



Budget Committee

Addendum

Agenda published October 29, 2025

Addendum published November 7, 2025

Revised Addendum published November 11, 2025

Date: November 13, 2025

Time: 1:00 pm

Location: Council Chambers, City Hall, second floor

Pages

5. Delegations

5.1 *Lita Barrie, CEO Burlington Public Library, regarding Divisional Budget Presentations (BUD-01-25)*

1 - 9

8. Regular Items

8.1 *Divisional Budget Presentations (BUD-01-25)*

10 - 56

Executive Leadership will be presenting information related to their respective division's 2026 budget.

11. Information Items

11.1 *Community Survey – Final Results (CAF-04-25)*

57 - 160

Burlington Public Library

2026 Budget Delegation
Burlington Public Library
CEO Lita Barrie

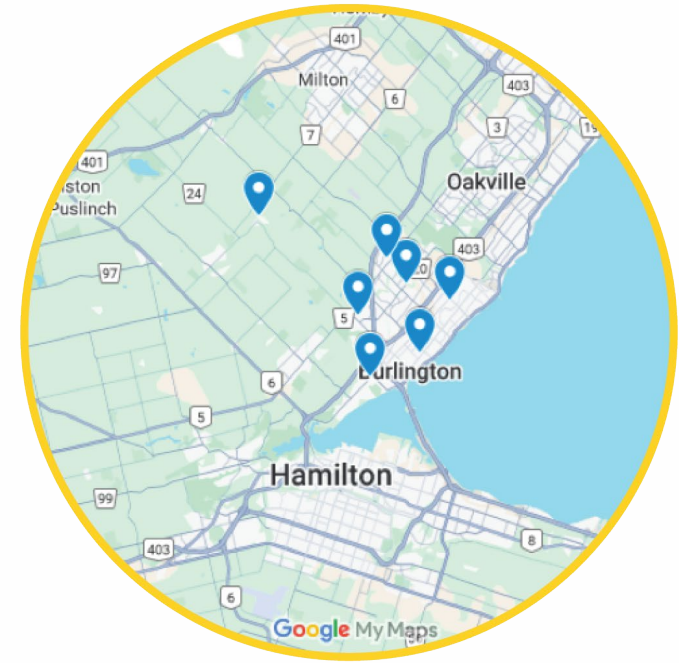
Burlington Public Library is a Community Connector

BPL connects people to resources and to each other.

Our Vision An engaged and sustainable community advanced by curiosity

How We Serve (7 locations + virtual branch)

- Digital Resources
- Collections
- Programming
- Spaces
- Technology
- Staff Expertise



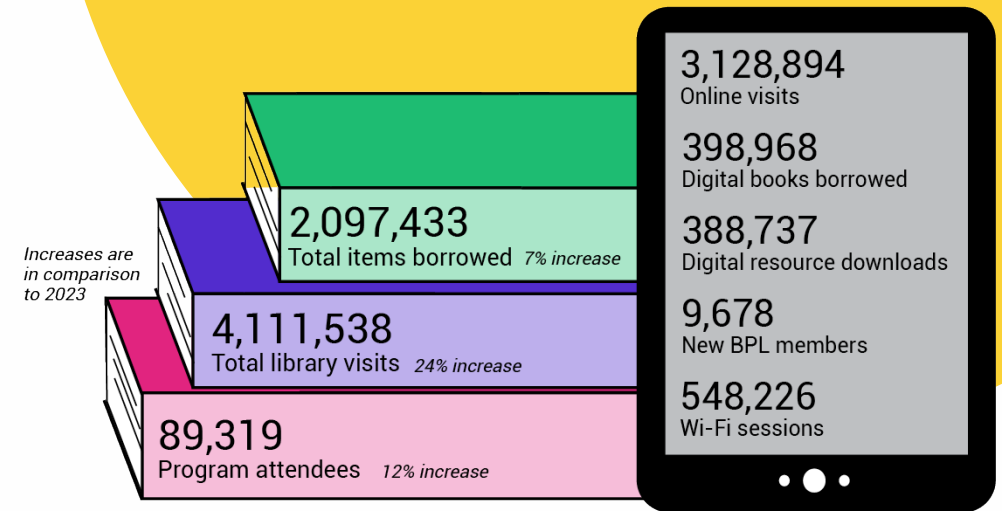
Measuring our Impact

In 2024...

- customers borrowed more than 2 million items and visited branches more than 1 million times.
- residents saved a total of more than \$23 million by borrowing physical books and items

BPL created **\$59.5 million in economic impact**

- nearly 5x City of Burlington budget contribution
- \$318 economic impact per resident



Livability

BPL's 2025 Customer Satisfaction Survey

Of 4,697 respondents...

- 94% agree the Library has a positive impact on their life.
- 96% agree the Library improves community well-being.
- 95% agree that Library staff provide good customer service.



Strategic Alignment

Burlington Public Library is strategically aligned with the City of Burlington's vision and strategic plans



- Vision 2040: Strategic Direction 4 – An Engaging City



- From Vision to Focus 2022-2026: Focus Area 2 – Delivering Exceptional Services and Experiences

Burlington Public Library is committed to...

- promoting community well-being through accessible and inclusive services.
- increasing satisfaction by fostering a human-centered culture.
- incorporating customer feedback and data into decision-making.

Livability: Key Operating Investment

Enhancing Quality of Life and Essential Services

New Appleby Branch Investment

- \$180K additional operational funding in draft budget
- relocated to Robert Bateman Community Centre to address capacity challenges
- triple the size of previous location

New Features Include

- bookable public meeting spaces
- digital media studios
- enhanced children's area
- collaboration with Brock University Library



Capital Investment

10-Year Capital Budget (2026-2035)

- Total Funding: \$7,914,400
- Includes \$2.2M for Central Infrastructure Project (Phase 1)
- Repair and renewal timelines based on COB's VFA tool and process



Major Infrastructure Projects *(in collaboration with City of Burlington)*

- **Central Branch Renewal**
 - Replacing roof, HVAC, skylights, and window curtains
 - Phase 1 (2026): Five HVAC units, skylights, half of roof
- **Brant Hills Branch Renewal**
 - Replacing roof, HVAC, and lighting system

Funding Challenges

Limited Revenue Generation

- Library-generated revenue: ~1.7% of total budget (printing, rentals, MakerSpace cost-recovery)
- Core services must remain free under Ontario Public Libraries Act
- Focus on delivering efficient, high quality core services equitably and reliably

Funding Sources

- Primarily municipally funded
- Provincial grant unchanged since 1997
- Active advocacy for increased funding through "OVERDUE: The Case for Canada's Public Libraries"



Mitigation & Future Projections

Operational Efficiency

- Maintained and enhanced service standards within 1.75% annual budget guideline

Recent Budget Adjustments

- 2025-2026: Additional City of Burlington support for New Appleby branch and pay equity adjustments

Five-Year Outlook

- Budget projected to balance by 2027 (based on current trends and annual 1.75% increase)
- Salary schedule aligned with City's compensation structure



BUDGET
2026

DIVISIONAL BUDGET PRESENTATIONS

Budget Committee – Nov 13, 2025

AGENDA

DIVISIONAL BUDGET OVERVIEWS

Community Services

Development and Growth Management

Public Works

Legal and Legislative Services

Enabling Services

COMMUNITY SERVICES

WHO WE ARE:

Burlington Transit

Burlington Fire Department

Recreation, Community and Culture

Customer Experience

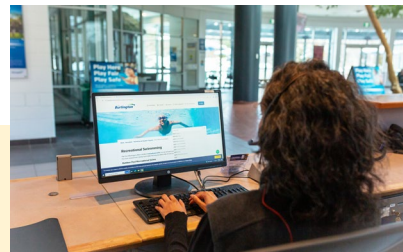
Community Services Admin



KEY DIVISIONAL PRIORITIES



Community Safety



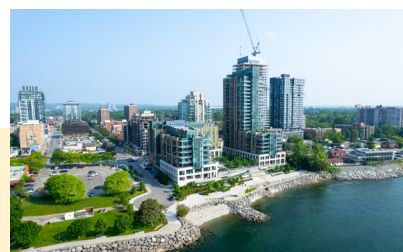
Enhanced Customer Experience



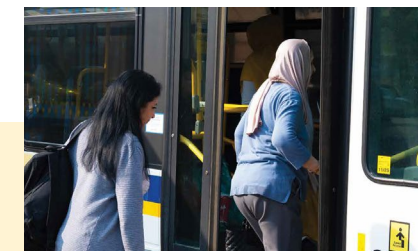
Inclusive & Accessible Public Services



Community Connectivity & Engagement



Growth Planning & Innovation



Service Delivery & Operational Efficiency

DELIVERING A SAFE, CONNECTED, AND ACCESSIBLE BURLINGTON

Community Services by the Numbers



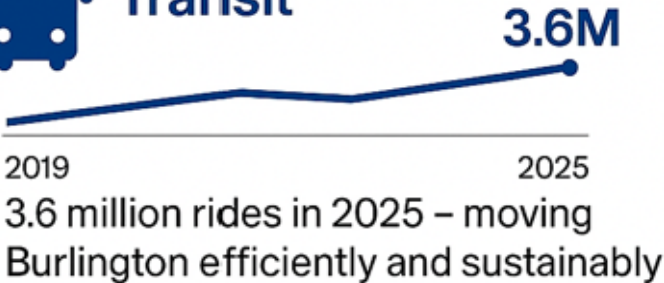
Fire

15,000+ calls annually

Prevention & inspection programs
expanded citywide



Transit



RCC

4.17M visits (+7 % YoY)

4.1 million visits – spaces to play,
connect, and belong



CX



INVESTMENTS IN SERVICE DELIVERY



2025 HIGHLIGHTS

- **More Transit, More Often:** Extended Sunday service on 6 routes and expanded 15-minute frequency across key corridors.
- **Improving Customer Experiences:** Streamlined intake and enhanced first-contact resolution by 8%.
- **Faster Response, Safer Outcomes:** New Fire-Paramedic dispatch link improves response coordination, reduces delays, and enhances patient outcomes.

INVESTMENTS IN ACTION



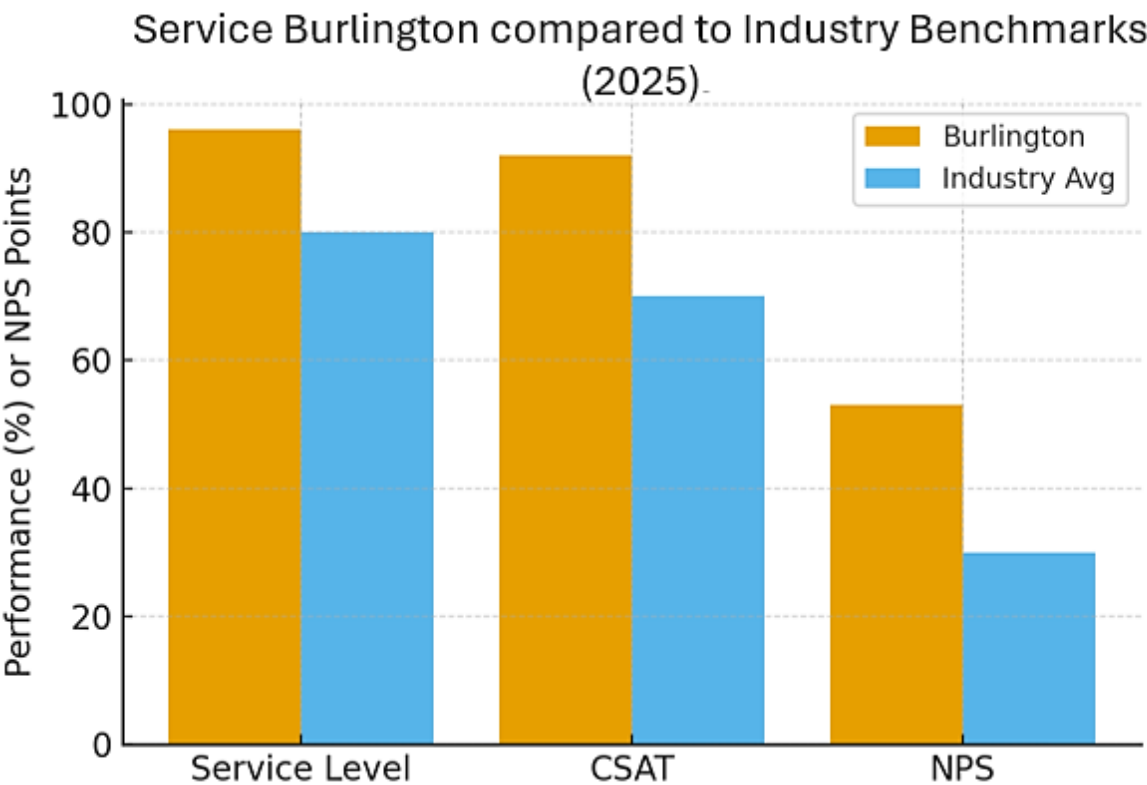
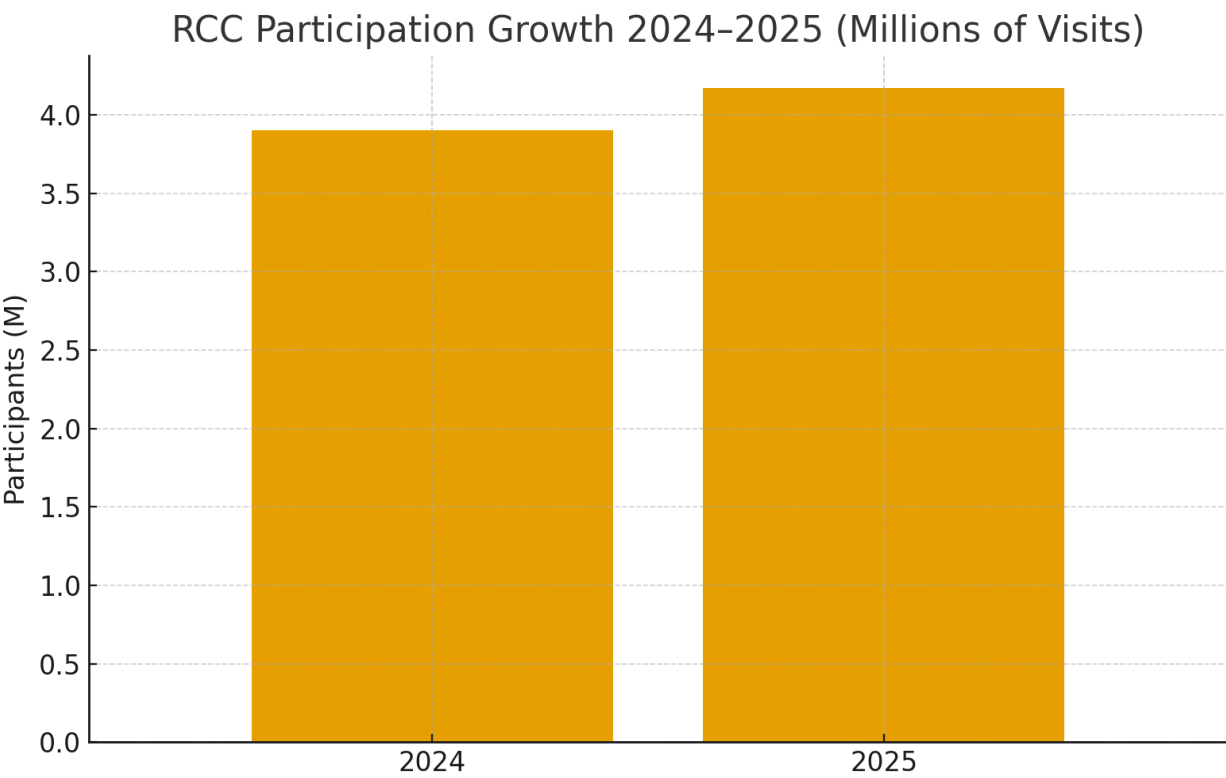
2025 IMPROVEMENTS AND INITIATIVES

Skyway Reimagined: Re-opened Skyway Community Centre with new amenities and outdoor spaces supporting net-zero and growing participation.

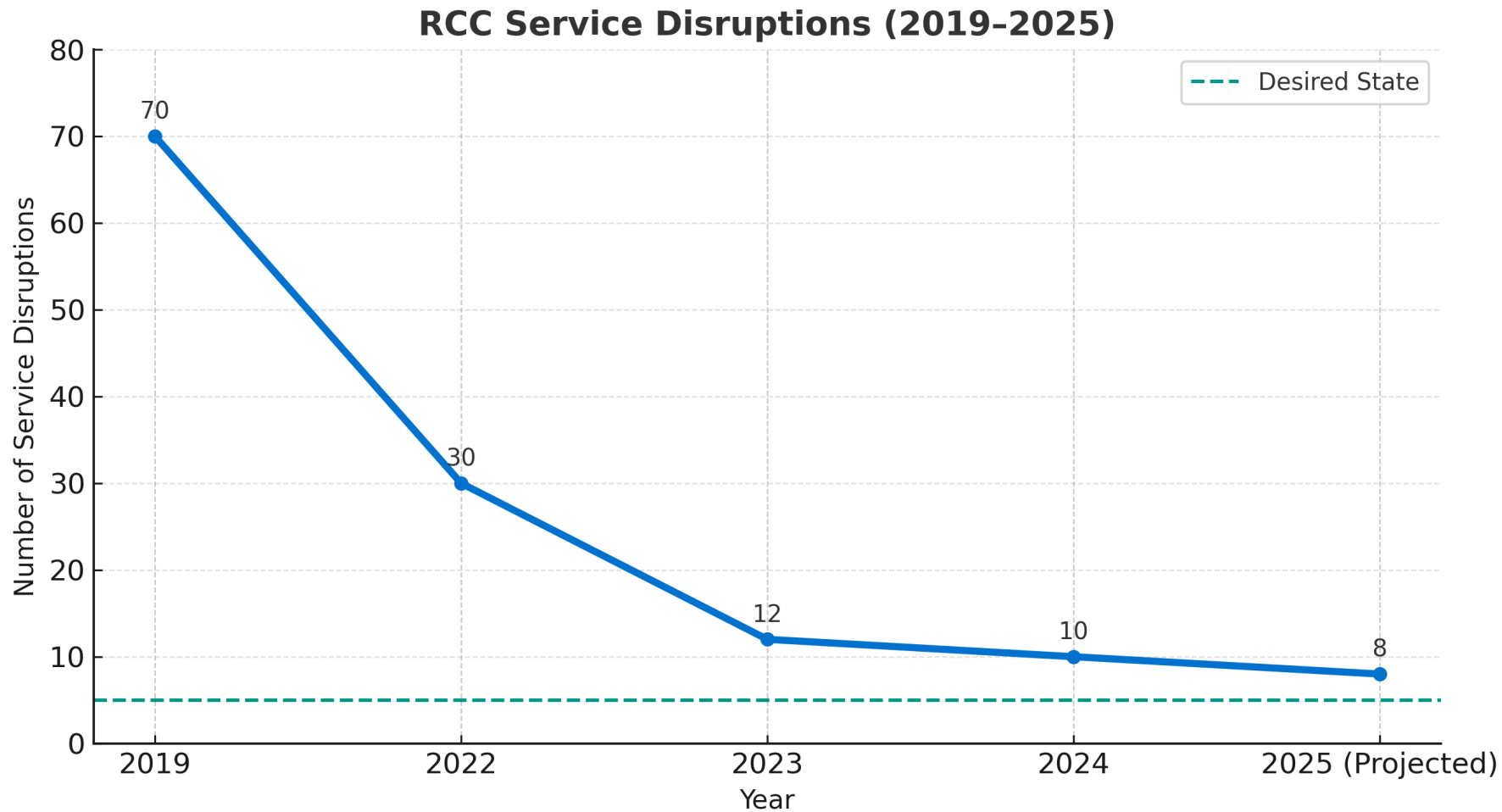
Investing in Culture: \$150K toward a 10-year roadmap shaping Burlington's arts, culture, and placemaking future.

Accessible Stops: 11 bus stops upgraded, including major AODA improvements on Fairview.

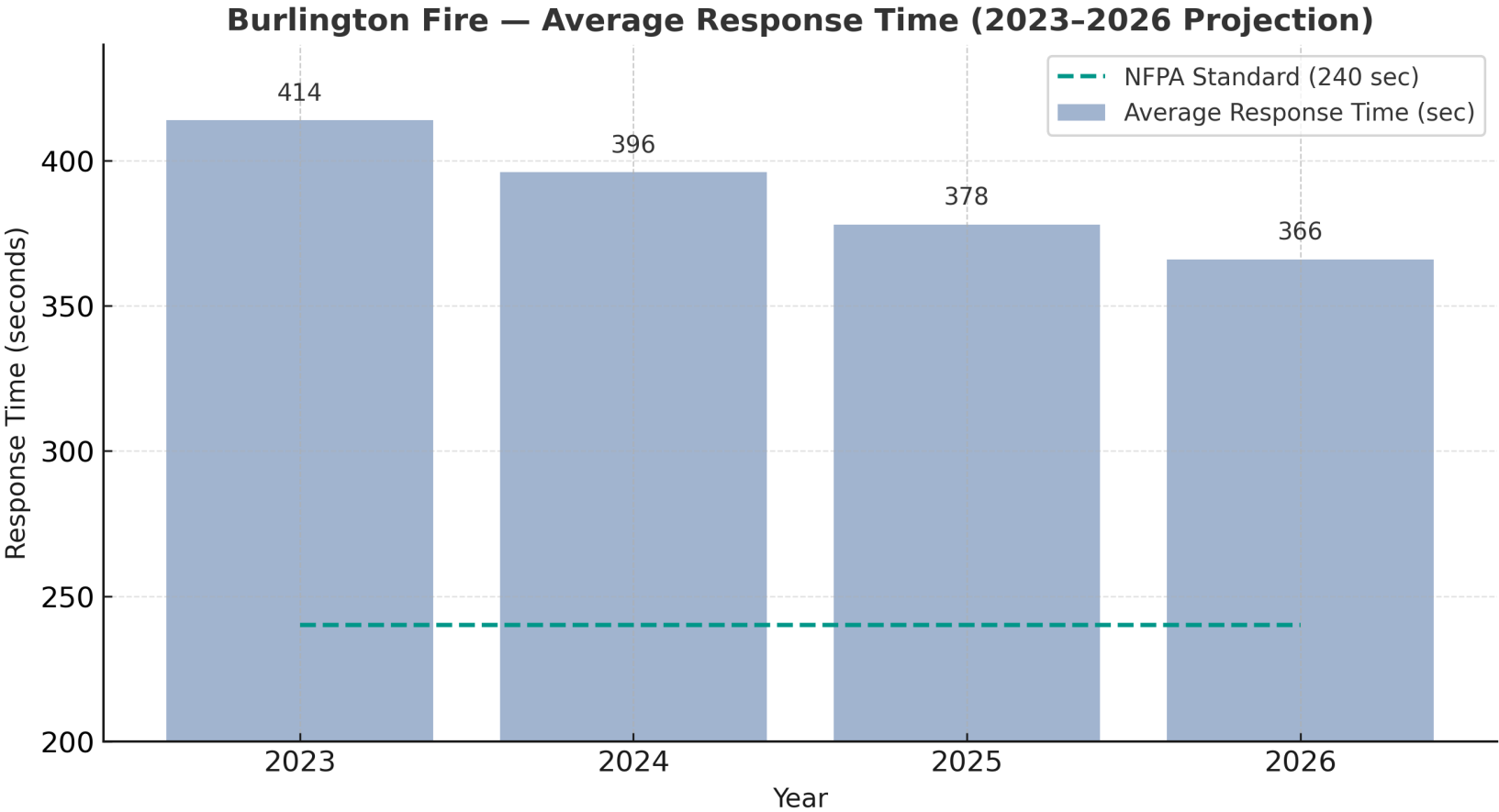
PERFORMANCE MEASURES



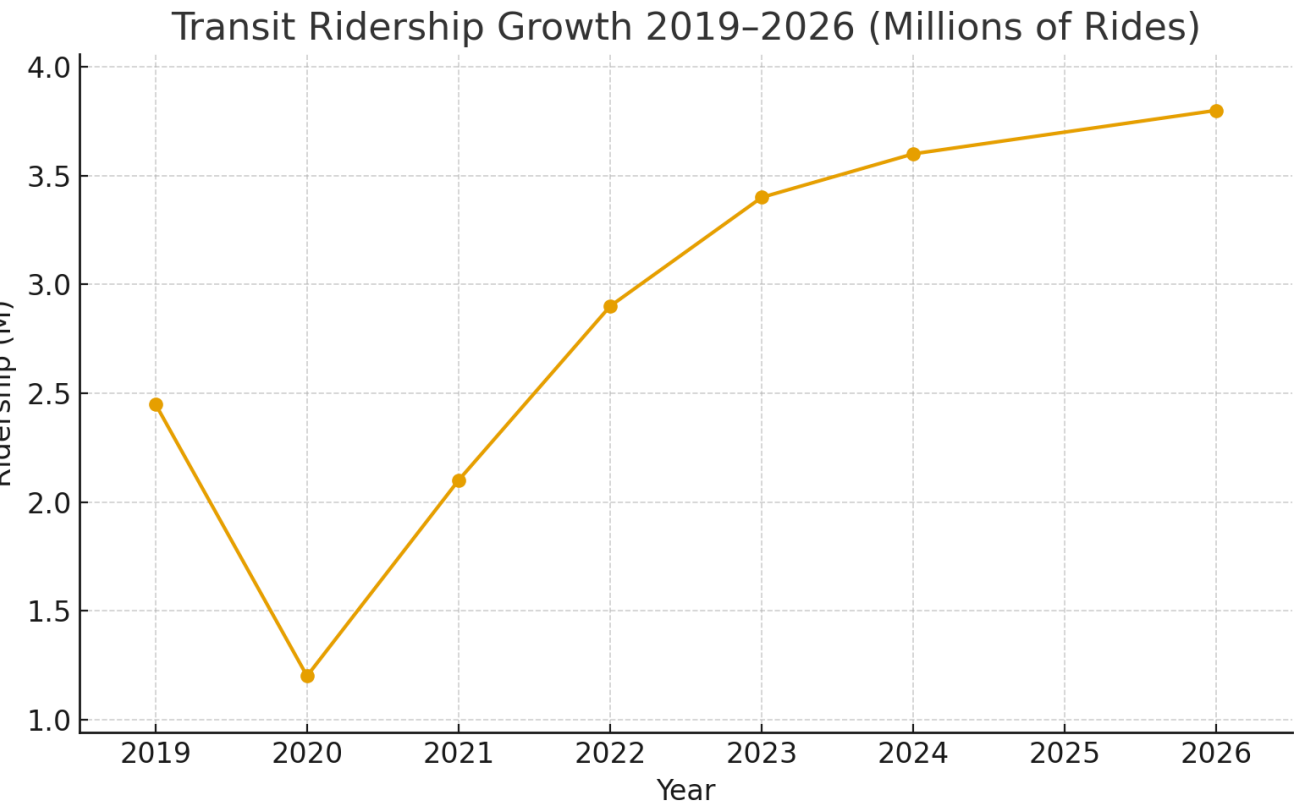
PERFORMANCE MEASURES



PERFORMANCE MEASURES



PERFORMANCE MEASURES



OPERATING INVESTMENT BY DEPARTMENT

Community Services

Divisional Budget Summary

	2025	2026 Budget				
Department	Net Budget	Total Expenses	Total Revenues	Net Budget	\$ Change	% Change
Community Services Admin	\$395	\$428	\$0	\$428	\$34	8.6%
Transit	\$24,773	\$37,754	\$11,179	\$26,575	\$1,803	7.3%
Recreation, Community and Culture	\$21,338	\$40,825	\$18,518	\$22,307	\$969	4.5%
Fire	\$39,187	\$43,833	\$1,817	\$42,016	\$2,829	7.2%
Customer Experience	\$1,416	\$1,934	\$378	\$1,556	\$140	9.9%
Total Community Services	\$87,108	\$124,775	\$31,892	\$92,882	\$5,774	6.6%

Numbers are in \$ Thousands and may not add due to rounding



2026 KEY INVESTMENTS

Keeping Burlington Moving

- Additional support for transit maintenance to reduce service disruptions

DEVELOPMENT AND GROWTH MANAGEMENT

BUDGET 2026

WHO WE ARE:

Community Planning

Building

Bylaw Compliance

Development and Growth Management
Admin



KEY DIVISIONAL PRIORITIES



Healthy & Sustainable Communities



Housing Supply Expansion



Affordable Housing Initiatives



Unlock Development & Investment Areas

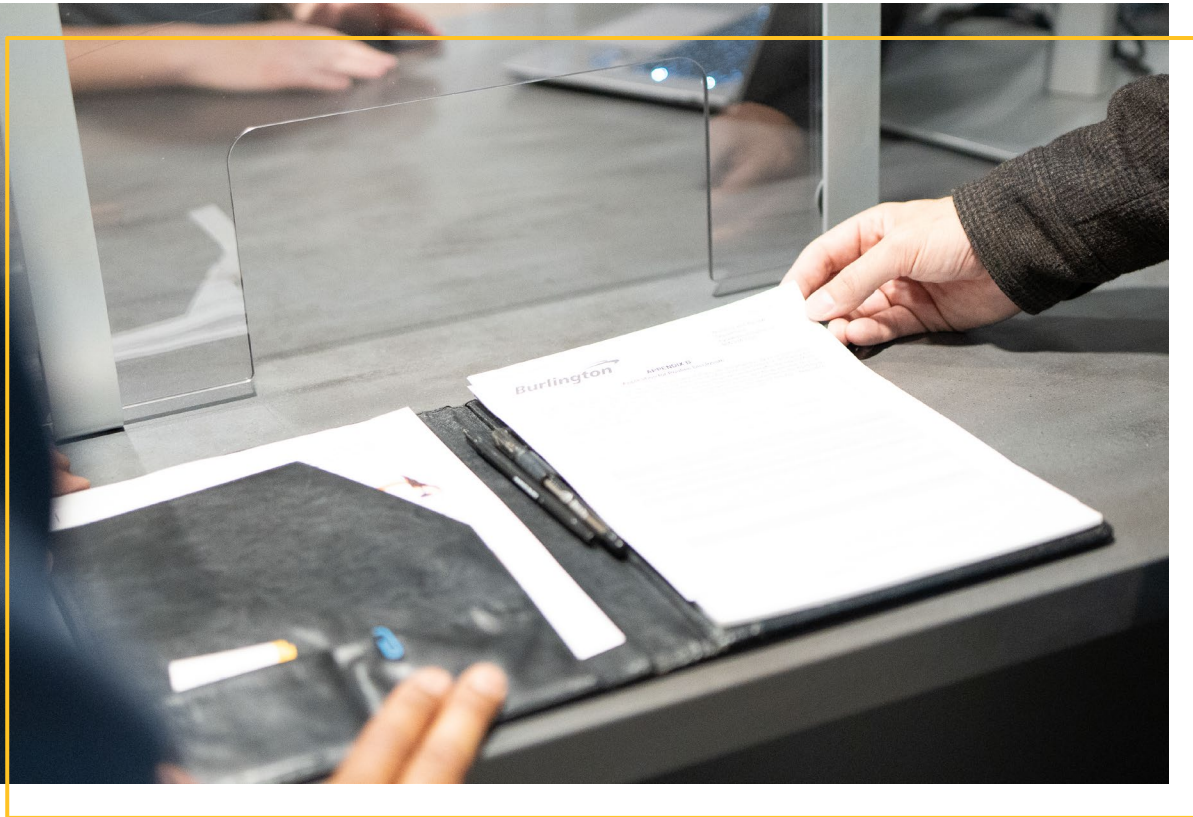


Streamlined Development Approvals



Standards Modernization & Enforcement

SERVICE DELIVERY HIGHLIGHTS



2025 HIGHLIGHTS

- Advancement of Community Planning Permit System and new Zoning Bylaw
- Streamline development review process
- Defining KPI's via strategic dashboards
- Scoping/ refining AI technology for development review
- Digitization and centralization of records
- Short-Term Rental Licensing and Proactive Licensing Enforcement.
- Housing Accelerator Fund initiatives
- Enhanced Business Experience

SERVICE DELIVERY HIGHLIGHTS



UPCOMING HIGHLIGHTS

- Targeted realignment of Official Plan
- Implementation of Community Planning Permit System and new Zoning Bylaw
- Refined KPI's via strategic dashboards
- Implementing AI technology for development review
- Digitization and centralization of records
- Implementation of Administrative Penalties for Non-Parking Bylaws
- Exploration of land partnerships on City-owned sites

SERVICE DELIVERY HIGHLIGHTS

BUDGET 2026

Planning Pipeline

Approved Housing Units

Issued Permits

Approved Housing Units Details

Foundation Starts Details

Project Location Map

Other Information

CITY OF Burlington

From Pipeline to Permit

Burlington's plan to enable 29,000 units in complete communities by 2031

Click for Filters

Click for Definitions

Application Status	Nov. 10	Oct. 31	Sept. 30	Aug. 31
Pre-Application	23,240	23,240	23,240	22,956
Under Review	3,028	3,028	3,016	3,582
Appealed to OLT	1,559	1,559	1,559	1,555
Waiting for Site Plan Application	8,269	8,269	8,280	7,719
Planning Approval	6,328	6,328	6,478	6,304
Total	42,424	42,424	42,573	42,116

Percentage of Units by Status

November - Month to Date

54.78%

19.49%

14.92%

7.14%

Total Number of Units in the Pipeline

42,424

Excluding Pre-Application

6,328

38

Applications Submitted

Includes Pre-Application

*OLT - Ontario Land Tribunal

Change from Previous Month

Project Application Details

Project ID	Ward	Full Address List	Application Status	Application Type	Apt. > 10 Units	Singles Semis Multi up to 10 Units	Singles Semis Multi > 10 Units	Additional Residential Units (ARU)	Row Homes > 10 Units	Total Units
3117	6	4103 Palladium Way	Planning Approval	Minor Modification	32	0	0	0	0	32
3129	1	484 Plains Rd. E	Planning Approval	Site Plan	166	0	45	0	0	211
3137	1	2100 Brant St.	Planning Approval	Site Plan	0	0	0	0	72	72
6004	1	141 - 153 Plains Rd. W	Planning Approval	Site Plan	150	0	0	0	0	150
6005	1	236 Plains Rd. E	Planning Approval	Rezoning	0	6	0	0	0	6
6009	2	759 Maple Ave.	Planning Approval	Rezoning	0	4	0	0	0	4
6036	1	276 - 292 Plains Rd. E	Planning Approval	Site Plan	141	0	0	0	0	141
6039	4	336 Appleby Line	Planning Approval	Rezoning	0	2	0	0	0	2
6040	4	3255 - 3259 New St. 454 - 462 Cumberland Ave.	Planning Approval	Site Plan	124	0	0	0	0	124
6048	6	4375 Millcroft Park Dr.	Planning Approval	Subdivision	0	0	30	0	0	30
Total					5,119	474	227	0	508	6,328

Right click on a Project row in the table above to drill through to the application's history. (Excludes Pre-Application)

Unit Count by Building Type

Excluding Pre-Application

20K

10K

0K

Apt. > 10 Units

Row Homes ...

Singles Semis M...

Singles Semis M...

PDF

Refreshed at 6am on: November 10, 2025

OPERATING INVESTMENT BY DEPARTMENT

Development and Growth Management

Divisional Budget Summary

	2025	2026 Budget				
Department	Net Budget	Total Expenses	Total Revenues	Net Budget	\$ Change	% Change
Development and Growth Management Admin	\$362	\$411	\$34	\$376	\$14	3.9%
By-law Compliance	\$3,277	\$5,137	\$1,665	\$3,472	\$195	6.0%
Building	\$0	\$7,863	\$7,863	\$0	\$0	0.0%
Community Planning	\$2,017	\$8,536	\$6,113	\$2,423	\$406	20.1%
Total Development and Growth Management	\$5,657	\$21,947	\$15,675	\$6,272	\$615	10.9%

Numbers are in \$ Thousands and may not add due to rounding

2026 KEY INVESTMENTS

- Additional resource for the protection of natural environment in development applications
- Funding to study Plains Road Streetscape Guidelines and integration with MTSA

PUBLIC WORKS



WHO WE ARE:

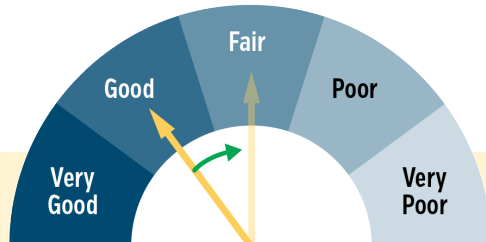
Engineering Services

Transportation Services

Roads, Parks and Forestry

Public Works Admin

KEY DIVISIONAL PRIORITIES



**Asset Value
Maximization**



**Capital Program
Delivery**



**Infrastructure
Maintenance**



**Low Carbon Climate
Resilient Communities**

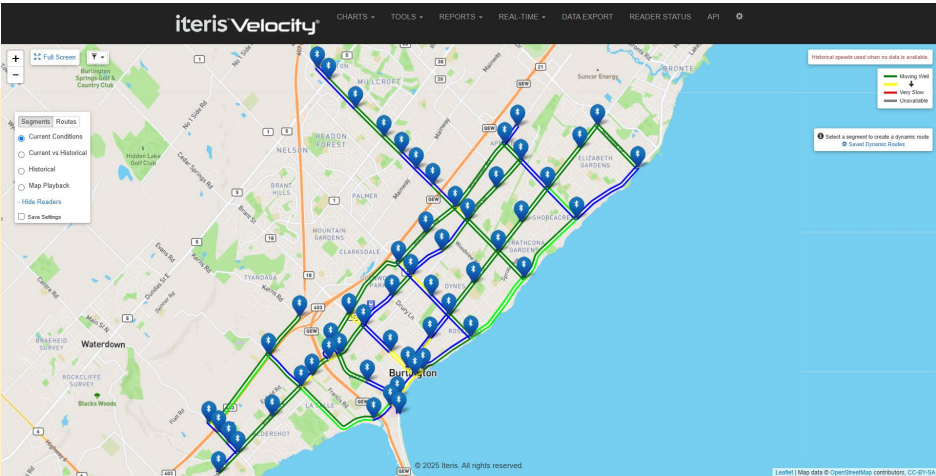


**Safe & Connected
Transportation Systems**



**Emergency
Management**

SERVICE DELIVERY HIGHLIGHTS



CONGESTION MANAGEMENT

- Congestion Monitoring Software Pilot
- Travel time monitoring deployment
- Equipment upgrades
- Transit Signal Priority
- Emergency Vehicle Pre-emption

Traffic Monitor

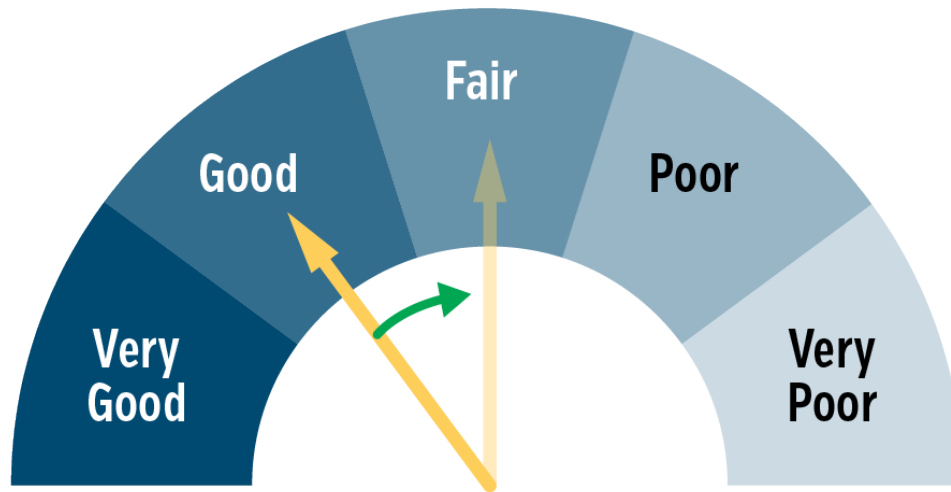
City of Burlington, ON

Challenge: Assess target date and comparison date traffic patterns and metrics around the City of Burlington, ON

StreetLight Solution

InSight® Product	Traffic Monitor
Mode of Travel	All Vehicles
Zones	Segments
Time Periods	09/19/2025 v. 08/29/2025
• Data Periods	Project based
• Day Types	Mon. - Fri., Sat. & Sun.
• Day Parts	Hourly, 15 min. bins
Add-Ons	NA
Modules	Timeline, Volumes, Speeds, Travel Time, Queuing, Route Monitoring

SERVICE DELIVERY HIGHLIGHTS



Average Asset Condition

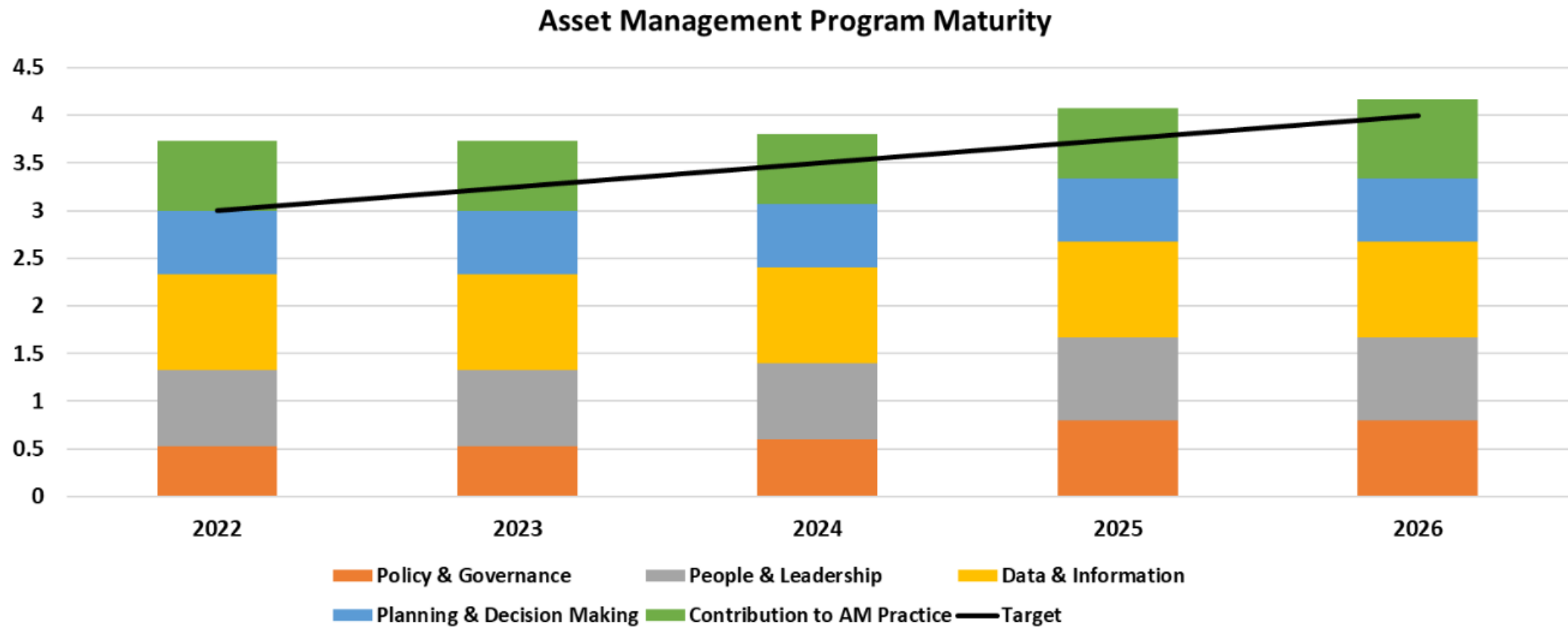
2025 ASSET MANAGEMENT PLAN UPDATE

- Compliant with Provincial legislation & City policy
- \$7.15B total asset replacement value
- Established asset Levels-of-Service (LOS)

RECOMMEND STRATEGY

- Stabilize Existing LOS
- Increase 10-Year capital investment from \$870M to \$1.2B
- Financial Strategy planned for 2026
- Future continuous improvement: Enterprise Asset Management System

