# 2026 Proposed Budget

2026 Operating and Capital Budgets

2027–2035 Capital Forecast

## Key Investments

## Summary of 2026 Key Investments

| Key Investments # | Department | Description | 2026 Cost | One Time Funding / Revenue | 2026 Net Cost | Full Time FTE Impact | Part Time FTE Impact |
|---|---|---|---|---|---|---|---|
| | | **Transparency** | | | | | |
| 2026-020 | Corporate Affairs | Engagement Enhancements | $ 30 | $ - | $ 30 | - | - |
| | | **Subtotal Transparency** | **$ 30** | **$ -** | **$ 30** | **-** | **-** |
| | | **Sustainability** | | | | | |
| 2026-011 | Burlington Digital Services | Cyber Security Enhancements | $ 154 | $ - | $ 154 | 1.00 | - |
| 2026-013 | Community Planning | Senior Environmental Planner - Ecology | $ 148 | $ - | $ 148 | 1.00 | - |
| 2026-014 | Transit | Transit Mechanic | $ 111 | $ - | $ 111 | 1.00 | - |
| 2026-017 | Roads, Parks and Forestry | Urban Forestry Master Plan Implementation - Continuing to Close Service Level Gaps | $ 200 | $ 100 | $ 100 | - | - |
| | | **Subtotal Sustainability** | **$ 612** | **$ 100** | **$ 512** | **3.00** | **-** |
| | | **Livability** | | | | | |
| 2026-015 | Roads, Parks and Forestry | Waste Management in Parks | $ 41 | $ - | $ 41 | - | 0.50 |
| 2026-018 | Roads, Parks and Forestry | Windrow Removal Program Service Level Improvements | $ 202 | $ 88 | $ 114 | - | - |
| 2026-019 | Burlington Public Library | Library Service and New Appleby Branch | $ 180 | $ - | $ 180 | - | - |
| | | **Subtotal Livability** | **$ 423** | **$ 88** | **$ 335** | **-** | **0.50** |
| | | **Affordability** | | | | | |
| 2026-012 | Finance | Portfolio Manager | $ 194 | $ 194 | $ - | 1.00 | - |
| | | **Subtotal Affordability** | **$ 194** | **$ 194** | **$ -** | **1.00** | **-** |
| | | | **$ 1,259** | **$ 381** | **$ 878** | **4.00** | **0.50** |

Values are in thousands and may not add due to rounding

# Key Investment - Engagement Enhancements

**Number:** 2026-020 **Department:** Corporate Affairs

**Budget Principle:** Transparency **Report Reference:**

| **Purpose** | |
|---|---|
| Description | Increase the department's base budget by $30,000 to support recurring strategic communications and engagement initiatives that currently lack dedicated funding. This includes $20,000 annually for a Spring Telephone Town Hall to enhance public engagement on key City priorities, ensuring that community members can connect directly with senior administrators and Council; and $10,000 for targeted advertising that raises awareness of flood prevention measures and promotes seasonal readiness. These investments will improve community outreach and preparedness on issues of growing importance. |
| **Justification** | |
| V2F Workplan Initiative/ Strategic Alignment | Build transparency and public trust; deliver positive community impact |
| Benefits of Implementation | All strategic investments included in this request directly engage the public in City initiatives, either by soliciting their feedback, providing important safety information, or increasing community awareness of City priorities. In order to meet increased service level expectations for the above, sustainable funding must be allocated on an ongoing basis otherwise, communication with/to Mayor and Council on discontinuing these events should take place. |
| Consequences / Risks of Not Implementing | Without sustainable funding, the City risks discontinuing key initiatives that build trust, promote safety, and meet public expectations. Cancelling the Spring Telephone Town Hall would reduce opportunities for inclusive engagement and reduce perceptions of transparency. Eliminating flood awareness advertising could leave residents unprepared, increasing safety risks and reputational harm. Relying on one-time funds is inefficient and unsustainable. These cuts would impair service delivery, weaken data-driven decision-making, and limit Council's ability to connect meaningfully with the community. |
| Environmental Impact | Although the broader environmental impact of not having a flood awareness campaign is that unprepared properties could sustain more damage than they otherwise might, technically the City programs themselves have no environmental impact at an operational level. |

**Options Considered**

There are no other resources available to support either program.

