2026 Proposed Budget

2026 Operating and Capital Budgets

2027–2035 Capital Forecast

Enabling Services

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

Departmental Overview

Department Corporate Affairs

Department Head Leah Bortolotti **Department Head Title** Head of Corporate Affairs

Department Description

The Corporate Affairs division is a critical component of the City's governance framework, responsible for managing communications, stakeholder engagement, government relations, and internal audits. It plays a central role in shaping the City's reputation by ensuring consistent and transparent messaging across all platforms, both internally and externally.

By collaborating with other departments, the division works to align strategic priorities with broader city objectives, promoting cohesion and efficiency within municipal operations.

Additionally, Corporate Affairs serves as a key liaison between the City and other levels of government, advocating for policy support and securing funding to further citywide initiatives. With its diverse functions, the division helps safeguard the City's reputation, operational integrity, and ability to serve its community effectively.

Department Goals

The Corporate Affairs division aims to build and maintain public trust by ensuring that communications are clear, transparent, and aligned with the City's mission. Key goals include:
1. Strengthening Public Trust and City Reputation: Developing a proactive communications strategy to maintain a positive public image and manage community perceptions effectively.
2. Maximizing Stakeholder Engagement: Engaging citizens and stakeholders through accessible, multi-platform channels that promote inclusivity and transparency in the decision-making process, ensuring the City remains responsive to its community's needs.
3. Developing Strategic Communications Initiatives: Ensuring the City's communications are well-crafted, purposeful, and capable of reaching diverse audiences, utilizing modern tools and technologies to enhance engagement.
4. Fostering Collaborative Internal Culture: Promoting a collaborative environment within the City's departments, encouraging teamwork and shared objectives that align with city-wide goals and ensure operational consistency.
5. Advancing Strategic Government Relations: Strengthening the City's position by fostering relationships with provincial, federal, and regional entities, enabling the City to influence policy effectively and secure necessary funding for key initiatives.
6. Enhancing Operational Transparency and Accountability: Conducting internal audits and reviews to promote transparency and improve efficiency, reinforcing the City's commitment to ethical operations and responsible governance.
7. Ensuring Financial and Operational Integrity: Through independent evaluations, the City Auditor will safeguard the City's fiscal health and operational reliability, ensuring the highest standards of accountability are upheld.

These goals collectively work towards fostering trust, transparency, and collaboration, ensuring the City remains well-regarded and effective in serving its residents.

Strategic Alignment with Vision to Focus Plan

Building more citizen engagement, community health and culture

Delivering customer centric services with a focus on efficiency and technology transformation

Programs	
Communications	Offers strategic counsel on media relations, issues management, branding, crisis communication, and event coordination. Manages social media activities, including posting, monitoring, and evaluation, while supporting video communication and proactive two-way communication efforts. Also provides internal communication and research assistance.
Public Engagement and Volunteer Management	Directs strategy to engage residents in city decision-making and supports internal teams in launching public engagement and volunteer opportunities. Develops initiatives to position Burlington as a municipal leader in community engagement, collaboration, and volunteerism.
Creative Services & Digital Copy Centre	Provides graphic and web design support for Corporate Communications and internal departments. Maintains corporate websites, ensuring accessible, updated, and relevant content. Supports online applications and advises on effective design solutions, producing digital and print materials. Ensures compliance with brand and accessibility standards, while managing printing and distribution services through the Digital Copy Centre. Additionally, provides training and support for corporate print devices.
Government Relations and Connections and Synergy	Enhances the City's capacity to achieve its strategic objectives by advocating for changes to federal, provincial, and regional policies and securing financial support from higher levels of government. Strengthens collaboration among city staff by fostering and promoting connections related to various initiatives, projects, and services. Lead, coach, and facilitate others through change, motivating and guiding them along the way.
Internal Audit	An internal function offering independent and impartial audit and consulting services focused on risk and control assessments. These services aim to enhance the effectiveness of risk management, internal controls, and practices that promote accountability, transparency, and fairness.

Continuous Improvement Initiatives

Communications & Engagement – Continuous Improvement Overview
The department continues to advance its project management and planning maturity through the full implementation of Monday.com, now fully embedded for project planning, intake management, and dashboard reporting. Since mid-2025, focus has shifted from rollout to continuous improvement, with workflows regularly reviewed to enhance efficiency, transparency, and data-driven reporting.

Communications have partnered with all Divisions to co-develop annual workplans aligned with corporate priorities. These workplans now form the foundation for strategic communications and engagement planning, supported by dedicated Monday.com boards and regular feedback loops to strengthen coordination and alignment throughout the year.

Work also continues to update and consolidate communications and engagement protocols to improve consistency and accessibility across channels. Initial reviews were completed in 2025; the comprehensive update will continue into 2026 to standardize practices and embed shared expectations across teams.

These initiatives reflect a culture of continuous improvement—focused on efficiency, collaboration, and consistency in how the City communicates and engages with residents.

City Auditor – Continuous Improvement Overview
The Office of the City Auditor completed a full refresh of its Internal Audit Procedures Manual in 2025, aligning with the new International Professional Practices Framework (IPPF) from the Institute of Internal Auditors. Templates and processes continue to be refined throughout the year to incorporate incremental efficiency gains and best practices.

