

## 2018-2022 Burlington's Plan FROM VISION TO FOCUS



Original plan approved by Council September 2019 | CS-02-22 Appendix A



# About the Plan

## Our Focus 2018-2022

- Increasing economic prosperity and community responsive growth management.
- Improving integrated city mobility.
- Supporting sustainable infrastructure and a resilient environment.
- Building more citizen engagement, community health and culture.
- Delivering customer centric services with a focus on efficiency and technology transformation.

## Our Vision 2040+

Where People, Nature and Business Thrive

- **A City that Grows**
- **A City that Moves**
- **A Healthy and Greener City**
- **An Engaged City**

### Building the Vision



**Making Progress:**  
Plans and Initiatives

# 2018-2022 Burlington's Plan Vision to Focus - Summary of Goals to Achieve



## Focus Area 1

### Increasing Economic Prosperity and Community Responsive Growth Management

Supporting and maintaining a diverse economy in small business, commercial, industrial, office and academic sectors

Creating a competitive business investment environment in Burlington [e.g. taxes, incentives]

Increasing options for employment opportunities in Burlington

Increasing options for housing across the City

Increasing options for learning institutions

Maintaining and continually developing a safe city



## Focus Area 2

### Improving Integrated City Mobility

Being a vision zero city that strives to create safe streets for all users and eliminates fatalities and serious injuries on streets

Improving traffic flow

Increasing Burlington Transit service levels and growing overall ridership

Improving the transit and transportation modal split

Improving access to Burlington Transit service



## Focus Area 3

### Supporting Sustainable Infrastructure and a Resilient Environment

Including citizen engagement; to be responsive to citizen's needs in infrastructure and new infrastructure growth

Ensuring growth is financially sustainable and pays for new infrastructure

Reducing the infrastructure funding gap for all city owned assets

Promoting and working towards a lower carbon footprint community in support of the UN global warming target

Delivering on carbon neutral initiatives

Expectation of increasing the use of sustainable development materials

Protecting and enhancing the city's creeks, streams and waterfront

Increasing the tree canopy city wide

Maintaining the current urban/rural boundary



## Focus Area 4

### Building More Citizen Engagement, Community Health and Culture

Ensuring citizen wellbeing through walkable and bikeable access to green space

Building more parks associated with development in new growth areas across the city

Focusing on the health and wellbeing of older adults and being recognized as an age friendly city

Focusing on increasing recreational programming for our growing and diverse communities across the entire City

Being a municipal leader in community engagement, collaboration and volunteerism

Improving satisfaction rates of City Services with all residents with an interest on connecting better with newcomers to Burlington

Improving citizen advocacy and satisfaction with Citizen's Advisory Committees, Standing Committees, and public meetings

Increasing advocacy to other levels of government to ensure Burlington's voice is heard

Improving community engagement with diverse communities

Increasing our commitment to arts and culture to be a welcoming city



## Focus Area 5

### Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation

Ensuring that strategic initiatives and corporate projects are resourced and sustained

Ensuring efficient, effective and economical service delivery

Enhancing City services and delivery of citizen self-service options through technology

Ensuring financial sustainability with a reasonable tax rate increase that focuses on citizen services

Delivering on efficient and effective project management and accountable corporate performance

Increasing corporate resilience to cyber-security threats through effective and proactive IT security management practices

Investing in customer centric digital technologies

Increasing community and customer input into how the city delivers services

Enhancing and emphasizing a customer first approach in all city service areas

Developing employees to fill management vacancies from within

Improving our employment identity to become a top employer in the Greater Toronto and Hamilton Area

Increasing employee engagement and workplace culture scores

Diversifying the employee demographics that participate in engagement activities



# How to Read This Progress Report as of Q4 2021

This document is divided into 5 focus areas which are aligned to the 25-year Strategic Plan and the delivery of city services to the community.



