0.0%	as invoiced	NO
Routine disclosure request fee or FOI interim fee deposit if cost is greater than $100 (amount legislated)	50% of fee estimate	0.0%	50% of fee estimate	NO

2026 Service Rates And Fees

Service: Finance
Service Lead: Chief Financial Officer

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Tax Certificate (per property)	$70.00	7.0%	$75.00	NO
Invoice Verification (per document)	$25.00	0.0%	$25.00	NO
Statement of Account (per document)	$25.00	0.0%	$25.00	NO
Mortgage Company Admin Fee (per account)	$12.00	0.0%	$12.00	NO
Admin Fee for Ownership Changes (per property)	$40.00	0.0%	$40.00	NO
Admin Fee for New Tax Account Set-up	$60.00	0.0%	$60.00	NO
Admin Charge for Returned Payments	$45.00	0.0%	$45.00	NO
Admin Charge for Additions to the Roll	$52.00	0.0%	$52.00	NO
Older Adult Tax Deferral Program Application Fee	$50.00	0.0%	$50.00	NO
Payment Transfer Fee	$20.00	0.0%	$20.00	NO
Arrears Notice Fee	$0.00	0.0%	$5.00	NO
Verification of Development Charges (per document)	$25.00	0.0%	$25.00	NO
Request For Proposals (per document)	$70.80	0.0%	$70.80	YES
Request for Quotations (per document)	$70.80	0.0%	$70.80	YES
Tenders (per document)	$70.80	0.0%	$70.80	YES

Service: City-wide Charges
Service Lead: N/A

Description of Service or Activity Provided or Use of City Property	2025 Base Rate	2026 Base Increase	2026 Base Rate	Taxes Applicable
Photocopying (up to 11 x 17)	$0.60	0.0%	$0.60	YES
Routine Disclosure - Electronic Email or External Storage Device	$10.00	0.0%	$10.00	YES

BURLINGTON

Recommendation Report Summary

SUBJECT: Findings from third party review of Burlington Economic Development and Tourism

TO: Committee of the Whole

FROM: Chief Administrative Officer

N/A

Report Number: CAO-06-25

Wards Affected: all

Date to Committee: November 3, 2025

Date to Council: November 18, 2025

Recommendation

Endorse, in principle, the integration of all economic development and tourism services and operations into the City's organizational structure, consistent with chief administrative officer report CAO-06-25. That Council endorse the staff recommendation, informed by an independent third-party review, to internalize Burlington Economic Development and Tourism (BEDT) functions into City's structure to optimize existing resources, minimize duplication, enhance operational effectiveness, and align economic development and tourism with the City's broader strategic priorities; and

Direct staff to work closely with BEDT's Board of Directors to approve BEDT's 2026 budget and to ensure continuity of operations and support during the transition recommended above. That Council direct Staff to engage and collaborate with key representatives of BEDT's Board of Directors and members of its Finance & Risk subcommittee to facilitate the agency's 2026 budget approval to support the integration of all economic development and tourism services and operations under the Chief Administrative Officer's (CAO) Office by 2027. Concurrently, the annual funding designated for BEDT's 2026 Service Agreement (SA) would need to be retained within the City's 2026 budget; and

Direct staff to develop a transition plan with a report back by April 2026 to outline deliverables for integrating economic development and tourism functions within the municipal organizational structure. That the Chief Transformation Officer (CTO) will lead

the development and implementation of this plan, which should include key milestones, timelines, resource implications, and the proposed model to ensure effective oversight of the economic development function by Council; and

Direct the CAO to establish a strategic advisory group to provide strategic industry advice and guidance to the City that will inform the transition plan. That this group or committee, chaired by the CAO or designate, be established to leverage private-sector expertise without duplicating a formal board role. Key representatives from BEDT and its Board of Directors should also be invited to inform the transition plan, including efforts to minimize any disruption to ongoing economic development and tourism initiatives and to stakeholder relations during the changeover.

Executive Summary

This report recommends that Burlington's economic development and tourism activities – currently led by Burlington Economic Development and Tourism (BEDT), which is an external not-for-profit corporation, be fully brought in-house as a City department by 2027. The proposed change would end the current external governance model. As the existing Service Agreement (SA) between the City and BEDT expired in December 2024, it is recommended that the annual funding designated for this SA be approved and retained within the City's 2026 budget to support the integration of BEDT's functions within the City's organizational structure. The goal is to eliminate duplication, improve strategic alignment with City priorities, and strengthen accountability and efficiency in economic development and tourism service delivery.

It is important to note that under *Municipal Act, 2001 s.400.1* and *Ontario Regulation 435/17*, 50 per cent of net MAT must be transferred annually to a non-profit "eligible tourism entity" under agreement; the remaining 50 per cent stays with the City for tourism uses. If tourism moves in-house, staff will bring options to designate or create the required entity as part of a transition plan.

To retain valuable private-sector insight, a new strategic advisory group will help to inform the transition plan. Through the transition plan, the options to ensure effective oversight of the economic development function by Council will be explored and brought forward for consideration. The intent is to have a future state that represents a modernized and balanced approach: City-led oversight and integration, augmented by industry perspective, all while respecting legislative requirements and community needs.

Purpose of report:

Burlington's last comprehensive review of its economic development and tourism structure was completed between 2019-2020. Since that time, the broader context has evolved significantly

including changes to provincial legislation, shifting regional responsibilities, and the advancement of Burlington's own strategic priorities.

In particular, Halton Region's recent decision to discontinue delivery of economic development services (aside from the Small Business Centre) has shifted greater responsibility to local municipalities. The region's economic development ecosystem has also changed, with a larger number of business support service providers (i.e., Chamber of Commerce, Regional Innovation Centre, Business Improvement Areas) working towards similar goals and objectives across a growing number of clients. Burlington's population growth and the reduced availability of employment lands is placing a greater need for municipal planning expertise to redevelop existing lands or facilitate mixed uses. At the same time, the SA with the BEDT Corporation expired at the end of 2024, and operating without an SA creates ambiguity around compliance, liability, and policy adherence, posing financial and legal risks for the City.

To address these emerging changes and associated challenges, the City engaged Rubicon Strategy in early 2025 to conduct an independent review of BEDT's governance, alignment with City objectives, and overall effectiveness. The review builds on the 2019/20 review and identified several persistent issues within the existing governance and operating model including duplicative activities and overlapping organizational support functions, brand and operational confusion, differing accountability practices, and gaps in performance measurement, reporting and public transparency.

Rubicon concluded that the current governance and reporting relationship with the City is not functioning as intended and that, without change, the relationship risks further strain and inefficiency. The findings point to the need for a renewed and integrated approach to economic development and tourism that:

- Identifies and eliminates duplicative activities through greater alignment with City employment and non-residential growth-focused priorities;
- Improves accountability and transparency through enhanced public reporting and municipal decision-making; and
- Strengthens coordination and partnerships between internal teams and external partners while clarifying roles and responsibilities.

Key findings:

Rubicon's report (Appendix A) identifies the following as key findings:

- BEDT was originally established to provide agility, independence, and credibility with the business community. But over time it has become a source of misalignment, accountability gaps, and operational confusion.
- Stakeholder feedback highlights persistent misalignment between BEDT's outward-facing commitments and the City's internal capacity, duplication of roles across both client-facing and support service City departments, and inadequate accountability for

the use of public funds. Businesses and residents alike expressed limited awareness of tangible outcomes and questioned whether the current arm's-length structure is delivering value.

- Comparisons with other municipalities demonstrate that both internal and external models can succeed, but only when accountability, performance measurement, and alignment with Council priorities are clear.
- The SWOT analysis underscores that while BEDT benefits from brand recognition and perceived independence, its weaknesses – including role confusion, outdated tourism programming, and limited engagement – are systemic and undermine credibility.
- The recommendation is to dissolve BEDT and bring the economic development and tourism functions into the City's corporate structure. To preserve the advantages of private sector expertise and business-facing credibility, those perspectives would need to be integrated into any future model.

Staff Analysis and Response:

- In addition to providing the strategic alignment and accountability required to advance Council's priorities, integrating economic development and tourism functions directly into the City's administrative structure will enable access to the entire apparatus of the City and its resources to better align strategy, policy, and service delivery across departments such as Planning, Transportation, Recreation, Communications and Engagement.
- An integrated model will ensure that initiatives to attract jobs and investment, enhance housing affordability, strengthen the local workforce, and promote Burlington as a destination are coordinated and mutually reinforcing. A consolidated structure will also enable clearer performance measurement – e.g., Industrial, Commercial and Investment (ICI) assessments – and greater efficiencies around the deployment of resources and the reduction of duplication and fragmentation of effort.
- With more people returning to the workplace at the City and externally across many other local business sectors in 2026, an in-house structure will increase collaboration with the added advantage of ensuring that all internal teams are unified towards the goals of increasing economic activity and the timely facilitation of non-residential growth (e.g., allowing the building of a city-wide culture, where all departments share a common vision). This shared vision will help to create a 'business friendly' reputation while allowing staff to assure business clients about the continued importance of economic development on the City's agenda. Given the range of intricate and diverse issues that currently encompass the field of economic development and tourism, an in-house structure also offers businesses with expertise on how to navigate what can otherwise be a complex set of municipal procedures.
- Staff acknowledge the considerable value that private business and industry leaders contribute to the current model. The transition plan will make recommendations on how to integrate private sector industry perspectives in decision making related to City-led

economic development and tourism services. Pursuing a different model should not be interpreted as a reflection on the dedication and professionalism of BEDT's staff or volunteer board members. Rather, it is a structural and strategic decision designed to modernize service delivery, strengthen coordination, and ensure public funds are used transparently and effectively. The intent is to preserve and enhance Burlington's investment in economic development by positioning the City as a location to pursue business opportunities more cohesively and responsively.

- The BEDT review leading to this recommendation report is part of a broader review of other Agencies, Boards and Committees (ABCs) and Joint Ventures (JVs) initiated by the City in 2023. Efforts to enhance the City's relationships with other ABCs and JVs will continue in 2026 through a phased approach.

Implications:

- **Financial:** There will be financial implications depending on Council's direction — whether through the integration of economic development and tourism within the City or renewal of a service agreement. Detailed costing, including transition and funding considerations, will be reported back as part of the transition plan.
- **Human Resources:** Integrating functions in-house would have staffing and structural implications requiring coordination with Human Resources to ensure a smooth transition and compliance with employment obligations.
- **Legal:** Legal review will be required to address potential implications related to contracts, assets, and liabilities under either an integration or renewed service agreement model.
- **Communications and Engagement:** A communications and engagement plan will be developed to inform staff, Council, and business stakeholders of changes and to support ongoing alignment with Burlington's economic priorities.
- **Climate:** No direct climate implications have been identified at this time.
- Other preliminary confidential considerations are provided in Appendix B.

Background

For many years, like other Ontario municipalities, Burlington has delivered its economic development activities through an arm's-length entity. These entities allowed municipalities to avoid legislative constraints that resulted from the province's *Municipal Act, 2001* prior to amendments in both 2003 and 2007. Municipalities were historically limited in directly engaging in certain economic development activities (such as providing financial incentives to businesses). To navigate these restrictions, Burlington relied on an external Agency/Board/Commission (ABC) model for economic development:

- **Operational Flexibility:** An arm's-length entity could respond more rapidly to business needs, unencumbered by some of the procedural requirements of City Hall.
- **Governance Autonomy**: A separate corporation with its own board of industry leaders allowed collaboration with private-sector partners and expertise, independent of municipal constraints.
- **Legal Constraints**: The independent structure permitted the arm's-length entity to undertake activities that municipalities were restricted from doing, allowed for direct support to businesses, enabling activities (like certain promotions or partnerships) that the City itself could not historically undertake.

These factors shaped the creation of Burlington's external economic development agency model. However, in recent years the landscape has changed significantly. Provincial regulations have evolved – for instance, *Ontario Regulation 599/06* now explicitly permits municipalities to establish municipal service corporations for economic development purposes, and more generally, municipalities have broader powers to act entrepreneurially. As a result, the strict need for an external body has diminished. Current legislation and best practices allow economic development to be integrated within municipal structures, bringing several advantages:

- **Alignment with Municipal Goals**: Economic initiatives can be more consistently steered to support Council-approved priorities when managed in-house.
- **Enhanced Oversight and Accountability**: City Council can directly oversee activities and results, improving transparency and public accountability.
- **Operational Efficiency**: Integration avoids duplicate overhead; City departments can share support services and coordinate across functions, yielding cost savings and better service coordination.

Regionally, there is also a trend toward local delivery of these services. Halton Region's recent decision to cease most economic development services (except the Small Business Centre) means Burlington and other Halton municipalities must take a more active role in attracting

investment, supporting businesses, and managing tourism at the local level. In addition to the broader changes previously mentioned (i.e., the region's evolving economic development ecosystem, limited employment lands in Burlington), this underscores the importance of ensuring Burlington's economic development model is robust, well-aligned, and equipped to meet these responsibilities.

The City last undertook a comprehensive review of its economic development and tourism governance between 2019-2020 (CM-19-20 – Burlington Economic Development Corporation and CM-19-20 Appendix A – BEDC Review Part A Final Report), establishing a baseline for roles and performance expectations. In 2023, Council initiated a broader effort to enhance the City's relationships with Agencies, Boards and Commissions (ABCs) and Joint Ventures (JVs), endorsed through the 2023 budget. The City engaged Optimus SBR to design an Accountability Framework (informed by legislation, best practices, and stakeholder consultations) to clarify roles, mitigate risks, and strengthen oversight for third-party partnerships that deliver community services (RCC-11-24 – Accountability Framework for Agencies, Boards and Commissions (ABC) and Joint Venture (JV) Organizations and RCC-11-24 - Appendix A – City of Burlington Accountability).

In December 2024, through report CM-10-24 - Update on Strategic Initiatives and Organizational Services, staff provided a structured update on strategic initiatives and organizational services and discussed options for economic development and tourism governance. Options included pursuing the current external model, commissioning an independent review, or integrating functions into the City. This report follows up on CM-10-24 by incorporating the completed third-party review and presenting a path forward for governance that aligns with Council's objectives and value-for-money expectations.

Current State

BEDT serves as the City's official economic development agency and destination marketing organization. It operates as a not-for-profit corporation—separate from the City's administrative structure—with its own Board of Directors, staff, and corporate identity.

The City of Burlington is BEDT's primary funder, providing an annual operating grant of approximately $1.9 million through a Service Agreement (SA), along with in-kind support such as operating costs at BEDT's rental of 414 Locust Street. While City staff and BEDT collaborate on select initiatives, the organization remains independently governed and managed, setting its own priorities and direction.

Staffing and Functions

BEDT currently employs approximately 15 staff and a number of internship positions across several functional areas:

- **Destination Development and Marketing** – tourism promotion, visitor experience, and positioning Burlington as a destination.
- **Business Development, Data and Customer Experience** – business retention and attraction, economic research, and client support for investors and companies.
- **Real Estate and Land Partnerships (Burlington Lands Partnership)** – facilitating strategic land development and partnerships that drive economic growth.
- **Business Innovation and Entrepreneurship (TechPlace)** – supporting start-ups and innovation, including management of **TechPlace**, Burlington's technology incubator and innovation hub.

BEDT operates independently of City Council in its day-to-day operations and strategic decisions. Governance is provided by a volunteer Board of Directors of 13 members, composed primarily of private-sector and community members, along with four City representatives (Council members and/or senior staff).

Because the City holds a minority of voting positions, its influence over BEDT's direction is limited. The City's formal influence occurs mainly through the SA and participation by the Mayor, Councillors, or CAO as board members or liaisons. In practice, however, BEDT's alignment with City economic development and tourism priorities is assumed rather than structurally ensured. Information sharing occurs between BEDT and City staff on an ad hoc basis, and there is no binding mechanism to guarantee that BEDT's strategies and activities directly advance Council-approved goals (e.g., those within the Strategic Plan or KPIs related to job growth and tourism).

Under this arm's-length model, if BEDT's priorities diverge from Council's direction or performance expectations are not met, Council's recourse is limited primarily to adjusting or withdrawing funding in subsequent budget cycles.

Third-Party Review by Rubicon Strategy

To inform the path forward, the City engaged Rubicon Strategy in early 2025 to conduct an independent, third-party review of BEDT's governance model and performance. The review's mandate included assessing how well the current organizational structure is serving Burlington's needs and evaluating alternative models (status quo vs. hybrid vs. full integration). Rubicon's team undertook a thorough consultation and research process:

- Interviews with City staff, BEDT staff, Board members, and key stakeholders (e.g. business and tourism community representatives).

- A focus group and surveys to gather broader input on economic development service delivery.
- A comparative analysis of governance models in other municipalities (arm's-length agencies vs. in-house departments).
- Review of BEDT's reporting, strategic plans, and performance metrics.

Rubicon's report, attached as Appendix A, revealed a *"consistent set of challenges"* with the current arm's-length model:

- **Operational and Brand Confusion:** The division of roles between the City and BEDT is not always clear to external clients or even internal stakeholders. For example, businesses or investors may be unsure whether to approach "Invest Burlington" (BEDT) or City Hall, and the existence of separate branding can cause confusion about who does what. Overlap in communications and marketing efforts has sometimes diluted Burlington's message.
- **Duplication of Roles and Effort:** Several functions of BEDT appear to overlap with work already being done by City departments or other agencies, adding complexity without clear value. This not only risks inefficient use of resources but can also frustrate stakeholders who encounter multiple touchpoints for what should be a unified service.
- **Accountability Gaps:** The arm's length governance model has led to gaps in accountability and oversight. As noted, Council cannot directly ensure BEDT's actions align with municipal priorities, and performance measurement is largely handled internally by BEDT's board. The review highlighted that reporting on outcomes was insufficient and that neither City Council nor the public can easily track BEDT's performance or hold it accountable for results under the current structure. The independent board's fiduciary duty is to the corporation (BEDT) itself, which can diverge from Council's directions. This disconnect poses a governance risk.
- **Inefficient Reporting and Measurement:** Related to the above, metrics and Key Performance Indicators (KPIs) for economic development and tourism are not well-integrated into the City's own performance framework. BEDT produces its own reports and scorecards, but these are not formally tied to Council's strategic plan indicators. The Rubicon review noted issues with how outcomes are measured and reported, making it challenging for the City to evaluate the return on its investment in BEDT.

Overall, the independent review identified that the status quo is failing to meet Burlington's needs. The report concludes: "The relationship between the City and BEDT is broken and leaving the current model in place risks further erosion of trust, wasted resources, and lost economic opportunities."

Rubicon Strategy recommended that Burlington bring economic development and tourism functions back inside City Hall (the in-house model) to remedy these issues. Notably, the review recognized the value in BEDT's private-sector board and advised finding a mechanism

to continue harnessing that expertise within a City framework. The proposed solution was to integrate the functions into the City administration while creating a new advisory group or similar group or body so that industry leaders can still provide strategic advice. The sections below respond directly to the Rubicon review's conclusions and provide information outlining how the City can implement the recommended changes.

Analysis

Key Challenges in the Current Arm's-Length Model

The external BEDT model was established to enhance flexibility and draw on business-sector leadership. Internal feedback and recent experience, consistent with the third-party review, indicate that the current structure now introduces additional process layers and overlaps with City and partner roles, which can dilute clarity of mandate and outcomes. Staff who work with BEDT note that interfaces between BEDT and City functions are not always clear, leading at times to parallel efforts and added steps in file management. As a result, the model does not consistently demonstrate a speed or agility advantage over an in-house approach. Several specific structural issues have been identified:

- **Lack of Strategic Alignment:** BEDT's independent Board structure means Council and City management do not have direct line authority over BEDT's operational priorities. Alignment is mediated through high-level instruments—namely the Strategic Plan, funding, and an SA—rather than through municipal direction. Under this arrangement, BEDT is not required to provide routine, detailed reporting demonstrating how its work maps to specific Strategic Plan objectives; funding use is not subject to the City's ongoing, in-year line-item oversight; and the SA is high level, with areas of ambiguity in which the organization requests ad hoc support (e.g., HR, finance/payroll, communications, IT). With two City voting members and one invited City member with non-voting privileges on a 13-member board, municipal priorities are not systematically embedded in BEDT's work plans, and alignment depends on negotiated collaboration rather than formal direction. As a result, divergence on timing, focus, or positions has occurred on key files. An in-house model would place priority-setting and oversight squarely within Council and standing committees, integrating economic development and tourism deliverables into the City's performance framework. Under the current arm's-length arrangement, BEDT is not formally accountable to Council for municipal economic development or tourism outcomes, creating a material risk of misalignment on initiatives such as job-growth targets, employment lands strategy, and tourism development when perspectives differ.
- **Accountability and Reporting Gaps:** In addition to strategic alignment considerations, the arm's-length model can reduce clarity around accountability. Council and the public primarily rely on BEDT's self-reporting of performance, as there is no direct, day-to-day municipal line of sight into operations. BEDT is not subject to the same transparency practices that apply to City departments (e.g., open meetings, routine reporting to

Council, MFIPPA-based records processes), which can make ongoing clarity of spending and program value more difficult. By contrast, an internal model would be accountable through the CAO to Council, with business plans, budgets, and results presented in public and subject to Council approval and oversight. The third-party review also observed stakeholder frustration and noted that accountability pathways under the current structure are perceived as diffuse.

- **Duplication of Services and Effort:** There is currently an overlap between BEDT's work and existing City functions or other agencies' roles. The intention was that an external agency would fill gaps and do things that the City could not in practice, however, many of BEDT's activities mirror or parallel work already happening inside City Hall – adding complexity instead of value. For example, BEDT identified certain "high impact" development files and strategic projects as part of its mandate, but those same files (major development applications, key employment lands, etc.) are already managed by the City's Planning Department and other City staff. In such cases, BEDT staff essentially track or discuss projects that City departments are actively leading, resulting in two teams touching the same files without clear delineation of roles. Similarly, BEDT created a "Tariff Resource Hub" to help businesses understand U.S. steel/aluminum tariffs – but the Burlington Chamber of Commerce and the City had already compiled and disseminated identical information for local businesses. In effect, BEDT's efforts duplicated the work of the Chamber and City, with no unique outcome.

  BEDT's own subcommittee structure reveals multiple areas of potential duplication:

  - **Business Growth and Renewal Committee**: Reviewed development files and initiatives in which City planning staff were already fully engaged, and where BEDT had no distinct role beyond information sharing.
  - **Innovation and Entrepreneurship Committee**: Charged with guiding TechPlace and innovation ecosystem growth, yet much of this overlaps with independent organizations like Innovation Factory (Regional Innovation Centre) or City-driven strategic plans (e.g. Burlington's Vision 2040). The relationship between TechPlace and BEDT's Board is unclear, and no additional or unique role for BEDT was identified that City staff or partners were not already managing. Notably, the plan for TechPlace 2.0 (relocating to the new community centre space) was a project that ultimately required City and Council involvement for execution, as discussed later.
  - **Destination Marketing Committee**: Focused on tourism marketing, which is primarily a communications function and under the current arm's-length arrangement, coordination has not been formalized, and City Communications and Engagement has not been consistently engaged. This has resulted in the creation of gaps and/or missed opportunities to align approach and better serve community needs for tourism-related efforts.

- **Finance and HR Committees**: BEDT operates Board subcommittees for finance/risk and HR/governance that perform functions already provided by the City (e.g., financial oversight, controls, payroll/benefits administration, recruitment, performance management). As a result, two parallel systems review similar matters: BEDT committees on one side and City Finance/HR frameworks on the other. This creates additional layers for staff and volunteers and can lead to overlapping reviews of the same matters.

- **TechPlace lease alignment:** During the relocation of TechPlace to the City-owned Robert Bateman Community Centre, the BEDT Board reconsidered previously agreed lease terms late in the process and sought different rates. This triggered additional negotiation, consumed staff time, and delayed finalization—illustrating how separate governance can produce last-minute divergence on operational decisions.
- **Employment lands conversion**: City Council approved limited conversions of employment lands to mixed-use consistent with provincial direction. BEDT leadership publicly opposed these conversions, creating mixed signals for stakeholders and provincial partners. This highlights how an arm's-length position can result in divergent advocacy on files where Council has already set direction.
- **Tourism coordination**: Tourism promotion and City programming (events, culture, recreation) are not formally integrated. Large events and municipal facilities are sometimes promoted separately, leading to missed or late opportunities to align destination marketing with City-run programming. The separation contributes to inconsistent messaging and fragmented planning.
- **Regional realignment and parallel analysis**: When Halton Region signaled devolution of economic-support functions and the Province discussed changes to employment lands, BEDT commissioned a consultant for its own analysis while the City was already conducting related work. This resulted in duplicative effort and public spending and introduced the risk of conflicting recommendations on a sensitive policy file.

Digital Equipment and Services

The City currently provides digital equipment, software licensing, network access, data/network storage, backup, bulington.ca domain email addresses, and IT support services BEDT without any active or formal service agreements in place. In some cases, agreements have expired, and in others, none were ever established. This long-standing arrangement, identified as a risk through the Agencies, Boards, and Committees (ABC) Review, remains unresolved and creates governance and accountability gaps.

Burlington Digital Services (BDS) currently provides corporate-managed laptops, desktops, and iPhones, along with access to the City's network and key enterprise platforms such as Microsoft 365, AMANDA, and Workday. While some hardware costs are journaled back to

these organizations, software licensing and other service costs are not consistently recovered, resulting in ongoing financial exposure.

Role Clarity and Duplication

The third-party review identified recurring themes of overlap and unclear interfaces. The table that follows provides concrete, public-facing examples—drawn from recent BEDT committee materials and City context—that illustrate those themes in practice.

