

2022 Budget

Integrated Business Planning and Budgeting Phase 1
Service Information Workshop
Day 4 Session 8



Agenda



- Service Investment



- Current Service Delivery



- Asset Investment



- Service Delivery Risks



- KPIs



- Service Goals and Objectives

Good Governance & Enabling Services (part 2)

Internal Audit

Corporate Strategy

Corporate Legal

Financial Management

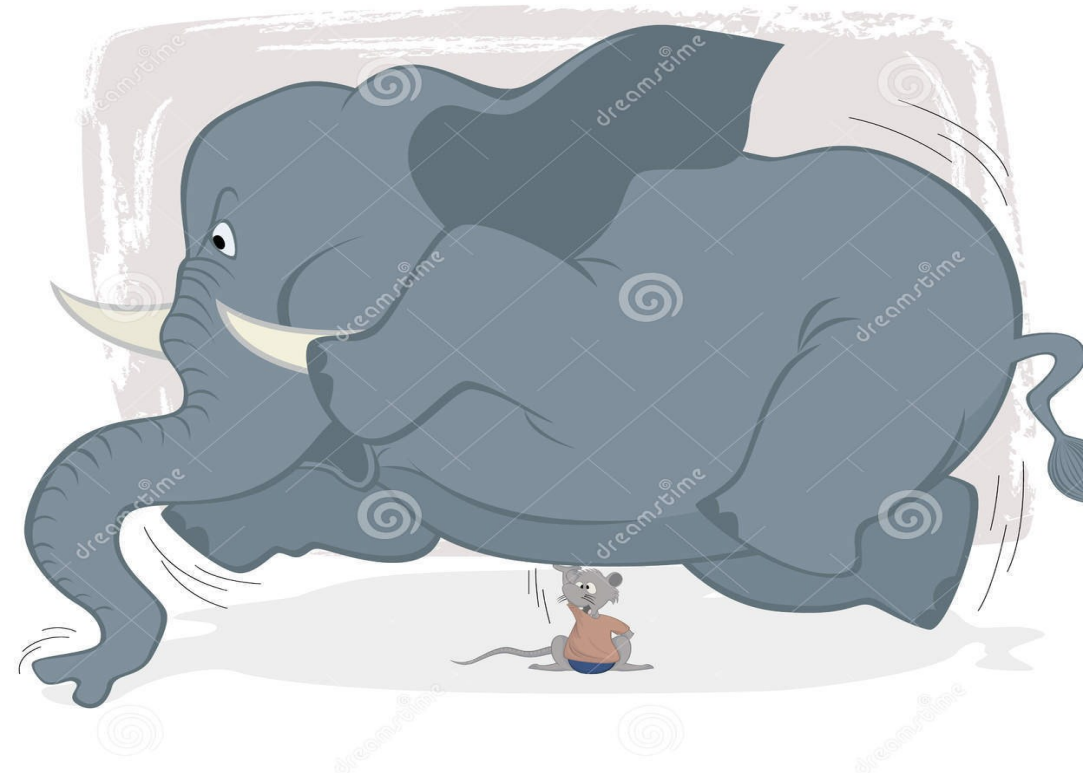
Human Resources

Information Technology



Who Are We?

Internal services provide foundational support across the entire organization. Our services, innovations and transformations impact our community as they enable the public facing services to directly deliver to our residents.



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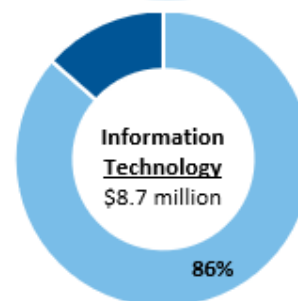
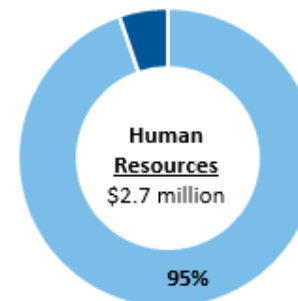
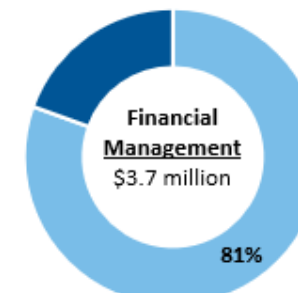


