



SUBJECT: City of Burlington Outdoor Patio Program - update for Q4 2022

TO: Community Planning, Regulation & Mobility Cttee.

FROM: Community Planning Department

Report Number: PL-76-22

Wards Affected: All

File Numbers: 560-01

Date to Committee: December 6, 2022

Date to Council: December 13, 2022

Recommendation:

Endorse, in principle, the Draft Patio Design Guidelines attached as Appendix B to community planning development report PL-76-22, with modifications as a result of additional stakeholder consultation to be included in a final report to Council in Q1 2023; and

Direct staff to include an annual application fee and any other relevant fees for the Temporary Outdoor Patio Program, for both public and private property, as part of the annual Rates and Fees By-law, to be included in a final report to Council by Q1 2023.

PURPOSE:

This report is being prepared in response to Council's direction of September 13, 2022, to deliver an interim report to the Community Planning, Regulation & Mobility Committee meeting of December 6, 2022, regarding the future of outdoor patios outlining progress to date and draft policy directions for the 2023 patio season, which can be found at the below link:

<https://burlingtonpublishing.escibemeetings.com/Meeting.aspx?Id=92033363-303f-46eb-a66b-41051b7fb12b&Agenda=Merged&lang=English&Item=21&Tab=attachments>

This report provides an update on the progress to date for the implementation of a permanent seasonal patio program in 2023. Based on feedback from operators and the public, there is strong support for a patio program that offers a streamlined administrative process and easy-to-understand guidelines that are updated annually to

support the understanding of program requirements, while keeping updated as legislation changes.

This report and its recommendations speak to the draft patio design guidelines as prepared to date as included in **Appendix B** to this report, the results of the initial public consultation on the program, and next steps.

Vision to Focus Alignment:

- Increase economic prosperity and community responsive city growth
 - Improve integrated city mobility
 - Building more citizen engagement, community health and culture
 - Deliver customer centric services with a focus on efficiency and technology transformation
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Background and Discussion:

While the Temporary Patio Program provided flexibility in the face of COVID-19 capacity related restrictions, restaurant operators want ongoing certainty regarding the outdoor patio program so they can make informed business decisions about whether to participate in the program and invest in their patios.

Additionally, there is a strong desire amongst restaurant operators, community members and the local Business Improvement Associations (BIAs) to implement a consistent set of design guidelines for patios that positively shift the look, feel and function of Burlington's main streets, increase the vibrancy of the public realm, improve the user experience in the public right of way, including both curbside space and the sidewalk, and improve accessibility in and around patios.

History of the Pop-up Patio Program and Temporary Patio Program in Burlington

The Pop-Up Patio Program was initially created to permit a single on-street patio at 455 Brant Street. The number of participating patios increased to two by 2017, and to three by 2019.

On June 18, 2020, Council passed Temporary Use By-law 2020.421 to permit temporary outdoor patios in response to the COVID-19 pandemic, which in effect created the current Temporary Patios Program. This included the removal of fees and

regular processes, including Site Plan Approval and Zoning Clearance Certificate, to make it easier for restaurants to install temporary outdoor patios.

A full summary of Council's decisions relating to the creation of the Pop-up Patio Program and Temporary Patio Program can be found in **Appendix A** of this report.

Participation in the Pop-Up Patio and Temporary Patio Program Since 2015

Initially, participation in the Pop-Up Patio Program was limited to a single pop-up patio at 455 Brant Street. By the 2017 season, there were two participating restaurants (370 and 455 Brant St). In 2019, a third pop up patio was approved on Brant Street at 380 Brant St.

Beginning with the implementation of the Temporary Patio Program in June 2020, participation in the program has varied year-over-year:

- 51 in 2020 (17 public, 34 private);
- 60 in 2021 (16 public, 44 private); and
- 27 in 2022 (14 public, 13 private)

It is of note that many businesses applied for a temporary patio on private property at the outset of the Temporary Patio Program and ultimately did not move forward with an installation of a patio due to changing COVID-19 restrictions and the cost of installation. Additionally, the decrease in the number of public and private patios in 2022 is, in part, due to the relaxing of provincial restrictions on indoor dining. Despite the changing provincial legislative framework, the number of patios on public property (i.e., curb lane or sidewalk installations) has remained relatively consistent since June 2020.

