



## Council Workshop Meeting

### Addendum

**Date:** November 16, 2020

**Time:** 1:00 p.m.

**Location:** Council Chambers - members participating remotely

Pages

#### 4. Regular Items:

##### 4.1. Strategic Plan check-in and review

- a. *Staff presentation regarding strategic plan check-in and review (CWC-06-20)*

1 - 88

# Strategic Plan Check-in & Review

Council Workshop #1

November 16, 2020

Achievable clear objectives, specific strategies  
and actions aligned to aspirational goals and broad strategies



# What We Need to Consider

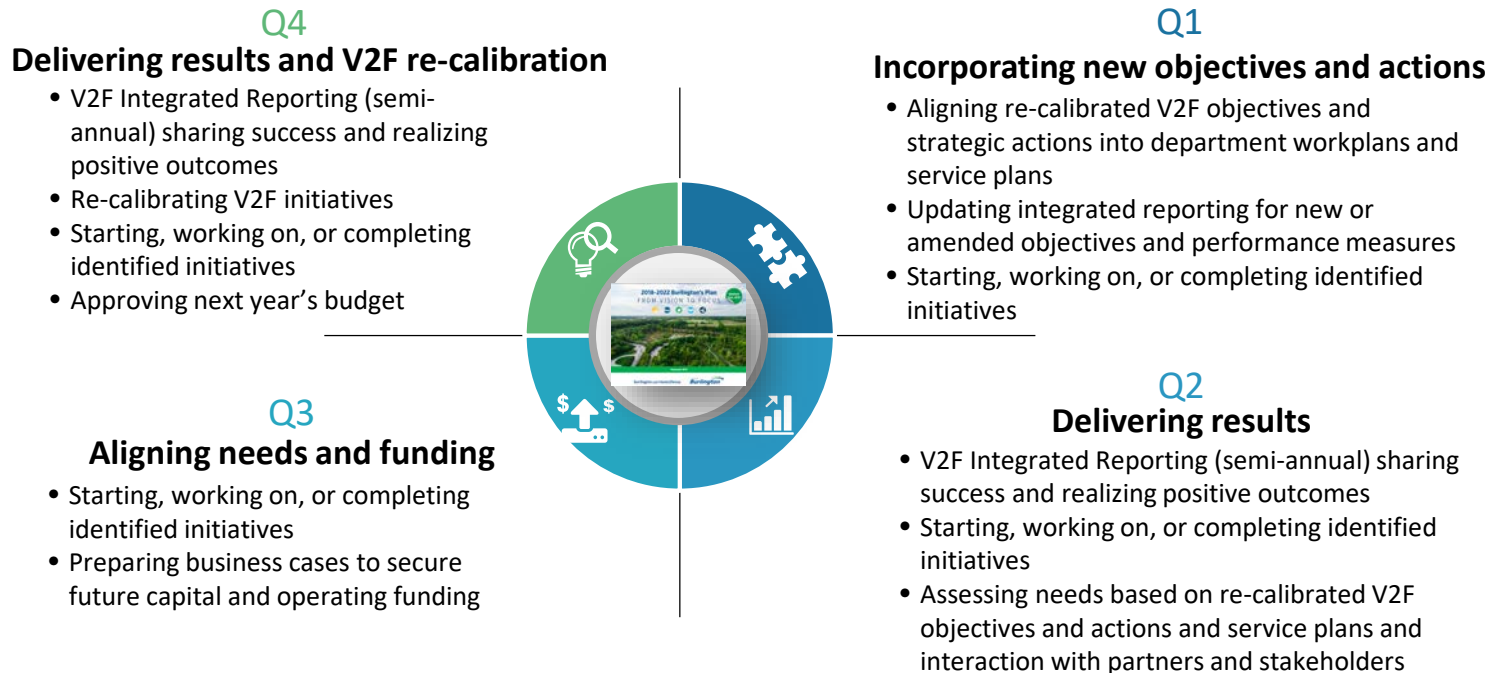
## Principles

- Decisions will be based on our organizational values and goals.
- V2F is a “living document” and was meant to be changed and adjusted
- Circumstances have changed since we developed the plan – priorities may need to change in response.

## Assumptions

- COVID-19 is not going away.
- Resources are limited – both financial and people.
- Everything can’t be a priority.

# Vision to Focus Annual Cycle






# The Best Reason to Re-calibrate

	Strategy Formulation	Strategy Implementation	Outcome
✗	Good	Bad	Doing the right thing poorly
✗	Bad	Good	Doing the wrong thing perfectly
✓	Good	Good	Doing the right thing perfectly!

Material from Introduction to Strategic Management. David Kryscynski

## Completed Initiatives

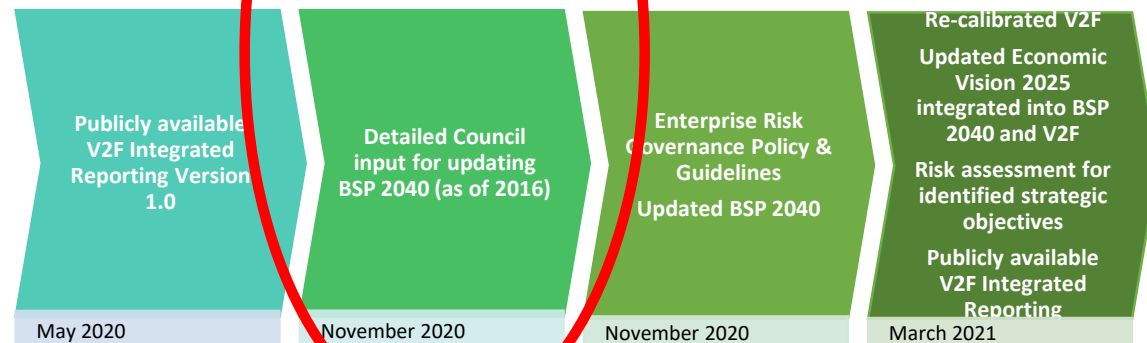
	Initiative #	Key Actions	Target Date / Revised Date	Initiative Comments
	<b>Focus Area 3 : Supporting Sustainable Infrastructure and a Resilient Environment</b>			
	3.02	Develop Burlington's Climate Action Plan, addressing Burlington's Climate Emergency declaration and focusing on reducing the community's greenhouse gas emissions	2019 Q4 2020 Q1	Promoting and working towards a lower carbon footprint community
	3.05	Update the Corporate Energy and Emissions Management Plan to recognize achievements and identify new initiatives for implementation	2019 Q3	Delivering on carbon neutral initiatives
	3.06	Update the Storm Water Management Plan while continuing to implement the current flood and storm management actions	2019 Q4 2020 Q2	Protecting and enhancing the city's creeks, streams and waterfront
	<b>Focus Area 4 : Building More Citizen Engagement, Community Health and Culture</b>			
	4.03	Complete a Recreation visionary framework of principles, goals and an operating model to align with the changing needs of recreation in the community ensuring the inclusion of all diverse demographics	2019 Q4 2020 Q1	Focusing on increasing recreational programming for our growing and diverse communities across the entire City
	4.06	Create and implement a strategy for advocacy with senior levels of government	2019 Q3 2022 Q4	Increasing advocacy to other levels of government to ensure Burlington's voice is heard
	<b>Focus Area 5 : Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation</b>			
	5.01	Complete the functional realignment of the City Manager's office	2019 Q4	Delivering on efficient and effective project management and accountable corporate performance
	5.02	Initiate a corporate-wide service review program	2019 Q4	Ensuring efficient, effective and economical service delivery
	5.035	Upgraded case management development application system (AMANDA 7) - Deliver on time, on budget and achieve realized benefits for major corporate technology projects	2020 Q2	Ensuring efficient, effective and economical service delivery
	5.04	Conduct a community-wide survey every two years, starting in fall 2019 to determine if residents feel they are being engaged and are part of the City's decision-making process and based on established municipal norms, including quality of life, city programs and services, value for taxes and governance	2019 Q4	Increasing community and customer input into how the city delivers services

# BEDC and COB Strategy Refresh Timelines

## Burlington Economic Development: Strategic Plan Check-in and Review



## City of Burlington: Proposed High-Level Corporate Strategy Workplan





# Economic Development Strategic Planning Framework

Long Term  
Council &  
Community Vision

**Strategic Plan 2015 -2040**  
(including integrated Economic Vision 2025)

Medium Term  
Strategy & Vision  
Documents

**Vision to Focus  
Red Tape Red Carpet**

Official Plan  
Integrated Mobility Plan  
GO Investment Corridor & ASPs  
Climate Action Plan  
Cultural Action Plan, Others

Short Term  
Implementation  
Plans

**SRT & BLT  
Work Plan**

**BEDC  
Strategic  
Plan and  
Annual PMP**

**COB  
Financial  
Plan**

# Economic Development Strategic Focus 2018-2022

Keeping  
Burlington  
competitive

Developing an  
attractive 21<sup>st</sup>  
Century City

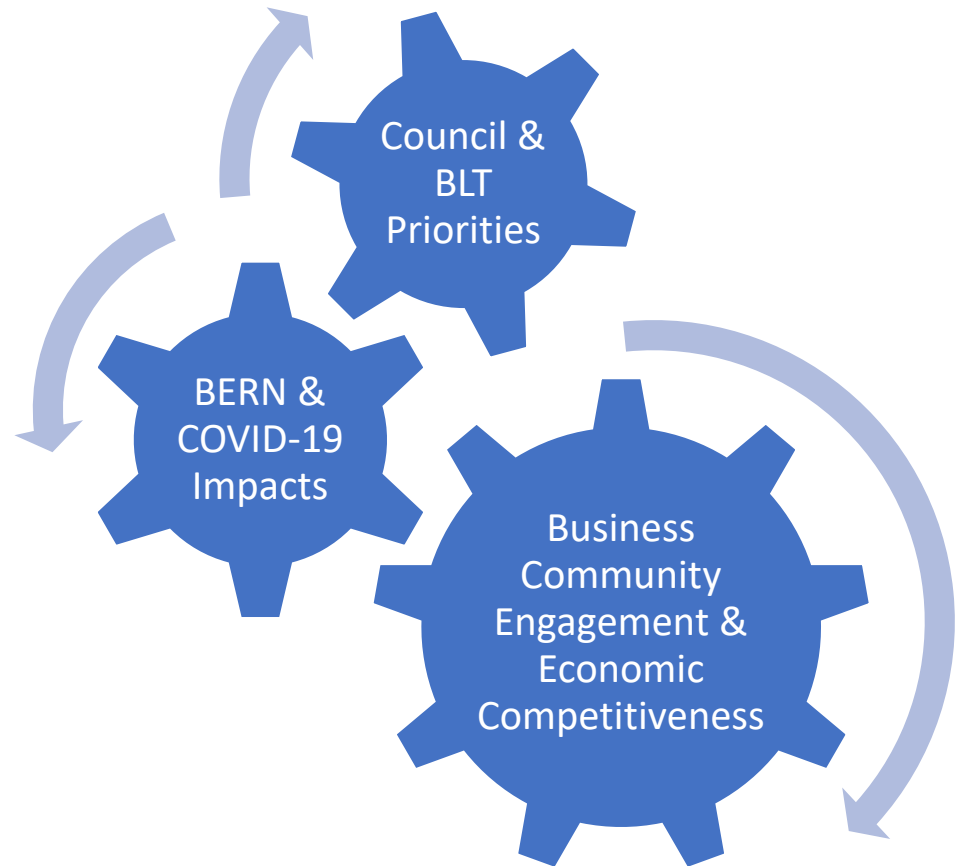


Attracting &  
Growing  
Innovative  
Companies

# An Adaptive Economic Development Plan

Annual engagement of stakeholders:

