CS-04-21
Proposed V2F Re-calibration Approach

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2018-2022 Burlington's Plan
FROM VISION TO FOCUS
Updated Sept. 2019
September 2019
burlington.ca/vision2focus
City of Burlington

Burlington's Strategic Plan 2015 - 2040
burlington.ca/strategicplan
City of Burlington

2015
2018-2022
2023-2039
2040

Our Journey…Developing our Business Expertise

Strategic Planning in 1987

Practice of strategic planning began in 1987 with 4-year strategic plans until 2015 when Burlington introduced its 25-year plan.

Re-calibration Cycle in 2021

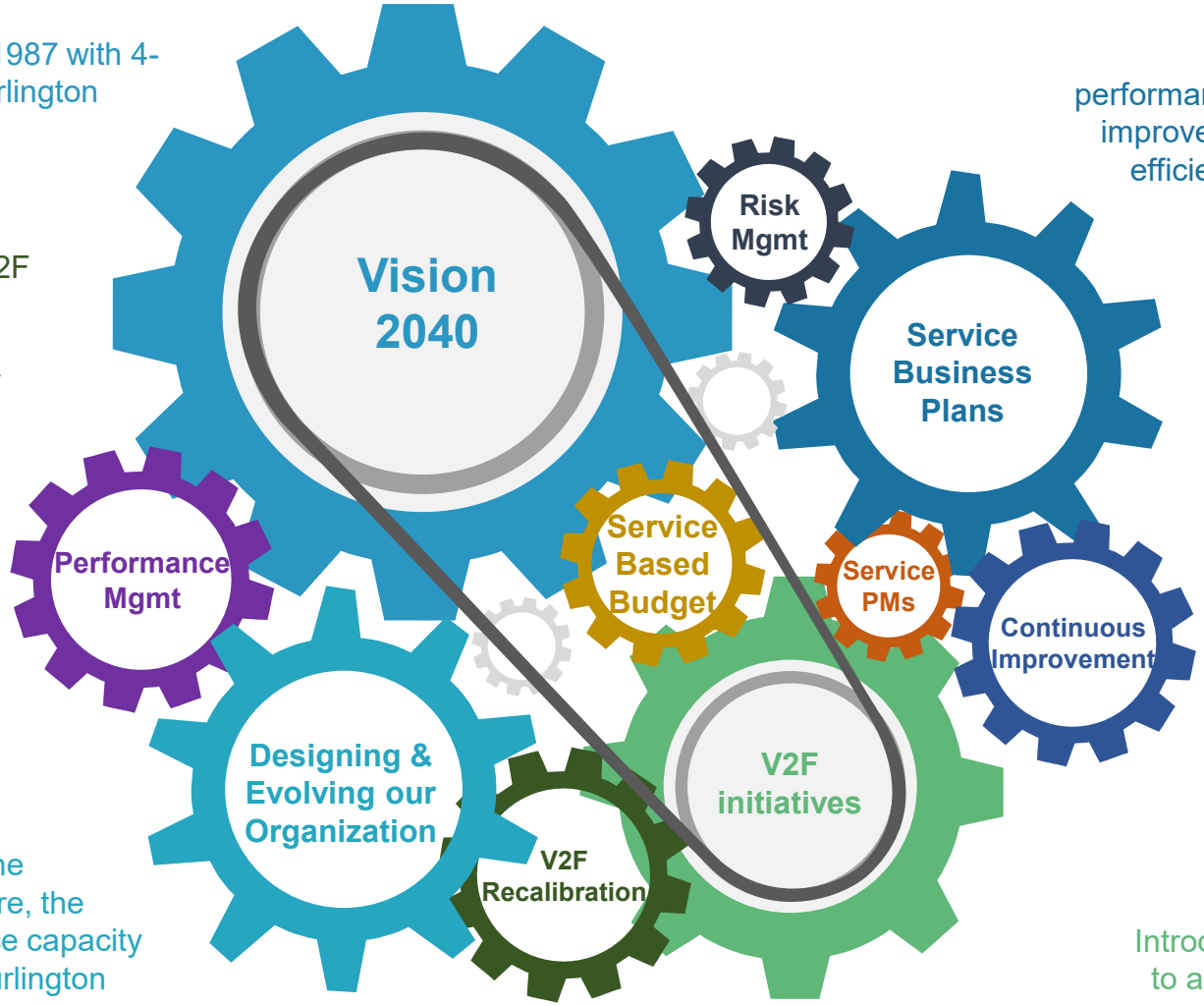
Introduced annual review and update V2F making changes as needed based on progress, resourcing and organizational capacity. Also supports periodic regular review of 25-year strategic plan.