Seasonal outdoor patios will continue to form an important part of the public realm and provide additional dining options for restaurant operators in Burlington during the Spring, Summer and Fall seasons. It is important that patios are effectively regulated, which would provide certainty for operators from a design and process standpoint.

Strategy/process

[Report PL-67-22](#), dated September 13, 2022 set out an estimated timeline for the study and preparation of a permanent seasonal patio program per the below, which will continue to be refined as the study progresses.

August-September 2022	<ul style="list-style-type: none">• Project Kick Off.• Formation of interdepartmental Patios Team, to meet every two weeks for the duration of the project.• Set up project website and online questionnaire that engages both businesses and area residents.
October-November 2022	<ul style="list-style-type: none">• Conduct research and develop draft city-wide patio guidelines and program structure.• Community engagement to present draft permanent patio guidelines and program structure.
Q4 2022 and Q1 2023	<ul style="list-style-type: none">• Preparation of draft city-wide patio guidelines and program structure. Report to Burlington City Council in advance of the 2023 patio season.
Q2 2023-onward	<ul style="list-style-type: none">• Ongoing monitoring and refinement of policies, regulations and guidelines.

The project website launched in early-September on Get Involved Burlington and will provide updates throughout the duration of the project. The City-Wide Patio Program website is available at the below link:

<https://www.getinvolvedburlington.ca/city-wide-patio-program>

As will be discussed in the proceeding sections, the timing of the work plan remains on target. The outline above provides for a phased approach to implementing a permanent patio program for the 2023 patio season.

Draft Patio Design Guidelines

Pursuant to Council's direction to report on options for the standardization of patio materials for patios on municipal property and through engagement with businesses and BIAs, staff recognizes the interest to pursue a more consistent design framework for restaurant patios, particularly those on public property.

In accordance with this direction, staff have prepared a set of comprehensive design guidelines based on current best practices in the City of Burlington and surrounding GTHA municipalities. The draft design guidelines distinguish between patios on public

property (curb lane and sidewalks), as well as those on private property and provide the following details:

- Design guidance for patios on public property (curb lane and sidewalks), as well as patios on private property;
- Accessibility requirements for all patios;
- Instructions of how operators can apply and step-by-step details on how applications will be processed;
- Guidelines related to fencing, umbrellas and canopies; and
- Fire safety requirements.

The draft guidelines are attached as Appendix B and have been circulated to key stakeholders including the Burlington Downtown Business Association (BDBA), the Aldershot Village BIA (ABIA), the Burlington Restaurant Association (BRA), restaurant operators in the City of Burlington and the City's advisory committees regarding accessibility, streetscape design and use of space. The draft guidelines will be posted for public feedback the week of November 28, 2022.

The draft design guidelines continue to be informed by feedback from key stakeholders, as well as members of Council. Staff are therefore recommending that Council endorse the Draft Patio Design Guidelines, in principle, subject to further public and stakeholder consultation being conducted, with the results of the additional consultation included in a Final Report to Council by Q1 2023.

Application and Permitting Process

As has been the practice in the City of Burlington and in many surrounding GTHA municipalities, applicants to the patio program apply electronically through the City's Temporary Outdoor Patios website. The feedback amongst participating restaurant operators has been generally positive with respect to the usability of the current online application.

However, opportunities exist to improve the internal process of reviewing applications. Under the current program, sidewalk patios are processed separately from curb lane patios and are therefore subject to a different processing framework. In Burlington, sidewalk patio operators are issued a license for a fixed term that is renewable at the end of said term. Currently, sidewalk license applications are reviewed through Legal Services and By-law and are not subject to specific design requirements.

Conversely, curb lane patios, some of which in their current form would be considered sidewalk patios under the proposed new design framework are subject to review by Fire, Building and By-law, Community Planning, Transportation and Roads, Parks and Forestry. Upon review, and if an application is successful, a patio agreement with the operator is then registered and is in effect until the end of the patio season, which in the case of the 2022 season was October 31st.

The preparation of individual license agreements represents a significant input of time for staff and issuance of final approvals for restaurant operators. Other municipalities, including the Town of Oakville, City of Mississauga, and the City of Peterborough have implemented a permitting process for public right-of-way patios, whereby a road occupancy permit is issued to allow for exclusive use of a curb lane or right-of-way for the duration of the patio season. Applications would still be reviewed with respect to the proposed design to ensure the safety of the travelling public and the patrons occupying the patio. However, a significant time savings would be achieved by not requiring a legal agreement for each patio. An approved road occupancy permit, or similar permit, would be subject to many of the same conditions.

