



SUBJECT: High level corporate strategy workplan update

TO: Corporate Services, Strategy, Risk & Accountability Cttee.

FROM: City Manager's Office

Report Number: CM-24-20

Wards Affected: All

File Numbers: 155-03-01

Date to Committee: September 17, 2020

Date to Council: September 28, 2020

Recommendation:

Receive and file the updated corporate strategy high-level workplan as outlined in Appendix A of City Manager's office report CM-24-20.

PURPOSE:

Vision to Focus Alignment:

- Increase economic prosperity and community responsive city growth
- Improve integrated city mobility
- Support sustainable infrastructure and a resilient environment
- Building more citizen engagement, community health and culture
- Deliver customer centric services with a focus on efficiency and technology transformation

Background and Discussion:

On March 12, 2020, the Corporate Services, Strategy, Risk & Accountability (CSSRA) Committee endorsed the City of Burlington high-level corporate strategy workplan outlining the inaugural cycle to capture the periodic review of Burlington's Strategic Plan 2015-2040 and regular review 2018 – 2022 Burlington's Plan: From Vision to Focus (CM-08-20).

This workplan set the precedent for:

- a 5-year cycle review of BSP 2040 providing the opportunity to consider current state and future trends in key areas, such as, economics, demographics, environment, and socio-economic vis a vis aspirational goals and high-level strategies,
- annual re-calibration of V2F which is critical to prioritization of resources, the assessment and mitigation of risk, and ensuring employees and other stakeholders are working toward common goals, and
- establishing accountability for V2F through regular reporting on progress to meeting key performance indicators and key target dates.

As a result of the focus required for pandemic-related response initiatives, the CSSRA committee (CSSR-03-20) was informed of a 2-month deferral in the expected deliverable dates for all of the proposed activities outlined in the high-level corporate strategy workplan. This deferral meant activities normally scheduled for June 2020, September 2020 and January 2021 would occur in August 2020, November 2020, and March 2021.

Strategy/process

5-year review of Burlington's Strategic Plan 2015-2040 and Re-calibration of 2018-2022 Burlington's Plan From Vision to Focus (V2F)

The City is gradually seeing the residential and business community re-opening as the Province has reached stage 3 of its planned re-start. The preparatory work needed to complete the 5-year review of Burlington's Strategic Plan 2015-2040 goals and high-level strategies and the re-calibration of 2018-2022 Burlington's Plan From Vision to Focus involves understanding the current state and future trends in terms of economy, demographics, environment, etc. With the gradual re-opening just underway, it is reasonable to further defer the planned activities to the November timeframe. Refer to Appendix A.

The planned activities remain the same; that is, two ½ day workshops to provide Council, Burlington Leadership Team and Burlington Economic Development Corporation (BEDC) management and board members with pertinent information regarding economy, demographics, environment, etc.

In coordination with the management team of BEDC, we are preparing for inter-active workshops during which we will look at each of the five V2F Focus Areas. In each area, we will have high-level speakers to provide an update on trends and an overall outlook and Burlington-speakers to provide an overview and key considerations for Burlington.

The inter-active component of the workshops will allow for discussion of specific questions to help us confirm/develop draft directions for each focus area to feed into our strategy documents.

The following diagram depicts the alignment of Burlington Economic Development Corporation's and City of Burlington's refresh timelines.



Enterprise Risk Governance Framework

The related activities for this component of the high-level corporate strategy workplan are planned for the November timeframe.

Accountability for 2018-2022 Burlington's Plan From Vision to Focus (V2F)

The activities related to establishing accountability for V2F were partially delivered as expected in May 2020. Through reporting in May, CSSRA Committee was introduced the V2F integrated reporting tool (CM-02-20). While this reporting tool has recently been made available to Council and staff, access will be available to the public in the fall of 2020. This timeline provides the time to ensure the necessary information security measures are in place.

Financial Matters:

The cycle of periodic review of BSP 2040 may require minimal funding to provide the current state and future trends information. The annual re-calibration of V2F is expected to be completed with existing City resources within the current mandates of staff

Total Financial Impact

Minimal impact to be accommodated within existing budgets.

Source of Funding

The strategic plan reserve fund could be utilized to support both the 5-year review of BSP 2040 and the annual re-calibration of V2F.

Other Resource Impacts

For both the 5-year review of BSP 2040 and the annual re-calibration of V2F, involvement will be required from key stakeholders, such as Burlington Economic Development Corporation.

Climate Implications

Not Applicable.

Engagement Matters:

The proposed City of Burlington high-level corporate strategy work plan was discussed with the Burlington Leadership Team and required brief consultation with the Executive Director, Burlington Economic Development Corporation

Conclusion:

The vision for Burlington, as described through Burlington's Strategic Plan 2015 – 2040, sets out the aspirational goals for our community. It is the strategic objectives and actions detailed in 2018 – 2022 Burlington's Plan: From Vision to Focus that begin to bring the City closer to these aspirational goals through achievable results. Setting the precedent for reviewing strategic plans, ensuring their relevancy and alignment, and reporting on our progress promotes accountability.

Respectfully submitted,

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Appendices:

- A. CM-24-20 Appendix A: Revised Endorsed High-Level Corporate Strategy Workplan

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.