



SUBJECT: Revised 2018-2022 Burlington's Plan: From Vision to Focus (V2F)

TO: Committee of the Whole

FROM: City Manager's Office

Report Number: CM-15-19

Wards Affected: All wards

File Numbers: 155-03-01

Date to Committee: July 8, 2019

Date to Council: July 15, 2019

Recommendation:

Approve the revised 2018-2022 Burlington's Plan: From Vision to Focus (V2F) – July 2019+.

Direct the Deputy City Manager to report to Council with an implementation strategy for including and assessing "Social Implications" as part of staff reports to City Council.

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:

The revised 2018-2022 Burlington's Plan: From Vision to Focus (hereon in referred to as V2F) was tabled at the May 13th Committee of the Whole meeting. At this meeting Council provided feedback on the V2F content which was captured by the City Manager's Office (CMO) staff. Additionally, during the weeks of June 3 and 10th staff met with each councillor and the Mayor to validate the feedback which was provided at Committee and to gather any other feedback on V2F including, but not limited to, goals and related performance measures. The updated V2F and Council feedback was shared at the June 26 Burlington Leadership Team (BLT) meeting; changes have been incorporated into the revised V2F based on Council's feedback. The most significant change has been made to the revised V2F section entitled "we will know we are successful when" section. Council provided further clarification that there be targets assigned to relevant key performance measures to ensure they are specific, definitive and aspirational. This work has been in collaboration with BLT. Please refer to the section of this report on Measuring Success for more information on the key performance indicators.

Staff have also reviewed issues requiring more detailed analysis and response arising from the feedback through the engagement with Council. Detailed commentary and replies are found in Appendix C – Detailed Issues and Responses. The specific issues discussed are Advancing Permitting Solutions; Measuring Success; and Social Implications and Mental Health.

Connection to the 25 Year Strategic Plan

A request was received to provide greater detail regarding the Strategic Initiatives within the 25 Year Strategic Plan adopted in 2015. Appendix D outlines the 50+ initiatives as per the 25 Year Strategic Plan categorized in the following manner:

- 32% transitioned to Operations (initiatives part of day to day business)
- 32% included within V2F
- 25% completed
- 11% not in V2F

Implementation Process

As can be seen in Appendix A the revised V2F is presented in this report for Council's approval. Once this has been completed an implementation process will be initiated which will ensure V2F is a living document and guides decision making in the City. As can be seen in Appendix E there are various components to the implementation plan. It is expected that all implementation reports will be brought to Council this year. 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 V2F. At the beginning of each year, the CMO will facilitate a workshop with Council and BLT to take stock of V2F 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.

City Manager's Office Review Update

In the approval of the 2019 Operating Budget, a staff direction was passed to review the organizational structure of the City Manager's office with a report due back May 31, 2019. Staff in the City Manager's Office have been working on this review with a focus on identifying key business process. CMO staff have held two sessions with additional time needed. A total of eight separate services and processes have been identified as key focus areas for the City Manager's Office. More detailed work by the CMO team is needed to confirm resourcing. As well, there is a need to engage with the Burlington Leadership Team on this work. The City Manager's Office team are pleased with the progress to date and advise a report back to Council will be ready in September.

Strategy/process

Appendix A is a copy of the final recommended 2018-2022 Burlington's Plan: From Vision to Focus which is presented for approval.

Options considered

The July 8th Committee of the Whole meeting will gather feedback from Council. It is suggested that any changes to V2F be done by resolution at the Committee of the Whole meeting so V2F can be approved at the July 15th Council meeting.

Financial Matters:

Developing a financing plan for V2F is underway and will be reviewed in detail by the Burlington Leadership Team. The Financing plan will be brought forward for Council consideration in the Fall 2019. The Leadership Team will work on integrating the priorities set in V2F into the forthcoming 2020 budget.

Connections:

V2F impacts all City departments and implements Council’s strategic priorities.

Public Engagement Matters:

Upon approval the public will be informed of the approved V2F. A Communications Plan will be developed in Q3 2019 detailing the various methods of communication to the public. Residents will also have an opportunity to assess the progress of V2F through a public dashboard.

Conclusion:

The revised 2018-2022 Burlington’s Plan: From Vision to Focus is presented to be approved by Council. This will initiate the implementation plan being executed to ensure V2F guides organizational decision making and is aligned to the City operational processes.

Respectfully submitted,

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Appendices:

- A. 2018-2022 Burlington’s Plan: From Vision to Focus
- B. Councillor Feedback Summary
- C. Detailed Issues and Responses to Feedback
- D. Implementation Plan Timeline
- E. 25-year Strategic Plan Status Information

F. City of Burlington Principles and Objectives for Sustainable Development

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.