- Recalibrate strategy
- Ensure focused on right priorities
- Annual Performance Management Dashboard



# Agenda

- Introduction
- Focus Area 1
  - Paddy Kennedy, Partner/Technical Lead, Dillon Consulting
  - Anita Cassidy, Executive Director, Burlington Economic Development
  - Heather MacDonald, Executive Director, Community Planning Regulation and Mobility, City of Burlington
  - Workshop Discussion
- Focus Area 2
  - Mathieu Goetzke, Vice-President, Planning, Metrolinx
  - Vito Tolone, Director of Transportation Services, City of Burlington
  - Catherine Baldelli, Manager, Transit Planning and Business Services, City of Burlington
  - Workshop Discussion
- Focus Area 3
  - Larissa Sequeira, Senior Advisor, Mantle314
  - Allan Maggi, Executive Director, Environment, Infrastructure and Community Services, City of Burlington
  - Amy Schnurr, Co-Founder/Executive Director, Burlington Green
  - Workshop Discussion
- What Comes Next

# Focus Area 1: Increasing Economic Prosperity and Community Responsive Growth Management

- Paddy Kennedy, Partner/Technical Lead, Dillon Consulting (15 minutes)
- Anita Cassidy, Executive Director, Burlington Economic Development (10 minutes)
- Heather MacDonald, Executive Director, Community Planning Regulation and Mobility, City of Burlington (10 minutes)
- Workshop Discussion (15 minutes)

*Invited Guests: Hillary Dawson and Ron Laidman from Burlington Economic Development's Board of Directors*

# Focus Area 1: Increasing Economic Prosperity and Community Responsive Growth Management

Paddy Kennedy  
Partner/Technical Lead  
Dillon Consulting



# EMPLOYMENT LAND TRENDS & CHALLENGES

## UNDERSTANDING THE REGIONAL CONTEXT

Reviewing Recent Trends  
Paddy Kennedy, MCIP  
Planning & Design Leader  
Dillon Consulting Limited



# EMPLOYMENT AREAS



- Areas designated in an Official Plan for clusters of business and economic activities including, but not limited to, manufacturing, warehousing, offices, and associated retail and ancillary facilities.



# THE GREATER GOLDEN HORSESHOE

- The GGH is a global economic hub and is Ontario's economic engine
- Notwithstanding the shorter term economic risks related to the pandemic, the expectation is that the GGH will see a tremendous amount of employment growth over the long term
- Innovation, economic diversity, immigration and migration are the fuel for economic growth
- High levels of in-migration and immigration into GGH expected to balance aging of population / work force between now and 2051



# THE GREATER GOLDEN HORSESHOE

- GGH's competitive advantage:
  - High quality of living
  - Complete communities
  - Sustained and strategic infrastructure investment
  - Diverse economic fundamentals
- 7.01 million jobs in the GGH by 2051



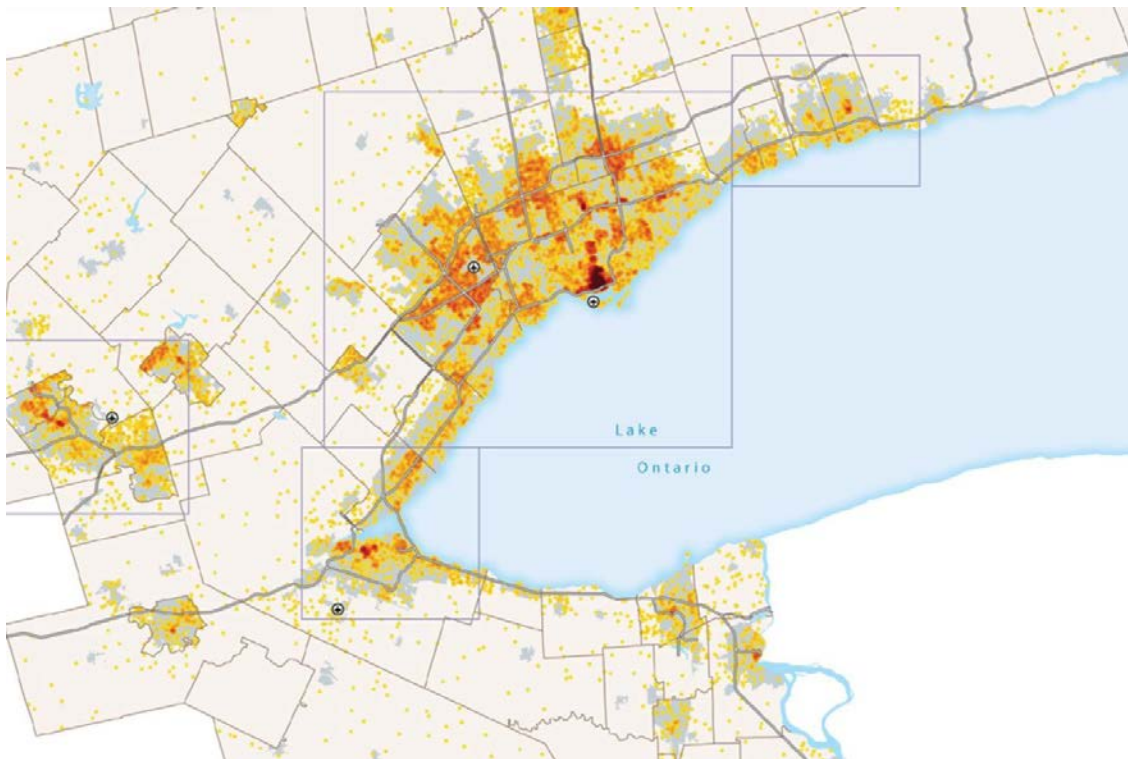
# A REGION UNDERGOING A LONGER TERM DYNAMIC SHIFT

- Decades long trend has seen an employment shift from manufacturing/goods producing sectors towards service/trade sectors
- The transition to a knowledge economy is driven by globalization and technological change. This shift is challenging routine work, and fostering the growth of skilled, tech-related, and knowledge-intensive activities
- Booming Archetypes include Soft Tech, Finance, High Order Business Services, Arts and Design, Higher Education, and Logistics
- Declining Archetypes suffering net job losses include Manufacturing, Other Wholesaling, and Back Office

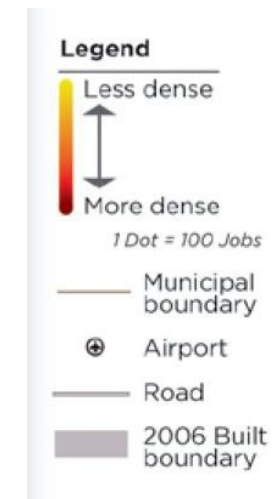
# EVOLVING ROLE OF EMPLOYMENT AREAS

- Evolving nature of employment in the GGH has seen an evolution in the types of the employment areas in the GGH
- Some areas are growing and others are in decline/transition
- The patterns of ascent/decline are driven as much by geography, infrastructure and economic development factors and less by typology:
  - Downtowns
  - Sub-urban office parks
  - Industrial parks
  - Mixed employment areas

# OPPORTUNITIES ARE CONCENTRATED IN WELL DEFINED CLUSTERS

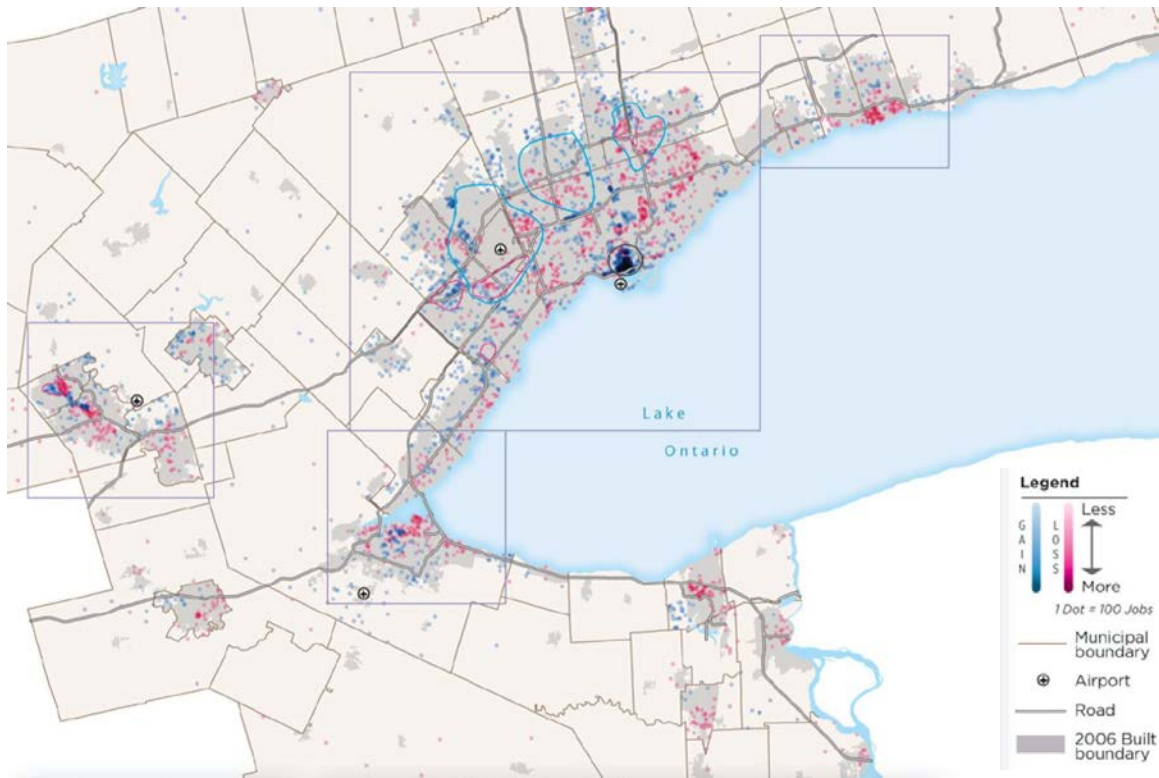


Employment  
Concentrations, GGH



Planning the Next GGH, Pamela Blais, Metropole  
Consultants for Neptis Foundation, 2018