Renewal of the Quality Assurance Service Agreement with Deloitte was deferred to 2026 to allow completion of the final two reviews under the current contract, positioning the City to negotiate improved terms aligned with the 2025 standards.

In 2025, the office enhanced its cybersecurity audit capability, with the City Auditor achieving the Certified Information Systems Auditor (CISA) designation. This expertise is now embedded into audit planning and risk assessment. Collaboration with Finance also continues to develop data-analytics processes in Workday to strengthen oversight of atypical transactions as functionality evolves.

Through these continuous improvements, the Office of the City Auditor continues to enhance quality, professional standards, and risk insight—reinforcing its role as a proactive and trusted assurance partner.

Government Relations – Continuous Improvement Overview
The Government Relations team has shifted from system setup to optimization and integration, refining how emerging issues and funding programs are tracked, analyzed, and communicated. Building on the success of the Muniscope Media Monitoring Service, the team now produces tailored analysis and issue briefs that help departments assess both opportunity fit and readiness to apply. The weekly Emerging Issues and Funding Update has evolved into an integrated tool aligning advocacy, funding applications, and project planning.

The team has also strengthened its organizational integration model, with each staff member assigned to specific municipal service areas for consistent, focused support on funding, policy, and advocacy needs. Engagement with Commissioners and their teams at the start of each fiscal year ensures departmental priorities and partnership opportunities are identified early. Government Relations continues active participation on corporate coordination tables, including the Business Area Review Team (BART), to maintain visibility of funding efforts and advocacy initiatives across the enterprise.

Government Relations continues to mature as a proactive, embedded function that enhances policy awareness, funding readiness, and cross-departmental coordination—positioning Burlington to respond effectively to intergovernmental opportunities.

Addressing Gaps and Challenges
A significant challenge is staffing strain, as the division is responsible for a wide array of functions, from communications and engagement to government relations and internal audit. With increasing demands citywide, balancing enterprise-wide priorities while ensuring the quality of our strategic services and divisional priority initiatives is becoming increasingly difficult. Additionally, capacity limitations can hinder proactive initiatives, leading to potential delays in delivering critical projects or appearing reactive or lacking strategic direction and planning. Another gap lies in technology and data integration, which is essential to streamline workflows and enhance cross-departmental collaboration yet requires investment to meet evolving needs efficiently.

Department Initiatives	Target Completion
Improve meaningful resident engagement with the City's website by enhancing content quality, search functionality, and service accessibility to ensure users can easily find relevant information —aiming for an increase in site search CTR by 5% annually, aiming for ≥55% CTR by end of 2026, through ongoing improvements to metadata, tagging, and content optimization.	Dec 2026
Increase awareness and participation in City programs, services, and engagement initiatives through targeted digital marketing campaigns - aiming to launch and manage a minimum of six (6) digital marketing campaigns per year in alignment with approved Communications and Engagement Plans, achieving an average Click-Through Rate (CTR) of 3% or higher, as measured through Google Ads.	Dec 2026
Evolve the City's engagement approach through greater use of analytics and behavioural insights to design more effective, inclusive, and actionable public participation opportunities. This includes piloting new feedback tools, measuring engagement quality (not just volume), and using data to inform when, where, and how residents prefer to engage.	Dec 2026
Track and report the total number of active volunteers contributing across all City services and programs, highlighting the scale and impact of civic participation and release a comprehensive annual volunteer report showcasing contributions, trends, and highlight the impact of volunteer efforts.	Dec 2025
Achieve 100% completion of the annual audit plan.	Dec 2026
Develop and pilot a centralized issues-tracking framework that consolidates key provincial and federal policy updates and funding opportunities, laying the groundwork for a formal dashboard that supports faster internal coordination and more informed Council decision-making.	Dec 2026

OPERATING BUDGET
FINANCIAL RESOURCE SUMMARY

($ rounded to thousands) **Corporate Affairs**

	2025 Budget	2026 Base Budget	$ Change Base Budget	2026 Key Investments	2026 Total Budget	$ Change Total Budget	% Change Total Budget
Salaries Wages and Benefits	4,239	4,442	202		4,442	202	4.8 %
Materials and Supplies	144	158	14		158	14	10.0 %
Facilities and Administration Costs	185	245	60	30	275	90	48.4 %
Contracted and Professional Services	436	122	(314)		122	(314)	-72.0 %
TOTAL EXPENSES	5,004	4,967	(38)	30	4,997	(8)	-0.2 %
Internal Recovery	162	162			162		0.0 %
Transfer from Reserve Funds	325		(325)			(325)	-100.0 %
TOTAL REVENUES	487	162	(325)		162	(325)	-66.7 %
NET OPERATING BUDGET	4,517	4,804	287	30	4,834	317	7.0 %

Budget Commentary

Human Resources increase is comprised provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. Increase in Facilities and Administration Costs are mainly a result of increased costs associated with memberships to municipal advocacy groups.

Key Investment 2026-020 - Engagement Enhancements: increase the department's base budget by $30,000 for recurring new strategic investments such as Spring Telephone Town Hall ($20K) and Flood Prevention & Awareness Advertising ($10K).