Item	What's described	Municipal / partner context	Challenge observed
"Concierge‑style support"	Permitting, workforce and expansion concierge services.	Permitting/approvals and concierge/escalation are municipal functions with decision authority inside the City.	Without explicit boundaries (referral vs. decision‑making), proponents may be confused about who can deliver outcomes and timelines.
Partnership stewardship	Partnerships with BIAs, Chamber, and sector groups framed as a BEDT function.	These are also City‑led governance relationships convening Planning, Building, and Bylaw for development facilitation.	Parallel outreach/meeting cycles; stakeholders may receive overlapping requests and mixed signals on coordination.
Strategy dependencies (workforce, land use, main street)	Priorities include workforce, land use, and main street renewal.	Deliverables depend on Planning alignment (zoning, permits, patios, signage) supported by the City's concierge/liaison.	Expectations set with businesses can exceed what an external agency can affect in the absence of Planning integration.
Devolution of regional services (Halton Region Small Business Centre)	"Downloading" of regional services.	Draft MOU indicates Halton Region retains HRSBC governance (funding, staffing, provincial accountability); municipalities provide referrals/intelligence/space.	Framing solely as "downloading" can obscure authority/accountability; arm's‑length positioning limits direct municipal line accountability relative to peers.
Rural and agricultural	BEDT role in rural/agri‑business support.	The City already provides this via an Agricultural Liaison.	Overlap increases risk of multiple contacts to the same operations with overlapping offers of assistance.
Main Street Business Strategy (tourism‑heavy)	Branding, campaigns, pop‑ups, digital passes.	BIAs, Chamber, and HRSBC operate here; regulatory enablers (patios, signage, temporary use)	Without formal Planning linkage, initiatives may remain surface‑level marketing and duplicate

		run through Planning/Building/Bylaw.	partner efforts, diluting impact.

Based on the City's jurisdictional scan of 444 Ontario municipal comparators, in-house delivery is the predominant governance model for economic development and tourism. Of the municipalities reviewed, 377 (84.9 per cent) deliver both functions internally, 46 (10.4 per cent) use a mixed approach (typically economic development in-house with tourism delivered through a Destination Marketing Organization/Municipal Service Corporation/Eligible Tourism Entity for Municipal Accommodation Tax or MAT compliance), and 21 (4.7 per cent) rely on an external/arm's-length model. While local context varies, this distribution indicates a clear provincial/sectoral preference for internal delivery, with hybrid arrangements employed in a smaller subset to address specific program or funding requirements. Considering Burlington's SA expiry, Rubicon's findings, prior Council direction, changes to provincial legislation, and shifting regional responsibilities, the following options are presented for Council's consideration:

Option 1 — Bring economic development and tourism functions in-house.
Economic development and tourism services would be delivered as a single municipal program under the Office of the CAO, with work plans, budgets, and KPIs integrated into the City's corporate performance and budget cycles. Integration creates one line of accountability to Council, removes parallel governance and overhead, consolidates corporate supports (HR/IT/Finance/Legal/Communications), and establishes a single client pathway for investors, businesses, and event organizers. It also restores transparency through routine public reporting and resolves the expired SA. This integration directly responds to Rubicon's observations about diffused accountability, duplication of effort, and unclear interfaces by placing economic development and tourism under a single municipal line of authority, consolidating corporate supports, and creating one front door for clients. The transition could introduce short-term disruption and requires attention to maintaining eligibility for the Municipal Accommodation Tax (MAT). The City would need to begin by mapping and transferring contracts, assets, intellectual property, and data, ensuring records and IT systems are migrated in a controlled sequence so service channels remain uninterrupted. Branding and web content would be brought under one identity, with redirects and content governance to prevent confusion. To maintain MAT eligibility, the City would either designate or establish a minimal eligible tourism entity or finalize an agreement with a recognized Destination Marketing Organization or DMO, while keeping day-to-day delivery internal. Throughout the transition, communications would emphasize a single "one-city" point of contact so businesses and tourism partners know exactly where to go.

Option 2 — Bring economic development and tourism in-house and create an industry advisory group *(Recommended)*

In addition to what is described through Option 1, this option integrates economic development and tourism services and adds a formal advisory group or committee of industry leaders that provides market intelligence and strategic advice (not corporate governance) to Council. In addition to the alignment and transparency gains noted by Rubicon, this model would preserve structured private-sector input without recreating parallel governance, addressing the report's finding that expert time was absorbed by board administration rather than strategy. The transition plan will make recommendations on how best to integrate private sector industry perspectives in decision making related to City-led economic development and tourism services.

Option 3 — Sign a new SA with BEDT and require full self-sufficiency.

The external corporation would be retained, with a renegotiated SA – including detailed service level agreements – requiring BEDT to fund all corporate services (payroll, HR, IT, insurance, audit) from its grant/reserves and to adopt enhanced performance and risk provisions. It strengthens contractual controls and clarifies costs, with firmer reporting and KPI expectations. While strengthened contracting would respond to Rubicon's call for clearer KPIs and reporting, the model retains the parallel structures and client-path fragmentation that the review identified as sources of duplication and misalignment. The City would first establish interim operating arrangements that bridge the current SA gap, then negotiate the new agreement in detail—pricing each corporate service, defining KPIs and reporting cadences, setting audit/assurance requirements, and codifying escalation paths for file coordination. Branding and role delineation would be set out explicitly to minimize overlap with City departments and to reduce public confusion. Internally, a monitoring protocol could specify who reviews reports, how variances are handled, and when remedies are triggered. Externally, communications would explain the respective roles of the City and BEDT and identify a clear single point of contact for businesses and tourism partners, even while two organizations remain involved.

Recommendation Details

Staff recommend Option 2. It places economic development under the Office of the CAO (alignment, accountability, efficiency) and through a transition plan would establish an industry advisory group or committee to retain market insight and stakeholder voice. This approach addresses the SA gap, reflects jurisdictional practice, and responds directly to the themes identified in the Rubicon review—while providing a pragmatic path forward.

Given that economic development and tourism have been delivered by an external organization for more than three decades, staff recognize that any proposal to transition these functions in-house may prompt stakeholder concerns. The following section anticipates likely critiques and outlines staff's responses.

Concern	Concern (summary)	Staff response
Loss of agility	City processes (approvals, hiring, contracting) could slow responses to market opportunities.	The City operates a concierge/liaison function that expedites high-profile files, supports BIAs and small businesses in navigating approvals, and identifies red tape for targeted process fixes. In parallel, the City's continuous-improvement program (e.g., Pipeline-to-Permit updates) is streamlining approvals and service pathways; where bottlenecks are identified, the appropriate remedy is to improve processes within the corporation rather than rely on a separate $2 million external entity. $2 million external entity.
Reduced private‑sector engagement	Business leaders may disengage if roles are advisory only.	Private‑sector input can be formalized through a strategic advisory group, enabling recommendations directly to Council. This focuses volunteer time on actionable advice rather than corporate governance (finance/HR/audit) of an external board.
Funding vulnerability	An internal model may limit access to private partnerships, grants, or innovation funding.	No specific grants were identified that would have been unattainable if services were internal. The City routinely secures intergovernmental funding and private sponsorships. A unified in‑house approach also avoids competing applications between the City and an external BEDT.
Erosion of accountability	Without a performance‑focused board, service quality may default to process metrics over outcomes.	Accountability can be strengthened in‑house via Council‑approved KPIs, corporate performance management, internal audit, and transparent reporting. If process metrics crowd out outcomes, the corrective action is to adjust the City's performance framework—not duplicate a separate governance structure.

Strategic misalignment	Municipal mandates may prioritize planning/service delivery over investment attraction.	Council has directed that economic competitiveness be embedded across files (e.g., high‑impact files criteria; Red Tape Red Carpet actions). An in‑house model aligns ED/Tourism with Planning, Building, Communications & Engagement, Government Relations, Community Services, and Corporate Strategy, supporting one‑city priorities under Council oversight.
Mission drift	ED priorities could be subsumed by broader political/administrative pressures.	Embedding economic development within a Council‑endorsed strategy and empowering a business‑voice forum (advisory group) maintains focus. Internal alignment provides earlier input into policy formation while preserving Council's ability to set and monitor priorities.
Tourism governance / MAT risk	Loss of dedicated governance may reduce stakeholder trust; risk that MAT funds are diverted.	MAT can be governed through clear criteria, public reporting, and Council/committee oversight, ensuring funds remain tied to eligible tourism purposes. Partnership with an existing not‑for‑profit (e.g., Chamber or other established organizations) can also be considered for delivery where appropriate.
Disruption of the merged model	Unwinding the BEDT merger could undermine cross‑sector efficiencies.	Some transition disruption is expected; it is time‑limited and mitigated by a structured plan. Economic development and tourism alignment can be preserved under an advisory group model and through integrated corporate work plans and branding.

Key Dates & Milestones

If Council decides to proceed with either Option 1 or 2, the following milestones would be expected:

- **Q2 2026**: Staff report back with a detailed analysis on the transition plan, including more quantitative data from Legal, Human Resources, and Finance.
- **Q1 2027**: Economic development and tourism services and operations would be fully brought into the City's organizational structure.

Implications

Financial:

There will be financial implications associated with either option — bringing economic development and tourism in-house or renewing a service agreement with BEDT. Should Council direct integration of those services and programs, costs will relate to transition planning, staffing, and the alignment of operational budgets within the City's financial framework. Under section 400.1 of the *Municipal Act, 2001* and *Ontario Regulation 435/17*, once collection/administration costs are covered, municipalities must remit 50 per cent of net MAT revenues each year to an eligible tourism entity—defined as a non-profit whose mandate includes promotion of tourism—under a financial accountability agreement. The remaining 50 per cent may be retained by the City for tourism-related purposes. If Council directs tourism functions in-house, staff will return with options to either designate an external Eligible Tourism Entity (ETE) or establish a compliant non-profit vehicle to receive and deploy the required share of MAT funds. If the external model is maintained, funding levels and deliverables would need to be defined through a new service-level agreement.

The City provides a grant of $1.9 million to BEDT funded through the City's operating budget. The grant is paid quarterly through the calendar year. In addition, the following reserve funds with balances as of June 30, 2025, are available to BEDT:

Reserve Fund Name	Purpose	By Law No.	Reserve Fund Balance as of June 30, 2025
Burlington Economic Development Corporation(BEDC) Operations	To provide a financial buffer to alleviate the impact of unforeseen operating expenses, subject to Board or Council approval.	33-2018	761,882
Innovation Centre	Funding to be used to alleviate the impact of unforeseen operating expenses or for capital purposes such as for renovations, improvement and equipment that will benefit users of the centre and must be approved by the Burlington Economic Development Corporation Board of Directors, or otherwise approved by Council.	32-2018	326,805
BEDC/Downtown Partnership - BEDC Marketing	For the purpose of pursuing specific strategic plan initiatives supporting the City of Burlington economic development activities and must be approved by the Burlington Economic Development Corporation Board of Directors, or otherwise approved by Council.	34-2018	317,820
Tourism Burlington	To cover operating budget shortfalls, and special projects after the operating budget has been expended	69-2006	293,295
Total Reserve Funds and Reserves Balance			**1,699,801**

BEDT is responsible for administrating the Municipal Accommodation Tax Tourism reserve governed by section 400.1 of the *Municipal Act 2001* and *Ontario Regulation 435/17*. The balance in this reserve as of June 30, 2025, is as follows:

Reserve Fund Name	Purpose	By Law No.	Reserve Fund Balance as of June 30, 2025
Municipal Accommodation Tax - Tourism	Funds for use: 1. To be a steward of the destination by marketing and managing all actions of the organization on behalf of our tourism stakeholders. 2. To increase awareness and visitation to Burlington through destination marketing and product development; while enhancing Burlington's national and international profile as a destination of choice for visitors. 3.To facilitate, collaborate, and ensure industry growth. 4. To become more competitive in the meetings and incentive travel, sports tourism, leisure travel, and group tour markets. 5. To provide economic recovery to tourism and hospitality businesses. 6. To attract new corporate sales business for hotels and attractions.	58-2022	1,532,992

As part of the year end process, BEDT financials are consolidated with the City's through the audited consolidated financial statements. Further detailed financial impacts will be assessed and reported back following Council direction.

Human Resources:
There will be human resources implications related to potential integration. These details will be developed in consultation with Human Resources to ensure compliance with applicable legislation, employment standards, and collective agreements.

Legal:
Legal implications may arise depending on the model selected. Should the City move toward integration of programs and services, legal review will be required regarding the transfer of assets, contracts, intellectual property, and potential liabilities. If the external corporation remains in place, a new service-level agreement would be needed to establish clear roles, responsibilities, and accountability. Legal staff will provide further advice as part of transition planning.

Communications and Engagement:
A comprehensive communications and engagement plan will be developed to ensure clarity for staff, Council, businesses, and the community regarding any organizational changes. This will include proactive outreach to business and tourism stakeholders, as well as ongoing engagement with Council to align economic development priorities and performance expectations.

Climate:
No direct climate implications have been identified at this stage. However, future economic development strategies will continue to align with Burlington's climate and sustainability goals where applicable.

Other preliminary confidential considerations are provided in Appendix B in accordance with the *Municipal Act, 2001*:

- Section 239(2) (b) personal matters about an identifiable individual, including municipal or local board employees
- Section 239(2) (a) the security of the property of the municipality or local board, and
- Section 239(2) (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

Conclusion

Bringing Burlington's economic development and tourism functions in-house by 2027 represents a governance realignment intended to improve clarity of roles, accountability, and

value-for-money. The recommendation is informed by the independent third-party review and internal analysis, and responds to issues identified over time regarding duplication, interface complexity, and diffuse oversight. Under an integrated model, economic development and tourism would be delivered as one program under a single line of accountability, with work plans and KPIs aligned to Council direction and reported publicly through established City processes.

To retain market insight and stakeholder voice, the transition plan, expected to be brought forward to Council in April 2026, will make recommendations on how to integrate private sector industry perspectives in decision making related to City-led economic development and tourism services.

This recommendation is not a reflection on individual staff or board performance. Staff acknowledge the contributions of BEDT personnel and volunteers, and the City aims to continue this work within an updated model. An integrated approach would align Burlington with common practice among Ontario peers, position economic development to support broader corporate priorities, and provide a clearer foundation for program delivery and measurement. Over time, Council may also choose to consider additional tools—subject to separate analysis and business cases—should they be warranted by future objectives. Overall, the proposed model is intended to provide coherent governance, transparent accountability, and a consistent client pathway for businesses, investors, and tourism partners. The City will continue its efforts to improve relations with other Agencies, Boards and Committees in 2026 through a phased approach.

References

CM-19-20 – Burlington Economic Development Corporation
CM-19-20 Appendix A – BEDC Review Part A Final Report
RCC-11-24 – Accountability Framework for Agencies, Boards and Commissions (ABC) and Joint Venture (JV) Organizations
RCC-11-24 - Appendix A – City of Burlington Accountability
CM-10-24 – Update on strategic initiatives and organizational services

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Strategic Alignment

- ☐ Designing and delivering complete communities
- ☑ Providing the best services and experiences
- ☐ Protecting and improving the natural environment and taking action on climate change
- ☑ Driving organizational performance

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Appendices:

A. Rubicon Strategy – City of Burlington – BED and Tourism Burlington Report Final
B. Confidential Appendix – Preliminary Confidential Considerations

Pursuant to Section 239(2)(a) the security of the property of the municipality or local board; and Section 239(2)(b) personal matters about an identifiable individual, including municipal or local board employees; and Section 239(2)(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

Notifications:

Ron Laidman
Board Chair, Burlington Economic Development and Tourism

Anita Cassidy
Executive Director, Burlington Economic Development and Tourism

Terry Caddo
President and CEO, Burlington Chamber of Commerce

Report Approval:

All reports are reviewed and approved by the Commissioner, Head of Corporate Affairs, Chief Financial Officer, and Commissioner of Legal and Legislative Services/City Solicitor.

RUBICON STRATEGY

RUBICON STRATEGY

Review of Burlington Economic Development and Tourism Burlington

Prepared for the City of Burlington

October 2025

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Executive Summary

This report provides a comprehensive review of Burlington Economic Development and Tourism (BEDT), examining its governance, alignment with municipal priorities, and overall effectiveness. Considering one-on-one interviews with municipal staff and stakeholders, a business focus group, surveys of both businesses and residents, and a comparison of governance models across Ontario municipalities, the findings reveal a consistent set of challenges. BEDT was established as an external organization to provide agility, independence, and credibility with the business community, but over time it has become a source of misalignment, accountability gaps, and operational confusion.

Stakeholder feedback highlights persistent misalignment between BEDT's outward-facing commitments and the City's internal capacity, duplication of roles with City departments, and inadequate accountability for the use of public funds. Businesses and residents alike expressed limited awareness of tangible outcomes and questioned whether the current arm's-length structure is delivering value. Comparisons with other municipalities demonstrate that both internal and external models can succeed, but only when accountability, performance measurement, and alignment with Council priorities are clear. The SWOT analysis underscores that while BEDT benefits from brand recognition and perceived independence, its weaknesses, including role confusion, outdated tourism programming, and limited engagement, are systemic and undermine credibility.

The relationship between the City and BEDT is broken and leaving the current model in place risks further erosion of trust, wasted resources, and lost economic opportunities. The recommendation is to dissolve BEDT and bring the economic development and tourism functions into the City's corporate structure. To preserve the advantages of private sector expertise and business-facing credibility, an advisory council of business leaders should be established and chaired by the City Manager. This approach would deliver clearer accountability, better alignment with municipal priorities, and a unified vision for Burlington's economic future, while still retaining a channel for private sector input. In an increasingly competitive regional environment, Burlington requires not only strong ideas but also a governance model capable of delivering measurable results and maintaining public trust.

What We Heard

1:1 Interviews

To better understand the operational dynamics, strategic alignment, and governance model of Burlington Economic Development and Tourism (BEDT), fifteen one-on-one interviews were conducted with a cross-section of municipal staff, elected officials, and key stakeholders involved in or adjacent to BEDT's operations.

The insights captured during these thirty-minute interviews paint a complex picture of an organization that was created to provide agility and responsiveness. Conversations with interviewees highlighted that over time, operational tensions have arisen. There were very sharp differences between the perspectives of City employees that we spoke to and those who worked with BEDT. There was rarely consensus on the issues we discussed and so the following summaries represent the observations of some but not all of the people we interviewed.

Participants associated with the City tended to be much more open about issues between the two organizations and more likely to see the relationship as problematic. They often described patterns of weak interfaces between BEDT and critical City functions such as HR, communications, recreation, and planning. They pointed to inconsistent hand-offs of important files, situations where BEDT staff would initiate negotiations or advance opportunities only to have them stall once they reached municipal systems, and a lack of clarity about who ultimately "owns" external relationships with businesses, developers, and partners. The blurred nature of the brand between BEDT and the City added to this confusion, with multiple interviewees noting that external parties often assume they are dealing with the City itself when interacting with BEDT. This perception creates reputational risk if projects fail or expectations are not met.

At the heart of the interviews was a debate about independence. Some viewed BEDT's arm's-length status as a structural strength that allows for speed, creativity, and frank business advocacy. Others saw independence as the source of ongoing dysfunction, arguing that the absence of shared mandate and accountability has led to drift and duplication. A consistent observation across perspectives was that reform is required; the current state is not serving the City, BEDT, or Burlington's residents and businesses as effectively as it could.

Insights

1. BEDT is seen by some as pursuing initiatives and partnerships that do not align with the City's internal capacity, priorities, or legal authority. One high-profile example described by participants was a transit-related partnership in which BEDT made commitments directly to a major partner without ensuring that the City could deliver on them. As one interviewee summarized bluntly, the partner thought they were working with the City, but BEDT engaged directly and made commitments that couldn't be honored. This was not presented as an isolated incident, but as representative of a broader pattern where external enthusiasm outpaces internal feasibility.

The tourism portfolio offers another illustration. Parks and Recreation staff described situations where BEDT advanced tourism proposals without first verifying whether community facilities could realistically host them. In practice, this created tension between delivering on external commitments and meeting the needs of local residents who depend on those facilities. Similarly, several interviewees criticized BEDT's innovation and entrepreneurship initiatives as being "generic" rather than targeted to Burlington's unique economic challenges. They argued that programs too often focused on broad business support rather than directly addressing municipal

priorities such as employment land use, housing-affordability-linked investment, or infrastructure constraints.

2. Another thread was the lack of a disciplined pipeline process. BEDT is seen by many to been successful in generating business leads and building relationships, there is little consistency in how those files are escalated into municipal systems. City staff described instances where opportunities stalled because they were not shared with the right department in time, or because no clear process existed for determining feasibility. Some suggested the absence of a shared pipeline eroded trust between BEDT and City staff, who were left feeling blindsided by commitments they had no role in shaping.

3. Some participants emphasized that the merger of Economic Development and Tourism has blurred the agency's focus. While some stakeholders praised the intent to integrate related functions, many observed that in practice it has diluted attention from core commercial outcomes. Tourism programming was repeatedly described as outdated and misaligned with contemporary visitor expectations, while economic development activities were seen as scattered across too many priorities. The cumulative effect of these dynamics is a persistent misalignment, with BEDT's outward-facing commitments and the City's internal realities often moving on parallel, rather than coordinated, tracks.

On the other hand, some people saw real synergies in the work that Tourism and Economic Development do. Complementary marketing efforts could enhance those efforts. There is also the potential to harness tourism and hospitality to develop investment relationships.

4. Governance emerged as one of the most pressing concerns. City personnel consistently argued that BEDT operates with insufficient oversight and unclear lines of accountability, particularly given the scale of public funding it receives. Several municipal staff pointed to the ad-hoc nature of HR and payroll support that the City provides to BEDT. Without a formal service level agreement, responsibilities for compliance, occupational health, and policy adherence are ambiguous. As one interviewee stated unequivocally, "There is no service level agreement." This lack of structure leaves both organizations vulnerable if issues arise, since it is not clear where accountability lies. At the City level there was a belief that BEDT was bloated and that it was not returning value for money.

Others saw the independent structure as a real strength. Most people thought it was nimbler and able to move more quickly than the City, "at the speed of business." The local businesspeople serving as directors was highly valued for connections and ideas. The distance from government allowed BEDT to see issues as a potential investor would see them and to advocate to the City on behalf of business or potential investors.

5. The agency's reporting and performance measurement processes were another major concern. Council and staff noted that BEDT's annual reports tend to highlight outputs, such as promotional campaigns or number of events held, rather than outcomes tied to Burlington's broader strategic goals. Several respondents emphasized that the data provided is "consumer-facing" and not useful for senior-level decision-making. Without clear return-on-investment indicators or outcome-based KPIs, Council struggles to evaluate whether the City is receiving value from its investment in BEDT. BEDT acknowledges some failures of reporting in the past but feel they have addressed that in the most recent year of reporting.

6. Confusion about roles and responsibilities was another strong theme. Both the City and BEDT have developed “concierge” or “red-carpet” services intended to support businesses navigating municipal processes. Interviewees described these as duplicative, with businesses unsure which organization to approach. Some felt this duplication undermined the credibility of both, creating frustration among external stakeholders and wasting internal resources.

The question of who “owns” relationships with key businesses and investors was also frequently raised. Participants described examples where BEDT cultivated relationships with external partners, only for those partners to later discover that their commitments depended on City approvals. This not only confused external stakeholders but also created tension between BEDT and municipal staff who were left to manage expectations without having been involved from the outset.

Tourism once again provided a stark example of role confusion. City Recreation staff described receiving requests to host Tourism-driven events that clashed directly with existing commitments to residents. In their view, BEDT often acted as though it were an extension of municipal operations when convenient, but distanced itself when outcomes were unfavourable. This inconsistency created inefficiencies internally and confusion externally.

The agency’s role in land and real estate development was another source of ambiguity. With limited surplus land available and the Burlington Land Partnership evolving, interviewees questioned whether BEDT should be directly involved in land-related negotiations or whether this responsibility should rest squarely with Planning and Realty divisions. The absence of clarity has led to situations where BEDT was perceived to be negotiating in spaces where it lacked the authority to act. Collectively, these examples underscore that fragmentation between BEDT, and the City is not an occasional problem, but a structural condition that creates inefficiency, reputational risk, and frustration for both staff and stakeholders.

Additional Cross-Cutting Insights

Several broader insights cut across the specific themes. A number of participants stressed the need for a clearer brand architecture that differentiates BEDT from the City. Without this, reputational risk is inevitable, as stakeholders will continue to conflate the two organizations. Others emphasized that mission alignment must come first, with Council setting a clear strategic direction and then holding BEDT accountable for delivering against it.

Resourcing was also raised as a concern. Multiple respondents felt that BEDT is under-staffed for the scale of expectations placed upon it, particularly in economic development. The merger with Tourism was described as compounding this problem by diluting focus and spreading limited resources too thinly. Finally, many interviewees observed that much of the working relationship between BEDT and the City relies heavily on personal relationships rather than codified processes. While this can work in the short term, it leaves both organizations vulnerable when staff turnover or leadership changes occur.

Business Focus Group

On March 18, 2025, the City of Burlington convened a focus group of community members to gather qualitative feedback on the roles and effectiveness of BEDT, and to explore perspectives on the organizations' current arm's-length governance model. The session included ten participants, most of whom have lived in Burlington for over a decade and work in or closely with the local business community. Several have held leadership roles in business or community organizations, and a few participants offered broader public-facing perspectives through their work in advocacy, consulting, or community services.