# CHANGE WITHIN THE CLUSTERS HAS REINFORCED BROADER INDUSTRY TRENDS

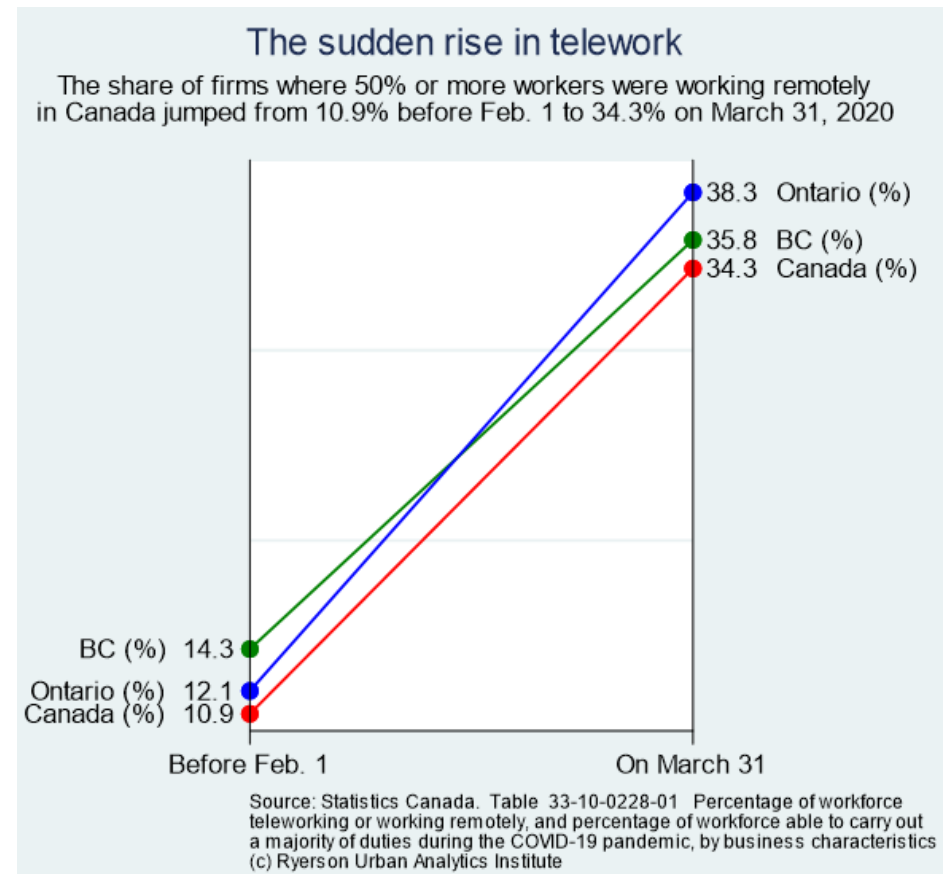


- Areas with concentrations in traditional manufacturing/goods producing uses have seen declining employment (but not exclusively)
- Areas focused on knowledge economy have grown
- Newer greenfield employment areas are still coming on-line and expected to influence the geography of investment



# SHORT TERM TRENDS

- In short term, a number of businesses have adapted to the challenges of Covid-19
- Telecommuting has not been equal across all industries: knowledge based industries have been quick to adapt and more traditional service sectors and goods producing sectors have had greater challenges

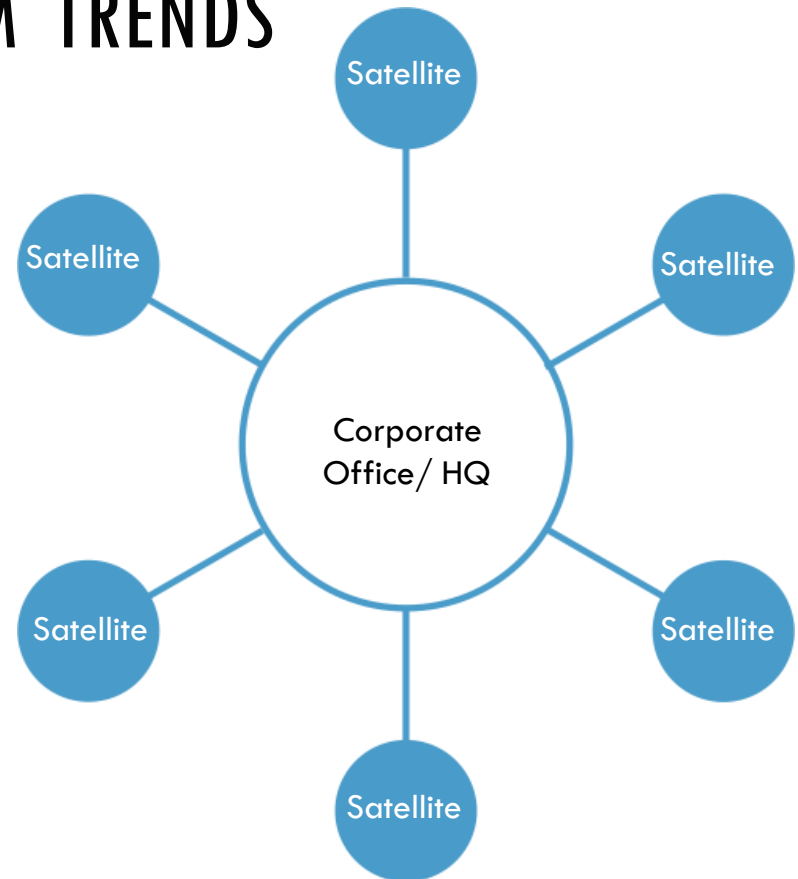


Source: Excerpt from "Telework During Covid 19 Lockdown in Canada", Murtaza Haider, Urban Analytics Institute, Ted Rogers School of Management, 2020

# IMPLICATIONS OF SHORT TERM TRENDS

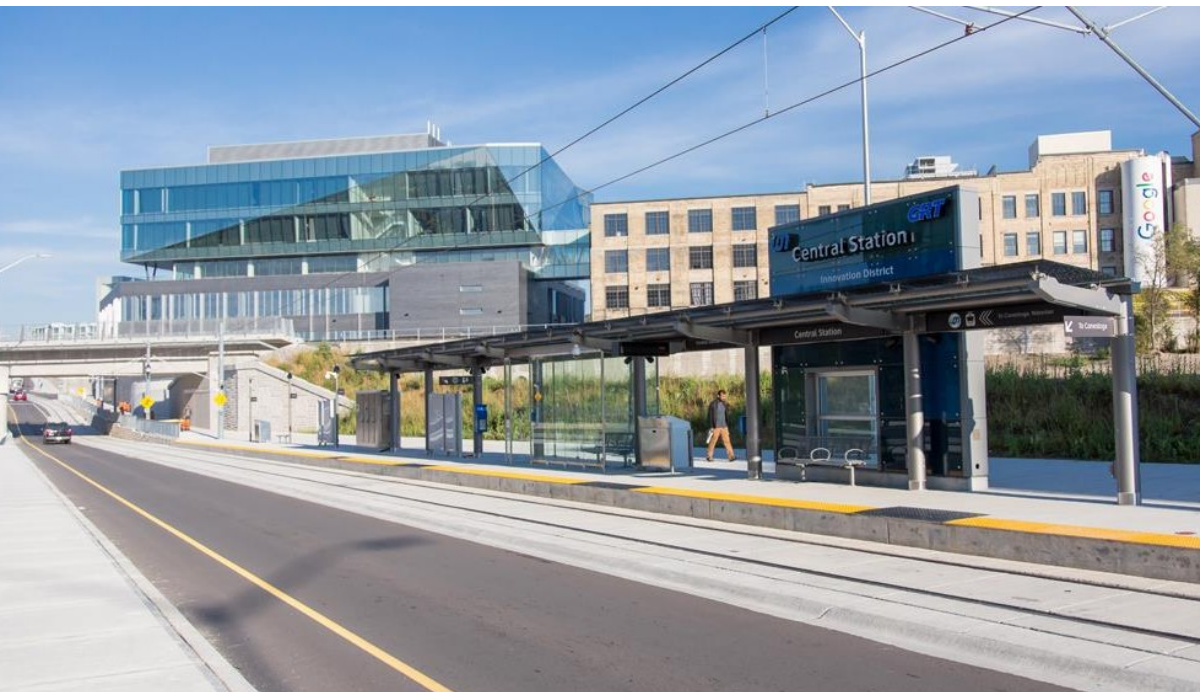
- A recent survey by JLL found that 94% of employees want the option to return to a physical office, and that remote work should augment but not replace the traditional office
- Role of the office space could evolve and we could start to see a shift from “super clusters”/mega zones to more dispersed places of work (hub/spoke model)
- It premature to conclude that we will see a counter to the decades old trend which saw hyper concentration of employment uses in well defined clusters...but...

<https://www.fastcompany.com/90545418/see-the-unusual-new-office-design-that-deloitte-and-kpmg-are-exploring>





# RISE OF THE TRANSIT HUB



- The TOD agenda aligns multiple agendas (private sector investment; public sector infrastructure; transit & land use planning goals)
- Finding the right balance and role for employment uses within TOD areas is crucial to building complete communities and driving transit ridership over the long term

# EMPLOYMENT LAND PROTECTION/CONVERSION

- Provincial policy framework provides a strong foundation to protect employment areas from unwarranted conversion
- However, over the last year a number of conversion applications have been brought forward across the GGH, a number of which have been advanced with Minister's Zonings Orders
- Vulnerabilities to the employment base are emerging...and in some cases this is not necessarily a negative trend

**WE WANT TO HEAR FROM YOU!**



**LET'S  
CHAT**

**ABOUT THE  
BAYFRONT INDUSTRIAL  
AREA STRATEGY**

**YOUTH ENGAGEMENT**

[engage.hamilton.ca](http://engage.hamilton.ca)







# EMPLOYMENT LAND STRATEGIES

- Investment attraction continues to be incredibly competitive and no single approach, tool or policy is an panacea. Three things municipalities should consider:
  1. Having a strong vision/identity for how employment area(s) are expected to develop over time
  2. Monitor and maintain a supply of serviced and available employment lands
  3. Update and align financial/investment tools with vision (DCs, CIPs, property taxes, etc.)

# Focus Area 1: Increasing Economic Prosperity and Community Responsive Growth Management

Anita Cassidy  
Executive Director  
Burlington Economic Development

# Agenda

1. Key Shifts 2019-2020 Strategy
2. What do we need to be thinking about 2020 +
  - COVID-19, BERN and Strategy Implications
  - Strategic Lands and Future Employment
  - Burlington's Value Proposition and Future Competitiveness

# Key Shifts 2019-2020



CONTINUED SHIFT TO FOCUS ON  
MARKETING, BRANDING &  
PROACTIVE BUSINESS ATTRACTION



INTEGRATION OF RED TAPE RED  
CARPET RECOMMENDATIONS



IDENTIFICATION OF PARKING LOT  
ACTIVITIES TO ADDRESS CAPACITY  
& RESOURCING



# Gaps & Underlying Assumptions for 2020

## GAPS



Rural Economic Development  
Talent Attraction & Retention  
Retail & Small Business Support  
Tourism & Culture

## Halton Region Economic Development



Small Business & Global Business  
Centre  
Investment Attraction & Toronto  
Global  
Rural Business & Agricultural  
Strategy  
Regional Business Concierge

32

# COVID-19, BERN, and Strategy Implications

**19%**

Decline in overall economic activity (Oct. 2)

**11.1%**

Decline in active businesses, Hamilton CMA, YTD

**76%**

Of Burlington's businesses reported moderate to major impacts

**0.1%**

CPI Growth in August, year over year

**66.4%**

Tourism contraction in Q2

**13.1%**

Decrease in Q2 Household spending

**28.2%**

Household Savings Boost (Aug. 28)

# TEAM Burlington COVID-19 Response

- Keeping our business community informed
- Key tools/resources to support
- Leading community partners and connecting organizations to support business,
- Advocating for the interests of business and the provision of relief measures
- Supporting long term economic recovery