Departmental Overview

Department Burlington Digital Services

Department Head Chad MacDonald **Department Head Title** Chief Information Officer

Department Description

Burlington Digital Service (BDS) is dedicated to leading the City of Burlington's digital transformation by integrating innovative technologies to enhance public service delivery and citizen engagement. Our mandate is to provide secure, reliable, and user-friendly digital solutions that empower residents and employees, ensuring digital services are accessible, efficient, and inclusive across the community. We prioritize digital inclusion by ensuring our services are accessible to all community members.

BDS plays a critical role in advancing the City of Burlington's strategic objectives by driving digital innovation and operational excellence. Through strategic partnerships and a focus on data-driven decision-making, BDS supports the City's mission to be a responsive, modern, and connected municipality. Our efforts to enhance digital infrastructure, cybersecurity, and service delivery are central to creating a more efficient government and an engaged community.

With a focus of staying at the forefront of technological advancements, BDS explores emerging technologies such as artificial intelligence, blockchain, and smart city solutions. This forward-looking approach helps Burlington remain competitive and innovative in delivering modern public services.

Through careful planning and resource management, BDS seeks cost optimization while delivering high-quality digital services. We collaborate closely with other city departments to ensure alignment and efficiency in governance and project execution.

Department Goals

Burlington Digital Services (BDS) is committed to enabling the City's strategic priorities by delivering secure, innovative, and citizen-focused digital solutions. Our goals for 2025-2026 are to accelerate housing and service delivery through modern platforms and AI, strengthen data-driven decision-making with enterprise governance and analytics, and drive efficiency through application rationalization and cost optimization. We will enhance the customer and community experience with unified, inclusive digital services, safeguard trust through advanced cybersecurity and privacy practices, and invest in workforce development to ensure BDS remains agile, future-ready, and aligned with the evolving needs of residents, businesses, and visitors.

Strategic Alignment with Vision to Focus Plan

Delivering customer centric services with a focus on efficiency and technology transformation.

Programs	
Technology Support Service	Our Technology Support Services team is dedicated to maintaining the seamless operation of the city's digital infrastructure across 45 city facilities. We manage IT assets throughout their entire life cycle, ensuring secure and reliable systems and networks. By providing comprehensive support for business applications—including software upgrades and critical fixes—we keep our technology platforms current and efficient. Additionally, we offer general user support through our help desk.
Technology Enablement Service	At the forefront of strategic innovation, our Technology Enablement Services align technological capabilities with the municipality's business objectives. We develop comprehensive strategic plans and roadmaps for corporate technology and digital products, ensuring that digital initiatives meet the city's evolving needs. By collaborating with various departments, we identify opportunities where technology can enhance efficiency, drive effectiveness, and achieve strategic goals. Our consultative approach ensures that technology acts as a catalyst for progress within our community.
Technology Enablement Solution Delivery	The Technology Enablement Solution Delivery team transforms visionary concepts into tangible solutions through expert project management and technical proficiency. We oversee the implementation of critical technology initiatives, ensuring they are delivered on time, within budget, and to the highest quality standards. By applying best practices and leveraging our technical expertise, we deploy solutions that drive operational excellence and elevate city services.
Cybersecurity and Enterprise Architecture	Serving as the foundation of our digital resilience, the Cybersecurity and Enterprise Architecture program proactively safeguards the city's digital assets. We defend against cybersecurity threats, ensuring the confidentiality, integrity, and availability of critical data. Simultaneously, we streamline system integration to promote efficient data flow across business systems, enhancing both the security and efficiency of our technology infrastructure. Through robust architectural planning, comprehensive cybersecurity strategies, regular security audits and vigilant cybersecurity measures, we protect and strengthen the city's digital ecosystem.
Data Management and Analytics	Our Data Management and Analytics program transforms raw data into actionable insights that drive evidence-based decision-making, monitor performance, enhance city services, and shape city policies. We are responsible for the collection, secure storage, and thorough analysis of data across all municipal operations. By leveraging advanced analytics and data visualization tools, we empower city leaders to make data-driven decisions that promote efficiency, improve performance, and deliver tangible benefits to the community. Our commitment to data security and privacy ensures that sensitive information is protected while maximizing its value for strategic initiatives.

Continuous Improvement Initiatives

In 2026, Burlington Digital Services (BDS) continues to drive the City's digital transformation with a focus on efficiency, resilience, and community impact. Building on recent successes, we are maturing into a product- and platform-driven organization that emphasizes measurable outcomes and service excellence.

Key Initiatives
• Modern Workplace Evolution: Completed migration to SharePoint Online and expanded use of Teams, OneDrive, and Power Platform to enhance collaboration and governance.
• ServiceNow Expansion: Advanced from IT service desk to enterprise service management, integrating workflows across multiple departments.
• Enterprise Architecture & Standards: Formalized digital standards and roadmaps to guide investments, strengthen security, and ensure interoperability.
• Data & Insights: Shifted to enterprise analytics, with predictive models and self-service BI supporting evidence-based decisions.
• ERP as a Product: Ongoing roadmap for payroll, HR, and Finance with improvements in automation, reporting, and user experience.
• Customer Identity & Access Management (CIAM): Moved from public engagement to implementation planning, ensuring secure and inclusive digital access.