## Focus Area 1 - Increasing Economic Prosperity and Community Responsive Growth Management



## Focus Area 2 - Improving Integrated City Mobility



## Focus Area 3 - Supporting Sustainable Infrastructure and a Resilient Environment



## Focus Area 4 - Building More Citizen Engagement, Community Health and Culture



## Focus Area 5 - Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation

When reading through each of the focus areas, there are goals outlined for each with key actions that will be executed within the 4-year term of Council. There are multiple success indicators (such as key performance indicators or progress expectations) identified for the goal area.

- **Top Priorities** of the City of Burlington are identified in this From Vision to Focus Plan on page 10 and include key actions, 4-year performance targets and the 25-year aspirational targets. These priorities are critical to achieving the 25-year vision of Burlington.
- To ensure accountability and continued focus on **Key Actions** that are time sensitive and significant to the progress of the Plan, an additional appendix (**Appendix A: Action Plan at a Glance**) has been included. This Appendix includes assigned Department accountabilities and target dates for completion. **Key Actions** are also highlighted throughout the document.

Throughout this progress report, there are actions, projects and initiatives reported as complete. Completed items are indicated by a check mark ✓. Amended items are highlighted in yellow.

We will achieve...	We will need to execute on these initiatives...	We will know we are successful when...
These are specific goals that will be accomplished.	These are the actions, projects or initiatives to be accomplished within the 4-year term of Council to either maintain, change or advance the situation, circumstances or behaviours.  In this progress report, ✓ - indicates an initiative has been completed.	These are measures of how well a service, circumstance, situation or behavior is working to contribute to our community well-being.  These measures can also answer the question “How will we know we have reached the intended progress or completion?”.

## Top Priorities | 2018-2022 Burlington's Plan From Vision to Focus

As the City works towards achieving the 25-year strategic vision, there are top priorities that significantly impact and enable the City for success. Keeping a focus on achieving these targets and measuring progress of the key actions are critical to the success of the plan. Below are the Top Priorities that have been identified by Council and Leadership.

### Top Priorities for Focus Area 1 - Increasing Economic Prosperity and Community Responsive Growth Management

Top Priority and Goal		Key Action	Achievable Performance Target [4-year workplan]	Aspirational Performance Target [25-year Strategic Plan]
<b>Business Growth</b>	Increasing options for employment opportunities across the City	Implement the recommendations of the Red Tape Red Carpet Taskforce to make it easier for businesses to locate and thrive in Burlington, attracting more investment. Start by Q4-2019	Annually increase the overall growth of businesses by 1% = to 55 new businesses per year	Overall Commercial and Industrial split in assessment is 25%
<b>Housing</b>	Increasing options for housing across the city	<p>✓ <i>Complete the scoped Official Plan Review and Interim Control Bylaw Studies by Q1-2020 with a focus on reasonable growth, not over development, that reflects the community's vision for Burlington, and includes a review of the Mobility Hub and Urban Growth Centre designations in the downtown.</i></p> <p>Complete the City's Housing Strategy and implement the plan to address the needs related to young families, senior's housing, affordable housing, special needs housing, and newcomers by Q2-2022</p>	Approve 1 affordable housing project per year	<p>Housing targets by 2041 are:</p> <ul style="list-style-type: none"> <li>Min of 50% to be townhouses and multi-story buildings</li> <li>Min of 30% to be affordable or assisted housing</li> </ul>

### Top Priorities for Focus Area 2 - Improving Integrated City Mobility

Top Priority and Goal		Key Action	Achievable Performance Target [4-year workplan]	Aspirational Performance Target [25-year Strategic Plan]
<b>Transit Utilization</b>	Increasing Burlington Transit service levels and growing overall ridership	✓ <i>Complete the Burlington Transit 5-Year Business Plan by Q4-2019</i>	Annually increase transit ridership by 1%	Transit Modal Split is 15%
<b>Modal Split</b>	Improving the transit and transportation modal split	Complete the Integrated Mobility Plan and implementation schedule by Q4-2020	Increase modal split between car use [82%], transit [10%] and active transportation [8%] by 2022	Modal split is 70% car; 15% transit; 15% active transportation