34

# Burlington Economic Recovery Network

Aligning economic stakeholders and business support groups to position Burlington for short and long term economic recovery

## City of Burlington a key partner in:

- Economic Recovery Taskforce
- Advocating for business support at provincial and federal level
- Targeting relief measures at hardest hit sectors
- Cutting red tape and supporting recovery of retail, hospitality, cultural sectors & events
- Applying economic impact filter in post COVID-19 recovery budget allocations

35

# COVID-19, BERN and Strategy Implications

- Key Strategic Assumptions
  - Burlington EcDev focuses on mid to large companies and high value knowledge-based jobs
  - Partnership driven strategy with a key focus on Team Burlington
- Assumptions Moving Forward
  - Entrepreneurship will be a key job generator and TechPlace will help support this
  - Strong focus on Business Support and Growth - most jobs will come from existing Burlington business
  - Stronger support for main street business at local level

36

# Strategic Development Lands

GOAL: Activate 50 Hectares Development Ready Lands  
by 2022

Overall vacant Land:

2018: 316 hectares of vacant employment land over 71 sites

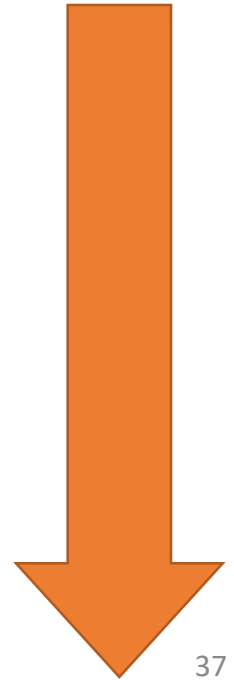
2020: 252 hectares of greenfield employment land over 56 sites

Development Ready:

2018: 27

2019: 25

2020: 10



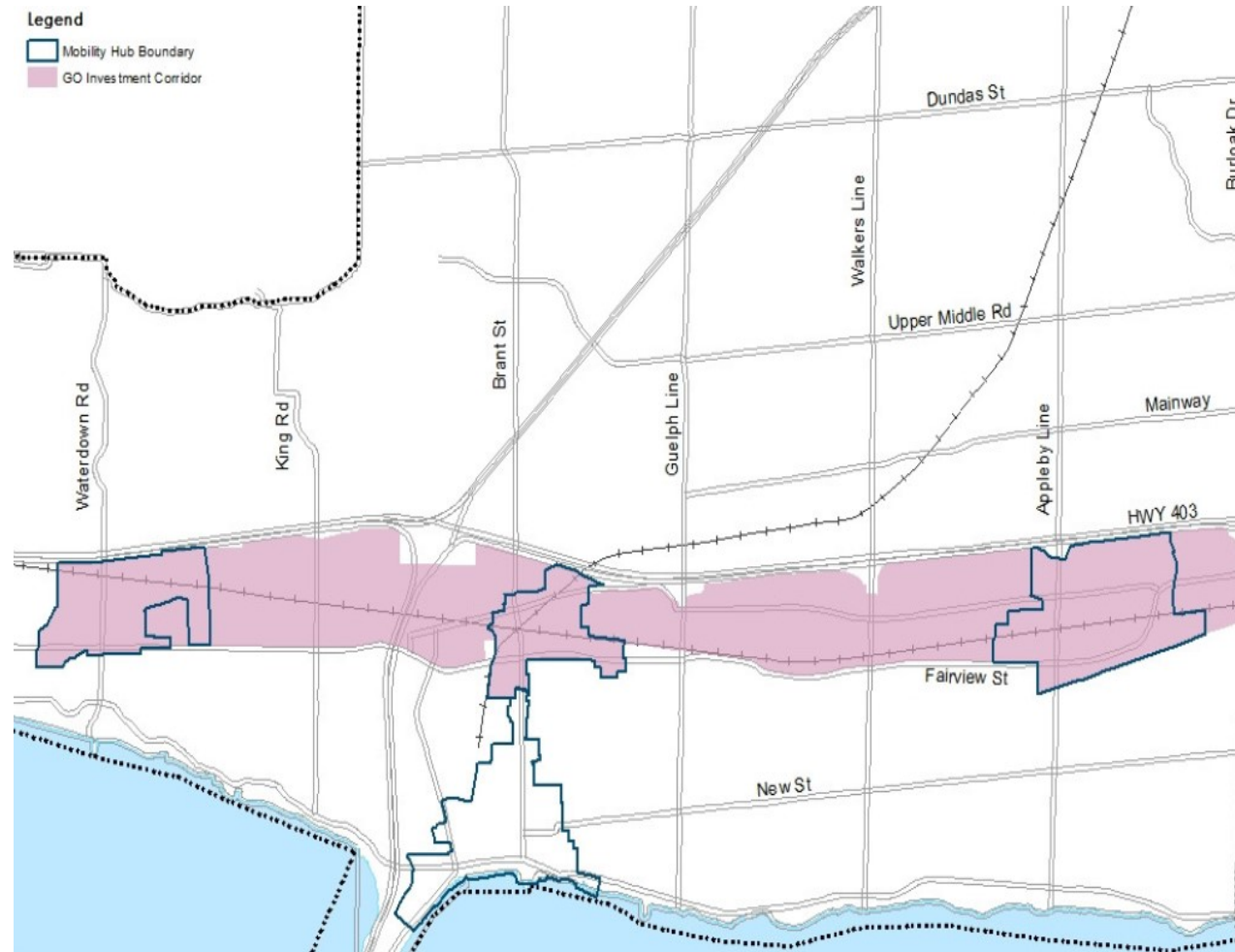
37

# Future Employment Focus: GO Corridor Investment Corridor

## VISION

Develop future-focused business environments that strengthen existing businesses, and attract new high-growth businesses and knowledge-based talent.

+60,000 New  
Jobs + People



# Strategic Lands and Future Employment

- Key Strategic Assumptions
  - Need to unlock and make more lands development ready
  - Future jobs and employment will focus on mixed use transit oriented development in the GO Corridor
- Assumptions Moving Forward
  - 1 net new FTE at EcDev focused on activating development lands for employment using tools including BLP and CIPs
  - GO Investment Corridor Strategy and GO Station ASPs will be key to achieve future employment and residential growth

39



# Burlington's Value Proposition and Economic Competitiveness

- Key Strategic Assumptions
  - Burlington benefits from its location in the GTHA and is competitive with GTHA municipalities.
  - Burlington's brand needs to better define our unique value proposition and create a brand identity
- Assumptions Moving Forward
  - Focus on keeping a competitive financial business case for business
  - Integrated Customer Service Experience as a differentiator with prioritized service for significant investments
  - One Brand will help us communicate a consistent and unique value proposition
  - Local EcDev will focus on Investment Attraction Strategy with limited added value from Toronto Global

40

# Focus Area 1: Increasing Economic Prosperity and Community Responsive Growth Management

Heather MacDonald

Executive Director, Community Planning  
Regulation and Mobility

City of Burlington

# Workshop Discussion

Given the speakers we just heard and knowing what our V2F objectives are:

1. How do we need to shift our strategy to support these emerging needs?
2. Why is this important to the City of Burlington and what's standing in our way?

## Focus Area 2: Improving Integrated City Mobility

- Mathieu Goetzke, Vice-President, Planning, Metrolinx (15 minutes)
- Vito Tolone, Director of Transportation Services, City of Burlington (10 minutes)
- Catherine Baldelli, Manager, Transit Planning and Business Services, City of Burlington (10 minutes)
- Workshop Discussion (15 minutes)

## Focus Area 2: Improving Integrated City Mobility

Mathieu Goetzke  
Vice-President, Planning  
Metrolinx

# Impacts of Covid-19 on regional urban mobility

Mathieu Goetzke

VP Planning, Metrolinx

NOVEMBER-12-20

## COVID-19 AND TRANSIT RIDERSHIP

Short  
Term

- Significant Decrease in Overall Trip Making

Short  
Term

- Customer concerns about shared spaces

Short  
Term

- Significant Decrease in Population Growth

Short  
Term?

- Shift to cars and active modes (where feasible)

Long  
Term?

- Significant Increase in Tele Work and School

Long  
Term?

- Shifts in where people live and business locate

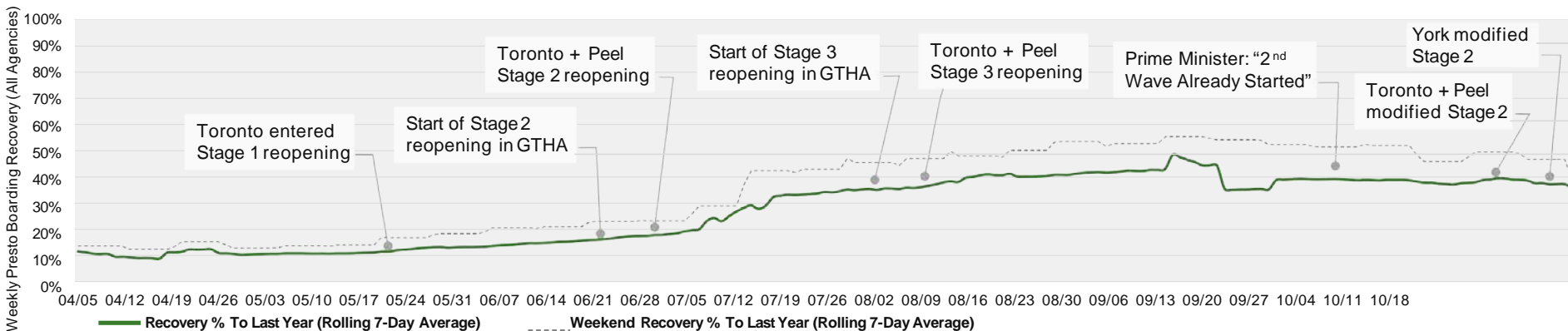
Location	Transit % of Pre- COVID Levels
GTHA	~40%
Ottawa	~30%
London, Milan, Copenhagen, Ireland, Stockholm, Vienna, Helsinki, Netherlands	~50-80%
San Francisco, New York, Vancouver, Philadelphia	~10-40%
Singapore, Seoul, Taipei, Bangkok	~60-90%


INTEGRATED CITY MOBILITY 2

Sources: Rebel Group (Moovit Public Transit App),  
Presto (GTHA and Ottawa)

