



2021/2022

City Manager Objectives

Includes Summary of Key Council Outcomes

Appendix A to Report CM-08-21



City Manager Objectives

OVERVIEW

This document outlines a set of high-level business objectives and work priorities that will help guide the City Manager’s organizational effectiveness efforts over the next 18 months. The document will be used as a roadmap by the City Manager to help focus on important corporate goals and related strategic actions that directly contribute to key outcomes. The document is also intended to be an integrating tool, one that assists Council and senior management to move forward as a cohesive leadership team.

The document is designed to inform and align with the corporate strategic planning process (25-year strategic plan updated May 2021 and Vision to Focus – V2F 4-yr strategic action plan to be updated Q3 2021) and should be considered a “living document”, having the flexibility to continually adapt to any external and internal factors that may impact the priorities of the city and that require timely attention by the City Manager.

Focusing on the City Manager 2021/22 objectives and work priorities outlined in this document is an important step in advancing the strategic priorities of the corporation ... but it is only one of many steps. Of note, the City Manager performance objectives are not all encompassing of Council’s strategic priorities for the simple reason that corporate strategic management is a responsibility that is embraced and shared by the entire Burlington Leadership Team.

In addition to the existing City Manager led objectives that are embedded in V2F, I am committed to the following new objectives:

1. Improving Workplace Culture including Staff Engagement and Positive Attitudes
2. Achieving Job Market Wage and Salary Competitiveness
3. Improving Employee Retention and Attraction
4. Advancing Employee Health and Safety Program
5. Implementing an updated Performance Management Framework

I recognize that the ability of our staff team to continuously deliver on the day-to-day service demands, as well contribute to the strategic planning and management of the city, presents an ongoing challenge. This challenge has no question required sustained extraordinary efforts during the past 16 months managing the City’s COVID 19 Emergency Response

As City Manager, I am driven by our collective commitment to excellence in municipal governance and to building a strong and focused leadership team, one that delivers on Burlington’s vision while living our corporate values of mutual respect, accountability, and transparency. The Burlington Leadership Team (as depicted on next page) represents 400+ years of collective experience and in my view, their passion as leaders and commitment as professionals is what sets them apart. I am privileged to work closely with Council and the leadership team.