### Top Priorities for Focus Area 3 - Supporting Sustainable Infrastructure and a Resilient Environment

Top Priority and Goal		Key Action	Achievable Performance Target (4-year workplan)	Aspirational Performance Target (25-year Strategic Plan)
<b>Infrastructure Gap</b>	Reducing the infrastructure funding gap for all city owned assets	✓ <i>Implement the Asset Management Financial Strategy starting in Q3-2019</i>	Decrease the City's infrastructure funding gap by 25% by 2022	Eliminate the City's infrastructure funding gap by 2027
<b>Climate Action</b>	Promoting and working towards a lower carbon footprint community in support of the UN global warming target	✓ <i>Develop Burlington's Climate Action Plan, addressing Burlington's Climate Emergency declaration and focusing on reducing the community's greenhouse gas emissions by Q4-2019</i>	Reduce the greenhouse gas emissions from City operations overall by 21% by 2024 demonstrating community leadership	Reduce the greenhouse gas emissions from City operations overall by 100% demonstrating community leadership
<b>Tree Canopy</b>	Increase the tree canopy city wide	Complete the Urban Forestry Master Plan Update by Q4-2020	Achieve a 2:1 tree removal/tree replacement ratio by 2022	Increase the City's tree canopy to 35% by 2041

### Top Priorities for Focus Area 4 - Building More Citizen Engagement, Community Health and Culture

Top Priority and Goal		Key Action	Achievable Performance Target (4-year workplan)	Aspirational Performance Target (25-year Strategic Plan)
<b>Community Engagement</b>	Being a municipal leader in community engagement, collaboration and volunteerism	✓ <i>Annually employ a range of communication and engagement tactics to ensure citizen engagement represents all residents while also focusing on diverse demographic groups and communities starting in Q3-2019</i>	Increase the number of residents using the City's online engagement tool <b>getinvolvedburlington.ca</b> by 10% each year and develop a process for reporting to the community on how their input shaped decision-making	Residents consistently feel that meaningful engagement occurs where community input would help shape decisions

### Top Priorities for Focus Area 5 - Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation

Top Priority and Goal		Key Action	Achievable Performance Target (4-year workplan)	Aspirational Performance Target (25-year Strategic Plan)
<b>Service Excellence</b>	Ensuring efficient, effective and economical service delivery	✓ <i>Initiate a corporate-wide service review program in Q4-2019</i>	Increase the tax rate at the rate of inflation [excluding infrastructure and increase in services]	Minimum of \$1.0 M net operating savings annually
<b>Customer First Approach</b>	Enhancing and emphasizing a customer first approach in all city service areas	Establish innovative techniques, processes, locations and technology for connecting with customers and delivering service options starting in Q3-2019	Increase the community satisfaction with City services by 5% by 2022	Citizens have a full range of customer service options including digital service delivery [to be confirmed]*
<b>Digital Transformation</b>	Invest in customer centric digital technologies	Continue implementation of the Corporate IT Strategy inclusive of an IT security framework	Increase the number of on-line self service options by 10% by 2022	50% of total IT investment directed towards service delivery improvements and efficiencies [to be confirmed]*