PERFORMANCE MEASURES

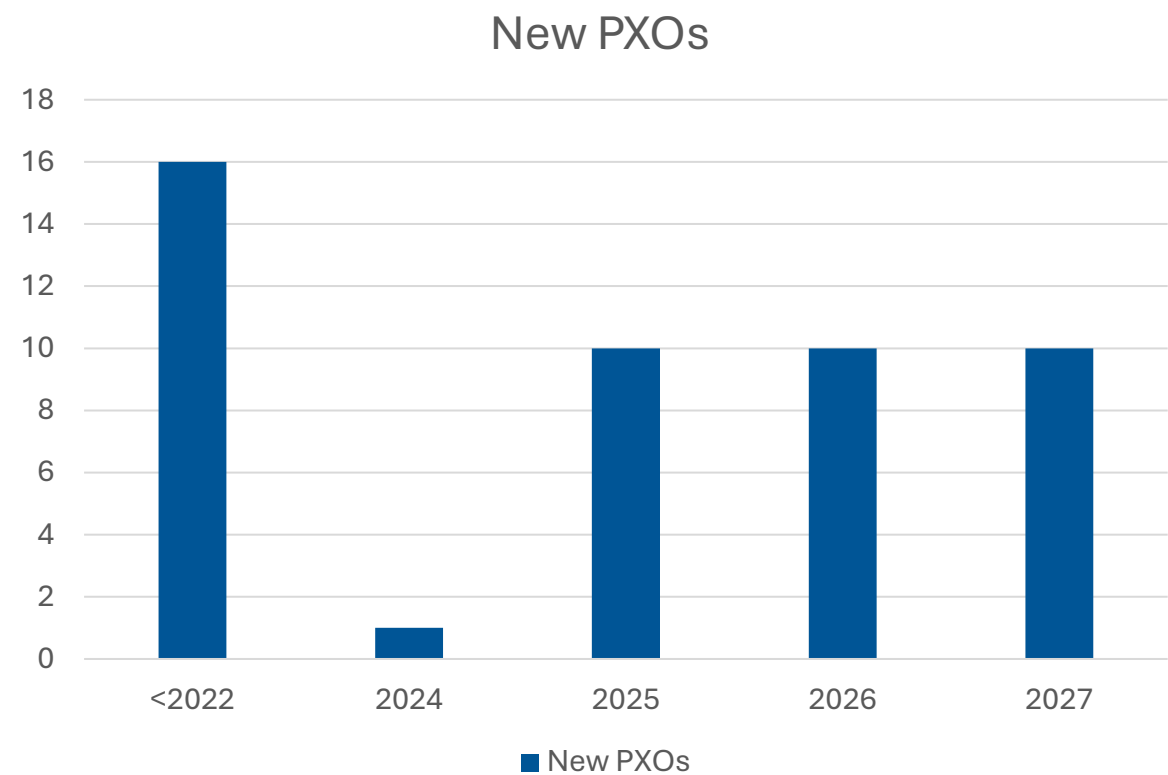


PERFORMANCE MEASURES

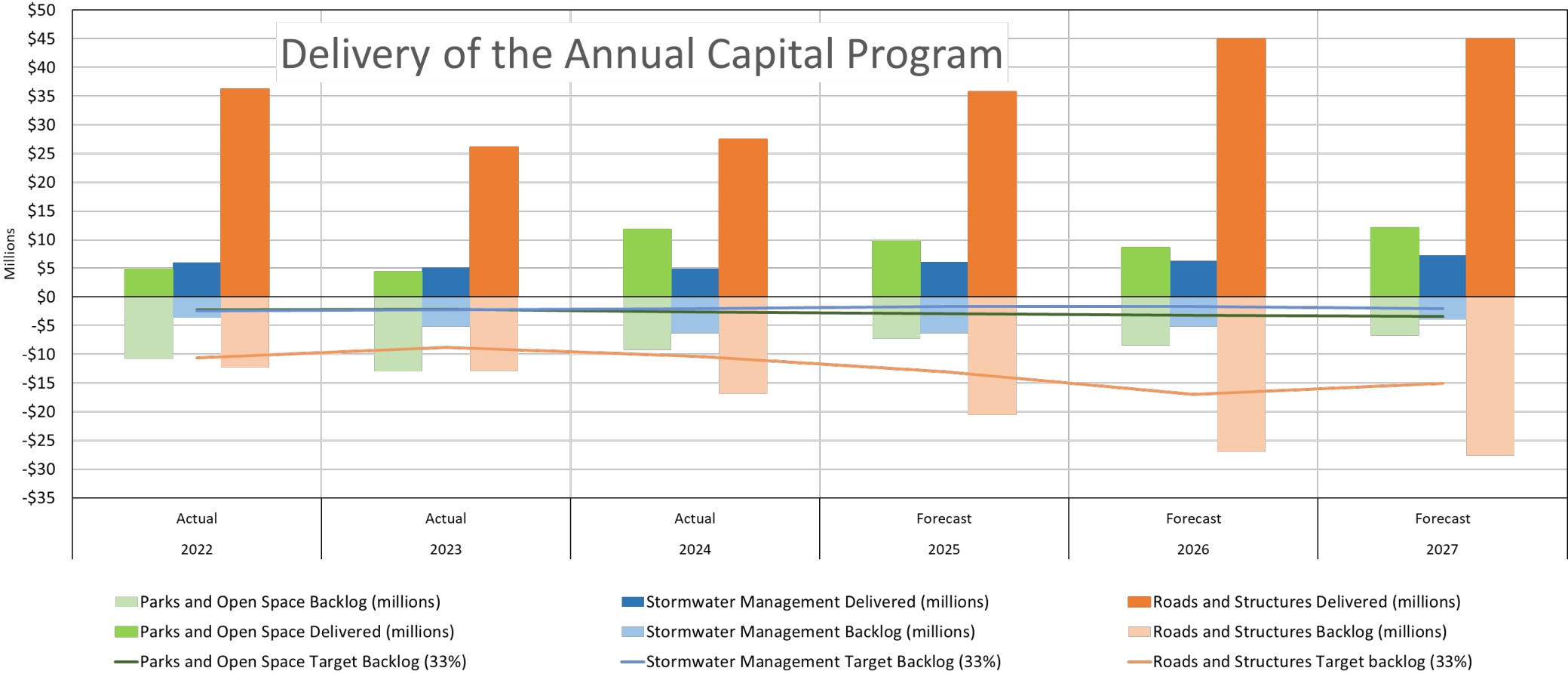
Integrated Mobility Plan – Pedestrian Priority Network

Installation of new Pedestrian Crossovers (PXO)
to increase connectivity

*2026/2027 Proposed based on approved funding

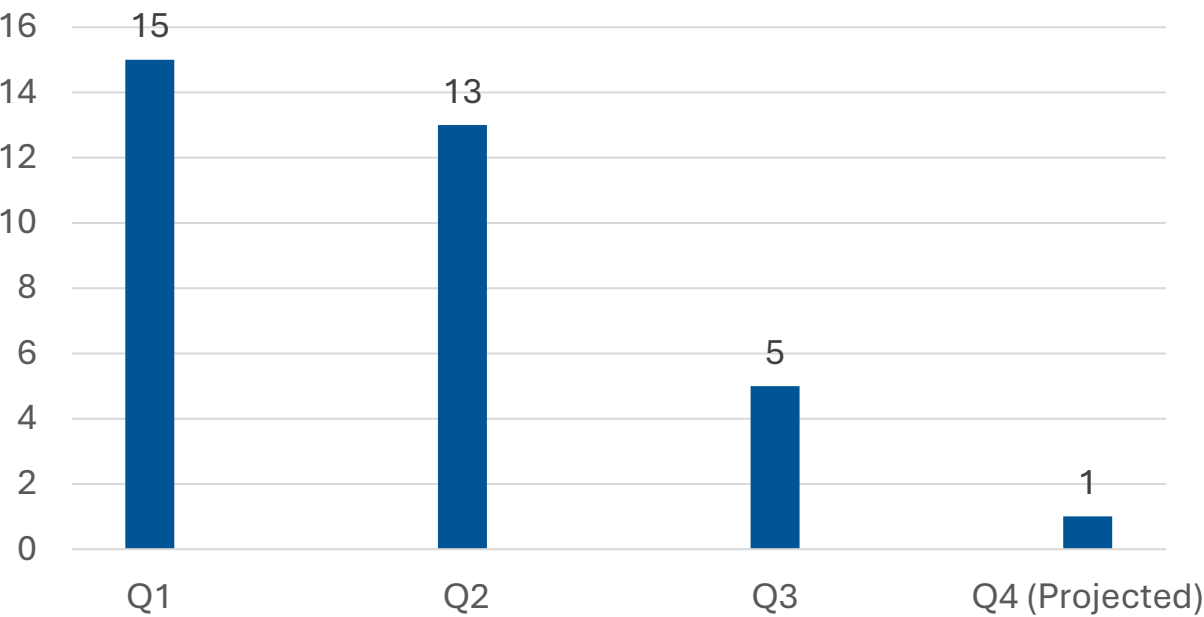


PERFORMANCE MEASURES

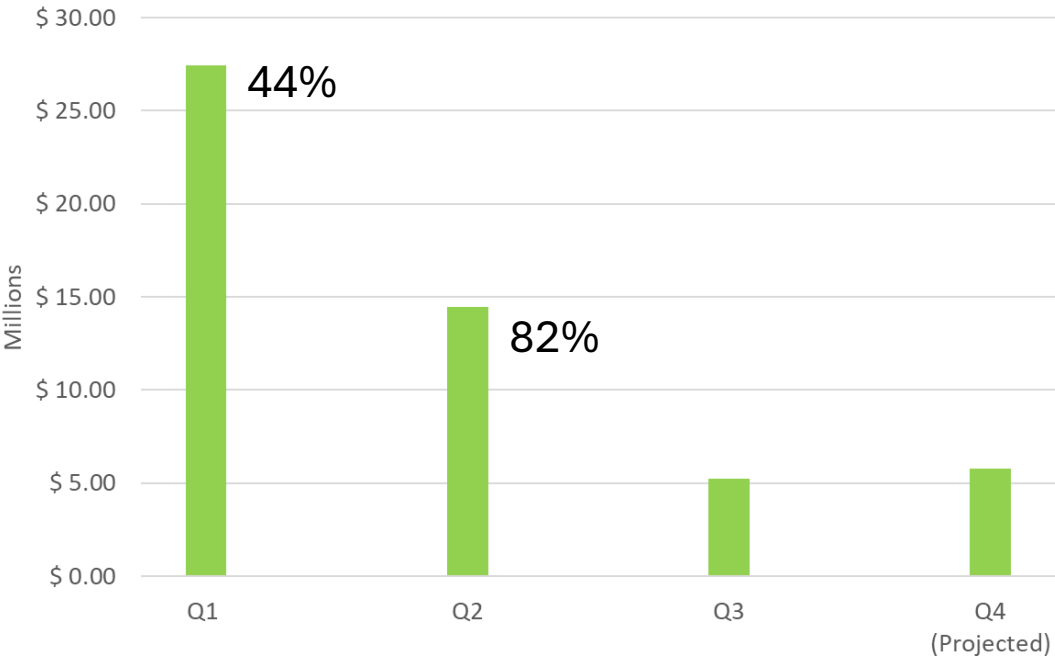


PERFORMANCE MEASURES

Number Construction Tenders by Quarter 2025

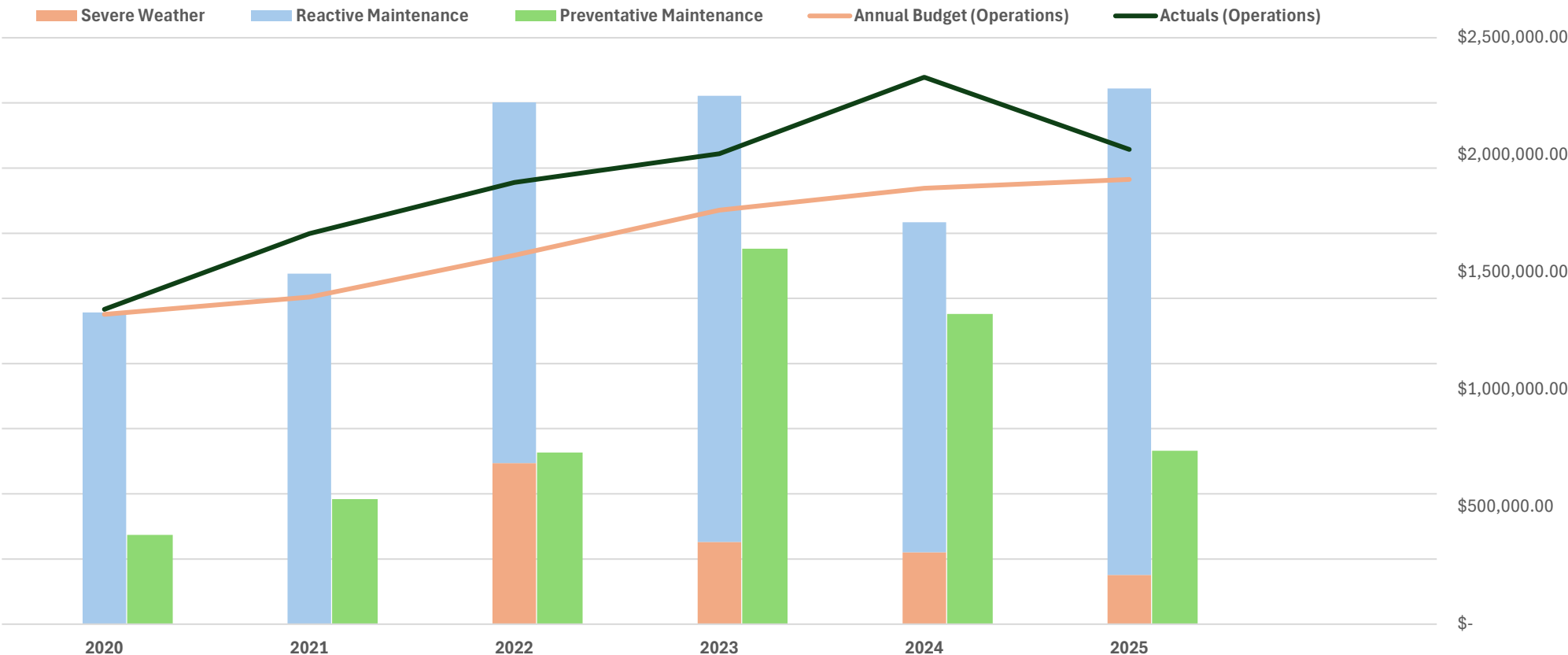


Quarterly Construction Tenders (\$)



PERFORMANCE MEASURES

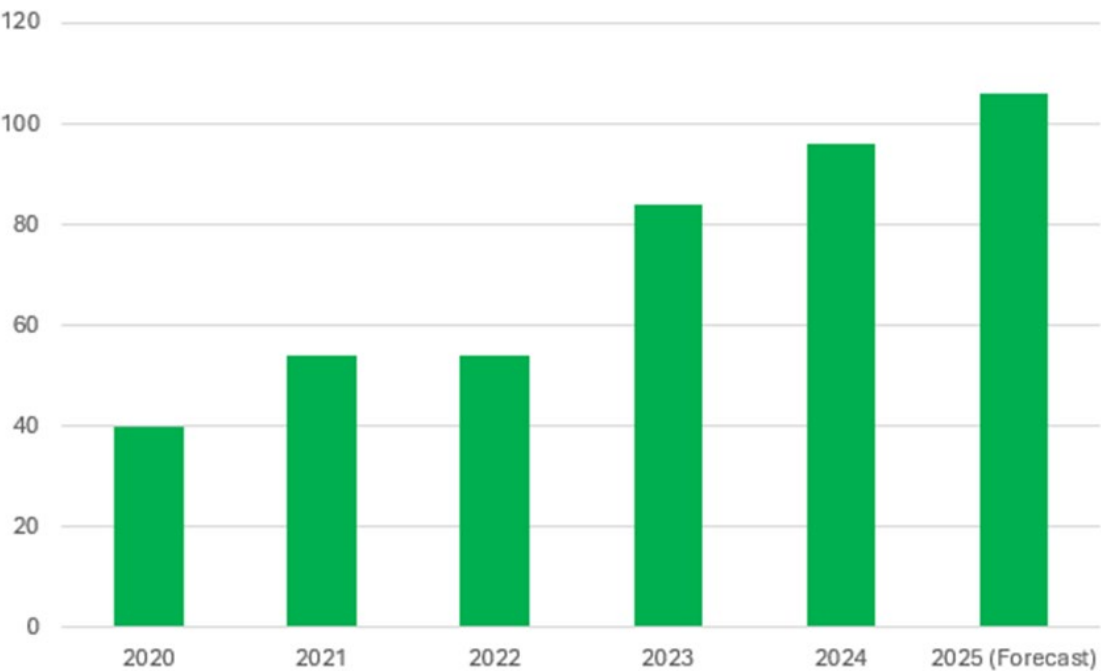
Urban Forestry Operations
Reactive/Preventative Maintenance Costs vs Budget



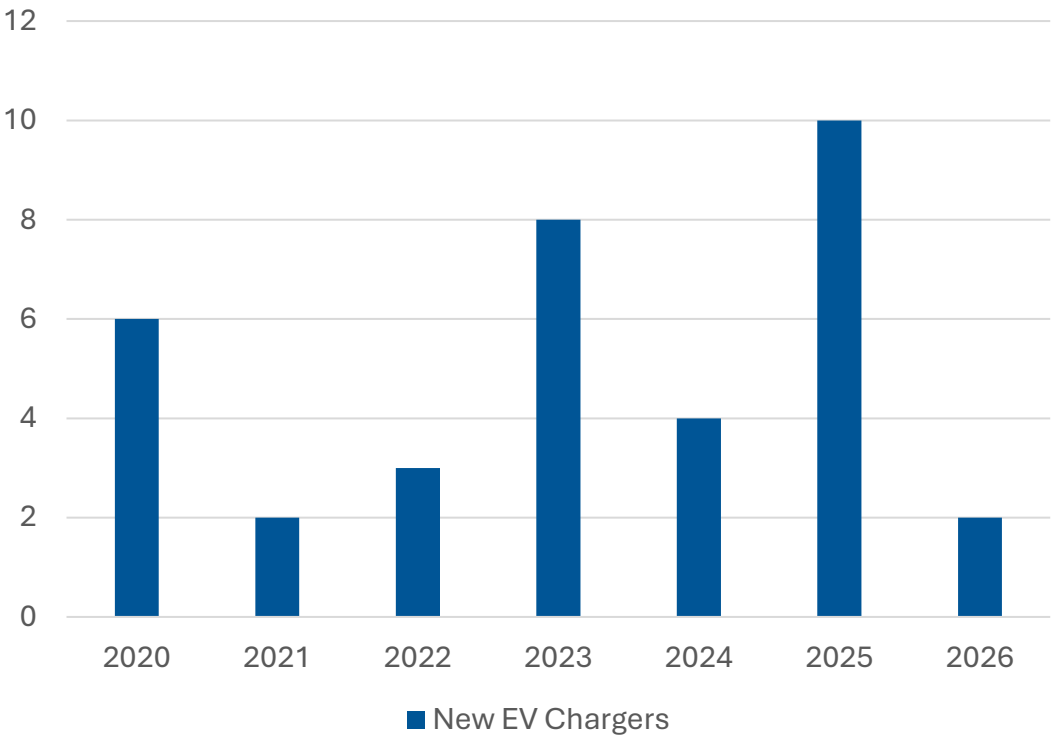
Forecast³⁸

PERFORMANCE MEASURES

Total Amount of Hybrid/Electric Vehicles by Year



New EV Chargers



RECENT CAPITAL INVESTMENTS

BUDGET 2026



Port Nelson Parkette & Shoreline Renewal



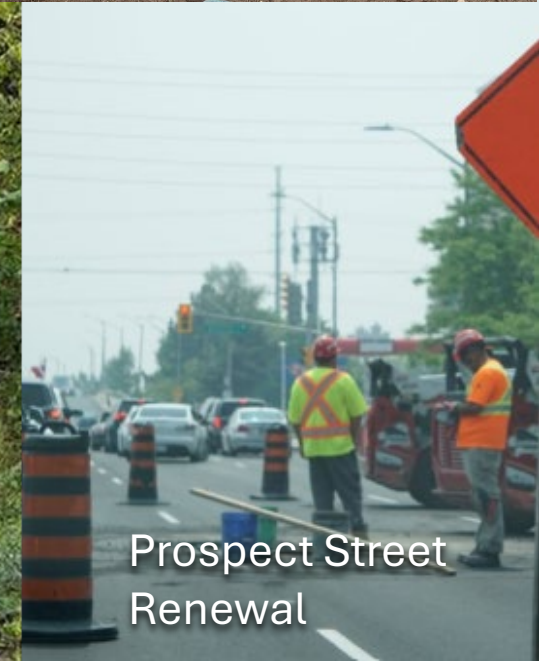
Ireland Park Renewal



Millcroft Park Playground



Headon Road Inlet Grate Improvements



Prospect Street Renewal

RECENT CAPITAL INVESTMENTS



Tyandaga Golf Course
Erosion Control



Sweetgrass Park Ceremonial
Circle

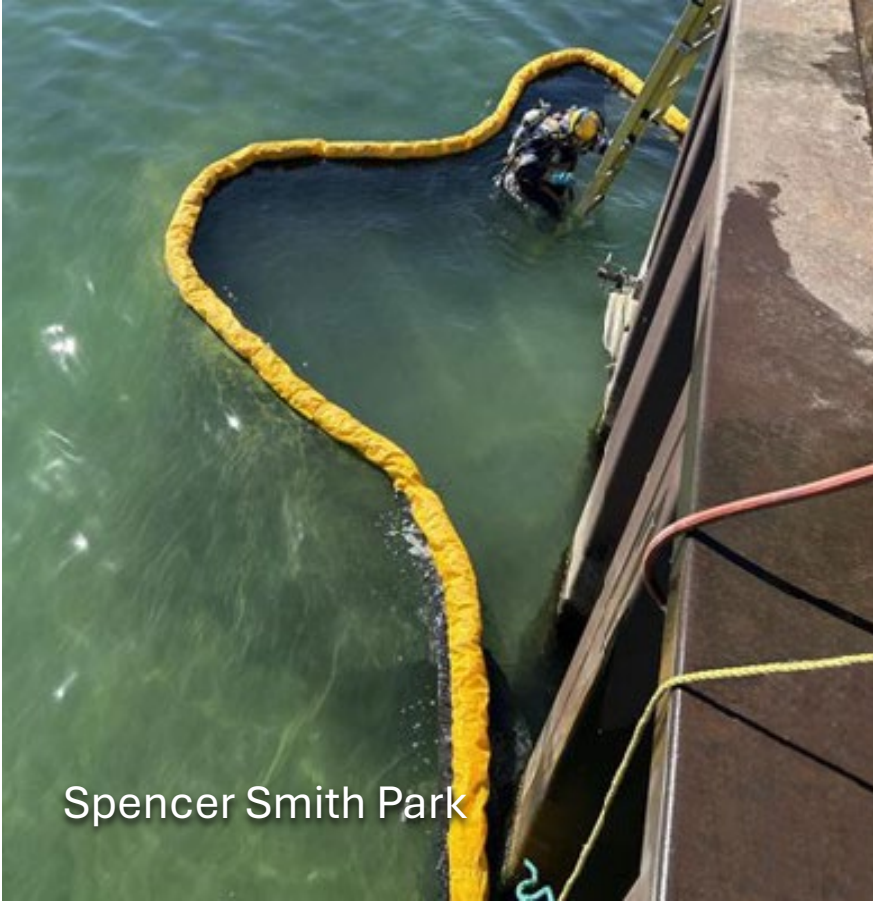


No.1 Sideroad Culvert
Replacement



Robert Bateman Community Centre

RECENT CAPITAL INVESTMENTS



Spencer Smith Park



Seawall Repair 42



Ironstone Culvert Replacement

UPCOMING CAPITAL INVESTMENTS

Stormwater Master Plan

- City-wide assessment of urban flood risk
- Prioritize capital investments to manage risk and adapt to climate change
- Commenced 2025; Completion 2027

Stormwater User Fee Feasibility Study

- Evaluate options to fund the renewal of aging stormwater infrastructure, and upgrades prioritized through the Stormwater Master Plan (2026/2027)

Walkers Line - QEW to Dundas Street

- Reconstruction
- New protected bike lanes

Civic Square Renewal

- Including City Hall front entrance

Central Library

- Roof and HVAC renewal

OPERATING INVESTMENT BY DEPARTMENT

Public Works

Divisional Budget Summary

	2025	2026 Budget				
Department	Net Budget	Total Expenses	Total Revenues	Net Budget	\$ Change	% Change
Public Works Admin	\$444	\$504	\$0	\$504	\$60	13.5%
Engineering Services	\$8,939	\$14,058	\$4,620	\$9,438	\$498	5.6%
Transportation Services	\$8,511	\$15,202	\$6,137	\$9,065	\$554	6.5%
Roads, Parks and Forestry	\$31,558	\$41,227	\$7,634	\$33,593	\$2,035	6.4%
Total Public Works	\$49,453	\$70,992	\$18,391	\$52,600	\$3,148	6.4%

Numbers are in \$ Thousands and may not add due to rounding

2026 KEY INVESTMENTS

- Enhance windrow removal program
- Increased funding to implement Urban Forestry Master Plan
- Enhance waste management in parks
- Continuation of Origin Destination software pilot
- Implement Integrated Mobility Program

LEGAL AND LEGISLATIVE SERVICES



WHO WE ARE:

Legal and Halton Court Services

Legislative Services

Mayor and Council

Legal and Legislative Services Admin

KEY DIVISIONAL PRIORITIES

Manage legal risk through legal advice to internal and external service departments and Council

Provide effective representation in all litigation, real estate transactions, contracts, and insurance

Provide effective clerking and management of meetings of Council and Committees

Ensure compliance and transparency in accordance with policies and legislation

Provide effective management and operation of Halton Court Services on behalf of the City and its partner municipalities

2026 KEY INITIATIVES

- Prepare for and hold the 2026 Municipal Election
- Launch data management initiative
- Support implementation of Administrative Penalty System for bylaw enforcement

OPERATING INVESTMENT BY DEPARTMENT

Legal and Legislative Services

Divisional Budget Summary

	2025	2026 Budget				
Department	Net Budget	Total Expenses	Total Revenues	Net Budget	\$ Change	% Change
Legal and Legislative Services Admin	\$412	\$434	\$0	\$434	\$22	5.3%
Corporate Legal and Halton Court Services	\$2,022	\$3,133	\$972	\$2,161	\$139	6.9%
Legislative Services	\$1,957	\$2,873	\$806	\$2,067	\$110	5.6%
Mayor and Council	\$2,102	\$2,758	\$536	\$2,222	\$120	5.7%
Total Legal and Legislative Services	\$6,493	\$9,198	\$2,314	\$6,884	\$391	6.0%

Numbers are in \$ Thousands and may not add due to rounding

ENABLING SERVICES



WHO WE ARE:

Corporate Affairs

Burlington Digital Services

Finance

Human Resources

Transformation Office

KEY DIVISIONAL PRIORITIES



**Strategic Planning
and Goal Alignment**



**Data Driven Decision Making,
Optimized Application Portfolio
and Cyber Protection**



**Enterprise Project
Delivery**



**Financial Accountability
and Transparency**



**Timely and Meaningful
Public Engagement**



**Targeted Development and
Engagement of our Employees
and People Leaders**

SERVICE DELIVERY HIGHLIGHTS



RECENTLY COMPLETED PRIORITIES

- Launch of five-year corporate strategy & dashboard
- Consolidation of software applications, cybersecurity enhancements, and expanded data analytics.
- Launch of enhanced intranet
- Introduction of People Leader Forums
- Streamlined processes through new ERP system

OPERATING INVESTMENT BY DEPARTMENT

Enabling Departments

Divisional Budget Summary

	2025	2026 Budget				
Department	Net Budget	Total Expenses	Total Revenues	Net Budget	\$ Change	% Change
Corporate Affairs	\$4,517	\$4,997	\$162	\$4,834	\$317	7.0%
Burlington Digital Services	\$13,958	\$16,240	\$1,207	\$15,033	\$1,075	7.7%
Finance	\$5,429	\$7,074	\$1,219	\$5,856	\$427	7.9%
Human Resources	\$4,583	\$5,067	\$202	\$4,865	\$282	6.2%
Transformation Office	\$2,745	\$2,721	\$32	\$2,689	(\$56)	(2.1%)
Total Enabling Departments	\$31,232	\$36,099	\$2,822	\$33,277	\$2,045	6.5%

Numbers are in \$ Thousands and may not add due to rounding



2026 KEY INVESTMENTS

- Enhanced cyber security protection
- Dedicated resource to oversee the City's investment portfolio and support revenue growth
- Additional funding to enhance public engagement opportunities
- Additional resources to increase public awareness of flood protection

2026 KEY INITIATIVES

- Revise 25-year Community Strategic Plan
- Bolster cybersecurity for essential services
- Leverage technology to speed up service delivery
- 2026 municipal election awareness campaign
- Advocacy to advance City priorities
- Procurement bylaw update
- Build long-range financial plan for City
- Develop People Strategy
- Complete full cycle of performance development program
- Launch new organizational values





SUBJECT: Community Survey – Final Results

TO: Budget Committee

FROM: Corporate Affairs
Communications and Engagement

Report Number: CAF-04-25

Wards Affected: All

Date to Committee: November 13, 2025

Date to Council: N/A

CIP Date: N/A

Executive Summary:

In September 2025, members of Council emphasized the importance of incorporating insights from the Community Survey into budget decision-making. To support this, City staff collaborated with the consultant involved to finalize the survey results. This memo provides a high-level overview of those findings, ensuring that community feedback informs strategic priorities and resource allocation during budget deliberations.

Purpose:

The purpose of conducting the 2025 Community Survey was to:

- Objectively measure resident opinions about the City's service delivery,
- Guide future actions and decisions on City services,
- Monitor and benchmark progress since the 2023 Community Survey,
- Learn opinions about property taxation, transportation options, and
- Identify and benchmark opinions regarding communications and public involvement with the City.

Background:

Since 1998, the City of Burlington has regularly conducted a community telephone survey to uncover resident satisfaction. Surveys typically occurred every 2–4 years until 2019, when the decision was made to conduct the survey biennially. The most recent surveys were in 2008, 2011, 2015, 2019, 2021, 2023, and now 2025. The survey provides benchmarking and monitors progress over time with the goal of continuous improvement.

Discussion:

After a competitive process, the City selected Deloitte Canada to conduct two community surveys for Burlington—one in fall 2023 and one in fall 2025. After 2025, if the Community Survey continues to be a Council priority, the City will enter into an RFP process again to select a vendor.

Strategy/process/risk:

The 2025 Community Survey was conducted using a scientific methodology via Computer-Assisted Telephone Interviews (CATI). Respondents were randomly selected from the city's population using a mix of residential landlines and cell phone numbers. This sampling strategy ensured a representative sample, eliminating potential bias that could occur with opt-in online surveys.

- **Sample size:** 755 completed interviews
- **Margin of error:** $\pm 3.5\%$ at 95% confidence level
- **Fieldwork:** September 8–29, 2025
- **Weighting:** Responses weighted by age, gender, and ward based on the 2021 Canadian Census

Highlights of the Results:

Overall, the results show positive views of the City among residents, though some measures declined compared to previous results.

- **Quality of Life – Decline in positive sentiment:**
 - 71% rate Burlington's quality of life as *very good or excellent* (down from 79% in 2023).
 - 37% say quality of life has worsened in the past two years; 6% say improved.
 - Top factors for decline: cost of living/affordability (35%), traffic (33%), Transportation/public transit (25%).
- **Overall Service Satisfaction:**
 - 91% satisfied with the overall quality of City services (down from 92% in 2023).
 - Highest-rated services: recreation facilities (95%), maintenance of parks and green space (94%), parks, sports fields and trails (94%).
 - Lower-rated services: council decision-making (71%), roadways and sidewalk maintenance (78%), snow removal (79%).
- **Top Priorities (Derived Importance*):**
 1. Council (council decision-making, open, accountable, transparent local government)
 2. Roadways and sidewalk maintenance
 3. Snow removal – roads, sidewalks, and walkways
 4. Parking management
 5. By-law enforcement

- **Community Safety – Some declines:**
 - 93% feel Burlington is *very or somewhat safe*
 - 36% say safety has worsened in the past two years.
- **Taxation and Budget Preferences:**
 - 82% feel they receive good value for taxes.

Option	2025 %	2023 %
Cut taxes by cutting services	11%	21%
Limit tax increases by limiting enhancements*	35%	22%
Keep current services (taxes at inflation)	42%	39%
Improve services (slightly higher taxes)	12%	18%

*Note: 2023 wording was “**Cut services to maintain current tax level**”, which differs from 2025’s “**Limit enhancements**”—interpret trends directionally, not as exact equivalence.

- **Communications and Engagement:**
 - 71% rate City communication as *good or excellent*.
 - Preferred channels: direct mail (57%), City website (51%), e-newsletters (49%), social media (47%).
 - 79% did not participate in any engagement activity in the past year; among those who did, most felt heard but only 66% believe input informs decisions.

***Derived Importance**

- A statistical calculation of importance
- Far more accurate relative to asking importance
- Calculates the correlation coefficient of municipal services with the KPI
- Services with a high derived importance will have the greatest impact on the KPI

Financial Matters:

Total Financial Impact:

The cost for the 2025 survey was \$39,500 and the fee includes drafting and refining of the survey, conducting the telephone interviews, analysis of the data and presenting the data to the City of Burlington.

Source of Funding:

Funding was allocated through the approved operating budget for engagement initiatives.

Climate Implications:

There are no direct climate implications regarding this report. However, when asked about priorities for the next 25 years, 46% of respondents identified protecting natural areas and green spaces as a top priority. This item comes from questions included in the survey related to City's vision for 2050.

Engagement Matters:

Surveys

The survey was conducted using Computer Assisted Telephone Interview methodology to ensure representativeness. Calls displayed "BurlON Survey" to improve legitimacy and reduce spam concerns.

At the same time, City staff distributed an online version of the survey through our Get Involved Burlington engagement platform. Comparative results are listed below. The online survey was infield from September 3 to September 30, 2025.

Question	CATI 2025	Online 2025
Q1 How would you rate the overall quality of life in the City of Burlington? (Top-2 Very good/Excellent)	71%	53.5%
Q2 QoL change – Improved	6%	3.8%
Q2 QoL change – Stayed the same	57%	32.4%
Q2 QoL change – Worsened	37%	60.5%
Q5 Overall satisfaction with City services (Top-2)	91%	77.3%
Q13 City communications (Good/Excellent)	71%	38.4%
Q16 Feel Very/Somewhat safe	93%	70.3%
Q18 Good value for taxes (Fairly+Very good)	82%	34.6%
Q19 Budget: Keep current services (taxes at inflation)	42%	35.3%

Note: Online results track more negatively than CATI results. This is likely due to methodological differences. Individuals with negative experiences are more likely to opt-in to our the City's engagement platform so that they can share their views. These results emphasize the importance of trying to reach Burlington residents from all different communities to broaden the City's understanding. Demographic data collected during both the online and CATI survey will help inform future direction for promotion and engagement.

Community Panels

To complement the quantitative survey findings, the City hosted two **Community Panel sessions** in fall 2025. Panelists were drawn from the City's volunteer roster, with random selection used where possible to reduce bias and ensure representation across wards, age

groups, and diverse backgrounds. Each session was facilitated by the Manager of Engagement & Marketing and designed as an in-person focus group to gather qualitative insights.

- **September 16, 2025 (10 participants)**

Focus: Quality of Life, City Services, and key themes already identified in survey data (e.g., affordability, safety, traffic).

Highlights: Participants described Burlington as generally peaceful and vibrant but raised concerns about traffic congestion, housing affordability, and uneven access to amenities and recreation. They emphasized the need for improved transit, walkability, and infrastructure maintenance, while praising emergency services, libraries, and senior programming.

- **October 28, 2025 (8 participants)**

Focus: Declining perceptions of quality of life, transparency and trust, community engagement, and engagement fatigue.

Highlights: Panelists attributed the decline in quality of life largely to national and global factors (cost of living, housing market, economic uncertainty) but also cited local issues such as traffic, parking, and limited job opportunities. Suggestions for improving trust included clearer communication of priorities, more accessible council information, and visible follow through on public input. Engagement fatigue was linked to repetitive formats and lengthy processes rather than the number of opportunities offered.

Insights:

Feedback from both panels largely aligned with survey results, adding context and nuance through lived experiences. Themes such as affordability, traffic, and transparency were reinforced, while participants offered practical ideas for improving engagement (e.g., hybrid options, simplified language, and visible “what we heard” reporting). Full qualitative findings are provided in the attachments.

Conclusion:

The results of the 2025 Community Survey provide statistically valid data to guide future actions, priorities, and decisions. This information helps the City understand resident opinions across all wards and track progress over time. Deloitte will be providing a full report that includes benchmarking data, with staff sharing a covering memo for CIP inclusion by the end of Q4 2025.

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Attachments:

- A. CAF-04-25 Community Survey - Deloitte Draft Report
- B. CAF-04-25 Community Survey - Online Responses
- C. CAF-04-25 Community Panels - 2025 Community Survey

Memo Approval:

All memos 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 2025 Community Survey Survey Findings Report

Draft v1
October 2025



Disclaimer

This report was provided to summarize the 2025 City of Burlington Community Survey.

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Observations are made based on economic, industrial, competitive and general business conditions prevailing as at the date hereof. In the analyses, we may have made assumptions with respect to the industry performance, general business and economic conditions and other matters, many of which are beyond our control, including government and industry regulation. No opinion, counsel, or interpretation is intended in matters that require legal or other appropriate professional advice. It is assumed that such opinion, counsel, or interpretations have been, or will be, obtained from the appropriate professional sources. To the extent that there are legal issues relating to compliance with applicable laws, regulations and policies, we assume no responsibility, therefore. We believe that our analyses must be considered as a whole and that selecting portions of the analyses, or the factors considered by it, without considering all factors and analyses together, could create a misleading view of the issues related to the report. Amendment of any of the assumptions identified throughout this report could have a material impact on our analysis contained herein. Should any of the major assumptions not be accurate or should any of the information provided to us not be factual or correct, our analyses, as expressed in this report, could be significantly different.

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Background and report overview

Background and report overview | Objectives and methodology

The objectives of the 2025 Community Survey were to...



Understand resident perceptions of Municipal services, engagement, and communication efforts



Measure satisfaction with current Municipal services and priorities for improvement



Benchmark and compare 2025 data against results from previous surveys

Survey Methodology

- Survey data was gathered through Computer Assisted Telephone Interviews (CATI).
- Randomly-selected landline and cell phone numbers from all six municipal wards were dialed to ensure a representative sample and minimize bias that could arise from self-selection.
- Interviews were conducted between 5:00 pm and 8:30 pm from September 8 to September 29, 2025.
- This methodology resulted in 755 completed interviews. The margin of error for the results is $\pm 3.5\%$ at a 95% confidence level.
- To ensure the survey results accurately reflected the community's demographic makeup, all data were weighted to match the exact proportions of age, gender, and ward based on the 2021 Statistics Canada census data for the City of Burlington.

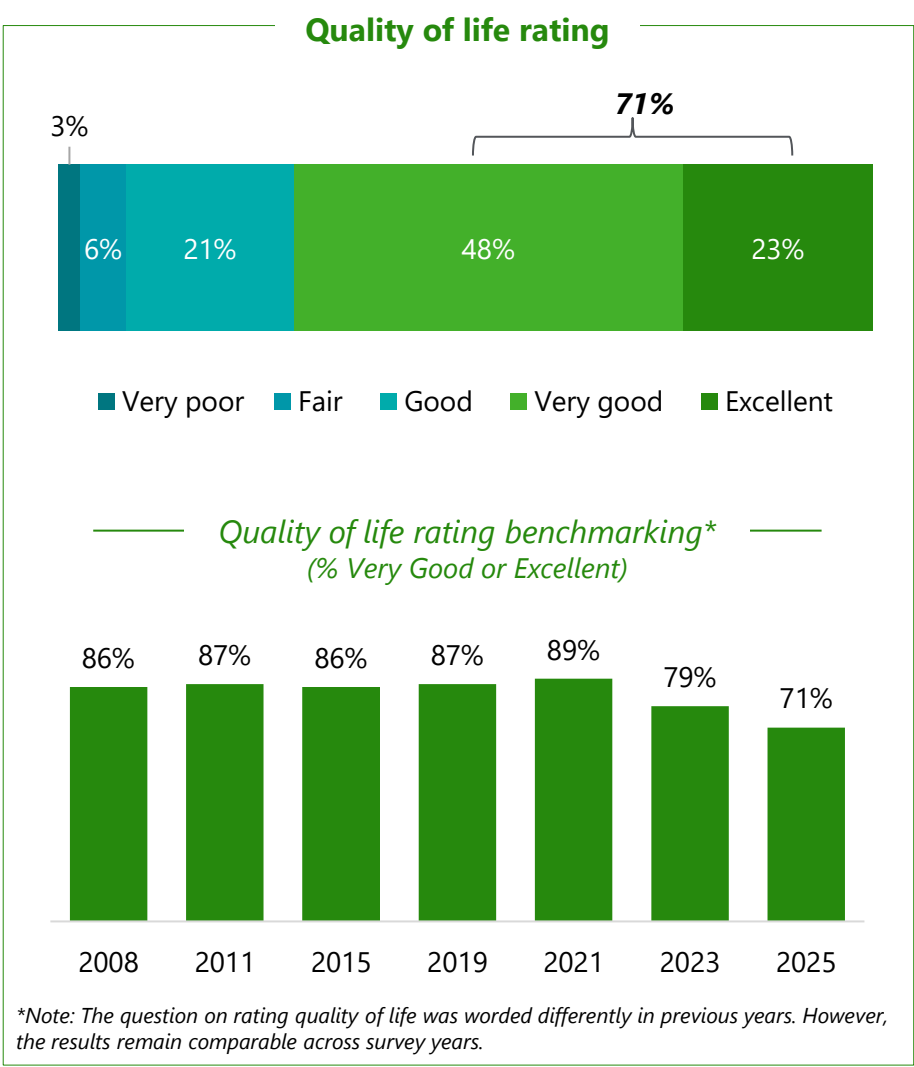
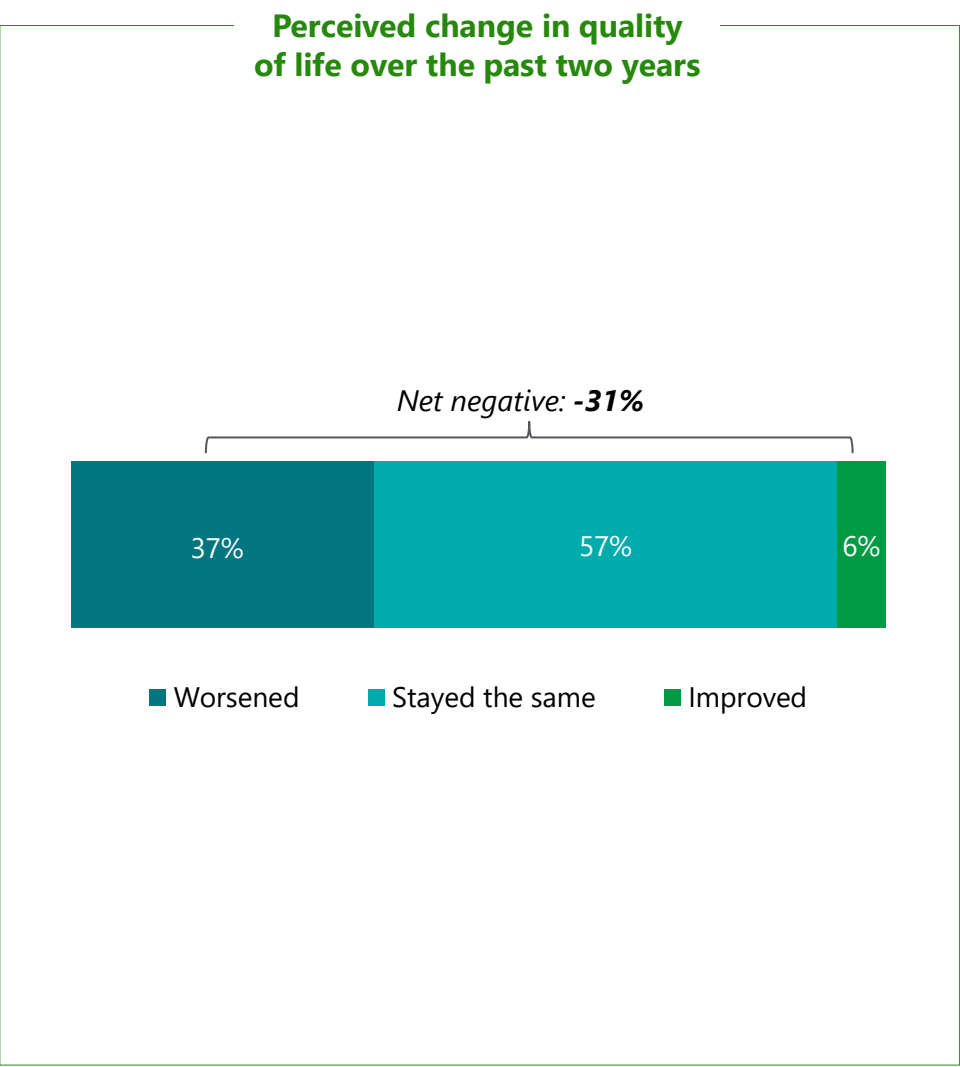
Quality of life and service satisfaction

Quality of life and service satisfaction (1/6)

Key Insights

The majority of Burlington residents rate their quality of life as "Very good" or "Excellent" (71% in 2025), but this represents a decline from previous years, where satisfaction levels were consistently above 85%.

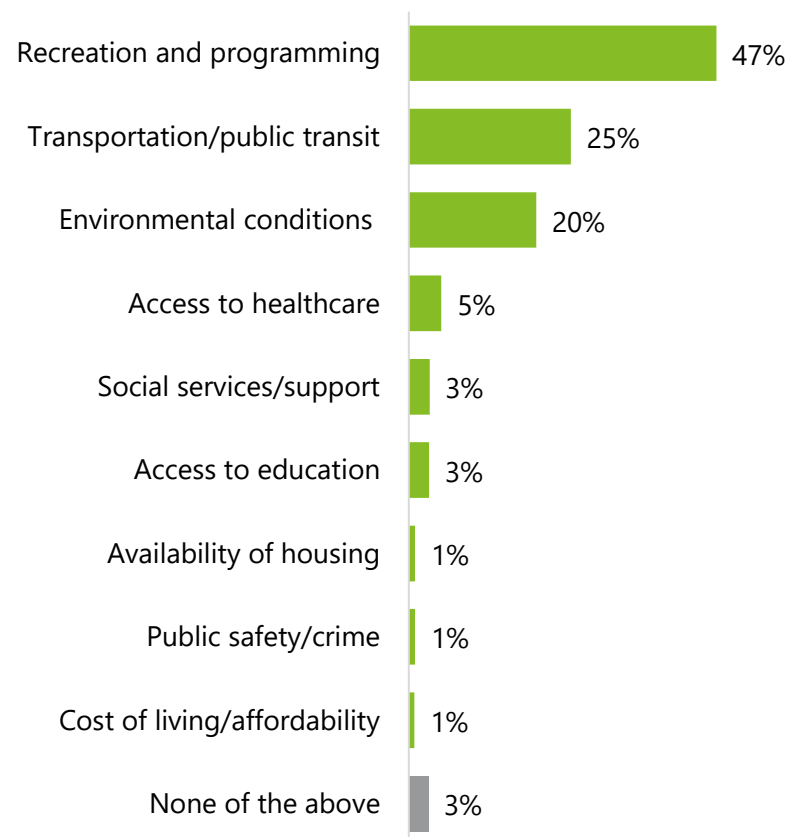
Over the past two years, 37% of respondents feel the quality of life has worsened, while only 6% believe it has improved.