Risk Management in 2020

Introduced modernization of our enterprise risk management to build a foundation of objective-centric risk management.

Designing & Evolving Our Organization in 2019

Introduced a corporate initiative to set the organization up with an updated structure, the skills, tools and abilities and the resource capacity needed to deliver city services to the Burlington community and implement V2F.



Service Management in 2013

Introduced service business planning, performance measurement (PM) and continuous improvement to support and promote effective, efficient and economical delivery of services.

Service Based Budget in 2015

Introduced budgets aligned to services to see the revenues and expenditures required to deliver services.

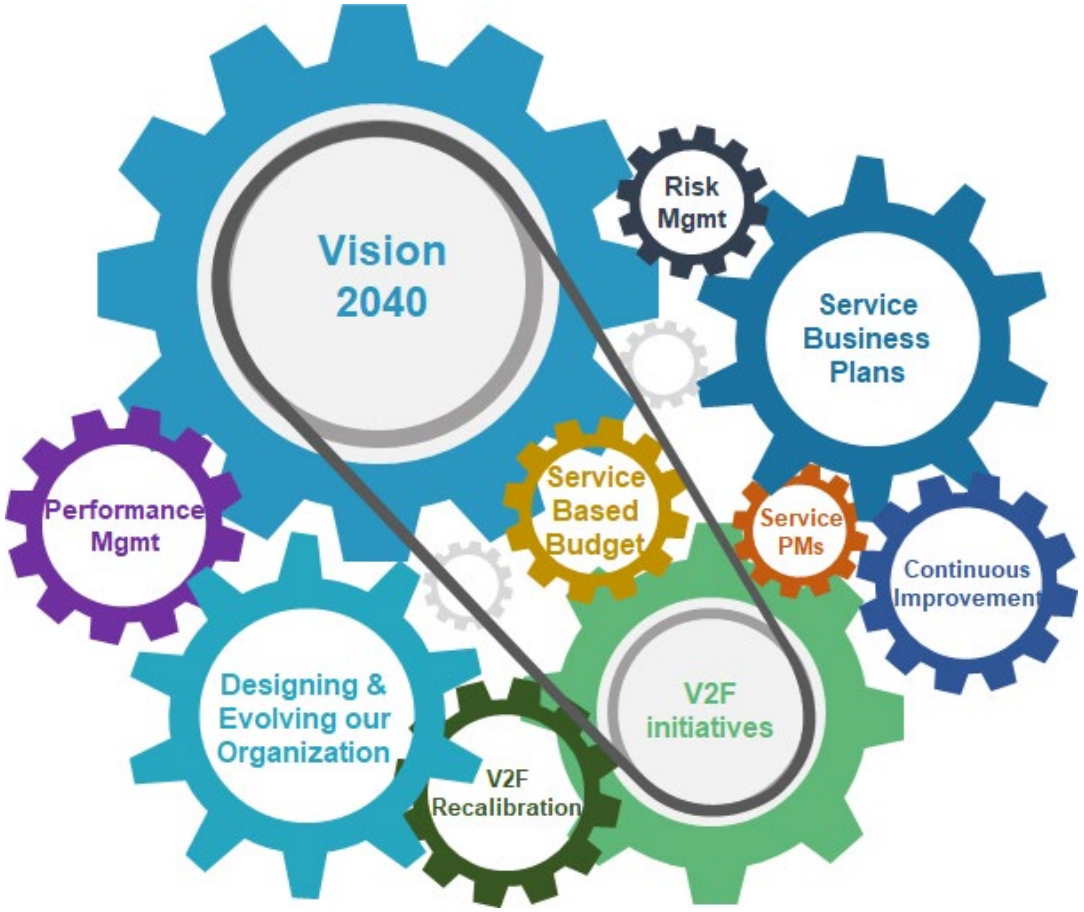
Performance Coaching in 2017

Introduced coaching model to provide staff with tools and skill for problem solving

Vison to Focus in 2018

Introduced specific, defined period initiatives to accomplish Council's priorities and goals for the term