# Key Investment - Engagement Enhancements

| Financial Impact | |
|---|---|
| **Account Category** | |
| **Expenses** | |
| Facilities and Administration Costs | $30,000 |
| **Total Expenses** | **$30,000** |
| **Net Total** | **$30,000** |

| Position Type | Budget FTE Impact |
|---|---|
| Full Time/ Contract | - |
| Part Time | 0.00 |
| **Total FTE** | **-** |
| **FTE Type** | |

# Key Investment - Cyber Security Enhancements

**Number:** 2026-011 **Department:** Burlington Digital Services

**Budget Principle:** Sustainability **Report Reference:**

| Purpose | |
|---|---|
| Description | The Cyber Security Analyst is primarily responsible for providing security and risk subject matter expertise. This position must ensure all Information Security program policies and procedures within the Corporation are implemented and appropriately applied in order to maintain security in balance with user, business and system goals. As a member of the Burlington Digital Services (BDS) Security Team, the role will be responsible for a broad range of information security work including risk and compliance management, maintenance of policies and standards, user education, conducting threat and risk assessments and coordinating remediation.<br><br>As observed in neighbouring municipalities, managing the risks of cyber security is critical to the operation of the organization. To address this critical need the recommendation is to transition the existing contract Cyber Security Analyst focused of risk, governance and compliance to a full-time position. |
| **Justification** | |
| V2F Workplan Initiative/ Strategic Alignment | Governance, risk, and compliance are essential components for any organization, especially in the municipal sector where public trust is important. The Cyber Security Analyst efforts in risk management align with BDS's objectives to strengthen community trust through initiatives focused on cyber security and data privacy, while utilizing secure digital platforms to improve operational processes. |
| Benefits of Implementation | The Cyber Security Analyst is involved with how the City's lines of business interact with technology in how they deploy their services. As each line of business is working through their own digital transformation, every service that is brought online with out this oversight is at risk of breach or compromise to some degree. No risk can be mitigated 100% but without this position the City's risk profile does increase. This position provides risk mitigation and enhanced service delivery in all areas of the organization to protect the informational assets of our community and organizational trust reputation with our constituents. |
| Consequences / Risks of Not Implementing | The risks to the organization if the decision is to not proceed with this position is high. The risk of conducting City programs and operations without this level of cyber security oversight puts the City at critical risk. Cyber risk has been rated the highest risk facing the City over the last three years by Hazard Identification and Risk Assessment (HIRA), an emergency management risk standard adopted by Municipalities across the country. |

**Financial Impact**

| Account Category | 2026 Budget |
|---|---|

# Key Investment - Cyber Security Enhancements

| | |
|---|---|
| **Expenses** | |
| Salaries Wages and Benefits | $151,218 |
| Facilities and Administration Costs | $2,600 |
| Contracted and Professional Services | $20 |
| **Total Expenses** | **$153,838** |
| **Net Total** | **$153,838** |

| Position Type | Budget FTE Impact |
|---|---|
| Full Time/ Contract | 1.00 |
| Part Time | 0.00 |
| **Total FTE** | **1.00** |
| **FTE Type** | **On-going / Permanent** |
| **Positions:** | Cyber Security Analyst Grade J |

# Key Investment - Senior Environmental Planner - Ecology

**Number:** 2026-013 **Department:** Community Planning

**Budget Principle:** Sustainability **Report Reference:**

| Purpose | |
|---|---|
| Description | The Senior Environmental Planner - Ecology is responsible for the review of development applications and is responsible for evaluating planning and development proposals to ensure alignment with natural heritage policies and regulations.<br><br>Key responsibilities include:<br><br>- Review of a full spectrum of development application from an ecology/natural heritage perspective for compliance with municipal, regional, and provincial natural heritage policies, focusing on features such as wetlands, woodlands, wildlife habitat, and endangered species areas;<br>-Assessing environmental impact studies and reports submitted with applications, providing technical feedback to ensure that natural heritage resources are identified, protected, and appropriately managed;<br>- Advising applicants, planning staff, and stakeholders on mitigation measures, policy interpretation, and regulatory requirements to support the conservation of natural heritage features throughout the development process;<br>- Preparing written comments and recommendations for planning reports, council meetings, or public hearings, clearly outlining environmental issues and required conditions for approval; and<br>- Coordinating with internal departments and external agencies to ensure integrated review of development proposals, addressing both environmental and land-use considerations. |
| **Justification** | |
| V2F Workplan Initiative/ Strategic Alignment | Focus Area 1 - Designing and delivering complete communities<br>Focus Area 3 - Protecting and improving the natural environment and taking action on climate change |
| Benefits of Implementation | Having the Senior Environmental Planner - Ecology will enable the City to implement its strategic vision by integrating its environmental and natural heritage framework with its growth aspirations through development application reviews. This position will improve our service delivery for timely development approvals by having in house expertise on environmental planning matters while decreasing our reliance on external consultants.<br><br>The immediate benefits of this position are reduced consultant costs for Community Planning while providing an enhanced customer experience on development and environmental planning matters. |