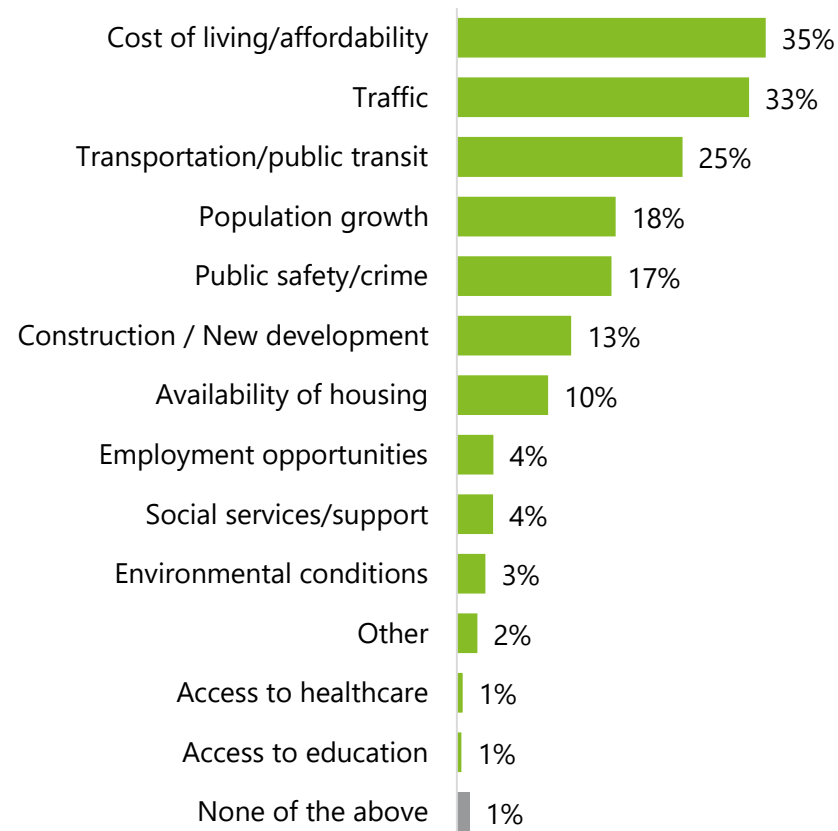
Q: How would you rate the overall quality of life in the City of Burlington? (n=755)
Q: In the past 2 years, has the quality of life in Burlington ... (n=755)

Quality of life and service satisfaction (2/6)

Factors that have improved quality of life over the past two years (n=50)



Factors that have worsened quality of life over the past two years (n=245)



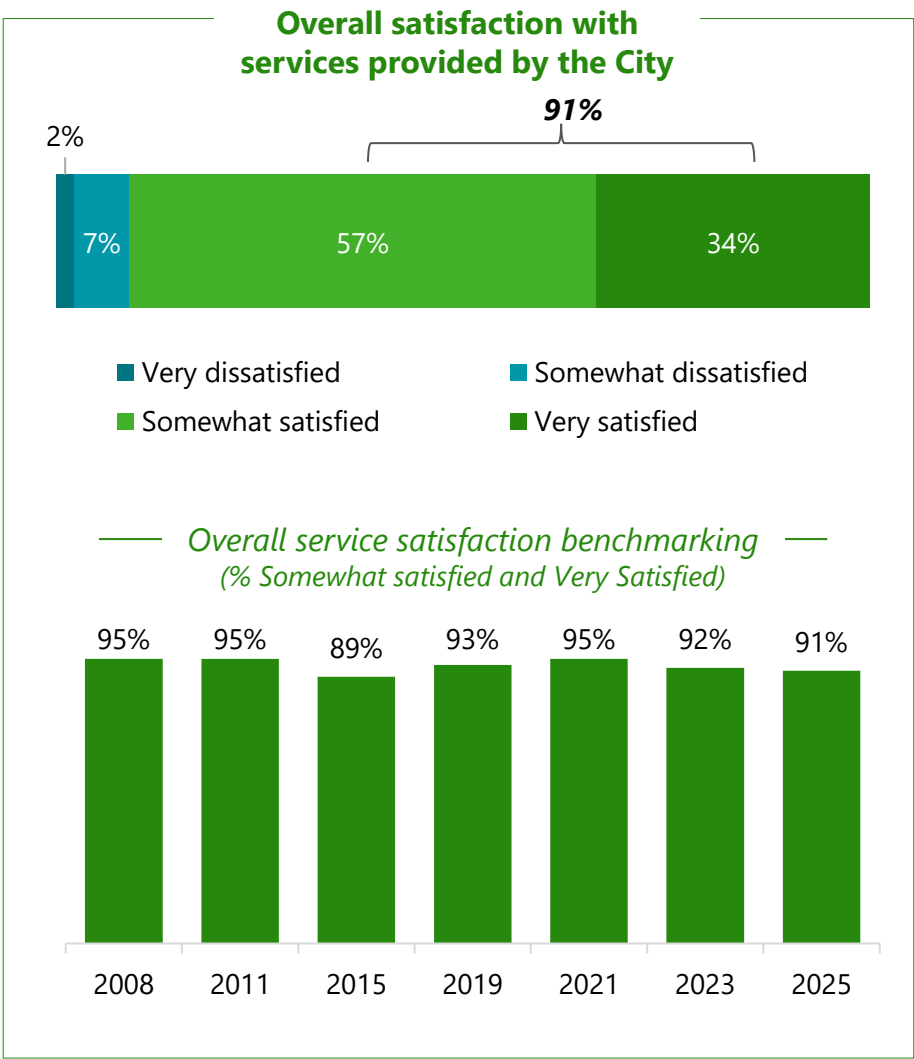
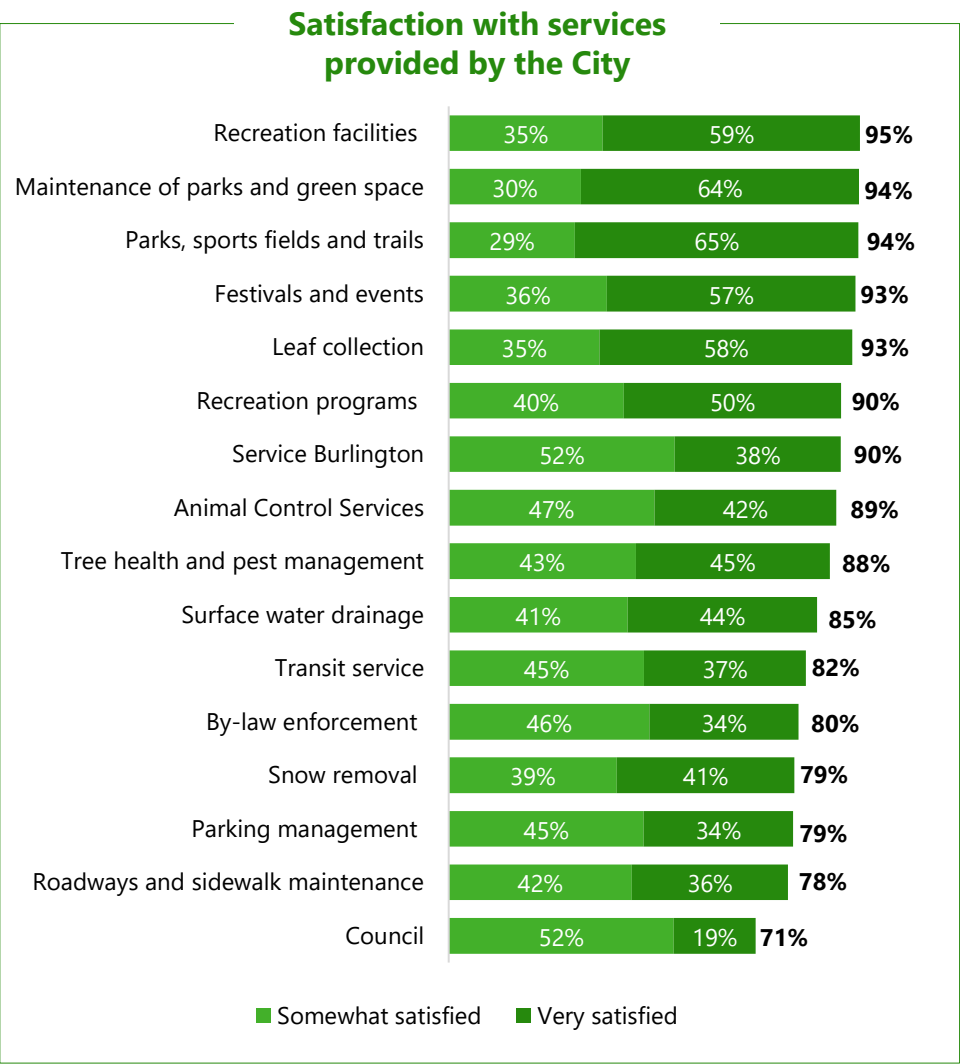
Key Insights

Over the past two years, Burlington residents most frequently cited improvements in recreation and programming (47%), transportation/public transit (25%), and environmental conditions (20%) as factors enhancing quality of life.

Conversely, the most commonly reported factors contributing to a decline in quality of life were cost of living/affordability (35%), traffic (33%), transportation/public transit (25%), and population growth (18%).

Q: In your opinion, what aspects or factors have [improved / worsened] the quality of life in Burlington over the past two years? (n=295)

Quality of life and service satisfaction (3/6)



Key Insights

Overall satisfaction with City of Burlington services remains high, with 91% of residents in 2025 reporting they are somewhat or very satisfied. This represents a slight decline from previous years.

Individual service ratings show particularly high satisfaction with recreation facilities (95%), maintenance of parks and green space (94%), and parks, sports fields, and trails (94%).

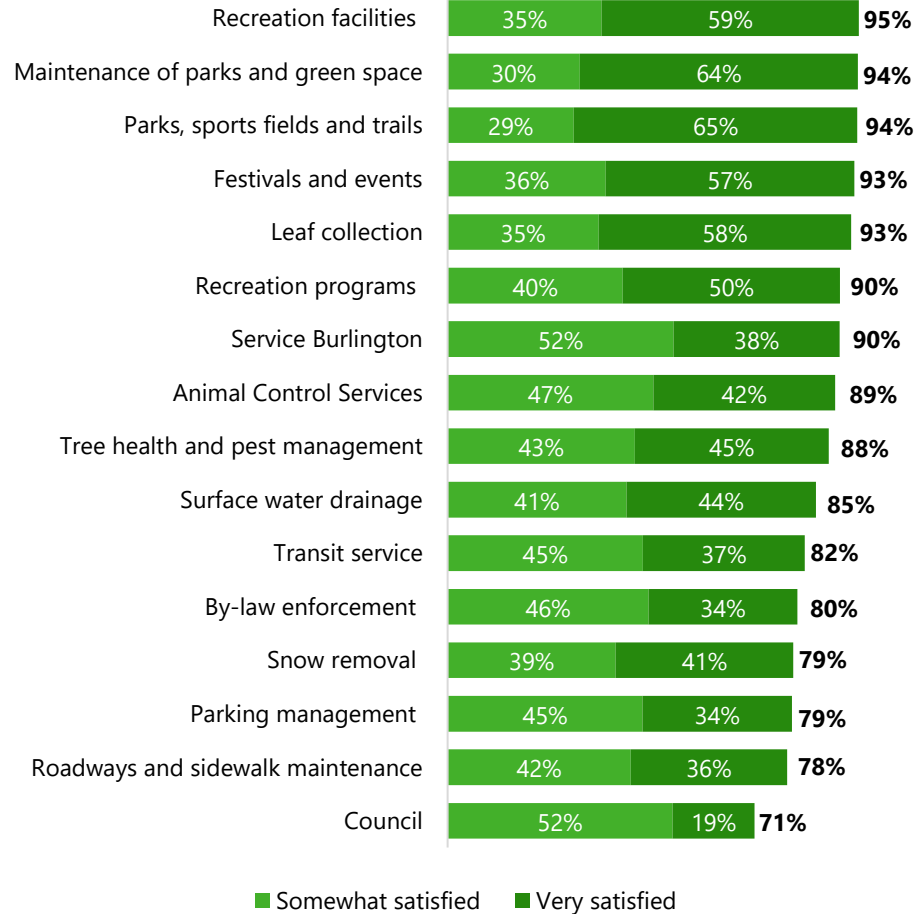
Satisfaction with council (71%) is lower relative to other services.

Q: Generally speaking, how satisfied are you with the overall quality of services provided by the City of Burlington? Would you say you are ...? (n=755)

Q: To the best of your ability, please rate your level of satisfaction with the following services by indicating whether you are Very Satisfied, Somewhat Satisfied, Somewhat Dissatisfied or Very Dissatisfied. (n=755)

Quality of life and service satisfaction (4/6)

Satisfaction with services provided by the City



Service satisfaction benchmarking

Factor	2025 Top 2 Box	Change from 2023	Change from 2021	Change from 2019
Animal Control Services	89%	+2 PP	+3 PP	+1 PP
By-law enforcement	80%	+2 PP	-1 PP	-3 PP
Roadways and sidewalk maintenance	78%	-6 PP	-9 PP	-1 PP
Maintenance of parks and green space	94%	-	-	-3 PP
Snow removal – roads, sidewalks, and walkways	79%	-5 PP	-6 PP	-1 PP
Tree health and pest management	88%	+2 PP	+3 PP	+4 PP
Leaf collection	93%	+4 PP	+6 PP	+12 PP
Surface water drainage	85%	-7 PP	-5 PP	-4 PP
Transit service	82%	+4 PP	-1 PP	+9 PP
Parking management	79%	-3 PP	-	+4 PP
Recreation programs	90%	+3 PP	-1 PP	-4 PP
Festivals and events	93%	-	-1 PP	-4 PP
Parks, sports fields and trails	94%	-3 PP	-3 PP	-4 PP
Recreation facilities	95%	-	+2 PP	-
Council	71%	-5 PP	-13 PP	N/A
Service Burlington	90%	-2 PP	-4 PP	-6 PP

Key Insights

The data shows that satisfaction with several municipal services (such as roadways and sidewalk maintenance, snow removal, surface water drainage, and council decision-making) has declined since 2023 and previous years.

In contrast, services like leaf collection, tree health and pest management, transit, and recreation programs have seen moderate gains in satisfaction over time.

Q: To the best of your ability, please rate your level of satisfaction with the following services by indicating whether you are Very Satisfied, Somewhat Satisfied, Somewhat Dissatisfied or Very Dissatisfied. (n=755)

Quality of life and service satisfaction (5/6)

Derived Importance Methodology

Priority Matrix: Using respondents' satisfaction levels with Municipal services a priority matrix was created using Deloitte's proprietary derived importance methodology. The Priority Matrix consists of three metrics:

- **Level of Importance:** A statistical measure using a machine learning algorithm to determine the strength of the relationship between their satisfaction with individual services and their overall satisfaction. Attributes with a high importance tend to matter greatly to residents.
- **Performance:** The percentage of respondents who were somewhat or very satisfied with a given service.
- **Priority rank:** This was determined for each attribute based on high levels of importance and low levels of performance. Top priorities are factors where there is opportunity for improvement, and any improvements made would be likely to have a big impact on their overall satisfaction with Municipal services.

Priority Matrix

Factor	Performance	Importance	Priority Rank
Council (council decision making, open, accountable, transparent local government)	71%	9.4	1
Roadways and sidewalk maintenance	78%	8.5	2
Snow removal – roads, sidewalks, and walkways	79%	8.3	3
Parking management	79%	7.4	4
By-law enforcement	80%	7.8	5
Transit service	82%	8.3	6
Surface water drainage	85%	8.1	7
Service Burlington	90%	8.5	8
Tree health and pest management	88%	6.7	9
Animal Control Services	89%	7.2	10
Recreation programs	90%	7.8	11
Leaf collection	93%	7.2	12
Festivals and events	93%	6.3	13
Maintenance of parks and green space	94%	6.7	14
Parks, sports fields and trails	94%	5.4	15
Recreation facilities	95%	5.6	16

Key Insights

Using Deloitte's proprietary derived importance methodology, it was found that the top priorities related to Municipal services were Council, roadways and sidewalk maintenance, snow removal, parking management, and by-law enforcement.

The City of Burlington should focus on the higher priority areas when making improvements, to best meet the needs of community members.

Quality of life and service satisfaction (6/6)

Derived Importance Methodology

Priority Matrix: Using respondents' satisfaction levels with Municipal services a priority matrix was created using Deloitte's proprietary derived importance methodology. The Priority Matrix consists of three metrics:

- **Level of Importance:** A statistical measure using a machine learning algorithm to determine the strength of the relationship between their satisfaction with individual services and their overall satisfaction. Attributes with a high importance tend to matter greatly to residents.
- **Performance:** The percentage of respondents who were somewhat or very satisfied with a given service.
- **Priority rank:** This was determined for each attribute based on high levels of importance and low levels of performance. Top priorities are factors where there is opportunity for improvement, and any improvements made would be likely to have a big impact on their overall satisfaction with Municipal services.

Priority Comparison

Factor	2025 Ranking	2023 Ranking	2021 Ranking
Council (council decision making, open, accountable, transparent local government)	1	1	5
Roadways and sidewalk maintenance	2	4	9
Snow removal – roads, sidewalks, and walkways	3	6	4
Parking management	4	5	1
By-law enforcement	5	3	2
Transit service	6	2	3
Surface water drainage	7	14	12
Service Burlington	8	12	16
Tree health and pest management	9	7	6
Animal Control Services	10	10	7
Recreation programs	11	8	13
Leaf collection	12	11	8
Festivals and events	13	15	18
Maintenance of parks and green space	14	16	17
Parks, sports fields and trails	15	18	19
Recreation facilities	16	17	15

*Please note there were 19 factors in the 2023 survey and 20 factors in the 2021 survey.

Key Insights

Council decision-making and transparency remains the top priority in 2025, suggesting growing concern about governance and accountability.

Roadway and sidewalk maintenance has also moved up significantly, from ninth in 2021 to second in 2025, reflecting increased resident focus on core infrastructure.

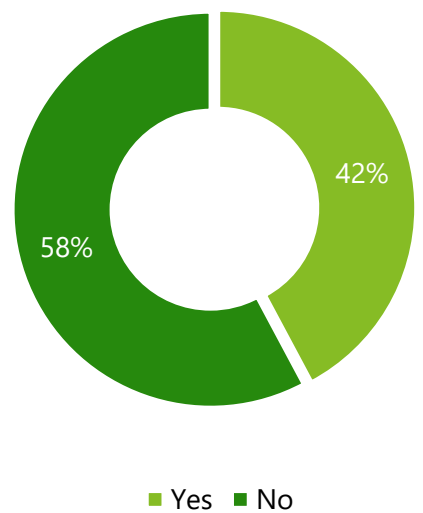
Some services, such as transit, have dropped in priority (from second in 2023 to sixth in 2025), possibly indicating either improved satisfaction or shifting resident needs.

Other areas like surface water drainage and Service Burlington have climbed in priority.

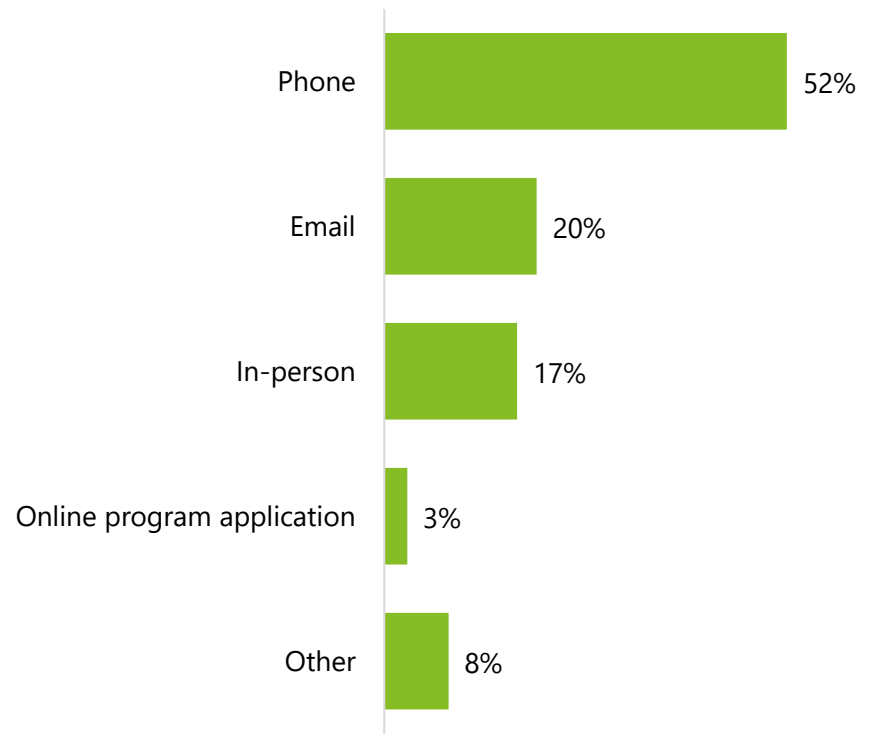
Customer service

Customer service (1/2)

Interaction with the City over the past year



Channel for communicating with the City



Key Insights

In the past 12 months, 42% of Burlington residents reported contacting or communicating with the City or its employees, while 58% did not.

Among those who reached out, the most common method was by phone (52%), followed by email (20%) and in-person visits (17%).

A smaller proportion used online program applications (3%) or other methods (8%), indicating a continued preference for traditional communication channels when engaging with the City.

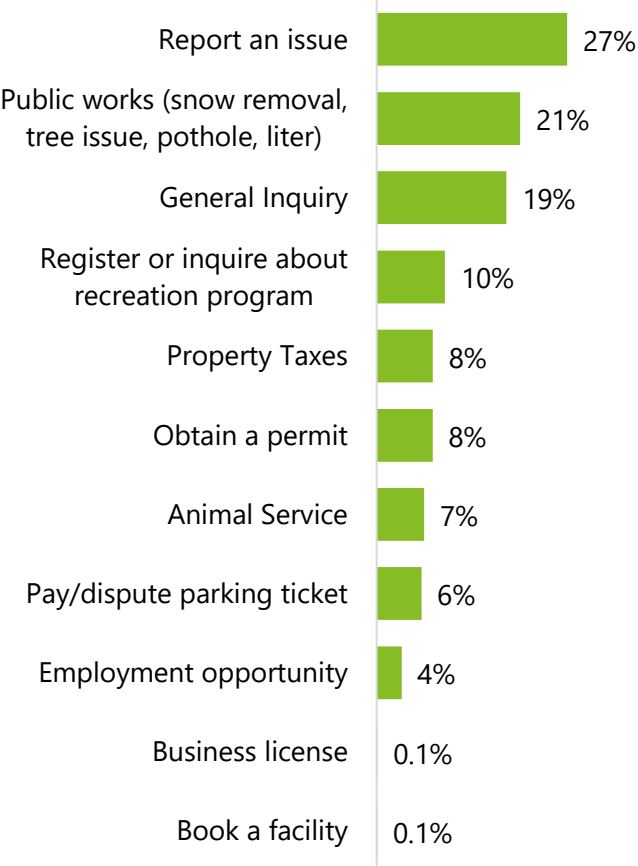
Q: In the past 12 months, have you contacted or communicated with the City of Burlington or one of its employees? (n=755)

Q: How did you contact or communicate with the City or one of its employees? (n=316)

Customer service (2/2)

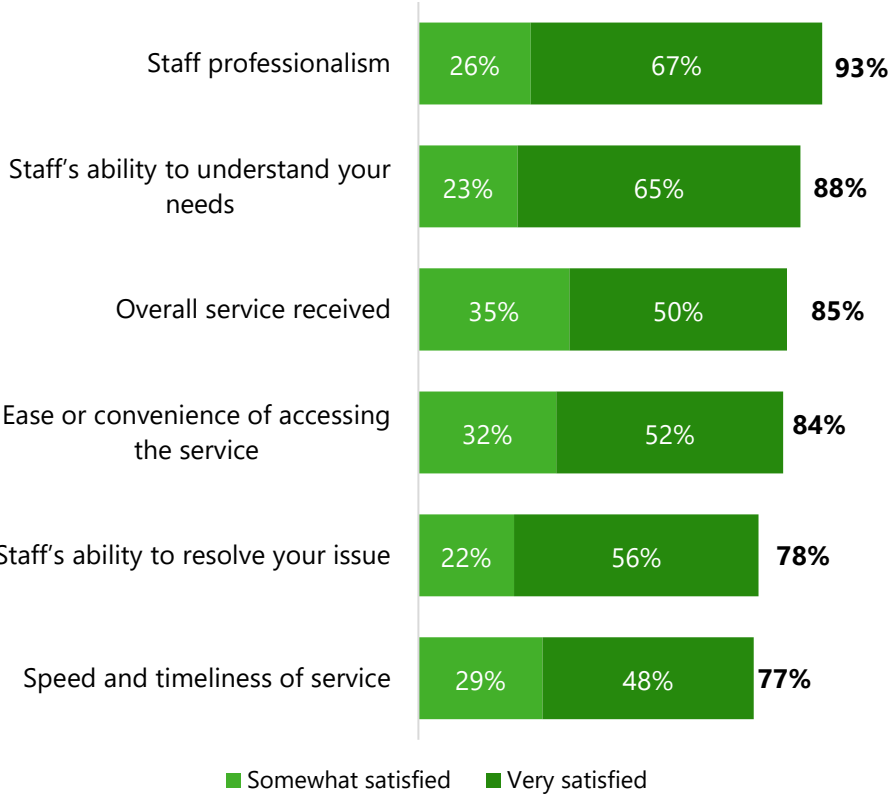
Reason for contacting the City

(Filter: Residents who had a recent interaction with the City)



Satisfaction with aspects of interaction with the City

(Filter: Residents who had a recent interaction with the City)



Key Insights

The most common reasons for contacting the City are to report an issue (27%), address public works concerns (21%), and make general inquiries (19%).

Satisfaction with City interactions is high overall, with 85% satisfied with the service received and 93% rating staff professionalism positively.

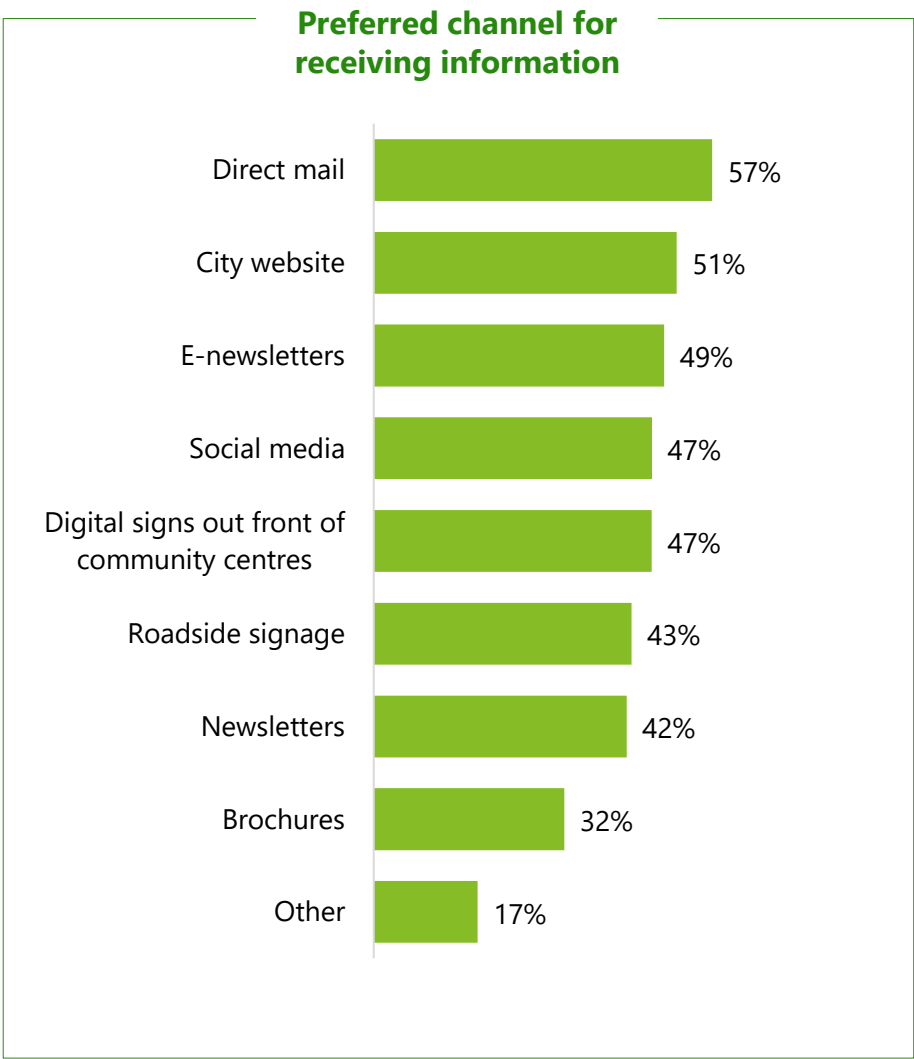
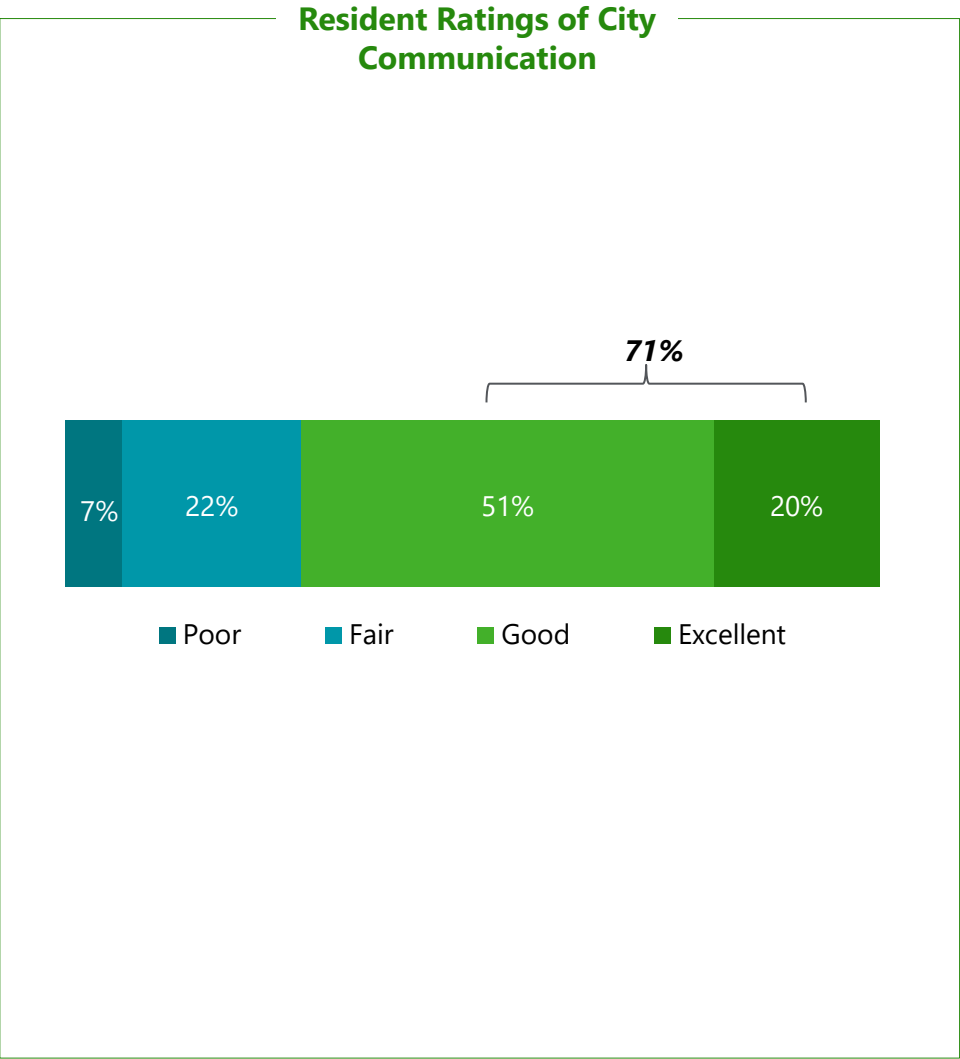
However, satisfaction is slightly lower for speed and timeliness (77%) and issue resolution (78%), indicating some room for improvement in these areas.

Q: Which of the following best describes the reason you contact the City or one of its employees? (n=316)

Q: To the best of your ability, please rate your level of satisfaction with each of the following aspects of your interaction with the City? (n=316)

Community engagement

Community engagement (1/2)



Key Insights

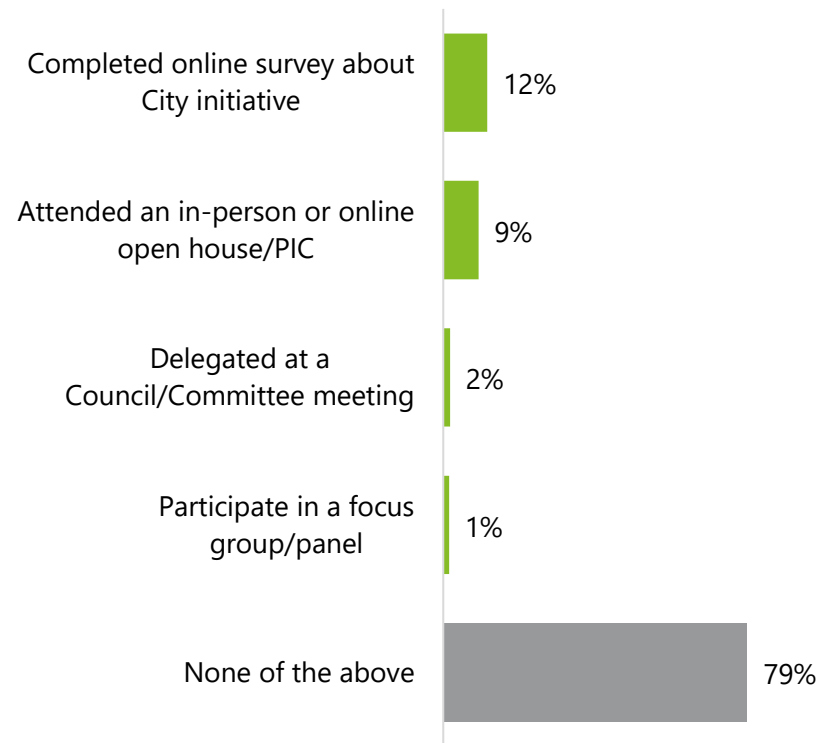
Residents of Burlington prefer to receive information from the City through a variety of channels, with the most popular being direct mail (57%), the City website (51%), e-newsletters (49%), social media (47%), and digital signs at community centres (47%).

When asked to rate the City's communication effectiveness, 71% of residents responded with "Good" or "Excellent," while 29% rated it as "Fair" or "Poor," indicating overall positive perceptions but also some room for improvement.

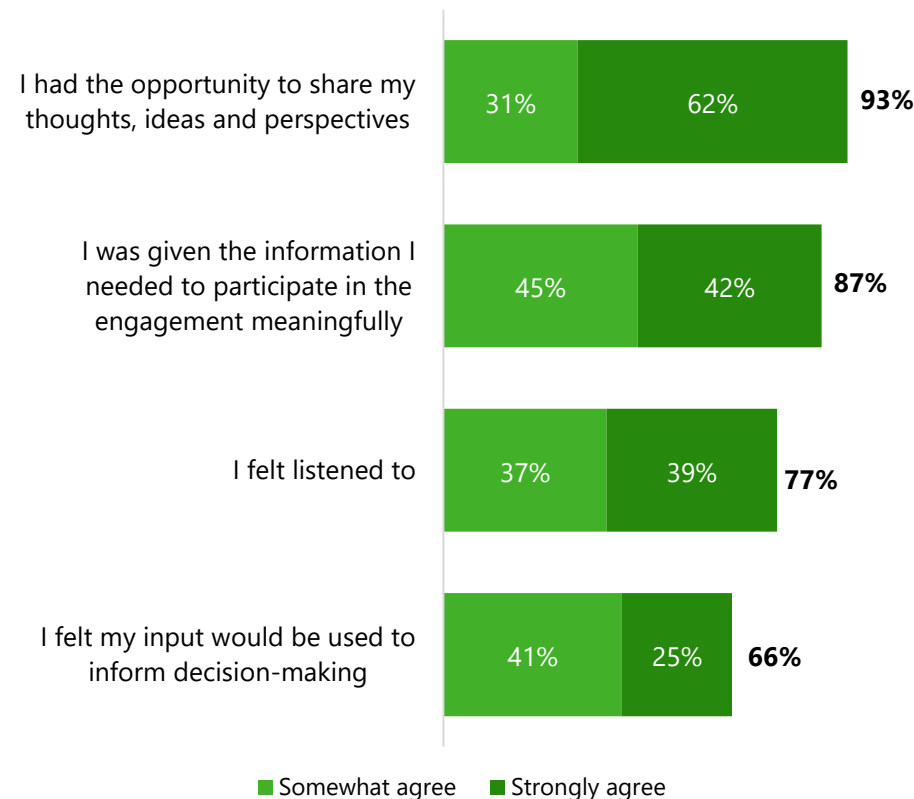
Q: How do you prefer to receive information from the City? Please select all that apply (n=755)
Q: How would you rate the City of Burlington in terms of how well it communicates with residents about services, programs, policies and plans? (n=755)

Community engagement (2/2)

Participation in engagement activities



Agreement with statements related to engagement



Key Insights

In the past year, 79% of Burlington residents did not participate in any City engagement activities, while 12% completed an online survey, 9% attended an open house, and smaller percentages took part in focus groups or delegated at council meetings.

Among those who engaged, 93% agreed they had the opportunity to share their thoughts, and 87% felt they received the information needed to participate meaningfully.

Additionally, 77% felt listened to, and 66% believed their input would inform decision-making.

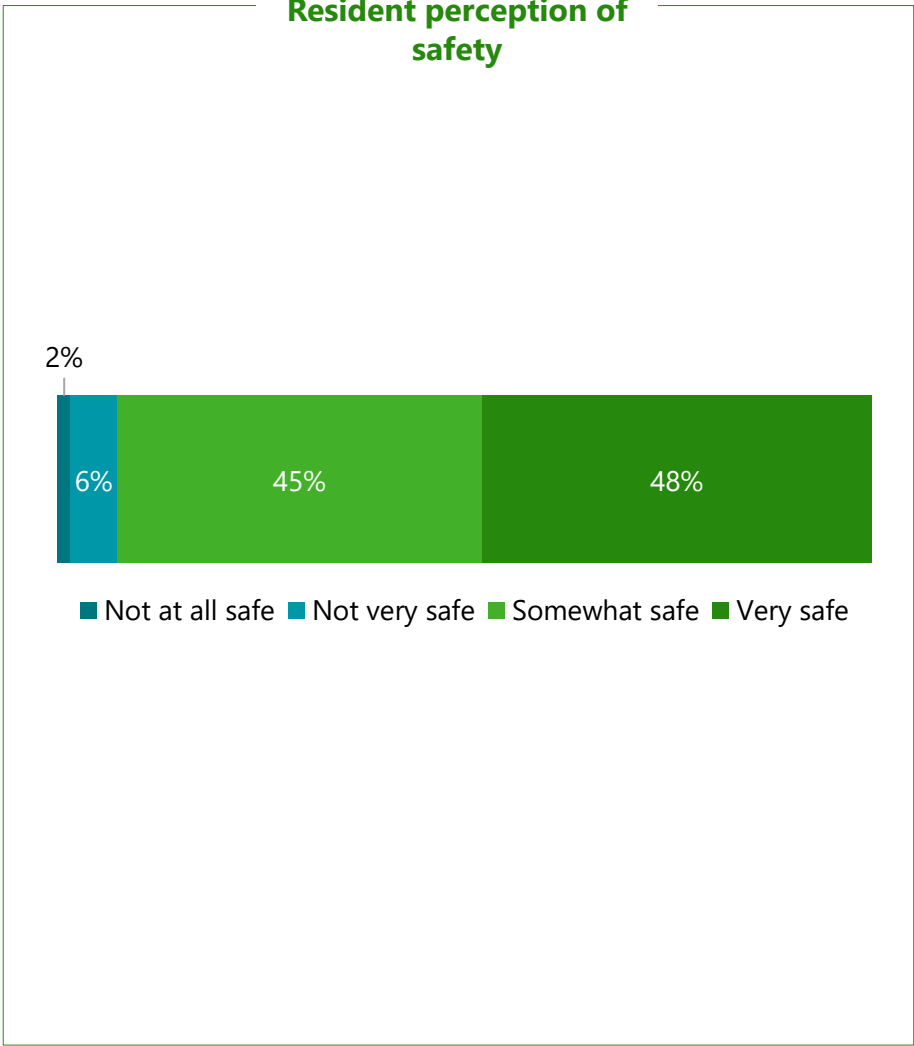
Q: In the past 12 months, have you participated in any of the following engagement activities? (n=755)

Q: Thinking about your most recent engagement with the City, please indicate whether you agree or disagree with the following statements: (n=166)

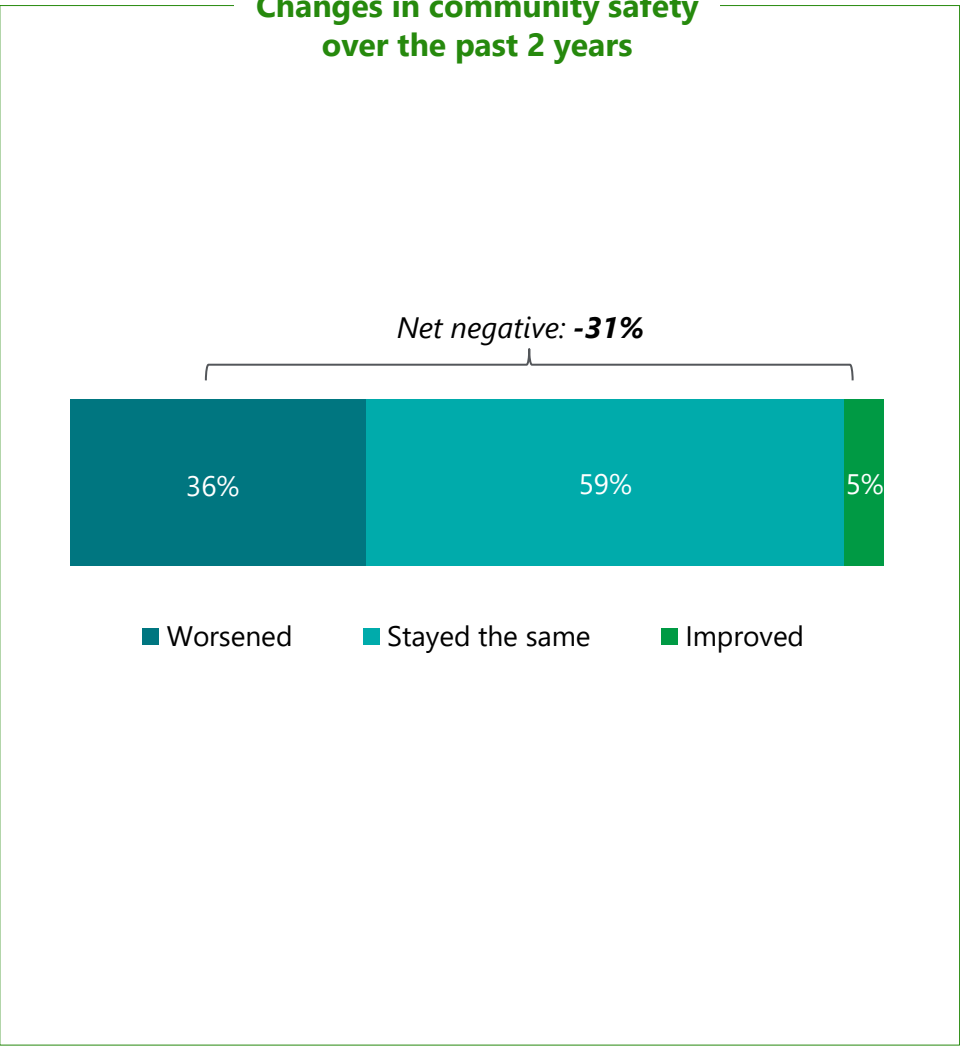
Community safety

Community safety

Resident perception of safety



Changes in community safety over the past 2 years



Key Insights

Most Burlington residents perceive their community as safe, with 93% describing it as either "very safe" (48%) or "somewhat safe" (45%).

However, when reflecting on changes over the past two years, 36% feel that community safety has worsened, while 59% believe it has stayed the same and only 5% think it has improved.