Why is This Important



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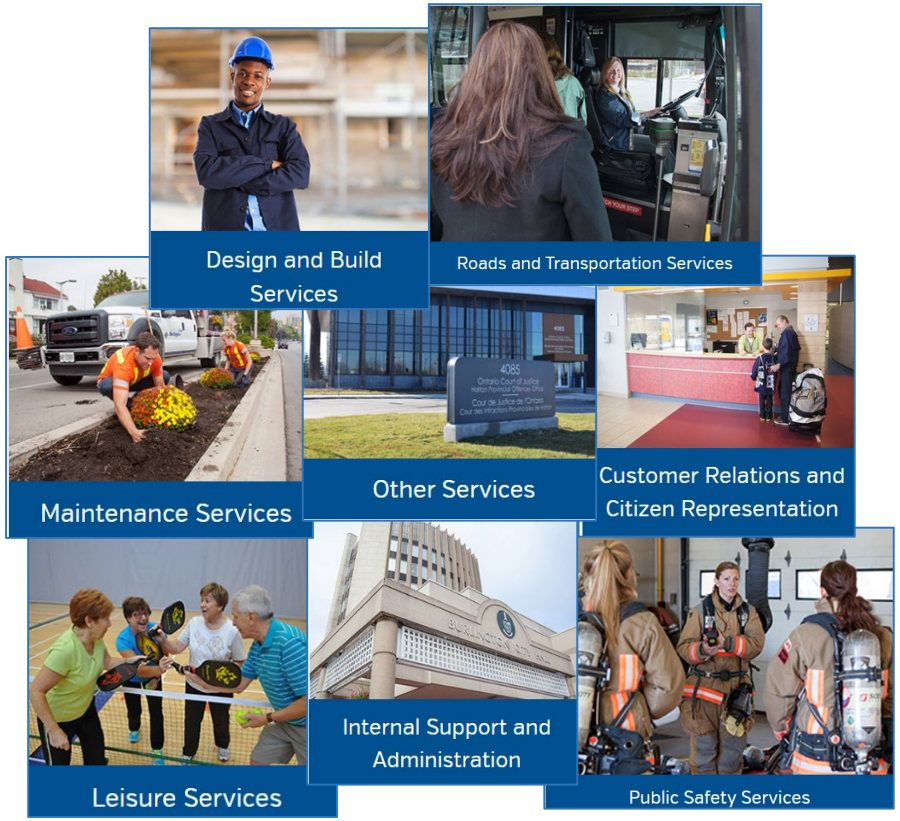


Summary of What We Heard, What We Know… bringing us to the Proposed Approach

- Council expressed their continued support for all the top priorities and goals.
- Clear recognition of the link to the 25-year strategic directions.
- It was noted by Councilors that not one priority saw a significant or appreciable increase or decrease suggesting there is no discernable change in any of the priorities' importance.
- Council's comments with respect to these priorities in this ranking generally reflected the desire for focusing on the resident and, in particular, the needs of the community during this pandemic (e.g. digital delivery of services).
- Council expressed the importance of all the priorities and goals indicating the need for work to continue in all areas.
- It is **important to note we have not** taken these rankings as a change in priorities.

Charting The Approach

The dialogue among Council was valuable to reinforce the importance of service delivery from our customer's perspective. For each of the 11 priorities and goals, Table 2 (below) highlights where the City has direct responsibility, has a supporting role to a larger multi-level government goal, and the anticipated horizon or timeline to achieve the goal.

Table 2 – Proposed V2F Re-calibration

Focus Area	Top Priority & Goal	City's Direct Responsibility	City has a Supportive Role	Horizon to Achieve Goal	Alignment of Resources to Progress toward 2022 Targets	Continue with Existing Plans to Stay on Track to 2040 Targets
1: Increasing Economic Prosperity & Community Responsive Growth	Housing		√	Medium		√
	Business Growth	√		Short to Medium	√	
2: Improving Integrated City Mobility	Transit Utilization	√		Short to Medium		√
	Modal Split		√	Medium		√
3: Supporting Sustainable Infrastructure & A Resilient Environment	Tree Canopy	√		Medium to Long		√
	Climate Action*		√	Medium to Long		√
	Infrastructure Gap**	√		Medium to Long		√
4: Building More Citizen Engagement, Community Health & Culture	Community Engagement	√		Short	√	
5: Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation	Customer First Approach	√		Short	√	
	Digital Transformation	√		Short to Medium	√	
	Service Excellence	√		Short	√	