Community Planning Staff, in consultation with Legal and Building and By-law staff will continue studying a specialized road occupancy permit process for the 2023 patio season and will provide an update as part of the Final Report to Council by Q1 2023.

Fees

The fees for the Outdoor Patio Program will be established through the Rates and Fees By-law in 2023 including application fees for both municipal and private property. These fees will be in line with the administration required by staff, the costs associated with occupying public parking spaces and/or sidewalk spaces by patios and will be reviewed annually through the User Fee By-law.

As part of the original Pop-Up Patio Program from 2015-19, the licensee was responsible for payment of fees to off-set the loss of revenue from parking spaces, which amounted to approximately \$3,254.00 for 154 days per space. This fee was eventually reduced and is now \$1,720.00. This fee has not been charged since the implementation of the Temporary Patios Program in June 2020 due to the pandemic recovery efforts. It is important to note that during this time, outdoor patios on private lands were also not charged permit and site plan fees.

Staff have reviewed the rates surrounding municipalities charge for on-street patio installations, as well as examined potential fees from a cost recovery and commercial

valuation perspective. While most surrounding municipalities did not charge a fee in 2022 for patios on public property, those that did charged between \$300.00 and \$900.00 for patios on public lands.

Based on market value for commercial lands and the cost of occupying parking spaces on a per square foot basis, staff recommend the following:

- Any patio that occupies an on-street or off-street municipal parking space is required to pay a fee of \$750.00 per space;
- Any patio that occupies an on-street or off-street municipal parking space and requires the installation of required safety devices (i.e. knock down bollards, hazard marker signage, barriers, etc.), may, as determined by the Director of Transportation, be required to pay an additional fee of \$500.00 per application;

It is important to note that any proposals for permanent patios that would permanently occupy public property or other private property would not be part of the Seasonal Outdoor Patio Program and would be reviewed on a case-by-case basis in accordance with the City's Rates and Fees By-law and leasing/licencing policies.

Staff will bring forward a final recommendation on fees for patios on both public and private property for the 2023 patio season as part of the Q1 Final Report.

Staffing

There will be no staffing implications associated with the administration of this program. The Outdoor Patio Program would continue to be administered by the Special Projects & Urban Design section of Community Planning, Regulation and Mobility.

Insurance

In 2021 and 2022 under the Temporary Patio Program, Council endorsed a motion directing staff to amend the insurance provision of the patio licence agreement to require patio operators to provide liability insurance on public property patios in Burlington in the amount of \$2 million, naming the City as an additional insured on the policy. This \$2 million liability limit was a reduction from the recommended limit of \$5 million, which was the liability limit that had been in place under previous years' patio programs.

Staff have reviewed insurance and risk related matters for patios located on public property and have consulted with the City's broker. Based on that review and consultation, staff are recommending resumption of the \$5 million liability limit for the 2023 patio season. Staff have researched surrounding and similar-sized municipalities in Ontario to understand what the liability requirements in other communities were for 2022 and several communities have a \$5 million liability requirement, including Hamilton, St. Catharines, Markham and Mississauga.

Further detail and a recommendation to this effect will be included as part of the Q1 Final Report.

Temporary Use By-laws and Further Zoning By-law Amendments

To implement the Pop-Up Patios Program and the Temporary Outdoor Patios Program, Council has enacted a number of By-laws passed under both the *Municipal Act* (relating to the temporary removal of the common law right-of-passage for certain streets) and the *Planning Act* (Temporary Use By-law to permit temporary outdoor patios on private lands).

The current legislative environment regulating patio approvals is as follows:

Patios on Public Lands

Municipally owned rights-of-way do not have zoning. Currently, delegated authority has been given to the Director of Transportation through By-law 24-2022 to restrict the common law right-of-passage to temporarily prohibit the passage of vehicles to permit on-street restaurant patios and on-street retail uses. This By-law included all areas of the Downtown located within the Burlington Downtown Business Association (BDBA) boundary area and expired on October 31, 2022.