The tone of the session was thoughtful and constructive. While participants varied in their familiarity with BEDT, their reflections offered consistent themes around visibility, economic impact, and the structure of the organizations.

Awareness and Engagement

Participants expressed limited awareness of specific BEDT initiatives. While some were familiar with the organization in name, most struggled to identify particular campaigns, services, or achievements. Several participants noted that although they were broadly aware BEDT existed, their reach and visibility within the community remained underwhelming. One long-time resident observed, "It's an awareness challenge," pointing to a lack of visibility for the Visitor Centre and uncertainty about who BEDT messaging was targeting.

Some participants actively followed BEDT communications, including newsletters and social media, but this level of engagement was the exception. Others had learned about BEDT only through this consultation process, underscoring a disconnect between the agency's work and public recognition. "I first heard of BEDT in the pre-screener for this survey," admitted one participant, while another commented, "Not everyone uses social media," suggesting that digital-only outreach excludes segments of the population.

There was also skepticism about how well the agencies are reaching potential visitors. One participant questioned, "Who is BEDT marketing to? They aren't marketing to non-businesspeople." Another noted how a popular event in Hamilton was discovered via Instagram, implying that Burlington's tourism promotion lacks comparable reach.

Participants universally praised Burlington's natural assets, particularly the waterfront, but few could identify recent tourism successes beyond well-known festivals. "Tourism happens in pockets," one participant remarked, pointing to specific events such as road races. Another wondered how many residents actually attend City events and questioned the broader appeal of Burlington as a destination.

Economic Development Priorities and Metrics

The focus group also addressed broader economic development goals, highlighting the types of businesses that participants hope to attract to Burlington. There was a strong interest in seeing more:

- Tech companies and startups, especially to retain talent trained in Waterloo and across the GTA.
- Green technology and science-based firms, which align with Burlington's natural brand identity.
- Warehousing, logistics, and light manufacturing industries seen as appropriate for Burlington's geography and proximity to major markets.

- Financial services and healthcare, reflecting a desire for more professional employment options within City limits.

Participants emphasized that BEDT's performance should be measured through outcomes such as increased commercial tax revenue, the rate of new business creation, and Burlington-based employment for Burlington residents. Several advocated for detailed metrics, including occupancy rates, event revenue, new home sales (as a proxy for workforce growth), and even business failure rates. "We need to see the data," said one participant, expressing frustration with the lack of performance visibility. An annual survey was also suggested to gauge business satisfaction and economic trends.

Internal vs. External Governance

A key focus of the discussion was the agency's current arm's-length structure. When asked whether participants believed BEDT was internal or external to the City, most assumed it was a City department. This misconception signals both a lack of clarity and a potential opportunity for more transparent communication about governance and accountability.

Nevertheless, once informed of BEDT's external structure, the group showed broad support for maintaining this model. Participants cited several reasons:

- Independence from shifting political priorities at City Council was viewed as a strength. As one participant put it, an external agency offers "a different skill set" and continuity across election cycles.
- There was concern that internalizing BEDT could create conflicts between political objectives and business needs. "An external agency can help keep the City accountable by advocating for business on wait times and such," said one participant.
- Others noted that external governance encourages a more specialized, professional approach, especially in sectors where agility and responsiveness are crucial.

However, the support for an external model was not unqualified. Some participants stressed the importance of a strong and engaged board to provide oversight and direction. "The board should be strong to make sure the agency is working well," emphasized one long-time resident. There were also calls for greater transparency and data-sharing regardless of structure, with participants expressing a need for clearer performance measures and evidence of value.

Interestingly, one participant suggested that internalizing BEDT could present operational advantages, imagining a City-run BEDT platform with modern features: "If BEDT was internal to the City, it could be something like a chatbot to help go through zoning and stuff." This comment reflects an openness to modernization, even among those who prefer the external model.

Broader Community Challenges

Finally, the discussion reflected a deeper concern about Burlington's economic accessibility, particularly for young people. Several participants shared anecdotes about difficulty finding employment in Burlington and the rising cost of housing. "Small businesses are struggling," one participant noted, referencing multiple social media posts about closures. Others observed that housing prices are making it harder for new residents or workers to settle in the City, which poses a long-term challenge for both economic development and community sustainability.

These reflections reveal that participants are not only evaluating BEDT based on current performance but are also looking to these organizations to play a more proactive role in addressing structural challenges, such as job availability, housing, and economic opportunity.

Conclusion

The Burlington business community focus group revealed cautious optimism toward the work of BEDT, coupled with a strong desire for clearer communication, measurable results, and strategic direction. While most participants support maintaining the current external structure, they also expect that structure to deliver distinct advantages, namely, independence, professionalism, and accountability to the business community.

Ultimately, what the business community appears to want is not merely an agency that promotes the City, but one that helps shape a coherent vision for Burlington's economic future: growing local opportunity, attracting meaningful investment, and making Burlington a city where both residents and businesses can thrive, items which must be driven by Council.

Business Survey

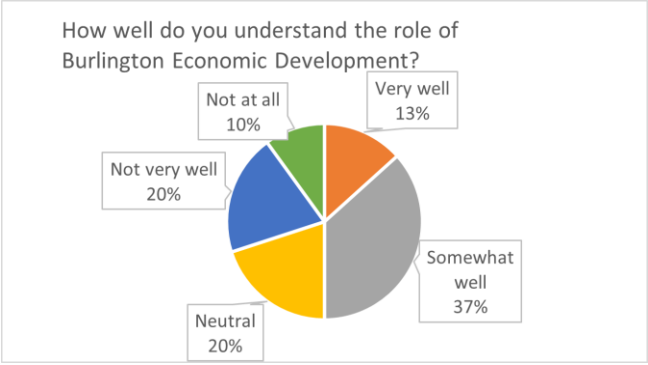
The business survey, conducted between March 7 and March 21, 2025, gathered feedback from members of Burlington's business community regarding the performance, visibility, and governance structure of BEDT. A total of 38 responses were collected via email distribution through the City's two Business Improvement Areas (BIAs) and the Chamber of Commerce. The survey was designed to evaluate awareness of the organizations, satisfaction with services, and preferences for governance models in light of the recent amalgamation of BEDT.

Respondent Profile

The survey respondents were predominantly small business owners, with 84% identifying as owners and over 70% representing businesses with 1–19 employees. A significant portion (60%) of respondents reported having operated their business in Burlington for more than a decade, indicating a mature and established respondent base. Sectors represented included retail (20%), professional services (16.7%), accommodations and food services (10%), and a broad range of "other" industries (23.3%).

Awareness and Engagement

Awareness of BEDT was relatively high, with 80% of respondents indicating at least some familiarity. However, depth of understanding was more limited. Almost one-third of respondents admitted to not understanding BEDT's role very well or at all, and another 20% were neutral. Additionally, more than half (50%) of businesses had not engaged with either BEDT in the past four years, underscoring a potential gap in outreach and ongoing relationships.



Among those who had engaged, networking and business events were the most cited form of interaction, followed by marketing and tourism promotion. Of those who reported engagement, satisfaction was generally high. 73% described themselves as "very satisfied" with the support received.

Perceived Effectiveness and Alignment

Survey responses reflected ambiguity regarding the effectiveness of BEDT in advancing economic and tourism outcomes. For instance:

- 60% of respondents were neutral or unsure if the tourism arm was effective in driving

visitors to local businesses.

- Over 80% reported that they had not or were unsure if they had directly benefited from the tourism arm's initiatives.
- Regarding the economic development arm's role in attracting investment and new businesses, 63% were either neutral or unsure.

Similarly, when asked whether BEDT's efforts aligned with the City's strategic goals, two-thirds of respondents were either neutral or unsure suggesting a communication challenge in articulating the organizations' mandates and impacts.

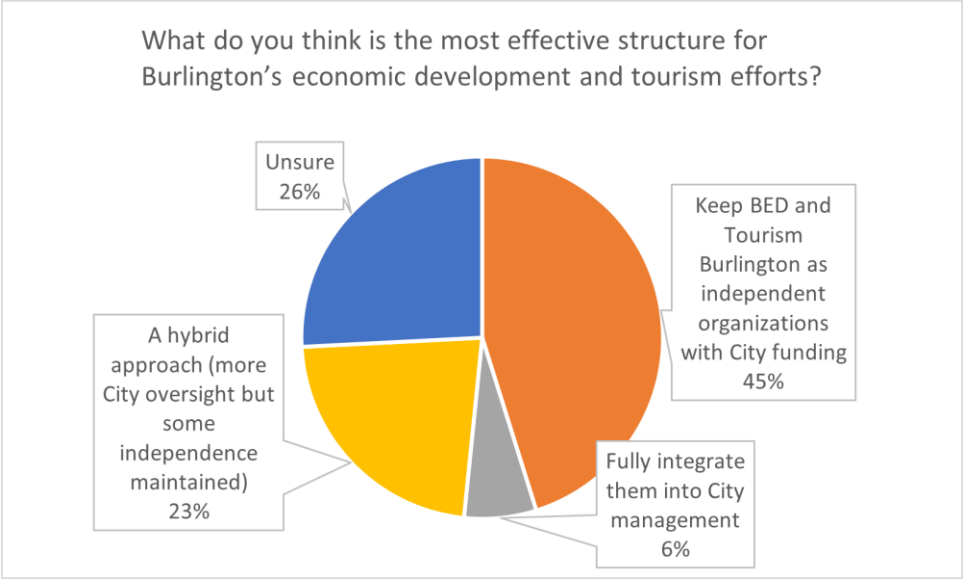
Accountability and Governance

There were also mixed perceptions regarding the accountability of BEDT as independent organizations. A combined 62% of respondents were either unsure (38%) or neutral (24%) about the organization's level of accountability. Only 21% expressed satisfaction.

As for governance preferences, over 70% of respondents agreed that close collaboration between BEDT and other City departments is important. However, opinions diverged regarding how best to achieve this:

- 45% favoured maintaining BEDT as independent entities with City funding.
- 23% supported a hybrid approach that combines independence with increased City oversight.
- Only 6.5% endorsed full integration into the City.

Notably, 39% were unsure whether increased City oversight would enhance collaboration, indicating ongoing uncertainty among business owners about the appropriate governance structure.



Priorities for Improvement

Respondents ranked the following improvements as top priorities for the management of economic development and tourism in Burlington:

1. Improved communication and engagement with businesses and residents.

2. Greater focus on measurable outcomes to assess program success.
3. Increased collaboration with City services such as planning and transportation.
4. Cost savings and better use of tax dollars.

These rankings indicate a desire for greater transparency, stronger alignment with business needs, and more visible impact.

Sentiment from Open-Ended Comments

Open-ended responses provided valuable qualitative context to the survey's quantitative results, offering a window into the perceptions, expectations, and frustrations of Burlington's business community. These comments, while fewer in volume than structured responses, conveyed a broad spectrum of sentiment, ranging from support for the amalgamation of BEDT, to calls for more measurable and impactful outcomes.

Of those who submitted written feedback, approximately 65% expressed positive sentiment, highlighting appreciation for staff efforts, existing engagement opportunities (particularly through events and marketing), and a general optimism about the potential of a unified economic development and tourism entity. Respondents emphasized a desire for "continued and expanded business engagement" and "stronger partnerships" with City departments.

Around 12% of responses were neutral, often framed as observations or constructive suggestions rather than direct criticism. These included requests for clearer delineation of roles and responsibilities, improved awareness of programs, and a better explanation of how economic development initiatives align with broader City objectives. One respondent, for instance, suggested the implementation of a centralized communication strategy, noting that "merging and meetings do not matter, timely execution is a priority."

The remaining 12% of responses reflected frustration or skepticism, particularly from businesses that were unfamiliar with BEDT or unaware of how its programs had impacted them. These respondents questioned the visibility and accessibility of services, with some noting they had "never heard from or been contacted by BEDT." Others raised concerns about duplication of efforts between organizations and a perceived lack of tangible outcomes, especially in areas such as tourism promotion and new business attraction. A few comments called for "more programs to support local businesses" and "creative ways to bring visitors into the downtown core," such as outdoor maps or improved wayfinding initiatives.

Several respondents proposed specific improvements to organizational structure and service delivery, such as:

- Increased performance measurement to assess ROI on City-funded programs.
- Enhanced collaboration with local Business Improvement Areas (BIAs).
- Streamlined communication tools, such as a single online portal or outreach team.
- Greater transparency around decision-making and funding allocations.

Though opinions varied, the overall message was consistent: the business community values BEDT's presence but expects more visible, accountable, and coordinated efforts moving forward.

Conclusion

The business survey results paint a nuanced picture of BEDT's standing within the business community. While basic awareness is strong, active engagement remains low, and perceptions of impact and alignment with City priorities are uncertain. The majority of businesses value a collaborative relationship between economic development functions and municipal government,

though there is no consensus on the optimal governance model. Moving forward, the City may wish to focus on improving outreach, clarifying BEDT's role and outcomes, and addressing the desire for more coordinated service delivery and performance accountability.

Public Survey

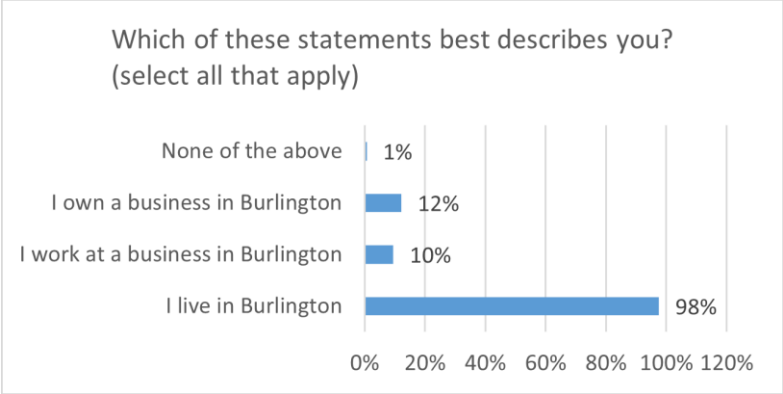
As part of the City of Burlington's review of the governance model for BEDT, a public-facing survey was conducted through the City's Get Involved Burlington platform between February 13 and 28, 2025. The survey aimed to assess public awareness, understanding, and perceptions of BEDT, and to evaluate public opinion on service value, effectiveness, and governance preferences. The survey received 787 responses, representing a broad spectrum of Burlington residents and community members. This robust level of participation highlights the degree of civic engagement around economic development and tourism policy issues.

Respondent Profile

Respondents primarily identified as Burlington residents, with significant overlap from those involved in the local business community. Among the participants:

- 769 respondents (97.7%) indicated they live in Burlington.
- 96 respondents identified as business owners.
- 75 respondents reported working at a business within the City.

This overlap is notable as it suggests the survey attracted residents with a potential vested interest in economic policy, including business owners and workers who may have experience or direct interactions with BEDT. This dual public-business lens adds richness to the feedback and helps bridge perspectives between the general public and the business community.



Awareness and Understanding

Survey findings indicate that awareness of BEDT is limited within the broader public. While over 60 percent of respondents reported having heard of the organizations prior to completing the survey, deeper familiarity was lacking:

- Nearly 45% of respondents said they were "not familiar at all" with the services and programs offered by BEDT.
- Only 5% identified as "very familiar", and another 17% as "moderately familiar."

Understanding of BED's role in Burlington's economy was similarly weak. When asked how well they understood what BED does:

- 35% said they did not understand the role very well.
- 28% responded neutrally, indicating a lack of clarity.
- Fewer than 8% said they understood the role "very well."

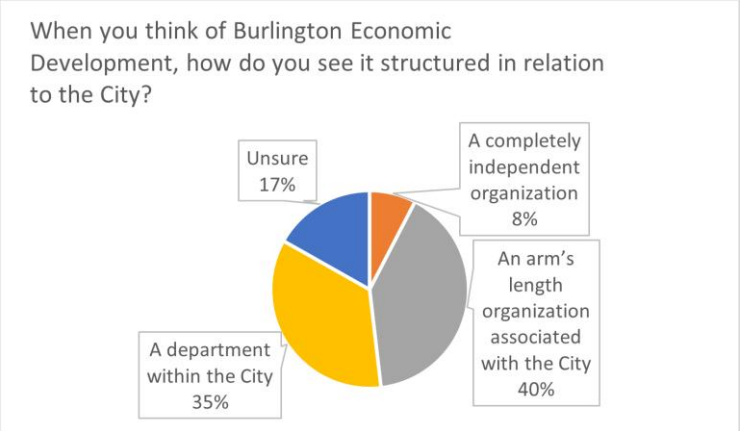
This data reflects a communications gap between BEDT and the public. While the organizations may be delivering programming and services, these efforts are not widely visible or understood by the general population.

Perceived Organizational Structure

When asked how they believe BEDT is structured in relation to the City:

- 40% said it is an arm's-length organization associated with the City.
- 35% believed it is a department within the City.
- Only 8% thought it was fully independent, while 17% were unsure.

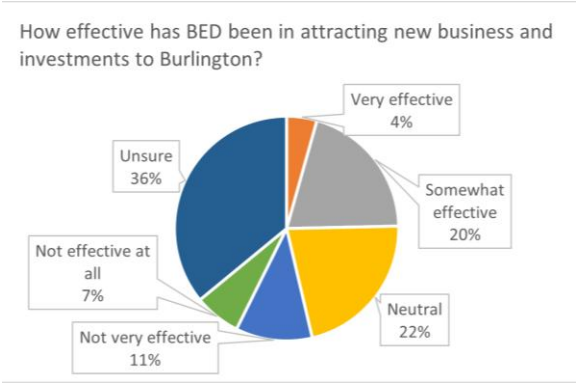
These results suggest a relatively even split between those who see the organizations as City-adjacent versus embedded within City operations, and a notable portion of the public that is uncertain about how BEDT is governed.



Effectiveness and Alignment

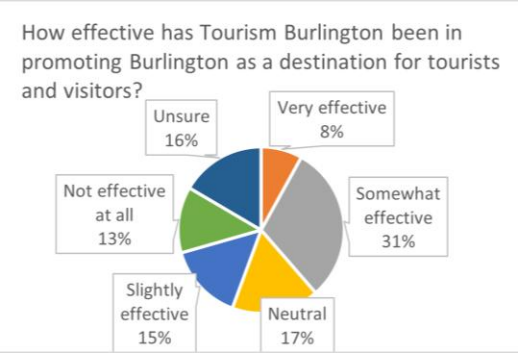
The public's assessment of BEDT's effectiveness revealed substantial uncertainty and mixed opinions. For the economic development arm:

- Just 20% of respondents rated the organization as at least "somewhat effective" in attracting businesses and investment.
- Over one-third (36%) were unsure, and an additional 22% were neutral.
- Only 4.4% saw BEDT as "very effective."



The tourism arm received slightly more favourable perceptions, but the public still showed limited confidence in its performance:

- 31% said BEDT was "somewhat effective" or better in promoting Burlington as a destination.
- 28% said it was ineffective or slightly effective.
- A further 17% were unsure, reinforcing the general lack of clarity around outcomes.



In terms of strategic alignment with the City's goals:

- Only 28.8% believed that BEDT align "very well" or "somewhat well" with Burlington's broader priorities.
- A combined 61% were neutral, unsure, or believed the alignment was weak.

These findings indicate that while there may be trust in the intention of the organizations, the community lacks concrete evidence or messaging to confirm that BEDT are effectively delivering on their mandates.

Value for Tax Dollars and Accountability

The question of fiscal responsibility and return on investment emerged strongly in the public feedback.

- Only 9% of respondents believed BEDT provide excellent value for tax dollars.
- The most common response (39%) was that they offer “some value but could be more efficient.”
- 34% of respondents were unsure, and nearly 18% believed the organizations do not provide good value.

On the topic of accountability, levels of satisfaction were similarly low:

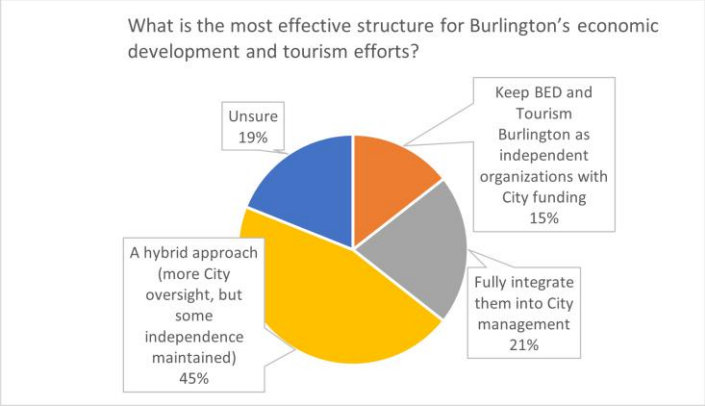
- Fewer than 20% of respondents expressed satisfaction with the current level of accountability from BEDT.
- Nearly 33% were neutral, and over 31% were unsure.
- A small minority, approximately 10%, reported being dissatisfied or very dissatisfied.

Together, these findings point to a clear desire for stronger oversight, more transparency, and more demonstrable results tied to public investment.

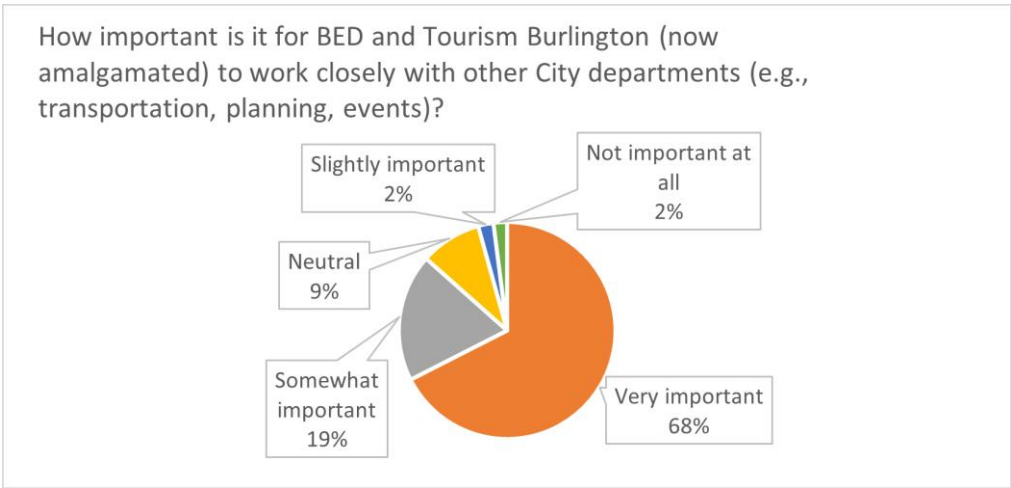
Governance Preferences and Collaboration

When asked what governance model would be most appropriate moving forward, respondents expressed a preference for a hybrid structure, defined as an arrangement with increased City oversight while maintaining some operational independence:

- 45.5% favored the hybrid model, making it the most popular choice.
- 21% supported full integration into the City’s management structure.
- 14.5% wished to see BEDT remain independent.
- The remaining 19% were unsure.



A majority of respondents also valued collaboration between BEDT and other City departments. Over two-thirds (67.5%) rated interdepartmental collaboration as “very important,” suggesting that residents view economic development and tourism as interconnected with planning, transportation, events, and other municipal priorities. When asked whether increased City oversight would improve such collaboration, more than 57% agreed it would, while only 16% opposed the idea, and the rest were unsure.



Priorities for Improvement

Participants were asked to rank four possible improvements to the management of BEDT. The results revealed a strong emphasis on financial efficiency and performance accountability:

1. Cost savings and better use of tax dollars.
2. Greater focus on measurable outcomes.
3. Improved communication and engagement with residents.
4. Increased collaboration with City services.

These priorities reinforce the broader message that residents expect a more transparent, efficient, and results-driven approach from organizations that receive public funding.

Open-Ended Responses and Sentiment Trends

The survey included an open-ended comment section, which allowed residents to expand on their perspectives. Comments were analyzed in two phases (February 13–19 and February 20–28), and the overall sentiment breakdown was consistent across both periods:

- Approximately 34% of comments were negative, often citing concerns about taxes, perceived inefficiencies, or lack of visible impact from BEDT.
- About 35% were neutral, with many respondents asking questions or stating that they did not have enough information to form a strong opinion.
- Roughly 26% of comments were positive, often acknowledging the potential of BEDT and expressing support for improving these services through closer collaboration with the City.

Recurring themes across the feedback included requests for:

- More visible results, such as job creation, local events, or downtown revitalization.

- Increased accountability, particularly around use of public funds.
- Better communication and transparency, especially regarding available services and economic development plans.
- Strategic focus on economic challenges, including housing affordability, business retention, and infrastructure improvements.

Some comments also reflected broader frustrations with municipal service delivery beyond the scope of BEDT, touching on transit, traffic, parking, and property taxes. While these concerns were not always specific to economic development or tourism, they reflect a general appetite for greater efficiency and responsiveness across City services.

Conclusion

The public survey results reveal that Burlington residents hold mixed views about BEDT. While there is general support for the idea of promoting economic growth and tourism, awareness of the organizations remains low, and confidence in their effectiveness is limited. A majority of residents favour a hybrid governance model with increased oversight, reflecting a desire for more integration, transparency, and coordination across City functions. At the same time, there is a strong call for improvements in communication, accountability, and the efficient use of public resources. These insights provide a valuable foundation for assessing whether internalizing BEDT into the City's operations would help meet the public's expectations for effective, transparent, and fiscally responsible service delivery.