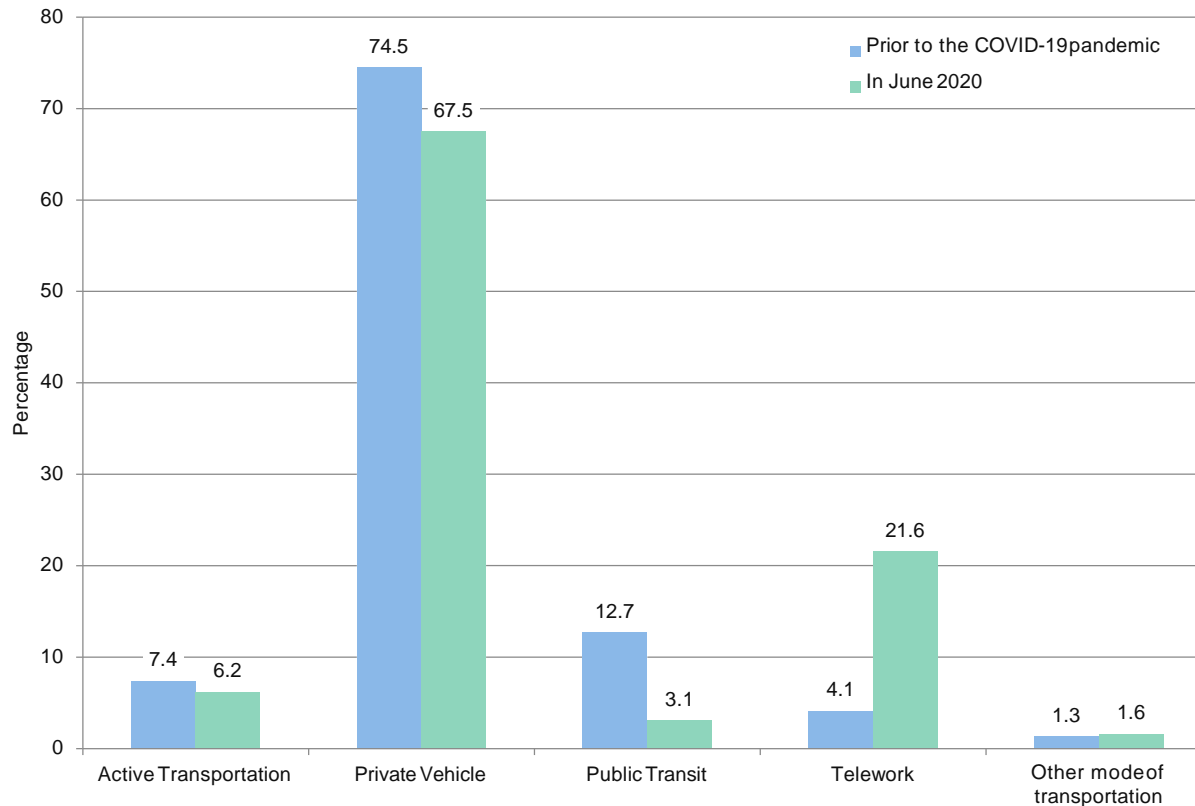


## ROOT CAUSES OF RIDERSHIP DECLINE: DURING PANDEMIC



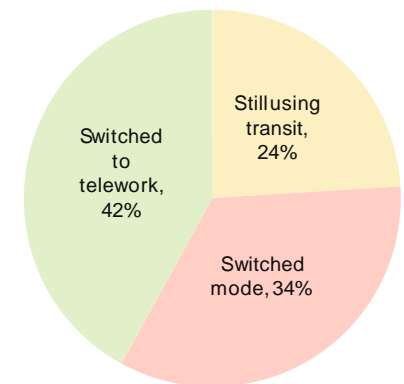
Factor	Time-Scale of Impact	
COVID-19 Spread and Community Concern		Decrease in trip making and concerns about transit safety expected to dissipate post COVID
Local Travel, Business, and Gathering Restrictions		Less year-over-year “natural” growth in ridership demand
Slowed Population Growth Teleworking		Less ridership demand as more customers continue to work from home

## MODE OF TRANSPORTATION TO WORK

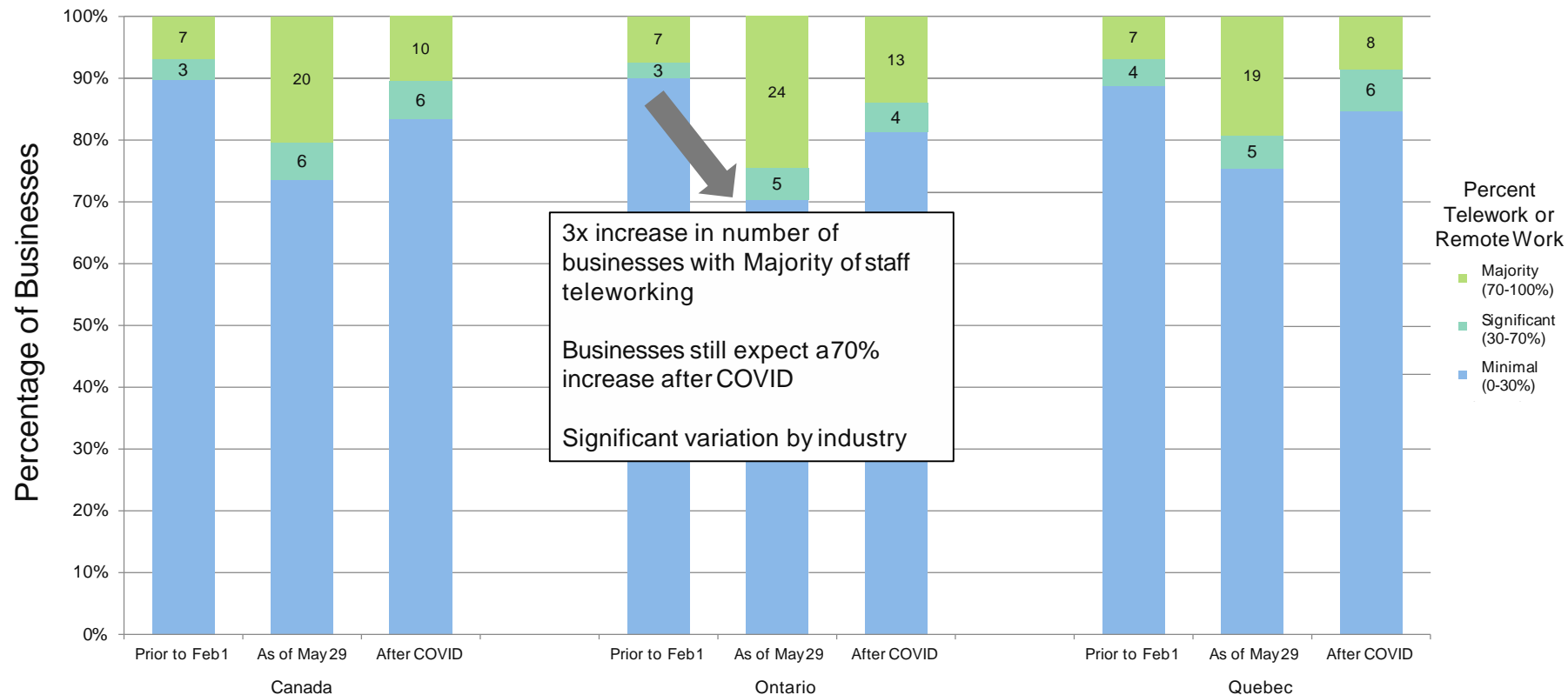


- Only 4% of Canadiansteleworked prior to the pandemic, increasing to 22% in June
- Of the respondents who used transit before the pandemic, **94%** indicated fear of using public transit as one of the concerns they felt unsafe returning to work

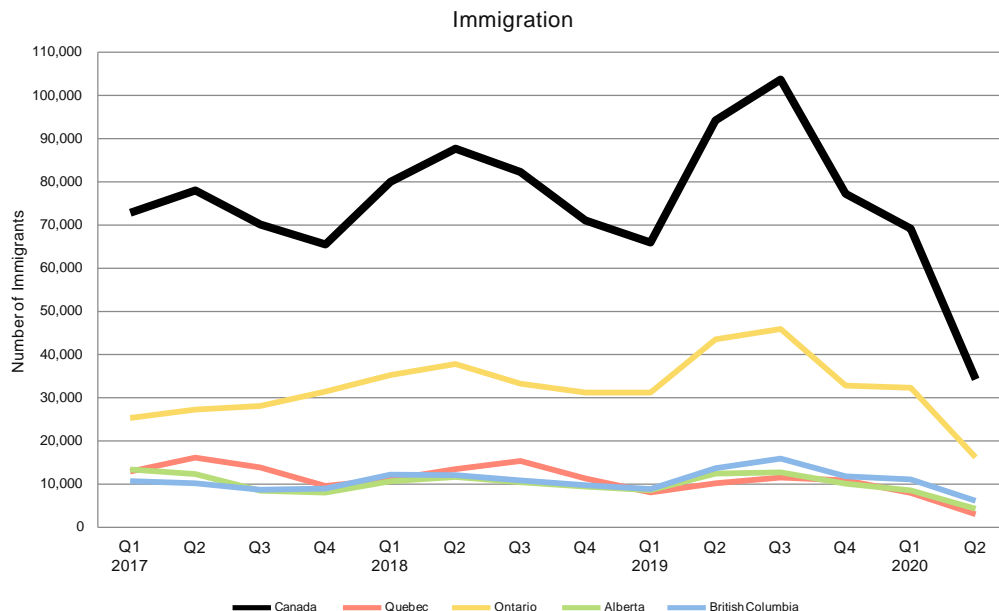
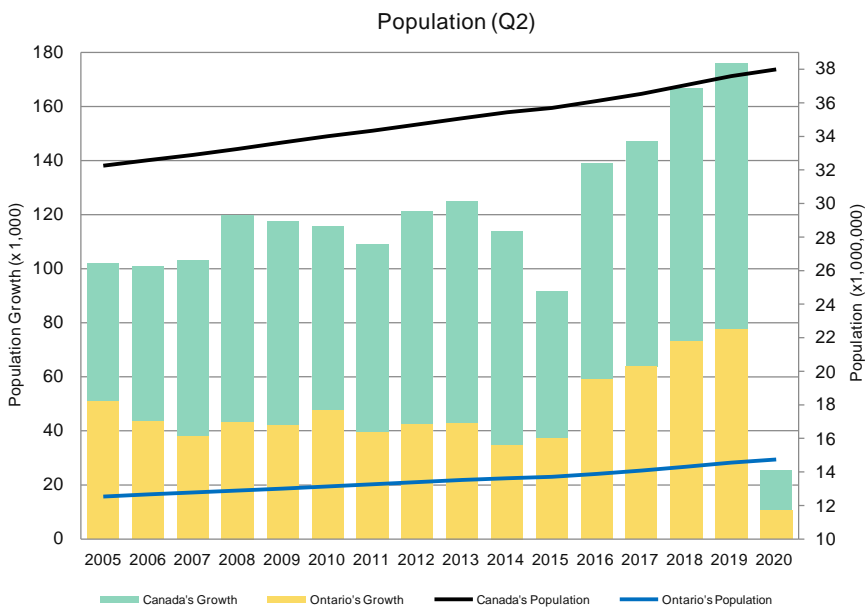
### Commuting habits for transit users during COVID



## PERCENTAGE OF WORKFORCE TELEWORKING (BY PROVINCE)



# POPULATION GROWTH AND IMMIGRATION



Q1	Jan to March
Q2	April to June
Q3	July to Sept
Q4	Oct to Dec

2020 had lowest Q2 population growth for Canada on record since 1972, while 2019 was the highest

Canada welcomed 64% less immigrants than in Q2 2019

International migration typically accounts for more than half of Canada's Q2 growth since 1994, reaching a high of 86.5% in 2019

## POSSIBLE FUTURES

- Shifts in telework will more highly impact Central Business Districts (CBD) than other employment areas
- E-bikes are a game changer for suburban mobility
- New opportunities will arise for suburban towns embracing 15-min city principles
- Local transit (buses) will remain key to provide adequate solutions in complement of active transportation and less frequent/peaked regional travel
- If driving and congestion are to return to pre-COVID levels (or more), traffic signal priority and other bus priority measures should be sought if only to preserve bus time reliability

