



**SUBJECT: 2018-2022 Burlington's Plan: From Vision to Focus**

**TO: Committee of the Whole**

**FROM: City Manager's Office**

Report Number: CM-06-19

Wards Affected: All wards

File Numbers: 155-03-01

Date to Committee: May 13, 2019

Date to Council: May 27, 2019

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**Recommendation:**

Table the 2018-2022 Burlington's Plan: From Vision to Focus; and

Direct the Deputy City Manager to consult with members of council on this plan and report back to Committee of the Whole on June 10, 2019 with a finalized version of the report for debate and approval.

**Purpose:**

Burlington's Strategic Plan 2015-2040

A City that Grows

- Promoting Economic Growth
- Intensification
- Focused Population Growth

A City that Moves

- Increased Transportation Flows and Connectivity

A Healthy and Greener City

- Healthy Lifestyles
- Environmental and Energy Leadership

An Engaging City

- Good Governance
  - Community Building through Arts and Culture via Community Activities
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## **Background and Discussion:**

### **Process:**

Burlington's Strategic Plan 2015-2040 was established in 2016 with significant stakeholder and public feedback. The Strategic Plan has four key strategic goals: A City that Grows, A City that Moves, A Healthy and Greener City, and An Engaging City. The plan contained a number of objectives, strategic initiatives and progress indicators under each strategic goal. With the election of a new Council in October 2018 it was felt that an engagement process was needed to identify the priorities of the newly elected Councillors and to check in on the Strategic Plan priorities and implementation. There were facilitated workshops held with Council and the Burlington Leadership Team (BLT) on December 13, 2018 and February 14, 2019 to identify Council Member's priorities and alignment and integration with Burlington's 2015-2040 Strategic Plan.

The draft 2018-2022 Burlington's Plan: From Vision to Focus (hereon in referred to as The Plan) which is presented in this report is the result of engagement facilitated by the City Manager's Office (CMO) with Council and the Burlington Leadership Team (BLT) over the past several months. Input was gathered on priorities, and key foundational pillars were identified such as tracking and reporting on Council priorities as well as measuring corporate performance. Strategic actions and initiatives were developed and refined where necessary to focus staff effort over the next four years.

### **Workshop #1:**

The first workshop was held on December 13, 2018 with Council and BLT. The outcomes from the workshop as seen in Appendix A were:

- i. Commitment to the 25-year Strategic Plan
- ii. Identification of priorities in the Goal Areas of the Strategic Plan
- iii. Reporting on Council priorities through regular updates
- iv. Measuring corporate performance (Key Performance Indicators or KPI's)
- v. Aligning operating and capital budgets to the priority initiatives and projects

The feedback received identified the need to develop a Council workplan which would incorporate the above.

### **Workshop #2**

On February 14, 2019 a second workshop was held with Council and BLT to brainstorm the components of a Council workplan. A key input into the council workshop was a

facilitated session with BLT on February 6 at which key focus areas were established which identified the main pillars for the Council workplan. These focus areas are:

- a) Organizational Effectiveness
- b) Customer Centric Service Delivery
- c) City Growth Management
- d) Technology Transformation
- e) Integrated City Mobility
- f) Responsible and Sustainable Infrastructure
- g) Employee Investment and Engagement
- h) Economic Prosperity
- i) Resilient Environment
- j) Citizen Engagement
- k) Healthy Communities

Also, at the second workshop, questions arose regarding alignment of this work with Burlington's Strategic Plan. Staff from the CMO have worked with members of Council and BLT to address feedback on the overall workplan as well as alignment with the Strategic Plan.

The results of both workshops together with the individual meetings have resulted in the draft of The Plan being prepared, which can be found in Appendix B to this report. From the workshops and feedback, staff advise Council of the following:

- The Plan is aligned to Burlington's Strategic Plan through the 'Focus Area' pillars including:
  - a) Increasing economic prosperity and community responsive city growth (A City that Grows)
  - b) Improving integrated city mobility (A City that Moves)
  - c) Supporting sustainable infrastructure and a resilient environment (A Healthy and Green City)
  - d) Building more citizen engagement, community health and culture (An Engaging City)
  - e) Delivering customer centric services with a focus on efficiency and technology transformation (New)
- The new fifth pillar entitled "Delivering customer centric services with a focus on efficiency and technology transformation" has been added to recognize feedback from Council as well as significant organizational transformation initiatives underway at the administrative level of the City