Respectfully Submitted

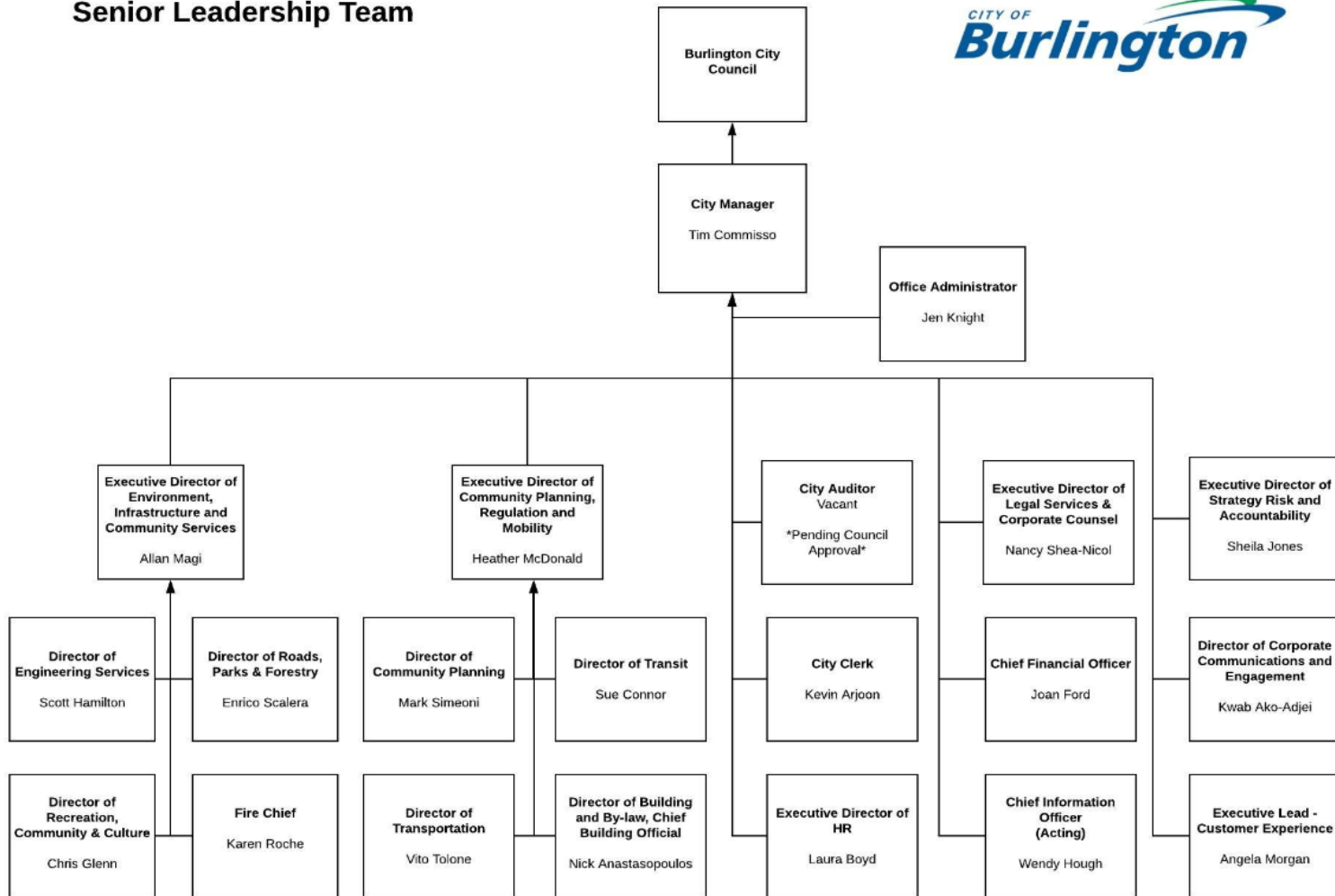
Tim Commisso

City Manager

City Manager Objectives

BURLINGTON'S LEADERSHIP TEAM

Senior Leadership Team



City Manager Objectives



MY FOCUS: AS CITY MANAGER, I AM COMMITTED TO LEADING A DIVERSE AND TALENTED STAFF TEAM THAT...

BELIEVES AND PLANS FOR LONG SUSTAINABILITY	DELIVERS THE CITY'S VISION	LEADS AS PROFESSIONALS	MANAGES CHANGE AND INNOVATES	PERFORMS AND ACTS AS A TEAM	UNDERSTANDS CUSTOMER EXPERIENCE
<ul style="list-style-type: none"> • Leaders in municipal environmental sustainability including climate change mitigation/adaptation • Continual focus on organizational stability/sustainability including financial management 	<ul style="list-style-type: none"> • Committed to excellence in community planning and development and responsive growth management • Experts in strategic planning and strategy execution • Engaged in and proactively pursuing long-term city building opportunities 	<ul style="list-style-type: none"> • Continuous employee skill development and training including leadership development • Respected functional and technical expertise • Support relevant, timely data collection and evidence-based decision-making 	<ul style="list-style-type: none"> • Creative, open, and adaptable to change • Excellence in all areas of project management • Seek win-win innovative solutions to solve "real problems", not symptoms • Effective risk management as key part of change management 	<ul style="list-style-type: none"> • Integrated and multi-disciplinary staff team members • Continuous cross departmental collaboration and support • Shared workplace and workflow technology • Excellent two-way communications • Above all, staff demonstrate mutual respect and trust with each other 	<ul style="list-style-type: none"> • Excel at customer service, communications, and stakeholder engagement • Focus on ongoing development of integrated business processes and procedures • Committed to advancing digital transformation incorporating a "customer first" focus

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LOOKING FORWARD

The objectives outlined in this document encompass specific priorities that the City Manager intends to actively pursue and accomplish over the next two years. The objectives encompass both proposed new and existing V2F items (Table 1) with an enhanced focus for 2021/22 being largely on “Our People”, given the importance of this area on the future prosperity and success of the city.