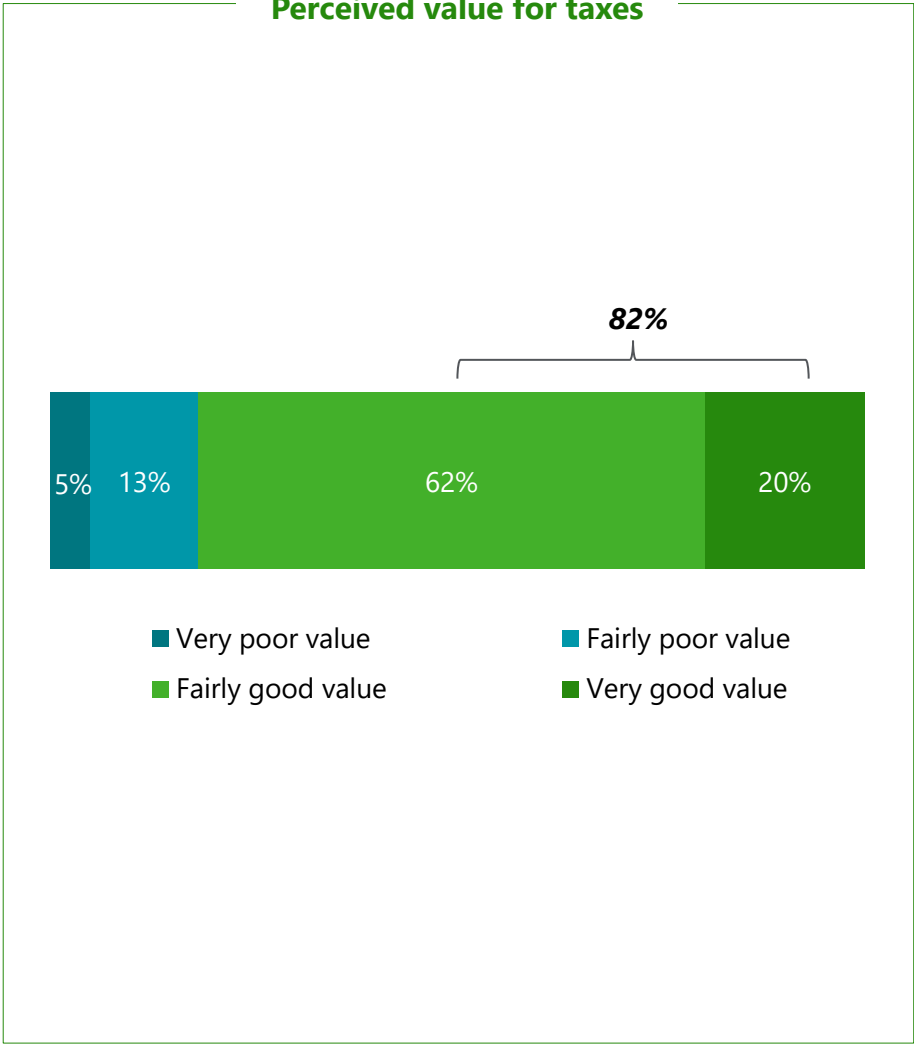
This suggests that despite high overall feelings of safety, there are growing concerns about recent trends in community safety.

Q: Overall, how would you describe community safety in the City of Burlington? (n=755)
Q: Over the past 2 years, do you feel community safety in the City of Burlington has... (n=755)

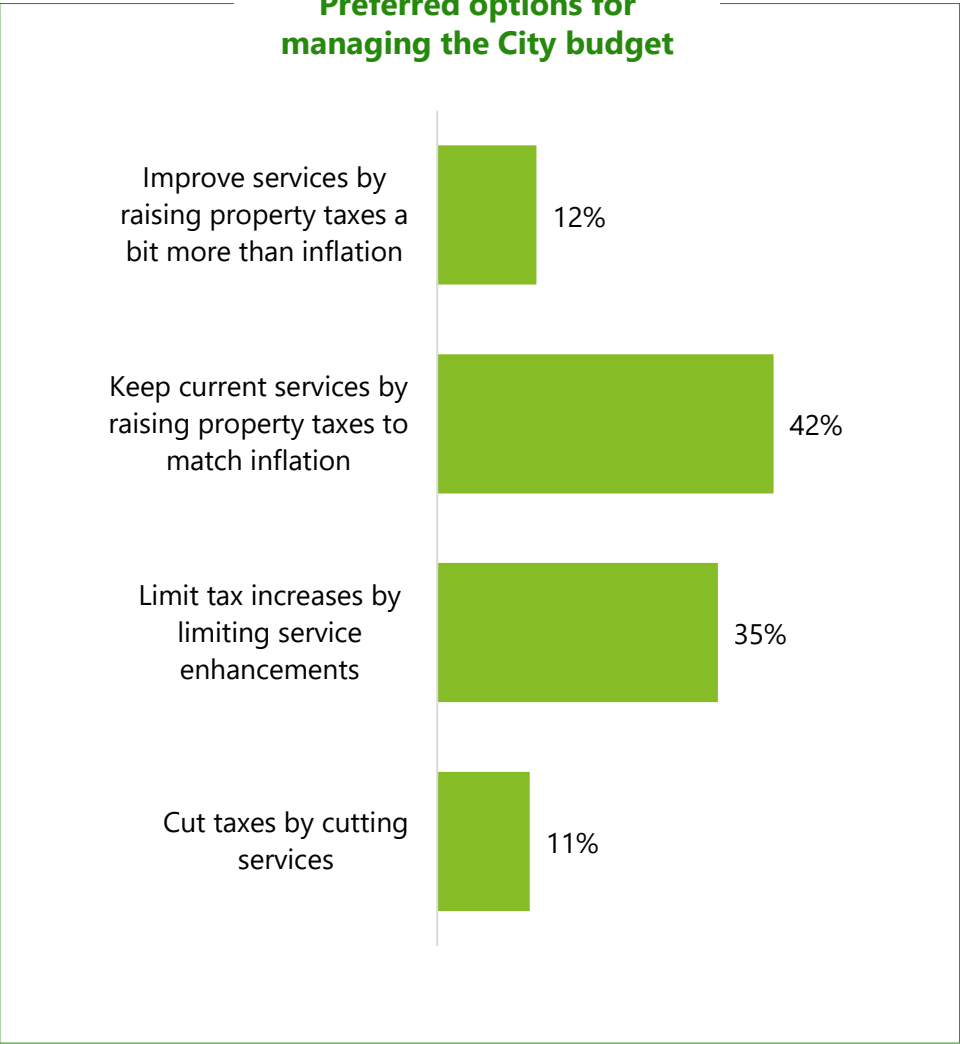
Taxation

Taxation

Perceived value for taxes



Preferred options for managing the City budget



Key Insights

A strong majority of Burlington residents (82%) feel they receive good value for their tax dollars, with 62% rating it as "fairly good" and 20% as "very good." Only 18% perceive the value as poor.

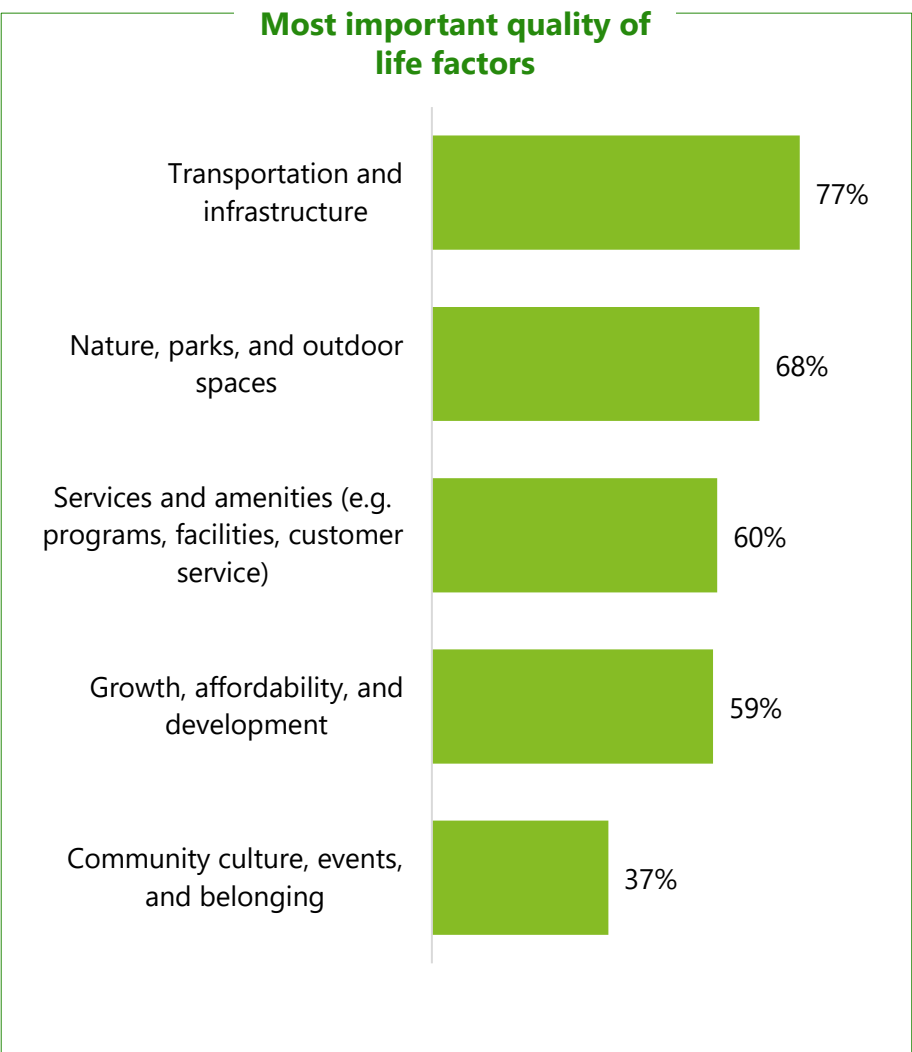
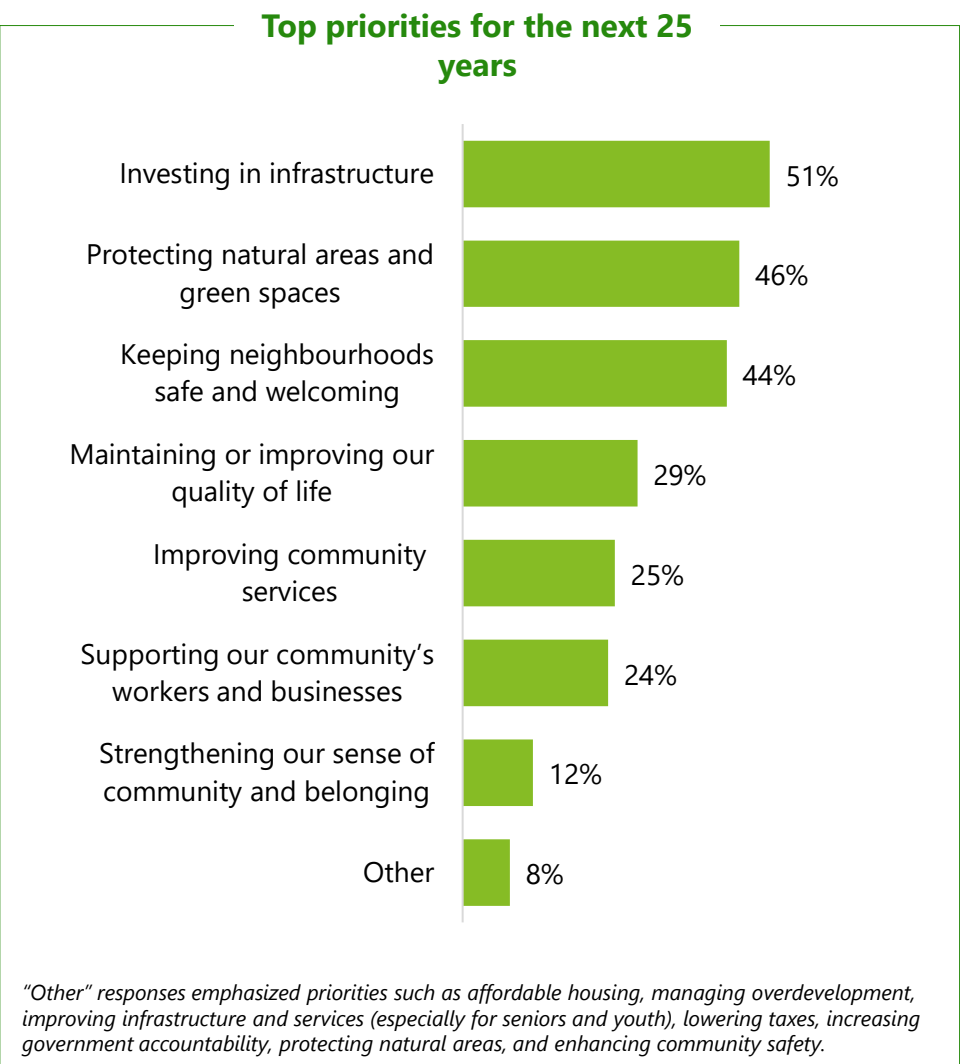
When it comes to managing the City's yearly budget, the most supported option is keeping current services by raising property taxes to match inflation (42%).

This is followed by limiting tax increases by limiting service enhancements (35%), improving services with slightly higher tax increases (12%), and cutting taxes by cutting services (11%).

Q: Overall, how would you describe community safety in the City of Burlington? (n=755)
Q: Over the past 2 years, do you feel community safety in the City of Burlington has... (n=755)

Resident visions and growth priorities

Resident visions and growth priorities (1/2)



Key Insights

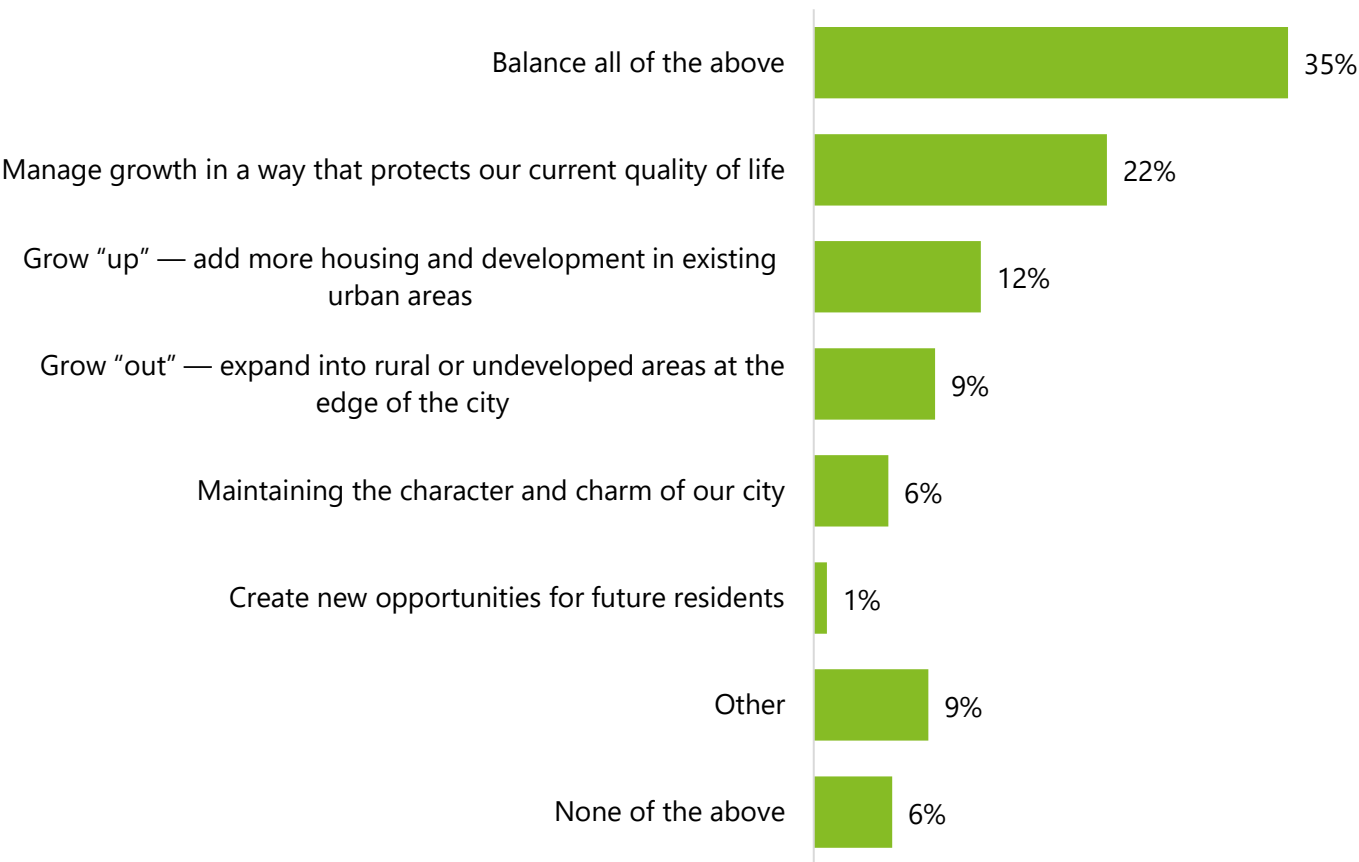
The data indicates that transportation and infrastructure (77%) and nature, parks, and outdoor spaces (68%) are the most frequently ranked among the top three factors influencing residents' quality of life.

As Burlington grows, residents' top priorities are investing in infrastructure (51%), protecting green spaces (46%), and keeping neighborhoods safe and welcoming (44%).

Q: When you think about your quality of life today, which area matters most to you? (n=755)
Q: As our city grows over the next 25 years, which of the following should be our top priorities? (n=755)

Resident visions and growth priorities (2/2)

Priorities for quality of life



"Other" responses emphasized the need to improve road and transit infrastructure, manage or limit population growth and intensification, provide more affordable and diverse housing, maintain quality of life, and ensure that services and amenities keep pace with a growing population.

Q: By 2051, the City of Burlington is projected to have a population of 265,000 (an increase of 40% compared to today). What do you think the City should focus on to make life better now and for future generations? (n=755)

Key Insights

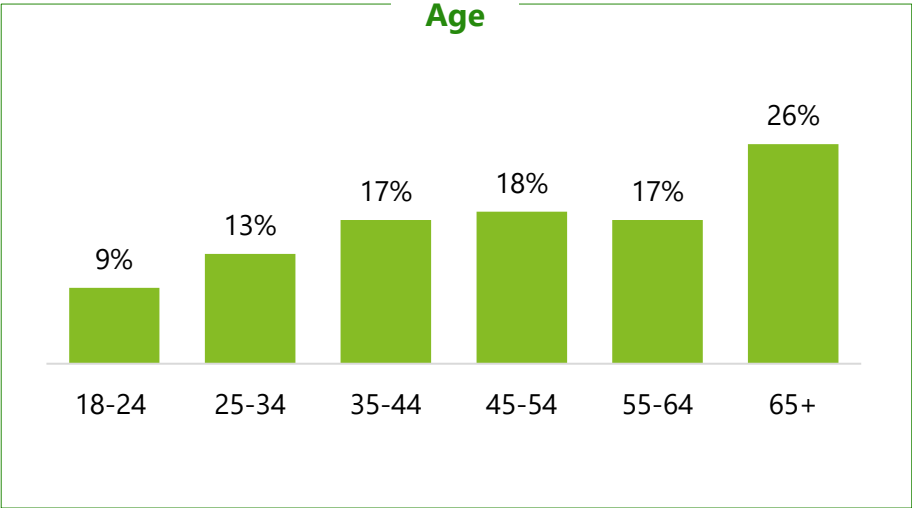
When asked how the City should approach future growth, the most popular choice was to "balance all of the above" (35%), followed by managing growth to protect quality of life (22%) and focusing on urban development ("grow up" at 12%).

This shows strong support for a balanced and sustainable approach to growth.

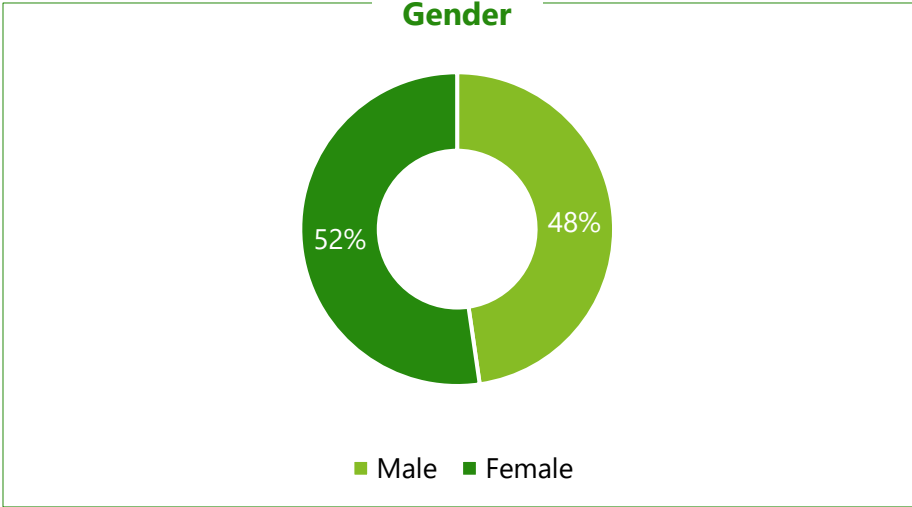
Demographics

Demographics (1/2)

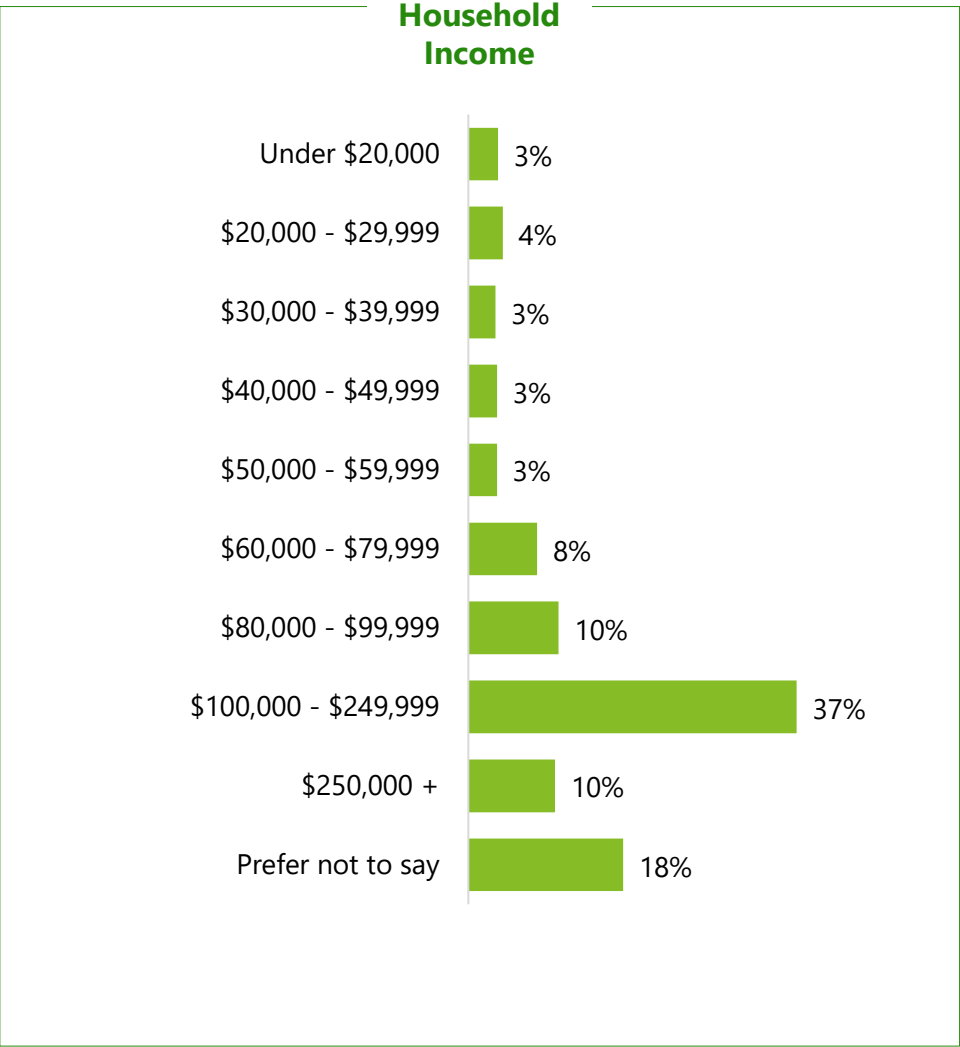
Age



Gender



Household Income



Key Insights

The survey responses have been weighted by age and gender according to the 2021 Canadian Census profile for the City of Burlington to ensure the findings are representative of the population.

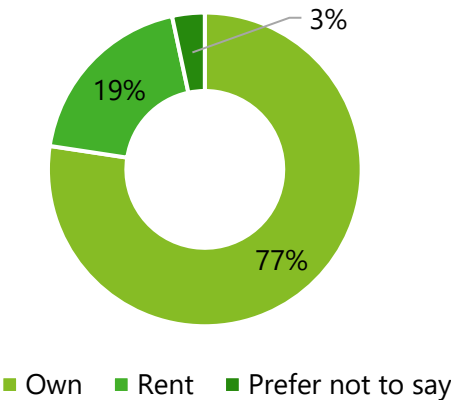
Q: Can you please tell me which of the following age groups you are in? (n=755)

Q: With which gender do you identify? (n=755)

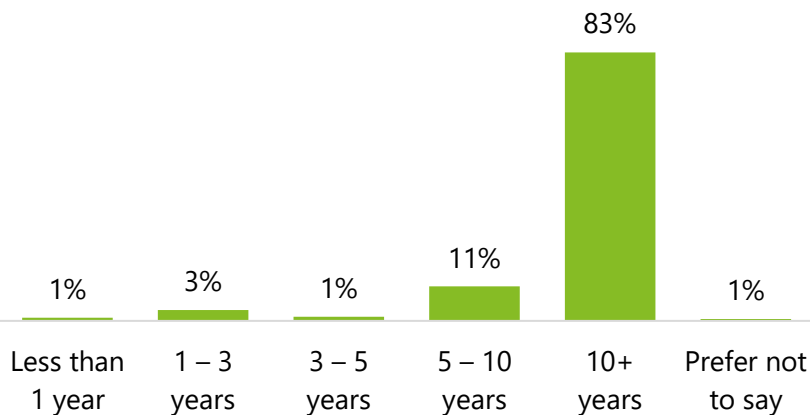
Q: What is your household income before taxes? (n=755)

Demographics (1/2)

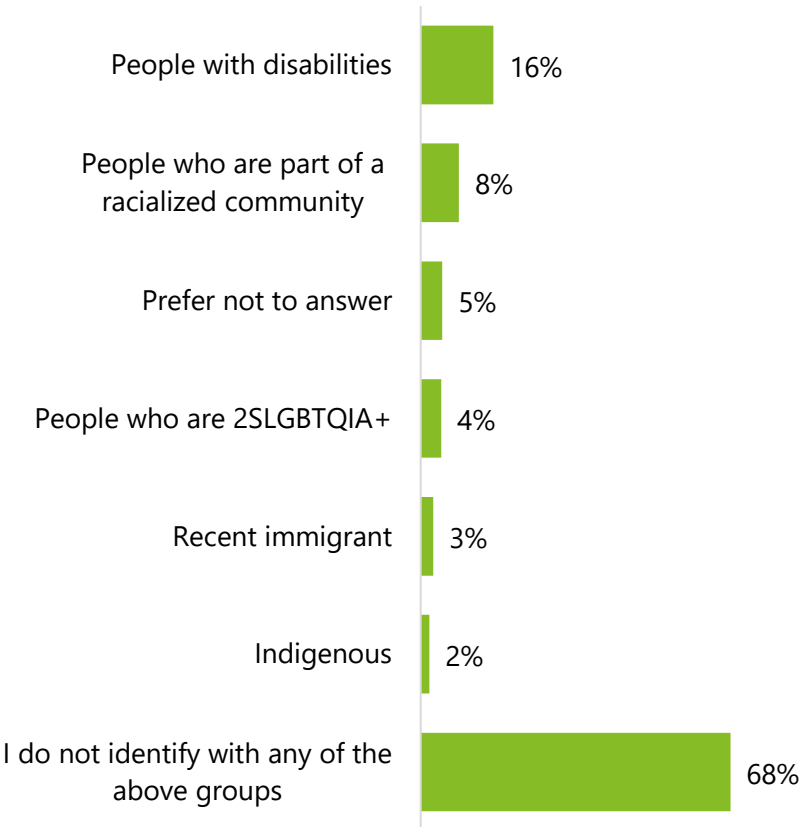
Household tenure



Years living in Burlington



Identity



Key Insights

The majority of respondents are long-term Burlington residents, with 83% having lived in the city for over 10 years and 77% owning their homes.

Most do not identify with equity-deserving groups (68%), although 16% identify as people with disabilities, and smaller proportions identify as recent immigrants (3%), Indigenous (2%), or part of a racialized community (8%).

Q: What is your household tenure? (n=755)
Q: How long have you lived in Burlington? (n=755)
Q: Do you identify as a member of the following groups? (n=755)



About Deloitte LLP

Deloitte is the brand under which tens of thousands of dedicated professionals in independent firms throughout the world collaborate to provide economic development expertise, strategic planning, market research, audit, consulting, financial advisory, risk management and tax services to clients. We have more than 225,000 professionals in 47 member firms in 150 countries. It has operated since 1845. Deloitte LLP is the Canadian member firm of this global network and has several offices across Canada, including Toronto, Vaughan, Burlington, Ottawa, Calgary, Edmonton, Halifax, Montreal, and Vancouver.

Deloitte's Market Research Capabilities

In 2017, we started a Market Research and Analytics Division. The division is focused on gathering local market intelligence. The statistically reliable data from businesses, consumers, and citizens is gathered and analyzed with methods that ensure applicability to strategy and action planning. Bringing these capabilities in-house has positioned us to better integrate the latest market research innovations into our work, and to provide the most diverse array of market intelligence supports for our clients.

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2025 Community Survey

SURVEY RESPONSE REPORT

01 September 2025 - 30 September 2025

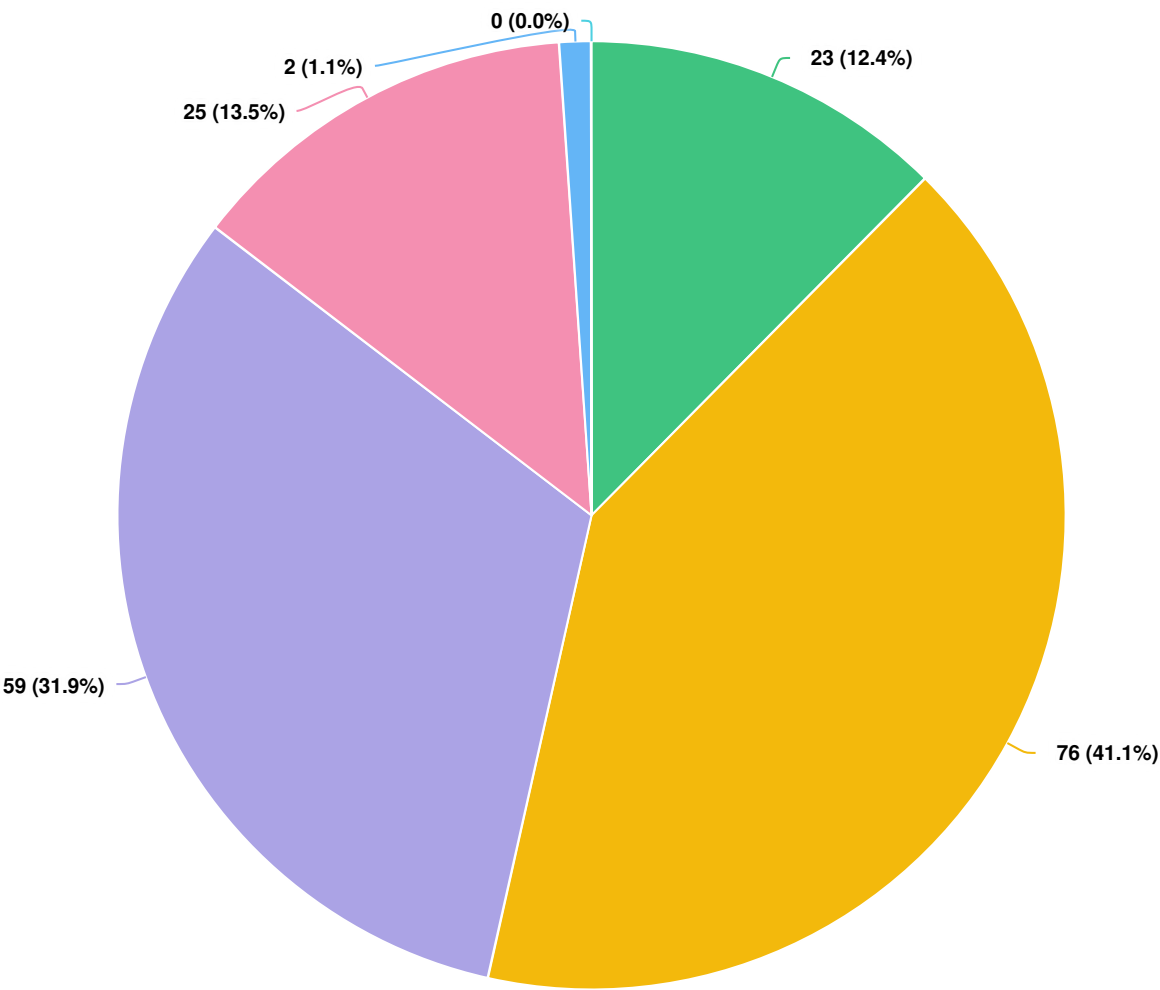
PROJECT NAME:

2025 Community Survey



SURVEY QUESTIONS

Q1 How would you rate the overall quality of life in the City of Burlington?

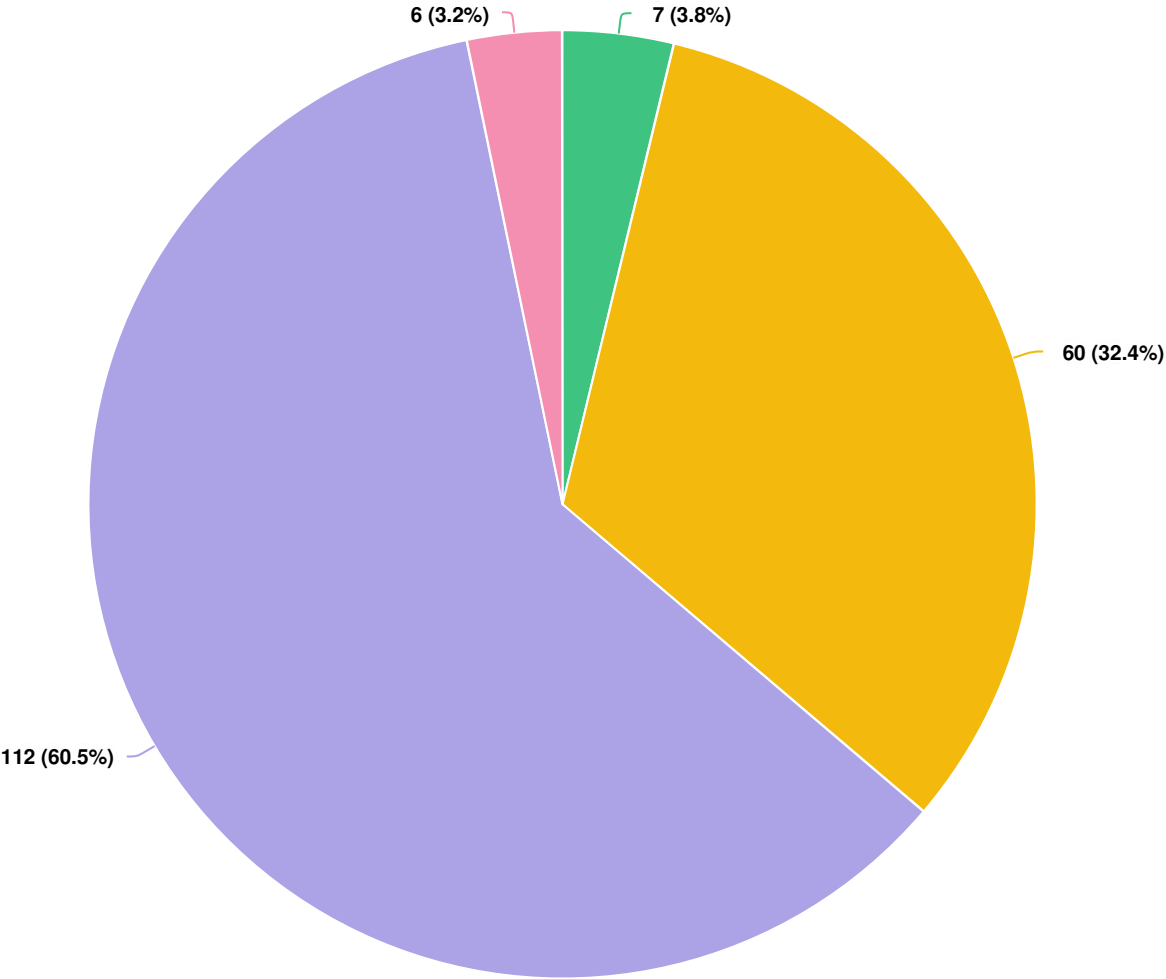


Question options

Excellent Very good Good Fair Very poor Unsure

Optional question (185 response(s), 1 skipped)
Question type: Radio Button Question

Q2 In the past 2 years, has the quality of life in Burlington

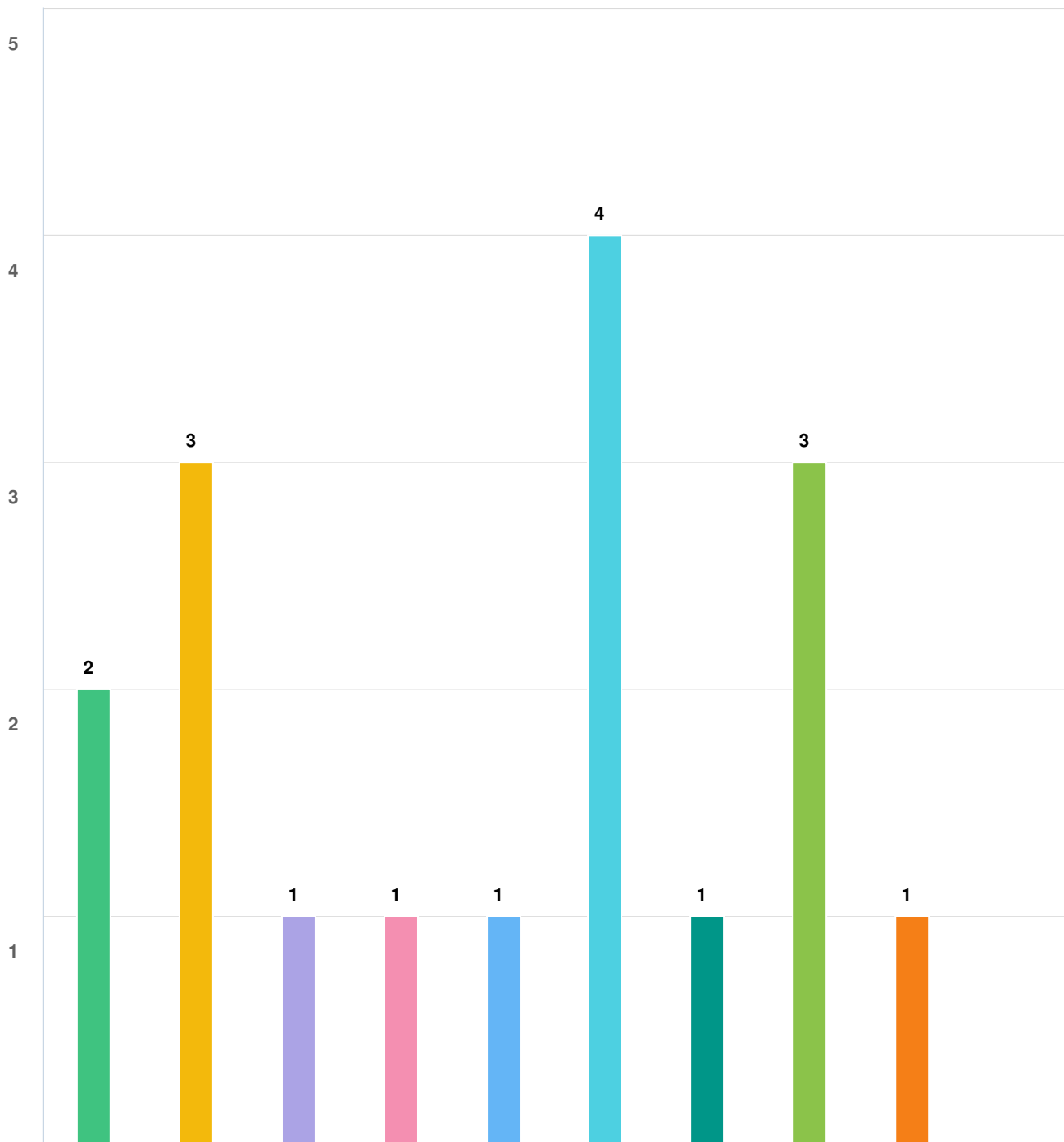


Question options

Improved Stayed the same Worsened Unsure

Optional question (185 response(s), 1 skipped)
Question type: Radio Button Question

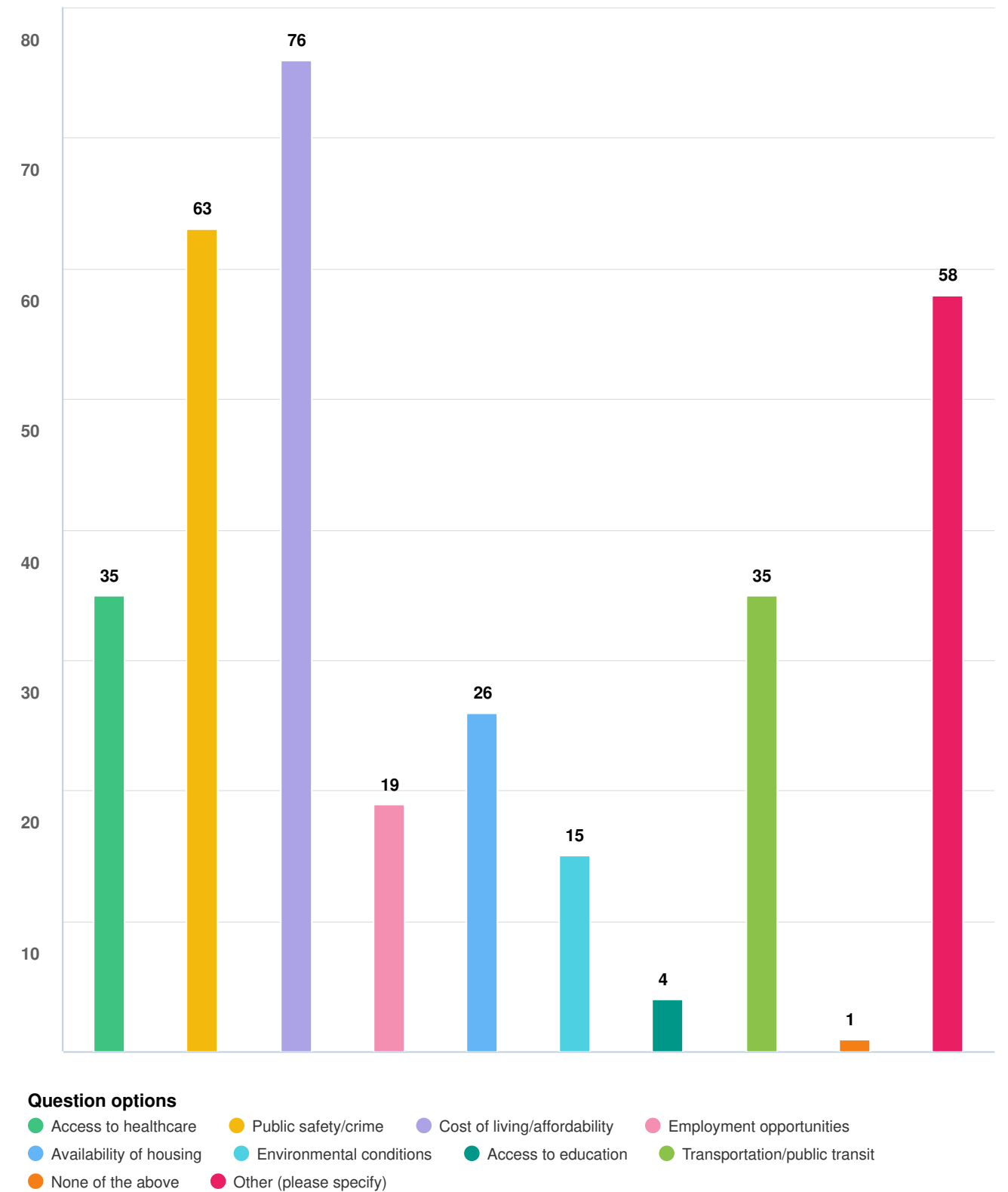
Q3 In your opinion, what aspects or factors have improved the quality of life in Burlington over the past two years?



- Question options**
- Access to healthcare
 - Public safety/crime
 - Cost of living/affordability
 - Employment opportunities
 - Availability of housing
 - Environmental conditions
 - Access to education
 - Transportation/public transit
 - Other (please specify)
 - None of the above

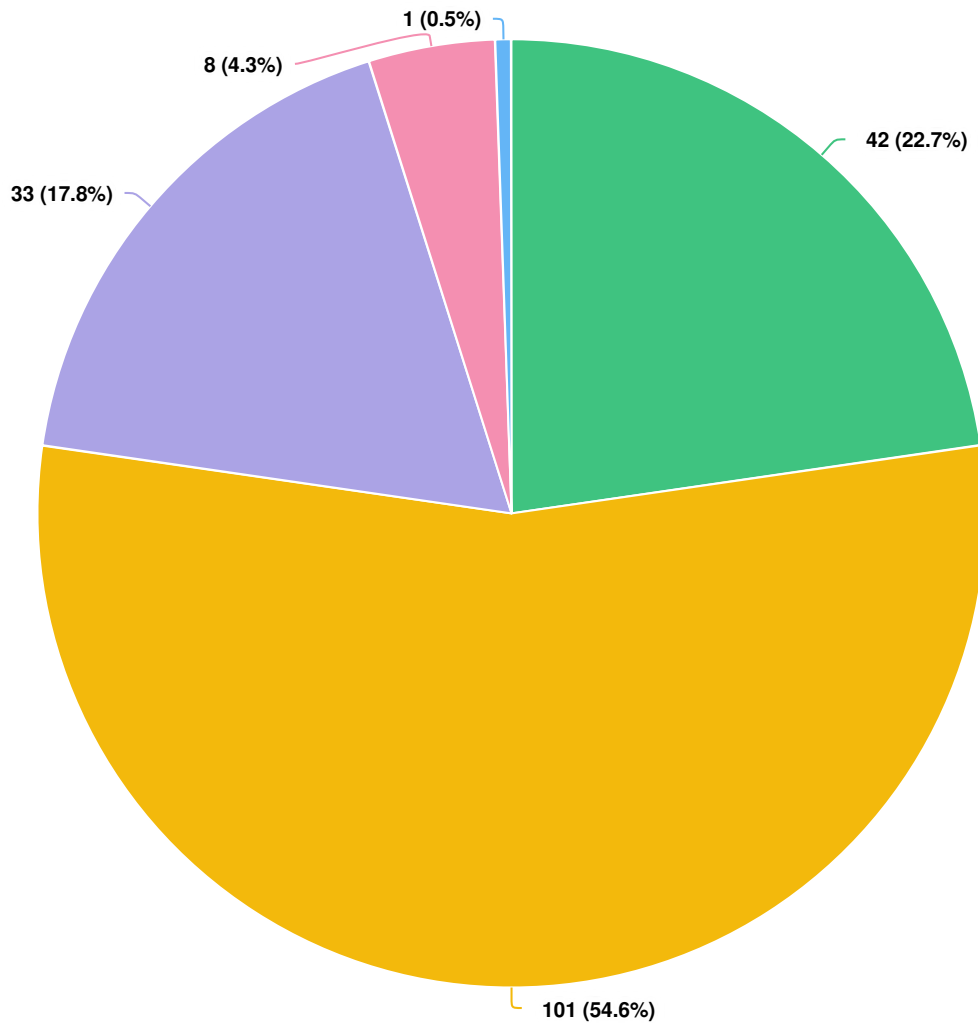
Optional question (7 response(s), 179 skipped)
Question type: Checkbox Question

Q4 In your opinion, what aspects or factors have worsened the quality of life in Burlington over the past two years?