Review of External vs. Internal Models

Ontario Municipal Economic Development Models – Internal vs External

Overview

Ontario municipalities employ two main models for economic development: internal city departments and external arms-length agencies. Internal departments are housed within municipal government structures, while external agencies are separately incorporated (often non-profit corporations) with independent boards, though typically funded largely by their municipalities. The table below summarizes the model for each listed municipality and recent performance metrics along with a link or reference to their latest report:

Municipalities with Internal Agencies:

Municipality	Model	Jobs Created (most recent year)	Investment Attracted (most recent year)	Businesses Supported (most recent year)	Latest Report / Source
Toronto (City of Toronto)	**Internal** – City division (Economic Development & Culture)	*Data not publicly reported as "jobs created" specific to EDC.*	Attracts major investments via Toronto Global (e.g. 42 investments in 2024-2025)	Supports thousands of businesses via programs (e.g. entrepreneurship, BIAs, etc.)	*City department (no standalone annual report)*
Mississauga (Invest Mississauga)	**Internal** – City Economic Development Office	3,003 jobs created in 2024	72 new investments in 2024	71 new businesses launched, 219 small business consultations	Economic Development Update 2024
Brampton (City EcDev)	**Internal** – City Economic Development (Invest Brampton)	*Not publicly stated;* has attracted major employers (e.g. TMU School of Medicine – 1,588 new jobs, HelloFresh – 600 new jobs)	*Not publicly stated;* major investments from SUN Pharma ($30M), Stellantis MOPAR ($25M)	Small Business Diversity Forum hosted in collaborations with Procurement Assistance Canada (PAC)	Economic Development Update 2024
Hamilton (Invest in Hamilton)	**Internal** – City Economic Development Division	*Not explicitly reported annually*; focuses on sector strategies and workforce (Hamilton's total employment ~423,800 in 2024,	Not published as a single 2024 attraction total; ongoing sector work in advanced manufacturing/life sciences	Supports business expansions via incentive programs (77 actions in 5-year plan)	*Hamilton Economic Development Action Plan (2021–2025)*

		2.4% increase since 2023)			
Durham Region	**Internal** – Regional Economic Development Dept.	~218,205 jobs (3.89% increase since 2023)	*Not publicly stated;* Investment highlights in 2024: Algoma Orchards, AtkinsRealis, OPG	139 businesses created and 48 grants totaling $200,000 issued with Business Advisory Centre of Durham (BACD)'s support	*2024 Economic Development and Tourism Annual Report*
York Region	**Internal** – Regional Economic Strategy Branch	~623,680 jobs (1.3% increase since 2022)	*Not publicly stated;* York Region General Fund and Sinking Fund investment portfolios combined total value of ~$7.57 billion	3,215 new businesses since 2022, but 3,860 closures	*2024 York Region Employment and Industry Report*
Niagara Region	**Internal** – Regional Economic Development Dept.	~13,000 new jobs	*Not publicly stated;* Most notable investment being $1.56B by Asahi Kasei	170 companies assisted (2022)	*2024 Niagara Region Annual Financial Report*
Vaughan	**Internal** – City Economic Development Dept.	*Not explicitly reported annually*; the SEI 2024 Year in Review covers strategic initiatives.	Not publicly stated; major investments from Hanon Systems ~$155M, city logged ~$815.5M in 2024 industrial permit value (2024 Building Permit Ranking Updates)	1,217 businesses consultations via Vaughan Business and Entrepreneurship Centre (VBEC 2022 Year in Review)	*Vaughan Strategic Economic Initiatives 2024 Year in Review*
Pickering	**Internal** – City Economic Development Office	*Covered in Durham Region's counts*	–	–	*City of Pickering Economic Dev. Strategy*
Richmond Hill	**Internal** – City Economic Development Section	104 jobs created through Small Business Enterprise Centre	*Not publicly stated*; major investments from Apotex ($70M), M.I.S. Electronics ($3.2M)	81 businesses created through Small Business Enterprise Centre	*Richmond Hill Strategic Plan 2024 Annual Report*

Guelph ("Invest in Guelph")	**Internal** – City Economic Development (within City Hall)	*Not reported;* city's total employment grew 3.7% in 2022	*Tracking via development permits;* $210 M in industrial construction (2022)	505 business consultations (2022); 2024 page provides programs/outcomes but no consolidated count	*City of Guelph Economic Dev. 2022 Update*
Milton ("Choose Milton")	**Internal** – Town Economic Development Division	*Not isolated;* Halton Region saw 2.2% job growth in 2022	*$1.64 M* in industrial land sales (2022)	56 small businesses received Digital Main Street grants (2022)	*Milton EcDev 2022 Annual Report*

Municipalities with External Agencies:

Municipality	Model	Jobs Created (most recent year)	Investment Attracted (most recent year)	Businesses Supported (most recent year)	Latest Report / Source
Ottawa (Invest Ottawa)	**External** – Arm's-length agency (not-for-profit)	3,065 jobs facilitated in 2024 via Invest Ottawa	$649.8M domestic and foreign investment attracted in 2024	781 businesses supported through entrepreneurship programs, 53 business expansion meetings (2 initiated) in 2024	*Invest Ottawa IO Reports*
London (LEDC)	**External** – London Economic Dev. Corporation (since 1998)	1,100 jobs added in 2024	17 invest missions, $3.2B+ in new investments in 2024	*(Not reported)*	*London EDC 2024 Impact Report*
Waterloo Region (Waterloo EDC)	**External** – Waterloo Region EDC (WREDC, est. 2015)	267 new jobs created from investments in 2024	9 investments (3 local expansion investments, 6 foreign direct investments), $288M total in 2024	*(Not reported)*	*Waterloo EDC 2024 Annual Report*
Kingston (Kingston EcDev)	**External** – Kingston Economic Dev.	*100+* jobs (Li-Cycle EV battery	77 active investment opportunities, 214 new investment leads in 2024	900 business consultations in 2024, $408,000 direct to	*Kingston EcDev 2024 Annual Report*

	Corporation. (arm's-length, est. 1998)	project: ~100 over 3 years)		business grants (24% increase from 2023)	
Windsor-Essex (Invest WindsorEssex)	**External** – Regional Econ. Dev. Corp. (not-for-profit)	1,258 new jobs facilitated, total employment ~237,200 in 2024 (2.1% increase from 2023)	$420M in new investments facilitated in 2024	229 business support sessions, 140 business startups in 2024	*Invest WindsorEssex 2024 Annual Report*
Thunder Bay (CEDC)	**External** – Thunder Bay CEDC (Community EDC, arms-length)	*Not reported;* benefited from 162 new hires via Rural & Northern Immigration Pilot in 2021, -0.6% annual change in employment in 2024	$2.53 M invested in 68 tourism initiatives (Municipal Accommodation Tax fund 2022) – leveraged $102 M external funding	Tourism events yielded $23 M in economic impact, thousands of visitors (2022)	*CEDC Tourism Dev. Fund 2022 Summary (LinkedIn)*
Sarnia–Lambton (SLEP)	**External** – Sarnia-Lambton Economic Partnership (non-profit)	70 jobs created from the Necomer Connection Program in 2023	99 Investment attraction/site selection clients in the project pipeline in 2024; $3.5B potential investment active in the pipeline; 11 potential projects larger than $100M in investment size	396 consultations via Business Enterprise Centre of Sarnia-Lambton in 2024	*SLEP 2024 Activity Report*
Quinte Region (QEDC)	**External** – Quinte Economic Dev. Commission (multi-municipal)	*Not reported;* Tillsonburg Custom Foods expansion to bring 78 new jobs	6 new investments in 2024, notably $35M by Tillsonburg Custom Foods	*(Not reported)*	*QEDC 2024 Annual Report*

Stratford (investStratford)	**External** – Stratford Economic Enterprise Dev. Corp (SEEDCo)	Small businesses added over 179 new jobs in 2024	*Not reported;* Over 10 active expansions	Stratford Perth Centre for Business held over 250 business consultations, including 34 new businesses and assisting 57 small businesses to continue or expand	*SEEDCo 2024 Annual Report*
St. Thomas (STTEDC)	**External** – St. Thomas Economic Dev. Corp. (arm's-length)	*Not reported;* Amazon Canada fulfillment facility to bring 1000 jobs (2023)	$11M attracted in 2022 (industrial park developments)	20+ companies assisted in 2022	*St. Thomas EDC 2022 Report*

All internal departments above operate within municipal governments, reporting to city/regional councils or administration. For example, Toronto's Economic Development & Culture division is part of the City government, and Mississauga's Economic Development Office is a City-run team ("Invest Mississauga" under the City's Business Development section).

External agencies are independent organizations: e.g. Invest Ottawa is the city's arm's-length agency governed by a board, and Waterloo EDC is a joint regional corporation funded by the Region and its cities. Kingston's and Stratford's agencies are incorporated non-profits established in the late 1990s. These external bodies typically have their own branding, websites, and annual reports, as cited above.

Performance Comparison: Internal vs External Models

Flexibility and Funding

External economic development corporations (EDCs) often demonstrate greater flexibility in operations and funding. Being arm's-length, they can leverage funding from other levels of government and private partners more readily. For instance, Invest WindsorEssex (external) secured *over $8 billion* in investment deals in 2022 by working closely with federal/provincial partners on huge projects like the $5 B Stellantis/LG battery plant. This single project will create 2,500 direct jobs and thousands more in the supply chain. External agencies can also generate revenue (e.g. from sponsorships or fee-for-service activities) and carry unspent funds across fiscal years, unlike municipal departments.

In contrast, internal departments depend on municipal budgets and have less ability to raise independent funds. Their activities are subject to annual budget cycles and municipal procurement rules. For example, Toronto's Economic Development division focuses on city-funded programs (entrepreneurship services, arts grants, etc.) and does not publicly claim direct investment attraction totals, as those efforts are partly channeled through a separate regional agency, Toronto Global. Internal teams may thus appear less entrepreneurial in funding but benefit from guaranteed municipal budget allocations.

Strategic Focus and Accountability

External agencies are often singularly focused on economic development mandates, which can sharpen their performance. They usually have Boards of Directors from the private sector to drive a business-like approach and set clear targets (jobs, investment, tax base growth). For instance, Waterloo EDC's board set aggressive goals and the agency delivered $288M in new investments and 267 jobs in one year. Kingston Economic Development Corporation, governed by a board with business and city representatives, actively pursued strategic sectors like green energy and health tech, helping the city land a Li-Cycle battery recycling plant and other investments. These agencies publish detailed annual impact reports with ROI metrics (e.g. Invest Ottawa reporting $118.9 M in tax revenue and 15,231 jobs created over 2012–22), which increases accountability for results.

Internal departments, on the other hand, must balance economic development goals with broader municipal priorities and bureaucratic processes. They often have to coordinate with planning, infrastructure, and council policy directions. This can be beneficial for alignment, ensuring that economic initiatives fit with land-use plans or that workforce programs complement social policies. Additionally, internal agencies may be able to assist businesses with navigating municipal departments in a more thorough manner than external ones. For example, Mississauga's internal EDC works closely with the City's planning department to ensure business attraction aligns with available serviced lands and transportation plans. Accountability for internal departments rests with elected councils and city management. While this ensures public oversight, it sometimes

diffuses accountability (economic outcomes result from many departments' efforts, not just the EDC). Internal divisions also may track success in terms of city-wide indicators (overall employment, assessment growth) rather than attributing specific deals to the EDC team.

Speed of Decision-Making

External agencies can view their advantage as being able to respond and close deals quicker, often touting "concierge" services for businesses. InvestStratford (SEEDCo), for example, markets "concierge-style support" and helped fast-track multiple industrial land sales in 2022 (over 22.4 acres sold across two business parks) resulting in new plant constructions. Its small team could pivot quickly to assist companies like Cleanfix, which expanded in Stratford and champion new initiatives, like Stratford's Sport Tourism Strategy, without needing multiple city council approvals.

Internal departments may face slower processes due to municipal protocols. A city EDC often must navigate inter-departmental coordination (permitting, legal, finance) for each investment project. However, being inside City Hall can also streamline access to permits and infrastructure information for clients. For instance, a business in Hamilton can get immediate coordination between the economic development staff and the City planning/building department since they're part of the same organization (sometimes even co-located). In Mississauga's case, the Economic Development staff secured 13 major business investments in 2023 by working hand-in-hand with planning and even the Mayor's office on incentives. So while the decision-making authority on incentives might rest with Council's schedule, the internal coordination can ensure investors receive a "one-stop" experience. It's worth noting that some external agencies mitigate this by embedding city liaisons or having the Mayor/Councillors on their boards, as Burlington or Kingston do.

Performance and Metrics

From the available data, external agencies tend to report more robust performance metrics in terms of direct jobs and investment:

- **Invest Ottawa (external):** In 2024, IO facilitated 3,065 jobs and attracted $649.8 million in domestic and foreign investment. Over the past decade, Invest Ottawa has supported 1,000 + startups and scale-ups and helped firms raise $1.88 billion in capital, maintaining a strong reputation for innovation and measurable results
- **London EDC (external)**: In 2024, the London Economic Development Corporation supported 1,100 new jobs and reported $3.2 billion in new investments through 17 trade missions. Since inception, LEDC claims 25,000 + jobs and $3 billion in cumulative investment
- **Waterloo EDC (external)**: In 2024, Waterloo Region EDC secured $288 million in investment and 267 new jobs, bringing its total since 2016 to more than 12,500 jobs created and $1.55 billion in regional GDP impact
- **Burlington EDC (external)**: In 2024, Burlington Economic Development and Tourism supported 335 new jobs and over 800 local businesses, while facilitating $241 million in new industrial, commercial, and institutional investment as part of a total $775 million in construction activity.

By comparison, internal departments' successes are often reflected in broader economic stats rather than direct attribution:

- **Toronto (internal)** – The City's internal division contributes via workforce & sector programs, but these numbers aren't directly credited to the division in reports. Instead,

Toronto highlights being a top destination for investment (e.g. tech FDI) in external rankings. Additionally, as the core municipality involved in Toronto Global, they can take credit for much of the economic opportunity attributed to the regional economic development organization.

- **Mississauga (internal)** – EDC facilitated 1,815 expected jobs from 2023 investments and won a Top 20 in North America ranking by Site Selection magazine for its performance. Yet, detailed annual public reports are scarce – successes are often announced through press releases (like the Roche Canada expansion with provincial support).
- **Hamilton (internal)** – The city saw a surge of tech firms and film industry growth. Hamilton's internal team launched an Economic Recovery Action Plan with 77 actions, but metrics like jobs created are aggregated in the Community's employment survey (which showed a rebound to 236k jobs in 2022). The internal department's impact is evident in large employers choosing Hamilton (e.g. Amazon's fulfillment centre, 1,500 jobs) but the department doesn't publish a standalone "jobs created" figure annually.

One reason for this discrepancy is that external agencies explicitly track and market their ROI to justify municipal funding, whereas internal departments, being part of government, integrate their results into overall city outcomes. External agencies often use consulting methodologies to calculate indirect and induced impacts, such as Invest Ottawa utilizing KPMG analysis to show $663M GDP impact in 2022.

Smaller Municipalities' Experience

Smaller cities (Thunder Bay, Stratford, St. Thomas, etc.) seem to gravitate towards external agencies. Their economies are more sensitive, and having a dedicated agency allows focus on unique local strengths. For example:

- **Thunder Bay** (pop. ~110k) uses the CEDC external model. Given its remote location and need to diversify from a resource-based economy, the CEDC has been instrumental in targeting tourism and immigration as economic drivers. The Tourism fund example shows how an external agency can manage dedicated funds (Municipal Accommodation Tax revenues) effectively to generate significant economic impact. The CEDC also led Thunder Bay's participation in the Rural and Northern Immigration Pilot (RNIP), resulting in 162 newcomers hired in local jobs in one year, directly addressing labour shortages. Such proactive initiatives are easier under an external governance model that can specialize in specific programs.
- **Stratford** (pop. ~32k) with SEEDCo (external) has leveraged its arm's-length status to attract funds and partnerships: e.g., it secured federal and provincial grants (FedDev, OMAFRA) for downtown revitalization and an attainable housing project. investStratford's small team managed to support 91 business startups/expansions in a year, a huge number relative to Stratford's size, and helped keep unemployment at a low 4.2%. The Board's involvement (composed of local industry leaders and City officials) ensures a balance of entrepreneurial approach with municipal oversight. It's doubtful a tiny city department alone could have achieved the same scale of activity; the external model enabled regional collaboration (Stratford's agency also serves surrounding Perth County) and a clear, singular mandate to grow the local economy.

Meanwhile, some smaller communities that keep economic development in-house may lack visibility or dedicated resources. Guelph (pop. ~143k) treats economic development as a City Hall department ("Business Development and Enterprise Services"). While Guelph has a strong economy (3.7% employment growth in 2022), its economic development activities are less public-

facing. Guelph does not publish an annual economic impact report; as a result, it can be harder to gauge performance or rally external stakeholders around City initiatives. Though formally internal, Guelph's economic development agency brands itself as "Invest in Guelph" for marketing, a hybrid approach some cities take to appear external-facing to businesses while remaining a City unit. Milton (pop. ~132k) similarly has an internal division but uses the brand "Milton Economic Development" and an investor-oriented website. In 2022, Milton's team launched a new 5-year strategy and reported on key initiatives (like the Digital Main Street program assisting dozens of local businesses).

Quinte Economic Development Commission (QEDC) is an example of a *regional external agency for smaller municipalities*: it serves Belleville, Quinte West, and Hastings County. By pooling resources into an external commission, these smaller municipalities managed to attract sizeable investments (e.g., a $15M Kellogg's expansion) and run joint workforce training programs. If each had a tiny internal department, they likely could not individually afford specialized staff for investment attraction in aerospace or manufacturing (sectors QEDC targets). The external regional model yields efficiencies and a stronger collective pitch for Quinte Region.

Qualitative Insights

Stakeholder feedback often highlights that external agencies can be more innovative and business-friendly, while internal departments ensure better integration with community goals. An academic study of Ontario economic development practices found that practitioners value the autonomy of arm's-length organizations but also note the importance of maintaining close ties to City Hall for success. For instance, Invest Ottawa's arm's-length status allows it to hire tech-savvy staff and pivot into new areas like autonomous vehicle testing (Area X.O) quickly, yet it maintains a strong partnership with the City (the Mayor sits on its board, and the City funds it) to ensure alignment with Ottawa's broader economic strategy.

In smaller communities, having the city council strongly support the external agency is critical. Stratford's example of councillors on the SEEDCo board ensured that investStratford's initiatives (like the Sport Tourism Strategy) meshed with City departments and had political buy-in.

Conclusion & Recommendation

Considering the data and experiences above, external arm's-length agencies generally appear more prevalent for economic development, especially for mid-sized and smaller municipalities. The external model often yields clear, quantifiable outcomes on investment attraction and job creation numbers are reported by agencies like Invest Ottawa, Waterloo EDC, LEDC, etc., compared to internal departments of similar-sized cities. Smaller cities with external agencies (Burlington, Stratford, Sarnia-Lambton) have been able to pursue big opportunities and partnerships and report out on it differently than a small internal staff would. They leverage specialized expertise and external funding to punch above their weight.

That said, an external agency is not a magic bullet. Its success still hinges on strong collaboration with the municipality and stable funding. A poorly funded external agency would underperform just as an under-resourced city department would. Additionally, large cities or regions with ample capacity (Toronto, York Region) can and do succeed with internal departments, partly because their scale allows dedicated teams and they often have separate specialized entities such as Toronto Global for FDI to complement the internal staff.

SWOT Analysis

A SWOT analysis is a critical decision-making tool in the evaluation of BEDT as it enables a structured assessment of the organization's internal capacity and external environment. By identifying Strengths and Weaknesses, the City can better understand how the agency is currently performing relative to its intended mandate. Equally, analyzing Opportunities and Threats sheds light on the broader municipal and regional context that shapes BEDT's future potential, regardless of whether it remains an arms-length agency or becomes internalized within the City's corporate structure.

For a governance question of this magnitude, whether to internalize BEDT or maintain its external status, the SWOT framework ensures that the decision is informed by both evidence of performance and realistic projections of risk. It helps distinguish between challenges that are structural and resolvable, versus those rooted in the external environment. This clarity is essential for recommending a model that can deliver accountable, efficient, and measurable economic and tourism outcomes for Burlington.

Strengths	Weaknesses
1. Established Awareness 2. Independence 3. Existing Success 4. Natural Alignments	1. Misalignment with City Priorities 2. Accountability 3. Role Confusion 4. Low Engagement 5. Outdated Methods
Opportunities	**Threats**
1. Improved Communication 2. KPIs 3. Closer Collaboration 4. Sector-Specific Growth	1. Erosion of Trust 2. Economic Pressures 3. Political Uncertainty 4. Competition 5. Stakeholder Fatigue

Strengths

The analysis across interviews, focus groups, and surveys identified several intrinsic advantages of BEDT as it currently exists:

Established Awareness and Brand Recognition

Despite limitations in depth of understanding, both the business and public surveys confirm that a majority of respondents are at least aware of BEDT. This brand presence provides a foundation on which stronger engagement strategies can be built.

Perceived Value in Independence

A recurring theme, especially among business stakeholders, is the belief that an arms-length structure allows BEDT to operate with agility and to provide candid assessments of municipal processes. Independence is seen as a mechanism to insulate economic development from shifting political priorities and to project a business-friendly image.

Existing Engagement Successes

Where interactions have occurred, through networking events, marketing, or tourism promotion, business satisfaction levels are high. This suggests that when BEDT connects effectively with its audience, it can deliver programs that are valued.

Alignment with Burlington's Natural Strengths

Stakeholders repeatedly emphasized Burlington's strong natural and locational assets: proximity to the GTA, a skilled workforce, and an attractive waterfront. BEDT's mandate positions it to capitalize on these advantages, especially in sectors such as green technology, logistics, and professional services.

These strengths indicate that BEDT has credibility, a recognized role, and selective success stories that can serve as the foundation for future growth. They also highlight why some stakeholders remain supportive of maintaining an external structure, provided its governance and accountability can be improved.

Weaknesses

More pervasive than strengths, the weaknesses of BEDT underscore systemic concerns about governance and effectiveness:

Misalignment with City Priorities

Interviews revealed repeated instances where BEDT pursued initiatives without coordination with City departments, creating friction, undermining trust, and in some cases leading to failed opportunities.

Limited Accountability and Transparency

Surveys and interviews consistently identified a lack of clear performance measurement. Annual reports are perceived as superficial, and stakeholders are not provided with meaningful data to evaluate outcomes.

Role Confusion and Overlap

Businesses and even City staff often struggle to understand BEDT's role. In practice, BEDT sometimes appears to act as an extension of the City, while at other times distancing itself when results are lacking. This ambiguity contributes to inefficiency and external frustration.

Low Engagement Levels

Despite relatively high awareness, more than half of surveyed businesses had not engaged with BEDT in recent years. Public respondents demonstrated even lower familiarity and struggled to articulate the organizations' functions.

Tourism Arm Outdated

The tourism division in particular is seen as lacking modern relevance, relying on traditional methods (brochures, visitor centres) rather than innovative strategies to attract and retain visitors.

These weaknesses raise doubts about BEDT's ability to justify its funding and to demonstrate value for tax dollars. They also highlight risks inherent to the arms-length structure, where autonomy without robust accountability mechanisms results in underperformance.

Opportunities

The external environment and stakeholder expectations provide meaningful avenues for improvement:

Improved Communication and Outreach

Both the business and public surveys prioritized better communication and engagement. There is clear appetite for more visible, accessible, and timely information about BEDT's role, services, and results.

Performance Measurement and Accountability

Introducing robust KPIs, dashboards, and outcome reporting would not only address current weaknesses but also provide the City and public with clearer evidence of return on investment.

Closer Collaboration with City Departments

Regardless of governance structure, stronger alignment with planning, transportation, and housing services is both possible and desired. This could address some of the workflow breakdowns that stakeholders currently experience.

Sector-Specific Growth Potential

Burlington's position within the GTA and proximity to innovation hubs like Waterloo create strong opportunities in technology, green energy, logistics, and professional services. A focused economic development strategy could leverage these strengths.

These opportunities align directly with resident and business expectations, offering practical pathways to increase BEDT's legitimacy and impact. They also show that structural reform could yield significant benefits if coupled with operational improvements.

Threats

Several external and structural risks threaten BEDT's future effectiveness:

Erosion of Trust and Credibility

Continued misalignment, poor communication, and lack of measurable outcomes risk further eroding stakeholder confidence. This could make it more difficult to attract investment or community support.

Economic and Demographic Pressures

Broader issues such as high housing costs, business closures, and affordability challenges directly affect Burlington's economic vitality. BEDT's inability to respond effectively to these challenges could leave it perceived as irrelevant.

Political Uncertainty

Shifts in municipal leadership and council priorities could undermine continuity, particularly if BEDT remains external but without strong governance safeguards.

Competition from Other Municipalities

Surrounding cities and regions (e.g., Hamilton, Mississauga, Waterloo) are aggressively pursuing investment with more clearly defined economic development strategies. Burlington risks losing opportunities if BEDT cannot match their professionalism and agility.

Stakeholder Fatigue

If calls for reform, particularly around communication and accountability, are not addressed, there is a risk of disengagement from both businesses and the public. This could weaken partnerships essential to success.

These threats underscore the urgency of reform. Left unaddressed, they could result in diminished relevance of Burlington as an investment destination and weaken the case for continued public funding of an arms-length model.

Conclusion

The SWOT analysis highlights a complex picture. BEDT has some clear strengths in brand recognition, independence, and selective engagement successes. However, its weaknesses, particularly around alignment, accountability, and role clarity, are systemic and widely acknowledged. Opportunities exist to address these weaknesses, especially through stronger communication, collaboration, and performance reporting, but failure to act risks intensifying threats such as declining credibility, economic competition, and political uncertainty.