A summary of the key Council outcomes achieved to date and planned for 2021/22 YE is summarized in Table 2 (Organized chronologically by Standing Committee of Council).

For the City Manager, the process of strategic management starts with the development and integration of personal objectives. While the objectives need to be *SMART* (**S**pecific, **M**easurable, **A**ctionable, **R**elevant and **T**imebound), they must also be easily understood and regularly communicated to Council and staff as to their performance status.

Clearly articulated objectives anchored by Key Performance Indicators (KPIs) represent the foundation for achieving organizational strategic performance. Stated simply, an objective is meaningless without a related measure of progress towards achieving the objective.

As indicated, for 2021/22 my new objectives are focused primarily on “our people” and “our workplace”. The most important or the **Wildly Important Goal (WIG)** is as follows along with the rationale. *Note: the reference to WIG is based on terminology used in the strategy execution methodology*

outlined in the 4 Disciplines of Execution (Covey, McChesney and Huling –Published 2012).

Objective #1: Improving Workplace Culture including the level of Staff Engagement and Overall Positive Attitudes.

The above goal and KPI(s) are intended to contribute directly to realizing the key outcome of building a distinct and enabling workplace culture, a corporate culture which relies on and leverages very strong existing departmental workplace cultures. To excel strategically, our internal city-wide culture must foster, and support engaged employees to continuously add value by embracing change, driving innovation, and improving city business processes. Today’s leading organizations understand that they need to be more than just satisfied employees, they need to be fully engaged employees. Therefore, led directly by the City Manager and Executive Director of Human Resources, an employee engagement strategy is recommended that:

- regularly and efficiently surveys employees to accurately measure overall engagement levels and attitudes.
- provides informal and formal engagement and learning experiences.
- creates opportunities for employees to feel valued and recognized for their work.
- communicates results, regardless of the outcome, regularly and transparently.

By utilizing “touch base” engagement surveys, asking the right questions, measuring the right factors with benchmarked

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results, the city will execute on a strategy to measurably improve employee engagement and in turn, our overall strategic management performance.

IMPLEMENTATION CONSIDERATIONS

The following are three key considerations for implementation of the CM 2021/22 Objectives

1. Review & refine the Objectives and related Strategic Actions

The CM objectives and related strategic actions will be reviewed over the next few months and will be fully integrated with the “refresh” of V2F planned for Q3 2021. Refining the objectives and executing on the strategic actions will be an iterative process recognizing that budget resource needs and organizational capacity may likely be constrained over the next two years. The key for the City Manager will be to work closely with Council and the leadership team and remain focused on achieving measurable progress with each of the objectives.

2. Communicate the Objectives

Effective communication of the objectives is fundamental to both accountability and transparency which is in turn critical to achieving the intended strategic outcomes.

A focus will be given to the following best practices related to communication:

- Focus on the need for change and urgency in the communication. Answer the key question – *Why does the organization need to change now?*

- Follow-through on communicating the status of the objectives as well the completion of strategic actions with all staff – *Be accountable for results.*
- Avoid communication that is flat and two-dimensional. Make use of all communications channels, including staff meetings, corporate KPI dash boards, direct email messages and social media.

3. Integrate Key Objectives into an updated Corporate Performance Evaluation Process

The City Manager must set the example by directly aligning and integrating personal performance objectives with the completion of the City’s key strategic actions in V2F.

As noted in Table 1, a specific objective has been included in the City Manager’s 2021/22 Objectives related to development of a new performance management framework, using a format which is easy to administer and linked directly to individual strategic workplan objectives. Working closely with the leadership team, a realistic target would be to have this framework in place over the next 18-24 months and aligned with the updated non-union job evaluation system.

