

Delivering on the Strategic Plan



City of Burlington

Overview

- Only about 20% of our resources are involved actively in major strategic plan initiatives
- About 80% of our work and resources are day to day quality of life/public safety services (infrastructure maintenance, fire, roads and parks, regulatory services, corporate services, etc).
- However, even some of the 80% will need to evolve as the city changes, especially to address demographic, technological, social and other changes.

City of Burlington

Purpose of Today's Workshop

- Provide Council with a report on our progress in delivering the Strategic Plan and highlight major projects underway
- Review Strategic Plan Progress Indicators – what we are tracking and why
- Review Key Corporate Initiatives

Strategic Plan

- The Strategic Plan contains:
 - **4** Strategic Directions
 - **9** Key Strategic Objectives
 - **49** initiatives
 - **53** different possible progress indicators



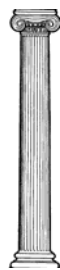
Delivering on the Strategic Plan

- ✓ Aligning department work plans with our Strategic Plan
- ✓ Aligning Resources with the priorities
- ✓ Tracking Strategic Plan performance indicators
- ✓ Making information more accessible



Leadership Team Work Plan

- The BLT work plan replaces the City Manager's work plan and includes key strategic projects across the Corporation
- Two primary pillars:



- » Building a 21st Century City
- » Building a 21st Century Organization



Building a 21st Century City

- A 21st Century City
 - Is designed for residents of all ages and abilities
 - Offers housing and transportation choices for all stages of life and economic circumstance
 - Leverages technology to make information and services easy and accessible
 - BLT is working on 17 initiatives that directly deliver on the Strategic Plan's vision of building a 21st Century City
- Here are some highlights....



Innovation Centre
Official Plan Review
Age Friendly Strategy
Urban Forest Master Plan
LED Streetlight Conversion
Integrated Transportation Master Plan
Integrated Transit Mobility Plan
Communications Strategy
Asset Management Plan
Urban Design Awards
Mobility Hubs

Integrated Land Use/Transportation Planning



Mobility Hubs Studies



- Project Overview:
Area Specific Plans and associated implementation strategies are being developed for each of Burlington's four Mobility Hubs

Strategic Plan Linkage

- 1.2 Intensification
 - 1.2b **Mobility Hubs** are developed near each GO Station and the downtown
- 2.1 Increased Transportation Flows
 - 2.1b **Mobility Hubs** are being developed and supported by intensification and built form that allows walkable neighbourhood to develop

Mobility Hubs Studies

- Community engagement is underway;
 - » A study launch party
 - » 4 formal public consultations
 - » 14 coffee shop consultations
 - » 8 Stakeholder Open Houses
 - » Presentations at Citizens Advisory Committees
- Next steps will include developing 3 alternative scenarios for each Mobility Hub leading to Council endorsement of a preferred scenario in December of this year



Transportation Plan “Go Bold”

Project Overview:

- Develop a Transportation Plan that links land use and transportation with the goal of providing a wide range of options for getting around the city
- The plan is being built around 8 new directions that mark a fundamental policy shift



Strategic Plan Linkage

- 2.1 A City that Moves
 - 2.1C Complete Streets vision is put in place through a coordinated plan which will include on-road and off-road bike lanes, sidewalks, multi-use paths and trails and a public transit system that are all well-connected throughout the city.

Transportation Plan "Go Bold"

Project Status:

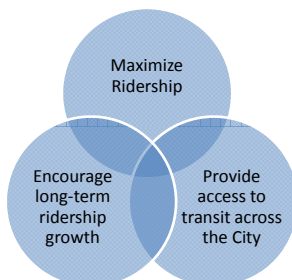
- Public engagement is underway including on-line surveys, workbooks, community outreach at events
- Input gathered will be used in preparing a draft plan for Council consideration in early 2018



Integrated Transit Mobility Plan (ITMP)

Transit Choices

Public consultation to engage community in discussion of the trade-offs between these three objectives