# Key Investment - Senior Environmental Planner - Ecology

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|---|---|
| Consequences / Risks of Not Implementing | As a result of the adoption of Bill 185 and the city's assumption of planning responsibilities from the Halton Region, reviews of development applications from the perspective of natural heritage/ecology are now the responsibility of the city. Without this expertise in house, staff is required to seek external support to ensure that our strategic objectives and policy/regulatory requirements are being satisfied through development applications and required studies submitted with planning applications. |

| **Financial Impact** | |
|---|---|
| **Account Category** | **2026 Budget** |
| **Expenses** | |
| Salaries Wages and Benefits | $146,058 |
| Facilities and Administration Costs | $1,555 |
| **Total Expenses** | **$147,613** |
| **Net Total** | **$147,613** |

| **Position Type** | **Budget FTE Impact** |
|---|---|
| Full Time/ Contract | 1.00 |
| Part Time | 0.00 |
| **Total FTE** | **1.00** |
| **FTE Type** | **On-going / Permanent** |
| **Positions:** | Senior Environmental Planner - Ecology |

# Key Investment - Transit Mechanic

**Number:** 2026-014 **Department:** Transit

**Budget Principle:** Sustainability **Report Reference:**

| Purpose | |
|---|---|
| Description | To support the growing demands of Burlington Transit's expanding fleet, it is recommended that a full-time 310T Mechanic be added to the Transit Maintenance Team. Since 2019, the fleet has seen a significant increase in the number of conventional buses, specialized transit vehicles, and support vehicles requiring maintenance.<br><br>In 2019, Burlington Transit's conventional buses logged just over 4.1 million annual vehicle kilometres. By 2024, that number had risen to over 5.2 million kilometres, reflecting a substantial increase in operational activity. Despite this growth, the number of 310T mechanics has remained unchanged since 2019.<br><br>The addition of this position would bring the total number of 310T mechanics to 10, ensuring adequate support for the current fleet and maintaining service reliability and safety standards. |
| **Justification** | |
| V2F Workplan Initiative/ Strategic Alignment | This position directly supports the City's strategic goal to improve service delivery and operational efficiency by strengthening our systems, processes, and performance metrics. It ensures that Burlington's transit fleet is consistently maintained to the highest standards, enabling safe and reliable service for passengers.<br><br>Additionally, it aligns with our commitment to plan and prepare for community growth through innovation and service enhancements. As part of this forward-looking approach, new hybrid buses will be introduced to the fleet in 2025, bringing added complexity and new safety requirements for mechanics.<br><br>The expanded skill set and capacity provided by this role will be essential to meet these evolving demands. |

# Key Investment - Transit Mechanic

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|---|---|
| Benefits of Implementation | Benefits of implementation include:<br>•Enhanced Service Compliance<br>Strengthens our ability to meet Ministry of Transportation requirements for six-month servicing and enhanced preventative maintenance. The additional staffing will help reduce vehicle downtime and improve overall fleet availability.<br>•Improved Staff Safety and Well-Being<br>Adding a full-time equivalent (FTE) will reduce reliance on overtime, ensuring staff are well-rested and alert during their shifts - contributing to a safer working environment.<br>•Optimized Fleet-to-Mechanic Ratio<br>Helps align Burlington Transit's mechanic-to-bus ratio with comparable transit agencies across the Greater Toronto and Hamilton Area (GTHA), supporting industry best practices.<br>•Positive Workplace Culture<br>Promotes a healthier and more collaborative work environment by balancing workloads and fostering team morale. |
| Consequences / Risks of Not Implementing | Risks of not implementing include:<br><br>* Potential for service disruptions due to longer times required to service buses due to the increased number of vehicles requiring legislated servicing<br>* Increased overtime of current staff to ensure MTO required servicing and all preventative maintenance is completed<br>* Increased risk to customers if buses are not maintained or repaired<br>* Increased risk to health and safety of staff due to increased overtime<br>* Increased cost to the city of overtime costs |
| Environmental Impact | Environmental impacts of not having a 310T mechanic include:<br>* Buses that are not maintained properly may cause additional CO2 emissions. |