Table 1: City Manager Objectives: New and Existing

Proposed City Manager Objectives: New

Proposed City Manager Objectives: New	KPI	2021 YE Target	2022 YE Target	Key Outcome
1: Improving Workplace Culture including the Level of Staff Engagement and Positive Attitudes.	City-wide employee engagement and positive attitudes score based on employee survey results Note: Based on December 2020 Workplace Culture Survey; overall positive attitude score was 78%	<ul style="list-style-type: none"> 80% Overall Positive Attitudes Score 70% Staff Engagement Score 	<ul style="list-style-type: none"> 85% Overall Positive Attitudes Score 75% Staff Engagement Score 	Demonstrated commitment to ACT including regular discussion at BLT and departmental meetings (minimum three times a year).
2: Achieving Job Market Salary and Wage Competitiveness	City of Burlington overall actual wage and salary market position – percentile - relative to direct municipal comparators	<ul style="list-style-type: none"> Maintain City actual market position at 50th percentile 	<ul style="list-style-type: none"> Increase City actual market position to 55th percentile or above 	COB overall within 65 th percentile versus direct market comparators
3: Improving Employee Retention and Attraction	City-wide Voluntary Employee turnover rate	<ul style="list-style-type: none"> 7% or less - all staff 5% or less - managers/ leadership team 	<ul style="list-style-type: none"> 7% or less- all staff 5% or less - managers/leadership team 	Voluntary employee turnover rate consistently less than 5% annually including manager level and above.
4: Advancing City-wide Employee Health and Safety Program	Accident incident rate compared to sector average Note: Sector to be confirmed. Annual public reporting on City Health and Safety performance to Council	<ul style="list-style-type: none"> Maintain overall City accident incident rate below sector average Report to Council Q1 2021 	<ul style="list-style-type: none"> Review KPI based on 2021 Results and update 2022 target 	Demonstrated progress towards enhanced corporate health and safety culture including investigation of internal City OH&S process certification (e.g., 45001).
5: Implement a new Performance Management Framework	Measurable progress and completion of updated PM system.	<ul style="list-style-type: none"> Investigate options and technology solutions by Dec 31, 2021 	<ul style="list-style-type: none"> Develop framework for new PM system linked to V2F and Dept/ Service workplans 	Updated and easily administered PM framework. Completed and implemented. Link to integrated corporate work planning process.

Table 1: City Manager Objectives: New and Existing

City Manager Objectives: *Existing as per Vision to Focus (V2F - July 2019 Version)*





V2F Item #	City Manager Objectives: Existing per V2F	Key Strategic Actions	Revised Target Date/Status	Comments
1.01	Increasing options for employment opportunities in Burlington	<p>Implement the recommendations of the Red Tape Red Carpet Task Force (RTRC) to make it easier for businesses to locate and thrive in Burlington, attracting more investment.</p> <p>Priority for business process review and redesign will be pre-building permit development application approvals - grading and drainage; committee of adjustment; zoning and forestry</p>	<p></p> <p>Q4 2022</p>	<p>RTRC report approved Q4 2019</p> <p>An open dashboard has been developed to track the status of the 22 RTRC recommendations Reports on the deliverables are presented regularly to committee or accelerated due to the impacts of COVID-19 including business attraction and support strategies, the customer service experience and digital transformation of city services for business.</p>
4.06	Improving advocacy to other levels of government to ensure Burlington’s voice is heard	<p>Create and implement a strategy for advocacy with senior levels of government</p> <p>Develop and implement annual Government Relations update report to Council</p>	<p></p> <p></p>	<p>A strategy was completed in March 2019 and the results from the workshop will be implemented and ongoing</p> <p>Completed Q2 2021</p>
4.07	Being a municipal leader in community engagement, collaboration, and volunteerism	<p>Initiate and implement a Corporate Volunteer Strategy based on recommendations from the Mohawk Future Ready Leadership Team to create a simple and seamless system for residents to volunteer their time with the city</p>	<p></p>	<p>Corporate Volunteer Strategy with supporting technology ready for implementation and public opportunities launch in Q2/Q3 2021.</p> <p>Soft launch includes migrating new and existing Advisory Committee Members to the new software system.</p>