## Focus Area 2: Improving Integrated City Mobility

Vito Tolone

Director of Transportation Services

City of Burlington

## Focus Area 2: Improving Integrated City Mobility

Catherine Baldelli

Manager, Transit Planning and Business  
Services

City of Burlington





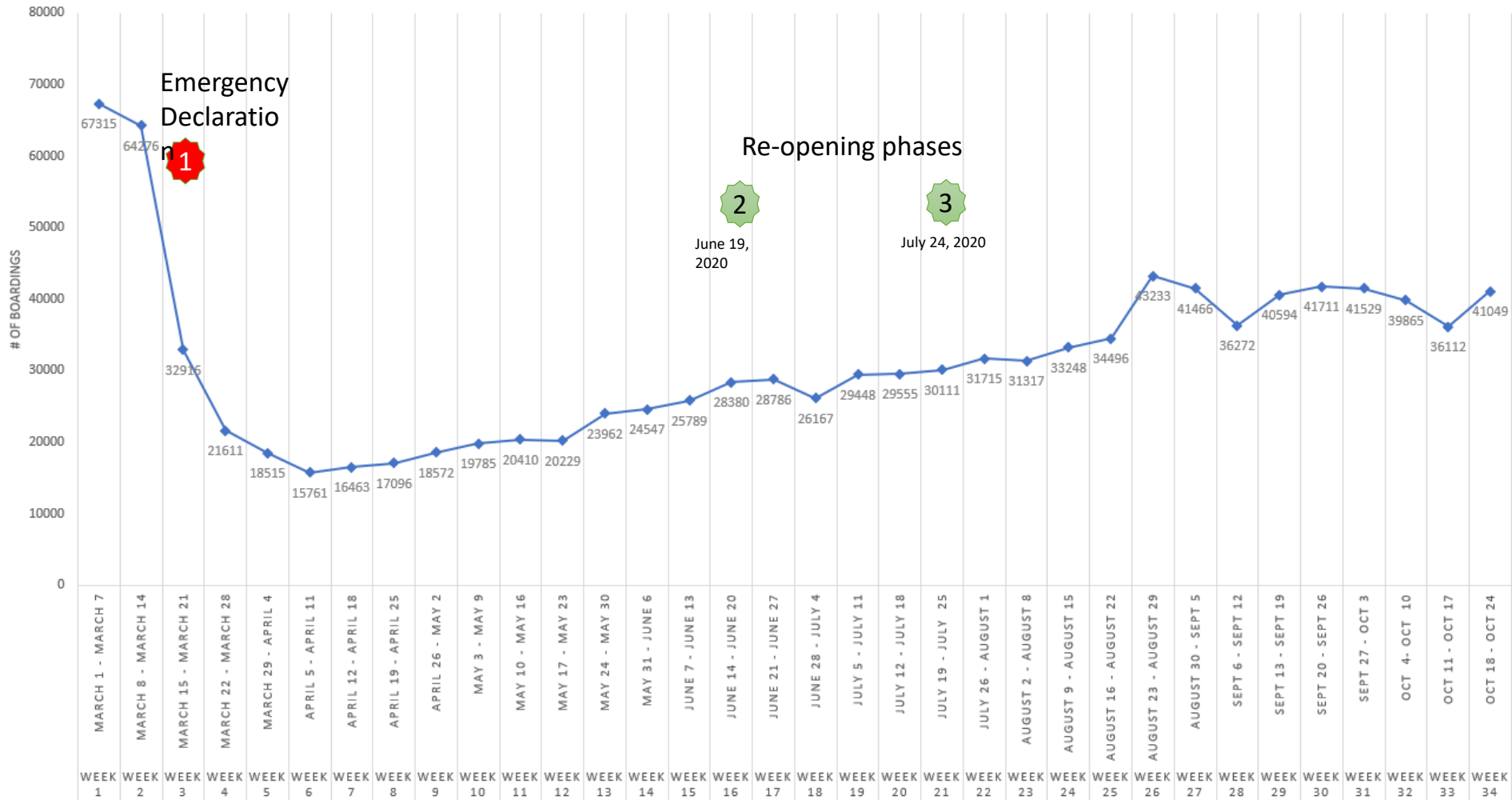
## Burlington Transit



## COVID-19 Impacts

- Transit is an Essential Service that is required by many residents and non-residents on a daily basis
- Ridership and revenues declined
- New operating 'norms'
- Adapted a new schedule with more focus on mid-day service
- The COVID-19 pandemic is expected to leave lasting effects on the way residents travel.
  - Ridership is expected to recover with increases in shorter trips and trips outside of the traditional rush hours.
  - Service will focus more on trips within Burlington, and trips to and from Hamilton and Oakville,
  - Launch of OnDemand transit will allow transit to be 'nimble' and more pro-active in adapting to the changing travel patterns

## TOTAL BOARDINGS PER WEEK





## Transit 5 Year Business Plan

- Guiding document that outlines the vision, strategies and tactics for Burlington Transit over the next 5 years
- While finalizing plan in February 2020, the global pandemic took hold
- Significant impact on transit and therefore it had to be addressed in the business plan
- While the strategies and overall plan were framed with the goals of increasing ridership and making transit better overall
- These goals have not changed, however growth targets and expansion plans have been changed

# Opportunities



- On Demand Service
  - Reduce fixed route service on under performing routes
  - Introduce first mile/last mile
- MyRide app
  - Text next bus
  - Online interface tracks buses
- Electrification of fleet
  - CUTRIC electrification study in final stages
  - Burlington Transit will initiate modelling exercise with OCAD University to further determine feasibility of electrification within Burlington
- Transit / Traffic Priority Measures
  - Work with Transportation department to initiate traffic light signal priority for buses to further enhance service
- Fare Policies
  - Review fare policies for other concessions (Students); this is a key demographic that can
- Route Enhancements/Service Frequencies
  - Rise in telecommuting is expected to reduce travel demand in general and the shift away from the 9am to 5pm paradigm will reduce rush hour congestion and presents an opportunity for transit to improve travel time and frequency to grow ridership.





## Risks and Pain points

- COVID-Related - Lack of viable vaccine may delay pandemic and thus further impact ridership and revenue goals defined in Business Plan
- Long term sustainable funding source
  - Competing municipal priorities
- Current facility lacks capacity for future growth (at capacity now)
- Costs and infrastructure required for Electrification

# Workshop Discussion

Given the speakers we just heard and knowing what our V2F objectives are:

1. How do we need to shift our strategy to support these emerging needs?
2. Why is this important to the City of Burlington and what's standing in our way?



## Focus Area 3: Supporting Sustainable Infrastructure and a Resilient Environment

- Larissa Sequeira, Senior Advisor, Mantle314 (15 minutes)
- Allan Maggi, Executive Director, Environment, Infrastructure and Community Services, City of Burlington (10 minutes)
- Amy Schnurr, Co-Founder/Executive Director, Burlington Green (10 minutes)
- Workshop Discussion (15 minutes)

## Focus Area 3: Supporting Sustainable Infrastructure and a Resilient Environment

Larissa Sequeira  
Senior Advisor  
Mantle314



## Emerging Trends for Municipal Climate Governance

Presentation to Burlington Strategic Plan Workshop

November 16, 2020



# Mantle314 is North America's largest dedicated climate change consultancy

## our services



Educate: Deliver expert training and bring the latest developments and data to boards, executives and employees.



Identify: Discover climate-related risks and opportunities unique to your business.



Strategize: Provide solutions and strategies to build your corporate resilience.



Equip: Prepare your teams to make smart business decisions and seize climate-related opportunities!

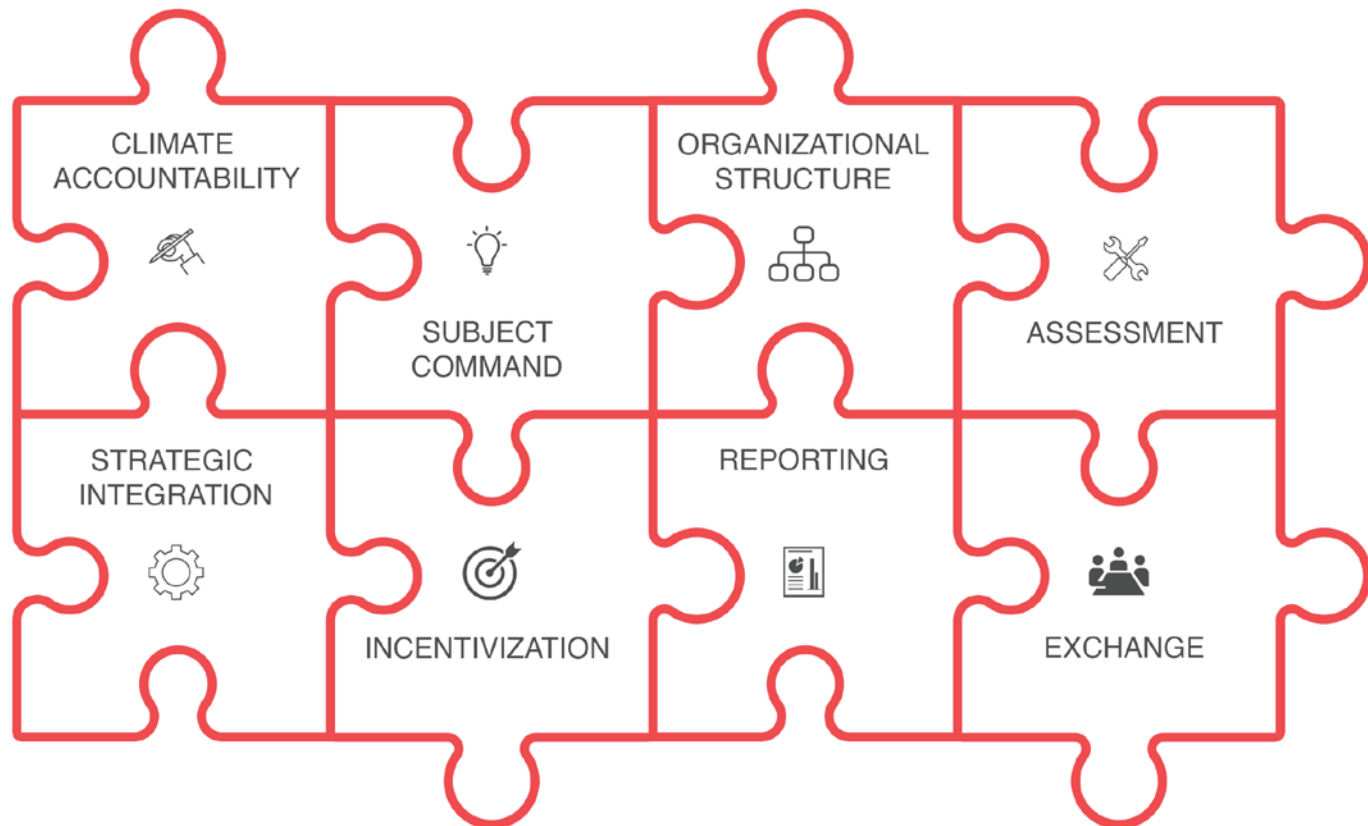
## our focus

- We shine the light on climate-related risk and opportunity and advance strategies to thrive.
- Mantle's team – a multi-disciplinary team of lawyers, business consultants, financial experts and engineers – has unparalleled climate-related business experience preparing clients for climate resilience.
- We bridge the gap between law, engineering, technical innovation and real world decision-making.
- Recognized by global leaders as a trusted advisor on climate-related issues.
- Cutting-edge solutions set us apart from the risk identification offered by audit firms.