Operating Investment Including One time COVID Impacts

Services	2021 Approved					
	Total Expenses	Total Revenues	Net Budget	Full Time FTE	Part Time FTE	Total FTE
Internal Audit	\$ 215	\$ -	\$ 215	1.0	0.0	1.0
Corporate Strategy	\$ 1,710	\$ -	\$ 1,710	7.0	0.0	7.0
Corporate Legal	\$ 2,246	\$ (380)	\$ 1,865	14.0	0.0	14.0
Financial Management	\$ 4,604	\$ (897)	\$ 3,707	37.0	0.0	37.0
Human Resources	\$ 2,860	\$ (150)	\$ 2,710	15.0	1.6	16.6
Information Technology	\$ 10,028	\$ (1,355)	\$ 8,673	39.0	1.5	40.5
Total Good Governance	\$ 21,664	\$ (2,782)	\$ 18,881	113.0	3.1	116.1

Numbers are in \$ Thousands and may not add due to rounding

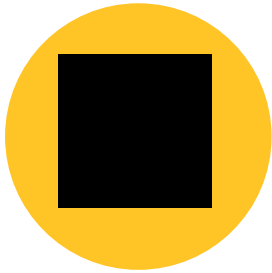
Percentage of 2021 Operating Investment Funded by Property Taxes



■ Net Property Tax Supported
■ Other Revenues and Recoveries

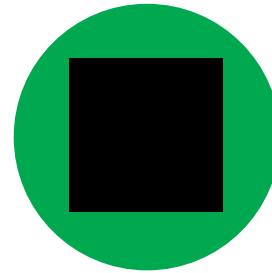


Key Service Priorities



CONNECTING TO PUBLIC FACING SERVICES

- Corporate policies and procedures
- Strategic management to deliver Vision 2040
- Legal and regulatory direction
- Information technology development and maintenance
- Financial systems
- Advocacy and Government Relations



ENABLING AND TRANSFORMING SERVICES

- Innovation and continuous improvement
- Hybrid Workforce
- Digital Transformation
- Supporting community growth
- Workforce Culture
- Attraction and Retention Strategies
- Vision 2040 Refresh and V2F Re-calibration
- Expanding Payment Channels



MANAGING RISK

- Corporate legal
- Cyber security
- Labour and employment
- Technology For Business Continuity
- Internal Audit
- Reputational
- Financial
- The people side of change



Recent Continuous Improvements

Service	Accomplishment
Corporate Strategy and Risk	Embedded change management into project management and corporate change initiatives = greater likelihood of successful implementation and adoption of new approaches
Finance	Improved Budget process to include one budget document aligned with V2F, and enhanced Multi-Year Simulation = alignment of financial resources to strategic initiatives and longer-term financial view
Legal	Insurance sub-service business process mapping in 2021 = better alignment of the work to accommodate the direction of bringing some litigation work in-house.
Human Resources	Development and implementation of People Strategy Framework = organization of resources to support employees in addition to the COVID support for employees through policies, tools, and facilitated conversations.
Information Technology Service	Infrastructure and security enhancements to support remote workers and virtualization of meetings including firewalls, end-point security, multifactor authentication, databases, and changing Microsoft license subscriptions = greater functionality for staff and increased threat protection.



Assets Supporting Service Delivery



3,000
devices
managed



190 software



900
consumable devices



8TB
structured data managed
26.9TB
unstructured data managed



155
insured city assets
(insured value of \$512.8m)

Recent Asset Investments

Capital Project Highlights



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Current Service Delivery Risks

Stabilizing Operations

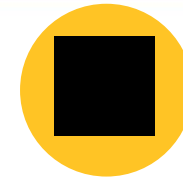
- Quick pace of change in technology makes it difficult to get the tools into employee hands
- Increasing volume of litigation
- Key position dependencies
- Internal support necessary when external customer services are being stabilized
- Increased support for local boards with their internal services
- Retention and attraction of staff resources
- Salary competitiveness

Funding Gaps

- Capital funding for technology
- Software subscription cost growth impacts
- Provisions to litigation contingencies (deep pockets)
- Insurance premiums / increasing deductibles
- Compensation and benefit increases, salary competitiveness, staffing levels, and ability to attract staff.