# Focus Areas and Actions | 2018-2022 Burlington's Plan From Vision to Focus



## Focus Area 1 - Increasing Economic Prosperity and Community Responsive Growth Management

We will achieve...	We will need to execute on these initiatives...	We will know we are successful when...
<b>Economic prosperity with our commitment to...</b> <ol style="list-style-type: none"> <li>1. Supporting and maintaining a diverse economy in small business, commercial, industrial, office and academic sectors</li> <li>2. Creating a competitive business investment environment in Burlington (e.g. taxes, incentives)</li> <li>3. Increasing options for employment opportunities in Burlington</li> </ol>	<b>KEY ACTIONS</b> <ul style="list-style-type: none"> <li>• Implement the recommendations of the Red Tape Red Carpet Taskforce to make it easier for businesses to locate and thrive in Burlington, attracting more investment. First priorities will be grading and drainage; Committee of Adjustment; Zoning and Development Application and Approval business process reviews</li> <li>• Work with Burlington Economic Development Corporation to create and implement strategies to focus on: <ul style="list-style-type: none"> <li>• Creating jobs and achieving long term economic vision for the City of Burlington</li> </ul> </li> <li>• Reducing commercial and industrial office vacancies and reducing barriers in attracting businesses</li> <li>✓ <i>Developing attraction and retention strategies for knowledge-based/technology-intensive industries</i> <ul style="list-style-type: none"> <li>• Developing and implement a Retail Strategy</li> <li>• Supporting small business and tech incubators</li> </ul> </li> <li>• Assess the use of one or more Community Improvement Plans including options for incentive programs for business development</li> <li>• Remove constraints on availability of employment lands</li> <li>• Develop a plan to activate key parcels of vacant employment lands and facilitate vacant employment lands being shovel ready</li> </ul>	<ul style="list-style-type: none"> <li>• Annually increase employment by 1,000 jobs</li> <li>• Strive for a weighted assessment ratio of non-residential to residential of 25/75</li> <li>• Maintain the industrial vacancy rate at less than 10% and reduce the office vacancy rate to 10% by 2030</li> <li>• Annually increase the overall growth of businesses by 1% = to 55 new businesses per year</li> <li>• Increase by 23% residents working and living in Burlington by 2025</li> <li>• Improve ratio of knowledge-based technology intensive business to manufacturing business by 1.06 by 2023</li> <li>• Increase available employment lands to 50 hectares by 2022</li> <li>• Annually attract 10 companies to Burlington</li> <li>• Annually have 400,000 square feet leased office and commercial space</li> <li>• Annually add 100,000 square feet of industrial supply</li> </ul>



## Focus Area 1 - Increasing Economic Prosperity and Community Responsive Growth Management

We will achieve...	We will need to execute on these initiatives...	We will know we are successful when...
<p><b>Responsive growth management with our commitment to...</b></p> <ol style="list-style-type: none"> <li>1. Increasing options for housing across the City</li> <li>2. Increasing options for learning institutions</li> <li>3. Maintaining and continually developing a safe city</li> </ol>	<p><b>KEY ACTIONS</b></p> <ul style="list-style-type: none"> <li>✓ <i>Determine the future vision for the downtown by completing the review of the Official Plan policies and the Interim Control Bylaw land use study with a focus on reasonable growth, not over development, that reflects the community's vision for Burlington, and includes a review of the Mobility Hub and Urban Growth Centre designations in the downtown.</i></li> <li>• Define Burlington's expectations for population and jobs to 2051 as part of the Halton Region's Municipal Comprehensive Review. <b>This change is a result of amendments in A Place to Grow - Ontario's Growth plan for the Greater Golden Horseshoe</b></li> <li>• Complete the area specific plans for <b>major transit station areas</b> (this change aligns with current terminology used by the Province)</li> <li>• Complete the City's Housing Strategy and implement the plan to address the needs related to young families, senior's housing, affordable housing, special needs housing, and newcomers.</li> <li>• Develop a Fire Master Plan to support the growth and change within the city</li> </ul>	<ul style="list-style-type: none"> <li>• Approve 1 affordable housing project per year</li> <li>• An updated Council and Halton Region approved Official Plan is in force and effect by Q2-2020</li> <li>• Attract 1 new post-secondary institution by 2030</li> <li>• Initiate the Zoning Bylaw Review by Q1-2022</li> <li>• Complete and ensure the implementation plans are in progress for; <ul style="list-style-type: none"> <li>• The Fire Master Plan by Q2-2020</li> <li>• The Housing Strategy by Q2-2022</li> <li>• The plan for attracting a post-secondary education institution by Q1-2020</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Initiate the Zoning Bylaw Review</li> <li>• Start the process of reviewing the next Official Plan</li> <li>• Develop a strategy and implementation plan to attract a post-secondary education institution[s] (e.g. university, college, and technical institute) primary or secondary campus</li> </ul>	