Optional question (111 response(s), 75 skipped)
Question type: Checkbox Question

Q5 Generally speaking, how satisfied are you with the overall quality of services provided by the City of Burlington?

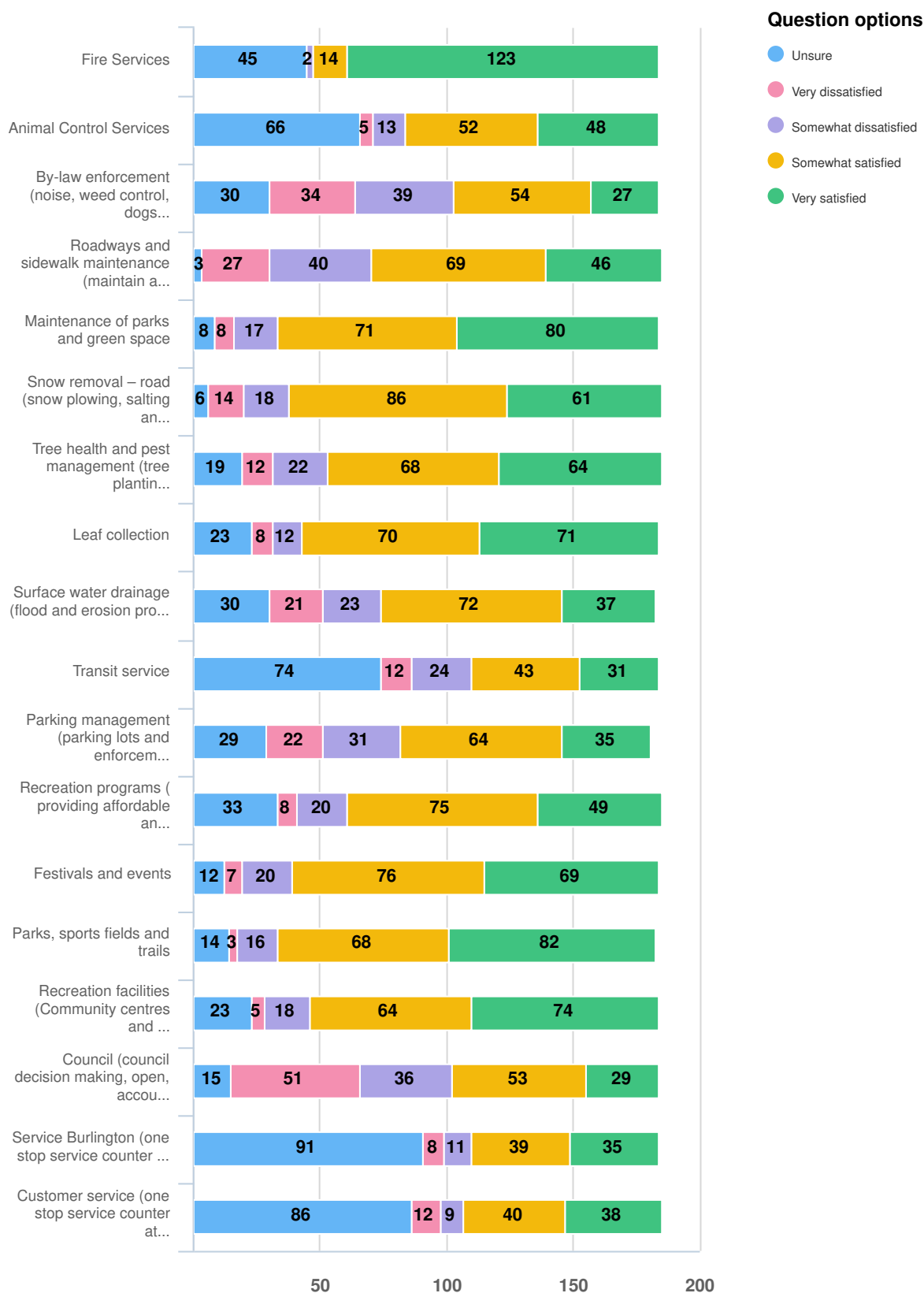


Question options

Very satisfied Somewhat satisfied Somewhat dissatisfied Very dissatisfied Unsure

Optional question (185 response(s), 1 skipped)

Question type: Radio Button Question

Q6 Please rate your level of satisfaction with the following services

Optional question (185 response(s), 1 skipped)

Question type: Likert Question

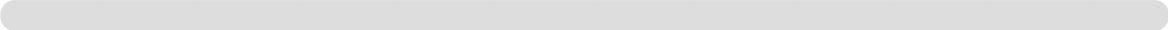
Q6 | Please rate your level of satisfaction with the following services

Fire Services

Unsure : 45



Very dissatisfied : 0



Somewhat dissatisfied : 2



Somewhat satisfied : 14



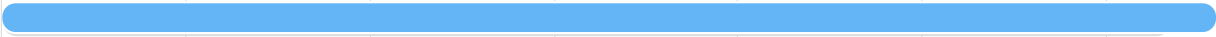
Very satisfied : 123



10 20 30 40 50 60 70 80 90 100 110 120 130

Animal Control Services

Unsure : 66



Very dissatisfied : 5



Somewhat dissatisfied : 13

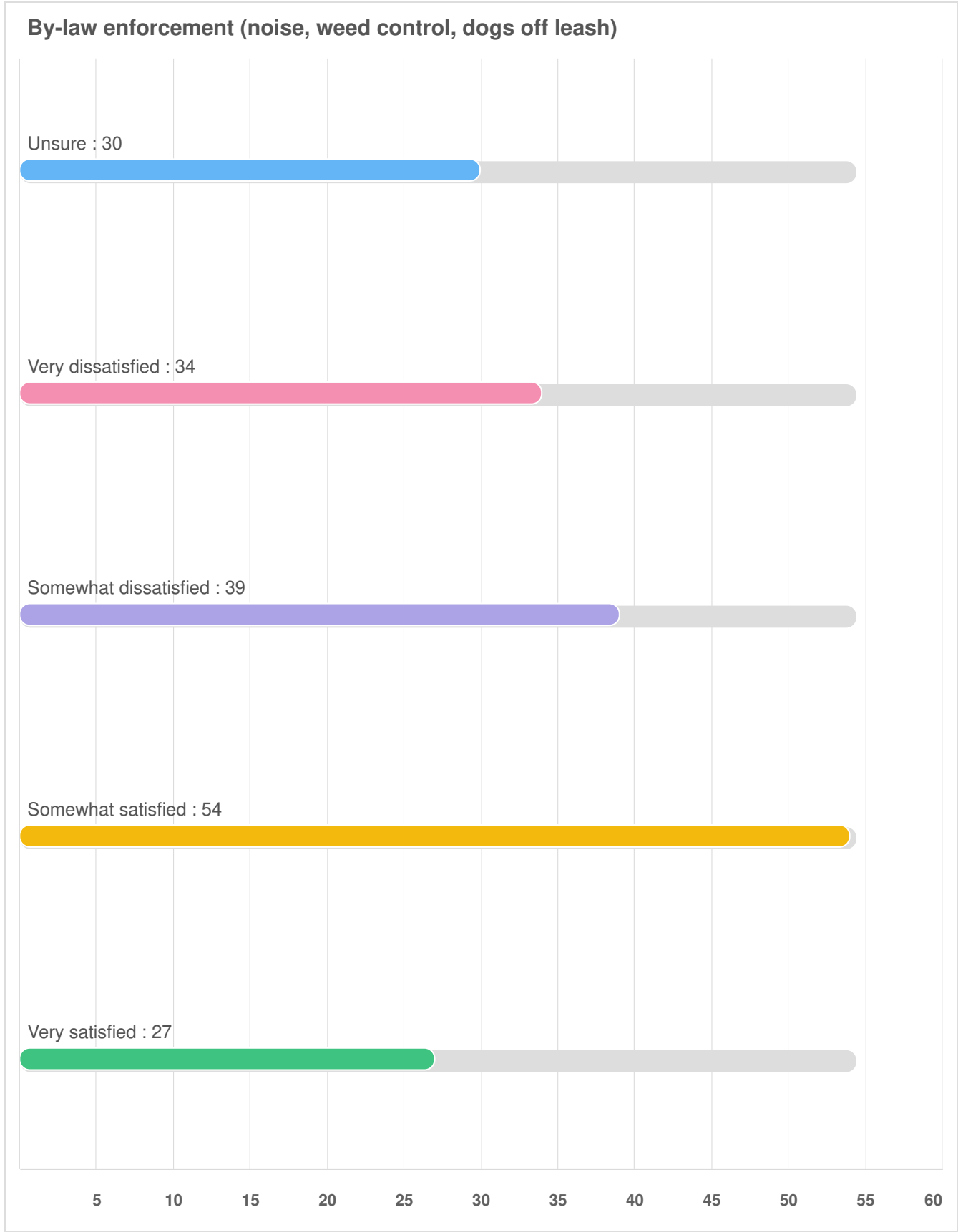


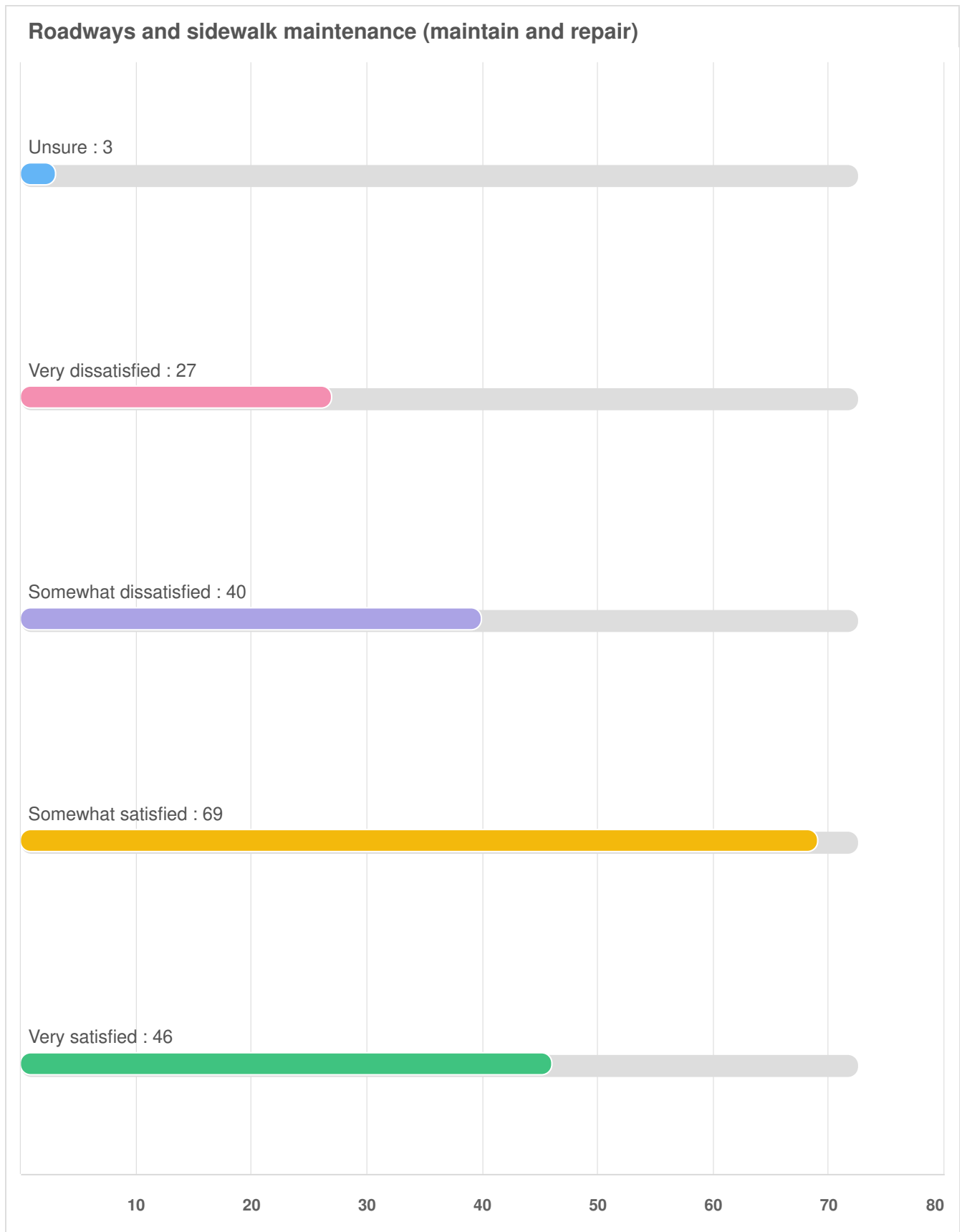
Somewhat satisfied : 52

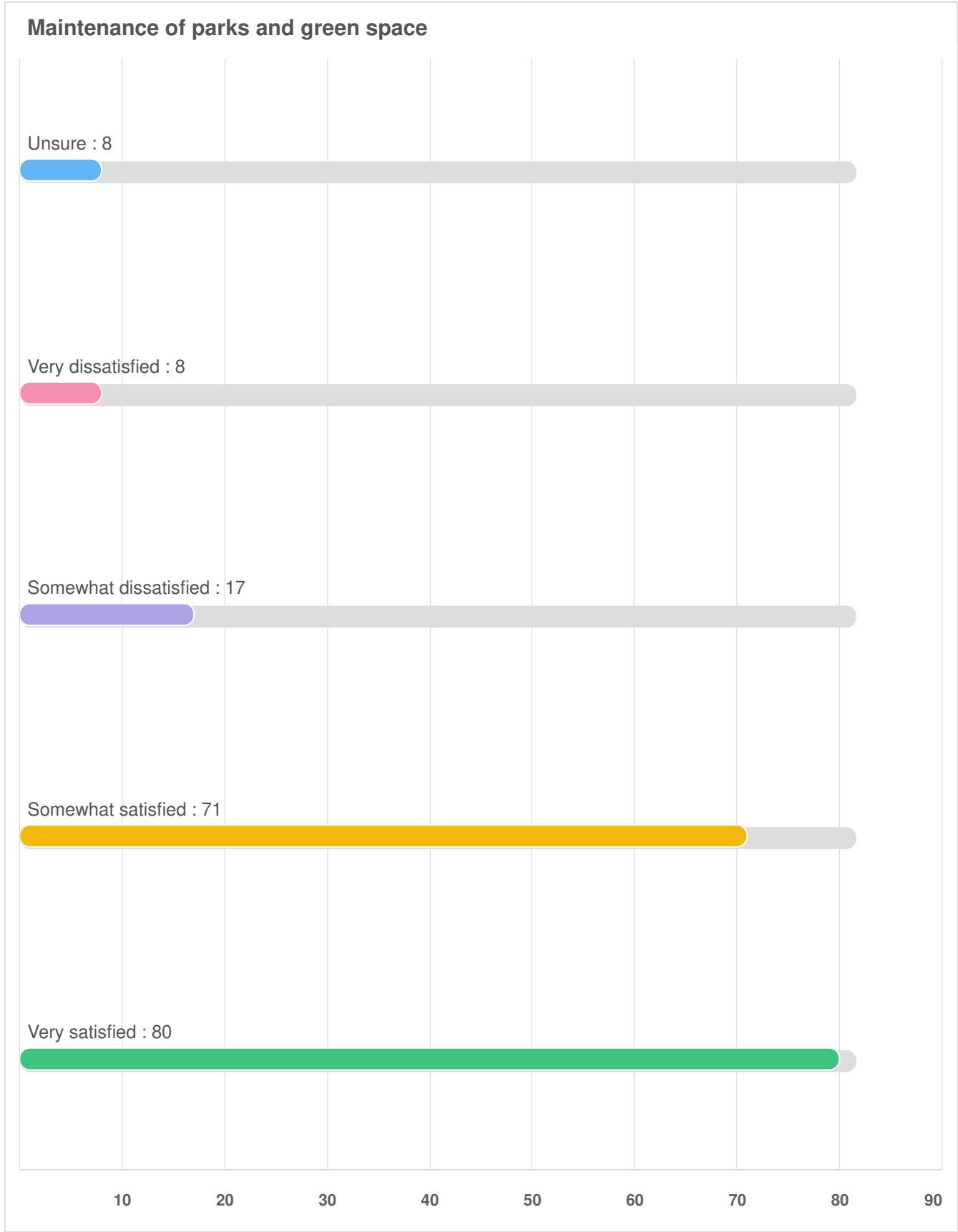


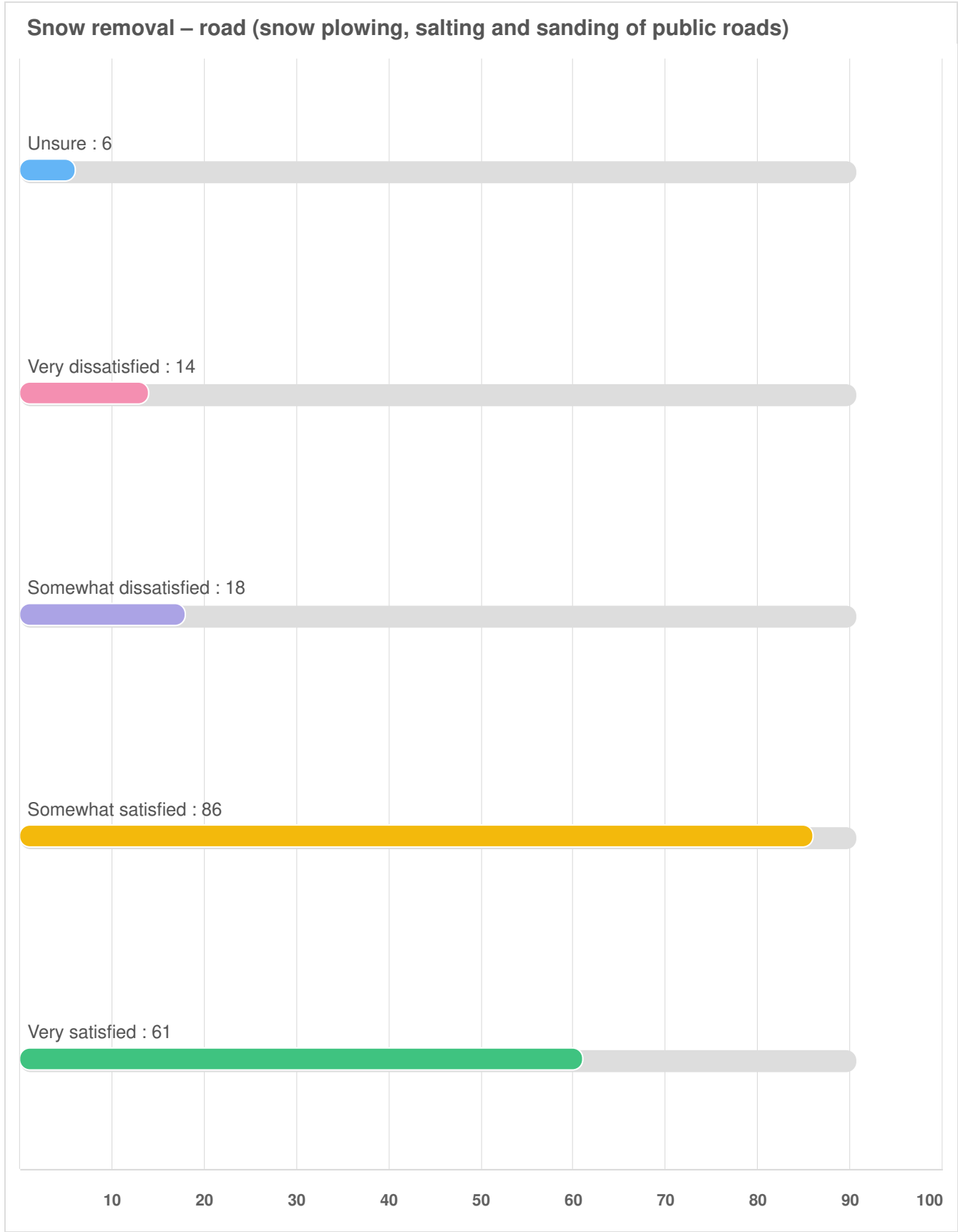
Very satisfied : 48

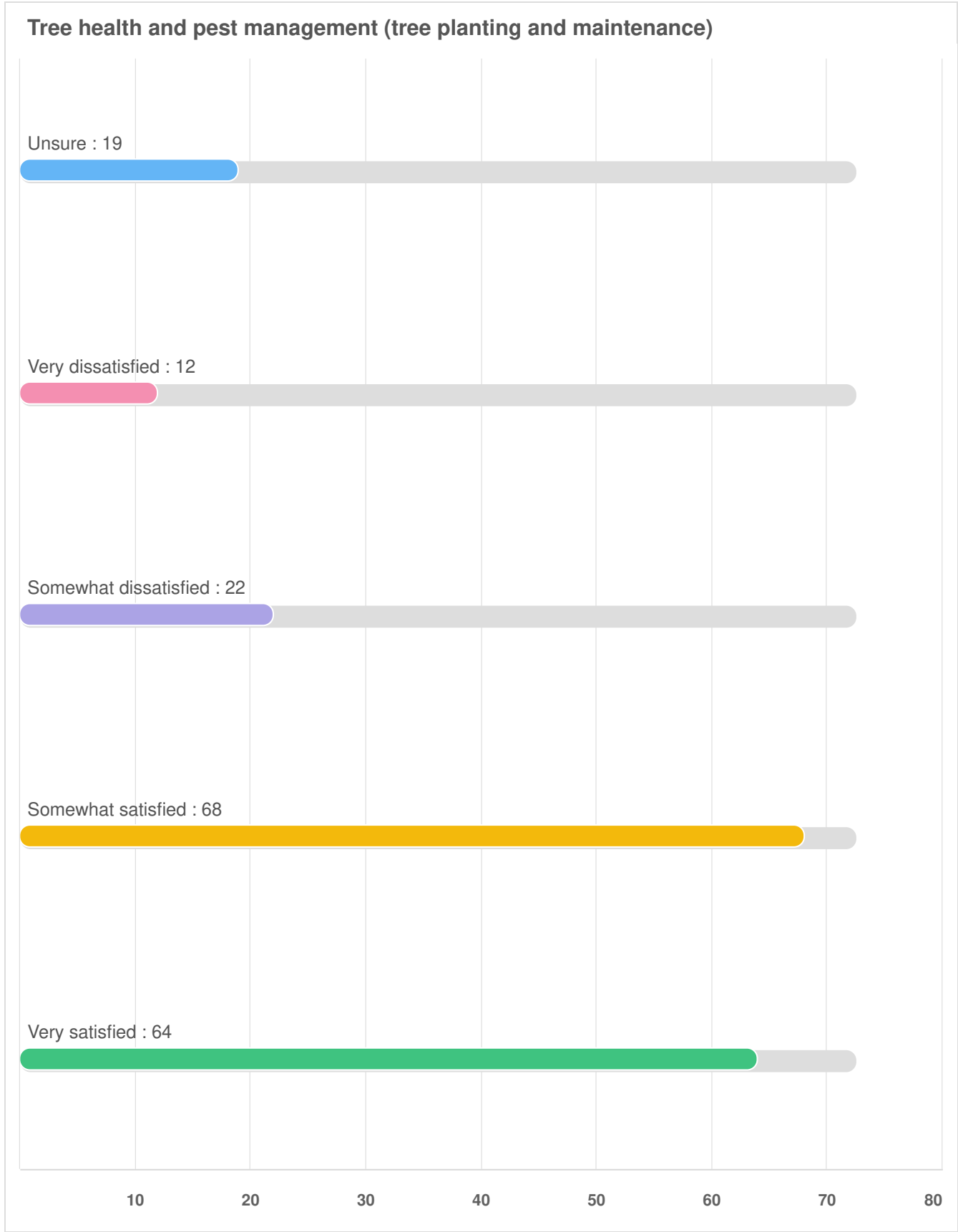


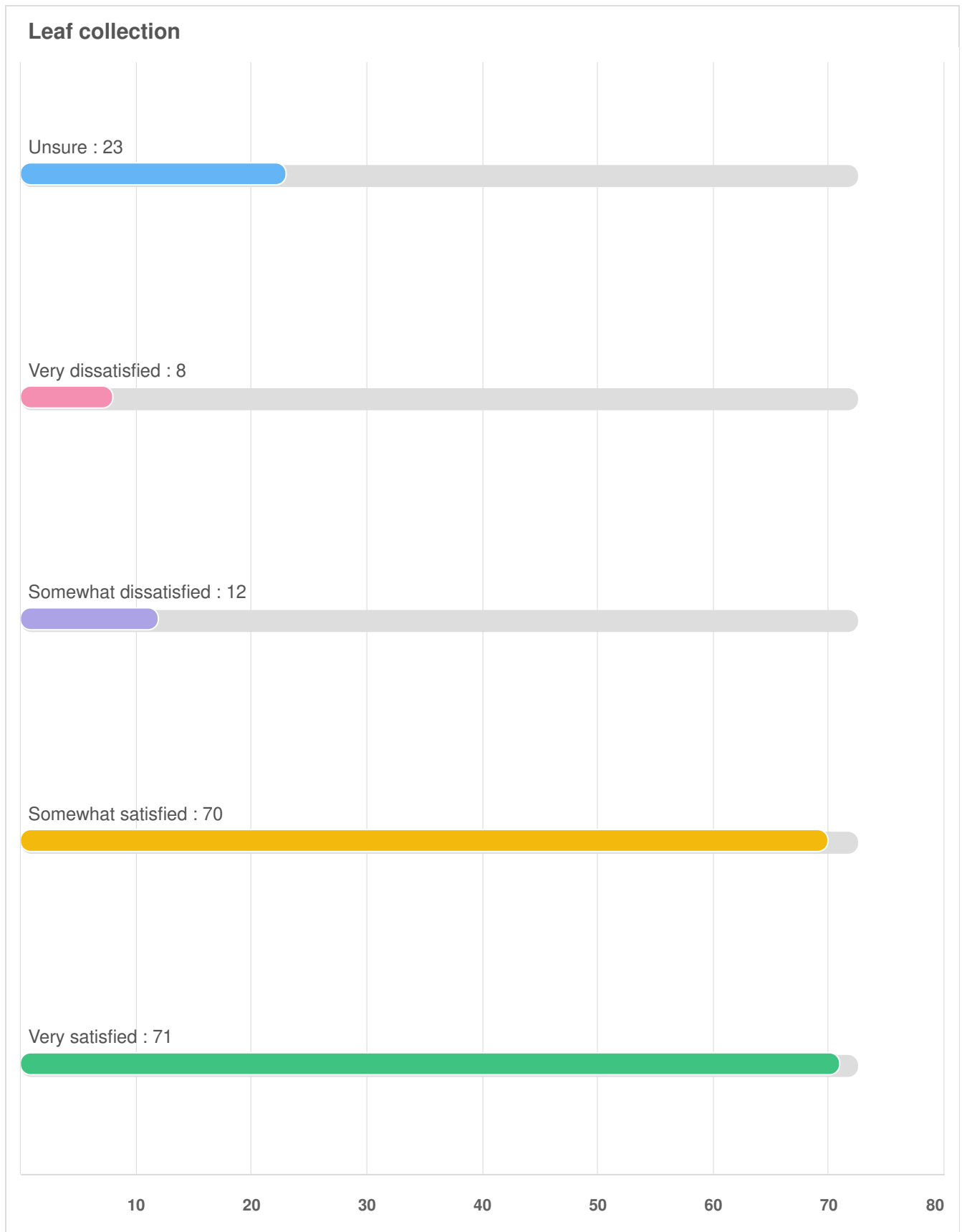




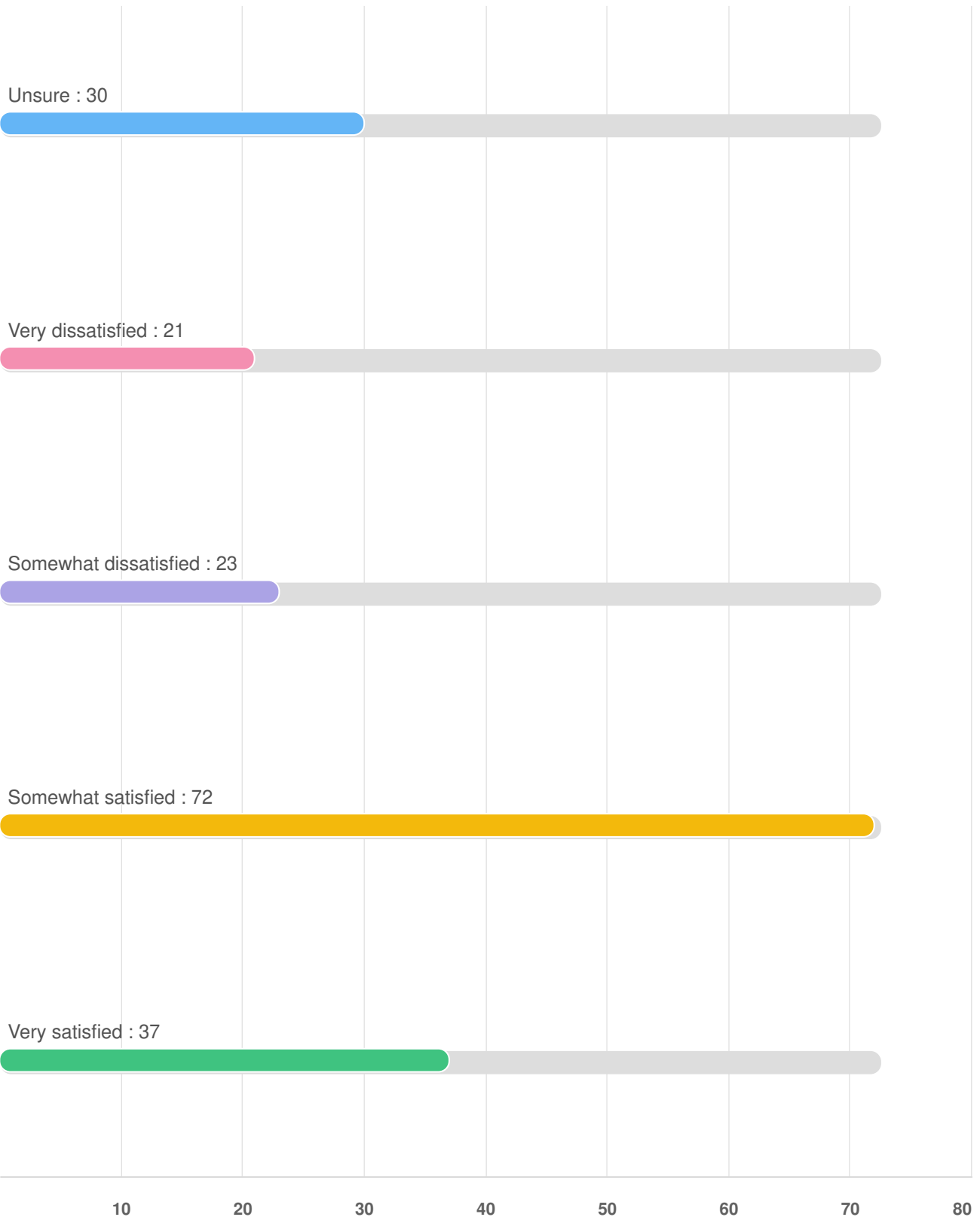


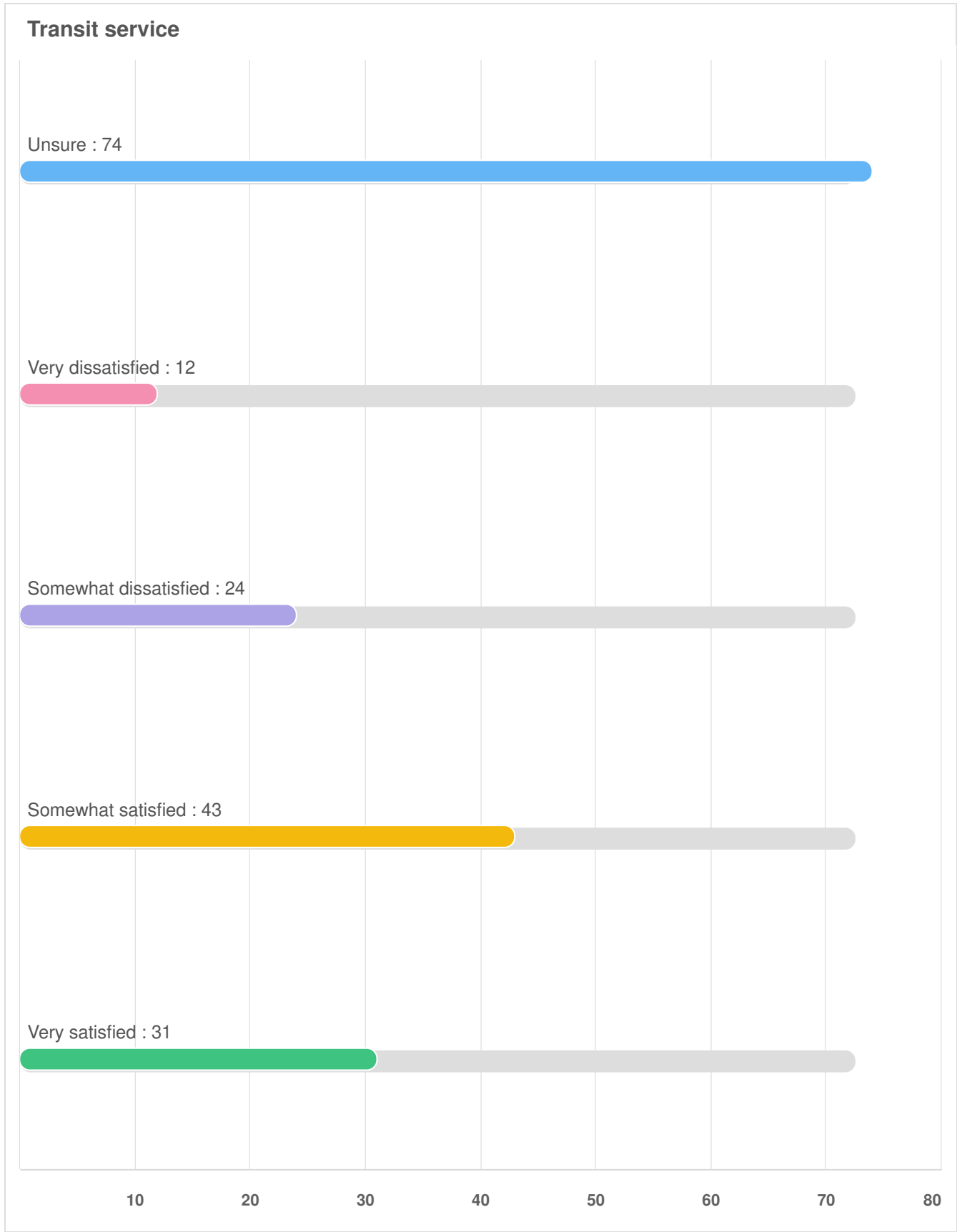


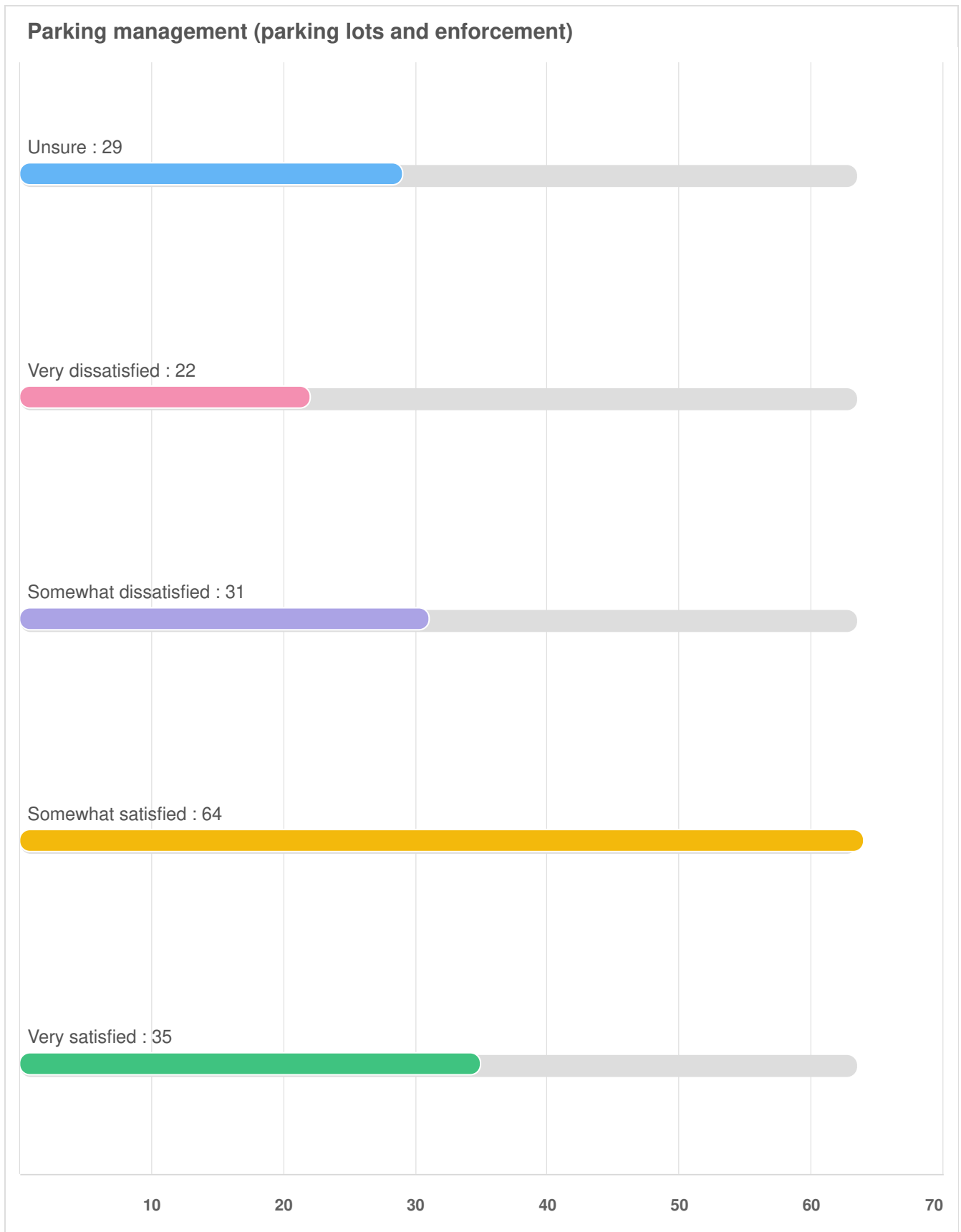




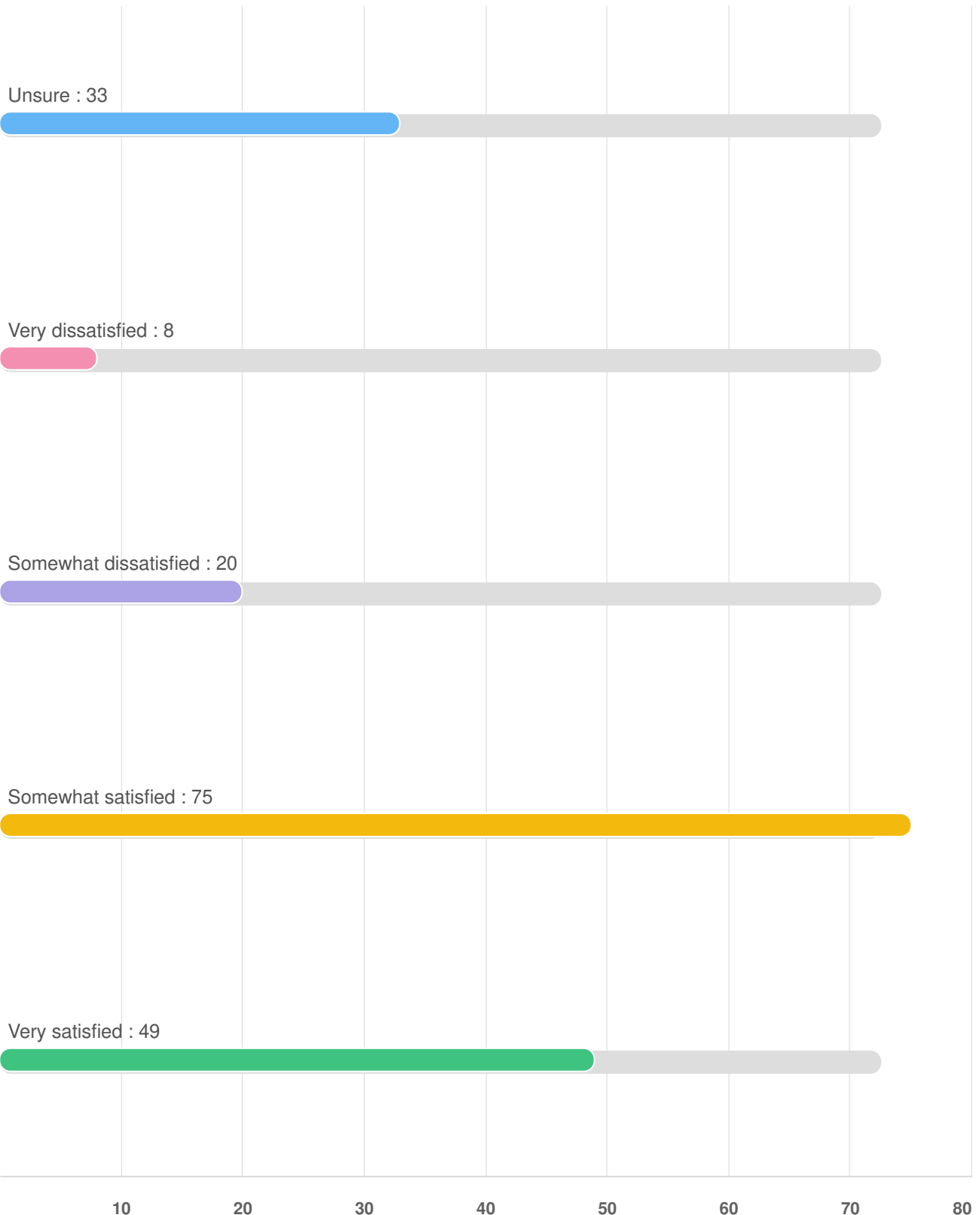
Surface water drainage (flood and erosion protection for properties and structures, clean and safe creeks)