Strategic Plan Linkages

- 2.1a Public Transit systems will have efficient, greener, convenient and usable transportation options including consideration of evolving technologies within the city and broader region
- 2.1d Employment areas are well-served by public transportation and riders can access the regional and provincial transportation network



Innovation Centre



- BEDC recently launched TechPlace, Burlington's new innovation centre
- Partnership of public and private sector – City staff providing on-site planning and building advice to members and the public
- 8600 sq ft space dedicated to connecting, developing, and advancing new and growing technology companies

Strategic Plan Linkage:

1.1 Promoting Economic Growth

- 1.1f Innovative, entrepreneurial businesses have settled or developed in Burlington. The city has helped create the technological support, business supports, infrastructure and educational environment to attract startups and growing businesses.



Customer Relationship Management (CRM)

Project Goals:

- Full end-to-end service for customers with "one-stop shopping"
- Offer a robust set of self-service functions
- Supported by a knowledge base of information on city services that will be accessible to staff and the public
- Use real time data to inform customers of service status, updates and opportunities (notifications)

Strategic Plan Linkage:

- 4.1.b City information is more accessible with an increase in the number of residents who engage with the city. The city practices open government and uses new technology to engage residents and collaborate in decision making.



Customer Relationship Management (CRM)



Other Projects Underway

Enterprise Risk Management
 Halton Court Services Facility
 Integrated Community Energy Study
 Inter Government Relations
 Asset Management Financing Strategy
 Streamlined Development Process
 Joint Venture Review
 Business Analytics

Progress Indicators

- Strategic Plan identifies **53** possible Progress Indicators
- We want to make sure that the data we are tracking is meaningful and adds value
- Some data is already being collected to support business plans
- Data sources include GIS, AMANDA, Stats Canada, National Housing Survey, Region's Employment Survey, Transportation Tomorrow Survey



Selecting The Indicators to Track

- **Value to Effort** – measures that are reasonably easy to track and that add value ~ making best use of staff resources
- **Aligned** – clear alignment with Strategic Plan initiatives and objectives
- **Meaningful** – generally understandable and measure what we want it to
- **Availability of Data** – available data is consistent, reliable and timely



Filters Lead To...

- BLT approved tracking **21 indicators** that address the **4 Key Directions** of the Strategic Plan
- Data collection for baselines almost complete and entered into ClearPoint
- Measures will be updated based on data schedules – most annually, some based on five-year census



Here is a sampling of the
measures available in
ClearPoint

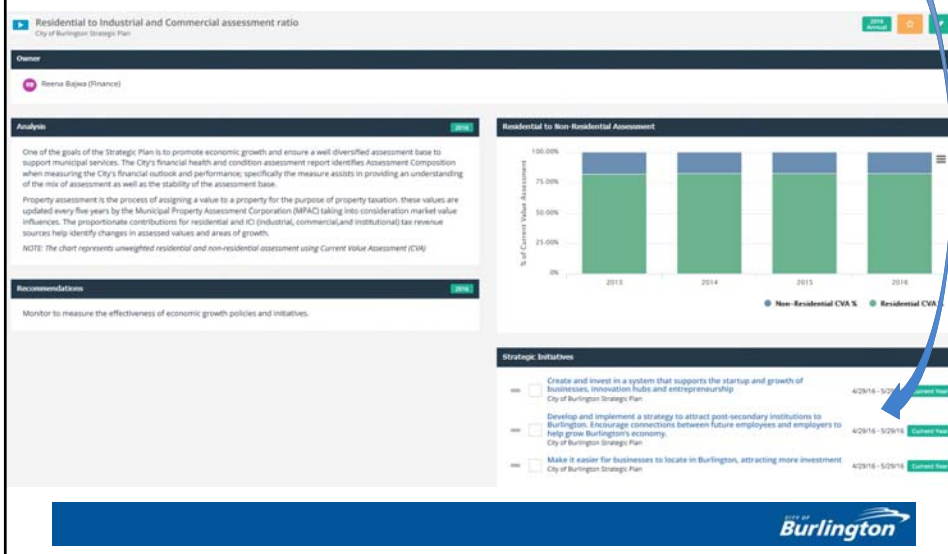
A City That Grows

- "The City of Burlington attracts talent, good jobs and **economic opportunity** while having **achieved intensification** and balanced, **targeted population growth** for youth, families, newcomers and seniors."