## Focus Area 2 - Improving Integrated City Mobility

We will achieve...	We will need to execute on these initiatives...	We will know we are successful when...
<p><b>Integrated city mobility with our commitment to...</b></p> <ol style="list-style-type: none"> <li>1. Being a vision zero city that strives to create safe streets for all users and eliminates fatalities and serious injuries on streets</li> <li>2. Improving traffic flow</li> <li>3. Increasing Burlington Transit service levels and growing overall ridership</li> <li>4. Improving the transit and transportation modal split</li> <li>5. Improving access to Burlington Transit service</li> </ol>	<p><b>KEY ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Complete the Integrated Mobility Plan and the implementation schedule is in progress</li> <li>✓ <i>Review snow clearing service levels for all mobility modes (e.g. trails, sidewalks, bike lanes and roads)</i></li> <li>✓ <i>Complete the Burlington Transit 5 Year Business Plan</i></li> <li>• Complete the Rural Active Transportation Strategy and implementation schedule</li> <li>• In collaboration with Halton Region and the MTO complete the QEW Prosperity Corridor Block Plan and Implementation Study</li> <li>• Use new technology and street design to reduce congestion and increase traffic flow</li> <li>• Develop annual transit service plans to implement a frequent grid-based network</li> <li>• Assess an alternative method of transit service delivery to move people more efficiently during off-peak times</li> <li>• Continue to review, develop and deliver incentive programs to encourage transit ridership <ul style="list-style-type: none"> <li>• Provide free transit for SPLIT Pass Program participants</li> <li>• Provide free transit service pilot program for seniors (65+) during off-peak hours</li> </ul> </li> <li>• Assess and implement changes to increase connectivity of transportation modes and options</li> <li>• Assess and implement changes to improve the state of good repair on all mobility modes</li> <li>• Assess the feasibility of bike sharing opportunities and costing</li> </ul>	<ul style="list-style-type: none"> <li>• Improve travel times and recovery from QEW spillover incidents *</li> <li>• Decrease the number of fatalities and serious injuries on streets in Burlington *</li> <li>• Annually increase transit ridership by 1%</li> <li>• Increase by 8.3 % modal split between car use and transit by 2024</li> <li>• Increase modal split to the following by 2022: <ul style="list-style-type: none"> <li>• Transit - 10%</li> <li>• Active Transportation - 8%</li> <li>• Auto - 82%</li> </ul> </li> <li>• Reduce the average household per day car trips from 10 to 8 by 2022</li> <li>• Complete and ensure the implementation plans are in progress for; <ul style="list-style-type: none"> <li>• The Burlington Transit 5-Year Business Plan by Q4-2019</li> <li>• The Integrated Mobility Plan by Q4-2020</li> <li>• The QEW Prosperity Plan by Q4-2020</li> <li>• The Rural Active Transportation Strategy by Q3-2020</li> </ul> </li> </ul> <p><b>NOTE:</b> *Key Performance Indicators that require further research as there is either work to undertake to determine an appropriate benchmark or target; or there are data quality or availability issues; or both circumstances exist.</p>



## Focus Area 3 - Supporting Sustainable Infrastructure and a Resilient Environment

We will achieve...	We will need to execute on these initiatives...	We will know we are successful when...
<b>Responsible and sustainable infrastructure with our commitment to...</b>  1. Including citizen engagement; to be responsive to citizen's needs in infrastructure and new infrastructure growth 2. Ensuring growth is financially sustainable and pays for new infrastructure 3. Reducing the infrastructure funding gap for all city owned assets	<b>KEY ACTIONS</b>	<ul style="list-style-type: none"><li>• Decrease the cities infrastructure funding gap by 25% by 2022</li><li>• Annually add 1 new revenue opportunity to support infrastructure</li><li>• Complete the development charges Background Study and Bylaw by Q2-2019</li><li>• Complete the update to the Asset Management Plan and Financial Strategy by Q4-2021</li></ul>
	✓ <i>Implement the Asset Management Financial Strategy and update the Asset Management Plan</i>	
	<ul style="list-style-type: none"><li>• Update the development charges Background Study and Bylaw</li><li>• Increase advocacy with other levels of government</li><li>• Develop partnerships to assist with revenue generation to support infrastructure</li></ul>	