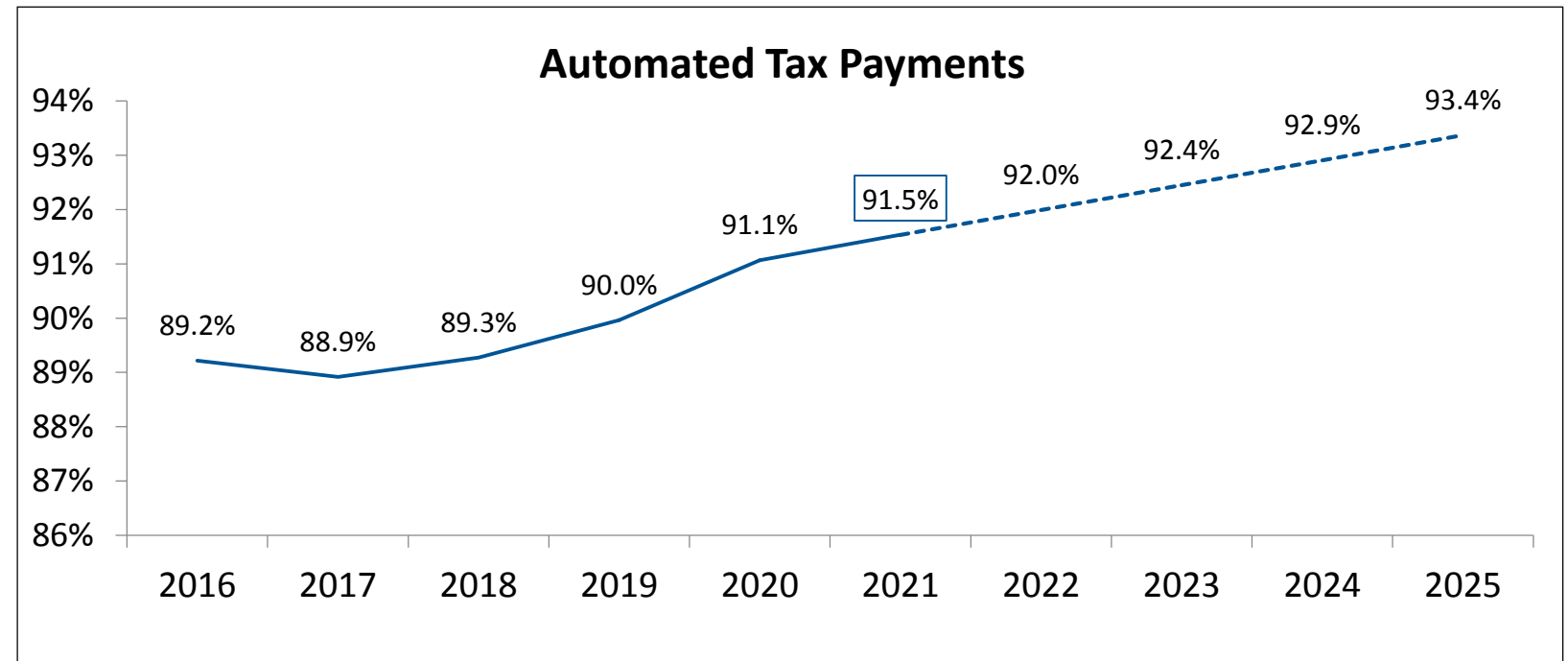


Key Performance Indicators (KPI)



Connecting to public facing services

Automated Tax Payments include pre-authorized payment programs, on-line banking or through the mortgage company as the payments are automatically withdrawn on a specified date.