Patios on Private Lands

Under Zoning By-law 2020, a new outdoor patio, expansion of an existing outdoor patio or tent on private lands would require site plan approval and the issuance of a zoning clearance certificate. However, these requirements, together with their associated fees, were waived until January 1, 2023 through the approval of Report PL-08-22 and By-law 2020.438.

Recreation/Entertainment Uses on Patios:

In August 2016, Council adopted By-law 34-2016 to permit entertainment and recreational uses on outdoor patios in the Downtown (PB-66-16). The adoption of the

By-law was initiated when staff became aware that the already established practice of live entertainers on patios was not permitted through the Zoning By-law's definition of "Patio, Outdoor". The initial Temporary Use By-law was extended for a 3-year term in July 2019 with modifications to remove the condition prohibiting the operation of any electronic device intended to amplify sound and were recently extended in July 2022. The permissions and conditions of the current Temporary Use By-law are set to expire on July 12, 2025.

Zoning By-law 2020 will need to be amended to implement a comprehensive set of standards to implement the patio program on a permanent basis. Staff understand that the By-law restricting common law right-of-passage expired on October 31, 2022, while the Temporary Use By-law affecting patios on private lands is set to expire on January 1, 2023. The risk of allowing these By-laws to lapse is minimal, as all patios have now been removed from public property and those on private property will be removed by January 1, 2023. This timeline coincides with the Alcohol and Gaming Commission of Ontario (AGCO) extension of the policy to allow for the temporary physical extension of patios for liquor sales licensees. Upon expiry of this new by-law, the zoning restrictions for outdoor patios in Zoning By-law 2020, as amended, would resume.

Further study is required to determine the appropriate Zoning By-law standards to implement the design guidelines in their final form, as well as the appropriate locations to permit live music on patios outside of the Downtown. This would also allow staff to study any changes to AGCO requirements that may impact the By-law(s), as they are implemented in January 2023.

As the design guidelines evolve through consultation, staff will continue to study and refine a draft Zoning By-law to implement the patios program with a Final Report to Council in Q1 2023. Staff will also bring forward an updated By-law delegating authority to allow the Director of Transportation to temporarily restrict the common law right-of-passage for vehicles at the same time for those areas of the City that will permit curb lane patios.

Financial Matters:

Program and By-Pass Costs:

The most significant cost associated with the current Temporary Patio Program is the installation of orange barriers on the roadway, along with the construction of an asphalt

ramp to provide a pedestrian clear path for accessible pedestrian passage to and from the street. In response to requests for temporary patios on public lands, in the event of multiple adjacent sidewalk patio requests, or where it is determined that there is insufficient space for the public to move safely around a patio, City resources have been allocated free of charge to patio operators to create safe pedestrian clear paths.

This requires the installation of water-filled jersey barriers, which are orange in colour and traffic barrels. In 2020-22, these were utilized to implement pedestrian clear paths to accommodate patios that occupy the entire width of the sidewalk. The estimated cost of labour and installation of barriers and asphalt ramps to create pedestrian clear paths around a patio on public lands equated to approximately \$15,500.00. This is based on the estimated cost to implement the Temporary Patio Program in 2022 in the Downtown.

Funding associated with creating safe pedestrian clear paths for the patios program was allocated through the Safe Restart Program. However, this funding program has been discontinued, and as such funding for the 2023 Seasonal Patios Program will need to come from elsewhere.

While it is understood that as a pandemic-related relief program, creating pedestrian clear paths was necessary for the restaurant community, it presents concerns from a bonusing and budgetary perspective on a go-forward basis. Through discussions with restaurant operators, stakeholders and through the survey results, concern was raised with respect to the appearance and traffic impact associated with the implementation of the orange barriers required to create these pedestrian clear paths.

The Draft Patio Burlington Design Guidelines speak to minimum pedestrian clear paths on sidewalks and pedestrian by-passes, which would address pedestrian access around patios throughout the Downtown. However, there is still a requirement from the Ontario Traffic Council (OTC) for barriers on streets where there are no formal parking stalls (Elgin Street and Pine Street), or streets with higher traffic volumes (Lakeshore Road).

To that end, there are two options for consideration:

Option 1: Continue to Provide Barriers for the Creation of Pedestrian Clear Ways (COVID-era measure):

Maintaining the status quo, which would utilize the City-owned orange barriers and asphalt ramps to permit pedestrian clear paths on the roadway at an ongoing operational cost of \$15,500.00.