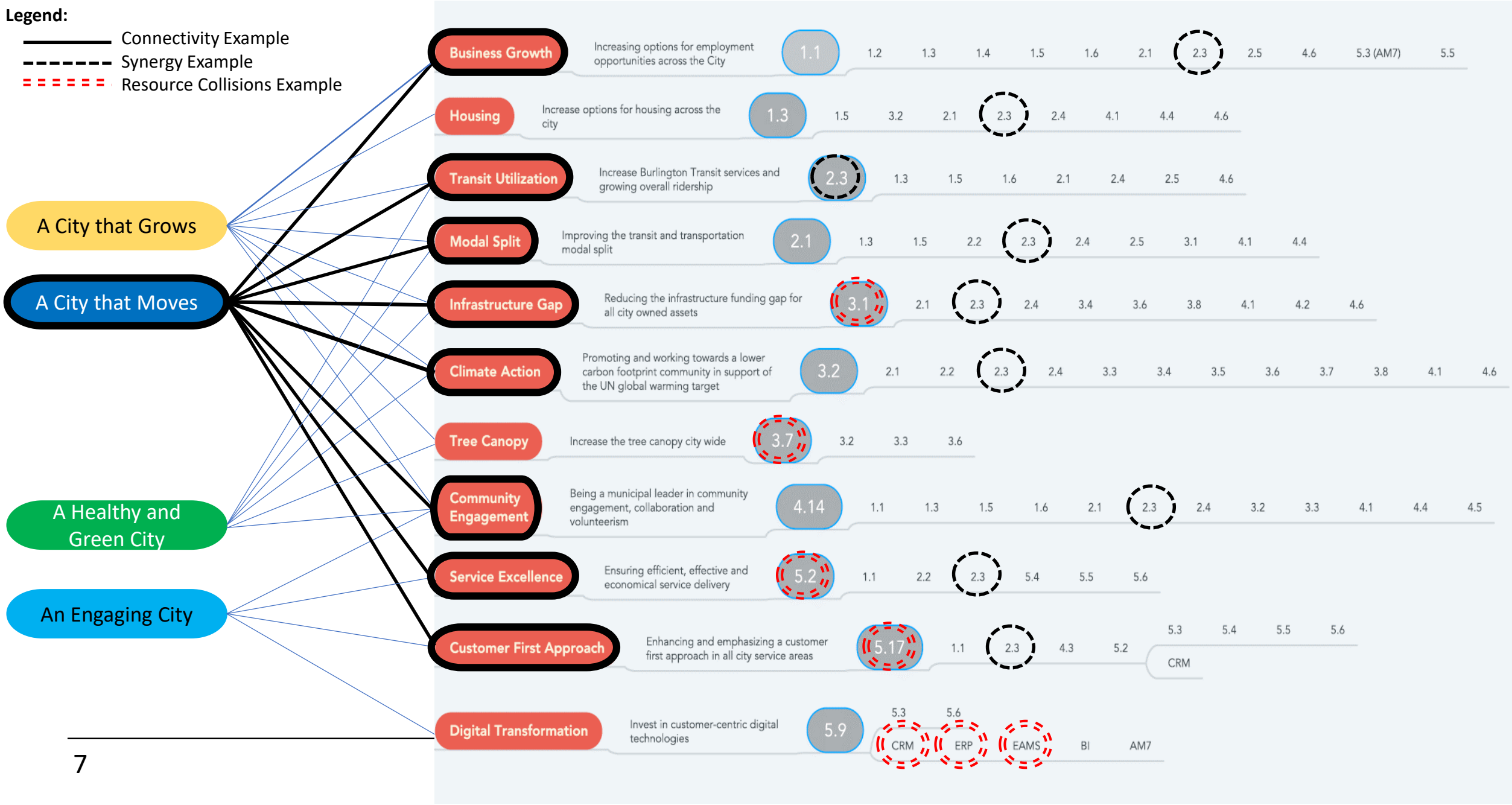
Legend:
Goal Horizons
Short – within 4 years
Medium – within 5 to 10 years
Long – greater than 10 years

NOTES

*The City's climate emergency declaration, in April 2019, increased the city's ambition on climate change initiatives, including in the community, and provided staff and residents with clarity of purpose regarding Council's view of the importance of climate change.

**The infrastructure funding gap has been a longstanding priority and goal of this and past Councils such that a specific tax levy is in place to generate additional funds to help close the gap.

Visualizing Connectivity, Synergies and Collisions



Next Steps

- V2F initiative review (resources planning, connectivity, synergies, collisions)
  - collectively management and staff will work together to determine the **optimal combination of initiatives and timelines** to continue work and **to advance progress for the priorities and goals** with support from the V2F Work Team and the Corporate Strategy Team
- Risk Assessment
  - In determining the optimal combination of initiatives will consider risks and opportunities
- Performance Measure updates/refresh/data collection
  - Specifically for those top priorities and goals – pages 10 and 11
- BLT review and endorsement
- Refresh V2F print
- Comms Plan – Staff Engagements
  - Focus on Awareness and Knowledge “How do I fit and How do I contribute?”
- Ongoing updates and reporting to Council on progress

Questions