Table 1: City Manager Objectives: New and Existing







V2F Item #	City Manager Objectives: Existing per V2F	Key Strategic Actions	Revised Target Date/Status	Comments
5.01	Delivering on efficient and effective project management and accountable corporate performance	Complete the functional redesign of the City Manager Office		Completed Q4 2019. Ongoing refinement of CMO office design integrated into DEOO process.
5.02	Ensuring efficient, effective, and economical service delivery	Initiate a corporate-wide service review program and incorporate annual CM expenditure savings target(s).	  	Phase 1 completed Q4 2019 of Provincial Audit and Accountability review for City leaf collection, corporate fleet, winter maintenance, and pre-building permit development approval process service delivery functions Phase 2 of Provincial Audit and Accountability review underway for By-Law and other City enforcement services with completion planned for Q4 2021 Design and development of corporate-wide service review program. Revised target dates to be confirmed working with ED – Strategy, Risk and Accountability.
5.03	Ensuring that strategic initiatives and corporate projects are resourced and sustained	Deliver on time, on budget and achieve realized benefits for major corporate technology projects		Ongoing corporate IT project updates provided quarterly to CSSRA in 2020 and 2021 for projects identified in V2F items 5.031, 5.032, 5.033, 5.034, 5.035
5.031	Enhancing City services and delivery of citizen self-service options through technology	Implementation of CRM system (Customer Relationship Management) including integration of customer service channels and self-help on-line knowledge base functionality.	 2022 Q4	Project implementation plan revised to adopt a phased and agile approach to department implementation to account for COVID-19 and related customer service impacts to departments. Phase 1 partially implemented but scaled back due to complexity and workload. Dedicated operational staffing framework required to address timing of Phase 2 rollouts which includes RPF, Planning, Building and Recreation services. Services to be completed in 2021 include Transit (Q2 and RPF Q3).

Table 1: City Manager Objectives: New and Existing





V2F Item #	City Manager Objectives: Existing per V2F	Key Strategic Actions	Revised Target Date/Status	Comments
5.04	Increasing community and customer input into how the city delivers services	Conduct a community-wide survey every two years, starting in fall 2019 to determine if residents feel they are being engaged and are part of the City’s decision-making process and based on established municipal norms, including quality of life, city programs and services, value for taxes and governance		Community survey completed in Fall 2019. Process in place to complete survey every two years with next survey delayed to Q1 2022 due to CoVID 19.
5.05	Enhancing and emphasizing a customer first approach in all city service areas	Implementation of a one stop customer service counter on first floor of City Hall for the City Development Services and Service Burlington		Detailed design in progress along with aligning the service delivery functions to suit the use of remote technology and the new distributed workforce requirements because of the COVID-19 pandemic Conceptual design presented to CSSRA Q1 2021 with project completion planned for Q2 2022.
5.12	Delivering on efficient and effective project management and accountable corporate performance	Develop corporate performance measures and a citizen dashboard to communicate the progress of the corporate workplan		While corporate key performance indicators have not been fully developed and identified to date, the V2F integrated reporting tool has been presented to Council and is anticipated to made available to public during Q3/Q4 2021. The work of developing KPIs will also be informed by the new Service Plan updates /status reporting to Council planned for Sept 2021. As key performance indicators are identified for service areas, they will be included in the reporting tool.
5.13	Delivering on efficient and effective project management and accountable corporate performance	Develop a monitoring tracking and reporting process for corporate continuous improvement and major corporate initiatives		Work on this objective and strategic action has not yet started as the initiative. Timing for completion to be confirmed by City Manager in update of V2F planned for Q3 2021