Artificial Intelligence

AI now underpins Burlington's housing and development acceleration strategy. Automated zoning and compliance reviews, digital assistants, and predictive service models are reducing turnaround times, freeing staff capacity, and improving customer experience. Burlington continues to earn national recognition as a leader in responsible AI for government.

Security & Risk
• Zero Trust Defenses: Strengthened device, identity, and application security.
• Proactive Threat Management: Expanded Microsoft E5 capabilities with AI-driven monitoring and response.
• Data Governance: Enhanced classification, retention, and protection of City data.
• Operational Resilience: Updated risk frameworks, continuity planning, and incident response.

BDS continues to enable Vision 2040 while directly supporting Burlington's organizational priorities: accelerating housing, improving service delivery, and building a digitally enabled workforce.

Addressing Gaps and Challenges

Burlington Digital Services (BDS) is focused on addressing gaps and challenges in a proactive, responsible way that strengthens our digital foundations while creating lasting value for the organization and community. Our efforts emphasize innovation, resilience, and continuous improvement.

• Data & AI-Driven Insights: Advanced analytics and artificial intelligence help us assess performance, predict trends, and uncover patterns that guide smarter service delivery. These tools allow us to intervene early, improve outcomes, and ensure decisions are data-informed.
• Agile & Iterative Development: By adopting agile practices, we deliver improvements in smaller, more frequent increments. This approach ensures flexibility, reduces risk, and allows services to evolve based on real-world results and user feedback.
• User-Centered & Inclusive Design: We prioritize accessibility, equity, and inclusion, ensuring services meet the needs of all residents; including vulnerable and underserved groups. This strengthens public trust and supports a fair, citizen-first approach.
• Cross-Functional Collaboration: BDS fosters a culture of partnership across departments, combining diverse expertise to design solutions that are practical, innovative, and sustainable.
• Cybersecurity & Privacy: Regular audits, maturing governance frameworks, and adoption of zero-trust models ensure the City's data and systems remain secure. We continue to invest in advanced threat detection and prevention capabilities to stay ahead of evolving risks.
• Pilots & Prototyping: New digital services are tested in controlled environments before broad deployment, ensuring solutions are effective, scalable, and well-received by users.
• Application Rationalization & Efficiencies: Through systematic review of our application portfolio, BDS identified over $150,000 in annual licensing and support savings in 2025. By consolidating redundant systems and optimizing platforms, we improved efficiency while reducing the reliance on fragmented tools. These efforts also enabled us to streamline processes and reduce staffing dependencies, allowing resources to be reduced or redeployed to higher-value work.
• Performance & Outcomes: Comprehensive KPIs and outcome-based metrics measure the effectiveness of digital initiatives, demonstrating their impact on housing acceleration, service delivery, and operational efficiency.
• Organizational Agility & Talent Development: We continually assess workforce capacity and skills to match evolving needs. Targeted training, upskilling, and professional development ensure our team remains ready to deliver on emerging technologies and priorities.

Department Initiatives	Target Completion
Pillar: Digital Foundations & Enterprise Platforms Key Initiatives: Modern Enterprise Asset Management System, Portal Consolidation, ERP (Workday) enhancements, ServiceNow enterprise expansion Outcomes: Improved asset reliability, streamlined portals, and agile platforms.	Dec 2026
Pillar: Data, Analytics & Insights Key Initiatives: Enterprise Data Management Framework, Predictive analytics & BI adoption, Application rationalization & efficiencies (> $150K savings in 2025) Outcomes: Trusted data, evidence-based decisions, efficiency gains, staff capacity redeployed.	Dec 2026
Pillar: Service Delivery & Customer Experience Key Initiatives: New CRM system, CIAM (digital identity), Workplace Evolution initiatives Outcomes: Faster, more responsive services and seamless customer access.	Dec 2026
Pillar: Innovation & AI Integration Key Initiatives: AI-enabled planning & permitting, Expansion of digital assistants, Emerging tech sandboxing Outcomes: Faster approvals, improved user experience, scalable innovation.	Dec 2026
Pillar: Security, Risk & Trust Key Initiatives: Zero Trust maturity rollout, Data privacy & compliance, Risk and continuity planning Outcomes: Strengthened cyber resilience and public trust.	Dec 2026
Pillar: Organizational Agility & Talent Key Initiatives: Workforce upskilling & training, Product-based delivery model, Agile & human-centred practices Outcomes: Future-ready workforce and adaptive organization.	Dec 2026

OPERATING BUDGET
FINANCIAL RESOURCE SUMMARY

($ rounded to thousands) **Burlington Digital Services**

	2025 Budget	2026 Base Budget	$ Change Base Budget	2026 Key Investments	2026 Total Budget	$ Change Total Budget	% Change Total Budget
Salaries Wages and Benefits	7,357	7,674	317	151	7,825	469	6.4 %
Materials and Supplies	80	80			80		0.0 %
Facilities and Administration Costs	7,232	7,784	553	6	7,790	558	7.7 %
Contracted and Professional Services	612	545	(67)		545	(67)	-10.9 %
TOTAL EXPENSES	15,280	16,083	803	157	16,240	960	6.3 %
Other Miscellaneous Revenue	18	18			18		0.0 %
External Recovery	12	13	1		13	1	7.2 %
Internal Recovery	1,142	1,176	34		1,176	34	3.0 %
Transfer from Reserve Funds	150		(150)			(150)	-100.0 %
TOTAL REVENUES	1,322	1,207	(115)		1,207	(115)	-8.7 %
NET OPERATING BUDGET	13,958	14,876	918	157	15,033	1,075	7.7 %

Budget Commentary

Burlington Digital Services (BDS) remains committed to delivering secure, modern, and efficient digital solutions that enable City services while ensuring fiscal responsibility. Our cost structure is driven primarily by corporate infrastructure and software, along with wages and benefits. Strategic investments in modern technologies and process improvements are delivering tangible results, enabling us to operate more efficiently while supporting corporate priorities such as service excellence, housing acceleration, and organizational performance.