## Focus Area 3 - Supporting Sustainable Infrastructure and a Resilient Environment

We will achieve...	We will need to execute on these initiatives...	We will know we are successful when...
<p><b>A more resilient environment with our commitment to...</b></p> <ol style="list-style-type: none"> <li>Promoting and working towards a lower carbon footprint community in support of the UN global warming target</li> <li>Delivering on carbon neutral initiatives</li> <li>Expectation of increasing the use of sustainable development materials</li> <li>Protecting and enhancing the city's creeks, streams and waterfront</li> <li>Increasing the tree canopy city wide</li> <li>Maintaining the current urban/rural boundary</li> </ol>	<p><b>KEY ACTIONS</b></p> <ul style="list-style-type: none"> <li>✓ <i>Develop Burlington's Climate Action Plan, addressing Burlington's Climate Emergency declaration and focusing on reducing the community's greenhouse gas emissions</i></li> <li>• Develop Burlington's Climate Change Adaptation Plan</li> <li>✓ <i>Review and update the Sustainable Building and Development Guidelines</i></li> <li>✓ <i>Update the Corporate Energy and Emissions Management Plan to recognize achievements and identify new initiatives for implementation</i></li> <li>✓ <i>Update the Storm Water Management Plan while continuing to implement the current flood and storm management actions</i></li> <li>• Complete and implement the Urban Forestry Management Plan Update</li> <li>• Update the City's Green Fleet Strategy and develop an action plan to reduce the City's carbon footprint through alternative fuel sources</li> </ul> <ul style="list-style-type: none"> <li>• Use the results and outcomes of the Roseland Private Tree Bylaw Pilot to determine where tree Bylaws are appropriate</li> <li>• Assess the Home Retrofit Program with key stakeholders</li> <li>• Use city growth, infill and redevelopment as an opportunity to enhance creeks, streams and water quality</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce the greenhouse gas emissions from City operations overall by 21% by 2024 demonstrating community leadership</li> <li>• Reduce the community greenhouse gas emissions*</li> <li>• Achieve a 2:1 tree removal/tree replacement ratio by 2022</li> <li>• Increase the tree canopy percentage overall city-wide*</li> <li>• Increase the viability of the urban forest by ensuring biodiversity of Family/Genus/Species of trees*</li> <li>• Increase the viability of the urban forest by ensuring appropriate age class distribution*</li> <li>• Complete and ensure the implementation plans are in progress for; <ul style="list-style-type: none"> <li>• The Climate Action Plan by Q4-2019</li> <li>• The Climate Change Adaptation Plan by Q1-2021</li> <li>• The Corporate Energy and Emissions Management Plan by Q3-2019</li> <li>• Urban Forestry Management Plan update by Q4-2020</li> <li>• The Storm Water Management Plan by Q4-2019</li> <li>• The Sustainable Building and Development Guidelines by Q1-2021</li> <li>• The City's Green Fleet Strategy by Q2-2021</li> </ul> </li> </ul> <p><b>NOTE:</b> *Key Performance Indicators that require further research as there is either work to undertake to determine an appropriate benchmark or target; or there are data quality or availability issues; or both circumstances exist.</p>