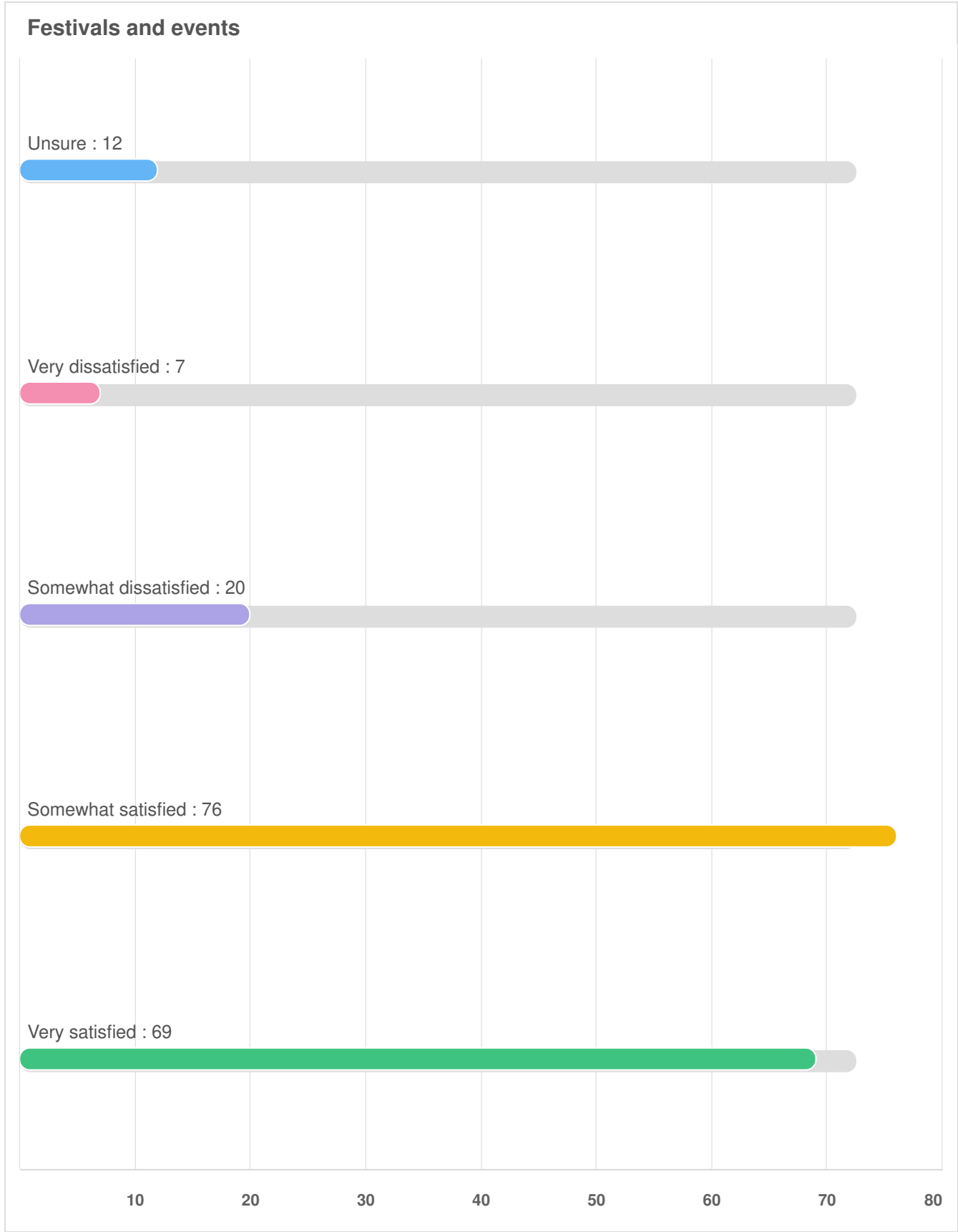


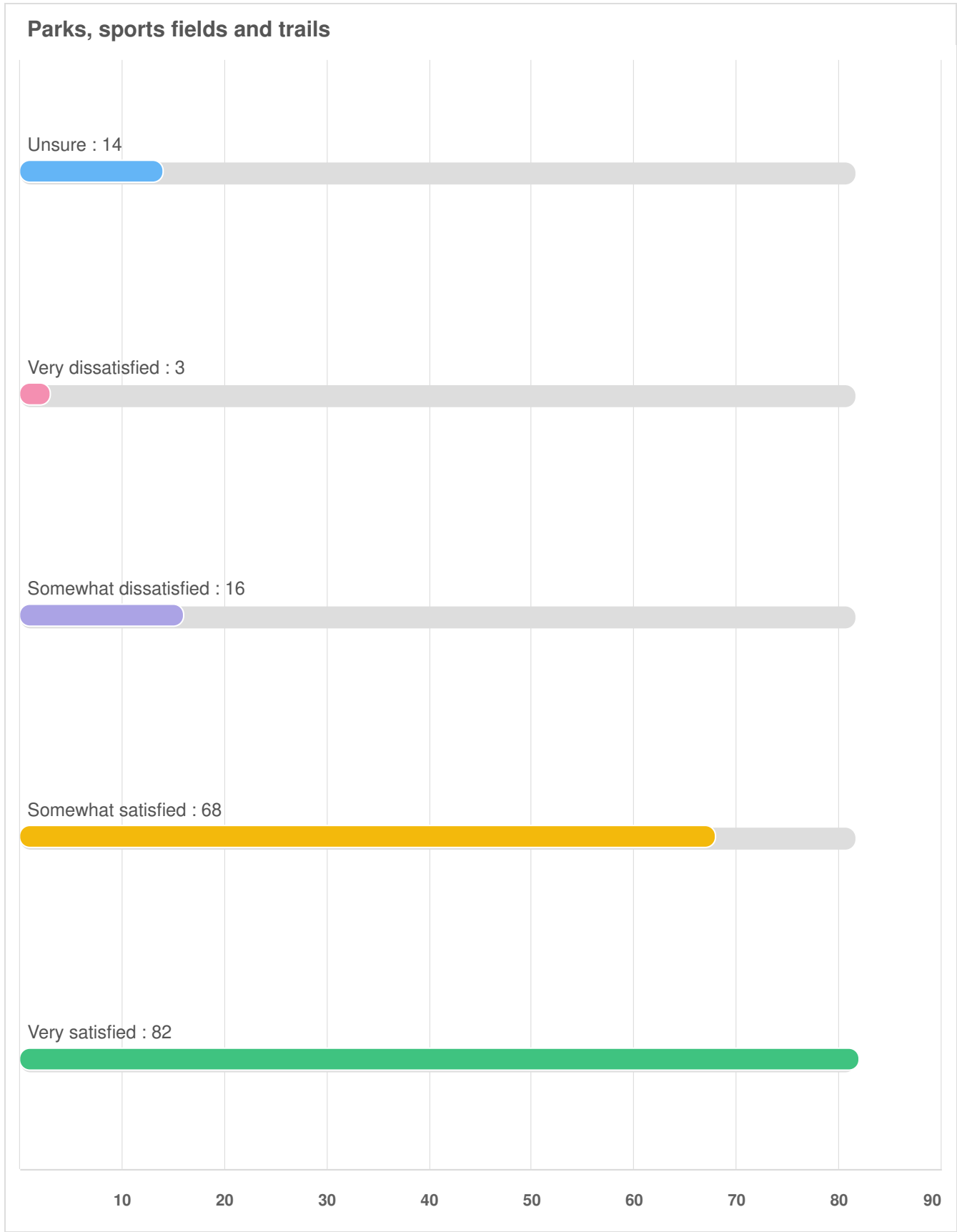


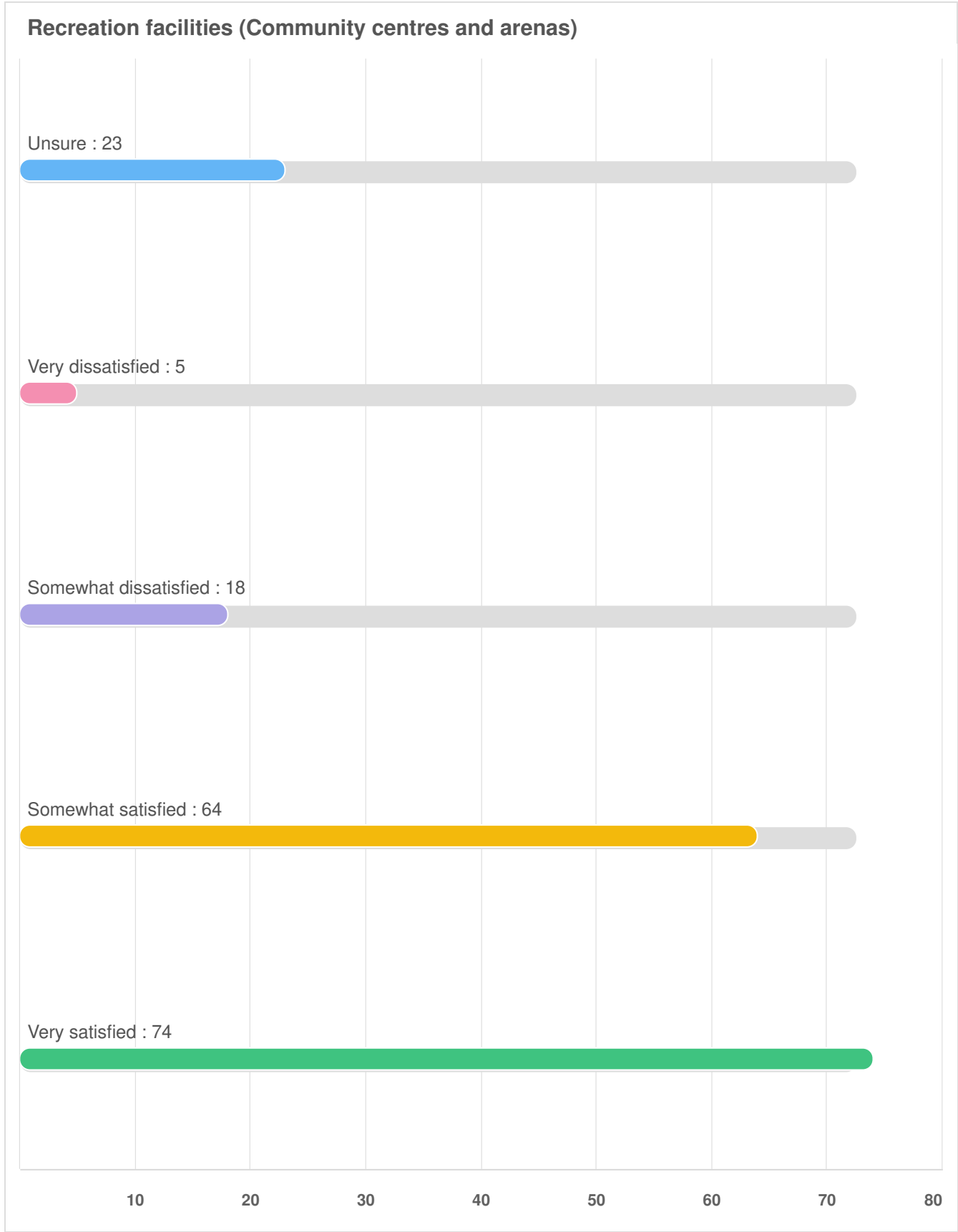


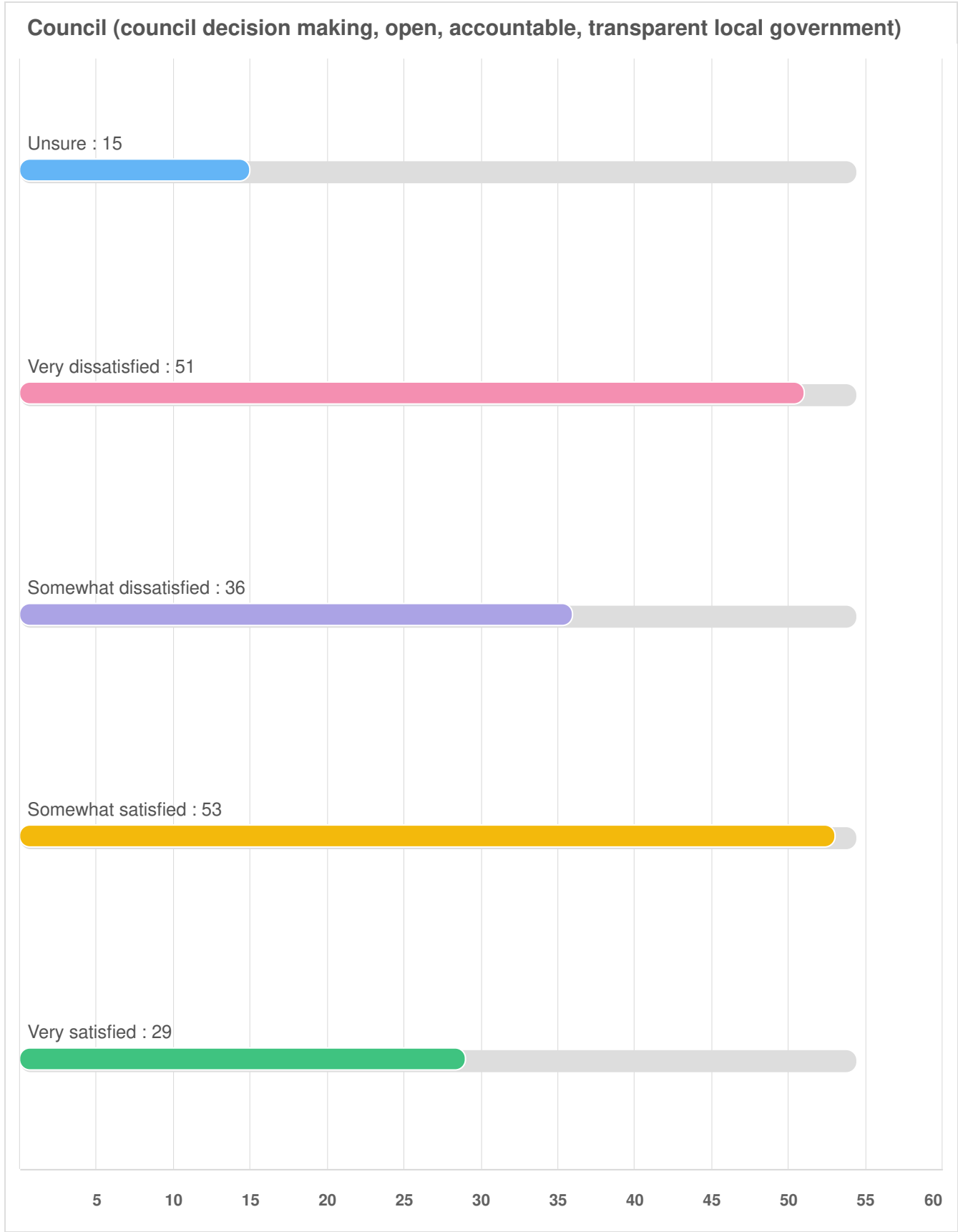
Recreation programs (providing affordable and accessible recreational opportunities for all ages and abilities)



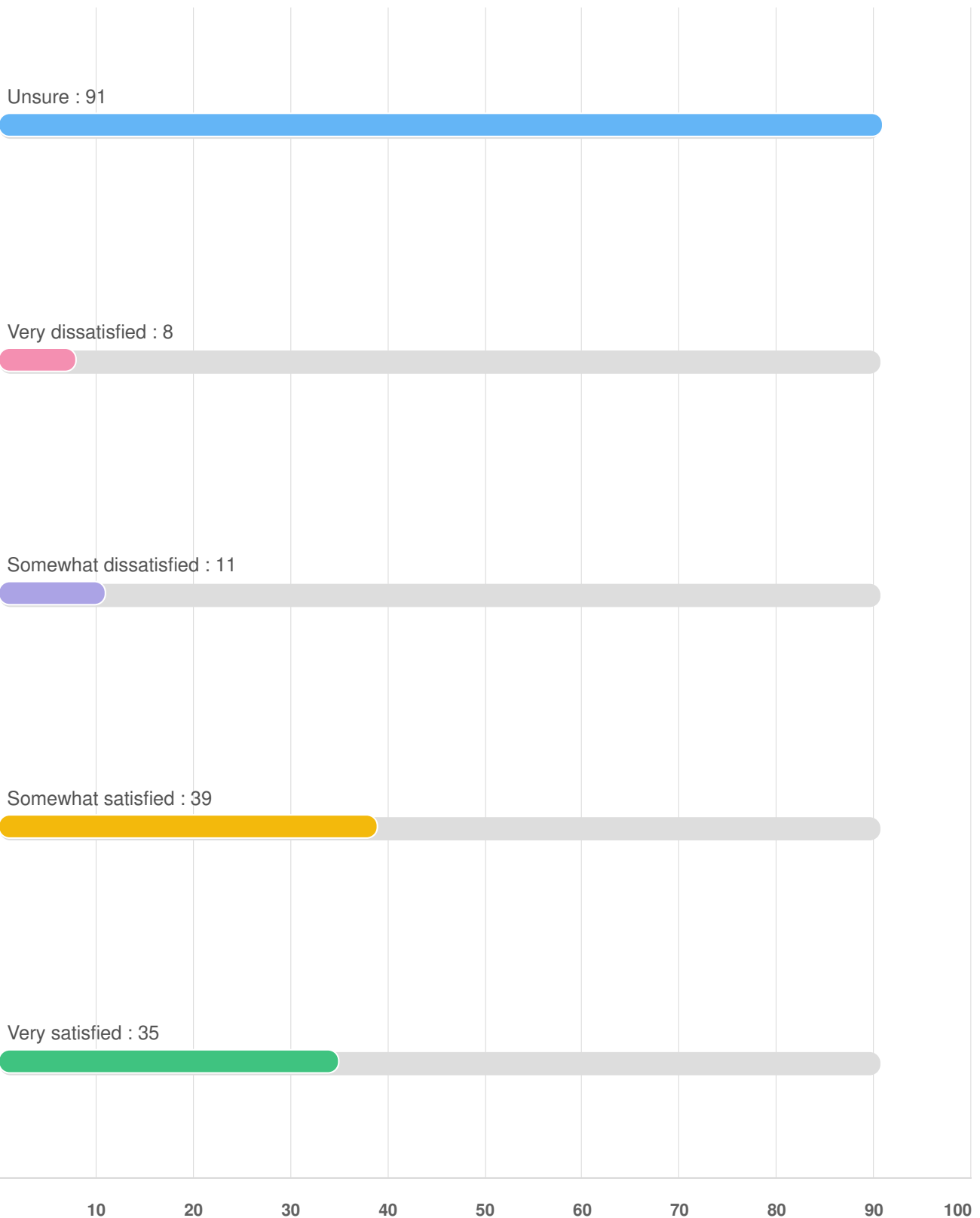




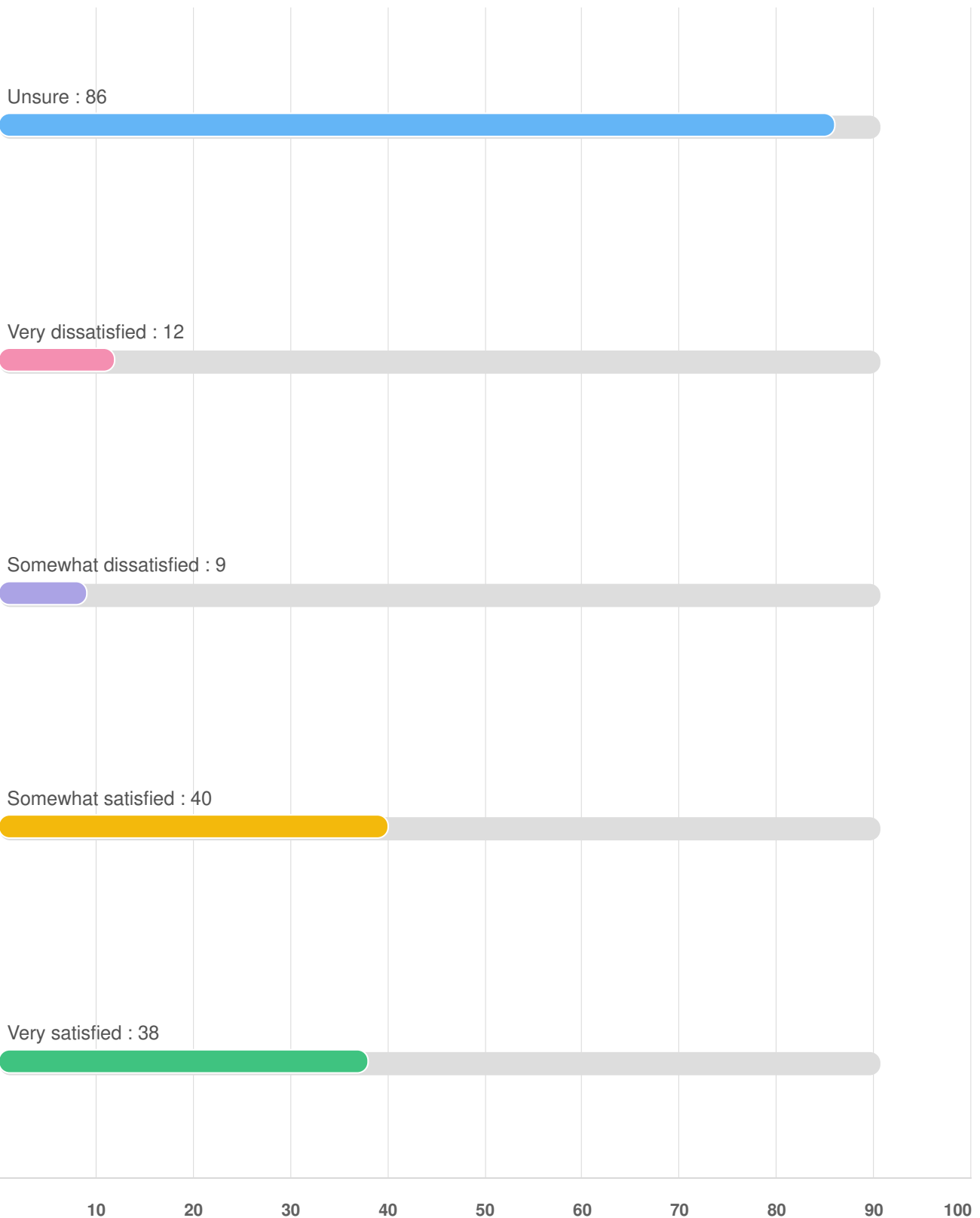




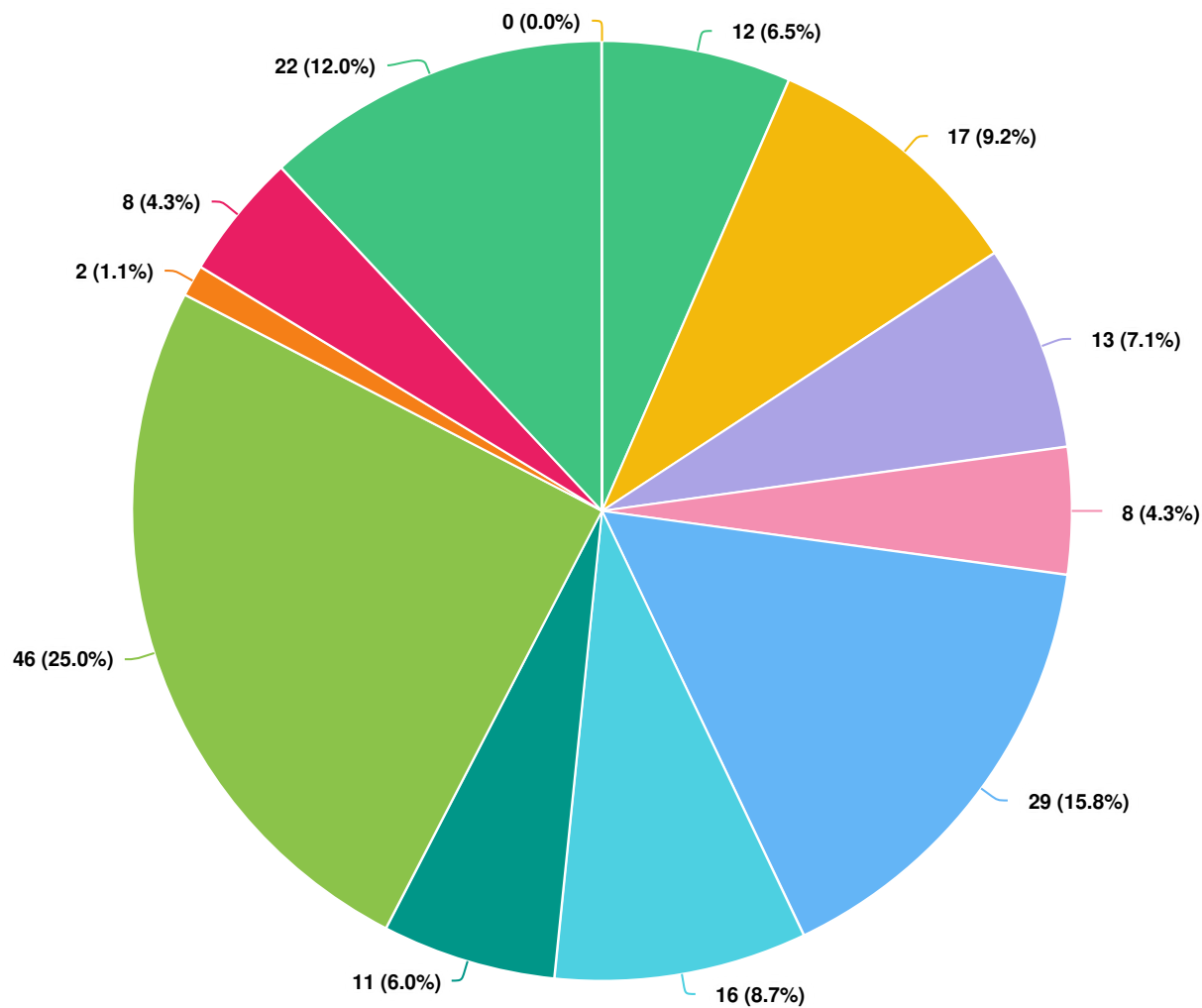
Service Burlington (one stop service counter at City Hall to pay taxes, marriage licenses, death registration, handle resident inquires in-person, phone & email)



Customer service (one stop service counter at City facilities to pay permits, program registration, handle resident inquiries in person, phone & email)



Q7 | What is the most important issue facing the community that you feel should receive the greatest attention from your Mayor and members of City Council?

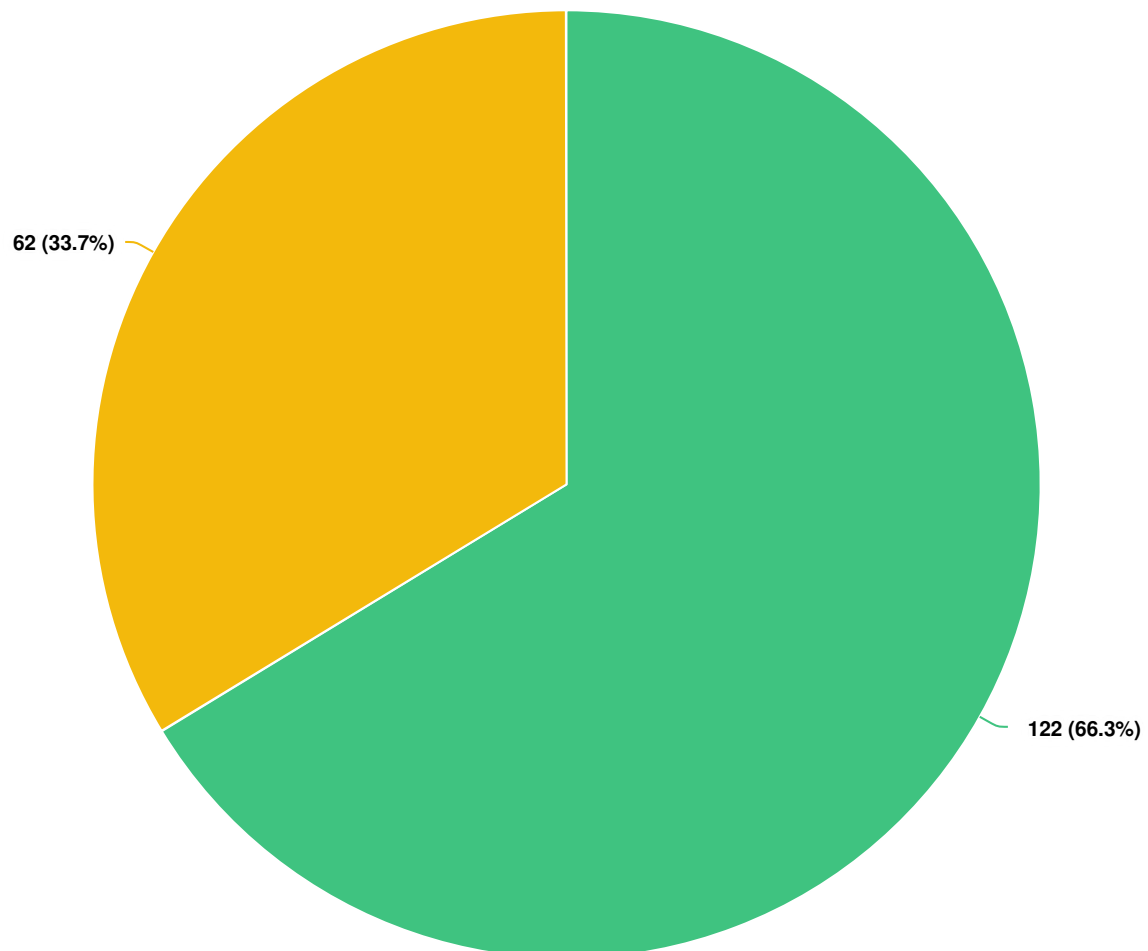


Question options

- Unsure
- Other (please specify)
- Environment
- Recreation needs
- Roads/traffic
- Homelessness
- Cost of living
- Taxes
- Housing affordability
- Infrastructure improvement
- Crime/safety
- Transportation

Optional question (184 response(s), 2 skipped)
Question type: Radio Button Question

Q8 In the past 12 months, have you contacted or communicated with the City of Burlington or one of its employees?

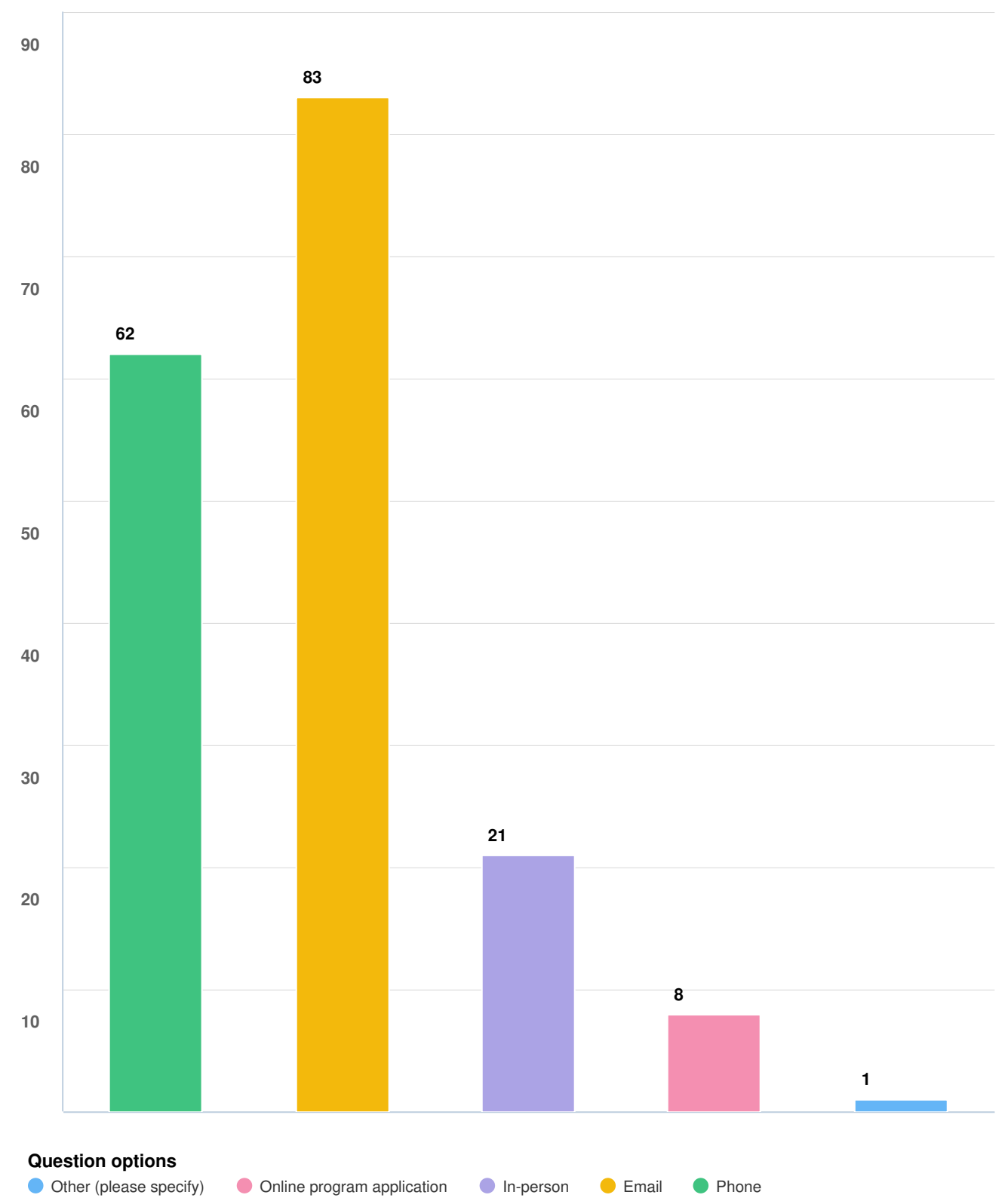


Question options

☐ No ☒ Yes

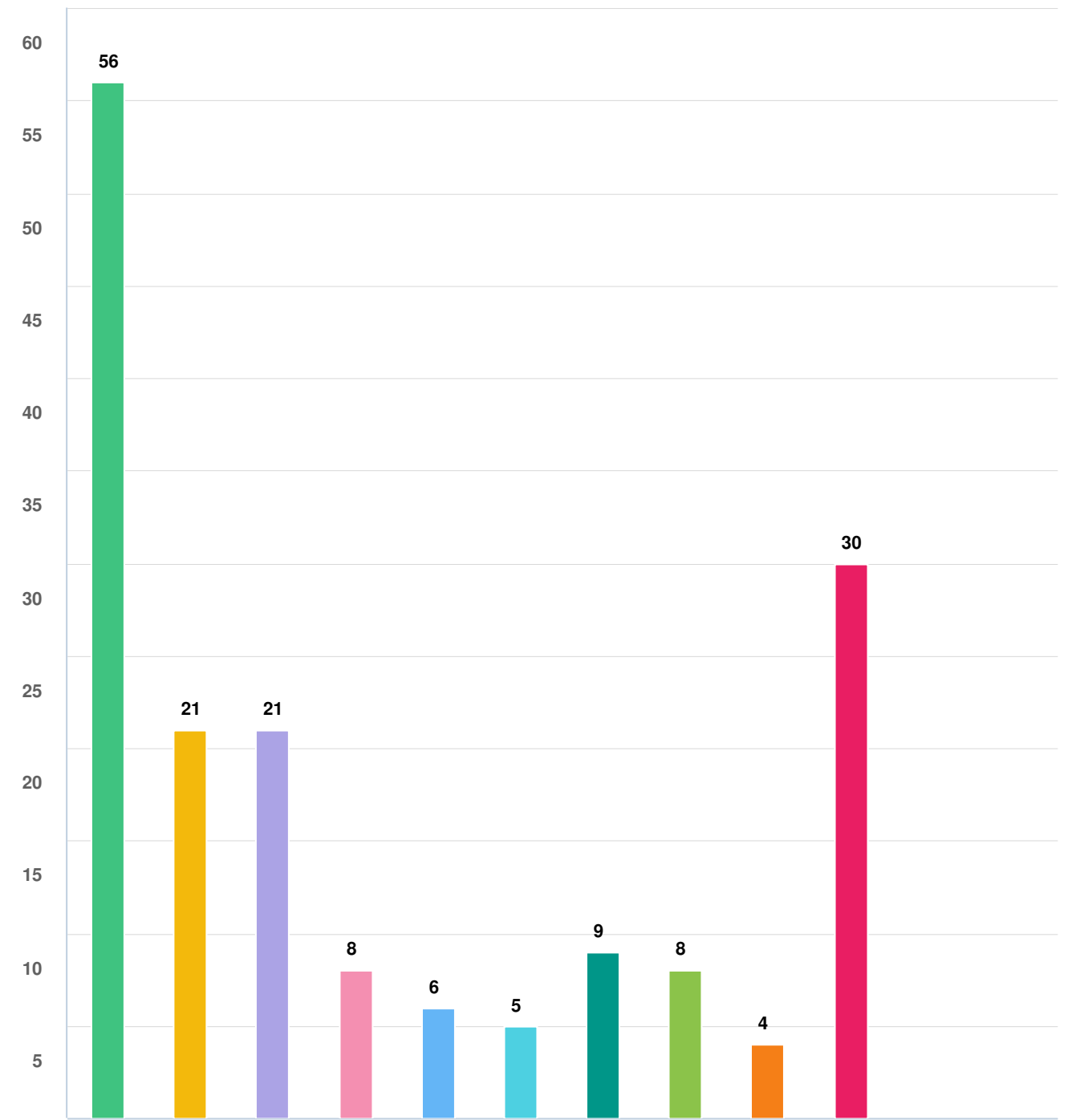
Optional question (184 response(s), 2 skipped)
Question type: Radio Button Question

Q9 How did you contact or communicate with the City or one of its employees?



Optional question (122 response(s), 64 skipped)
Question type: Checkbox Question

Q10 Which of the following best describes the reason you contact the City or one of its employees?



Question options

- Business license

Paid a city bill or fee

Other (please specify)

Employment opportunity

Animal Service
- Obtain a permit

Book a facility

Pay/dispute parking ticket

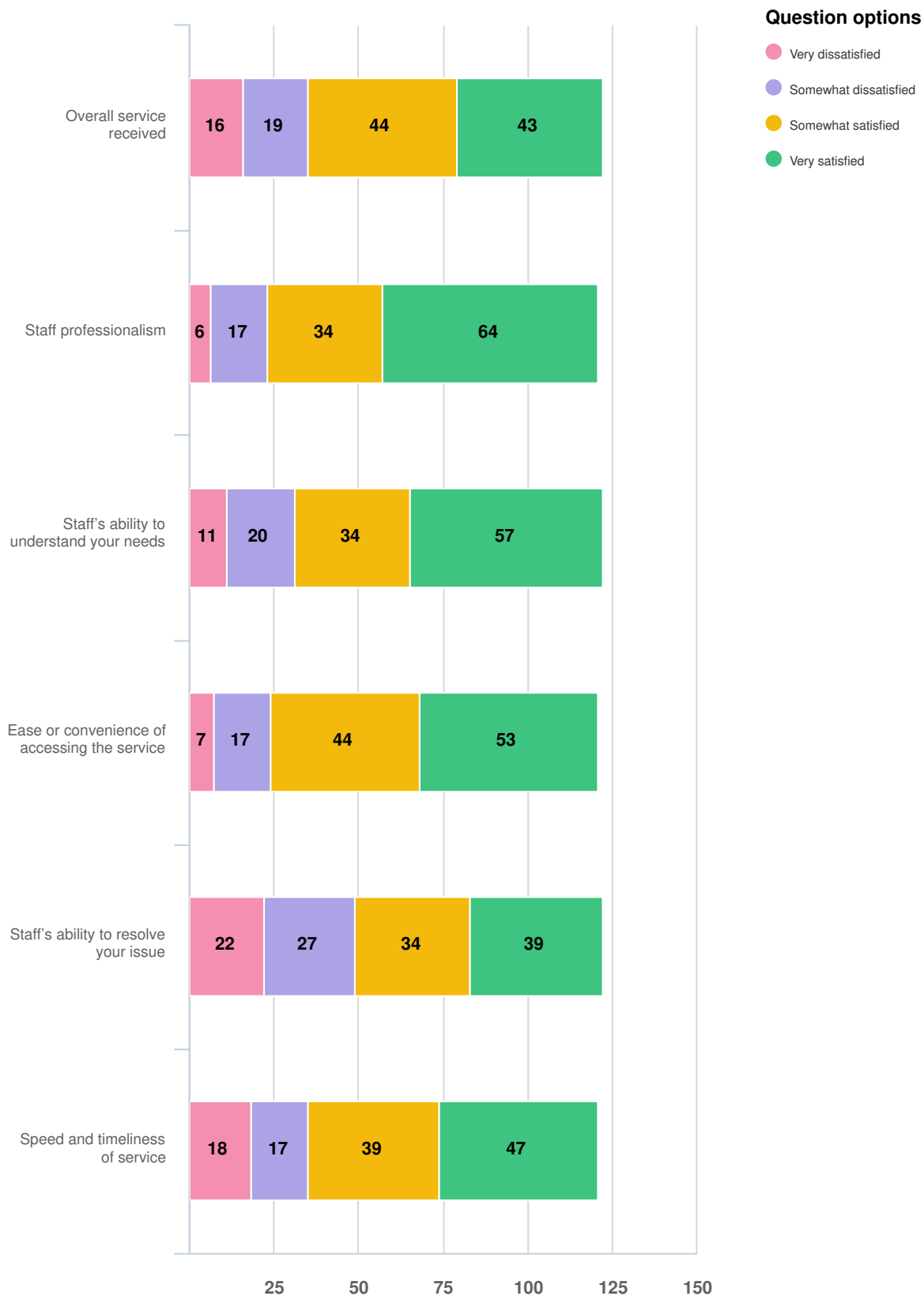
Property Taxes
- Register or inquire about recreation program

Public works (snow removal, tree issue, pothole, liter)

Report an issue

Optional question (122 response(s), 64 skipped)
Question type: Checkbox Question

Q11 | To the best of your ability, please rate your level of satisfaction with each of the following aspects of your interaction with the City?

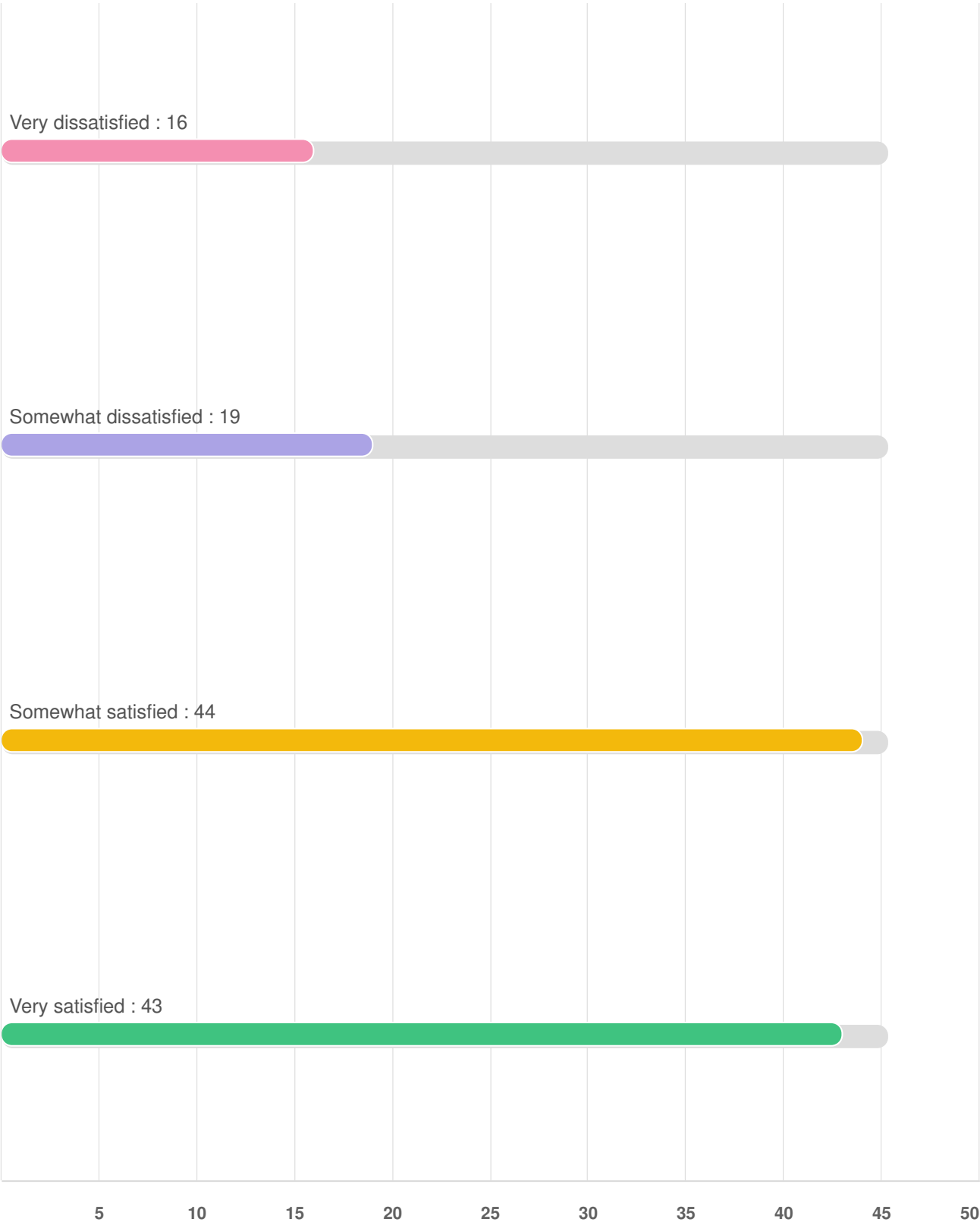


Optional question (122 response(s), 64 skipped)

Question type: Likert Question

Q11 | To the best of your ability, please rate your level of satisfaction with each of the following aspects of your interaction with the City?