Over the past year, BDS has achieved measurable savings and efficiencies through initiatives such as the Microsoft 365 rollout, the ServiceNow enterprise platform, and the adoption of advanced analytics. Application rationalization efforts avoided over $150,000 in recurring software licensing and support costs in 2025, while also reducing the number of redundant tools and dependencies. These efforts streamlined operations, improved governance, and reduced the reliance on manual processes.

Through diligent resource management, we have also realized a reduction in staffing requirements, achieved by consolidating platforms and automating repetitive tasks. This has allowed us to redeploy capacity toward higher-value initiatives, ensuring the City continues to benefit from a strong return on its digital investments.

Overall, BDS expenditures remain below the multi-year financial guidance, reflecting our focus on efficiency, technology optimization, and prudent workforce planning. Our ongoing efforts to adopt scalable platforms, refine workflows, and strengthen staff capabilities are maximizing the value of every dollar invested in digital services.

Departmental Overview

Department Finance

Department Head Craig Millar **Department Head Title** Chief Financial Officer

Department Description

The Finance department provides financial leadership, advice, and support to the corporation, and assists with the delivery of Council's strategic plan through four primary areas: financial services, business planning, budgets and treasury, taxation and assessments, and procurement. The department's main deliverables include the audited financial statements, coordinating the annual business plan and budget, treasury, property tax revenue management, and procurement administration and support.

Department Goals

The finance department aims to enhance transparency through improved financial reporting, legislative reporting, procurement processes, and by developing comprehensive business plans and budgets. Another key goal is to mitigate business risk by establishing strong internal policies and controls, refining procurement procedures, and engaging in long-range financial planning. The department is also committed to promoting innovation for both internal and external customers. Additionally, it seeks to identify business opportunities by focusing on policy development, thorough analysis, effective revenue management, and strategic procurement activities.

Strategic Alignment with Vision to Focus Plan

Supporting sustainable infrastructure and a resilient environment

Delivering customer centric services with a focus on efficiency and technology transformation

Programs

Procurement Process	Process of buying goods and/or services on behalf of the City, including developing & managing contracts with suppliers.
Financial Services	Preparing financial statements and liaison with external and internal auditors. Completing provincial Financial Information Return (FIR). Other mandated reporting related to government funding. Processing day-to-day financial transactions such as accounts payable, accounts receivable, payroll, donations, debit/credit card payments and cash management as well as reconciling City accounts.
Business Planning, Budgets and Treasury	Preparing budgets and budget monitoring, including variance reporting, developing financial policies, various long range financial plans. Administration of the development charge and community benefits charges by-laws. Responsible for implementation of the City's investment and debt policies, which includes investing the City's working capital (cash)
Property Tax Billing, Collection and Payment Processing	Review of assessment roll prepared by the Municipal Property Assessment Corporation (MPAC) and appeal of property valuations where applicable. Collection of City, Region and Education property taxes and issuing tax bills to property owners. Property tax billings, including interim billing (with two installments) and final tax billing (with two installments). Collection and property tax payment processing, including penalty, interest and other fees and charges. Maintaining ownership records for all assessed properties.

Continuous Improvement Initiatives

Finance Department undertook the following initiatives in 2024:

• Implemented a new ERP system (Workday) and updated budgeting software (Questica).
• Implemented a new Property Tax System for the billing and collection of property taxes for the city, region, and school boards.
• Provided Council with the 2024 Development Charges Background Study and Bylaw and Community Benefits Strategy and Bylaw to consider updated infrastructure costs related to growth.
• Developed and administered the City's Flood Relief Grant Program.
• Update to the Multi-Year Community Investment Plan to highlight long-term community priorities from the city's recently endorsed master plans, and a more comprehensive financing strategy.
• Reported on the new Public Sector Accounting Standards (PS3450 - Financial Instruments and PS3280 - Asset Retirement Obligations).
• Delivered a pilot program for the acceptance of Pay-on-Demand Development Bonds.
• Development of updated budget process to move to department-based budgeting.