This cost would be recovered through an additional fee on top of the base fee, administered at the time an operator is approved for a curb lane patio, if there is additional work required for the City to install and maintain required safety devices (knock down bollards, hazard marker signage, planters, etc.)

Option 2 (Recommended by Staff): Discontinue Providing On-street Barriers for the Creation of Pedestrian Clear Paths on Roads (Pre-COVID approach):

This would place the onus on restaurant operators to provide and install a pedestrian by-pass where permitted, which is the same practice as the former Pop-Up Patios program. There would still be ongoing costs associated with installing and maintaining required safety devices, which could include the installation of orange barriers in some locations, at an estimated cost of \$10,000.00. However, the requirement for the City to install asphalt ramps to access pedestrian clear paths would be eliminated.

Based on the fees as outlined above and assuming a similar uptake of 14 patios on public property like the 2022 patio season, the revenues generated by collecting a permit fee at the rates recommended above may offset costs by approximately \$10,000.00 for 2023, with potential increases depending on the need for City staff to install and maintain required safety devices. Therefore, factoring in the revenue generated by a fee, the estimated impact on the 2023 Budget is as follows:

2023 Budget Impact:

	One-Time Cost 2023	Ongoing
Option 1 (Existing Barriers)	None	\$5,000.00
Option 2 (No Barriers)	No impact	No impact

The Draft Patio Burlington Guidelines speak directly to accessibility for pedestrians and require a pedestrian by-pass to be a raised platform, level with the sidewalk, to allow

pedestrians to maintain a clear path of travel. If Council were to continue to provide barriers for the creation of pedestrian clear ways on the road, it would run contrary to the proposed design guidelines and would incur a greater cost to the City.

After a detailed review, the recommendation from staff is to implement Option 2 as part of a permanent, seasonal patio program to ensure compliance with the proposed patio design guidelines.

Future Centrally Managed Patio Walkway System and Patio Beautification (Beyond 2023):

Beyond 2023, there may be funding opportunities through the City of Burlington Municipal Accommodation Tax (MAT) Revenue Reserve Fund for beautification of restaurant patios on public property. The MAT Reserve Fund is intended to support projects and initiatives that result in measurable improvements to city services that enhance tourist experiences and increase their visitation. While the funds for Tourism Burlington will be allocated, there remains the City's portion of MAT revenue (50 per cent of total collected, minus administration costs).

The MAT Revenue Reserve Fund could be utilized for a centrally managed patio walkway system that could be funded and implemented by the BDBA or centrally managed body. This could present an opportunity to create an alternate model for custom made barriers, planters and walkways that promote a sense of place and will encourage more visitors to Burlington.

Staff will continue to monitor the MAT Revenue Reserve Fund as a possible source of additional funding for the beautification of patios on public property.

Climate Implications

Curbsides have long been one of the most important spaces in cities, and for the most part they have been an afterthought with parking as the default use. By activating the curbside in a more valuable way for patio uses, it increases the vibrancy of the public realm and has changed the way people perceive the value of the right-of-way. A comprehensive, updated patio program would encourage walkability, prioritize pedestrian movements, which results in less dependence on the automobile as a mode of transportation.

As confirmed by the City-Wide Patio Program survey results, the public has embraced the current program's ability to transform the general atmosphere and liveliness of business areas, particularly in Downtown Burlington.

Engagement Matters:

Patios Survey

In September 2022, staff launched a public survey about the City-Wide Patio Program to provide an opportunity for residents, patio operators and businesses to comment on the current program and what they would like to see as part of a future, City-Wide program for 2023. The survey was open for four weeks and 484 responses were received from members of the public, 13 from current restaurant operators with a patio and 5 from businesses without a patio.

Responses from members of the public indicated widespread support and approval of sidewalk and street patios, with 378 (78.8%) of respondents indicating they believe extended sidewalk and curb lane cafés should be allowed in the City. The primary basis for this support is that sidewalk and street patios provide more outdoor dining options (343 responses), benefit local business (342 responses), and improve vibrancy in and around business areas (318 responses). A majority of respondents in support of patios indicated that it was very easy or easy to travel around restaurant patios.