Overall service received



--

Staff professionalism

Very dissatisfied : 6



Somewhat dissatisfied : 17



Somewhat satisfied : 34



Very satisfied : 64



10

20

30

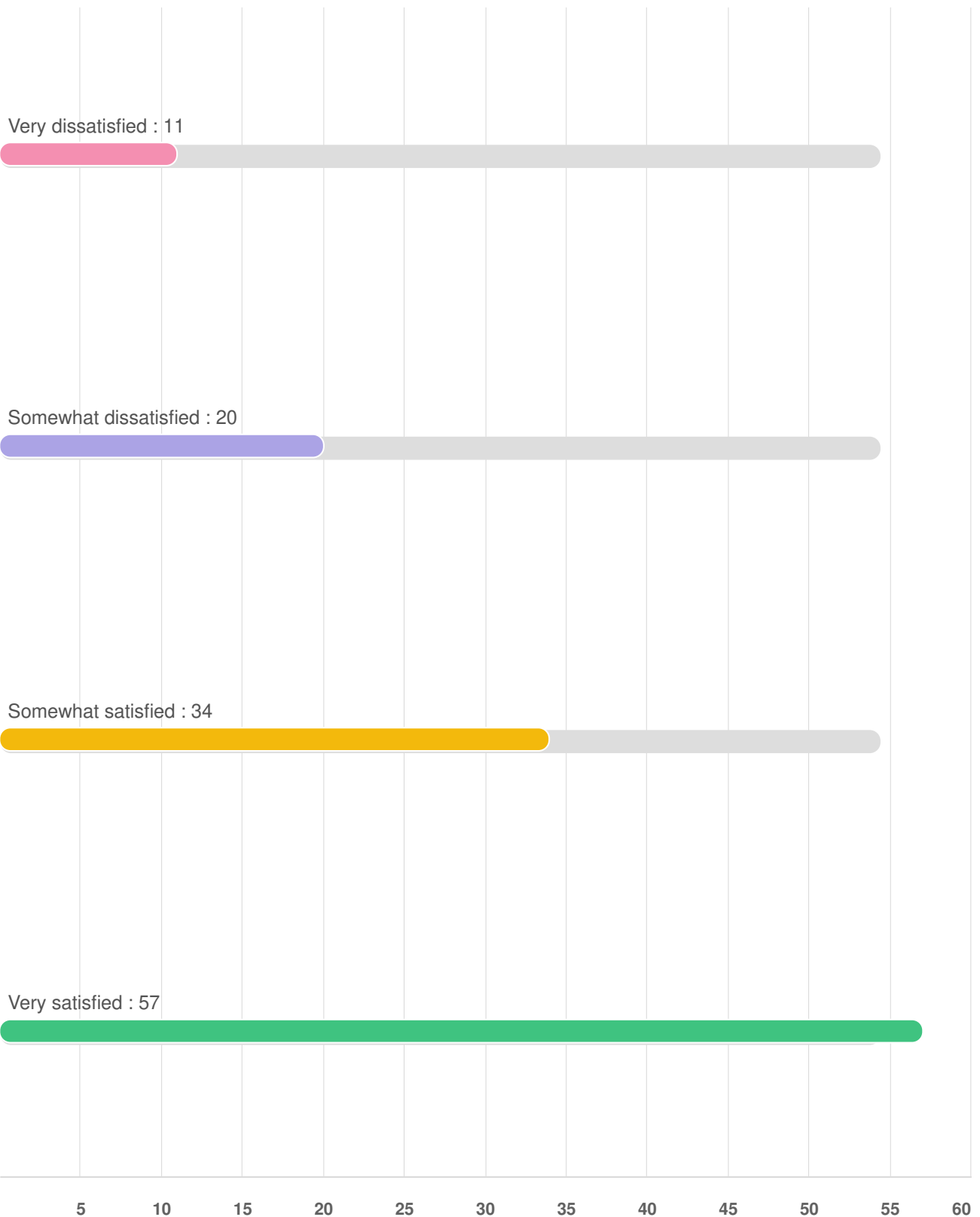
40

50

60

70

Staff's ability to understand your needs



Ease or convenience of accessing the service

Very dissatisfied : 7



Somewhat dissatisfied : 17



Somewhat satisfied : 44

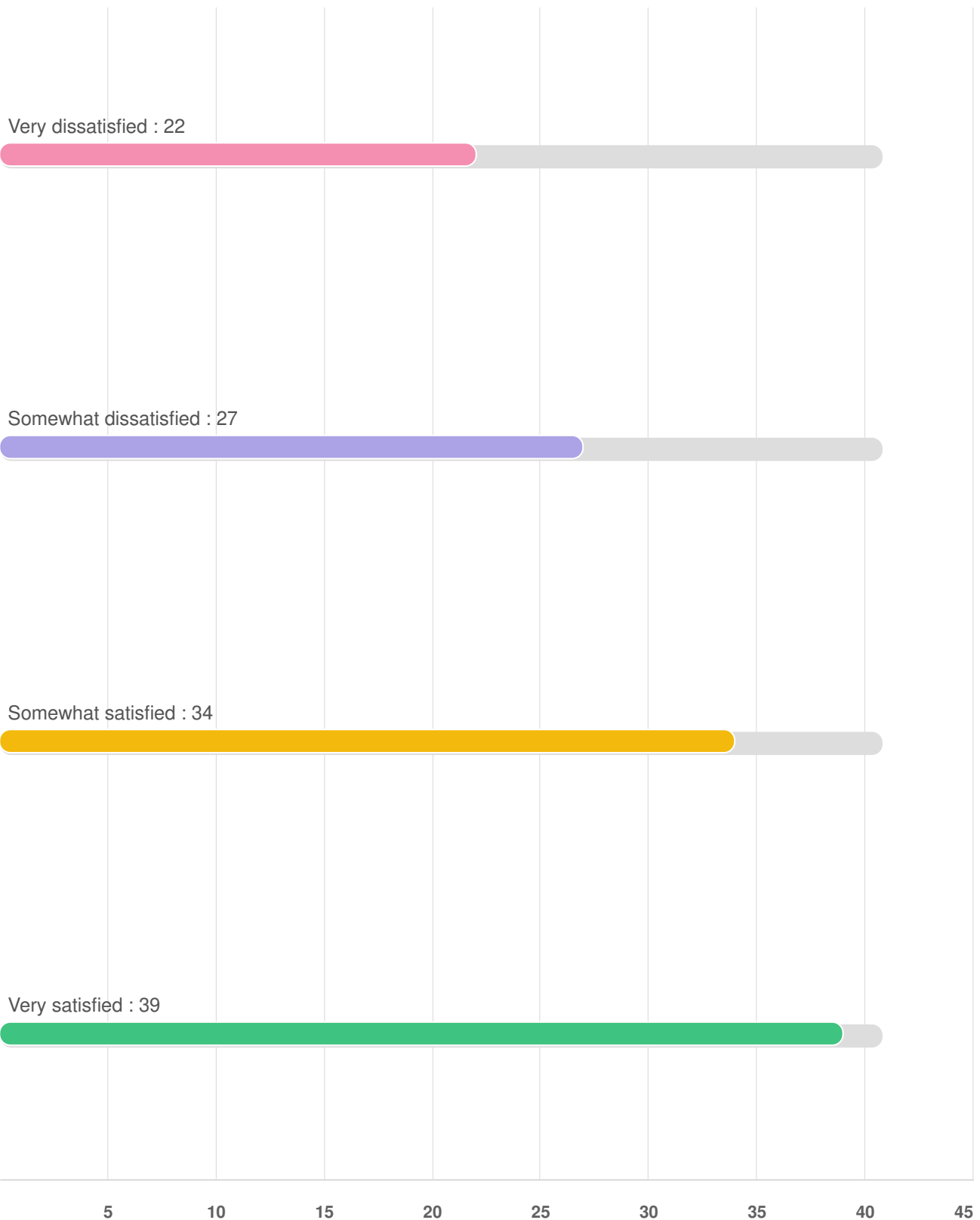


Very satisfied : 53

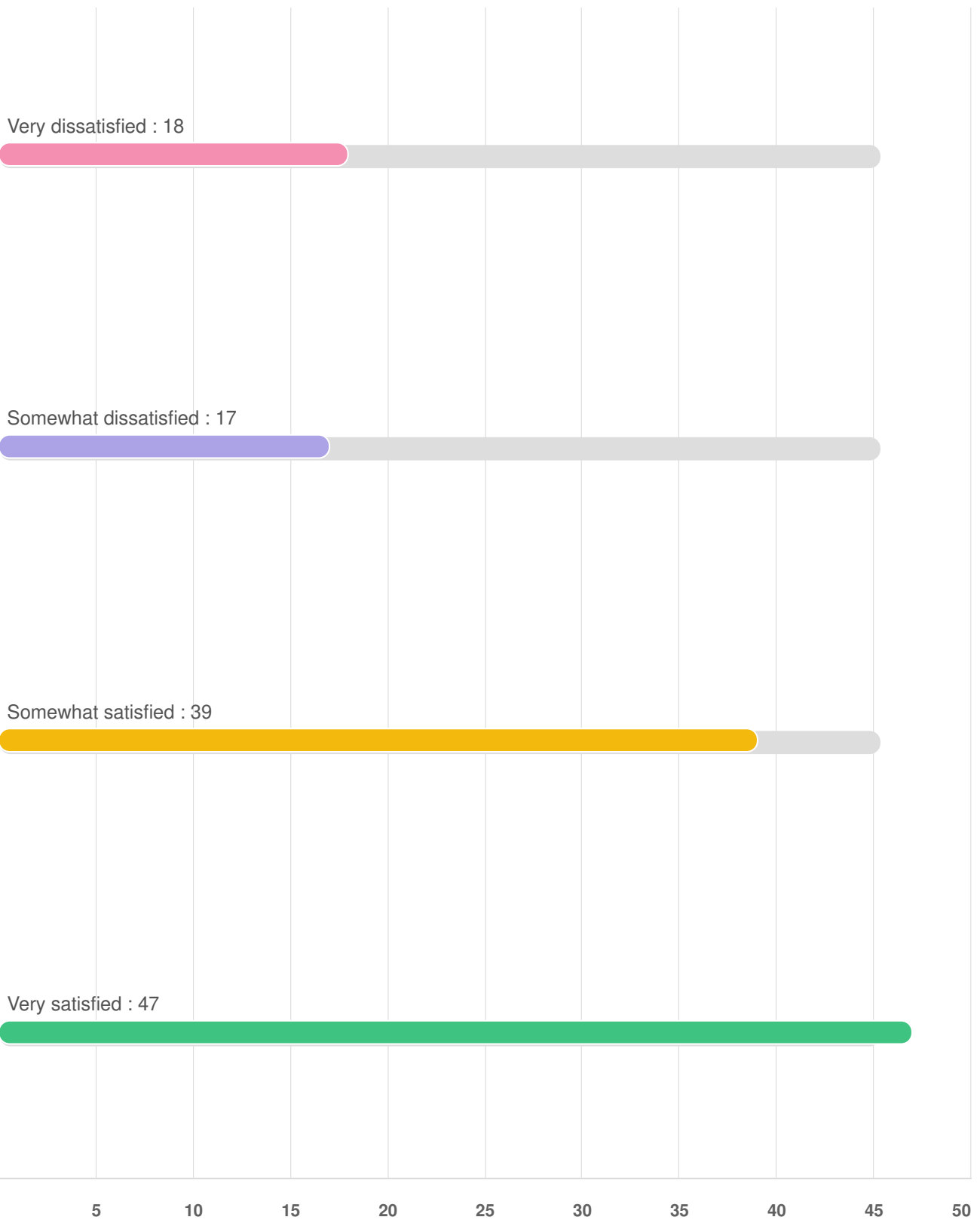


5 10 15 20 25 30 35 40 45 50 55 60

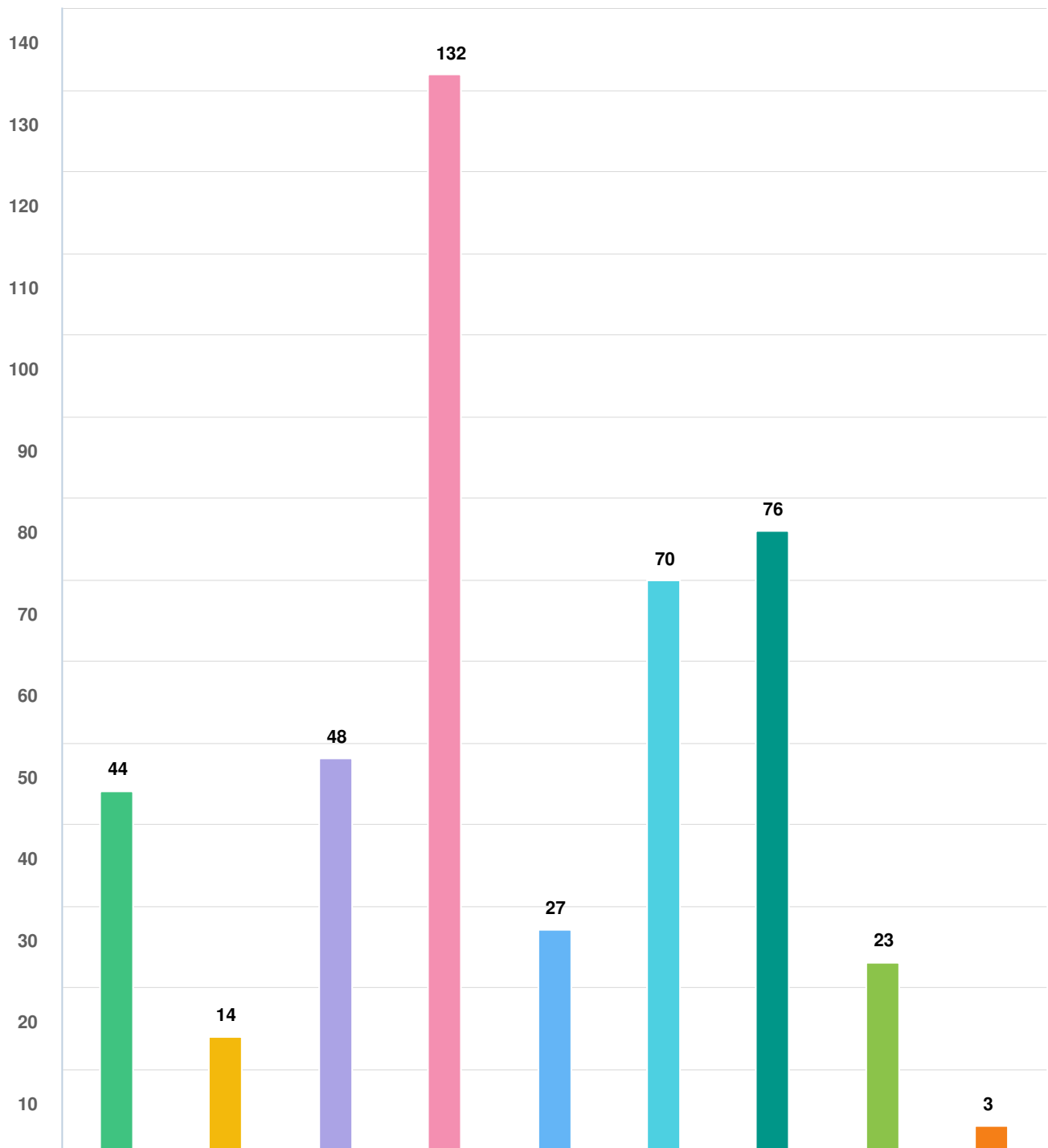
Staff's ability to resolve your issue



Speed and timeliness of service



Q12 How do you prefer to receive information from the City? (select all that apply)

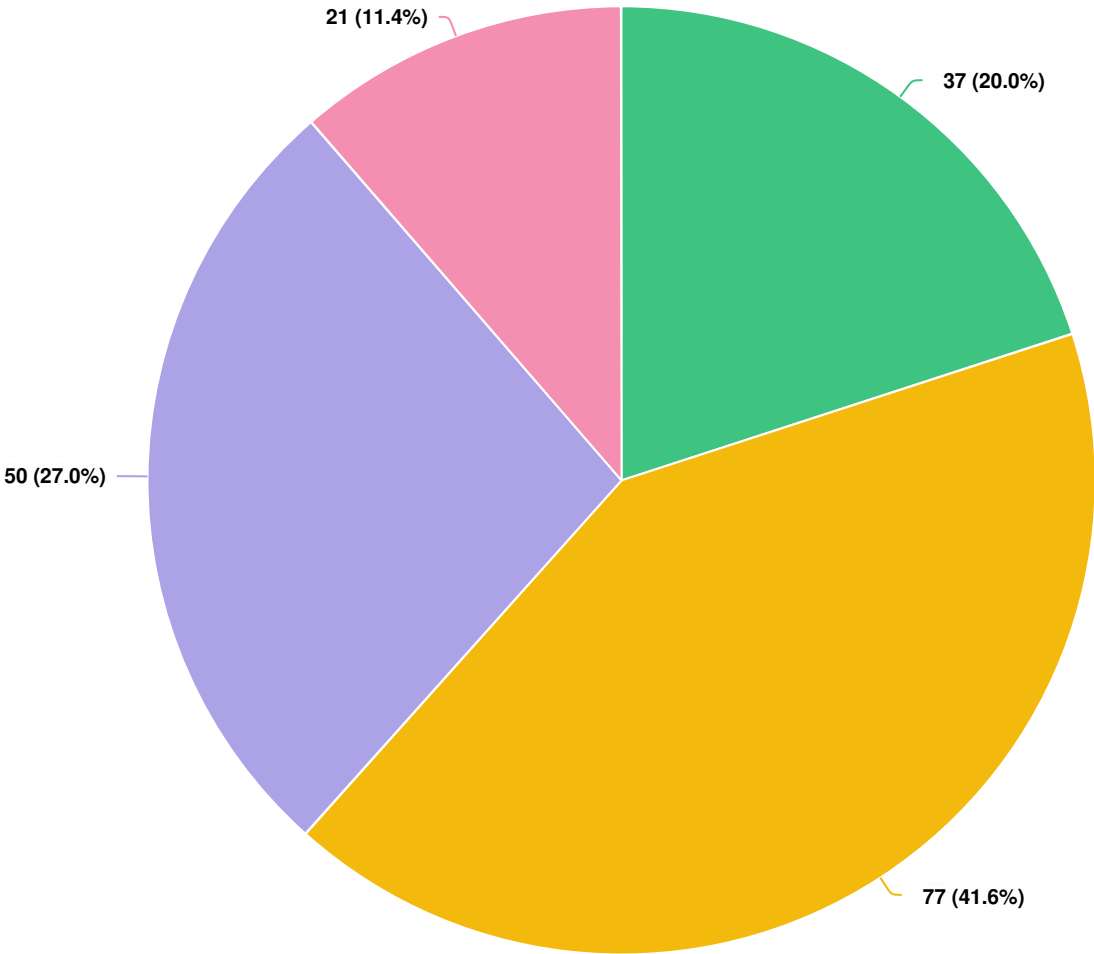


Question options

- Other (please specify)
Digital signs out front of community centres
Social media
City website
Roadside signage
E-newsletters
Direct mail
Brochures
Newsletters

Optional question (185 response(s), 1 skipped)
Question type: Checkbox Question

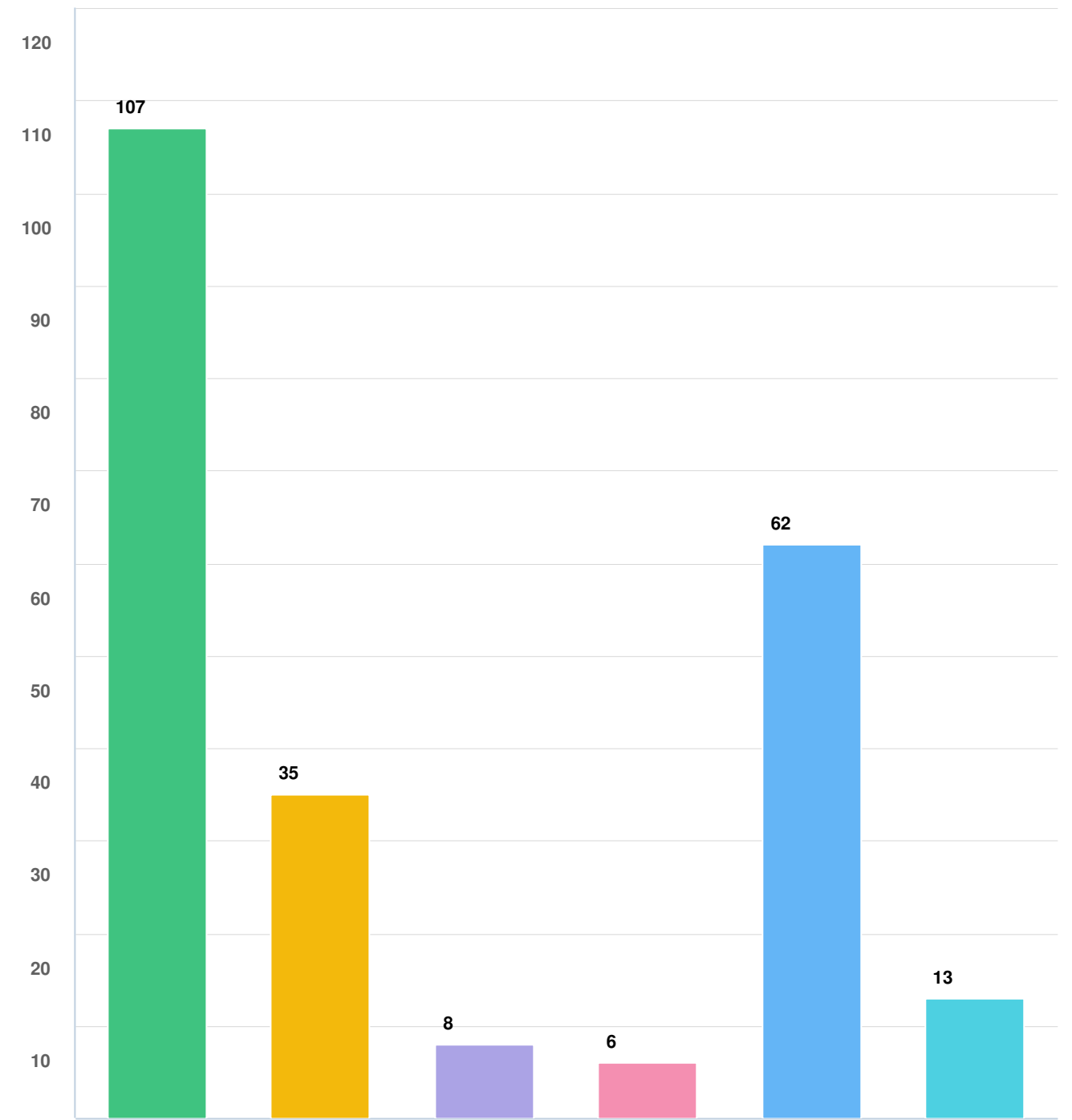
Q13 | How would you rate the City of Burlington in terms of how well it communicates with residents about services, programs, policies and plans?



Question options
● Poor ● Fair ● Good ● Excellent

Optional question (185 response(s), 1 skipped)
Question type: Radio Button Question

Q14 In the past 12 months, have you participated in one of the following engagement activities?



- Question options**
- Other (please specify)
 - None of the above
 - Delegated at a Council/Committee meeting
 - Participate in a focus group/panel
 - Attended an in-person or online open house/PIC
 - Completed online survey about City initiative

Optional question (183 response(s), 3 skipped)
Question type: Checkbox Question

Q15 Thinking about your most recent engagement with the City, please indicate whether you agree or disagree with the following statements

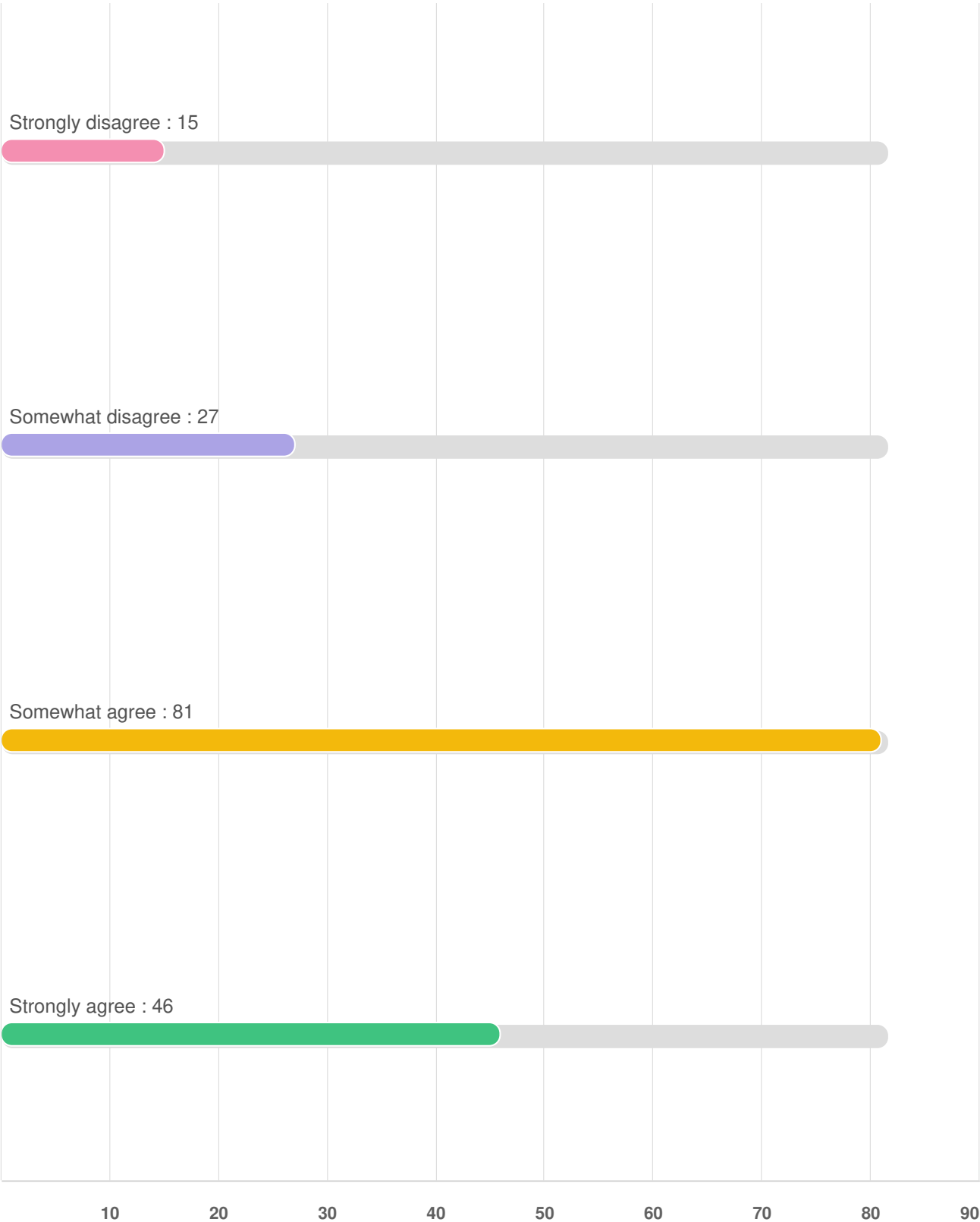


Optional question (169 response(s), 17 skipped)

Question type: Likert Question

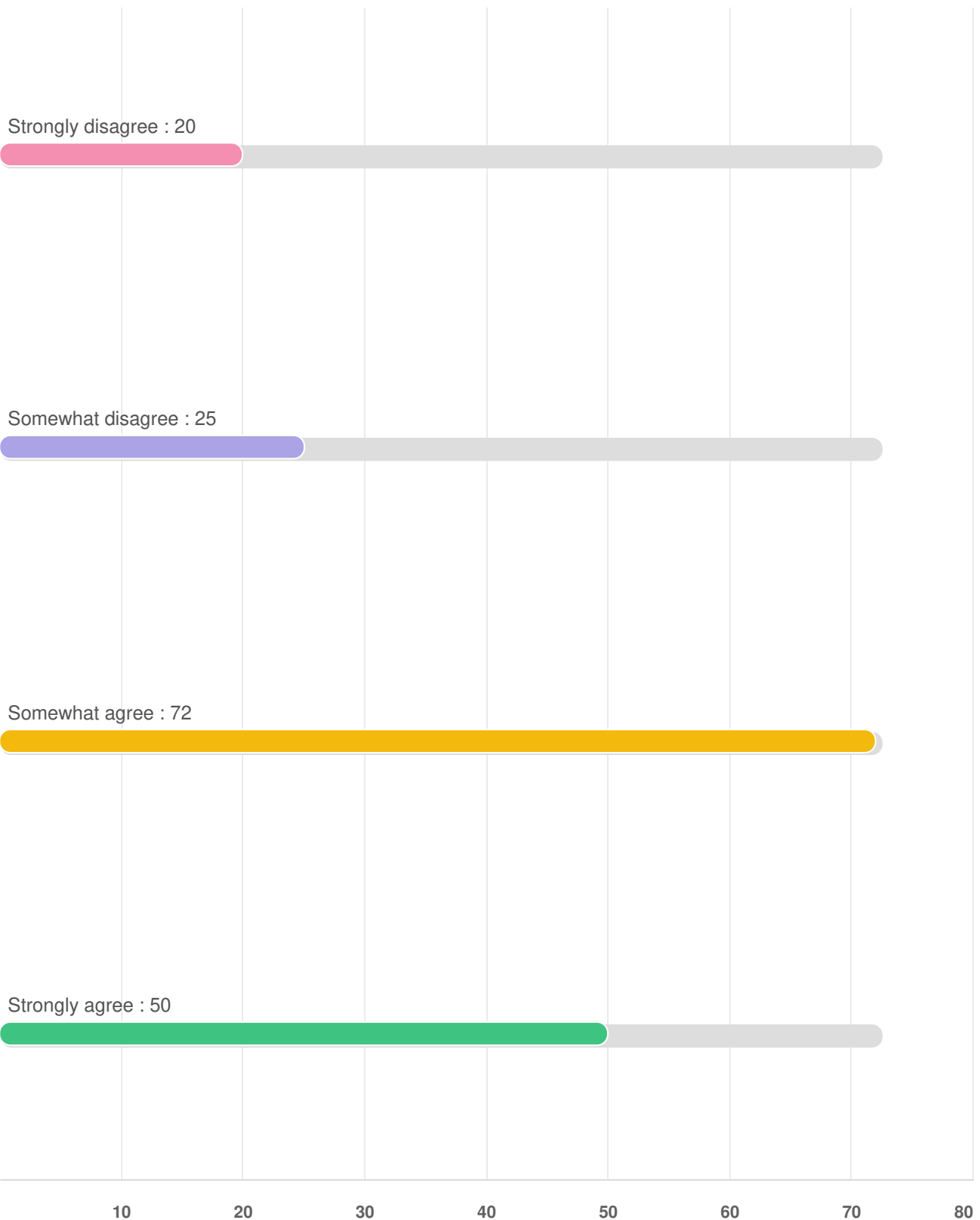
Q15 | Thinking about your most recent engagement with the City, please indicate whether you agree or disagree with the following statements

I was given the information I needed to participate in the engagement meaningfully

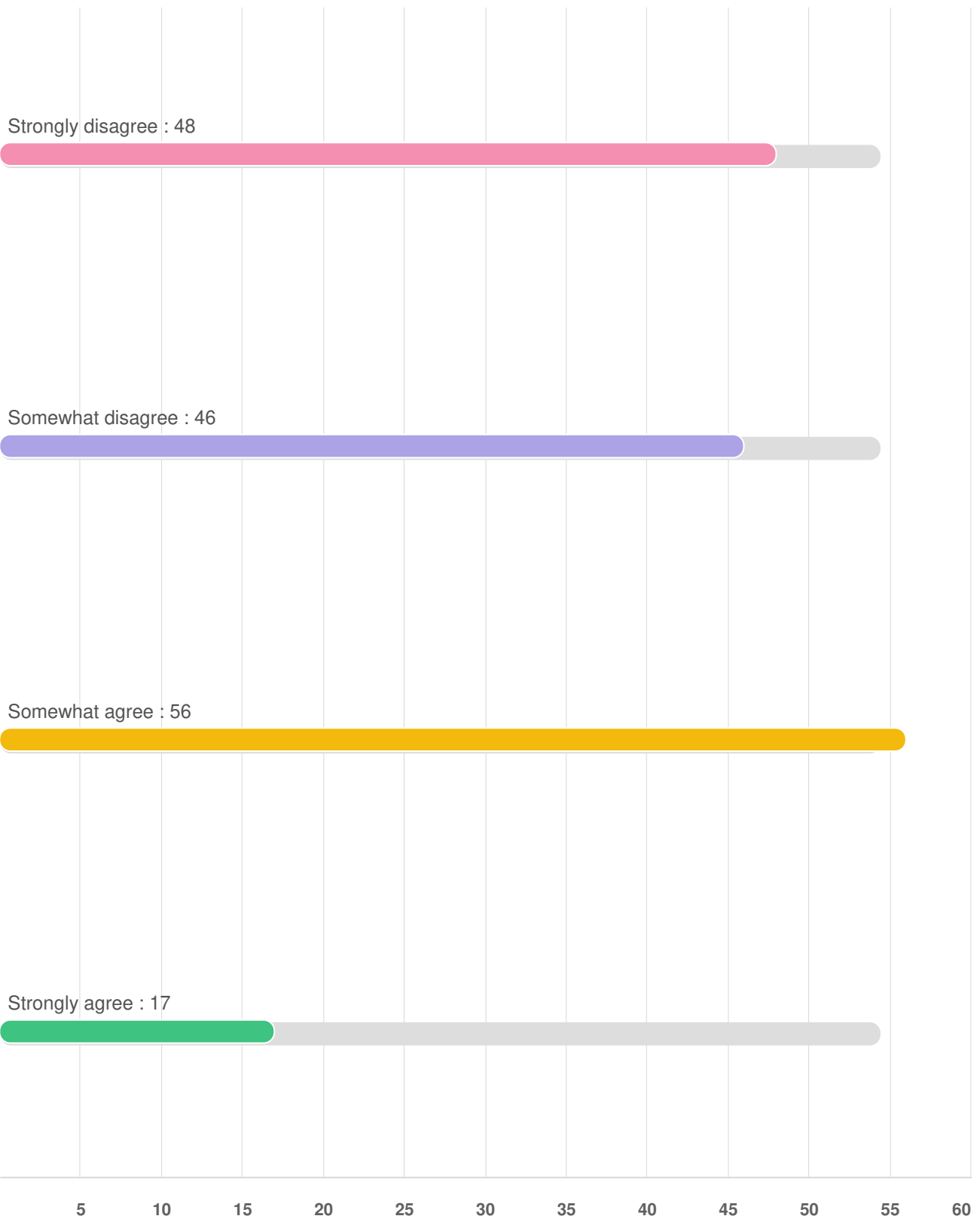


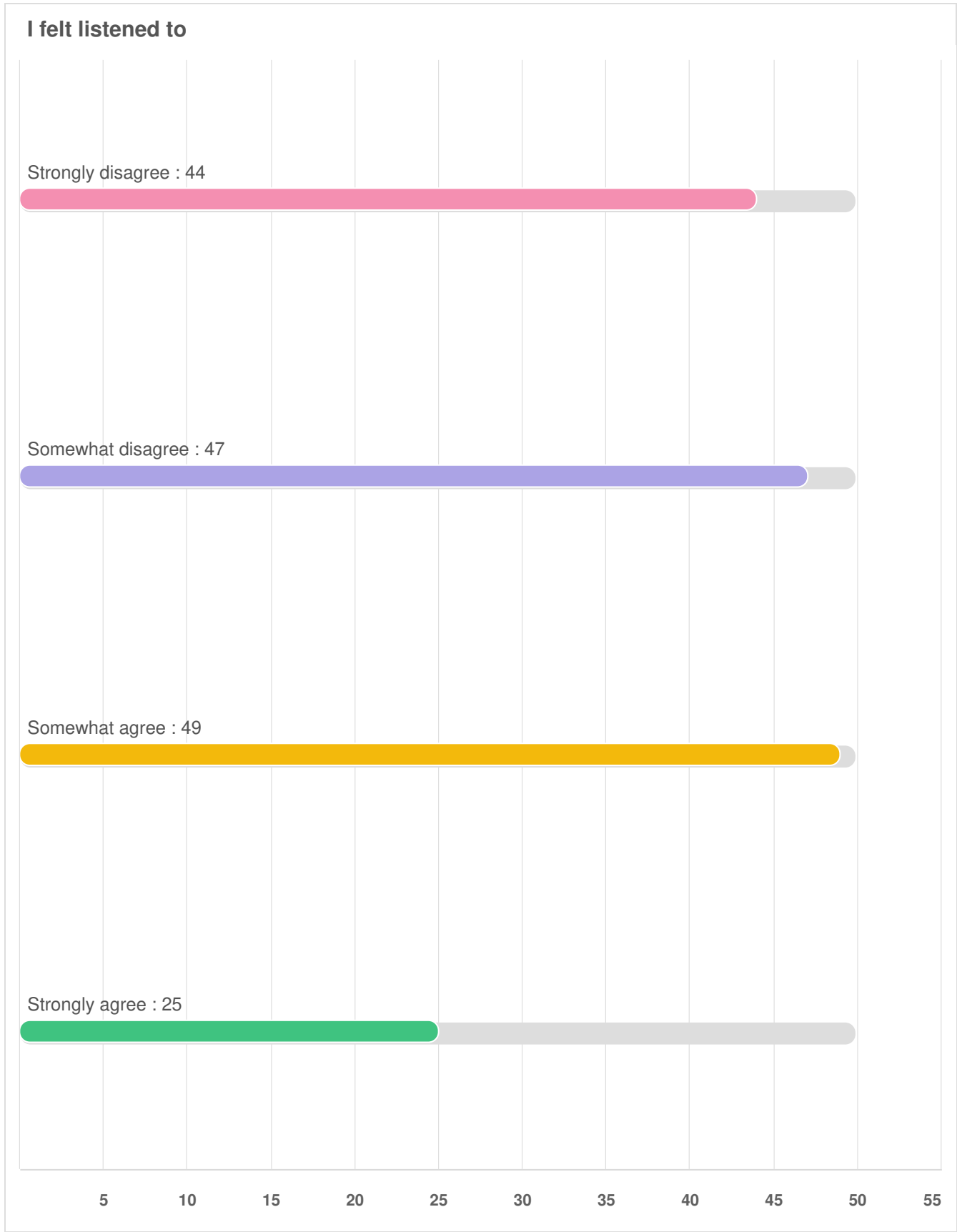
--

I had the opportunity to share my thoughts, ideas and perspectives

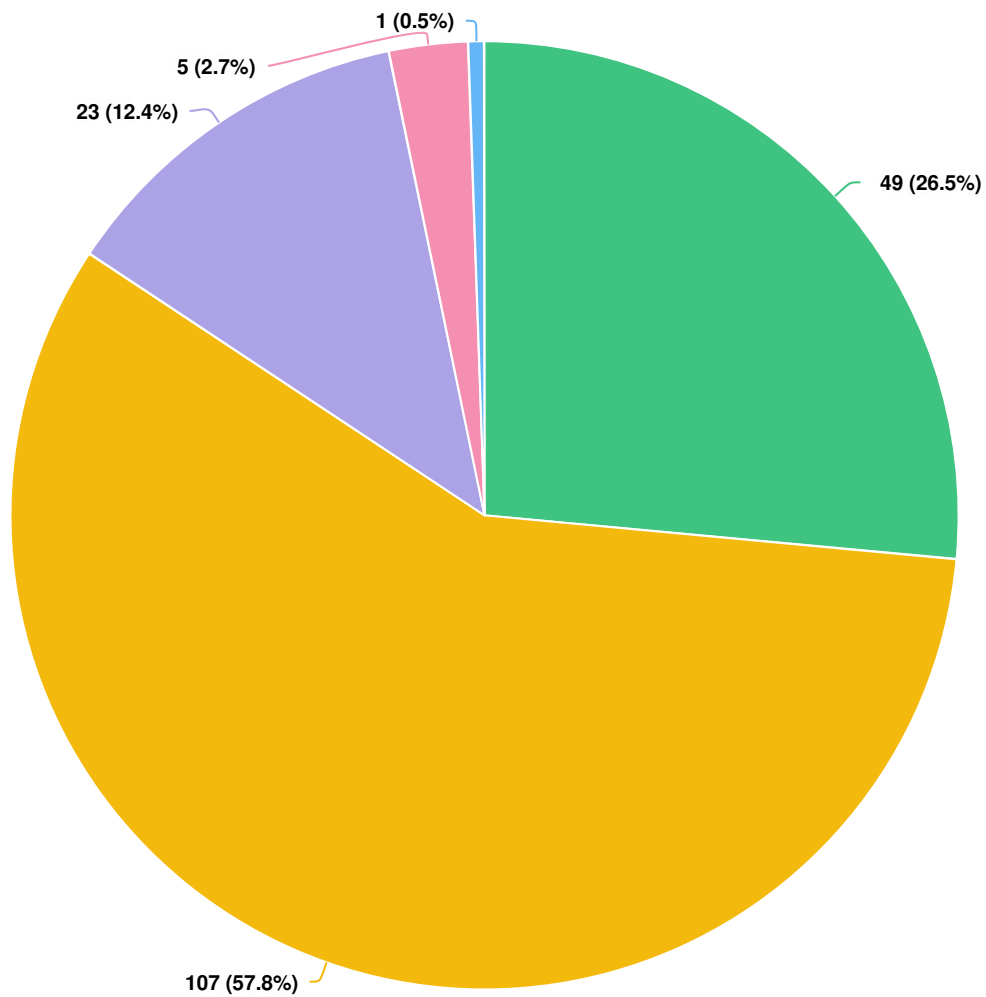


I felt my input would be used to inform decision-making





Q16 Overall, how would you describe community safety in the City of Burlington?

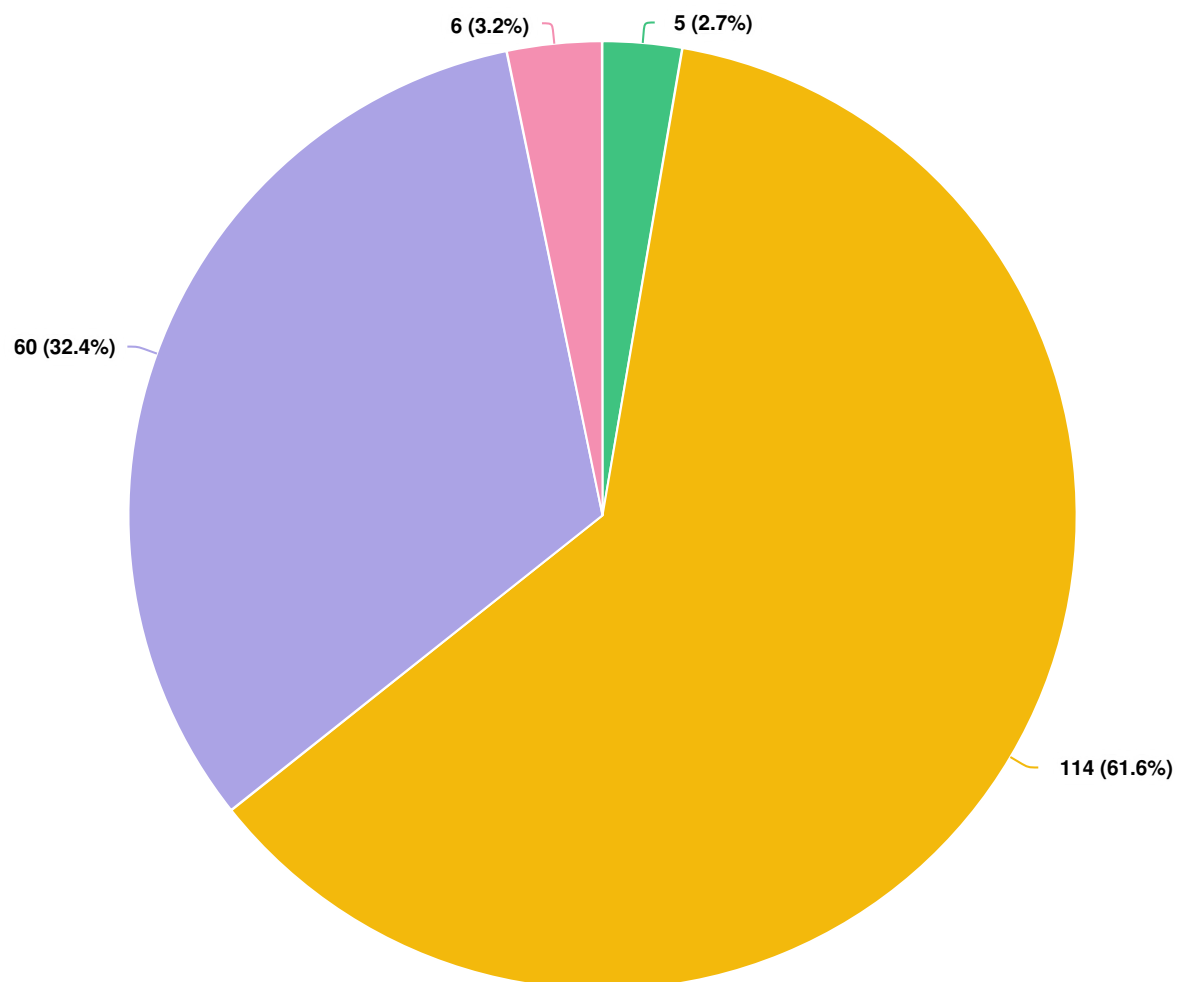


Question options

Unsure Not at all safe Not very safe Somewhat safe Very safe

Optional question (185 response(s), 1 skipped)
Question type: Radio Button Question

Q17 Over the past 2 years, do you feel community safety in the City of Burlington has

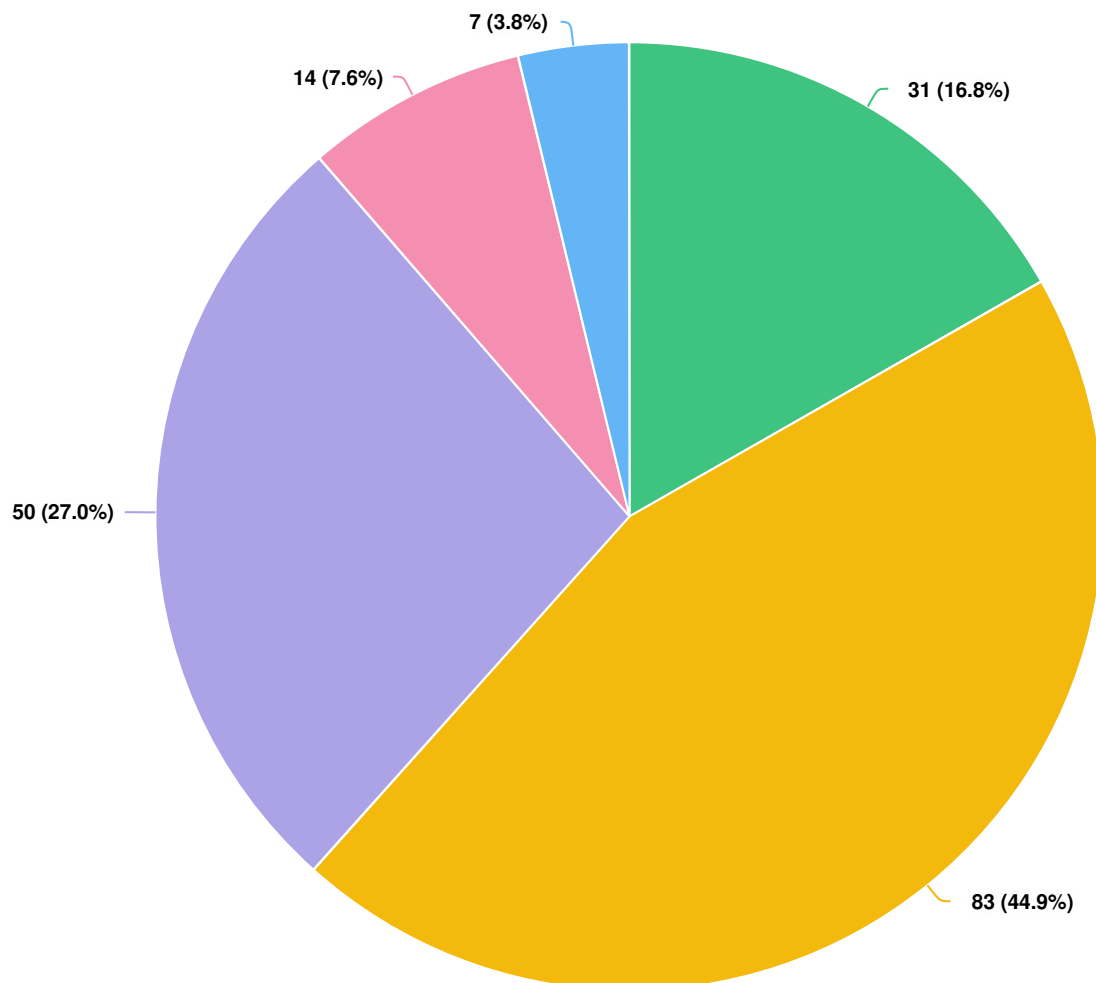


Question options

Unsure Stayed the same Worsened Improved

Optional question (185 response(s), 1 skipped)
Question type: Radio Button Question

Q18 Thinking about all the programs and services you receive from the City of Burlington; how would you rate the overall value of what you receive for your tax dollars?