- The Plan incorporates the existing Strategic Plan initiatives/actions as well as the initiatives identified by Council during the two workshops through five tables (one for each pillar) with three key groupings:
  - What we will achieve (further defining the Focus Area)
  - What we need to execute on (Priority Initiatives and Projects)
  - How we will know we are successful (KPI's)
- The Plan identifies the major initiatives that are priorities for Council and staff.
- The Plan includes information on how this 4-year Plan aligns to and implements Burlington's Strategic Plan. This is a key outcome and response to the feedback received at the second workshop. As can be seen in Appendix C, this alignment illustrates how the 2018-2022 Plan positions the City to move forward to achieve the vision and key goals in Burlington's Strategic Plan
- There has been progress made to date on implementing the strategic initiatives of Burlington's 2015-2040 Strategic Plan with overall measures as follows:
  - Transitioned to Operations (this means the initiative is now part of day to day business) – 43%
  - Included within 2018-2022 Council Workplan - 31%
  - Completed - 16%
  - Not in 2019-2022 Council Workplan - 10%
- There are specific items not in The Plan which need further discussion. For discussion purposes, these items are outlined below together with a staff comment:
  - By 2020, the city will develop a liaison office to attract immigrants, while remaining a destination of choice for all newcomers. *Staff Comment: This initiative is still worth pursuing however would best be done beyond The Plan's timeline.*
  - As the city grows, light rail and bus rapid transit systems will be evaluated. *Staff Comment: It is premature to include these evaluations in this plan.*
  - The city will explore opportunities to support the conversion of former local quarries into recreational areas. These will maintain the objectives contained within the Niagara Escarpment Plan and Halton Region Official Plan. *Staff comment: The quarry remains operational, so no action is expected in The Plan's time horizon.*
  - Working with Burlington Hydro, the city will explore district energy, micro-generation and new storage technologies. *Staff Comment: This initiative is still worth pursuing however would best be done beyond The Plan's timeline.*
  - The city will revise policies related to culture activities and programs, such as busking, zoning, event permitting, to allow for easier and more

accessible initiatives. *Staff comment: This initiative is still worth pursuing however would best be done beyond The Plan's timeline.*

- In addition, The Plan includes information on a select number of accomplishments to highlight work that has been achieved. Key initiatives from the 2019 budget are also included.
- The Plan commits to twice yearly opportunities to “check in” on progress and re-assess priorities. These check-ins will also allow Council and staff to address emerging initiatives and opportunities. These check ins could also form the basis of reporting to the community should Council wish to do so.

### Process to Implement The Plan

Once The Plan has been approved, a final version will be posted on the City's website and communicated to residents. Further, the CMO will report to Council and BLT twice a year approximately by the end of Q2 and Q4 to provide an update on progress in implementing The Plan. At the beginning of each year, the CMO will facilitate a workshop with Council and BLT take stock of The Plan and identify if there are any emerging strategic priorities and actions, which need to be added or if the timing of any initiatives needs to be changed.

As can be seen in Appendix D, an initial “at a glance” action plan for major initiatives identified in the Plan has been presented. These initiatives are considered priorities and encompass focused staff effort and time sensitive delivery. Sound execution of these initiatives is fundamental to the successful implementation of the City's 25 year strategic plan. Further, staff will be working to prepare a detailed implementation plan that identifies the timing and BLT lead for each initiative. Additionally, work will also be done on financial costing and staffing of The Plan's initiatives. Council will receive the implementation plan during Q3 2019.

### **Strategy/process**

Appendix B is a copy of the final draft of 2018-2022 Burlington's Plan: From Vision to Focus which is presented for Council review and feedback.

### **Options considered**

The feedback from Council at the May 13<sup>th</sup> Committee of the Whole meeting as well as the follow up with members of Council will result in a revised version of The Plan will be presented for approval at a future Committee meeting.

Another option is to adopt the 2018-2022 Burlington's Plan: From Vision to Focus on May 13<sup>th</sup>. However, since Council will need time to reflect on the draft plan, this is not a recommended option.

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### **Financial Matters:**

Further work will also be done on financial costing and implications of The Plan's initiatives. Some initiatives have already been funded (examples: Urban Forestry Management Plan; Integrated Mobility Plan; advocacy with senior levels of government) and this will be included in the financial costing information. Staff will report back to Council on any addition one-time resource and/or future budget requirements.

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### **Connections:**

The Plan impacts all City departments and implements Council's strategic priorities.

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### **Public Engagement Matters:**

Upon approval the public will be informed of the approved Plan. A Communications Plan will be presented to Council in Q2 2019 detailing the various methods of communication which will be implemented.

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### **Conclusion:**

The 2018-2022 Burlington's Plan: From Vision to Focus is presented to be received by Council. This will initiate a period of review and feedback from Council with the goal of presenting a final version at a future Committee of the Whole meeting.

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Respectfully submitted,

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**Appendices:** (if none delete section)

- A. December 13, 2018 Council & BLT Workshop Notes
- B. 2018-2022 Burlington's Plan: From Vision to Focus
- C. About the Plan
- D. 2018-2022 Burlington's Plan: From Vision to Focus-Action Plan at a Glance

**Report Approval:**

All reports are reviewed and/or approved by Department Director, Director of Finance and Director of Legal. Final approval is by the City Manager.