In contrast, only 75 (15.6%) of public respondents indicated that they were not in support of sidewalk and street patios across the City of Burlington, due to more congested traffic (68 responses) and a reduction in the ability to get around the City by car or foot. In direct response, staff have heard many comments from members of the public regarding the traffic conditions along Lakeshore Road. Respondents also indicated that they were not in support of patios due to less accessible sidewalks and having to sit next to moving and idling vehicles. The full public survey results are attached as Appendix C.

Members of the public were also asked if they've chosen that traveling around restaurant patios has been hard or very hard to explain what they have experienced. Some of the direct feedback included the following:

- Traffic jams. I live on Lakeshore Road and the introduction of patios on a major artery is exacerbating an already busy road with restricted traffic flow.
- Closed lanes, steps up and down on/off the sidewalk, poor/missing signage.

- Cyclists are forced into a single lane of traffic westbound on Lakeshore Road a block east of Brant. Same issue on Elgin Street, but there's a lot less traffic.
- The loss of a lane on Lakeshore Road westbound near Brant Street does exacerbate traffic congestion during times of heavy traffic.
- Walking areas get so congested not only with people walking but people leaning their bikes on the barriers. Lanes have been taken away which makes for congested roads. Extra patios should not be allowed only what they were originally given.
- As a cyclist, it is impossible to maintain a safe distance from the vehicular traffic.
- Sidewalks should be kept clear.
- Creates a corridor too narrow for regular pedestrian and especially cycle traffic. If the roadway (especially Lakeshore Road) could be widened, then obviously there'd be no conflict. Cycling is especially dangerous in that area.
- So much congestion downtown already. Roads not designed for patio encroachment. Pedestrians with mobility equipment must walk on the road. Drivers have too many distractions. Plastic orange bollards are ugly and confuse pedestrians.
- As a person with a disability going up and down the sketchy ramps on and off the road is dangerous and frightening. I avoid many areas of downtown due to having to travel on the road. Also, the fences change all the time increasing risk.

Of the 13 current participants in the program who responded to the survey, 10 (76.9%) respondents indicated that patios should be permitted on streets and sidewalks throughout the City of Burlington. The following were rated as "very important" as part of an updated patio program:

- Affordable application and permit fees (13 of 13 respondents)
- The overall look of patios (10 of 13 respondents)
- The ability to serve alcohol (10 of 13 respondents)
- Having a simple, straightforward process (9 of 13 respondents)
- The ability to extend a patio in front of your neighbour's business (9 of 13 respondents).

Current participants were also asked as part of a new outdoor patio program, what changes should be made to the existing program. Consistency of patio requirements, speed of approvals, better communication about the program and expansion of the program City-Wide were most frequently cited as potential changes to the program.

The full participant survey results are attached as Appendix D.

Stakeholder Groups

Since the September 2022 update to Council, staff have been in frequent discussions with the BDBA, Tourism Burlington and members of the restaurant community to gather their direct feedback in response to the patio program for 2023. Feedback received thus far has been generally positive, with concerns raised about the application process, fees, insurance and enhanced safety and design criteria. Staff will continue to engage with the identified stakeholders with a further update on stakeholder engagement as part of the Final Report in in Q1 2023.

Conclusion:

Staff will be bringing forward a Final Report which will continue to implement a streamlined application and permit process, finalized fee structure and patio design guidelines in Q1 2023. Additionally, at the same time in Q1 2023, staff will recommend approval of an amendment to Zoning By-law 2020 to permanently implement zoning standards for the outdoor patio program on private lands.

In the meantime, staff recommend that Council endorse, in principle, the draft Patio Burlington Design Guidelines attached as **Appendix B**, with modifications as a result of additional stakeholder consultation to be included in a Final Report to Council by Q1 2023;

Respectfully submitted,

Jason Brander, MCIP, RPP

Special Business Area Coordinator

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Appendices:

- A. History of the Pop-Up Patio Program and Temporary Patio Program in Burlington
- B. Draft Patio Burlington Design Guidelines
- C. Patios Survey Results – Members of the Public
- D. Patios Survey Results – Patio Operators

Notifications:

Craig Kowalchuk, Burlington Restaurant Association

Andrea Dodd and Tiffany Budler, Aldershot Village BIA, andrea@aldershotbia.com and tiffany@aldershotbia.com

Brian Dean, Burlington Downtown Business Association, brian@burlingtondowntown.ca

Report Approval:

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Counsel.