## Focus Area 4 - Building More Citizen Engagement, Community Health and Culture

We will achieve...	We will need to execute on these initiatives...	We will know we are successful when...
<p><b>Healthier communities with our commitment to...</b></p> <ol style="list-style-type: none"> <li>1. Ensuring citizen wellbeing through walkable and bikeable access to green space</li> <li>2. Building more parks associated with development in new growth areas across the city</li> <li>3. Focusing on the health and wellbeing of older adults and being recognized as an age friendly city</li> <li>4. Focusing on increasing recreational programming for our growing and diverse communities across the entire City</li> </ol>	<p><b>KEY ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Complete the Parks Master Plan update and implement new actions, while continuing to act on current parks initiatives</li> <li>• Complete a strategic review of the Joint Venture Policy</li> <li>✓ <i>Complete a Recreation Visionary Framework of principles, goals and an operating model to align with the changing needs of recreation in the community ensuring the inclusion of all diverse demographics</i></li> <li>• Complete a Neighbourhood Development Strategy</li> <li>• Complete the priorities identified in the Community Trails Strategy</li> <li>• Advocate for the Greenbelt Plan at all opportunities to support the urban/rural boundary</li> <li>• Explore partnerships to expand recreation and social participation for older adults including individuals facing isolation or other participation barriers</li> <li>• Ensure all new residential developments and renewal of City infrastructure provides quality amenity space in close proximity to meet the needs of the neighbourhood</li> <li>• Determine the potential need for new community facilities, including a capacity review of all recreational facilities (fields, arenas and community centers)</li> </ul>	<ul style="list-style-type: none"> <li>• Increase park and green space city wide*</li> <li>• Increase length and connectivity of multi-use trails by 5 kilometers by 2024</li> <li>• Aim for a standard that homes are within a 5 minute walk of a park</li> <li>• Increase by 2% programming opportunities for all ages by 2022</li> <li>• Annually ensure that 90% of recreation program participant satisfaction survey results are good to excellent</li> <li>• Annually increase by 1% the total number of participant visits to city recreation programs</li> <li>• Complete and ensure the implementation plans are in progress for; <ul style="list-style-type: none"> <li>• The Recreation Visionary Framework by Q4-2019</li> <li>• The Joint Venture Policy Q2-2020</li> <li>• The Neighbourhood Development Strategy by Q4-2020</li> <li>• The Parks Master Plan update by Q4-2020</li> </ul> </li> </ul> <p><b>NOTE:</b> *Key Performance Indicators that require further research as there is either work to undertake to determine an appropriate benchmark or target; or there are data quality or availability issues; or both circumstances exist.</p>



## Focus Area 4 - Building More Citizen Engagement, Community Health and Culture

We will achieve...	We will need to execute on these initiatives...	We will know we are successful when...
<b>Citizen Engagement with our commitment to...</b> <ol style="list-style-type: none"> <li>1. Being a municipal leader in community engagement, collaboration and volunteerism</li> <li>2. Improving satisfaction rates of City Services with all residents with an interest on connecting better with newcomers to Burlington</li> <li>3. Improving citizen advocacy and satisfaction with Citizen's Advisory Committees, Standing Committees, and public meetings</li> <li>4. Increasing advocacy to other levels of government to ensure Burlington's voice is heard</li> <li>5. Improving community engagement with diverse communities</li> </ol>	<b>KEY ACTIONS</b> <ul style="list-style-type: none"> <li>• Conduct a review of citizen committees including structure and format. Through this review, consider alternative methods of engaging the community on subject matters other than just the traditional citizen committee format</li> <li>✓ <i>Create and implement a strategy for advocacy with senior levels of government</i></li> <li>• 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</li> <li>• Implement the recommendations of the Welcome to Burlington for Newcomers project from the Mohawk Future Ready Leadership Team</li> <li>✓ <i>Annually employ a range of communication and engagement tactics to ensure citizen engagement represents all residents while also focusing on diverse demographic groups and communities</i></li> <li>• Provide different opportunities for residents to engage and contribute to the decision-making process, whether it be in-person, online, telephone or other means. Report back to the community on how their input shaped decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Increase by 5% Burlington newcomer's satisfaction rates with City Services by 2022</li> <li>• Increase the number of residents using the City's online engagement tool <b>getinvolvedburlington.ca</b> by 10% each year and develop a process for reporting to the community on how their input shaped decision-making</li> <li>• Increase in the number of volunteers supporting City Service delivery*</li> <li>• Increase the satisfaction rating of volunteers*</li> <li>• Recognition as a municipal leader in public engagement by winning another Core Values Award from IAP2 by 2022</li> <li>• Complete and ensure the implementation plans are in progress for; <ul style="list-style-type: none"> <li>• The Citizen Advisory Committees Review by Q4-2019</li> <li>• A Strategy for advocacy with senior levels of government by Q3-2019</li> <li>• A Corporate Volunteer Strategy by Q2-2020</li> </ul> </li> </ul> <p><b>NOTE:</b> *Key Performance Indicators that require further research as there is either work to undertake to determine an appropriate benchmark or target; or there are data quality or availability issues; or both circumstances exist.</p>
<b>Community Building through Arts and Culture with our commitment to...</b> <ol style="list-style-type: none"> <li>1. Increasing our commitment to arts and culture to be a welcoming city</li> </ol>	<ul style="list-style-type: none"> <li>• Burlington will become a member of the Intercultural Cities Programme and do the work necessary to apply the principles in our policies and practices</li> <li>• Review City policies with an intercultural lens and develop intercultural strategies to broaden Burlington's inclusivity</li> </ul>	<ul style="list-style-type: none"> <li>• Successfully complete the Intercultural Cities Index questionnaire by Q4-2020</li> </ul>