Table 1: City Manager Objectives: New and Existing




V2F Item #	City Manager Objectives: Existing per V2F	Key Strategic Actions	Revised Target Date/Status	Comments
5.15/.151	<p>Increasing community and customer input into how the city delivers services</p> <p>Enhancing and emphasizing a customer service approach in all city service area</p>	<p>Develop an integrated Customer Experience Vision, Strategy, and Implementation plan.</p> <p><i>Note this strategic action replaces the previous strategic actions 5.15 and 5.151 below included in July 2019 version of V2F</i></p> <p><i>5.15 – Communicate and engage staff and customers in implementation of the launch and cultivate phases of the Service Brilliance Corporate Customer Service Strategy</i></p> <p><i>5.151 - Identify and deliver convenient community-based service options</i></p>		<p>Council received a detailed presentation on the CX strategy and implementation plan in Q2 2021 with completion of CX implementation planned for Q4 2022</p> <p>Effective Q1 2021, the CX leadership team has been established to oversee the implementation of the CX plan</p>
5.18	<p>Increasing employee engagement and workplace culture scores</p>	<p>Conduct employee surveys to measure staff engagement and staff awareness of City goals and objectives</p>		<p>The city conducts a workplace culture employee survey every two years with the most recent interim pulse check recently conducted in Dec 2020. The results of the Dec 2020 survey have been provided directly with all BLT members to share with departmental staff directly. The City Manager has also communicated with all staff directly in Q1 2021 on the survey results and next steps</p> <p>This objective and strategic action is now captured in City Manager’s new objective 1 (refer to Table #1) and will be a priority for implementation and ongoing reporting to Council and all staff in 2021 and 2022</p>
5.19	<p>Diversifying the employee demographics that participate in engagement activities</p>	<p>Employ a range of communication and engagement tactics to attract diverse city employee demographics</p>		<p>This initiative is related directly to item 5.08 – Complete and implement a diversity and inclusivity program for Burlington which is being led by the Executive Director of Human Resources. The City Manager intends to participate actively in the development of a corporate diversity and inclusion program in 2021 and 2022 with a specific focus on employee diversity. Resource needs required to ensure completion in 2022 to be confirmed in update of V2F in Sept 2021.</p>

Table 2: Key Council Outcomes/Decisions

Summary of Key Outcomes Council Standing Committee: <u>CSSRA and Audit</u>		Legend											
		2020 Actual				2021 YTD/Planned				2022 Planned - TBC			
Item #	Strategic Management Item	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Council Procedural By-law Updates	✓	✓	✓	✓		✓		✓		✓		
2	Budget approval by Council: Capital and Operating; <i>Note: 2020 Budget approved December 2019</i>	✓				✓				✓			
3	Annual audit work plan and KPIs – report	✓					⊘			✓			
4	Bi-annual community attitudes survey – report	✓								✓			
5	Major corporate project updates and risk assessments (ERP, EAMS, CRM)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6	Council advisory committee review and updates including work plans/budget	✓		✓			✓		✓				
7	Presentation of Year-end financial statements, surplus confirmation and retained savings		✓				✓				✓		
8	Burlington Hydro/Burlington Enterprises Corporation – Business Plan report approvals	✓				✓							
9	Quarterly litigation report (closed session)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
10	Corporate strategic planning – high level work plan and Council updates/workshops		✓	✓	✓	✓	✓						
11	City Council Vision to Focus (V2F) Work Plan – integrated status reporting and plan updates					✓		✓					
12	City of Burlington 25 Year Strategic Plan Update						✓						
13	COVID 19 emergency response strategy and service redesign process; <i>Note: monthly service redesign updates (presentations and recommendations) completed April 2020 – June 2021</i>		✓	✓	✓	✓	✓	✓	✓				
14	COVID 19 financial update including Safe Restart/other Senior Government funding confirmation		✓	✓	✓	✓	✓	✓	✓				
15	Major financial policy review and recommendations (debt, reserves/reserve funds and investment)		✓		✓								
16	Diversity and inclusion program update			✓						✓			
17	Future year budget framework/integrated business planning approval and pre-consultation with Council			✓				✓				✓	
19	Designing and evolving our organization update and ongoing approvals			✓	✓			✓				✓	
20	Risk governance framework and enterprise risk strategy (includes workshops and approvals)				✓		✓						
21	Pending legislation consultation/recommendations to Council (Bill 197) – Updated DC, Park Dedication and Community Benefits strategy		✓										
22	Corporate accountability and transparency measures report					✓							
23	Customer experience (CX) implementation plan and updates						✓		✓				
24	Cyber Security Strategy – update to Joint CSSRA/Audit						✓				✓		
25	Corporate Employee Safety and Wellness Update – annual update						✓			✓			
26	Human Resources – Annual strategic risks – update							✓				✓	
27	Human Resources – Leadership team member recruitment process (City Clerk, City Auditor, CIO)	✓					✓	✓					