- Recommended Indicators:
 - 1.1 Promoting Economic Growth
 - Jobs per hectare
 - Residential to ICI Assessment
 - Median Household Income
 - 1.2 Intensification
 - FSR for intensification areas
 - 1.3 Focused Population Growth
 - Population by demographic
 - Mix of available housing type



Indicators are linked to the Strategic Plan and to initiatives in Department Work Plans

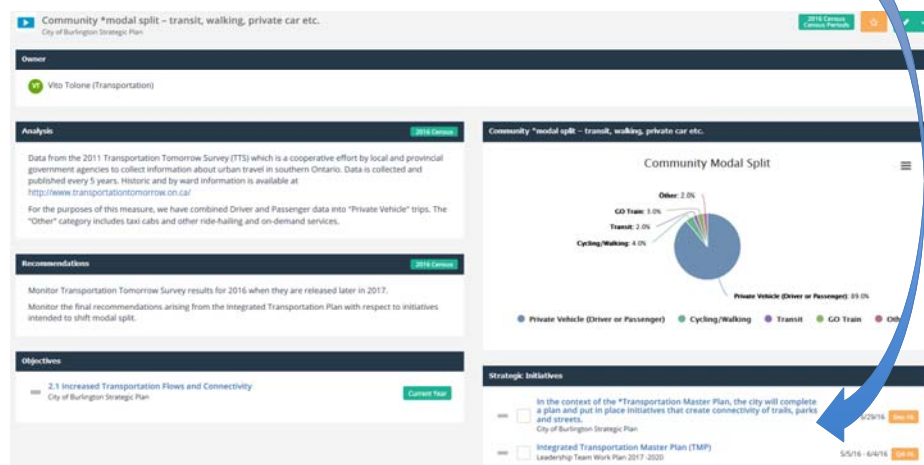


A City That Moves

- "People and goods move throughout the city more efficiently and safely. A **variety of convenient, affordable and green forms of transportation** that align with regional patterns are the norm. ***Walkability** within new/transitioning neighbourhoods and the downtown are a reality."
- 2.1 Increased Flows & Connectivity Indicators
 - Km of bike lanes, trails, sidewalks
 - **Community modal split**
 - Walkability scores