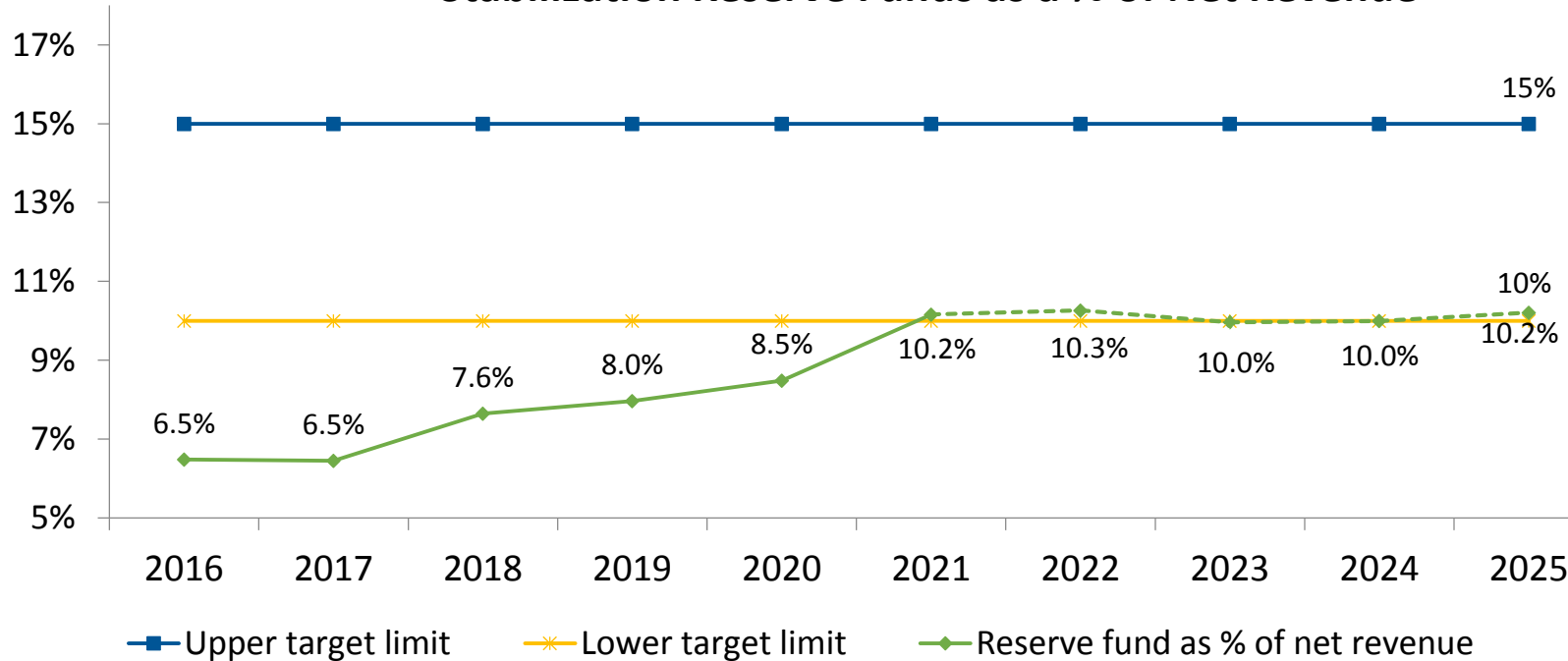


Key Performance Indicators (KPI)



Managing Risk

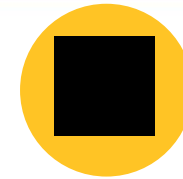
Stabilization Reserve Funds as a % of Net Revenue



Stabilization reserve funds cushion the effect major expenses would otherwise have on tax rates in a given year.