**Financial Impact**

| **Account Category** | **2026 Budget** |
|---|---|
| **Expenses** | |
| Salaries Wages and Benefits | $109,408 |
| Facilities and Administration Costs | $1,555 |
| **Total Expenses** | **$110,963** |
| **Net Total** | **$110,963** |

# Key Investment - Transit Mechanic

| Position Type | Budget FTE Impact |
|---|---|
| Full Time/ Contract | 1.00 |
| Part Time | 0.00 |
| **Total FTE** | **1.00** |
| **FTE Type** | **On-going / Permanent** |
| **Positions:** | The Transit Mechanic (310T) position is responsible for carrying out all repairs, preventative maintenance and MTO servicing on a variety of vehicles, including urban transit coaches, specialized transit fleet, and support vehicles in a safe and efficient manner in accordance with approved policies and MTO guidelines. This position is part of CUPE 2723. |

# Key Investment - Urban Forestry Master Plan Implementation - Continuing to Close Service Level Gaps

**Number:** 2026-017 **Department:** Roads, Parks and Forestry

**Budget Principle:** Sustainability **Report Reference:**

| Purpose | |
|---|---|
| Description | Consistent with the Council approved Urban Forest Master Plan, additional funding is requested to continue to close service level gaps of several critical facets of the urban forestry program: preventative maintenance, tree planting, woodlands maintenance, and inventory management.<br><br>Preventative Maintenance: the program currently has $945,000 allocated to the program for street and manicured park tree maintenance. To realize a 7-year pruning cycle per the existing levels of service, (~10,700 trees pruned annually), $1,070,000 is required annually. An additional $50,000 added to the base budget will help to close the service level gap incrementally over the next several years, which has been communicated to Council previously.<br><br>Tree Planting: the program currently has $406,000 allocated to the program for street and park tree replacement planting. In order to realize the UFMP target for replacement plant, additional funding is required. $100,000 added to the base budget will support this initiative which would be drawn from the Tree planting initiatives reserve. It is recommended that an annual contribution from the reserve be carried out in perpetuity.<br><br>Woodland Maintenance: the City manages 285 ha of woodlands, and based on the council approved Woodland Management Strategy, a target of $1,400 per ha is recommended for ongoing maintenance, with a total operating budget of $400,000. The program currently has $200,000 allocated in the base budget currently. An additional $50,000 will support closing the service level gap.<br><br>Asset Inventory: There is a request for additional funding to support the inventory of approximately 10,000 urban forest assets on municipally owned lands (Tyandaga Golf Course (update), facilities, 8 fire stations, new / renovated parks (update)) in advance of EAMS rollout in 2026. This data will help to inform preventative maintenance program planning & development as well as KPI dashboards in future. Without this critical data, these assets are not included within any preventative maintenance program which increases the risk to the City as a public safety issue. |
| **Justification** | |
| V2F Workplan Initiative/ Strategic Alignment | The Council approved Urban Forest Master Plan (UFMP) and Woodland Management Strategy (WMS) identified 46 key actions to implement over a 20 year time frame. One of the primary objectives of the plan is to optimize asset management, which will support retaining valued tree and woodland assets for a longer timeframe and reduce reactive maintenance costs. Preventative maintenance (action 16 and 16.1), tree planting (Action 24 and 31) woodland maintenance (Action 8.2, 29, 30) and inventory management (Action |