Department Initiatives	Target Completion
Continuing review and implementation of updated procurement by -law and related tools and polices to reduce risk, increase efficiencies, and securing best value.	Nov 2026
Begin work on a comprehensive Long Range Financial Plan for the City, incorporating strategic plans, including asset management plans and growth plans, with outputs including updated Financial Policy Framework. The LRFP will be brough forward to the new term of Council in April of 2027	Dec 2026
Review and implementation of an updated Investment Policy for the City of Burlington, with the objectives of managing risk with increasing returns on available cash balances.	Oct 2026

OPERATING BUDGET
FINANCIAL RESOURCE SUMMARY

($ rounded to thousands) **Finance**

	2025 Budget	2026 Base Budget	$ Change Base Budget	2026 Key Investments	2026 Total Budget	$ Change Total Budget	% Change Total Budget
Salaries Wages and Benefits	6,188	6,611	423	192	6,803	615	9.9 %
Internal Charges	4	4			4		0.0 %
Materials and Supplies	95	95			95		0.0 %
Facilities and Administration Costs	32	32		2	33	2	4.9 %
Contracted and Professional Services	140	140			140		0.0 %
TOTAL EXPENSES	6,458	6,880	423	194	7,074	616	9.5 %
User Fees and Service Charges	449	434	(16)		434	(16)	-3.4 %
Other Miscellaneous Revenue	50	45	(5)		45	(5)	-10.0 %
Internal Recovery	530	546	16	194	740	210	39.6 %
TOTAL REVENUES	1,029	1,025	(5)	194	1,219	189	18.4 %
NET OPERATING BUDGET	5,429	5,856	427		5,856	427	7.9 %

Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. User fees and Services Charges reflects a minor decrease as a result of the implementation of a new online self-service property tax statement of account available to taxpayers free of charge commencing in 2026.

Key Investment 2026-012: Portfolio Manager is to improve the City's investments returns from working capital (cash balances) to help keep property taxes lower. This position will be 100% funded from increased investments returns and has a $0 impact on property taxes.

Departmental Overview

Department Human Resources

Department Head Sue Evfremidis **Department Head Title** Chief Human Resources Officer

Department Description

Human Resources, in alignment with the City's strategy, develops, implements and evaluates the systems, polices and processes that ensure the City is hiring, retaining and developing the right talent to best position the City to achieve its strategic goals today and into future.

Department Goals

- Foster a positive culture of trust, respect, inclusion, engagement and collaboration that reflects the organizations values
- Develop and enhance transparent, progressive, and inclusive retention programs
- Create future ready employees by investing in skills and leadership development
- Target recruitment efforts to be an employer of choice to top talent and a progressive organization that embraces diversity and inclusion
- Enhance employee physical and mental well-being through health and wellness initiatives and support systems
- Build organizational capacity through strong performance management processes and organizational design to support employees and the City to achieve their goals.

Strategic Alignment with Vision to Focus Plan

Delivering customer centric services with a focus on efficiency and technology transformation

Programs

Total Rewards and Data Analytics	This service area is responsible for the City's Total Rewards programs (inclusive of compensation programs, groups benefit plans, pension plan and recognition programs) in addition to providing specialist-level support for HRIS-related data analytics and system configuration.
Organizational Development	This service area is responsible for the building organizational capacity through strategic culture building programing, such as: Organizational Design, Performance Management, Leadership Development, DEI, Future of Work, and Learning & Development.
Talent Acquisition	This service area is responsible for attracting (both active and passive job seekers) to ensure we are hiring the top talent for the City, in order to meet our service deliverables. In addition, this area is also responsible for facilitating the recognition programs
Health, Safety and Wellness	This service area is responsible for ensuring the workplace is safe through the development, implementation and auditing of Corporate Health and Safety Standards and Safe Job Procedures, attendance and disability management, WSIB, corporate security and wellness programming.
Employee and Labour Relations	This service area is responsible for providing leadership in collective bargaining, collective agreement interpretation/application, grievance, mediation, and arbitration administration, legislated compliance, employee contracts. In addition, this area provides strategic HR business partnering support to the senior people leaders across the City in areas such as: org design, performance management, culture building and succession planning.

Continuous Improvement Initiatives

In March 2025, the City completed its first full year of operating with the new ERP system, Workday. This project represented a major change, affecting numerous City processes as well as all employees and employee groups (including people leaders, individual contributors, part-time, full-time, seasonal, union, and non-union staff). The following are some of the notable benefits identified thus far:
- Workday Automation of Annual Compensation Statements -Replaced manual processes and mailing over 1,200 letters. Now, employees access statements online, saving time and costs, promoting sustainability, and enabling immediate access to compensation details.
- Benefits/ERP Integration -This integration now updates employee benefit information in real time, decreasing manual involvement and supporting data accuracy. Providing employees with more reliable and timely benefits information.
- Automated Mortgage and Employment Verification Letters – Introduced a self-service feature in the new ERP system that automates the generation of mortgage and employment verification letters. With automation, employees can initiate requests directly in the system, and HR can generate the letters within the system for review and approval. This change shortens employee wait times, decreases administrative tasks, and reallocates HR resources.
- Legislated and Role Training Requirements Directly Linked to Positions – This ensures all required training is assigned to relevant positions rather than person-specific. As a result, whether it's a new employee or an employee changing roles their respective training requirements will always reflect the needs of the current position. This functionality increases training compliance, employee and organizational performance and reduces workplace risk.
- Recruitment Process Directly Linked to Core HCM – Enables the automatic transfer of candidate information to create an employee profile, minimizing manual data entry and error. This approach supports consistent data, streamlines onboarding, and reduces administrative tasks.

Newly Upgraded Health and Safety Dashboard - Provides real-time incident data, trends over time, and includes both leading and lagging health and safety key performance indicators (KPIs). This data is used to inform the City's Health & Safety programming.