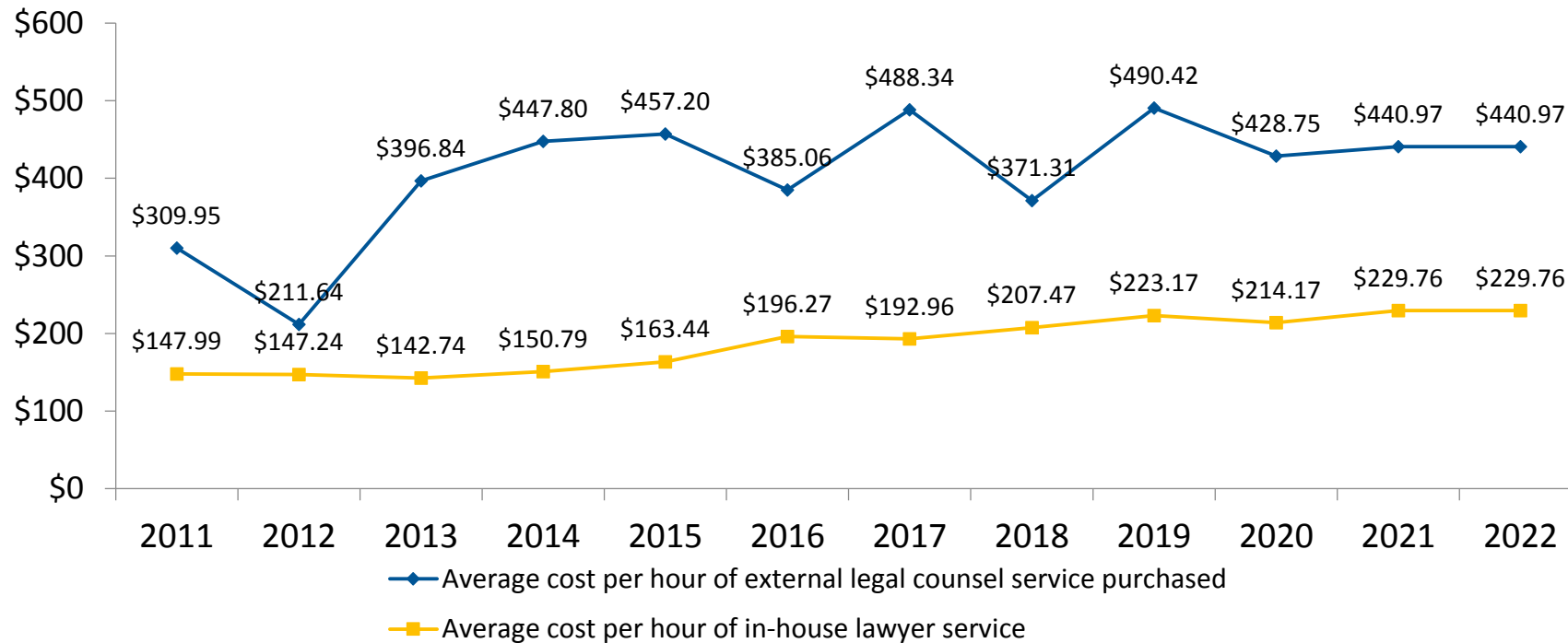


Key Performance Indicators (KPI)



Connecting to public facing services

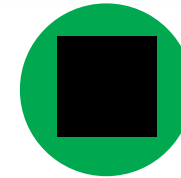
Average Cost per Hour of Legal Service (Internal vs. External)