# Key Investment - Urban Forestry Master Plan Implementation - Continuing to Close Service Level Gaps

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|---|---|
| | 12.1) directly support this objective.<br><br>Additionally, this budget request is directly aligned to the Public Works commission objectives which are: "Deliver effective asset management of Urban Forest and Woodlot assets including the administration of the Public Tree and Private Tree Bylaws."<br>and "Increase the tree canopy supporting sustainable growth, complete communities and low carbon and resilient community." |
| Benefits of Implementation | The funding will support continuing to close service levels gaps for existing preventative maintenance and planting programs on public and private lands and support the management of critical woodland infrastructure long term.<br><br>These recommendations are consistent with both the Urban Forest Master Plan and the woodland management strategy. |
| Consequences / Risks of Not Implementing | If additional funding is not allocated toward supporting the Urban Forest Master Plan implementation in the areas of preventative maintenance, tree planting, woodland maintenance, and inventory management, the gaps in service levels and commission goals and objectives risk not being met.<br><br>Preventative maintenance programs, if not properly funded, will reduce lifecycle timeframes of tree assets, risk additional failures during severe weather events, increase the risk to public safety, and fail to meet minimum maintenance standards.<br><br>If tree planting efforts are not properly funded, the City risks not being able to meet the 35% canopy cover target by 2060, as identified in the Urban Forest Master Plan.<br><br>If woodland maintenance is not properly funded, proactive risk assessments, trail and creekblock inspections, and invasive species monitoring and management cannot be properly administered. This can increase risk to public safety, increase reactive maintenance costs due to unplanned failures onto private property, as well as risk the long-term viability of woodlands due to invasive species impacts.<br><br>Existing trees that are located on City properties that are not currently inventoried will not be properly maintained under existing preventative maintenance programs. This will reduce lifecycles of tree assets, increase risk of failure in severe weather, and increase reactive maintenance costs over time. |
| Environmental Impact | With phased funding of critical forestry programs with a focus on preventative maintenance, tree planting, woodland maintenance, and inventory management, tree and woodland assets can be proactively managed, which contributes to the long term health, growth, and sustainability of the urban forest. |

## Financial Impact

# Key Investment - Urban Forestry Master Plan Implementation - Continuing to Close Service Level Gaps

| Account Category | 2026 Budget |
|---|---|
| **Expenses** | |
| Contracted and Professional Services | $200,000 |
| **Total Expenses** | **$200,000** |
| **Revenues** | |
| Transfer from Reserve Funds | $100,000 |
| **Total Revenues** | **$100,000** |
| **Net Total** | **$100,000** |

| Position Type | Budget FTE Impact |
|---|---|
| Full Time/ Contract | - |
| Part Time | 0.00 |
| **Total FTE** | **-** |

**FTE Type**

# Key Investment - Waste Management in Parks

**Number:** 2026-015 **Department:** Roads, Parks and Forestry

**Budget Principle:** Livability **Report Reference:**

| Purpose | |
|---|---|
| Description | This request adds one additional part-time garbage truck operator to support the increase in waste collection citywide.<br><br>This will improve current service delivery citywide; specifically to address the added amenities related developments and higher density areas that are creating more waste and require more frequent servicing.<br><br>This creates potential to grow this service and find efficiencies.<br><br>The number of waste management inquiries has been trending up over the last three years (2022- 199, 2023- 157, 2024- 183).<br><br>Additionally, the number of waste-related inquiries in as of July 11, 2025 was already ten inquiries greater than the last three years at the same time. |

| Justification | |
|---|---|
| V2F Workplan Initiative/ Strategic Alignment | Aligns to delivering complete communities ensuring the city is kept clean and free of waste. |
| Benefits of Implementation | Improve current service delivery citywide; specifically to address the added amenities related developments and higher density areas that are creating more waste and require more frequent servicing.<br><br>Creates potential to grow this service and find efficiencies. |
| Consequences / Risks of Not Implementing | As amenities are added from developments with no increase to service delivery, waste will overflow and not be removed in a timely manner. |
| Environmental Impact | Environmental impacts of increased waste collection are public health improvements and reduced litter and illegal dumping. |

**Financial Impact**

| Account Category | 2026 Budget |
|---|---|
| **Expenses** | |

# Key Investment - Waste Management in Parks

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|---|---|
| Salaries Wages and Benefits | $41,385 |
| **Total Expenses** | **$41,385** |
| **Net Total** | **$41,385** |

| Position Type | Budget FTE Impact |
|---|---|
| Full Time/ Contract | - |
| Part Time | 0.50 |
| **Total FTE** | **0.50** |
| **FTE Type** | **On-going / Permanent** |
| **Positions:** | Parks Waste Management Temp (0.5 FTE) |