For the City of Burlington, the SWOT analysis demonstrates that the decision on BEDT's future governance must weigh the value of independence against the pressing need for transparency, accountability, and integration. The findings point toward reform as essential, whether within an improved arms-length framework or through full internalization.

Findings and Recommendations

After reviewing all of the inputs, we have come to the following conclusions:

1. The relationship between the City and BEDT is broken. The two groups are not working together collaboratively and show little interest in doing so.
2. Economic development and investment attraction may be a lower priority if housed within the City than it is with a separate agency.
3. The public consultation conducted is of little value due to lack of knowledge on the part of participants.
4. Both internal and external models are widely used by municipalities and there is no consensus that the evidence leads to one being considered superior to the other.
5. There is no reason to believe that BEDT can hire more qualified or effective people than the City.
6. There is real value to the private sector participation in BEDT.
7. BEDT should be dissolved, and the Economic Development and Tourism components brought into the City. In order to preserve some of the private sector benefits, an advisory council composed of Business Leaders should be established and chaired by the City Manager.

Recommendation Report Summary

SUBJECT: 2026 Council and committee meeting calendar

TO: Committee of the Whole

FROM: Legal and Legislative Services

Legislative Services

Report Number: LLS-51-25

Wards Affected: Not applicable

Date to Committee: November 3, 2025

Date to Council: November 18, 2025

Recommendation

Approve the 2026 calendar of meetings for Council and standing committees attached as Appendix A to legislative services report LLS-51-25.

Executive Summary

Purpose of report:

This report is seeking approval of the 2026 Council and Standing Committee meeting calendar.

As specified by the city's Procedure By-law 59-2024, regular meetings of Council and Standing committees will be held in accordance with the calendar set annually and approved by Council.

Background

Annually, Legislative Services brings forward a proposed schedule of Council and standing committee meetings for the upcoming calendar year. The proposed 2026 calendar, attached as Appendix A, provides 9 regular meeting cycles instead of the usual 11. Due to the 2026 municipal election, meeting cycles are not proposed for October and November.

2026 Meeting Schedule

Staff recommend that Council approve a schedule that follows the same format as the 2025 meeting schedule, with a Regular Council meeting scheduled the week immediately following Committee week. The exception to this is January 2026 where the Regular Council meeting is delayed a week to accommodate participation in the Rural Ontario Municipal Association Conference, and August 2026, being a month where meetings of Council have traditionally not been scheduled.

The below information demonstrates a typical month, noting that in a few instances in the proposed calendar, adjustments have been made to accommodate holidays and other scheduled events.

Week 1:
Monday – Committee of the Whole (9:30 a.m.)
Tuesday – Committee of the Whole (cont'd) (9:30 a.m.) (statutory public meeting)
Wednesday – Halton Regional Meeting/Audit Committee (quarterly) (3:30 p.m.)
Thursday - Pipeline to Permit Committee (9:30 a.m.)/Council Workshop Committee (1 p.m.)

Week 2:
Tuesday – Regular Council (9:30 a.m.)
Wednesday – Halton Regional Meeting

Week 3: no meetings
Week 4: no meetings

Analysis

The following dates were factored into the 2026 calendar:

- Halton Regional Council meeting schedule, approved September 2025;
- Rural Ontario Municipal Association conference: January 18-20;
- March Break: March 16-20;

- Federation of Canadian Municipalities conference: June 4-7;
- Association of Municipalities of Ontario conference: August 16-19;
- the closing of City administrative offices for statutory and other holidays; and
- 2026 Municipal Election.

Special Council Meetings may be called by the Mayor in accordance with the Procedure By-law, as required.

Additionally, the Procedure By-law permits Council to alter the time, day, and place of any meeting approved in the annual schedule by way of a motion. Motions to amend the calendar are not subject to the reconsideration provisions in the by-law.

Budget Committee

Due to the 2026 Municipal Election, budget meetings that generally take place in November of each year, will be delayed to 2027. In accordance with Ontario's strong mayor legislation, the mayor is required to propose a budget by February 1st and share it with council and the public. Legislative Services staff will work collaboratively with the Office of the Mayor and the Finance Department to establish Budget Committee meeting dates to be incorporated into the 2027 meeting calendar report.

Municipal Election

Council and Standing Committee meetings have not been proposed for October and November due to the Municipal Election being held on Oct. 26, 2026. If a 'lame duck' period exists, limits are placed on council's ability to make certain decisions. A 'lame duck' council as defined by the Municipal Act, 2001 is a municipal council that is operating under restricted powers because less than 75% of its members are returning in the new term after an election. More information about restricted acts of Council in a municipal election year will be provided at a later date.

A new council orientation meeting is scheduled for Nov. 17, 2026, the day following the inaugural meeting of council as well as a Regular Council meeting to deal with any required business.

Recommendation Details

The proposed 2026 meeting calendar for Council and its standing committees establishes a consistent and transparent schedule for city business. By providing advance public notice of a regular meeting cycle, the calendar promotes openness in the Council's decision-making process and makes it easier for residents to stay informed and engaged. Setting a clear cadence for meetings also helps the public anticipate when Council will convene, helping to

reduce barriers to participation and enhancing community involvement.

Key Dates & Milestones

N/A

Implications

The meeting calendar is available in both print and online formats.

Once Council approves the 2026 meeting calendar dates, the calendar will be distributed in print and posted to the City's website through the online meeting calendar, which is updated throughout the year. Members of the public can subscribe to receive email notifications and reminders about upcoming meetings.

Legislative Services staff also submit social media work orders once agendas are made public. These requests generate social media posts that promote upcoming meetings and encourage resident participation.

References

N/A

Strategic Alignment

- ☐ Designing and delivering complete communities
- ☑ Providing the best services and experiences
- ☐ Protecting and improving the natural environment and taking action on climate change
- ☐ Driving organizational performance

Author:

Lisa Palermo
Manager, Committee Services/Deputy Clerk
Lisa.palermo@burlington.ca

Appendices:

A. Proposed 2026 Calendar

Notifications:

Graham Milne, Regional Clerk
Graham.milne@halton.ca

Report Approval:

All reports are reviewed and approved by the Commissioner, Head of Corporate Affairs, Chief Financial Officer, and Commissioner of Legal and Legislative Services/City Solicitor.

CITY OF Burlington

2026 Calendar of Meetings

JANUARY 2026

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

FEBRUARY 2026

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

MARCH 2026

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

APRIL 2026

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

MAY 2026

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3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

JUNE 2026

S	M	T	W	T	F	S
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7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

JULY 2026

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

AUGUST 2026

S	M	T	W	T	F	S
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2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

SEPTEMBER 2026

S	M	T	W	T	F	S
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6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

OCTOBER 2026

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

NOVEMBER 2026

S	M	T	W	T	F	S
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

DECEMBER 2026

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

- Committee of the Whole – Mondays 9:30 a.m. (cont'd Tuesdays 9:30 a.m. if required)
- Council – Tuesdays 9:30 a.m.
- Pipeline to Permit – Thursdays 9:30 a.m.
- Council Workshop – Thursdays 1 p.m. New Council Workshop (training) Nov. 17 – 9:30 a.m.
- Audit Committee – Wednesdays 3:30 p.m.
- Regional Committee/Council
- Holiday/City Hall Closed
- Rural Ontario Municipal Association Conference
- Fed. of Canadian Municipalities Conference
- Assoc. of Municipalities of Ontario Conference
- Budget Committee – as scheduled
- Council – Civic Recognition 6:30 p.m.
- Nominations open for 2026 Election
- Nomination Day
- Election Day
- Start of new Council term
- Inaugural Meeting of 2026-2030 City Council

1000219652

Motion Memorandum

SUBJECT: Request for audit of space allocation for competitive youth swimming programs

TO: Committee of the Whole

From: Councillor Lisa Kearns

Seconded by (for Council only): N/A

Date to Committee: November 3, 2025

Date to Council: November 18, 2025

Motion for Council to Consider:

Direct the City Auditor to perform an audit of the allocation process of pool time for competitive swimming programs and report back to Committee of the Whole by December 2, 2025.

Reason:

Community members have voiced their concerns for transparency around the decision making for the space allocation process performed in 2025 to award pool time to competitive swimming programs within City-run pools.

Outcome Sought:

To obtain an independent audit of the documentation, decision making and compliance to the Council approved Procurement Bylaw. The audit should reveal the following items:

1. The chain of events including the timing of when key documents were issued by the City, received by the bidders, evaluated by staff and reported back to bidders.
2. Any differences in approach that were taken between the processes for allocating space in City pools between adults and youth.
3. Definitions and requirements within City procurement documents including whether those definitions and requirements are aligned with the City's Procurement Bylaw.

By requesting an independent audit of the space allocation process, Council will be able to demonstrate transparency and accountability to the community and all stakeholders involved.

Implications:

There is no financial cost associated with this audit outside of the Council approved budget, as it would be performed by the City Auditor.

References:

LLS-42-25 Confidential legal report regarding potential litigation for aquatics procurement

Media Relase – June 30, 2025: City of Burlington Statement on Ensuring High Quality Aquatics Services and Fair Use of Facilities

Media Release – August 1, 2025: A solution for competitive youth swimming

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Strategic Alignment

☐ Designing and delivering complete communities
☑ Providing the best services and experiences
☐ Protecting and improving the natural environment and taking action on climate change
☑ Driving organizational performance

Approved as per form by the City Clerk

Motion Memorandum

SUBJECT: Burlington Community Foundation presentation regarding Burlington's 2025 Vital Signs Report

TO: Committee of the Whole

From: Councillor Shawna Stolte

Seconded by (for Council only): N/A

Date to Committee: November 3, 2025

Date to Council: November 18, 2025

Motion for Council to Consider:

Receive for information a presentation from Megan Tregunno, CEO of Burlington Community Foundation, regarding the Burlington Community Foundations 2025 Vital Signs Report.

Reason:

Burlington Community Foundation (BCF) has been the city's trusted philanthropic partner for more than 25 years. Established in 1999 by Burlington residents, BCF brings together generous donors, businesses and community members who want to have a lasting impact in our local community and beyond. They serve as a charitable giving hub, managing donor advised funds that provide on-going resources for granting in our local community and to charities across Canada. With their support, generous individuals who want to make a difference can create a sustained stream of funding to meet their short and long-term generosity goals. They also identify community needs and provide regular grants to charitable organizations working to strengthen quality of life in Burlington.

Vital Signs is Canada's largest community-driven data program, led by Community Foundations of Canada and implemented by community foundations locally. The structure of this report is a new approach for BCF's Vital Signs. The Foundation partnered with Leger to conduct first-hand research in the community to provide a timely snapshot of how Burlington residents are feeling about issues such as housing, arts and culture, standard of living, safety, learning, the environment and more.

Outcome Sought:

That Council receive for information the summary of the Burlington Foundation Vital Signs report 2025.

Implications:

N/A

Strategic Alignment

☑ Designing and delivering complete communities
☑ Providing the best services and experiences
☐ Protecting and improving the natural environment and taking action on climate change
☐ Driving organizational performance

Approved as per form by the City Clerk

Information Report Summary

SUBJECT: MTSA Official Plan Amendment No. 2 Notice of Decision

TO: Committee of the Whole

FROM: Development and Growth Management
Community Planning

Report Number: DGM-99-25

Wards Affected: 1,2,4,5

Date to Committee: November 3, 2025

Date to Council: November 18, 2025

Recommendation:

Receive for information development and growth management report DGM-99-25 regarding MTSA Official Plan Amendment No. 2 Notice of Decision.

Executive Summary

Purpose of report:

- This report provides an overview of the Minister's modifications to Official Plan Amendment 2 ("OPA 2") contained in the Notice of Decision (attached as Appendix A), the resultant changes needed to the CPP By-law to reflect that decision, and next steps for CPP By-law.

Implications:

- As outlined in the Notice of Decision, certain elements of the decision related to the Protected MTSAs under the Planning Act (e.g. MTSA boundaries, density targets and authorized uses of the land) are sheltered from appeal to the Ontario Land Tribunal ("OLT"). These are already in effect (the "In-Effect OPA 2 Policies").
- All other policies, including the enabling policies for a Community Planning Permit System (CPPS), are subject to a 20-day appeal period ending on October 30, 2025.
- Should no appeals be received by that day, the policies of OPA 2 come into effect on October 31, 2025.

- Should the enabling CPPS policies of OPA 2 be appealed, the Planning Act provides that Council cannot approve a CPP By-law until those policies are in effect.

Background

At the June 2024 Council meeting, Council adopted Official Plan Amendment (OPA) No. 2 which implements the findings of the Major Transit Station Area (MTSA) Area Specific Planning Project for the City's three MTSAs. OPA 2 identifies these areas as Protected MTSAs in accordance with the Planning Act, and delineates the boundaries, sets the minimum density targets, and establishes authorized uses of the land. OPA 2 also establishes the vision and supporting policy framework for each MTSA to evolve as complete communities over time. OPA 2 includes enabling policies to allow the city to implement a Community Planning Permit System (CPPS) for the MTSAs.

Following Council adoption, OPA 2 was sent to both Halton Region and the Ministry of Municipal Affairs and Housing for approval. Through Bill 185, the province identified that as of July 1, 2024, Halton Region was an Upper-tier Municipality without Planning Authority and no longer had the authority to approve OPA 2. Also at the June 2024 Council meeting, Council "approved, in principle" the MTSA CPP By-law.

At the June 18, 2024 Council meeting, staff brought forward a memo that included:

- Modifications proposed to OPA 2 as a result of feedback received at the June 11, 2024 statutory public meeting;
- A scoped workplan to address a core set of remaining issues in the CPP By-law including:
    - Land Use Compatibility
    - Facilities, Services and Matters
    - EV parking requirements
    - Implementation Considerations
    - Site-specific issues, and
    - Necessary modifications resulting from Ministerial approval.

On July 26, 2024, the Ministry posted OPA 2 on the Environmental Registry of Ontario (ERO) for public comment through ERO 019-8978. The consultation was open for a 45-day review period, that closed on September 9, 2024. The City provided a submission to the ERO that identified a suggested modification to resolve a landowner's concern related to the right of way width of Cooke Boulevard as well as some minor modifications related to the numbering and structure to clarify the land use compatibility policies of OPA 2.

On August 20, 2024, the Ontario Government released the final version of the Provincial Planning Statement (PPS), 2024 that came into effect on October 20, 2024 with no transition

provisions. All planning decisions after October 20, 2024 are required to be consistent with the PPS, 2024.

Following the Ministry consultation through the ERO, staff met with Ministry staff to discuss matters related to the policies of OPA 2 and alignment with provincial planning direction including consistency with the PPS, 2024. In December 2024, city staff provided additional context and information to support the Minister in their review of OPA 2. City staff also provided a set of thirty-four (34) modifications to the policies and schedules. See Appendix B for a summary overview of the staff-initiated modifications proposed to Ministry staff. The most impact modification city staff suggested was to have the Minister direct the City to complete a CPPS. With the Minister direction to complete a CPPS, the implementing polices for a CPPS would be sheltered from appeal, which would allow Council to adopt a CPP By-law immediately following the approval of OPA 2.

On October 10, 2025, the Minister of Municipal Affairs and Housing (MMAH) released its decision to approve OPA 2, with modifications.

In accordance with subsection 17(36.1.4) of the Planning Act, the Minister's decision on policies and schedules of OPA 2 related to the elements of a Protected Major Transit Station Area including the number of residents and jobs per hectare planned to be accommodated within the MTSA, the authorized uses of the land and buildings/structures and the boundaries is final and cannot be appealed.

The policy directions of OPA 2 related to the planning for employment areas, transportation networks and infrastructure, along with the CPPS enabling policies, including any modifications to those policies made through the Minister's decision, can be appealed to the OLT. The decision can be appealed within 20 days from October 10th. Accordingly, if not appealed, OPA 2 in its entirety comes into effect on October 31st, 2025.

Status

OPA 2 Decision Overview

The Minister's decision on OPA 2 contains fifty-four (54) modifications that alter Council adopted OPA 2. The following provides an overview of the notable modifications made to OPA 2 by the Minister.

Matters of conformity related to the PPS, 2024 and the Planning Act

As summarized in Appendix B to this report, City staff provided a set of proposed modifications to achieve consistency with the PPS, 2024 and compliance with the Planning Act, related to the Planning Act definition of Area of Employment as amended through Bill 97.

Eighteen (18) of the modifications, including modifications to the land use schedules proposed by staff to reflect PPS conformity, were included in the decision of OPA 2. These modifications will have an impact on the proposed CPP By-law with changes to the Employment precinct names and permitted uses. This is consistent with the City's recent population and employment growth analysis that states the City has limited ability to convert employment lands. By 2051, the City will have almost entirely exhausted its remaining supply of vacant Employment Area lands which will be almost fully built-out by 2051, with an estimated surplus of just 2 net hectares of employment area.

Modifications to Population and Employment targets

As noted in Appendix B, the City provided modifications to the Ministry that would clarify the application of the proportional target throughout the entirety of the MTSA. The decision reflects six (6) modifications related to the population and employment targets proposed by city staff. The decision includes an additional modification to the proportional target for Appleby GO MTSA. Through ROPA 48, the Minister, at the time, approved an alternative target of 40% residents and 60% jobs. The decision on OPA 2 further modifies the proportional target to approximately 20% residents and 80% jobs across the entire Appleby GO MTSA to correspond with a population of approximately 5,458 residents and 19,579 jobs, for an estimated 25,037 residents and jobs combined. This change continues to emphasis that the density targets and proportional mix are minimums and will not have an impact on the CPP By-law.

Modification related to the ROW of Cooke Boulevard

As noted through CIP staff memo DGM-30-25, City staff provided a submission to the ERO posting 019-8978 that requested a minor modification to modify the right-of-way width for Cooke Boulevard in response to a submission letter from the landowner at 1026 Cooke Boulevard. The decision on OPA 2 incorporated this modification and modified the ROW for Cooke Boulevard in Table 4: Major Transit Station Area Public Right-of-way Widths to 20m. This modification is supported by staff and recognizes that much of the Cooke Boulevard area is comprised of properties that are subject to either in process or recently approved development applications based on a 20m right-of-way.

Modifications related to Affordable and Assisted Housing

The Minister's decision on OPA 2 includes modifications related to affordable and assisted housing as follows:

- OPA 2 includes enabling policies for the implementation of a CPPS as well as allowing the CPP By-law to specify facilities, services and matters or in-kind contributions in exchange for a specified density or height of development. The Minister's decision modified OPA 2 to state that "*affordable housing shall not be required as a specified facility, service, or matter for these purposes; however, this does not prevent affordable housing units from being required to be provided in accordance with clause 4 (2) (c.1) or*

(3) (d.1) of Ontario Regulation 173/16 if applicable." This modification will have an impact on the facility, services and matters provisions of the CPP By-law and the City's ability to secure affordable housing units in new development in the MTSA unless it is achieved using the Inclusionary Zoning tool. Staff will assess the impact, including whether or not in-kind contributions for affordable housing is allowed, and report back to Council on the changes when the finalized CPP By-law is brought forward for Council approval.

- Modifications have been made to sections of OPA 2 that would only encourage, not require, affordable housing where it is permitted. Staff do not expect an impact on the CPP By-law.
- Modifications to remove a reference to assisted housing appears to have the effect of not encouraging assisted housing in specific precincts of the MTSA, however, in force Section 3.1.4(2) a) of the BOP, 2020 permits and encourages the full continuum of housing, including affordable, assisted and special needs housing, throughout the City and further encourages these uses to locate in the urban area where residential uses are permitted and where public transit, retail and public service facilities are readily accessible. Therefore, the modification related to assisted housing through the decision of OPA 2 is minor in nature.

Clarity and Grammar

The Minister's decision on OPA 2 includes several modifications that address the following:

- Removes references to Halton Region as they are no longer an upper-tier municipality with planning responsibilities.
- Minor modifications to address grammar clarification and renumbering of sections that are not expected to impact the CPP By-law.

As noted above, the proposed modifications sent to the Ministry in December 2024 included a modification that would have the effect of directing the City to implement a CPPS, an authority that the Minister holds under the Planning Act legislation. This modification was not included in the Minster's final Notice of Decision. As a result, the policies of OPA 2 that enable the CPPS are subject to appeal to the OLT. These policies of OPA 2 will not come into effect until:

a) the appeal period has passed and there are no appeals, or
b) all appeals have been disposed of or withdrawn.

Council cannot adopt the CPP By-law until the enabling policies of OPA 2 have come into effect.

Community Planning Permit System By-law Next Steps

Staff will continue to make the necessary changes to the “approved, in principle” CPP By-law to address conformity to the Minister’s decision on OPA 2 and consistency with the PPS, 2024. Building upon previous council direction in the June 2024 memo to continue to work with interested and affected parties, prior to bringing a revised CPP By-law back to Council for final approval, staff will engage with the development industry through the established working groups to resolve any additional comments and feedback.

Provided there are no appeals to the CPPS enabling policies and OPA 2 comes into effect, staff are targeting to bring forward a final CPP By-law for approval by Council in Q1 2026. The decision of Council approval of the CPP By-law can also be appealed to the OLT.

Should there be appeals to OPA 2, the timeline to bring forward a revised CPP By-law is dependent on any future OLT process.

The implementation of a Community Planning Permit system is a key Housing Accelerator Fund (HAF) Council approved Action Plan initiative and is crucial to the City’s commitment to the Federal Government to support the creation of more housing and enhance certainty in the development approval process. An appeal to OPA 2 would delay the delivery of key HAF initiative Number 2: Implementing Major Transit Station Areas and Community Planning Permit System.

Key Dates & Milestones

- June 18, 2024: Council adopted Official Plan Amendment No. 2 and approved in principle the Community Planning Permit System By-law.
- June 28, 2024: The complete record of adoption was submitted to both the Region of Halton and the Ministry of Municipal Affairs and Housing.
- July 1, 2025: As legislated through Bill 185, Halton Region became a municipality without planning responsibilities. The Ministry of Municipal Affairs and Housing became the approval authority of OPA 2.
- July 26, 2024: The Ministry consulted on OPA 2 through ERO posting 019-8978 for 45 days.
- December 18, 2024: City staff met with Ministry staff to discuss OPA 2 and provide clarification to Ministry staff on matters of provincial interest related to the approval of OPA 2.
- December 20, 2024: City staff provided Ministry staff with a suite of suggested modifications and background information on the City's CPPS to inform their review of OPA 2.
- October 2, 2025: The Ministry shared a draft decision.
- October 10, 2025: The Ministry issued a final Notice of Decision to the City and posted the notice of decision to ERO 019-8978 on October 14, 2024.

Implications

Legal Implications

The Notice of Decision was issued by the Province on October 10, 2025. Under the Planning Act, the Minister's decision regarding the use of land, density and boundaries within Protected MTSAs are not appealable to the OLT. The Minister advised City staff that the Minister's decision on other policies of OPA 2 related to employment areas, transportation networks, infrastructure, public realm and implementation, including the enabling CPPS policies, are appealable to the OLT by the municipality (i.e. the City), landowners, public bodies and certain third parties within 20 days of the Ministry giving notice of the decision. If not appealed, OPA 2 comes into effect on October 31st, 2025.

Communication and Engagement

The Minister's decision of OPA 2 has been posted by the Province on the Environmental Registry of Ontario through ERO-019-8978. City staff have updated the Get Involved Burlington project website and the City's News and Notice website.

References

- PL-27-21 Major Transit Station Area (MTSA) Area-Specific Planning Terms of Reference

- PL-02-22 – Major Transit Station Area (MTSA) Area-Specific recommended Preferred Precinct Plans
- PL-10-22 – Major Transit Station Areas – Area Specific Plans Planning Study Update

- PL-40-23 – Major Transit Station Area (MTSA) update and Community
- Planning permit system exploration
- PL-59-23 – Proposed Major Transit Station Area (MTSA) Official Plan
- Amendment and Draft Community Planning Permit (CPP) By-law Public Release and Statutory Public Meeting
- PL-03-24 – MTSA Official Plan Amendment 2 and Community Planning Permit By-law and Statutory Public Meeting
- June 18, 2024 – Council Memo - Modified Official Plan Amendment No. 2 to the City of Burlington Official Plan, 2020 to replace Appendix A to staff report PL-03-24
- DGM-30-25 – MTSA OPA 2 Update
- DGM-97-25 – Major Transit Station Area Official Plan Amendment No. 2 Draft Decision Update

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Strategic Alignment

☑ Designing and delivering complete communities

☐ Providing the best services and experiences

☐ Protecting and improving the natural environment and taking action on climate change

☐ Driving organizational performance

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Appendices:

A. OPA 2 Notice of Decision and Modifications
B. Staff initiated modifications to OPA 2 summary

Report Approval:

All reports are reviewed and approved by the Commissioner, Head of Corporate Affairs, Chief Financial Officer, and Commissioner of Legal and Legislative Services/City Solicitor.

File No.: By-Law 45-2024
Municipality: City of Burlington
Subject Lands: Lands within three Protected Major Transit Station Areas in the City of Burlington

Date of Decision: October 10, 2025
Date of Notice: October 10, 2025

NOTICE OF DECISION

With respect to an Official Plan
Subsection 17(34) of the *Planning Act*

A decision was made on the date noted above to approve, with modifications, the City of Burlington's Official Plan Amendment 2, as adopted by By-law 45-2024.