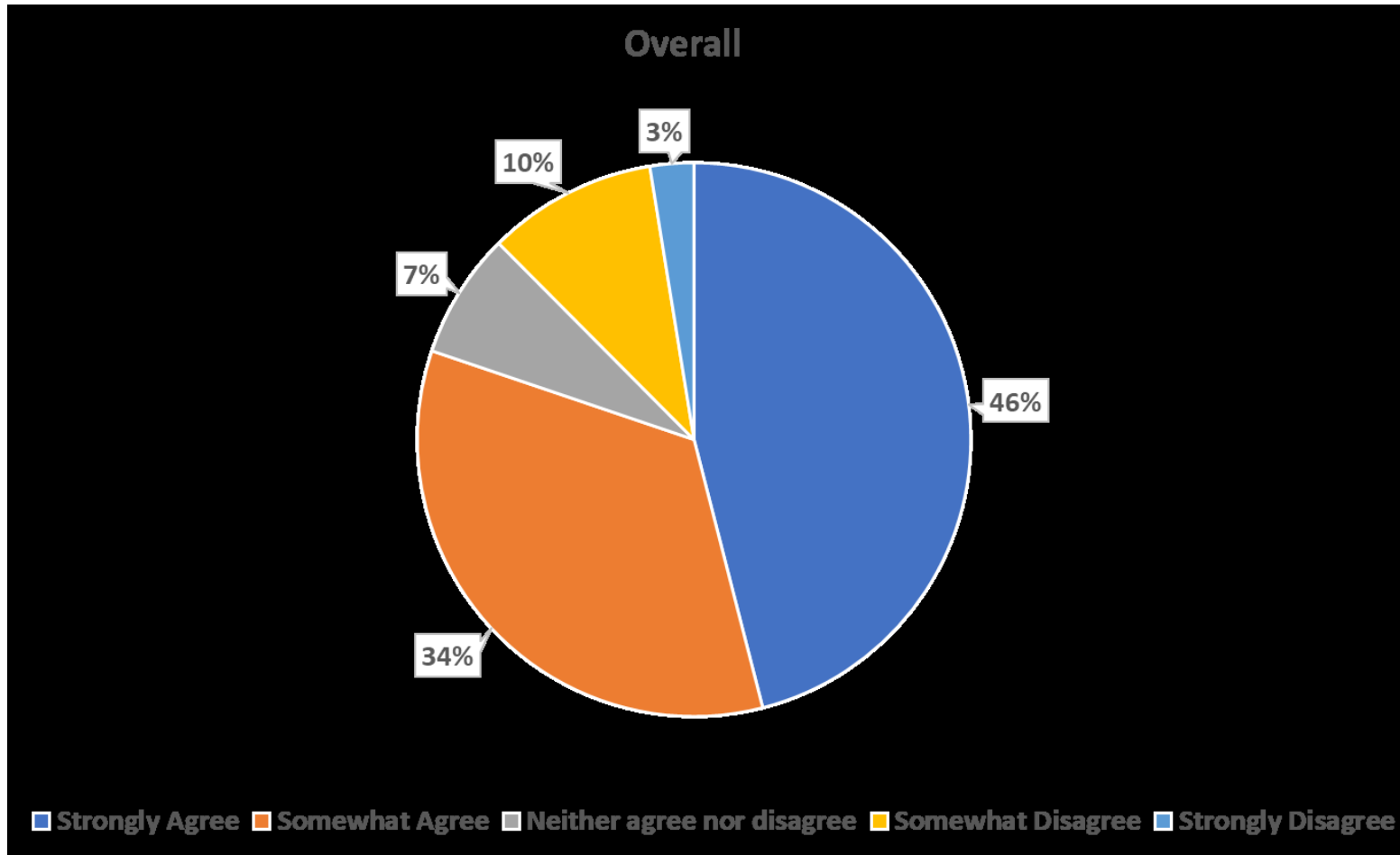
While the cost per hour of external legal services is almost twice the cost per hour of internal legal services; the volume and specialized nature of the work requires the use of external legal services.



Key Performance Indicators (KPI)