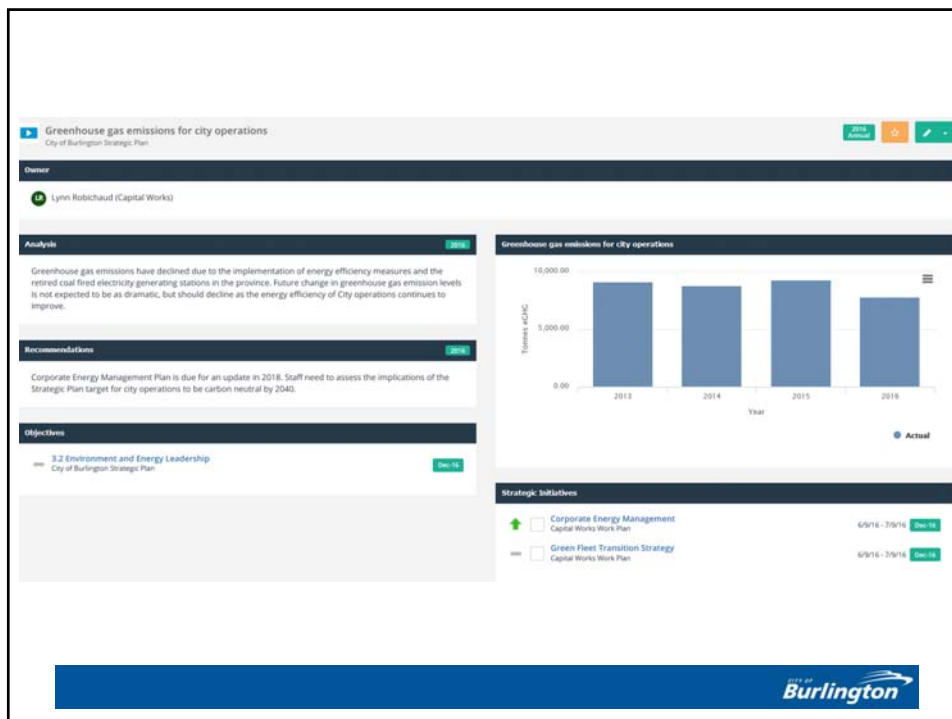


Indicators are linked to the Strategic Plan and to initiatives in Department Work Plans



A Healthy and Greener City

- “The City of Burlington is a leader in the **stewardship of the environment** while **encouraging healthy lifestyles.**”
- 3.2 Environment and Energy Leadership Indicators:
 - Energy consumption for city operations and city-wide
 - Greenhouse gas emissions for city operations and city-wide
 - Overall public tree condition (as a proxy for expansion of urban forest)



An Engaging City

- "Community members are **engaged, empowered, welcomed and well-served** by their city. Culture and community activities thrive, creating a **positive sense of place, inclusivity and community.**"
- 4.1 Good Governance Indicators:
 - % of citizens that believe city offers opportunity for meaningful input into decision making
 - % of public satisfaction with city programs and services
 - State of city infrastructure indicators, such as pavement quality index and facility condition index



Relevant background reports or documents can be included as attachments

Percentage of citizens that believe the city offers the opportunity for meaningful input into decision-making
City of Burlington Strategic Plan

Owner
Michelle Dwyer

Analysis
Engaging residents to enhance sound decision making is an objective of the Strategic Plan. This data was collected as part of the Community Survey (formerly Quality of City Services Survey) undertaken in 2015. The survey is a statistically valid telephone survey of 750 people representing all six wards. A total of 64% of respondents either Agree or Strongly Agree that "Residents have enough opportunities to provide input into decision making about city projects and services".

Recommendations
In order to track progress on this measure, it is recommended that funding for the survey be continued on a biannual basis going forward.

Attachments
City of Burlington Presentation, --05.07.2015.pdf
Updated at 6/17/17 2:56 PM

Objectives
4.1 Good Governance
City of Burlington Strategic Plan
4.1.1 The city actively encourages and welcomes collaboration with residents and stakeholders in the decision-making process.
City of Burlington Strategic Plan

Percentage of citizens that believe the city offers the opportunity for meaningful input into decision making

Response	Percentage
Strongly Agree	27.0%
Somewhat Agree	42.0%
Neutral	11.0%
Somewhat Disagree	13.0%
Strongly Disagree	7.0%
Don't Know	1.0%

Strategic Initiatives
The city will continue to implement initiatives in the "Community Engagement" Charter.
City of Burlington Strategic Plan
4/29/16 - 5/29/16
Due 16

Building a 21st Century City requires a 21st Century Organization



BLT Charter

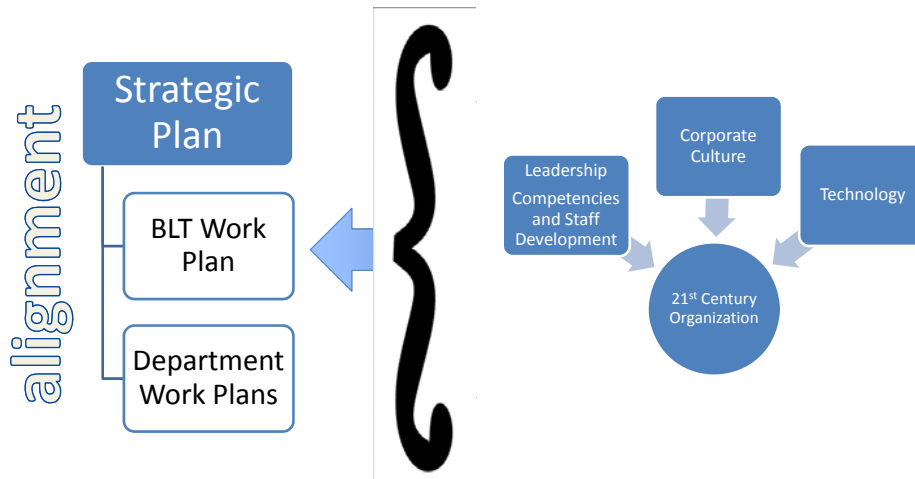


We will

provide vision and leadership to become a
21st Century workforce to build a 21st Century city.