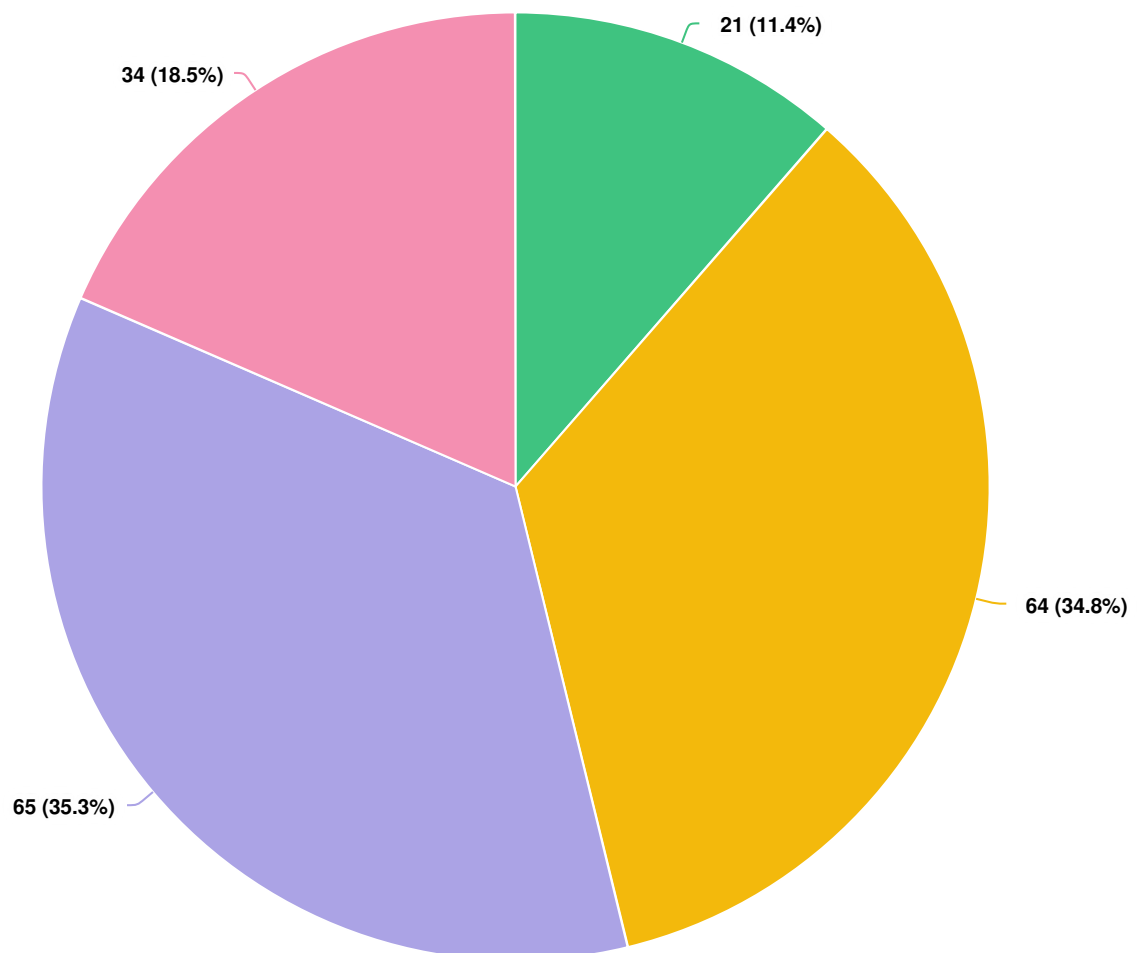
Question options

Unsure Very poor value Fairly poor value Fairly good value Very good value

Optional question (185 response(s), 1 skipped)

Question type: Radio Button Question

Q19 | Municipal property taxes are the primary way to pay for services and programs provided by the City. Which of the following four options would you most support for managing the City's yearly



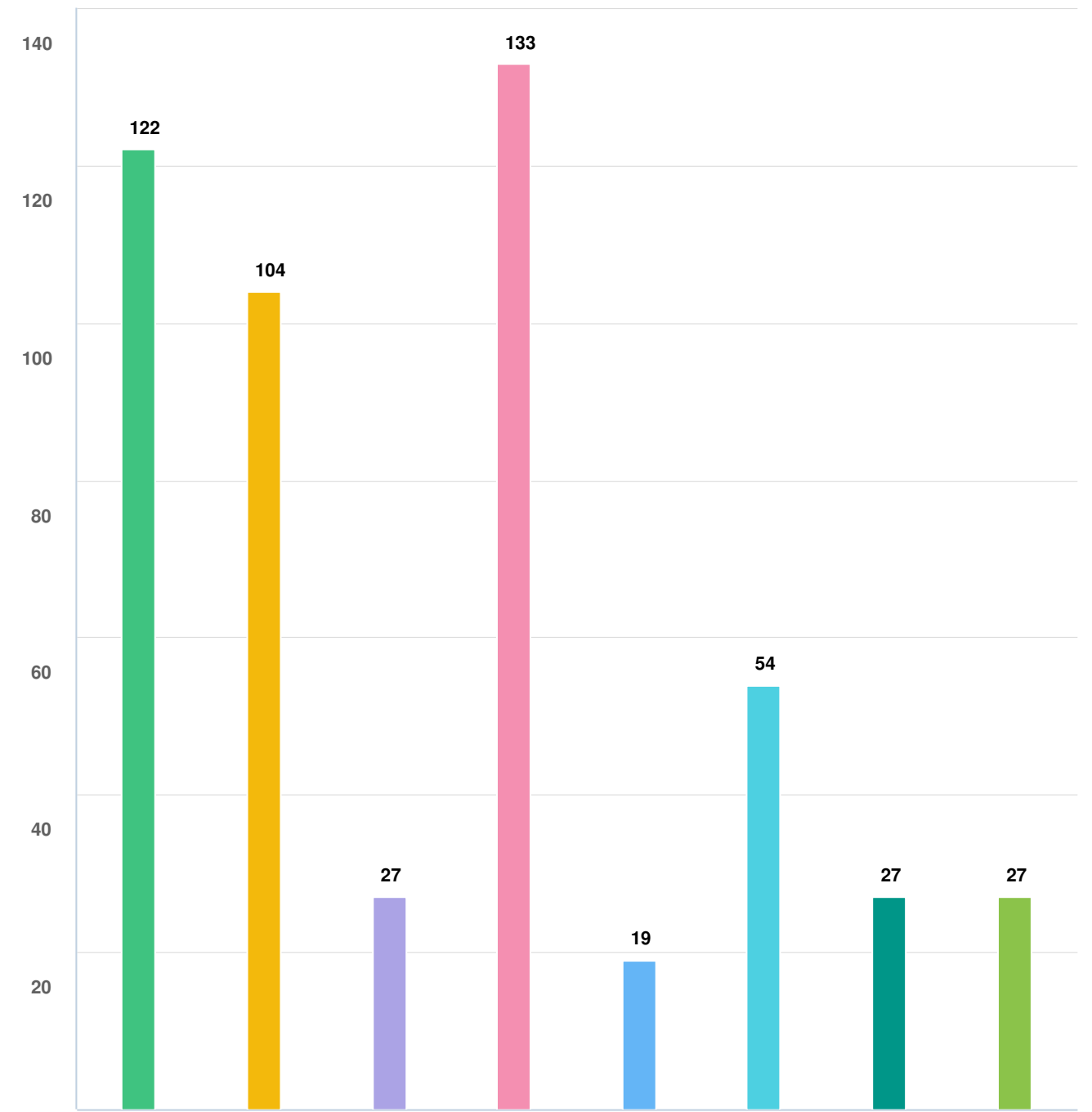
Question options

- Cut taxes by cutting services
- Limit tax increases by limiting service enhancements
- Keep current services by raising property taxes to match inflation
- Improve services by raising property taxes a bit more than inflation

Optional question (184 response(s), 2 skipped)

Question type: Radio Button Question

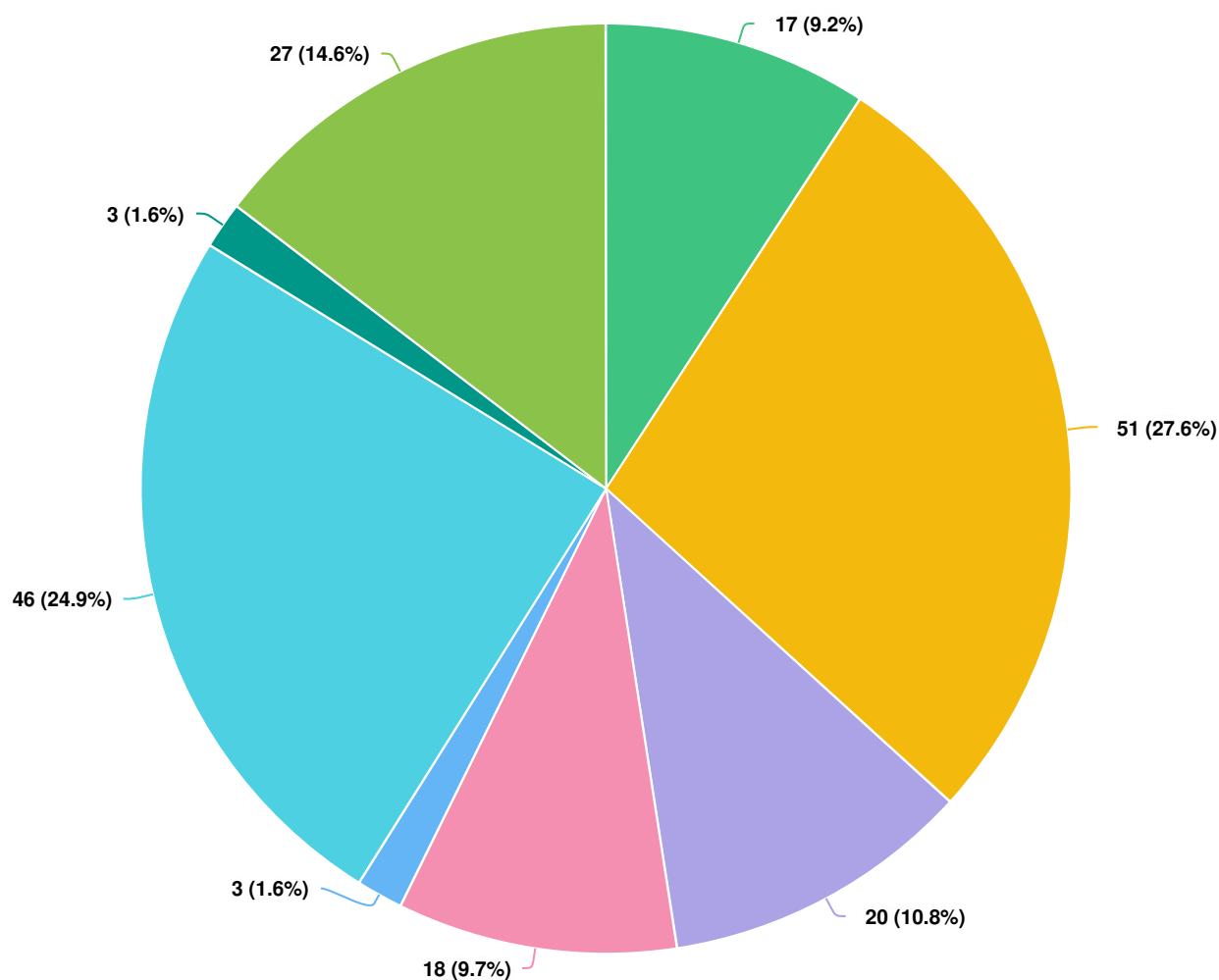
Q20 As our city grows over the next 25 years, which of the following should be our top priorities? Please select up to 3 responses



- Question options**
- Other (please specify)
 - Improving community services (e.g. libraries, recreation, camps/youth programming, snow removal)
 - Maintaining or improving our quality of life
 - Strengthening our sense of community and belonging
 - Investing in infrastructure such as: roads, transit, storm sewers etc.
 - Supporting our community's workers and businesses
 - Keeping neighbourhoods safe and welcoming
 - Protecting natural areas and green spaces

Optional question (185 response(s), 1 skipped)
Question type: Checkbox Question

Q21 By 2051, the City of Burlington is projected to have a population of 265,000 (an increase of 40% compared to today). What do you think the City should focus on to make life better now and for future generations?



Question options

- Other (please specify)
 ● None of the above
 ● Balance all of the above
- Create new opportunities for future residents
 ● Grow "out" — expand into rural or undeveloped areas at the edge of the city.
- Grow "up" — add more housing and development in existing urban areas (intensification)
 ● Manage growth in a way that protects our current quality of life
- Maintaining the character and charm of our city

Optional question (185 response(s), 1 skipped)

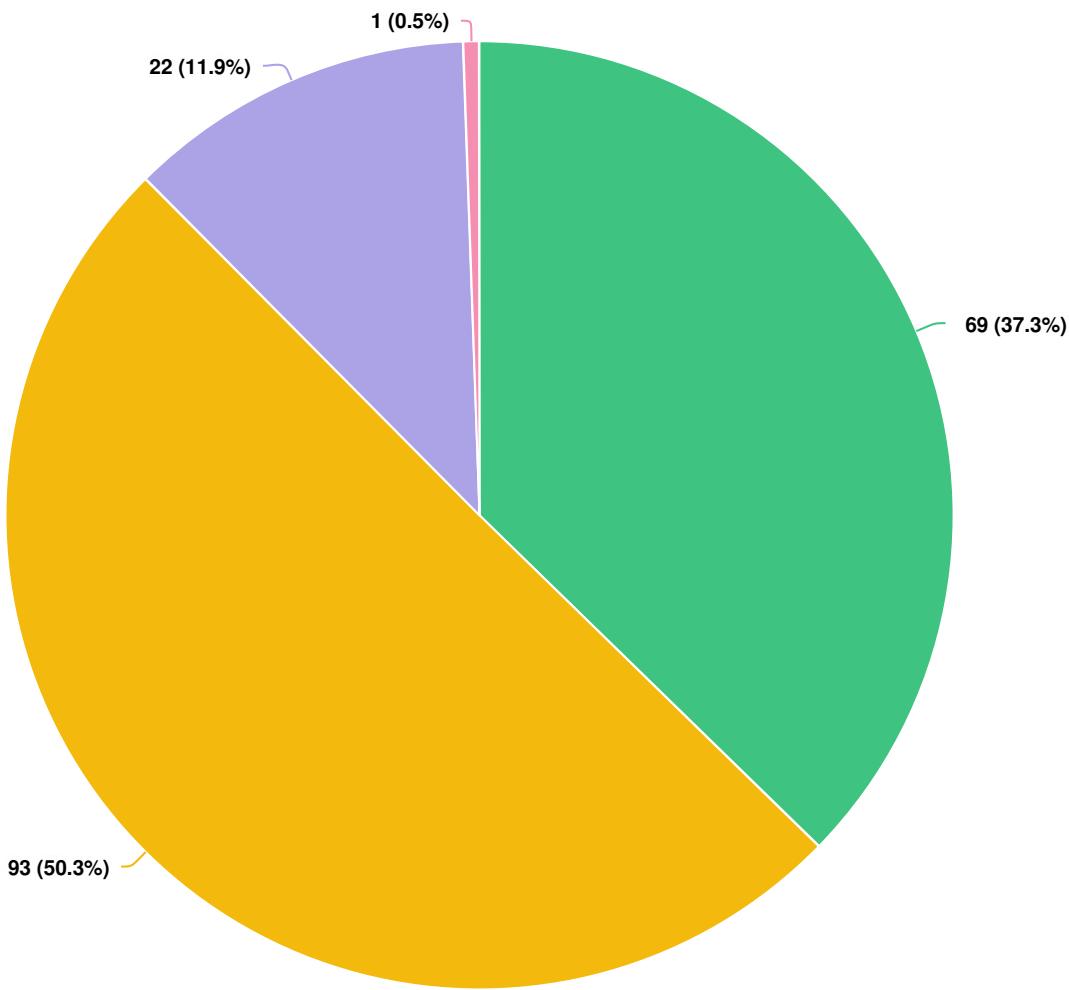
Question type: Radio Button Question

Q22 | When you think about your quality of life today, which area matters most to you? Please rank your choices in order of importance, where 1 is the most important and 5 is least important.

OPTIONS	AVG. RANK
Nature, parks, and outdoor spaces	2.28
Transportation and infrastructure	2.39
Growth, affordability, and development	3.04
Services and amenities (e.g. programs, facilities, customer service)	3.31
Community culture, events, and belonging	3.84

Optional question (185 response(s), 1 skipped)
Question type: Ranking Question

Q23 With which gender do you identify?

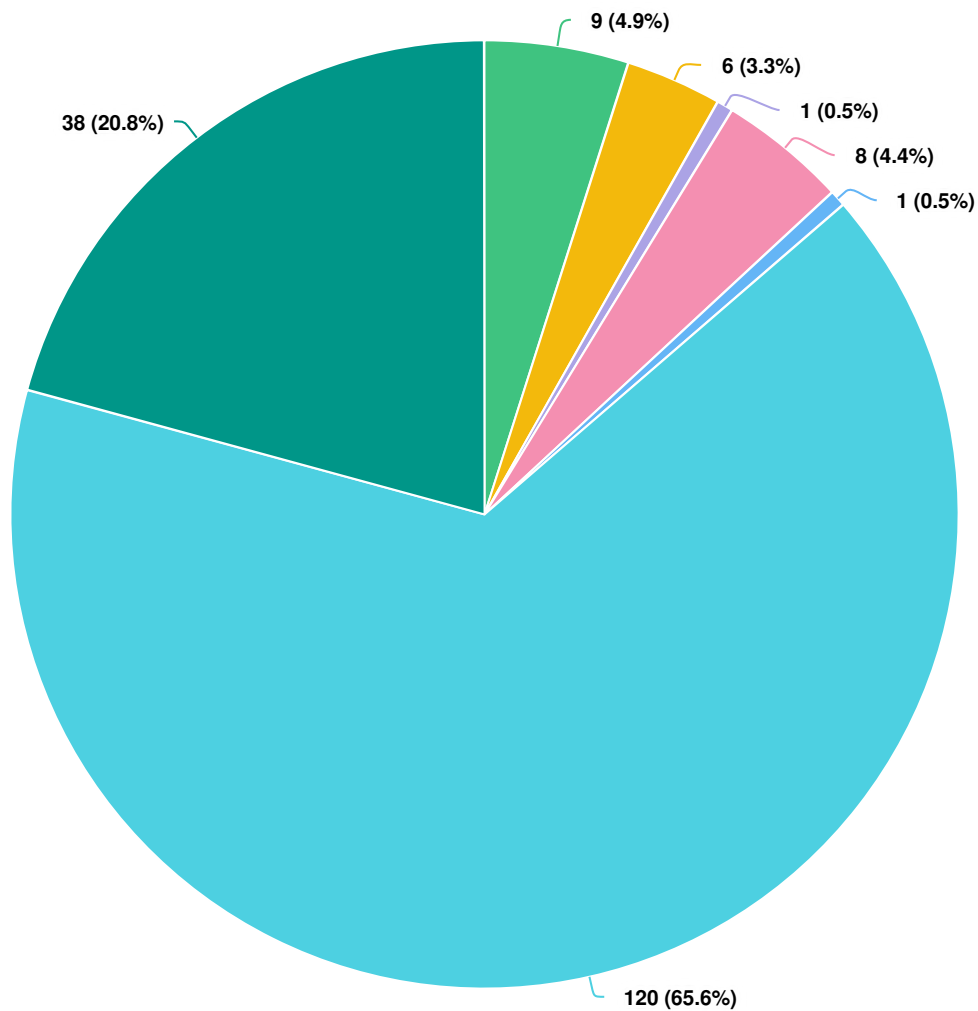


Question options

- An identity not listed, please self identify
- Prefer not to answer
- Female
- Male

Optional question (185 response(s), 1 skipped)
Question type: Radio Button Question

Q24 Do you identify as a member of the following groups?

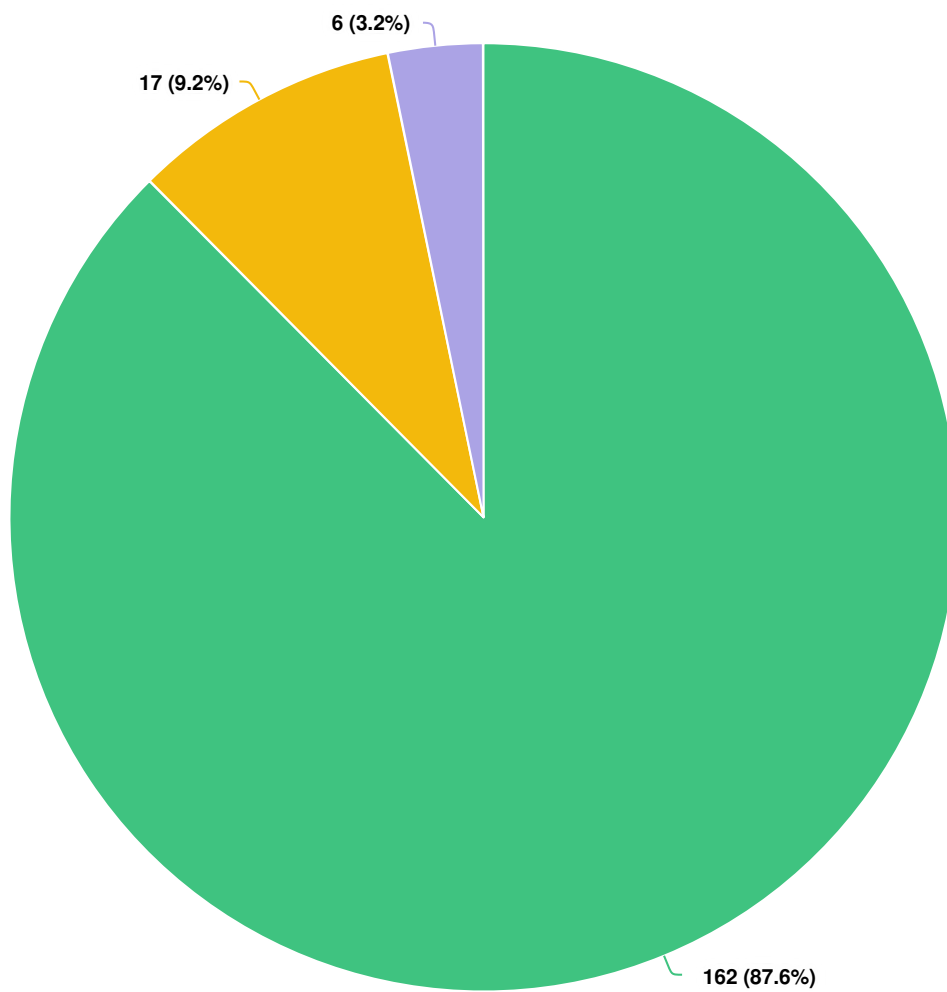


Question options

- Prefer not to answer
- I do not identify with any of the above groups
- Recent immigrant
- People who are 2SLGBTQIA+
- Indigenous
- People who are part of a racialized community (i.e. Black or people of colour)
- People with disabilities

Optional question (183 response(s), 3 skipped)
Question type: Radio Button Question

Q25 What is your household tenure?

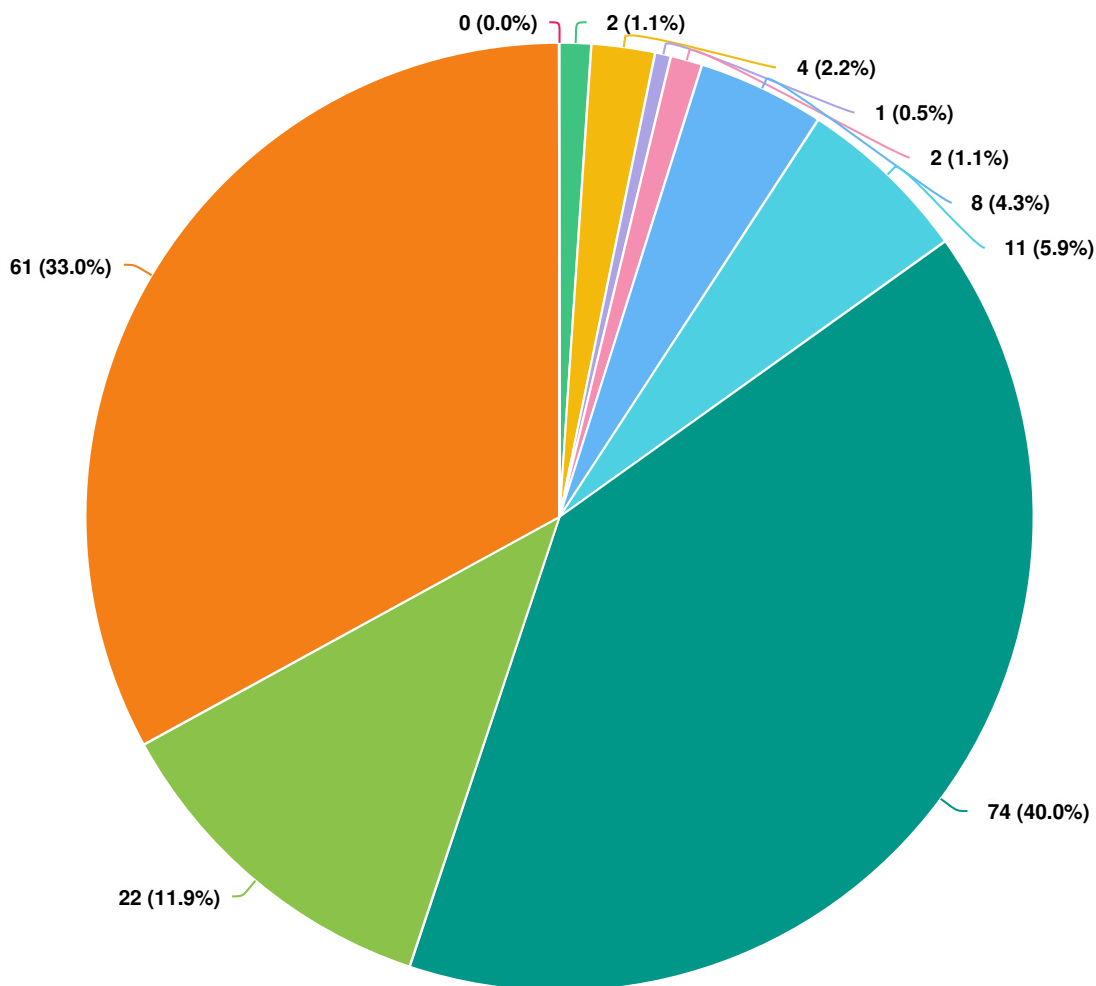


Question options

☐ Prefer not to say ☐ Rent ☒ Own

Optional question (185 response(s), 1 skipped)
Question type: Radio Button Question

Q26 What is your household income before taxes?

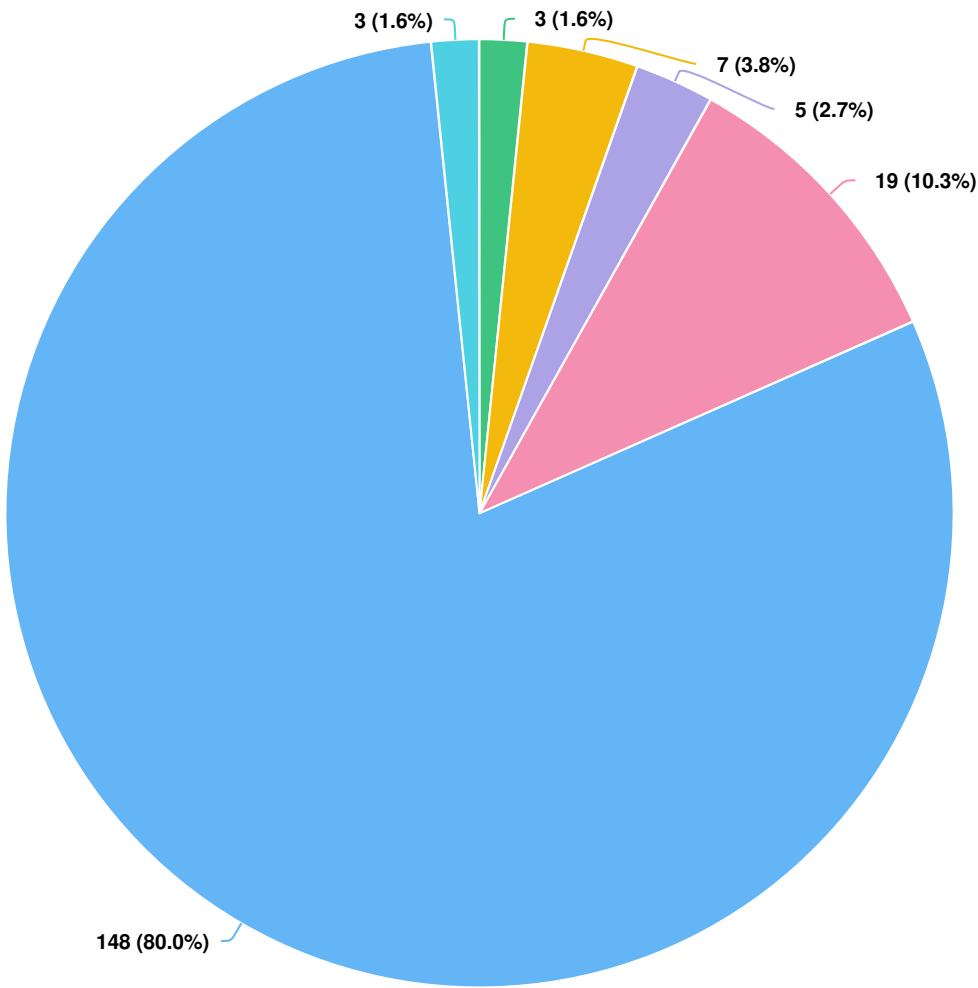


Question options

- \$20,000 - \$29,999
- Prefer not to say
- \$250,000 +
- \$100,000 - \$249,999
- \$80,000 - \$99,999
- \$60,000 - \$79,999
- \$50,000 - \$59,999
- \$40,000 - \$49,999
- \$30,000 - \$39,999
- Under \$20,000

Optional question (185 response(s), 1 skipped)
Question type: Radio Button Question

Q27 | How long have you lived in Burlington?



Question options

- ☐ Prefer not to say ☐ 10+ years ☐ 5 - 10 years ☐ 3 - 5 years ☐ 1 - 3 years ☐ Less than 1 year

Optional question (185 response(s), 1 skipped)
Question type: Radio Button Question



Community Panel

2025 Community Survey

Summary

The Community Panel is a standing roster of residents who have volunteered to provide input on City initiatives. Currently, more than 70 residents are registered in the panel pool. This program helps ensure Council hears perspectives that reflect Burlington's diversity and captures a wide range of viewpoints.

The qualitative feedback gathered through these panels complements survey data and provides deeper insight into residents' lived experiences. These discussions help Council and staff make decisions that are informed by both representative data and real-world context.

Purpose

Community Panel sessions were conducted in an in-person focus group format to explore key topics:

- City services and quality of life in Burlington
- Value of City services for property taxes
- Community engagement
- Key themes identified in survey results (affordability, safety, traffic)

Facilitated by the Manager of Engagement & Marketing, the objective was to gather qualitative feedback on residents' perceptions of living in Burlington, including changes over time and satisfaction with City services. Panelists were drawn from the volunteer pool and represented a mix of wards, age groups, and demographic backgrounds.

The insights from these sessions add context and nuance to survey findings and inform recommendations presented in this report.

Community Survey – Community Panel

Community Survey Part 1

	Description
Date & Location	September 16, 2025 7 – 8:30p.m. City Hall, Room 305
Format	<ul style="list-style-type: none"> • In-person, focus group format • Facilitated by Manager, Engagement & Marketing
Agenda	<ul style="list-style-type: none"> • Welcome & introductions • Quality of Life • Key themes
Attendees	10 Community Panelists, 15 hours contributed
Communication	<ul style="list-style-type: none"> • Recruitment began on August 28, 2025 – an e-mail to the database (all topics included) to monitor interest. • List confirmed on September. 4 and participants were selected at random • Invitation with details sent on September. 5

Quality of Life:

- Peaceful. Compared to Hamilton it is more peaceful; there is less traffic in Burlington than Hamilton. Tranquil
- Lived 11 years- traffic has changed drastically over time, requires more planning depending on time of day. Traffic has taken away from quality of life
- Being able to access everything easily. Grocery stores are going down in the downtown area
- Getting groceries takes too long due to traffic concerns and not enough stores available
- Density of population downtown doesn't have enough necessities for growth
- Easy access and along transit lines for necessities
- Accessible to things you use often, programs, transit, stores, services, dr's,
- Outside downtown you need a car to function as there is nothing walkable
- Services spread out more and not just downtown
- Public transportation- good quality in a good indicator, our system isn't the greatest. It takes multiple buses and buses are late, so it disturbs the flow of BT and GO
- Free transit for students or low income
- Easily get on the bus to access the GO to head to events out of town
- A lot being offered at senior centre, RBG, lots to do for older adults and kids
- Lots for people over 55 and under 19 but not enough for other ages
- Senior centre is fantastic, the whole campus and central location and offers a lot
- Bike lanes are scary, only a single line of paint to protect, feel safer in another city
- Concern about e-bikes and scooters- more safety measures
- Free trails- would like to see them more connected. Can go to other cities through trail by the lake
- Need a rec centre in the northeast, field across from Bronte to help create a community. Not just homes
- Walkability, availability, cost of living, housing, access to amenities is all different in each ward

- North area has more hills so not as walkable
- Ability of city to support changes in neighbourhood.
- Reliability of public services
- Not enough space in pools and arenas
- Job opportunities and economic opportunities, small businesses
- Affordable living- kids won't be able to afford to live in Burlington
- Need more options for housing for families
- Enjoying festivals, golf course, pickleball
- Traffic and affordability are concerns.
- Young families can't afford to live here
- Job support or base to support the cost of living in Burlington
- Property taxes are high, but you get what you pay for
- Downtown changing so much and the towers producing more shadows. Has changed the dynamics of downtown
- Parking within the City is concerning, especially in new builds as most families can't fit cars at their house
- Try and attract more stores to the downtown core
- Vibrant downtown core brings quality of life- provides sustainability to the city (Tourism)
- With the level of growth, how will the city sustain it
- It has changed over the years but a good portion there is no change, still the same which is nice
- Concern with lack of business in the downtown area. Need more business space and not just restaurants
- Proper parking for restaurants in shops with new development of retail below condos
- Public, private partnerships to provide amenities to residents help quality of life

City Services

- Transit use the most frequently is good, costing students too much
- Recreation used the most- girls ice hockey gets less ice time than boys even though they have more participants. Get rid of old contracts grandfathered
- Transit is very expensive for students
- Libraries are great and use frequently
- BPAC is great
- Free hubs at community centre- Orchard Hub
- Rec programs- more options as they fill quickly
- More facilities to offer more rec programs
- More police services for minor issues- crosswalks, running lights etc.
- Rec programs- great for kids, nothing for kids 12+ and over 19 little community-based programs
- Free membership for grade 5 is amazing
- Rec programming
- Emergency services- are all good
- Gaps- storm water and flooding. Need more support with flooding from the City and accessibility to these services. Forestry protection- private tree bylaw is overreach of government, can the money there be flooded into another area and trees on properties become residents own responsibilities
- Parking permits (paid) frustrating for northeast end as there aren't enough spots and not sure if they have implemented.
- Animal control is great at taking care of issues when called
- Fire has been great with fires by train tracks
- Emergency services are impressive
- What's missing or invest in- maintaining infrastructure, police presence downtown or dealing with traffic concerns. Urban planning-

walkability, metal benches at SSP and no shade in parks. Cleaning of excrement in parks. Playgrounds updated, splash pads added, more shaded spaces in parks, bigger outdoor third spaces for families, improving current infrastructure

- Most want to improve current infrastructure but acknowledge they need new improvements to help pay for the maintenance

- What can we do with current infrastructure to draw more revenue to help pay for maintenance
- Look at the must haves and nice to haves
- Good job on roads and sidewalks
- Infrastructure is a large priority, make sure to finish sections before building new ones

Traffic, how it affects daily life:

- Never had to think about traffic, now have to think and plan extra time or plan your day around it, routes etc. It is time consuming
- Every time I leave the house, I think of traffic
- Traffic- we avoid stores and activities as it's impossible to get there
- Traffic coordinating with the lights causes a challenge, they don't coordinate with each other and cause a back up
- Traffic gets bad, it forces you to go into neighborhoods as a work through so increases traffic in smaller neighborhoods
- Some lights have a longer turning time (6 mins)

- Skyway closures make the City worse
- Avoid doing outside activities during rush hours due to pollution
- Downtown traffic is bad, concern how much work is going to get worse with new condos
- What is the long-term solution the City has to deal with the growth and traffic
- South neighborhoods need cars and won't use transit as much.
- Walkability needs to be a big consideration all over neighborhoods and to get to amenities
- Accessibility on roads- lights, walking signs. People shouldn't feel panicked walking across roads

Affordability

- Look at other ways to increase versus increasing property taxes and how can we emphasize them
- Cuts in transit for students and seniors. Increase bus passes, more tourism
- Housing affordability- acknowledge the city can't control it, it's more the market
- More variety of smaller 2-bedroom houses, or variety in general for families

- Young family- putting entire savings into a home, scrap by for years to be able to live here
- Rent, with rent control and am happy. If I had to move, I couldn't do it as rent will double or triple
- People will stay where they are because they afford to move, and it costs them more to move
- Changing the rules to allow buildings on properties but could affect the parking on the street

Safety

- People speeding through streets, safety for people out enjoying the streets
- Decrease side roads to 30 mph
- Look at adding speed bumps
- Neighbourhood watch to help with increasing crime
- Feel more responsible for your own safety compared to the past

What can the city do better to demonstrate we are listening?

- Follow through with what you say you are going to do
- Listen to a strong majority on something, take it into consideration
- Community panels are great
- Food for Feedback
- Listen to people who live here
- Summary of what we heard- themes, what we are doing with it
- Transparency around decision-making especially with stakeholders
- Feedback transparency and how comments were implemented into decisions
- Engage the neighborhoods being affected
- More social media live, online techniques to engage with residents

Community Survey Part 2

	Description
Date & Location	October 28, 2025 7 – 8:30p.m. City Hall, Room 305
Format	<ul style="list-style-type: none"> • In-person, working group format • Facilitated by Manager, Engagement & Marketing
Agenda	<ul style="list-style-type: none"> • Welcome & introductions • Quality of life • Transparency and Trust • Community Engagement • Engagement Fatigue
Attendees	8 Community Panelists (6 returning participants, 2 new) 12 hours contributed
Communication	<ul style="list-style-type: none"> • Recruitment began on October 9, 2025 – an e-mail to the database (all topics included) to monitor interest. • List confirmed on October 16 and participants were selected at random • Invitation with details sent on October 21, 2025.

Decline of Quality of Life

Our Community Survey has found that residents' perception of our quality of life is declining. This year 71% indicated that quality of life is excellent or very good. In 2021, 89% said that quality of life is excellent or very good.

- Why the decline? Is this a Burlington issue or a Canadian one?

Responses:

- Canadian issue (trump + resources with United States)
- Canadian issue – cost of housing, young people don't have options
- National issue – increased costs and decreased resources, tied with a lot of global uncertainty (government, war, climate change, etc.)
- Not a municipal issue. Cost of living is an international issue. Environmental issues being downgraded by provincial legislation
- Traffic/congestion x 3
- Parking downtown
- Not a lot of jobs in Burlington – only small businesses – not a lot of big industry
- Need more cycling infrastructure
- Affordable/housing
- We need more shared spaces
- More trail systems would help
- Cost of housing
- Property taxes increased resulting in a smaller household budget
- Construction projects take too long
- Cost of living increasing
- Roads, infrastructure waste à well maintained in the City
- Rate of property tax increases
- Not a lot of ways to meet new people (newcomers)
- High costs changing the demographics (perception)
- Highways converge in Burlington
- A lot of strain on the healthcare system – health/education

- More grocery stores located in downtown Burlington would result in less cars on the road
- Service club participation is in decline
- Already feeling the pinch then when the municipal side has increased, property taxes, increased cost of a service, etc. – you feel a decline in quality of life where you live as the global concern becomes tangible in your city
- Tariffs impacting the municipal government
- More transit/bike lanes would be helpful
- Safety is considered good

Transparency & Trust

How can the City make its decisions and priorities clearer and easier for residents to understand?
What would help you feel more confident that the City's decisions reflect community needs?

Responses:

- Information to be in simple terms and language would be great!
- I don't know what the City's top 3 priorities are – no clue
- Councillor(s) could have town hall sessions
- Work with service clubs and community groups
- Are we protected against cyber-attacks?
- Tying decisions back to data from public engagement (i.e.: announce improvements to park, and provide links to survey results on park)
- Will you tell the truth if it goes bad?
- How do you know if a Councillor did or did fulfill their promises?
- There is the perception that council always sides with developers
- Burlington.ca is too difficult to navigate to get to council agendas, minutes, etc.
- e-mails about public information is helpful – but there is very little follow-up
- Visibility of the Mayor – needs to be seen more
- Convey the information in a way that is digestible (either hardcopy or line)
- CityTalk is very dry information – I may bypass it when I receive it
- Verify information related to what council promised to do for the public
- Communication – I don't have a sense of what the City is doing
- Councillors should go to condo meetings to share updates on the area
- Host an 'annual state of the union' event for the City
- Attend community pop-ups with Councillors

Community Engagement

According to the survey, 21% of residents participated in engagement activities last year. Based on our understanding, the average participation across Ontario municipalities is 15%.

What would encourage you to participate more in City consultations or decision-making processes?

Responses:

- Non-monetary incentives – tie engagement to placed people directly impacted by it. Example – survey on swim lesson – give survey codes out to parents while watching swim lessons
- Opportunity to learn how City operates
- Knowing that participation makes a difference
- Feeling as though my opinion is heard (time to speak) example – or opportunity not to hit yes/no but ‘explain’
- Communication shared – dialogue, open discussion
- Able to attend around my working hours
- Convenience physically – occur at events people attend (swim lessons, library)
- Just ask me – awareness gap
- Introductory letter to newcomers from Councillors
- Grow the roster of concerned citizens
- Who should I talk to about what? Municipal, federal, provincial?
- Knowing that my verbal comments are being recorded and as public record
- Convenience digitally – being ‘in your face’ on your device (on insta stories with direct link)
- Incentive would be a measurable outcome that I make a difference
- Make it easy
- Feeling that my contribution was valued
- Branding the mediums
- Connect with councillors regarding local concerns (speaking on a post over social media, meet and greet, community event)
- Understanding the real and genuine commitment to community engagement
- Have comments acknowledged publicly
- Create special advisory community for special projects (new pool) local residents

Engagement Fatigue

The City often asks residents to share feedback through surveys, meetings, and other activities.

How do you feel about the number of engagement opportunities offered — is it too much, too little, or just right?

How much engagement is too much engagement?

Responses:

- Too much would be once every week
- Needs to be more accessible
- Keep surveys mostly multiple choice – have ‘optional’ short answers
- Engagement is reasonable – needs to be quick
- Fatigue is not the amount of opportunities offered (as beneficial to have more given people have different work hours/location) but lengthy time to complete engagement activity
- Variety of engagement opportunities and not same thing over again – surveys, townhall, in person Q&A, etc. To prevent engagement fatigue
- What is methodology of utilizing feedback?
- Finding how to join the Community Panel on the City of Burlington website is tough (hard to find)
- Just right/too little – beneficial to have many engagement opportunities given different work hours, family schedules, etc. And then people make the choice as participation is voluntary
- Multiple meetings on the same subject/project can cause disinterest (leads to lower numbers involved)
- Don’t want too much staff time spent on feedback to me
- Weekly engagement would be too much
- I’m good with it, the number of engagements
- Through feedback, knowing what impact the session has made

Recommendations

- Continue with hosting Community Panel focus groups in a cohort of 8-10 as this allows for productive and rich discussions.
- Consider offering hybrid and/or virtual opportunities to reduce barriers and enable accessible and comfortable engagement for all participants, including working families.