Purpose and Effect of the Official Plan

Official Plan Amendment 2 includes policy and schedule updates to the Burlington Official Plan 2020 to direct future development within three Protected Major Transit Station Areas (PMTSAs) in Burlington: Downtown Burlington Urban Growth Centre/ Burlington GO, the Aldershot GO, and the Appleby GO station areas. Official Plan Amendment 2 also enables the City of Burlington to implement a Community Planning Permit System (CPPS) within the three PMTSAs.

Fifty-four (54) modifications have been made to ensure Official Plan Amendment 2 is consistent with the policies of the Provincial Planning Statement and complies with applicable legislation, such as changes related to upper-tier planning authority, affordable housing, density target ratios, employment areas, land use compatibility of existing major facilities, and CPPS enabling policies.

Official Plan Amendment 2 applies to lands within the three PMTSAs, as aforementioned.

Decision

Under the *Planning Act*, the Minister's decisions on policies identified in subsection 17(36.1.4), including those related to subsection 16(15) regarding the use of land and density of buildings within the PMTSAs, are not appealable to the Ontario Land Tribunal (OLT). However, the Minister's decisions on other official plan policies in Official Plan Amendment 2 (e.g., general direction related to planning for employment areas, transportation networks, and infrastructure, etc.) would be appealable to the OLT by the municipality, landowners, public bodies and certain third parties. The CPPS enabling policies, including any modifications to these policies made through the Minister's decision on the amendment, are also appealable to the OLT.

Certain elements of the Ministry's decision, as described above, are not subject to appeal to the OLT; the balance of the decision may be appealed by eligible persons and entities within 20 days of the Ministry giving notice of the decision. Accordingly, if not appealed, the new City of Burlington Official Plan Amendment 2 comes into effect on October 31, 2025.

Other Related Applications
N/A

Getting Additional Information

Additional information is available on City of Burlington's website:

https://www.getinvolvedburlington.ca/mtsa

or by contacting the Ministry of Municipal Affairs and Housing:

Ministry of Municipal Affairs and Housing
Municipal Services Office – Central
777 Bay Street, 16th Floor
Toronto, Ontario M7A 2J3

DECISION

With respect to the City of Burlington Official Plan Amendment 2
Subsection 17(34) of the *Planning Act*

I hereby approve Official Plan Amendment 2 for the City of Burlington Official Plan, as adopted by By-law No. 45-2024 subject to the following modifications as outlined below. This decision shows modifications, with additions to text in **bold underline** and deletions to text in ~~**bold strikethrough**~~.

OFFICIAL PLAN-WIDE MODIFICATIONS

1. Policy 2.2.3 d) iv) as modified through OPA 2, is further modified so that it reads:

   iv) ~~The final delineation of Major Transit Station Areas (MTSAs) boundaries and minimum density targets will be established by the Region of Halton through the municipal comprehensive review in keeping with the policies of the Provincial Growth Plan~~. The boundaries of the *Major Transit Station Areas* are depicted in ~~**the Regional Official Plan and**~~ **Schedules F: Land Use – Downtown Burlington Urban Growth Centre/ Burlington GO Major Transit Station Area, G: Land Use – Aldershot GO Major Transit Station Area, and H: Land Use – Appleby GO Major Transit Station Area of** this Plan. These boundaries identify the area around an existing *higher order transit* station as a *Protected Major Transit Station Area* in accordance with the Planning Act. The boundaries and minimum density targets of the *Protect Major Transit Station Area* are identified through Section 8.1.2."

2. Policy 12.1.14 (3) b) ii. iv. as added through OPA 2, is further modified so that it reads:

   iv. To support the *development* of complete communities that meet peoples' needs for daily living throughout an entire lifetime by providing convenient access to a mix of jobs, local services, a full range of housing and public service facilities, including affordable housing **where permitted**, schools, recreation and open space for their residents.

3. Policy 12.1.14 (3) g) iii. as added through OPA 2, is further modified so that it reads:

   iii. The proposed *development* does not result in significant off-site adverse effect of negative impacts, or any potential significant off-site adverse effects or negative impacts can be mitigated to the satisfaction of the *City* ~~***and/or Region***~~;

4. Policy 12.1.14 (3) g) iv. as added through OPA 2, is further modified so that it reads:

   iv. The proposed *development* demonstrates consideration for provincial, **applicable** regional **guidelines related to regional infrastructure** and municipal guidelines and has regard for technical studies that have been completed; and,

5. Policy 12.1.14(3) p) as modified through OPA 2, is further modified so that it reads:
   p) The Community Planning Permit By-law shall include policies related to the requirement of specified facilities, services or matters or in-kind contributions in exchange for a specified density or height of development or increases in density or height where there is a maximum height as regulated in the Community Planning Permit By-law, in accordance with The Planning Act. The Community Planning Permit

By-law shall establish a proportional relationship between the quantity or monetary value of the facilities, services and matters that may be required and the height or density of development that may be allowed. **Affordable housing shall not be required as a specified facility, service, or matter for these purposes; however, this does not prevent affordable housing units from being required to be provided in accordance with clause 4 (2) (c.1) or (3) (d.1) of Ontario Regulation 173/16 if applicable.**

6. Policy 12.1.14 (3) q) is modified and the subsections are renumbered so that it reads:

   q) The *City* will review the Community Planning Permit By-law as a whole to ensure it is responding to the needs of the community and will undertake a market analysis to support the review of the following elements of facilities, services and matters depending on market feasibility and market analysis:

   ~~**i. Potential increases to the new required set aside rate for Affordable Housing to a maximum of 10%;**~~

   ~~ii.~~ **i.** Requirements for the provision of facilities, services and matters for building heights not currently subject to such requirements in the Community Planning Permit By-law;

   ~~iii.~~ **ii.** Reassessment of required complete community contribution value.

7. Table 4: Major Transit Station Area Public Right-of-Way Widths in Chapter 14, as added through OPA 2, is further modified to ensure a consistent Right-of Way along Cooke Boulevard, as shown below:

Street	From	To	Public Right of Way Width (metres)
Burlington GO UGC/MTSA			
Grahams Lane	Hydro Corridor	Brant Street	26
De Pauls Land	Brant Street	Proposed east-west connection	30
Drury Lane	CN Rail Corridor	145 metres south of Farview street	26
Aldershot GO MTSA			
Masonry Court	Waterdown Road	Grive Park	30
Masonry Court	Waterdown Road	Howard Road	30
Cooke Blvd	Plains Road	Masonry Court	~~26~~ **20**
Emery Ave	Plains Road	Emery Avenue extension	26
Howard Road	Plains Road	Lemonville Road	30
Appleby GO MTSA			
South Service Road	Harvester Road	120 metres east of Century Drive	30
Century Drive	Harvester Road	South Service Road	30
Zelco Drive	Harvester Road	To Zelco Drive extension	26

SECTION 8.1.2 MODIFICATIONS

8. Policy 8.1.2 is modified so that the second paragraph of the preamble reads:

> The *City* has three *Major Transit Station Areas*: Burlington GO, which is also the *City's* Urban Growth Centre; Aldershot GO; and Appleby GO. The *MTSAs* have been identified and delineated as *Protected MTSAs* in accordance with the provisions of The Planning Act. These areas are identified as *Protected MTSAs* to implement a policy framework that protects elements such as the authorized use of the land and densities from appeal to the Ontario Land Tribunal. **All references to *Major Transit Station Areas* in Section 8.1.2 of this Official Plan are *Protected Major Transit Station Areas.* The interchangeable use of these two terms in the Plan will be addressed through the future realignment exercise of the Burlington Official Plan, 2020.**
>
> In addition to the above textual modification, 'Major Transit Station Area (MTSA)' and 'Protected Major Transit Station Area (PMTSA)' are italicized where they are used as glossary terms throughout OPA 2.

9. Policy 8.1.2 (1) h) is modified so that it reads:

> h) To support the retention and expansion of existing *employment* functions and *encourage* new *employment* functions and *employment* uses, including *office* and major *office* **located outside employment precincts,** which are compatible with other uses and serve to make each MTSA an *employment* destination within the *City*.

10. Policy 8.1.2 (2.1) d) is modified so that it reads:

> d) Based on the minimum density of 200 residents and jobs per hectare combined, the corresponding population is approximately 15,985 residents and 8,449 jobs, for an estimated minimum of 24,434 residents and jobs combined ~~**to achieve a proportional target of approximately 65% residents and 35% jobs per hectare**~~.

11. Policy 8.1.2 (2.1) e) is modified so that it reads:

> e) **A general proportional target of approximately 65% residents and 35% jobs** ~~**The proportional mix of residents and jobs**~~ is planned **to be achieved across the entire *Major Transit Station Area*** to 2051 and beyond and *shall* be monitored and Section 8.1.2(10.2) and Section 12.3 of this Plan to track the achievement of the growth target."

12. The table titled 'Burlington GO Urban Growth Centre/MTSA Precinct Visions' in Policy 8.1.2 (2.2) a) is modified, as shown below:

Burlington GO Urban Growth Centre/MTSA Precinct Visions	
Precinct	**The precinct will…**
Burlington GO Central	• Be the preeminent destination for *major office*, regional *public service facilities* as well as commercial, recreation, cultural and *entertainment uses.* • Accommodate high density *employment* centres, **and urban format retail,** ~~**accommodate**~~ **encourage** *affordable*

	housing **where permitted** ~~**and urban format retail,**~~ and focus~~**es**~~ *tall buildings* close to the GO station. • Be designed and developed to support the area as a landing and leaving place for all transit trips. • Be developed with built-form transitions which ensure increased density is met with *streetscape* design that creates a pedestrian-focused area for travelers to arrive in, find amenities, and enjoy outdoor spaces. • Have the tallest buildings located along the rail corridor, where shadows will have the least impact. • Where *tall buildings* are located at the interface of parks and natural heritage systems, the *tall buildings* in this precinct will provide sufficient setback with reduced height to provide a transition and minimize shadow and wind impacts. • Include new transportation connections that will be further refined through tertiary planning, transportation studies and environmental assessments.
Queensway Commons	• Serve as a unique retail and *service commercial* destination with a comfortable and vibrant pedestrian environment with active uses at the street level and increased emphasis on pedestrian and *multi-modal* movement. • Be developed with public features such as flexible streets, community hubs and park features that offer unique opportunities for programming and community gatherings. • Be developed with mixed-use buildings throughout the precinct that contribute towards convenient co-location and the creation of lively, vibrant, and people-oriented places. • Be developed with predominately *mid-rise* built forms. • Large, single-use buildings are to be avoided to better establish a fine-grained street frontage along new *complete street*s.
Fairview Frequent Transit Corridor	• Be a vibrant, lively, and people-oriented place, serviced by frequent and diverse *modes* of travel. • Accommodate a significant concentration of residential, retail, *employment* and *service commercial* uses, with a main-street pedestrian experience along the *frequent transit corridor* of Fairview Street. • Have building setback treatments that allow for patio spaces, public open space, and enhanced tree canopies.
~~**Urban**~~ **General** Employment	• Continue to be an ~~***employment area* as part of the Region of Halton Employment Area***~~ **area of employment as defined by the Province.** • ~~**Evolve and accommodate more intensive *office* and additional *employment* uses.**~~ **Accommodate jobs related to manufacturing, warehousing and goods movement uses, uses related to research and development in connection with manufacturing, and associated retail and *office* uses and ancillary facilities, in a manner that is compatible with surrounding *sensitive land uses*.**

Drury Node	• Function as the eastern entryway into Burlington Urban Growth Centre/MTSA. • Be developed as a mixed-use precinct focused around a new mid-block connection. • Accommodate a wide range of housing options with a variety of built form and services to provide for the day-to-day and weekly needs of residents within the precinct and the surrounding neighbourhoods.
Legion Commons	• Become a *complete community* and serve as a community hub~~, recognizing that the precinct includes former *City employment* lands that were converted for this purpose~~. • Include a new community hub that will provide for the introduction of new *public service facilities* such as community centres and will support the creation of a diverse range and mix of housing options, including the retention of existing rental housing. • Be planned to provide opportunities for *ground-oriented dwellings* as well as some ground and second floor retail and *service commercial* uses in mixed use buildings. • Retain an employment function through the new uses, including *public service facilities*, retail and *service commercial uses* that will serve this area. • Be subject to tertiary planning to ensure the delivery of *public service facilities* and community amenities.
Leighland Node	• Be planned to allow for *intensification* at the major intersection of Brant Street and Plains Road East. • Function as the gateway and key intersection of Brant Street and Plains Road East and provide opportunities for *public service facilities* as well as retail and *service commercial* uses within landmark buildings. • Serve as a key retail and *service commercial* area, sensitively connecting adjacent residential neighbourhoods to the Burlington GO Central Precinct.
Upper Brant	• Be planned to accommodate *developments* with a variety of building heights proportional to parcel depth along Brant Street between Prospect Street and Blairholm Avenue, with the tallest *developments* located along and north of Ghent Avenue. • Function as the connection between the Downtown Burlington Urban Centre and the Downtown Burlington Urban Growth Centre/Burlington GO *MTSA*. • Consist of *development* that generally achieves a height and density that reflects the precinct's walking distance to higher-order transit at the Burlington GO Station, and contributes to the creation of a transit, pedestrian and cycling oriented area while also achieving *compatibility* with adjacent Residential Low Density areas. • Maintain a low-rise feel for pedestrians along Brant Street through building setbacks above the third storey abutting Brant Street.

	• To balance the objectives of providing increased density within walking distance to the Burlington GO Station, providing for a transition to adjacent established low- rise residential areas and to provide for a setback along Brant Street above the third storey, flexibility *may* be considered in the depth of the setback from Brant Street above the third storey.
Mid-Rise Residential	• Support the general housing and height transition objectives of the *City*'s *Major Transit Station Area*s. • Include a variety of *low-rise* and *mid-rise building* forms, with the tallest buildings framing main streets such as Plains Road East, Queensway Drive, Brant Street, Fairview Street, and along the rail corridor. • Incorporate gradual transitions from the *mid-rise buildings* along Fairview Street, Drury Lane, Plains Road East and Leighland Road to the adjacent *low-rise* neighbourhoods, offering flexibility for new housing *development* to support the growing population of the area.
Low to Mid-Rise Residential	• Serve as a transition between existing *low-rise* residential neighbourhoods and the *intensification areas* within the *MTSA*. • Recognize that while the existing *low-rise buildings* in the precinct are not anticipated to redevelop in the long term, there are opportunities to accommodate new lower *mid-rise* residential and residential/mixed use.

13. Policy 8.1.2 (2.2) b) is modified so that it reads:

b) The following uses *may* be permitted on land within the precincts identified on Schedule F: Land Use- Downtown Burlington Urban Growth Centre/Burlington GO *Major Transit Station Area*, **other than the General Employment precinct,** in accordance with the policies of this Plan and *shall* be regulated in accordance with the Community Planning Permit By-law: residential uses excluding single detached dwellings, and semi-detached dwellings; [...]

14. Policy 8.1.2 (2.2) c) is added to OPA 2 and reads:

c) **The following uses *may* be permitted on lands within the General Employment precinct as identified on Schedule F: Land Use- Downtown Burlington Urban Growth Centre/Burlington GO *Major Transit Station Area,* in accordance with the policies of this Plan and *shall* be regulated in accordance with the Community Planning Permit By-law:**

i. **manufacturing uses;**

ii. **research and development in connection to manufacturing anything;**

iii. **warehousing and goods movement;**

iv. **retail and *office* uses associated with a use listed in i. to iii. above;**

v. **facilities that are ancillary to the uses set out in i. to iii. above;**

vi. ***institutional* and other uses not listed in i. to v above, including retail and *office* uses, provided they were lawfully established on or before October 20, 2024; and,**

vii. ***ancillary employment uses* that are not *institutional* uses or commercial uses, including retail and *office* uses not referred to in iv. above."**

15. Policy 8.1.2 (2.2) d) is added to OPA 2 and reads:

d) **Lands within the General Employment precinct *shall* be considered an "area of employment" as defined in subsection 1(1) of the Planning Act and "employment area" as defined in the Provincial Planning Statement. New uses not listed in 8.1.2(2.2) c) i. to iv. of this Plan on lands within a General Employment precinct on a site-specific basis *shall* be prohibited.**

16. Policy 8.1.2 (2.2) c) is renumbered to 8.1.2 (2.2) e) and modified so that it reads:

~~c)~~ **e)** *Public Service Facilities* and *institutional uses shall* be permitted in all precincts identified on Schedule F: Land Use - Downtown Burlington Urban Growth Centre/ Burlington GO MTSA, of this Plan; with the exception of the **General Employment precinct, not including *ancillary employment uses* that are not *institutional* uses or commercial uses, including retail and *office* uses not referred to in 8.1.2 (2.2) c) iv. above; and the** Natural Heritage System precinct and in lands within *hazardous lands* and *hazardous sites* as approximately shown on Appendix E of this Plan, and in accordance with the policies of this Plan and implemented through the Community Planning Permit By-law."

17. Policy 8.1.2 (2.2) d) is renumbered to 8.1.2 (2.2) f) and modified so that it reads:

~~d)~~ **f)** ***Assisted* and** a***A****dditional needs housing* ~~are~~ **is** *encouraged* to locate in all precincts where residential uses are permitted identified on Schedule F: Land Use – Downtown Burlington Urban Growth Centre/Burlington GO MTSA and where public transit, retail and *public service facilities* are readily accessible, with the exception of *hazardous lands* and *hazardous sites* as approximately shown on Appendix E of this Plan, in accordance with the policies of this Plan and implemented through the Community Planning Permit By-law subject to reasonable planning standards and design criteria.

18. Policy 8.11.2 (2.2) e) is renumbered to 8.1.2 (2.2) g:

~~e)~~ **g)** The enlargement or extension of a legal non-conforming use *shall* be permitted provided that the expansion or enlargement is used in the same manner and for the same purpose as it was used on the day OPA 2 was passed or is more compatible with the uses permitted.

19. Policy 8.1.2 (3.1) d) is modified so that it reads:

d) Based on the minimum density of 150 residents and jobs combined per hectare, the corresponding population is approximately 15,249 residents and 2,565 jobs, for an estimated 17,814 residents and jobs combined ~~**to achieve a proportional target of**~~

~~**approximately 80% residents and 20% jobs per hectare**~~.

20. Policy 8.1.2 (3.1) e) is modified so that it reads:

    e) **A general proportional target of approximately 80% residents and 20% jobs** ~~**The proportional mix of residents and jobs**~~ is planned **to be achieved across the entire *Major Transit Station Area*** to 2051 and beyond and *shall* be monitored in accordance with Section 8.1.2(10.2) and Section 12.3 of this Plan to track the achievement of the growth target."

21. The table titled 'Aldershot GO MTSA Precinct Visions' in Policy 8.1.2 (3.2) a) is modified, as shown below:

Aldershot GO MTSA Precinct Visions	
Precinct	**The precinct will...**
Aldershot GO Central	• Be the focus area for the Aldershot GO *MTSA*'s highest densities. • Be the preeminent destination for *major office*, ~~***affordable housing,***~~ retail and *service commercial* uses within Aldershot Corners**, encourage *affordable housing* where permitted** and ~~**the**~~ focus ~~**of the tallest**~~ ***tall*** *buildings* close to the GO station. • Ensure that, through built-form transitions, increased density is also met with *streetscape* design that creates a pedestrian-focused area for travelers to arrive in, find amenities, and enjoy outdoor spaces. • Be planned with the tallest buildings in the precinct located along the rail corridor, where shadows will have the least impact, and with the height peak of the precinct located where Waterdown Road intersects the rail line.
Aldershot Main Street	• Be characterized as a mid-rise precinct that advances the historic, neighbourhood driven-Plains Road Village Vision and establishes a unique community destination with a focus on a continuous retail frontage and main-street pedestrian experience along the *frequent transit corridors* of Waterdown Road and Plains Road (East and West).
Cooke Commons	• Be planned to accommodate a mix of uses, with *tall* and *mid-rise* mixed use buildings being the predominant built form and use. • Function as a transitional area between the tower-concentrated Aldershot GO Central Precinct and the Mid-Rise Residential and Aldershot Main Street precincts. • Consist of *development* which support the growth of a unique retail and dining destination, with a comfortable and vibrant pedestrian environment fronting onto a re-imagined Cooke Boulevard, including a potential flex street with active uses at the street level and increased emphasis on pedestrian and *multi-modal* movement.
Emery Commons	• Function as a transitional area between the tower-concentrated Aldershot GO Central Precinct and the Mid-Rise Residential and Aldershot Main Street precincts. • Accommodate a concentration of residential, retail, *employment* and *service commercial* uses in buildings with varying heights

	that contribute towards the creation of lively, vibrant and people-oriented places. • Become a new community hub for Aldershot Corners, with a concentration of community services, amenities and facilities. • Contain opportunities to consider strategic locations and investments for future City *public service facilities* in accordance with the policies of Section 3.2 of this Plan.
Mid Rise Residential	• Include a variety of *low-rise* and *mid-rise building* forms at the eastern and western edges of the Aldershot GO *Major Transit Station Area*. • Support the *Major Transit Station Area* objectives of providing housing as well as retail, *service commercial*, and *employment* opportunities in close proximity to the Aldershot GO Transit Station and allow for transitions to existing neighbourhoods beyond the *Major Transit Station Area* boundary. • Contain opportunities for intervening land uses within the Mid-Rise residential precinct on the east side of Waterdown Road to support achieving land use compatibility objectives and policies in relation to the existing CN Rail *major facility* **in accordance with the Provincial Planning Statement and applicable provincial guidelines, standards and procedures**.

22. Policy 8.1.2 (3.2) d) is modified so that it reads:

d) ~~**Assisted and a**~~**A**dditional needs housing ~~**are**~~ **is** encouraged to locate in all precincts where residential uses are permitted identified on Schedule G: Land Use – Aldershot GO Major Transit Station Area and where public transit, retail and public service facilities are readily accessible, with the exception of hazardous lands and hazardous sites as approximately shown on Appendix E of this Plan, in accordance with the policies of this Plan and implemented through the Community Planning Permit By-law subject to reasonable planning standards and design criteria.

23. Policy 8.1.2 (4) is modified so that the first paragraph reads:

The Appleby Gateway *MTSA* area is divided by the rail corridor into two sub-areas: Appleby GO North and Appleby GO South. Appleby Gateway *MTSA* North consists of largely existing *employment* uses**, including a number of existing major facilities,** and will continue to ~~**grow to accommodate more intensive *office* and *employment* uses while continuing to support existing *major facilities***~~ **accommodate a manufacturing, warehousing and goods movement uses, uses related to research and development in connection with manufacturing, and associated retail and *office* uses and ancillary facilities**. Appleby Gateway *MTSA* South will evolve as an urban village with a balanced mix of *employment*, residential and commercial opportunities, bordered by Sherwood Forest Park. The two areas will be connected by a new transit plaza, as well as enhanced *transportation facilities* crossing the rail line. Transitions from North to South will focus on land use compatibility and will include mitigation measures to protect both existing *employment* uses and new and existing *sensitive land uses.* [...]

24. Policy 8.1.2 (4.1) d) is modified so that it reads:

d) Based on the minimum density of 120 residents and jobs per hectare combined, the

corresponding population is approximately 5,458 residents and 19,579 jobs, for an estimated 25,037 residents and jobs combined ~~**to achieve a proportional target of approximately 40% residents and 60% jobs per hectare**~~.

25. Policy 8.1.2 (4.1) e) is modified so that it reads:

    e) **A general proportional target of approximately 20% residents and 80% jobs** ~~**The proportional mix of residents and jobs**~~ is planned **to be achieved across the entire *Major Transit Station Area*** to 2051 and beyond and *shall* be monitored in accordance with Section 8.1.2(10.2) and Section 12.3 of this Plan to track the achievement of the growth target.

26. The table titled Appleby GO MTSA Precinct Visions' in Policy 8.1.2 (4.2) a) is modified, as shown below:

Appleby GO MTSA Precinct Visions	
Precinct	**The precinct will…**
General Employment	• Continue to provide locations for **a broad range of** existing, new and/or relocating manufacturing, ~~**assembly, distribution and service *industrial* uses.**~~ **warehousing and goods movement uses, uses related to research and development in connection with manufacturing, and associated retail and *office* uses and ancillary facilities, in a low-rise built form while ensuring *compatibility* with adjacent *sensitive land uses.*** • **Continue to be protected as an area of employment as defined by the Province.** • ~~**Provide a broad range of light *industrial* to *office* uses with a mix of *office* and low-rise *employment* built form while ensuring *compatibility* with adjacent *sensitive land uses.***~~
~~**Urban**~~ **MTSA Corridor** Employment	• Continue to be ~~**an *employment area* which will grow to accommodate more intensive *office* and additional *employment* uses in a *mid-rise* built form that provides access and high visibility along major transportation routes**~~ **protected as an area of employment, as defined by the Province.** • Allow for the continuation of existing uses ~~**subject to the policies of 8.1.2(6) of this Plan**~~, **including a substantial number of existing *office* uses**. • **Accommodate jobs related to manufacturing, warehousing and goods movement uses, uses related to research and development in connection to manufacturing, and associated retail and *office* uses and ancillary facilities that would benefit from access and high visibility along major transportation routes, subject to the policies of 8.1.2(6) of this Plan.**
Appleby GO Central	• Accommodate *major office*, *public service facilities* as well as commercial, recreation, cultural and *entertainment uses.* • Accommodate a higher density mix of uses**,** including ~~***affordable housing* and***~~ retail**,** with a focus of *tall buildings*

	close to the GO station and along the rail**, while encouraging *affordable housing* where permitted**. • Be designed and developed to support improved connectivity to the *employment* area north of the rail. • Be planned and developed in a manner that ensures the long term viability of the *employment* uses on the north side of the rail corridor and minimizes and mitigates potential *adverse effects* to new *sensitive land uses* in the precinct. • Have the tallest buildings with appropriate compatibility mitigation located along the rail corridor, where shadows will have the least impact. • Where *tall buildings* are located at the interface of parks and natural heritage system precinct, the *tall buildings* in this precinct will provide sufficient setbacks with reduced height to provide a transition and minimize shadow and wind impacts.
Fairview Frequent Transit Corridor	• Be a vibrant, lively, and people-oriented place, serviced by frequent *multi-modal* travel opportunities. • Be a unique community destination with a focus on a continuous retail frontage and main-street pedestrian experience. • Accommodate a significant concentration of residential, retail, *employment* and *service commercial* uses, with a main-street pedestrian experience along the *frequent transit corridor* of Fairview Street, and setback treatments that allow for patio spaces, public open space, and enhanced tree canopies.
Mid-Rise Residential	• Support the general housing and height transition objectives of this Plan offering gradual transitions from the adjacent existing low rise neighbourhoods.
Low to Mid-Rise Residential	• Encompass an area that includes existing *low-rise* residential neighbourhoods within the *Major Transit Station Area.* • Recognize that the existing *low-rise buildings* in the precinct are not anticipated to redevelop in the long term.