21st Century Organization



Organizational Initiatives

- Labour Market Risk is #1 on the Enterprise Risk Registry
- We must reduce Labour Force Risk through:
 - Leadership Development
 - Succession Planning
 - Staff Retention Strategies

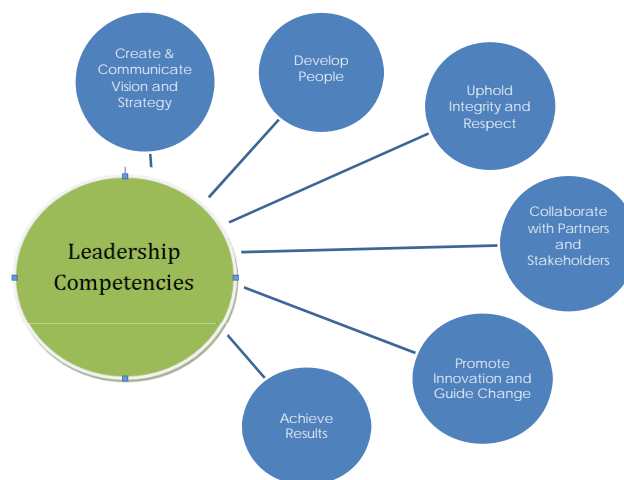


Leadership Development

- A number of staff development initiatives underway to develop leadership competencies within the organization
 - DeGroote Leadership Program
 - Mohawk Future Ready Leadership
 - Department Professional Development
 - Job Shadowing/Job Rotations
 - Corporate Training/Tuition Reimbursement
- Coaching model replacing traditional PE process

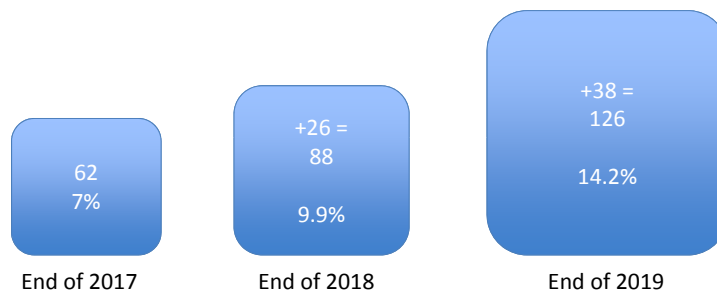


6 Leadership Competencies



Succession Planning

Potential Vacancies – unreduced pensions



Staff Retention

- Workplace Culture Survey 2016
 - Five Employee Culture Teams in place
 - Values
 - Collaboration
 - Staff Investment
 - Communication
 - Innovation
 - BLT fully supports the teams' recommendations
- Healthy Minds Strategy ~ promoting mental health, ESAP, Road to Mental Readiness

Technology

- Technology Strategy approved in 2016
- Modernized Mobile Work Environment
 - Implement technology to enable staff mobility, support business continuity, and provide viable alternatives to traditional office work space
 - Upgrading to Office 365 - transitioning the City to a business productivity platform that will allow people to work from anywhere, at any time, on any device
 - Video/web conferencing, collaborative document editing
 - Meeting room technology, staff Wi-Fi, updated mobile devices
- Upgrades to software programs; PRISM (replaces CLASS), AMANDA



Governance Framework

7 Elements of Excellence in Municipal Governance

Roles and Responsibilities
Setting Directions and Outcomes
Stewardship of Community Assets
Ethical Conduct and Conflict of Interest
Effective Decision Making Process
Engagement and Partnership
Accountability and Risk



DISCUSSION