# Key Investment - Windrow Removal Program Service Level Improvements

**Number:** 2026-018 **Department:** Roads, Parks and Forestry

**Budget Principle:** Livability **Report Reference:**

| Purpose | |
|---|---|
| Description | By increasing the resources of the contact services for the windrow program will allow RPF to clear driveways in 1/2 the time. Presently it is taking the contracted services approximately 12 hours to clear all the windrows following plowing operations of all City streets.<br><br>By doubling the number of vehicles in the contract, windrows will take 1/2 the time to clear city wide following the plowing of the roadways.<br><br>To mitigate the cost impact, the city rates and fees for this service in the 2025/ 2026 winter season would increase from $130.00 to $150.00. |

| Justification | |
|---|---|
| V2F Workplan Initiative/ Strategic Alignment | Strategic Alignment with Vision to Focus Plan<br><br>- Providing the best services and experiences<br>- Driving organizational performance |
| Benefits of Implementation | This service enhancement aligns more closely with customer expectations and will mitigate service complaints during major snow events. |
| Consequences / Risks of Not Implementing | Customer expectations on response time will not be addressed resulting in ongoing complaints for the service. |
| Environmental Impact | This service is subject to the number of winter events and the frequency that it has to be employed. It is primarily delivered through internal combustion engines vehicles, which will have a negative impact on the city's carbon neutral goals. |

## Financial Impact

| Account Category | 2026 Budget |
|---|---|
| **Expenses** | |
| Salaries Wages and Benefits | $20,000 |
| Contracted and Professional Services | $181,500 |
| **Total Expenses** | **$201,500** |

# Key Investment - Windrow Removal Program Service Level Improvements

| | |
|---|---|
| **Revenues** | |
| External Recovery | $87,500 |
| **Total Revenues** | **$87,500** |
| **Net Total** | **$114,000** |

| Position Type | Budget FTE Impact |
|---|---|
| Full Time/ Contract | - |
| Part Time | 0.00 |
| **Total FTE** | **-** |

| FTE Type | On-going / Permanent |
|---|---|

# Key Investment - Library Service and New Appleby Branch

**Number:** 2026-019 **Department:** Burlington Public Library

**Budget Principle:** Livability **Report Reference:**

| Purpose | |
|---|---|
| Description | BPL is requesting additional operating funding of $180,000 for 2026 to cover a budget shortfall. The Library has operated with a 1.75 per cent annual increase since 2020 and in the past several years has created significant efficiencies to maintain or grow its service standards within that budget. Over the same period, the Bank of Canada's annual rate of inflation has averaged 3.75 per cent.<br><br>Using the City's 1.75 per cent guideline and a zero-based budget approach, BPL's 2026 operating budget results in a net loss of $180,000. This result suggests that the ideal City operating investment required to continue operations without service reductions would be 3.21% for 2026 to effectively respond to the budget risks and constraints detailed below and maintain library services.<br><br>The Library's budget is constrained by rising costs, many related to inflation, that have outpaced annual operating budget increases for the past several years. The Library's ability to generate additional revenue is also limited.<br><br>Rising Costs<br><br>• Employee Costs - approximately 74 per cent of BPL's operating budget is related to staff costs including salaries, benefits, and training. Pay equity legislation requires BPL to maintain alignment with the City's non-union salary schedule, therefore any changes to salaries made by the City impact BPL's budget. For example, the 1.5 per cent market adjustment effective Sept 1, 2025 will cost BPL approximately $37,000 in 2025, and $111,000 in 2026 in addition to standard annual step adjustments. Any subsequent City market adjustment in 2026 or beyond will create a compounding effect. There are also impacts from changes to OMERS eligibility criteria and increased CPP costs.<br><br>• Collections costs – the second largest operating expense category at 8.9 per cent ($1,175,000) of the budget is for collections. Between 2021 and 2024, the cost of physical and digital materials has increased over 10%, resulting in diminished buying power of the budgeted dollars for this service. Responses to BPL's 2025 Customer Satisfaction Survey indicate that a robust collection is a top priority of Library customers.<br><br>• New Appleby Branch move to Robert Bateman Community Centre – in 2025, BPL's New Appleby branch relocated to the City's Robert Bateman Community Centre. This relocation was necessary as the branch has been undersized to meet community needs for many years. However, the increased space and the City's leasing structure for this multi-tenant facility will result in an annual budget increase of approximately $141,000 (increased lease, utilities, and cleaning for larger space). |