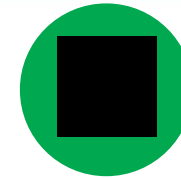
Enabling and Transforming
Services



Generally feel positive about
working for the City of Burlington

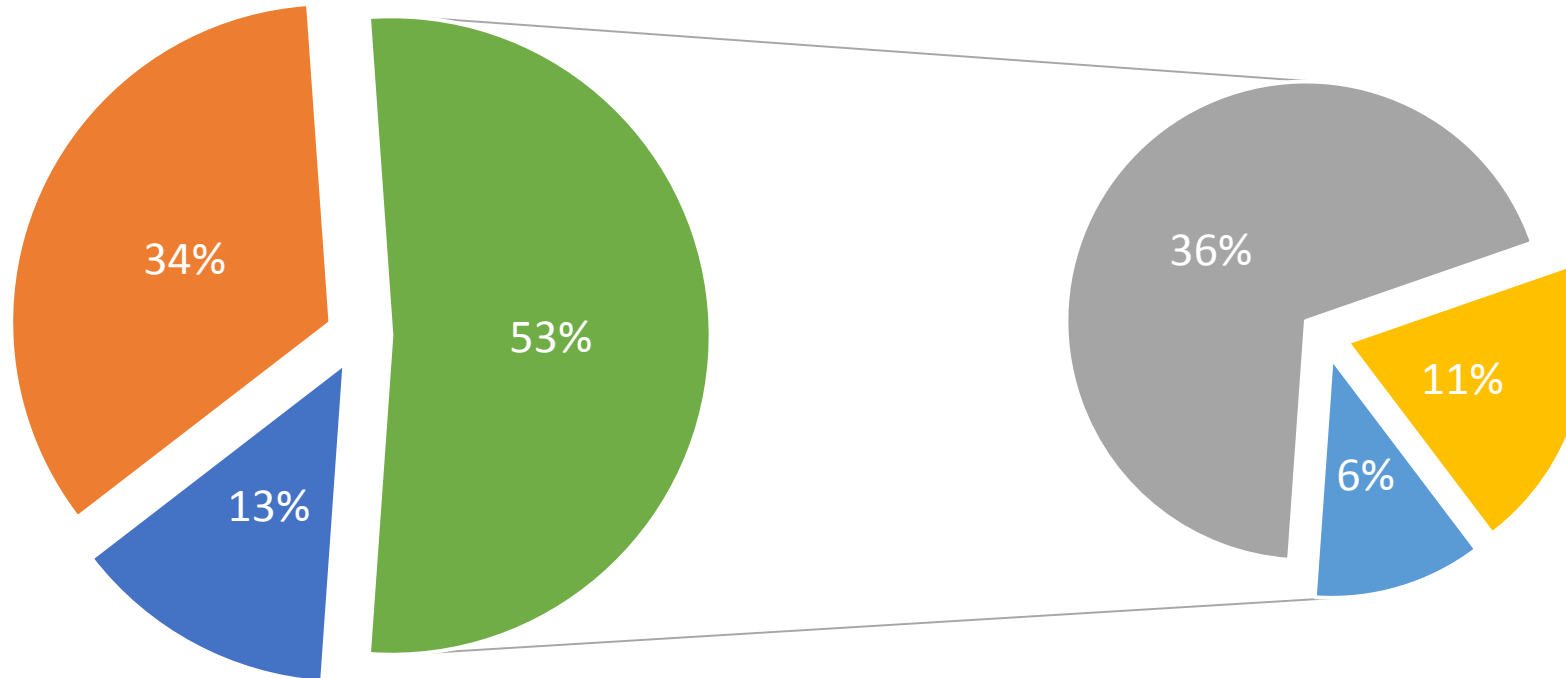


Key Performance Indicators (KPI)



Enabling and Transforming
Services

Overall IT Project Portfolio



■ Backlog ■ Demand ■ New / Enhancements ■ Infrastructure Renewal ■ Transformative

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Key Performance Indicators (KPI)



Managing Risk

Cyber Security

Number of Phishing URLs in our Over 4500 URLs are scanned daily, 6% of all URLs are malicious

Web attack On Average 250 attacks are blocked on a daily basis, 22% are classified High or Critical severity

Security Awareness Training completion rates Completion rate for 2019 89%
Completion rate for 2020 86%

Controls New security measures implemented in the last 12 months = 10

Cybersecurity continues to be a key risk to the City requiring constant vigilance in monitoring and detecting threats.

Future Service Goals and Objectives

Opportunities

- Explore alternative insurance delivery models
- Improved data governance, management and leveraging data analytics to support business decisions
- Implementation of Hybrid Workforce
- Integrated business planning and budgeting
- Strategic land acquisition
- Succession Management/Leadership Development
- Diversity and inclusivity strategies

Industry Trends

- Insurance market hardening for municipalities
- Information as a strategic asset
- Digital Transformation - fundamentally changing how we operate and deliver services including support for mobile and remote workers
- Multi-Year Budgeting
- Employee expectations of the corporation taking a stand on social and environmental issues



2022-2026 Initiatives

Service	Key Initiative	Year
Finance, HR and ITS	Implementation of Workday	2023
Corporate Strategy and Risk	Vision to Focus: 2022-2026 – setting the 4-year council workplan	2023
Human Resources	Diversity and Inclusivity Strategy	2022
ITS	Mobile and Hybrid Workforce	2022/2023
Finance	Multi year Budgeting	2023
Internal Audit	Reintroduce internal audit to organization	2022
Legal	Exploring delivery models for corporate insurance	2024

Service
Investment

Current
Service
Delivery

Asset
Investment

Service
Delivery Risks

Key
Performance
Indicators

Service Goals
and
Objectives



Key Messages:

- Our services are fundamental to the operations of the city
- Managing corporate risk requires sufficient investment to support the strategic directions and the city's public facing services
- Encouraging and supporting a culture of innovation allows us to take advantage of opportunities while recognizing the risks.
- The speed of change will never be slower, and the scale of change will never be smaller. We need to maintain, and even increase, our investments in technology and people.

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