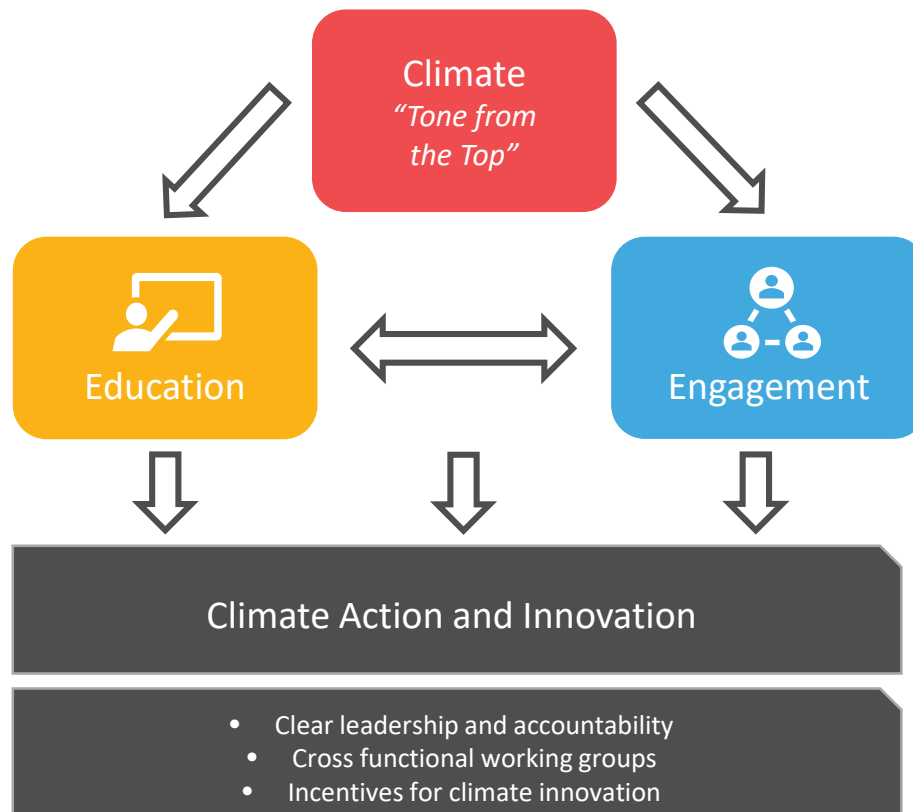
## Key cross-sectoral drivers & barriers to implementation

DRIVERS	BARRIERS
<ul style="list-style-type: none"><li>• Strategic prioritization</li><li>• Securing the support of key decision makers</li><li>• Securing funding</li><li>• Partnership development</li><li>• Staff capacity</li></ul>	<ul style="list-style-type: none"><li>• Siloed actions</li><li>• Climate change literacy and awareness</li><li>• Staff turnover and shifting political priorities</li></ul>

# Guiding principles for effective climate governance



# Where to start

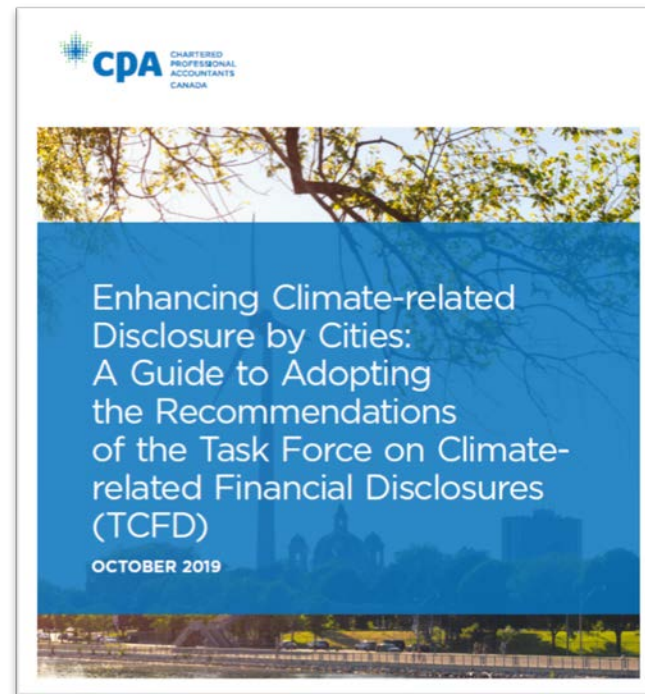


## Examples:

- Ensuring centralized climate work has sufficient authority and support
- Embedding climate experts across the organization
- Working groups or committees to facilitate cross-corporate collaboration
- Nurturing climate competency

# Growing movement from cities on TCFD

- Vancouver, Toronto, Montreal all producing TCFD-aligned reports
- Applying a climate lens helps inform short and long-term financial planning
- Links climate risk and opportunity with strategy and governance
- Ensures climate issues are not siloed within an organization

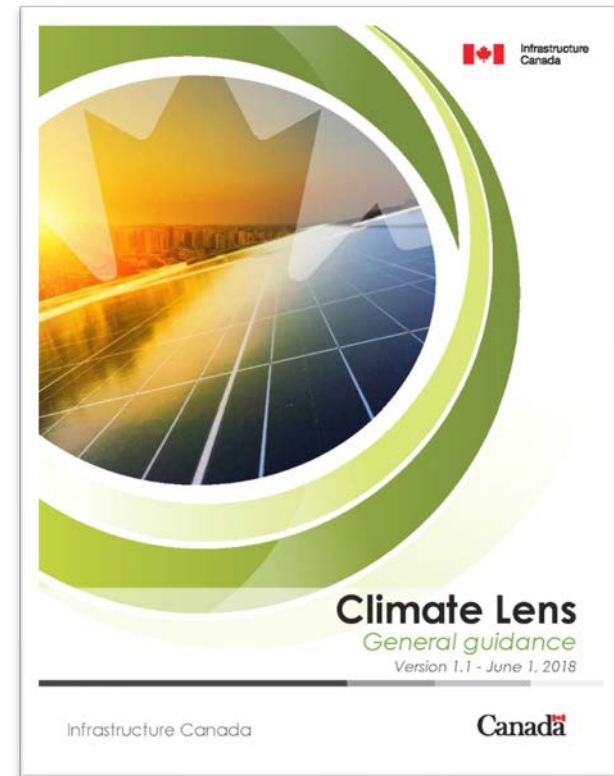




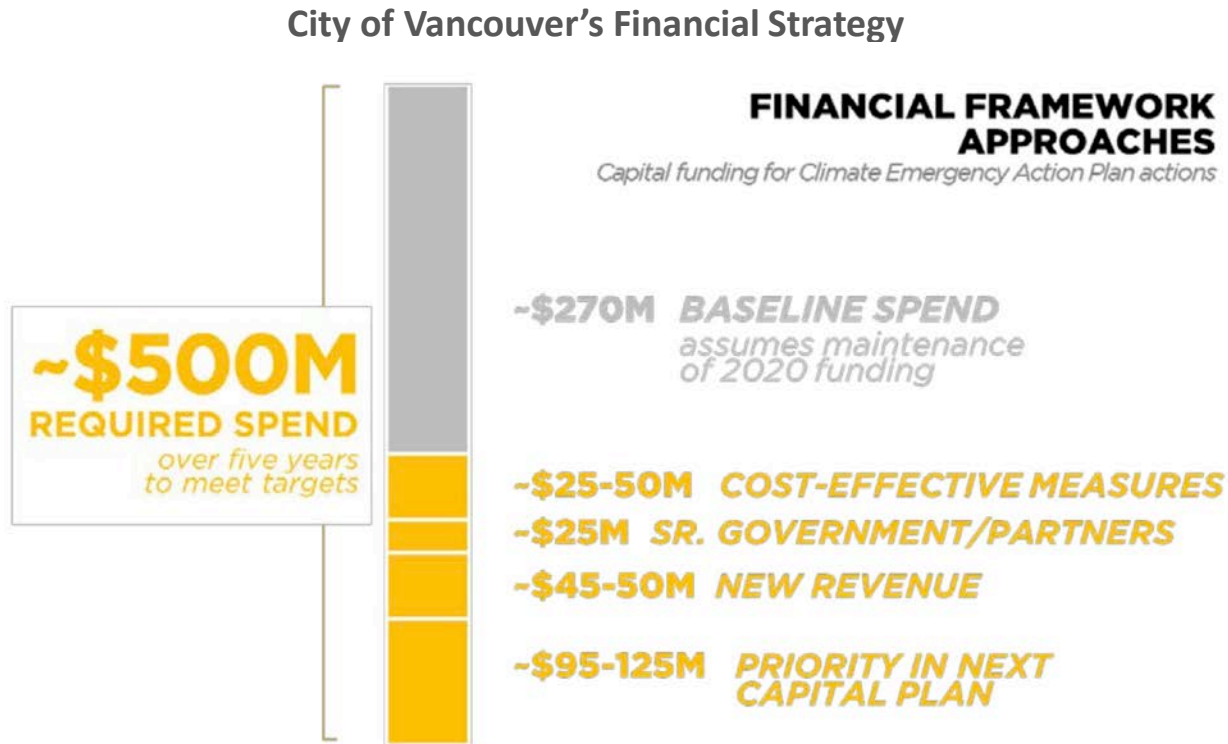
# Applying a climate lens to decision-making

## What could a municipal climate lens potentially do?

- Help analyze if a decision will affect climate or be affected by climate
- Help estimate the emissions associated with a decision
- Guide staff to understand potential vulnerabilities to climate
- Guide staff to think about addressing climate change through GHG reduction or building resilience