27. Policy 8.1.2 (4.2) b) is modified so that it reads:

> b) The **following uses *may* be permitted in the** precincts identified south of the rail corridor on Schedule H: Land Use - Appleby GO Major Transit Station Area ~~***may* permit the following authorized uses of land**~~ in accordance with the policies of this Plan and *shall* be regulated in accordance with the Community Planning Permit By-law:
> [...]

28. Policy 8.1.2 (4.2) c) is modified and the subsections renumbered so that it reads:

> c) The **following uses *may* be permitted in the** precincts identified north of the rail corridor on Schedule H: Land Use - Appleby GO Major Transit Station Area ~~***may* permit the following authorized uses of land**~~ **in accordance with the policies of this Plan** and *shall* be regulated in accordance with the Community Planning Permit By-law:
>
> ~~**i. *Industrial* uses;**~~

~~ii. *Employment* uses;~~

~~iii. *office* and *major office* uses;~~

~~iv. *automotive commercial* uses, excluding *large scale motor vehicle dealership*;~~

~~v. *accessory* retail and *service commercial uses* which serve the day to day needs of employees; and,~~

~~vi. A limited range of *recreation uses* such as fitness centres and gyms that meet the definition of *ancillary employment use*, as defined by this Plan, and *shall* be located within a building with existing or planned *employment* uses.~~

i. **manufacturing uses;**

ii. **research and development in connection to manufacturing anything;**

iii. **warehousing and goods movement;**

iv. **retail and *office* uses associated with a use listed in i. to iii. above;**

v. **facilities that are ancillary to the uses set out in i. to iii. above;**

vi. ***institutional* and other uses not listed in i. to v above, including retail and *office* uses, provided they were lawfully established on or before October 20, 2024; and,**

vii. ***ancillary employment uses* that are not *institutional* uses or commercial uses, including retail and *office* uses not referred to in iv. above.**

29. Policy 8.1.2 (4.2) d) is added to OPA 2 and reads:

d) **Lands within the MTSA Corridor Employment and General Employment precincts *shall* be considered an "area of employment" as defined in subsection 1(1) of the Planning Act and "employment area" as defined in the Provincial Planning Statement. New uses not listed in 8.1.2(2.2) c) i. to iv. of this Plan on lands within an MTSA Corridor Employment or General Employment precinct *shall* be prohibited.**

30. Policy 8.1.2 (4.2) d) is renumbered to 8.1.2 (4.2) e) and modified so that it reads:

"~~d)~~ **e)** *Public Service Facilities* and *institutional uses shall* be permitted in all precincts identified on Schedule H: Land Use - Appleby GO Major Transit Station Area with the exception of the **MTSA Corridor Employment and General Employment precincts, not including *ancillary employment uses* that are not *institutional* uses or commercial uses, including retail and *office* uses not referred to in 8.1.2 (4.2) c) iv. above; and the** Natural Heritage System precinct; and in lands within *hazardous lands* and *hazardous sites* as approximately shown on Appendix E and in accordance with the policies of this Plan and implemented through the Community Planning Permit By-law."

31. Policy 8.1.2 (4.2) e) is renumbered to 8.1.2 (4.2) f) and modified so that it reads:

> ~~e)~~ **f)** ~~**Assisted and a**~~**A**dditional needs housing ~~**are**~~ **is** encouraged to locate in all precincts where residential uses are permitted identified on Schedule H: Land Use-Appleby GO Major Transit Station Area and where public transit, retail and public service facilities are readily accessible, with the exception of hazardous lands and hazardous sites as approximately shown on Appendix E of this Plan, in accordance with the policies of this Plan and implemented through the Community Planning Permit By-law subject to reasonable planning standards and design criteria.

32. Policy 8.1.2 (4.2) f) is renumbered to 8.1.2 (4.2) g):

> ~~**f)**~~ **g)** The enlargement or extension of a legal non-conforming use *shall* be permitted provided that the expansion or enlargement is used in the same manner and for the same purpose as it was used on the day OPA 2 was passed or is more compatible with the uses permitted.

33. Policy 8.1.2 (4.2) g) is renumbered to 8.1.2 (4.2) h):

> ~~**g)**~~ **h)** The lands at 720, 735, 740 Oval Court and 5135, 5155 Fairview Street are excluded from the Community Planning Permit policies and any Official Plan policies to be implemented through the Community Planning Permit process.

34. Policy 8.1.2 (5.2) d) is modified so that it reads:

> d) The public street rights-of-ways as shown on Schedule F-1: Downtown Burlington Urban Growth Centre/Burlington GO Major Transit Station Area Network, Schedule G-1: Aldershot GO Major Transit Station Area Transportation Network, and Schedule H-1: Appleby GO Major Transit Station Area Transportation Network and in Table 4: Major Transit Station Area Public Right-of-Way Widths, of this Plan, *shall* be protected and secured through the processing of a Community Planning Permit application, unless waived by the *City* and/or Region in accordance with Subsection 6.2.7(2)f) of this Plan. Reductions to public right-of-way allowance widths **for local roadways** will only be considered provided the *City's* objectives to achieve complete streets standards, including all mobility, transit and design needs, have been addressed. Further, any public right-of-way identified in a detailed engineering study or Environmental Assessment study by the *City* ~~**and/or Region**~~ *shall* be protected and secured in the same way through the Community Planning Permit application.

35. Policy 8.1.2 (5.2) e) is modified so that it reads:

> e) A detailed, intersection level Transportation Impact Assessment Study *shall* be completed for *development* proposals to assess the impacts of traffic on the local and Regional road network and to identify *infrastructure* upgrades and access improvements subject to an approved Terms of Reference approved by the *City* and/or Region and in accordance with the most up to date *City* and/or Regional Guidelines and Bylaws. Should the Transportation Impact Assessment Study determine the public right-of-way **for a local roadway** is not needed, connections *may* be implemented through private or condo road.

36. Policy 8.1.2 (5.2) h) is modified so that it reads:

h) Minor modifications to the location, size and alignment of the conceptual streets *may* be permitted without amendment to this Plan and *Community Planning Permit System* provided that such modifications continue to meet the objective of delivering *active transportation* connections and City design standards are approved by the *City* ~~**and Halton Region**~~ in accordance with their applicable guidelines.

37. Policy 8.1.2 (6) b) is modified so that it reads:

b) Where avoidance is not possible, *development* containing *sensitive land uses shall* demonstrate how land use *compatibility* has been evaluated and addressed through a Land Use Compatibility Screening Assessment to confirm whether the site is within the potential influence area of a *major facility* and the need for a Land Use Compatibility Study, in accordance with Provincial ~~**and Regional**~~ guidelines, and where required, a Land Use Compatibility Study in accordance with 8.1.2(6) c). *Development* of new *sensitive land uses shall* only be permitted where the impacts to existing and planned *industrial*, manufacturing or other *major facilities* and potential new *major facilities,* as permitted through the Community Planning Permit By-law, have been minimized and mitigated to the satisfaction of the *City.*

38. Policy 8.1.2 (6) i) is modified so that it reads:

i) The *City shall* develop procedures for assessing environmental noise matters for new *development*, including, but not limited to, criteria for the consideration and formal confirmation of a Class 4 area, in accordance with any applicable Provincial ~~**and Regional**~~ guidelines.

39. Policy 8.1.2 (7) b) is modified so that it reads:

b) Proposed *development shall* consider the impacts to all Key Features and components of the Natural Heritage System Precinct, as well as Key Features and components of the Natural Heritage System on adjacent lands, in accordance with the policies of this Plan ~~**and the Regional Official Plan.**~~

40. Policy 8.1.2 (7) e) is modified so that it reads:

e) *Buffers* for identified *significant woodlands shall* be no less than 10m wide and *shall* form part of the City's Natural Heritage System precinct. Non-intensive pedestrian trails *may* be located within these *buffers* where *negative impacts* to *woodlands* can be minimized as demonstrated through an Environmental Impact Assessment and accepted by the *City* ~~**and Halton Region**~~.

41. Policy 8.1.2 (8.4) a) is modified so that it reads:

a) *Public service facilities* and *institutional uses shall* be permitted in all precincts of the MTSAs with the exception of the Natural Heritage System precinct~~,~~ **and** Natural Hazards overlay, **and *shall* be allowed if it is considered an *ancillary employment use* that is not an institutional use or commercial use, including retail and office uses not referred to in 8.1.2 (2.2) c) iv. and (4.2) c) iv. above in the** General Employment and ~~**Urban**~~ **MTSA Corridor** Employment **precincts,** ~~**precincts in accordance with Section 3.2.2 c), d and e) of this Plan, and**~~ subject to ~~**land use**~~

~~*compatibility* policies for existing *major facilities*~~ **Subsection 8.1.2(6) of this Plan.**

42. Policy 8.1.2 (8.5) e) is modified so that it reads:

> e) *Development* within the ~~**Urban**~~ **MTSA Corridor** Employment and General Employment Precincts *may* consider **providing** amenity space **facilities** to support employees ~~**in the areas**~~ **associated with a permitted use**. Such amenity space could include Privately-Owned Publicly Accessible Spaces (POPS) and *shall* not include play structures or other uses that would impact land use compatibility.

43. Policy 8.1.2 (8.6) a) is modified so that it reads:

> a) All forms of *affordable* ***housing,*** ~~**and**~~ *assisted housing*, **and *additional needs housing*** to support all income levels, including subsidized non-market housing units, are *encouraged* for integration within neighbourhoods.

44. Policy 8.1.2 (8.6) b) is modified so that it reads:

> b) The *Community Planning Permit System shall* set out that notwithstanding any other requirements, *affordable housing* and ~~***assisted***~~ ***additional needs*** *housing, may* be permitted as single use *developments* and are *encouraged* to be combined with *developments* that also provide market housing.

45. Policy 8.1.2 (8.6) d) is modified so that it reads:

> d) The *City shall* require the submission of a *housing impact statement* where a *development* proposal includes more than one hundred (100) *dwelling units,* in accordance with subsection 3.1.1(2)h) of this Plan or a Planning Justification Report in accordance with Section 8.1.2 (10.4) of this Plan. The *housing impact statement shall* also identify how the proposal contributes to achieving the *City*'s Council approved housing targets. The submission of a Planning Justification Report *may* be required in accordance with Section 8.1.2(10.4) for purpose built rental, *affordable* ***housing,*** ~~**and**~~ *assisted housing* **and *additional needs housing*** *development* instead of a *housing impact statement.*

46. Policy 8.1.2 (9) is modified so that the title reads:

> Employment Uses and Employment Land ~~**Conversions**~~ **Removals**

47. Policy 8.1.2 (9.1) a) is modified so that it reads:

> a) ~~**In accordance with the policies of the Regional Official Plan, on**~~ **On** lands outside of the General Employment and ~~**Urban**~~ **MTSA Corridor** Employment precinct where there is a redevelopment of an *employment* use or building that results in the loss of non-residential floor space, the proponent *shall* demonstrate to the satisfaction of the *City* that the proposal is supporting the achievement of the proportional target of residents and jobs in accordance with Section 8.1.2(2.1) d), 8.1.2(3.1) d) and 8.1.2 (4.1) d) of this Plan.

48. Policy 8.1.2 (10.1.1) h) v. e) is modified so that it reads:

> "Demonstration of land use *compatibility,* to the satisfaction of the City, in accordance

with **the Provincial Planning Statement and applicable provincial guidelines, standards and procedures, as well as** Section 8.1.2(6) c) (vi) ~~**and the objective of phasing out of *major facilities* within this area**~~."

49. Policy 8.1.2 (10.4) c) is modified so that 'Floor Plans' is removed from the list of required materials and reference to the 'Region of Halton' is removed from the requirements table outlining the list of complete application requirements for a Community Planning Permit Application, as shown below.

Community Planning
Community Planning Permit Application form and application fee
An affidavit or sworn declaration by the applicant that the information required under Schedule 1 of O. Reg. 173/16 of The Planning Act and provided by the applicant is accurate.
Response to staff and applicable agency comments received at the Community Planning Permit pre-consultation circulation.
Site Plan
Survey and Severance Sketch in metric units prepared by an Ontario Land Surveyor as required under Schedule 1 of O. Reg. 173/16 of The Planning Act
Planning justification report, which includes: • Consideration of the City's Housing Strategy and associated targets or a *housing impact statement*, • Consideration of the achievement of Complete Communities, including as regulated in the Community Planning Permit By-law provisions for Services, Facilities and Matters, • Consideration of the *Community Planning Permit System* By-law criteria for variations for Class 2 and 3 applications as regulated through the By-law, • Detailed discussion related to *development* Phasing in accordance with Section 8.1.2 (10.2) and applicable policies of this Plan, and, • Detailed discussion to demonstrate that the proposed *development* is consistent with provincial policy, legislation, regulations and standards.
Land Assembly Documents • including application address
Reference Plans or draft application for plan of subdivision, if requested (as it relates to the conveyance of land to the City for parks, public rights of ways, or for any other required purpose).
~~**Floor Plans**~~
One or both of the following, as required by the Community Planning Permit By-law and as per Schedule 1 of O. Reg. 173/16 of The Planning Act: a. Plans that show the location of all buildings and structures to be erected, the location of all facilities and works to be provided in conjunction with the buildings and structures. b. Drawings that show plan, elevation and cross-section views for each building to be erected and are sufficient to display: • the massing and conceptual design of the proposed building, • the relationship of the proposed building to adjacent buildings, streets, and exterior areas to which members of the public have access, • the provision of interior walkways, stairs, elevators and escalators to which members of the public have access from streets, open spaces and interior walkways in adjacent buildings,

• matters relating to exterior design, including without limitation the character, scale, appearance and design features of the proposed building, and its sustainable design, but only to the extent that it is a matter of exterior design, if the official plan contains provisions relating to such matters, • the sustainable design elements on any adjoining highway under a municipality's jurisdiction, including without limitation trees, shrubs, hedges, plantings or other ground cover, permeable paving materials, street furniture, curb ramps, waste and recycling containers and bicycle parking facilities, and • facilities designed to have regard for accessibility for persons with disabilities.
Site Details including but not limited to: • Outdoor Storage • Screening Details • Bicycle Rack Details • Fencing Details
AutoCAD File of Site Plan
3-D model of proposed buildings
Draft Common Element Condo Plan (when applicable)
Burlington Urban Design Advisory Panel (BUD) • Applicant response to the BUD comments
Urban Design Brief, including but not limited to: • Demonstrate consideration of applicable urban design guidelines and policies • Height survey of adjacent buildings • Angular plane study • Shadow analysis plan • Wind Impact Study
Sustainable Building and Development Guidelines Checklist
Phasing strategy and plans
Demonstrated compliance with the Community Planning Permit By-law or confirmation of permit class including consideration of the Community Planning Permit By-law criteria for variations for Class 2 and 3 applications as regulated.
Details of any proposed outdoor garbage storage and communal recycling containers, including any screening of the outdoor facilities
Details of all rooftop mechanical equipment. • Rooftop equipment less than 1.2m in height to be painted in a neutral colour to blend in with the building. • Rooftop equipment 1.2m in height or greater *shall* be screened from view from all sides.
8 ½ x 11 reduced site plan drawing clearly denoting the designated fire access routes for sign designation and record purposes.
Heritage Impact Study (when applicable)
Cultural Heritage Landscape Impact Assessment
Archaeological Report
In the case of applications that require the provision of facilities, services and matters as identified in the Community Planning Permit By-law, the proponent *shall* provide sufficient information to demonstrate the proportional relationship between the quantity or monetary value or in-kind contribution of the facilities, services and matters proposed.

A Land Use Compatibility Screening Assessment and, if required, a detailed Land Use Compatibility Assessment Study in accordance with the City of Burlington's Terms of Reference for Land Use Compatibility Assessments Study in accordance with Section 8.1.2(6) of this Plan
Retail and Service Commercial Needs Assessment
Financial Impact Study
Market Impact Study
Park Concept Plan
A Tertiary Plan or equivalent in accordance with Chapter 8.1.2 (10.1) of this Plan
Tenant Relocation and Assistance Plan
Environmental Impact Assessment, where *development* is proposed within or adjacent to the Natural Heritage System Precinct;
Hydro Corridor Land Use Application if applicable
In areas regulated by Conservation Halton, a Natural Hazard Technical study or clearance obtained from Conservation Halton, as required
Letter of Reliance for the Complete Application Materials, extending reliance on any studies to the City of Burlington and the Region of Halton.
Transportation Services
Transportation Impact Assessment Study with the requirements confirmed to the satisfaction of the *City* and/or Region to identify any new streets necessary to create a grid network, including an intersection level analysis to assess the impacts of traffic on the local and Regional road network and the identification of infrastructure upgrades and access improvements in accordance with Subsection 8.1.2(5.2) of this Plan;
Transportation Demand Management Plan and implementation strategy
Pavement Marking and Signage Plan
Sightline Analysis;
Traffic Calming Report;
Transportation Monitoring Plan.
Parking Justification Report
Landscape/Forestry
Response matrix for previous pre-consultation comments
Landscape Plan • Showing the location and setbacks of the proposed building and any encroachments. • Showing the location of all jurisdictional setbacks, including but not limited to Ministry of Transportation, Conservation Halton, railways and pipelines. • Showing the location of trees / tree trunks relative to property lines
Landscape Cost Estimate for all works as proposed on the Landscape Plans
Tree Protection Plan in accordance with the City's Tree Protection and Preservation Specification SS12A (as amended) • The Tree Protection Plan must be to scale and illustrate the trees inventoried and include existing and proposed elements. This plan *shall* be coordinated with other civil drawings
Arborists Report • Including but not limited to preservation methods and justification for impacts (e.g., removals) with specific details for each individual tree
Tree Inventory

• The tree inventory *shall* include all public trees of all sizes, and all private trees 10cm in diameter or greater for the subject lot and with 6m of the lot boundary, DBH, species, ownership, condition ratings, recommendations, tree protection zones, and comments
Letter of consent for removal and/or impact to trees not solely owned by applicant (e.g., boundary trees and/or neighbouring trees).
Engineering Services
Response Matrix for previous pre-consultation comments
Region of Halton Environmental Site Screening Questionnaire
Phase One Environmental Site Assessment, in accordance with O. Reg. 153/04, as amended
Phase Two Environmental Site Assessment, in accordance with O. Reg. 153/04, as amended
Remedial Action Plan • Including assessment of the subject lands and any impacted offsite lands
Ministry of the Environment, Conservation and Parks approved Record of Site Condition
Ministry of the Environment, Conservation and Parks approved Certificate of Property Use
Geotechnical Investigation
Hydrogeological Assessment • Including assessment water taking activities, in accordance with Ministry of the Environment, Conservation and Parks' requirements
Dewatering Assessment • Including groundwater dewatering monitoring and mitigation program for potential settlements • Including dewatering discharge plan for both short-term (during construction) and permanent (post-construction) discharge • Including a sampling plan to ensure compliance with the City's Storm Sewer Discharge By-Law, as amended.
Functional Servicing and Drainage Report • The completion of an Enhanced Functional Servicing study in accordance with the policies of this plan or demonstration of sufficient water and wastewater capacity to service the *development* to the satisfaction of the Region. • In accordance with City and Region of Halton requirements • Including Conceptual Site Servicing and Conceptual Site Grading Plan, which include: ▪ The location and setbacks of the proposed building and any encroachments. ▪ The location of all jurisdictional setbacks, including but not limited to Ministry of Transportation, Conservation Halton, railways and pipelines. ▪ The location of trees / tree trunks relative to property lines
Stormwater Management Report
Top-of-bank Demarcation/ Slope Stability Assessment/ Creek Erosion Assessment/ Geomorphic Study
Channelization and/or Floodplain Analysis
Shoreline Hazardous Lands Studies
Source Protection Disclosure Report
Environmental Noise & Vibration Feasibility Study • In accordance with Ministry of the Environment, Conservation and Parks' guidelines and City ~~**and Region of Halton**~~ requirements

• Including but not limited to an assessment of any existing offsite stationary noise sources/impacts and any necessary mitigation
Detailed Environmental Noise & Vibration Study • In accordance with Ministry of the Environment, Conservation and Parks' guidelines and City ~~and Region of Halton~~ requirements • Including but not limited to an assessment of any proposed outdoor mechanical equipment and any necessary mitigation
Shoring System Design Brief • Including shoring system drawings and details • Including confirmation that all elements of the underground parking structure (including but not limited to foundation walls, foundation drainage system, shoring system, etc.) are located within the limits of the subject property.
Letter of consent for required encroachments onto lands not solely owned by applicant (e.g., shoring system tie-backs)
Site Servicing Plan • Showing the location and setbacks of the proposed building and any encroachments. • Showing the location of all jurisdictional setbacks, including but not limited to Ministry of Transportation, Conservation Halton, railways and pipelines. • Showing the location of trees / tree trunks relative to property lines
Site Grading Plan • Showing the location and setbacks of the proposed building and any encroachments. • Showing the location of all jurisdictional setbacks, including but not limited to Ministry of Transportation, Conservation Halton, railways and pipelines. • Showing the location of trees / tree trunks relative to property lines
Erosion and Sediment Control Plan and Details • Showing the location and setbacks of the proposed building and any encroachments. • Showing the location of all jurisdictional setbacks, including but not limited to Ministry of Transportation, Conservation Halton, railways and pipelines. • Showing the location of trees / tree trunks relative to property lines
Notes and Details Plan • Including City and Region of Halton standard drawings and details, as required
Outdoor Lighting Photometrics Plan and Details
Utility Coordination Plan • Showing the location and setbacks of the proposed building and any encroachments. • Showing the location of all jurisdictional setbacks, including but not limited to Ministry of Transportation, Conservation Halton, railways and pipelines. • Showing the location of trees / tree trunks relative to property lines
Construction & Mobility Management Plan and details
Written confirmation from the Geotechnical Engineer that they have reviewed the architectural and engineering drawings, including but not limited to those for civil, structural and mechanical works, and confirm that their geotechnical recommendations have been incorporated into the architectural and engineering drawings.
Written confirmation from the Hydrogeologist that they have reviewed the architectural and engineering drawings, including but not limited to those for civil, structural and mechanical works, and confirm that their hydrogeological recommendations have been incorporated into the architectural and engineering drawings.

Written confirmation from the Hydrogeologist which identifies adjacent structures, services and/or municipal infrastructure located within the zone of influence for groundwater dewatering and any potential settlement which may be considered unacceptable.
Written confirmation from the civil engineering consultant that they have reviewed the architectural, landscape and engineering drawings, including but not limited to those for structural and mechanical works, and confirm that their civil design and recommendations have been incorporated into the architectural, landscape and engineering drawings and do not conflict with the provisions of the other drawings.
Written confirmation by a qualified acoustical consultant that the recommended noise control measures from the approved Detailed Environmental Noise & Vibration Study have been incorporated into the builder's plans.
Written confirmation from a qualified vibration consultant of study limits and locations for vibration monitoring during construction. • Including written confirmation from adjacent property owners for vibration monitors that are to be located offsite. • Including written confirmation of completed precondition surveys of surrounding structures, including but not limited to those for buried utilities (e.g. existing watermains, gas mains, storm sewers and sanitary sewers). • Including written acknowledgement that any issues/claims due to construction vibration *shall* be a civil matter between the developer and the other party.
Letter of Reliance for the Complete Application Materials, extending reliance on any studies to the City of Burlington and the Region of Halton.

DEFINITION MODIFICATIONS:

50. The definition for Development Application in Part VIII of the Official Plan, as modified through OPA 2, is further modified so that it reads:

    Development Application – Formal request to the City of Burlington ~~**and/or Region of Halton,**~~ for an Official Plan amendment, zoning by-law amendment, site plan approval, land conveyance, minor variance approval, plan of subdivision, plan of condominium, part-lot control application, **community planning permit application,** Niagara Escarpment development permit application, or Parkway Belt regulation application.

51. The definition for Protected Major Transit Station Area in Part VIII of the Official Plan, as added through OPA 2, is further modified so that it reads:

    Protected Major Transit Station Area **(PMTSA)** – a Major Transit Station Area delineated and assigned a minimum density target in accordance with Section 16(15) of the Planning Act.