Inhouse Program Development and Facilitation of Leading Safely Training Program – Developing this program inhouse allowed the content to be directly aligned with the City's health and safety processes while also meeting legislative requirements at a reduced delivery cost.

Improving Emergency Security Measures - The lockdown, hold & secure, and shelter-in-place protocols introduced in early 2022 were implemented as temporary solutions while a more robust alert system and protocol was being investigated. In 2025, the new robust system was implemented to address evolving security threats and reduce risk of harm.

New Hire Surveys - Provide valuable insights that contribute to operational efficiency and service improvements. These surveys help identify gaps enabling the City to proactively address issues that may lead to costly turnover.

Introduction of Exit Surveys - The implementation of an exit survey led to immediate process enhancements, including reduced time commitments for both HR and participants, increased transparency, improved data integrity, minimized bias, and the availability of real-time results. Enabling more effective analysis and response to findings that influence employee retention and organizational performance.

Inhouse Program Development and Facilitation of Respect in the Workplace training - Developing this program in-house enabled the content to be directly aligned with organizational priorities, policies, and culture. This strategy facilitated cost-efficient and effective service delivery.

Addressing Gaps and Challenges

Increasing the utilization of digital interventions, HR is able to increase employee engagement by providing more on-demand self-serve opportunities and optimizing people leader capacity by providing easy access to people leader resources, employee data & trend analysis to assist them with strategic workforce planning and culture building.

Department Initiatives	Target Completion
Develop an onboarding program that is aligned with the City's future of work direction. This project is broken into 2 phases: Phase 1 is projected to completed in Q4 2025 and Phase 2 is projected to be completed in Q4 2026.	Dec 2026
In Q1 2025, the City launched its new non-union performance management process, called Performance, Development & Growth (PD&G) that directly aligns corporate, department and strategic objectives to individual performance goals and performance-based increases. The first annual PD&G cycle is to be completed by end Feb 2026.	Feb 2026
Develop the City's first People Strategy by Q3 2026.	Sep 2026
Review and revise the non-union Total Reward program to ensure it is aligned with the City's Strategy. If changes are required, changes to be approved by Q1 2026 and launched Q2 2026.	Jun 2026
In partnership with the City Auditor develop a Whistle Blower policy to increase employee's feelings around psychological safety. Policy to be approved by Q2 2025 and launched by Q2 2026.	Jun 2026
Develop and implement a leadership development program. Limited tactical programming to start in 2024, full leadership development program to be developed by Q2 2026.	Jun 2026

OPERATING BUDGET
FINANCIAL RESOURCE SUMMARY

($ rounded to thousands) **Human Resources**

	2025 Budget	2026 Base Budget	$ Change Base Budget	2026 Key Investments	2026 Total Budget	$ Change Total Budget	% Change Total Budget
Salaries Wages and Benefits	4,298	4,538	239		4,538	239	5.6 %
Materials and Supplies	43	43			43		0.0 %
Facilities and Administration Costs	201	202	1		202	1	0.4 %
Contracted and Professional Services	242	284	42		284	42	17.4 %
TOTAL EXPENSES	4,785	5,067	282		5,067	282	5.9 %
Internal Recovery	202	202			202		0.0 %
TOTAL REVENUES	202	202			202		0.0 %
NET OPERATING BUDGET	4,583	4,865	282		4,865	282	6.2 %

Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits, along with professional & consulting services directly related to external legal opinions/representation, job evaluation, engagement surveys, and HR project consultation.

Departmental Overview

Department Transformation Office

Department Head Andy Scott **Department Head Title** Chief Transformation Officer

Department Description

The Transformation Office design and delivery of the City of Burlington's corporate transformation agenda, ensuring the organization achieves its strategic goals and advances the City's 25-year vision. The office strengthens enterprise performance management, reviews and optimizes business strategies and processes, and drives alignment between corporate priorities, departmental plans, and day-to-day operations. By embedding a consistent business planning frameworks and promoting data-driven decision-making, the office enhances accountability, transparency, and organizational agility.

In practice, the office partners with leaders, staff, and other impacted partners to identify opportunities, define needs, and design solutions that address complex, cross-departmental challenges. It provides specialized support for project delivery, applying standardized project management and governance approaches to ensure initiatives are executed efficiently and deliver appropriate tangible benefits. The team also advances continuous improvement and innovation, embedding human-centered design, experimentation and adaptive practices into the City's services. In addition, the office leads integrated risk management, helping the organization anticipate challenges, assess vulnerabilities, and implement mitigation strategies that strengthen resilience.

The Transformation Office provides services to the organization, enabling business leaders and stakeholders to deliver prioritized strategic initiatives which are complex and highly cross-functional. Through activities such as problem identification/definition, needs and requirements gathering, solution design, vendor selection, project planning and governance and performance management, the Transformation Office supports the organization to efficiently and effectively implement solutions.

Together, these efforts enable Burlington to navigate complexity and ambiguity, optimize resources, and foster a culture of learning and innovation that drives meaningful outcomes for the community.