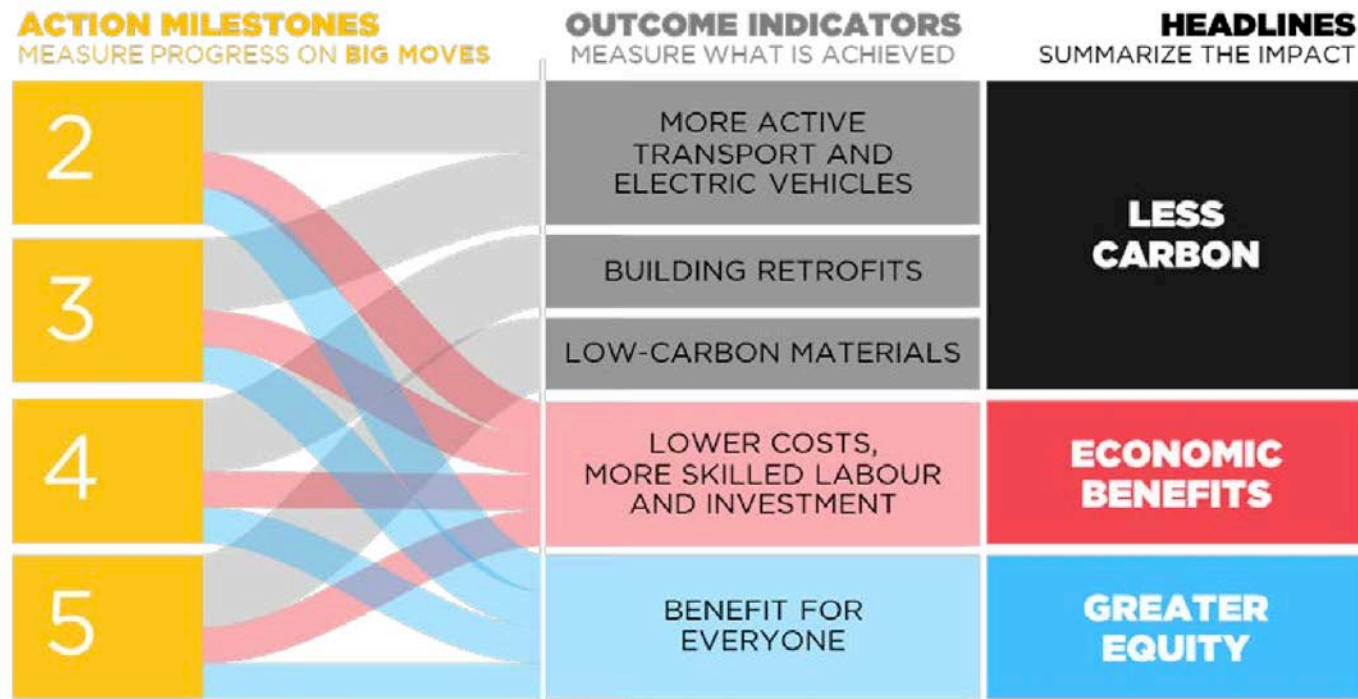
# “Show me the money”



Source: City of Vancouver. Climate Emergency Action Plan. November 3, 2020

# Ensuring accountability

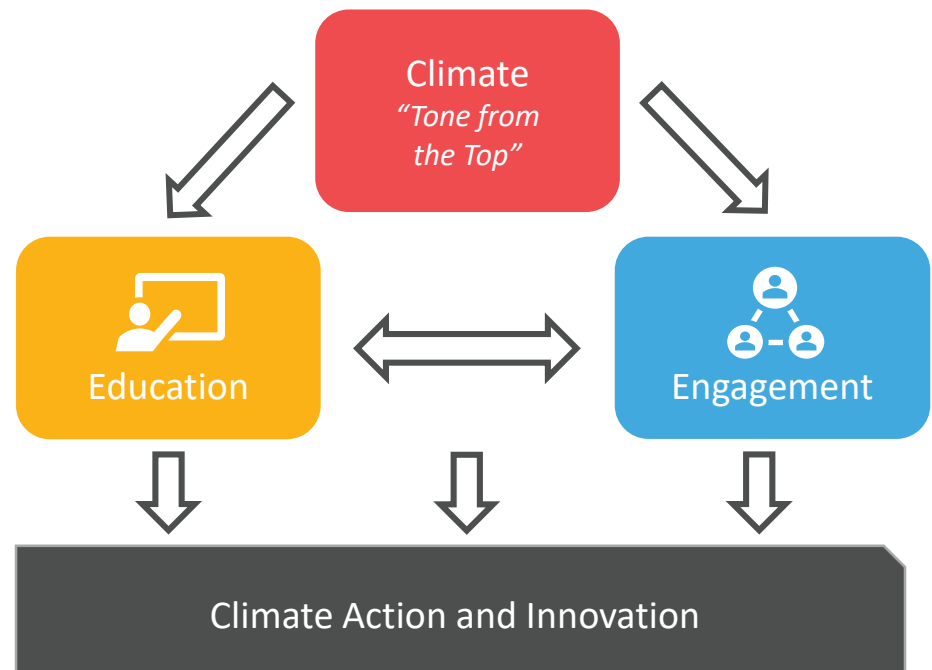
## City of Vancouver's Carbon Budget & Indicator Framework



Source: City of Vancouver. Climate Emergency Action Plan. November 3, 2020

# Key Takeaways

1. What is your role in stewarding implementation?
2. Are you climate competent? And how can you help others?
3. How can you use your network to encourage engagement?



Our team of climate professionals brings interdisciplinary expertise to help address your climate change-related challenges.

We look forward to helping your organisation gain a competitive advantage as we transition to a climate-resilient economy.

— 1255 Bay St., Suite 801, Toronto, ON, CANADA M5R 2A9  
— 1.888.664.7723 | [info@mantle314.com](mailto:info@mantle314.com)  
— [mantle314.com](http://mantle314.com) | [mantle314](https://twitter.com/mantle314)

MANTLE <sup>3</sup><sub>1</sub><sub>4</sub>

## Focus Area 3: Supporting Sustainable Infrastructure and a Resilient Environment

Allan Magi

Executive Director, Environment,  
Infrastructure and Community Services  
City of Burlington

# Sustainability & Resiliency

## Challenges

- Impacts of a changing climate – infrastructure, forestry - uncertainty
- Behaviour & cultural change
- Integrating financial decision making with climate data
- Funding gap – asset management



### 2020 Approved Budget Investments in City Services



# Sustainability & Resiliency

## Challenges

- Low cost fossil fuels
- Limited legislative authority
- Community & staff engagement during a pandemic





# Sustainability & Resiliency

## Opportunities

- Integrating climate lens into budget process
- Carbon budget as decision making tool
- Ecosystem services approach for design



# Sustainability & Resiliency

## Opportunities

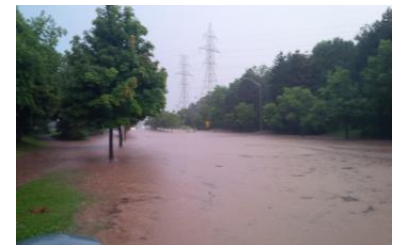
- Green economy – home energy retrofit program & sustainable new development
- Integrated & electric mobility – active & sustainable transportation
- Renewable energy – removing barriers with high grid connection fees



# Sustainability & Resiliency

## Opportunities

- Understanding the climate data & projections – warmer, wetter, wilder
- Defining risk & vulnerability – city operations & community
- Planning for adaptation – resiliency – forestry, parks & natural areas, & flood proofing measures



## Focus Area 3: Supporting Sustainable Infrastructure and a Resilient Environment

Amy Schnurr  
Co-Founder/Executive Director  
Burlington Green

# SUSTAINABLE INFRASTRUCTURE & A RESILIENT ENVIRONMENT

---

- Values & Vision
- Approach & Opportunities
- Risks & Solutions
- Action Recommendations



“The pandemic shows that if we act together for the collective good, we can flatten the curve of crises and improve resilience for all.”

(David Suzuki Foundation)

# VALUES AND VISION

- Expand Values
- Refocus Vision (including BEDC)

**Build Back Better**  
A Green (low-carbon), Just Economy

**“...our recovery from this pandemic will be stronger if we correct course away from activities that cause climate disruption, biodiversity loss, environmental devastation and increasing disease spread - and exacerbate inequality.”**

(Green Strings Report - DSF)





# A GREEN & JUST RECOVERY

---

- Protect & Restore Nature
- Act on Climate
- Transform the Economy



# APPROACH & OPPORTUNITIES

- Ecosystem Approach
- Power of Municipalities
- Inclusive Community Action
- Integrate Biodiversity Goal
- Accelerate & Integrate Climate Adaptation Plan
- Mirror/Adapt C40 City Actions

**"With all this pressure on us and despite inadequate resources, local elected officials are using our most important tool – our power to convene."**

Lisa Helps, Mayor, Victoria, BC

**To position Burlington for success in a changing climate, environmental sustainability should be embedded in values and all aspects of planning, policy, funding & decision-making.**





# RISKS & SOLUTIONS

- Impacts
- Measuring Risks Financially
- Prevention & Risk Reduction
- Vulnerability Assessments
- Supporting a Resilient Recovery Through Climate Action



## Asset Management: Integrating Sustainability & Resiliency

**“Resilience is the strength of the community we build around us.”**

(Carole James, BC Finance Minister)

**Often, investments providing non-financial socio-cultural, economic or environmental benefits to communities are not accounted for in capital planning and prioritization in a structured way. The result is that these benefits don’t feature reliably in municipal capital plans.**

(Federation of Canadian Municipalities)

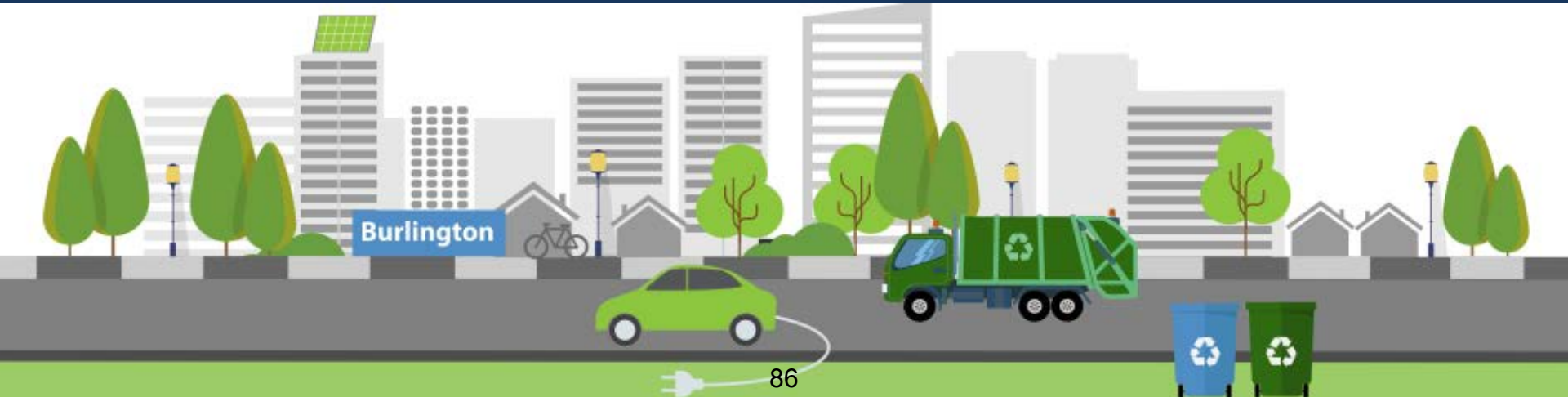
# RECOMMENDATIONS

---

Solutions lie in building a healthier, resilient and just Burlington fuelled by a green and sustainable economy.

Integrate policies and prioritize investments in 3 overarching areas:

1. Accelerate the Creation of Complete Communities
2. De-Carbonize Transportation Systems
3. Embrace & Prioritize Sustainability in our Built **and** Natural Environments



# Workshop Discussion

Given the speakers we just heard and knowing what our V2F objectives are:

1. How do we need to shift our strategy to support these emerging needs?
2. Why is this important to the City of Burlington and what's standing in our way?

# What comes next?



Review,  
organize,  
summarize and  
share workshop  
information

Develop draft  
amendments,  
changes and/or  
additions to  
V2F and  
Strategic Plan

Application of risk  
assessment and  
mitigation  
approach to  
strategy objectives

Amendments  
and  
adjustments 2<sup>nd</sup>  
Draft of V2F  
and Strategic  
Plan

Updated V2F  
Plan as of March  
2021