# Key Investment - Library Service and New Appleby Branch

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|---|---|
| | • Supplies, services, utilities – while partially offset by efficiency projects, BPL is seeing a 2.5 to 3 per cent increase in costs related to contracted service renewals, supplies, and utility costs.<br><br>Emerging Expenses<br>• Cyber security preparedness – BPL has approximately $35,000 in new costs annually related to cyber security preparedness (cyber insurance, incident response retainer, annual penetration testing). The Library is taking a proactive approach as the cost of preparedness measures are modest in comparison to the recovery costs and service losses associated with a cyber incident.<br><br>• Increase in professional services – starting in 2025, BPL anticipates the cost of external audit services to rise with the start of a new contract. The library sector, including BPL, is also seeing an increase in legal and professional fees associated with volume and complexity of Human Resource matters, copyright, and digital rights management.<br><br>• Security measures - Since the pandemic, the Library has started to see a modest increase in vandalism, impacts of social inequity, heightened political polarization, and increased hostility. The Library is taking a proactive approach through increased use of security cameras, staff training, and contract security services when required.<br><br>Revenue Limitations<br>• Library generated revenue- Library generated revenue is approximately 1.7 per cent of overall revenue and includes printing, room rentals, MakerSpace services, garbage bag tag sales, interest income, and cost recoveries from shared facility partners. Options for revenue generation are limited as, per the Ontario Public Libraries Act, BPL must provide core services at no additional cost to the public. Developing novel services to generate new revenue requires substantial administrative and leadership resources. BPL has prioritized access to quality core services over revenue generation in alignment with its mission, vision, and values as a community service provider.<br><br>• Funding model - The Library is primarily funded by the City. A small portion of BPL's funding comes from a provincial grant which has been static since 1997. Ontario libraries, including BPL, have and continue to advocate for increased provincial funding to Libraries with minimal success to date. Nationally, public libraries are also actively advocating for reliable and diversified funding that recognizes libraries as a critical part of their communities' social services infrastructure. This is outlined in the report OVERDUE: The Case for Canada's Public Libraries. None of this advocacy is likely to result in short term solutions to BPL's 2026 operating budget shortfall. |
| **Justification** | |
| V2F Workplan Initiative/ Strategic Alignment | BPL actively seeks to align with the City of Burlington's long-term Strategic Plan and Burlington's Plan: From Vision to Focus. BPL's mission, vision, 2021-2025 Strategic Plan and Service Business Plan most |

# Key Investment - Library Service and New Appleby Branch

| | |
|---|---|
| | closely align with V2F's Focus Area 2: providing the best services and experiences.<br>BPL is focused on:<br><br>• enhancing community well-being through accessible and inclusive programs and services,<br>• creating a positive customer and staff experiences and improving satisfaction rates through a human-first culture<br>• expanding and enhancing opportunities to engage our community and use customer input and data to inform decision making |
| Benefits of Implementation | Enable BPL to continue to sustain current levels of service. |
| Consequences / Risks of Not Implementing | If additional funding is not available, it will be necessary for BPL to reduce service levels as described in the Options Considered section below. The proposed options come with reputational risk to the City of Burlington and BPL as the Library is a vital community service. Service reductions may damage public faith in the Library and its ability to provide reliable, consistent service.<br><br>In the Library's 2025 Customer Satisfaction Survey, completed by approximately 4,700 people, 94 per cent of respondents said Burlington Public Library has a positive impact on their life and 96 per cent of respondents said that the library improves the well-being of the community as a whole. 95 per cent of respondents reported they were satisfied with the Library's customer service and many comments spoke of the value that BPL adds to their life. Access to books, no-cost programs, and free space to study, work, and socialize are all frequently noted as important services provided by the library.<br><br>While it is challenging to quantify the personal impact of the Library on residents' well-being and quality of life, BPL can quantify the total economic impact of its service. In 2024, BPL created $59,521,209 in economic impact, nearly five times the amount contributed to the Library's budget by the City. This equates to $318 in economic impact for each Burlington resident. |
| Environmental Impact | Public library usage supports COB's Climate Action Plan vision for the future within the area of waste reduction. Public libraries support the circular economy. Sustaining service levels allows the community to maximize access to collections and resources. |

## Options Considered

To continue to meet the operating budget guideline of 1.75% from the City, Library Board and staff considered a variety of service reduction and revenue measures and have identified the following as the best alternatives if increased funding from the City is not available.