Table 2: Key Council Outcomes/Decisions

Summary of Key Outcomes Council Standing Committee: <u>CPRM</u>		Legend											
		2020 Actual				2021 YTD/Planned				2022 Planned			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
28	Interim control by-law (ICBL) study approval	✓											
29	BEDC strategic plan update and annual priorities	✓											
30	Housing and Development Liaison Committee review and terms of reference	✓											
31	Integrated Mobility Plan updates and approvals	✓						⚙️				⚙️	
32	Mayor's Red Tape Red Carpet initiative quarterly update	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
33	Pending legislation consultation/recommendations to Council (Bill 108)		✓										
34	COVID 19 Emergency Response Strategy related (BERN approval)		✓										
35	Major community planning policy review and recommendations (wind and shadow study)		✓										
36	BEDC Governance Review			✓									
37	Burlington Lands Partnership new structure - approval including reporting on Strategic Land Projects			✓				⚙️			⚙️		
38	Burlington Downtown UGC and MTSA designations – review and recommendations			✓	✓								
39	Halton Region Official Plan (ROPA 48) related reports and recommendations including discussion papers			✓	✓		✓	⚙️					
40	Scoped re-examination of Burlington Downtown – Official Plan modifications			✓									
41	Burlington Transit 5-Year Business Plan – approval				✓								
42	Brownfield Community Improvement Strategy – approval in principle and implementation next steps					✓			⚙️				
43	Halton Region Integrated Growth Plan – updates and recommendations re: discussion paper				✓		✓					⚙️	
44	City of Burlington Housing Strategy (TOR and stakeholder engagement)					✓			⚙️				
45	City of Burlington Cycling Plan						✓						
46	City Speed Limit Policy – update						✓						
47	MTSA area specific planning process – reports and recommendations						✓					⚙️	
48	Human Resources – Leadership team member recruitment process (Director of CP)					✓							

Table 2: Key Council Outcomes/Decisions

Summary of Key Outcomes Council Standing Committee: <u>EICS</u>		Legend											
		2020 Actual				2021 YTD/Planned				2022 Planned			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
49	Climate Action Plan – updates and approvals (includes Climate Mitigation Plan, Climate Adaptation Plan and Deep Energy Retrofit)	✓	✓	✓		✓							🌱
50	Private Tree By-law – approval and annual updates/review	✓					✓	🌱					🌱
51	Policy Framework for Community Recreation – approval	✓											
52	Storm Water Design Policy Guidelines – updates and approval		✓										
53	Construction Management and Mobility Plan – update and approval (includes low density residential)		✓					🌱					
54	Corporate Energy and Emissions Management Plan – update and approval			✓				🌱					🌱
55	Burlington Fire Master – updates and approvals	✓						🌱					
56	Asset Management Program and Financing Plan – updates and approvals				✓		✓	🌱					
57	Tyandaga Golf Course Review – approval						✓						
58	Cootes to Escarpment Strategic Plan and Eco Park Management Plan					✓	✓						
59	Parks Master Plan – updates and approvals incl. P1 land provisioning					✓	🌱	🌱					
60	New Skyway Community Centre – project update					✓		🌱					
61	City Hall One-Window Design – updates and approvals (RTRC related)					✓						🌱	
62	Community Recreation Facilities Needs Assessment and Master Plan – updates and approvals								🌱				🌱
63	Community Facility Joint Venture Policy – review and approvals							🌱					
64	Human Resources – Leadership team member recruitment process (Directors of RPF and Engineering Services, Fire Chief)			✓	✓								



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