SCHEDULE MODIFICATIONS:

52. Schedule F, Land Use – Downtown Burlington Urban Growth Centre Burlington GO Major Transit Station Area, is amended to the following, as shown in **Appendix A** of this decision:

    a. The legend of Schedule F is amended to remove the "Urban Employment" precinct and replace it with the "General Employment" precinct.

    b. Schedule F is amended to remove the "Transit Station Area" overlay to show the underlying "Burlington GO Central" precinct area.

53. Schedule G, Land Use – Aldershot GO Major Transit Station Area, is amended to the following, as shown in **Appendix B** of this decision:

    a. Schedule G is amended to remove the "Transit Station Area" overlay to show the underlying "Aldershot GO Central" precinct area.

54. Schedule H, Land Use – Appleby GO Major Transit Station Area is amended to the following, as shown in **Appendix C** of this decision:

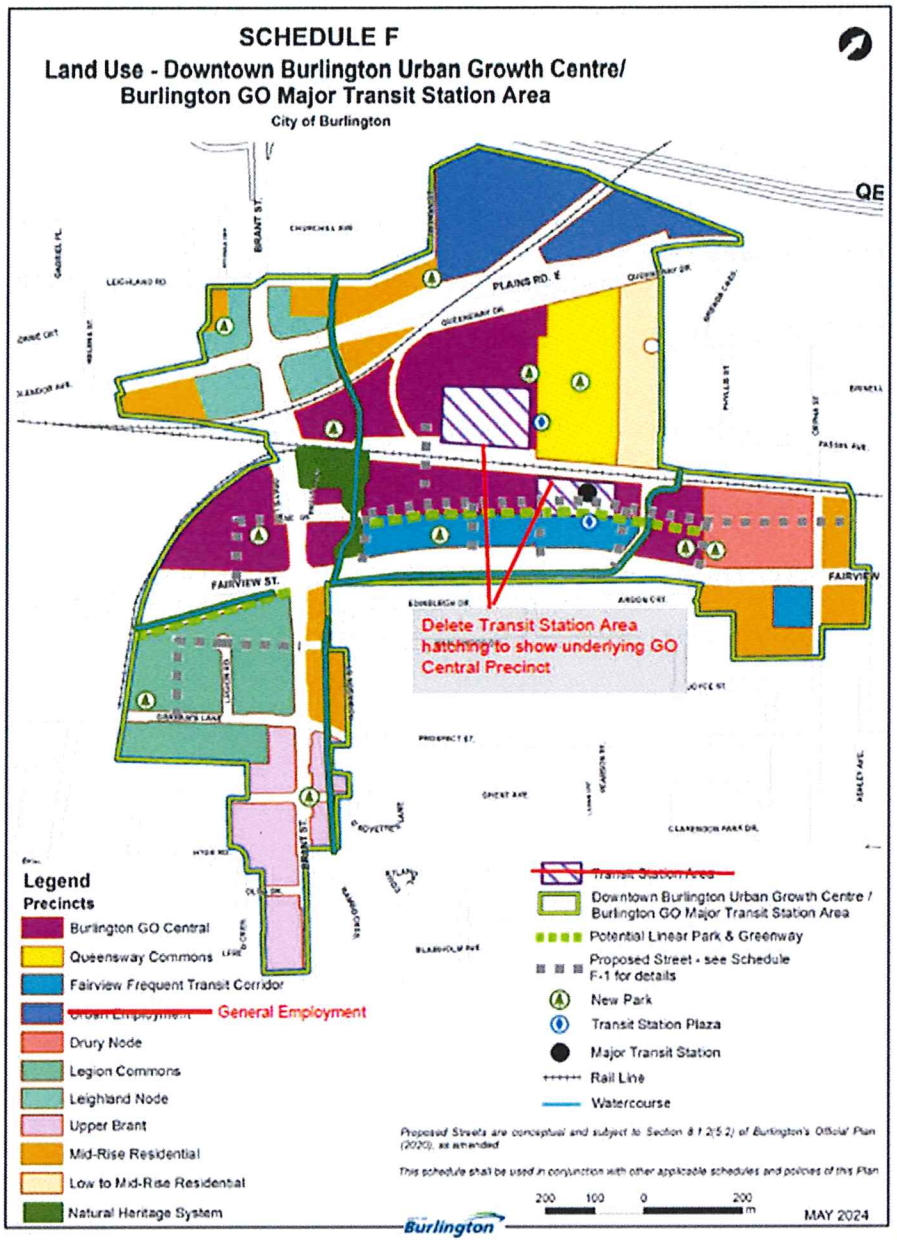
    a. The legend of Schedule H is amended to remove the "Urban Employment" precinct and replace it with the "MTSA Corridor Employment" precinct area.

    b. Schedule H is amended to remove the "Transit Station Area" overlay to show the underlying 'Appleby GO Central' precinct area.

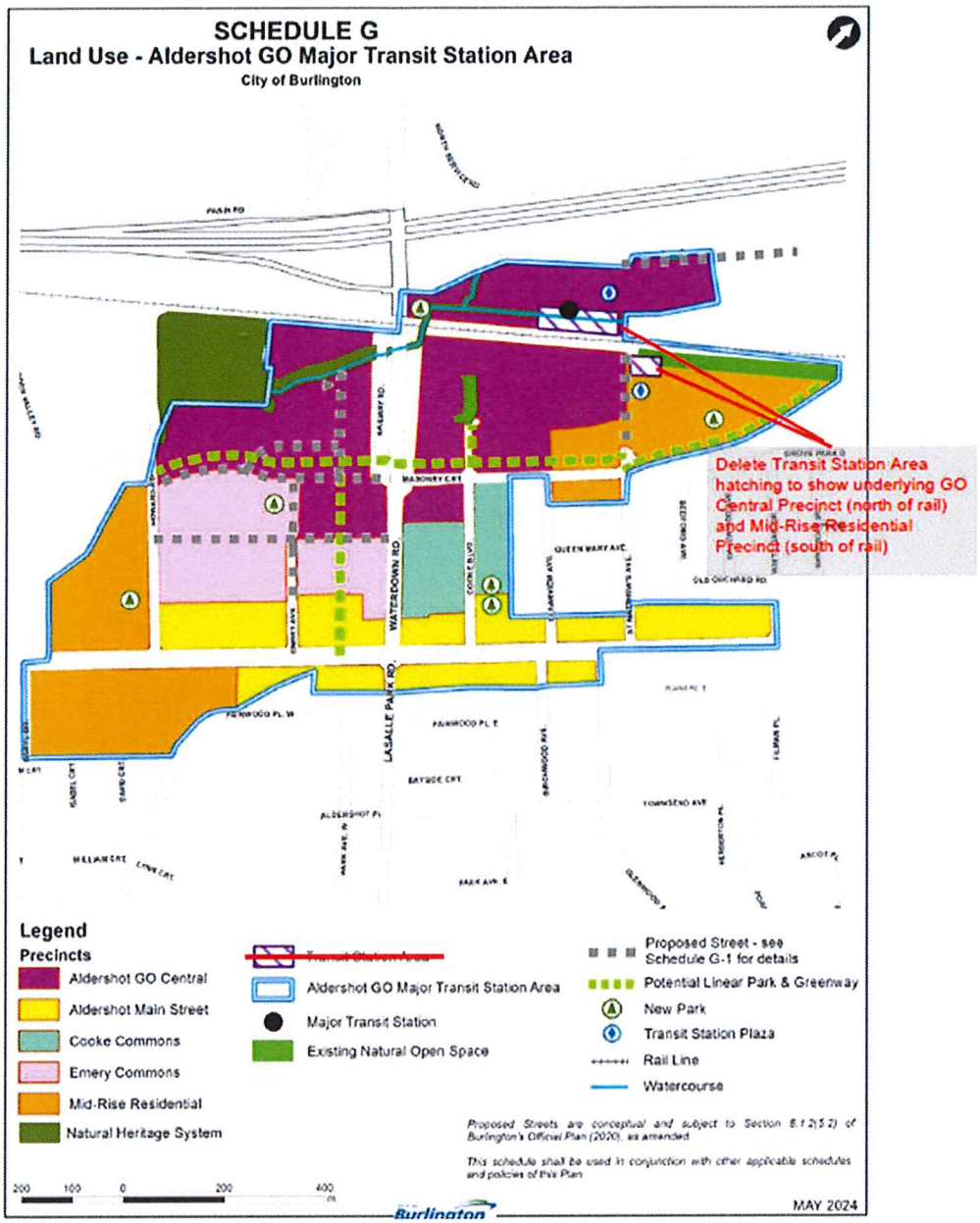
Dated at Toronto this 10th day of OCTOBER, 2025

Sean Fraser, Assistant Deputy Minister
Municipal and Housing Operations Division
Ministry of Municipal Affairs and Housing

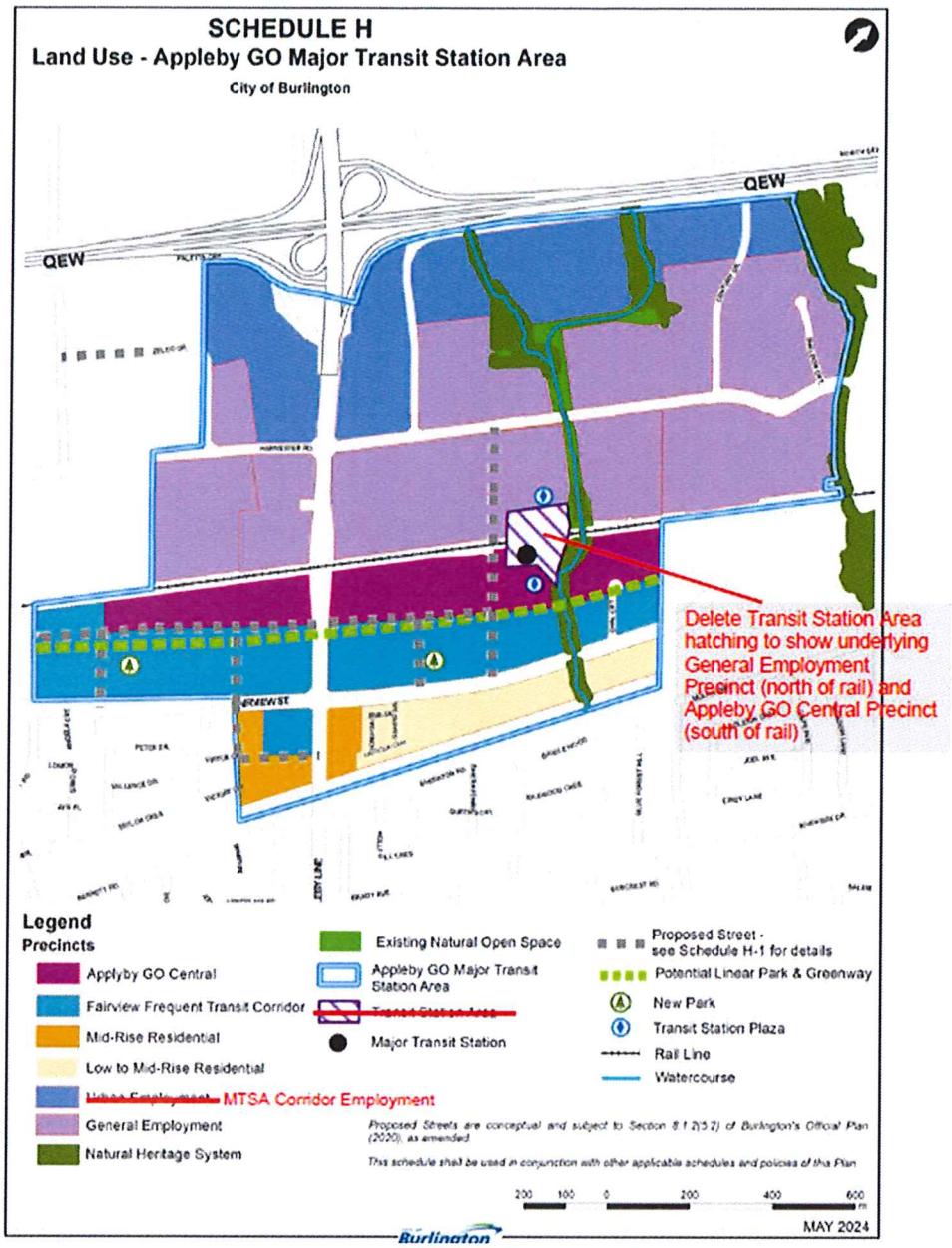
Appendix A - Schedule F, Land Use – Downtown Burlington Urban Growth Centre Burlington GO Major Transit Station Area



Appendix B - Schedule G, Land Use – Aldershot GO Major Transit Station Area



Appendix C - Schedule H, Land Use – Appleby GO Major Transit Station Area



Appendix B to DGM- 99-25 – Staff initiated proposed modifications to OPA 2

Modifications to achieve consistency to the PPS, 2024 and the Planning Act related to Employment Area

- Staff proposed modifications to OPA 2 that would change the names of the precincts to be more reflective of the updated Provincial definition of Employment Area. This impacts a precinct in the Burlington GO MTSA and the northern portion of the Appleby GO MTSA. Aldershot MTSA is not affected as there are no employment area precincts in this MTSA.
- Suggested modifications to the preamble, precinct vision statements and authorized uses of land policies would ensure that the uses of land permitted in the employment precincts reflect the province's definition, including transitioning existing non-employment area uses.
- Staff noted that at the time, there was insufficient information to justify removals of employment areas, and it would be inconsistent with the PPS to do so in absence of a larger, city-wide assessment considering the recent employment land conversions done by the Minister through Regional Official Plan Amendment (ROPA) 49.

Modifications to 8.1.2 (2.1), (3.1) and (4.1) d) Population and Employment targets

- Ministry staff noted that the population and employment numbers did not meet the proportional target as approved through ROPA 48.
- City staff noted that the supporting Dillon Consulting growth analysis work competed as part of the MTSA Area Specific Planning exercise demonstrated that OPA 2 and the CPPS framework are planned to achieve the minimum density targets of ROPA 48 to the 2051 time horizon and beyond. The policies of OPA 2 and the provisions of the CPP By-law were to provide guidance to achieve an overall proportional mix.
- Staff recommended modifications to clarify that the proportional target is approximate and is to be achieved across the entire MTSA geography.

Minor modification to reference Regional Guidelines

- Staff noted that while the Region of Halton no longer has a planning function, the Region maintains responsibility for infrastructure related to Water and Wastewater servicing and Regional Roads.
- Staff suggested minor modifications to specify that development applications would demonstrate consideration of "applicable" regional "guidelines related to regional infrastructure" and deleted references to Halton Region is some instances throughout OPA 2.

Modification to direct City to complete a Community Planning Permit System

- Staff proposed a modification to 12.1.14 that notes that in accordance with the Planning Act, the Minister of Municipal Affairs and Housing may order a municipality to establish a CPPS in a specific area. The Minister's decision on OPA 2 related to the Protected MTSA elements is final and not subject to appeal. However, the implementing policies for a CPPS can be appealed unless the City is directed by the Minister to prepare a CPPS.

MHBC PLANNING URBAN DESIGN & LANDSCAPE ARCHITECTURE

COW November 3, 2025
DGM-99-25 MHBC correspondence

October 30, 2025

Karyn Poad, Supervisor, Community Initiatives
City of Burlington
426 Brant Street
Burlington, ON L7R 3Z6

Via Email: clerks@burlington.ca

Ms. Poad:

RE: MTSA OFFICIAL PLAN AMENDMENT NO. 2 NOTICE OF DECISION (REPORT DGM-99-25)
APPLEBY GO MAJOR TRANSIT STATION AREA
OUR FILE: 1886G

On behalf of our client, Alinea Land Corporation ("Alinea"), we are pleased to submit this letter outlining our concerns with the Minister Approved Official Plan Amendment No. 2 ("OPA 2") as it relates to the lands located at 4450, 4480 & 4500 Paletta Court (the "Subject Lands") (**Figure 1**).

Context

On December 21, 2023 a Site Plan application (City File: 535-013/23) was submitted for the Subject Lands to facilitate a comprehensive redevelopment of the site with three (3) one-storey light industrial buildings and one (1) four-storey office building with amenity space. Conditional Site Plan Approval was received on March 4, 2024 and MHBC has been assisting Alinea to address comments and conditions since that time in consultation with Staff. We have also coordinated Minor Variance Applications (City Files: 540-02-A-047/2024, 540-02-A-048/2024, 540-02-A-049/2024) to facilitate minor variations to the zoning provisions in support of the Site Plan application and these applications were approved on January 22, 2025.

OPA 2

A portion of the Subject Lands, including the properties 4480 and 4500 Paletta Court, are within the Appleby GO MTSA boundary. The Council-adopted version of OPA 2 designated the Subject Lands as Urban Employment (**Figure 2**) and permitted office and industrial uses on lands north of the rail corridor within the MTSA, consistent with the uses proposed through the Conditionally Approved Site Plan.

The Minister's Decision on OPA 2 included modifications to the Schedules and Policy framework for the Subject Lands, including a renaming of the "Urban Employment" designation to "MTSA Corridor Employment" on Schedule H (**Figure 3**) and a revised Policy 8.1.2(4.2)c) that modifies the permitted uses on the Subject Lands, eliminating office uses. The permitted uses for the lands north of the rail corridor have been revised to include

the following:

- Manufacturing uses;
- Research and development in connection to manufacturing anything;
- Warehousing and goods movement;
- Retail and office uses associated with the above uses;
- Facilities that are ancillary to the above uses;
- Institutional, retail and office uses that were lawfully established on or before October 20, 2024; and,
- Ancillary employment uses that are not institutional uses or commercial uses, including retail and office uses.

It is understood that City of Burlington staff proposed modifications to OPA 2 in consultation with the Province to achieve consistency with the Provincial Planning Statement, 2024 and the Planning Act definition of "area of employment" which does not permit offices. However, we are concerned that Alinea's Conditionally Approved Site Plan that has been in place since March 2024 was not considered through this consultation process. The Conditionally Approved Site Plan, at the time of its approval, aligned with the Council-adopted version of OPA 2.

It is also understood that "lawfully established" offices are permitted, however, Alinea has only applied for building permits for the three industrial buildings and has not yet applied for a building permit for the proposed office use. We are therefore concerned that should the office use not be identified as a site-specific permitted use in OPA 2, there could be issues of non-conformity with the Official Plan in the future, and subsequently in the future CPP By-law. Alinea's counsel has indicated that the office use for this site should meet the definition of "lawfully established" even though a permit for the new office building has not been issued. Not only does Alinea have Conditional Site Plan Approval for a stand-alone office on this site, what is proposed will replace a long-established office. These lands were the home of the formerly Paletta International head office, which is now Alinea Land Corporation. The office was destroyed by fire in 2017 and Paletta (now Alinea) has been planning to redevelop the lands to include a new office since that time. At no time did Paletta/Alinea abandon its intended office uses for the lands. Certainly the office use was lawfully established prior to October 20, 2024. While a portion of the building has been destroyed, Alinea is still operating its office on the Subject Lands in the portion of the building remaining. Alinea is in the process of finalizing the approval process for rebuilding the office and that should not affect its status as "lawfully established". We would appreciate the City confirming that it agrees with this interpretation.

We would like to consult with Staff on the best approach to recognize the Conditionally Approved Site Plan which permits a stand-alone office use on the Subject Lands within the MTSA Corridor Employment area. We will also continue to engage with Staff on the CPP By-law to ensure that the Conditionally Approved Site Plan and Minor Variance applications are all recognized to ensure the site-specific permissions for the Subject Lands are incorporated into the Draft CPP By-law coming forward to Council in Winter 2026.

Please do not hesitate to contact us should you have any questions.

Yours truly,

MHBC

Melinda MacRory, M.Pl., MCIP, RPP
Partner

cc. D. Pitblado, Alinea Land Corporation

Figure 1 - Location Map

Subject Lands

Figure 2 - Council Adopted OPA 2: Schedule H - Land Use - Appleby GO Major Transit Station Area

- Subject Lands
- Appleby GO Central
- Fairview Frequent Transit Corridor
- Mid-Rise Residential
- Low to Mid-Rise Residential
- Urban Employment
- General Employment
- Natural Heritage System
- Existing Natural Open Space
- Appleby GO Major Transit Station Area
- Transit Station Area
- Major Transit Station
- Proposed Street - see Schedule H-1 for details
- Potential Linear Park & Greenway
- New Park
- Transit Station Plaza
- Rail Line
- Watercourse

Proposed Streets are conceptual and subject to Section 8.1.2(5.2) of Burlington's Official Plan (2020), as amended.

0.2 0.1 0 0.2 Kilometers

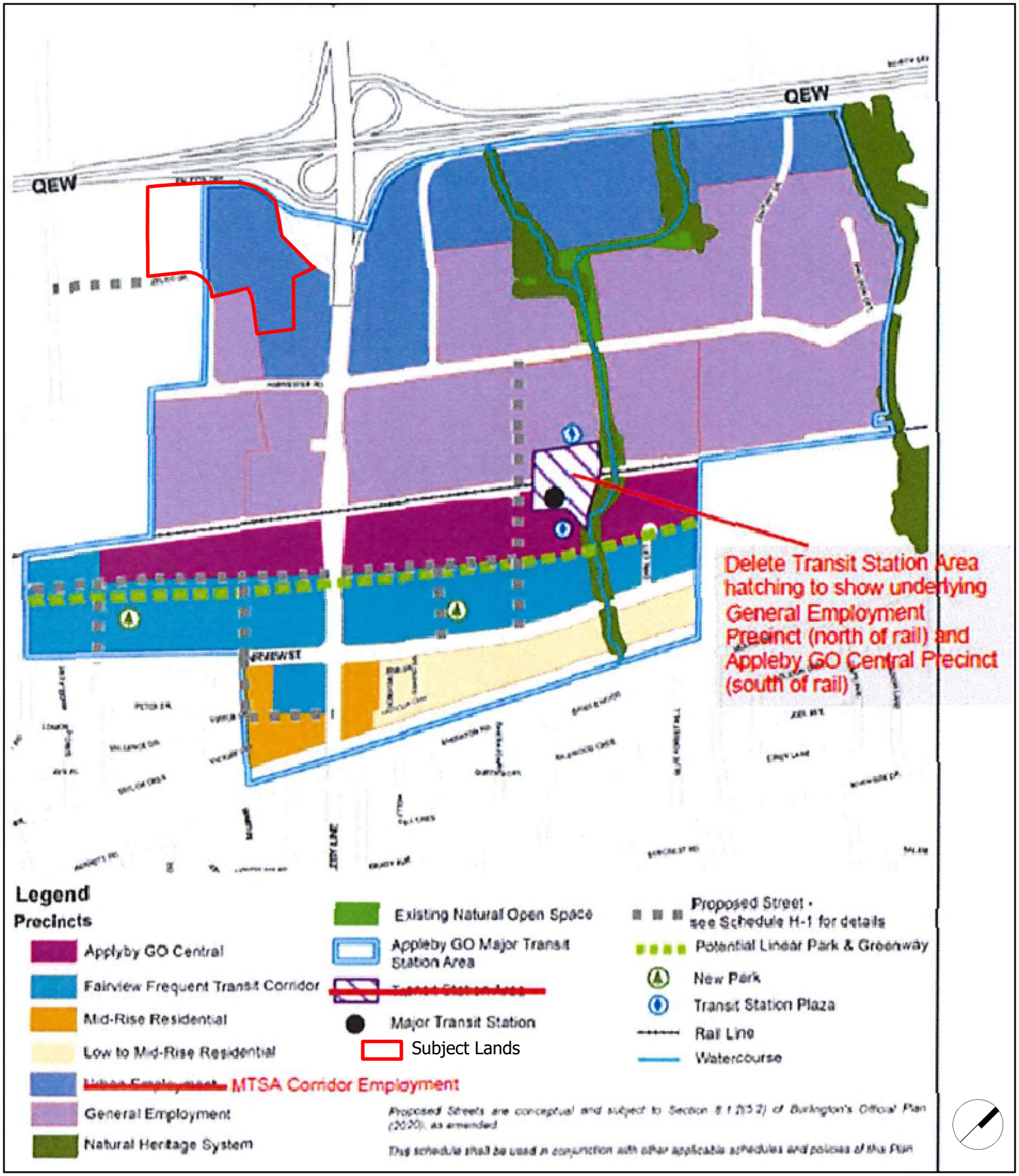


Figure 3: Minister's Modification to OPA 2: Schedule H - Land Use - Appleby GO Major Transit Station Area

Committee of the Whole Report Forecast
December 1 & 2, 2025

Note: this forecast is subject to change

Consent Items:

- Framework for community rates and fees (CSS-xx-25)
- Implementation of Administrative Penalty System (non-parking bylaws) (DGM-41-25)
- Amendments to the Heritage Property Tax Rebate Program (DGM-84-25)
- Temporary Borrowing By-law (FIN-34-25)
- Interim Tax Levy By-law (FIN-40-25)
- Emergency and Continuity Management Program By-law update (PWS-32-25)
- Assumption of Alton Village West Subdivision (PWS-39-25)
- Amendment to Traffic By-law to permit electric scooters on Centennial Trail (PWS-45-25)

Regular Items:

- New framework for Recreation, Culture and Community grants (CSS-xx-25)
- Partnership agreement for temporary dome structure at Corpus Christi High School (CSS-xx-25)
- Housing Accelerator Fund update (DGM-91-25)
- New Residential Zoning By-law (DGM-98-25)
- Quarterly Financial Status update – September 30, 2025 (FIN-36-25)
- Burlington Climate Plan (PWS-07-25)

Statutory Public Meeting:

- Burlington Ave. and Ontario St. Heritage Conservation District Plan (DGM-68-25)
- Zoning By-law Amendment for 1881 Fairview Street (DGM-93-25)