Department Goals

The goals of the Transformation Office are
1. Embed a robust enterprise business performance management framework across all departments to drive accountability and continuous improvement.
2. Leverage digital tools, technologies, business practices, including data analytics to enhance municipal services and deliver innovative solutions.
3. Equip staff with the necessary skills and change management frameworks to adapt to innovative approaches, technologies, processes, and KPIs.
4. Equip staff with the necessary skills and project management frameworks to implement change initiatives efficiently and effectively.
5. Enhance risk management by embedding strategic/objective, operational and department-based risk management into the Enterprise Risk Management (ERM) framework.
6. Ensure that all transformation initiatives are aligned with the broader strategic goals of the city and are overseen by a strong governance framework.

Strategic Alignment with Vision to Focus Plan

Driving Organizational Performance

Improve governance and accountability

Streamline operational and decision-making processes

Optimize resource planning and utilization

Programs	
Corporate Strategy and Business Performance	• Corporate Strategy Development, Planning, Implementation & Alignment • Business Performance (Service Management and business planning) • Develop and Support Corporate Strategic Partnerships • Corporate Business Prioritization Framework • Build service and strategy accountability, monitoring and reporting processes and systems.
Risk Management	• Risk Management Implementation • Risk Identification, assessment, and evaluation • Work with leadership to develop mitigation strategies, monitoring and reporting processes.
Continuous Improvement Change and Innovation	• Lead and support organization-wide continuous improvement and innovation approaches and practices • Consultative business improvement services • Design and lead learning workshops • Provide an enterprise approach and mechanisms for collecting, prioritizing, implementing, and reporting process improvement ideas and outcomes. • Enable and support the organization for change maturity and growth • Enterprise Change Management Strategy and plan • Provide support in change and improvement initiatives • Drive innovation practices/tools and mindsets • Building teams of change agents in the organization
Strategic Business Support	• Focused support for divisions to ensure alignment with and achievement of strategic goals • Design and implementation of a repeatable strategic business support model that includes regular deliverables throughout the annual business and financial planning cycles • Deliver strategic business planning, identify gaps in performance and plan appropriate improvement efforts to compensate, support financial planning and monitoring, oversee divisional project delivery and execute decision enablement using data and performance trends • Serve as a key strategic advisor to executive divisional leaders and provide advice to support the achievement of strategic goals and outcomes
Project Delivery	• Provide direct Project Management services on identified and prioritized strategic corporate initiatives • Provide consultative services to Project Management practitioners (un/certified) across the organization at any stage of a project's implementation • Provide consultative business analytics services to business areas undertaking discovery/ideation, requirements gathering/documentation, solution design, solution acceptance/validation, business preparedness or like activities • Enable the organization by building, maintaining and continuously improving a comprehensive resource center including assets such as tools and guides for Project Management and Business Analysis practitioners (or employees wearing the hats of) • Provide relevant training to the organization and support continuous, modern skills development • Establish, support and continuously improve on a framework for governance of strategic corporate initiatives • Provide leadership through facilitation of Annual, In-Year and Multi-Year business planning

Continuous Improvement Initiatives

Launch of the of the Corporate Continuous Improvement Strategy and the LEAN Six Sigma Training Programs (80% of staff with yellow belt) continued with over 130 full time staff participating in training and certification processes.

Addressing Gaps and Challenges

Staff capacity to address and support department business performance, leading corporate projects and change management initiatives and strategic workplan concurrently continues to be a challenge.

A robust, corporate wide technology solution for enterprise business planning, monitoring and reporting on strategic project and business performance does not exist. Availability of licenses to current PMIS solution (Monday.com) are insufficient (<200 licenses) to return the desired/expected value to the business; delivery of this is, however, considered a key priority project in the Transformation Office.

Department Initiatives	Target Completion
Lead, design, collaborate and launch a revised 25-year Community Strategic Plan aligned to a refreshed 25-year long term City Vision and Principles.	Feb 2026
Development of a community webpage that supports the 25-year strategic plan, and a tool that identifies performance indicators for each strategic focus that identifies desired outcomes.	Apr 2026
Deliver robust risk assessment of the Corporate Strategic Plan Corporate Compass, including potential risks, responses, confidence of success and assigned staff to XLT and Audit committee. Establish regular review and analysis of this work with responsible staff.	Apr 2026
Deliver Continuous Improvement, Change Management and Innovation workshops and training session to increase efficiency and improvement of service delivery.	Dec 2026

OPERATING BUDGET
FINANCIAL RESOURCE SUMMARY

($ rounded to thousands) **Transformation Office**

	2025 Budget	2026 Base Budget	$ Change Base Budget	2026 Key Investments	2026 Total Budget	$ Change Total Budget	% Change Total Budget
Salaries Wages and Benefits	2,670	2,613	(57)		2,613	(57)	-2.1 %
Materials and Supplies	4	4			4		0.0 %
Facilities and Administration Costs	4	4			4		6.5 %
Contracted and Professional Services	100	100			100		0.0 %
TOTAL EXPENSES	2,778	2,721	(56)		2,721	(56)	-2.0 %
Internal Recovery	32	32			32		0.0 %
TOTAL REVENUES	32	32			32		0.0 %
NET OPERATING BUDGET	2,745	2,689	(56)		2,689	(56)	-2.1 %

Budget Commentary

Human Resources decrease is due to position re-ratings, slightly offset by provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.


CITY OF
Burlington