1. Cost Reduction Measure: Close Kilbride Branch
2. Deferred Revenue for Collections
3. Cost Reduction Measure: Fewer Branches Open Sundays

# Key Investment - Library Service and New Appleby Branch

| Financial Impact | |
|---|---|
| **Account Category** | **2026 Budget** |
| **Expenses** | |
| Grants to Other Agencies | $180,000 |
| **Total Expenses** | **$180,000** |
| **Net Total** | **$180,000** |

| Position Type | Budget FTE Impact |
|---|---|
| Full Time/ Contract | - |
| Part Time | 0.00 |
| **Total FTE** | **-** |
| **FTE Type** | |

# Key Investment - Portfolio Manager

| | | | |
|---|---|---|---|
| **Number:** | 2026-012 | **Department:** | Finance |
| **Budget Principle:** | Affordability | **Report Reference:** | |

| **Purpose** | |
|---|---|
| Description | Under the general guidance of the Director, Business Planning, Budgets and Treasury, the Portfolio Manager position is responsible for managing the City of Burlington' s investment and debt management operations. Specifically, this position is responsible for:<br><br>• directing, overseeing and supervising the development of cash flow forecasts regarding all City funds; managing the City's debt portfolio through the Region; developing and recommending investment strategies; and overseeing and supervising the City's investment portfolios.<br><br>• overseeing Section activities to ensure adherence to municipal policies, procedures and by-laws and compliance with provincial and federal legislation, regulations and standards.<br><br>• developing, updating and maintaining investment and debt management policies and procedures.<br><br>• monitoring and researching economic and market trends and providing technical and functional advice regarding capital market activities.<br><br>Overall, this position plays an integral role in establishing and maintaining the foundation for effectively managing the City's investments and debts.<br><br>The City of Burlington has one full time designated Investment analyst. who does well with limited resources and generated an investment return of 3.84% or $16.52 million against an average portfolio position of $430 million. With the addition of the Portfolio Manager position, the City will be resourced to improve investment returns by being more active with short-term cash holdings. In addition, going forward the City could potentially move to the Prudent Investment Standard permitted under the Municipal Act, which opens up the investment options available to the City.<br><br>For example, The City of Barrie has two full-time employees actively managing the City’s portfolio. The staff include a Portfolio manager and an Investment Analyst. In 2024, the City earned an investment return of 10.31% or $47.03 million against an average portfolio position of $472M. Backing out the City’s equity position (City of Barrie endorsed the Prudent Investor standard), the City earned $28.1 million from money market and fix income (bonds).<br><br>This position would be fully funded from improved investment returns and would not impact the property tax rate. |

# Key Investment - Portfolio Manager

| Justification | |
|---|---|
| V2F Workplan Initiative/ Strategic Alignment | This position directly supports Burlington's Vision to Focus strategic priority of "Driving Organizational Performance" by enhancing financial stewardship, managing risk, and ensuring business continuity in a key operational area.<br><br>It also aligns with the City's commitment to "Providing the Best Services and Experiences" through improved investment oversight, reporting, and responsiveness.<br><br>By strengthening internal capacity, the position contributes to long-term financial sustainability and supports the City's goal of being a well-managed, resilient organization. |
| Benefits of Implementation | Adding a Portfolio manager position will provide for more active cash management, risk management, and result in higher returns helping lower taxes. At a minimum, the Portfolio Manager position should generate higher yearly returns between 0.25% to 0.75% or an additional $1.1M to $3.2M.<br><br>This position will also give the City more opportunities to enhance investments returns in the future by adopting the prudent investment standard and expanding investment options. |
| Consequences / Risks of Not Implementing | If the City does not approve the Portfolio Manager position, the City will be forgoing opportunities for higher investment returns which helps to fund reserve and reserve funds, and lower property taxes. |

## Capital Impact

The City's investment portfolio includes investing money in the City's reserve and reserve funds, including capital reserves. By increasing investment returns, this gives the City additional money to fund the City's capital projects.

## Financial Impact

| Account Category | 2026 Budget |
|---|---|
| **Expenses** | |
| Salaries Wages and Benefits | $192,327 |
| Facilities and Administration Costs | $1,555 |
| **Total Expenses** | **$193,882** |
| **Revenues** | |

# Key Investment - Portfolio Manager

| | |
|---|---|
| Internal Recovery | $193,882 |
| **Total Revenues** | **$193,882** |
| **Net Total** | **$0** |

| Position Type | Budget FTE Impact |
|---|---|
| Full Time/ Contract | 1.00 |
| Part Time | 0.00 |
| **Total FTE** | **1.00** |
| **FTE Type** | **On-going / Permanent** |
| **Positions:** | Portfolio Manager |