## Focus Area 5 - Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation

We will achieve...	We will need to execute on these initiatives...	We will know we are successful when...
<p><b>Greater organizational effectiveness and technology transformation with our commitment to...</b></p> <ol style="list-style-type: none"> <li>Ensuring that strategic initiatives and corporate projects are resourced and sustained</li> <li>Ensuring efficient, effective and economical service delivery</li> <li>Enhancing City services and delivery of citizen self-service options through technology</li> <li>Ensuring financial sustainability with a reasonable tax rate increase that focuses on citizen services</li> <li>Delivering on efficient and effective project management and accountable corporate performance</li> <li>Increasing corporate resilience to cyber-security threats through effective and proactive IT security management practices</li> <li>Investing in customer centric digital technologies</li> </ol>	<p><b>KEY ACTIONS</b></p> <ul style="list-style-type: none"> <li>✓ <i>Complete the functional realignment of the City Manager's office</i></li> <li>✓ <i>Initiate a corporate-wide service review program</i></li> <li>• Deliver on time, on budget and achieve realized benefits [outcomes] for major corporate technology projects; Customer Relationship Management (CRM), Enterprise Resource Planning (ERP), Enterprise Asset Maintenance System (EAMS), <i>Business Intelligence (BI)</i> and <i>an upgraded case management development application system (AMANDA 7)</i></li> <li>• Continue implementation of the Corporate IT Strategy inclusive of an IT security framework</li> <li>✓ <i>Engage council and management to review and improve the city's budgeting processes</i></li> <li>• Assess the feasibility of multi-year budgeting</li> <li>• Develop corporate performance measures and a citizen dashboard to communicate the progress of the corporate workplan</li> <li>• Develop a monitoring, tracking and reporting process for corporate continuous improvement and major corporate initiatives</li> <li>✓ <i>Undertake and implement the recommendations of the 2019 BMA Municipal Financial Health Report</i></li> </ul>	<ul style="list-style-type: none"> <li>• Annually 90% of project outcomes completed on schedule and within budget</li> <li>• Increase the number of on-line self-service options by 10% by 2022</li> <li>• Invest in technology transformation*</li> <li>• Ensure less than 20% of legacy systems use older than 5 years by 2022</li> <li>• Annually increase the total IT investment directed towards service delivery improvements and efficiencies*</li> <li>• Complete the implementation of a corporate-wide CRM system*</li> <li>• Balance the ratio of funding invested for business improvements to funding invested in complete business transformation*</li> <li>• Increase the tax rate at the rate of inflation (excluding infrastructure and increase in services)</li> <li>• Ensure stabilization reserve funds as a % of net revenues between 10-15%</li> <li>• Ensure debt charges as a % of net revenues are below 12.5%</li> <li>• 100% of city staff have successfully completed security awareness training</li> <li>• Increase in the number of positively identified simulated phishing e-mails*</li> <li>• Decrease in the number of security incidents*</li> </ul> <p><b>NOTE:</b> *Key Performance Indicators that require further research as there is either work to undertake to determine an appropriate benchmark or target; or there are data quality or availability issues; or both circumstances exist.</p>





## Focus Area 5 - Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation

We will achieve...	We will need to execute on these initiatives...	We will know we are successful when...
<b>A customer centric service delivery approach with our commitment to...</b>  1. Increasing community and customer input into how the city delivers services  2. Enhancing and emphasizing a customer first approach in all city service areas	<b>KEY ACTIONS</b>	<ul style="list-style-type: none"><li>• Increase the community satisfaction with City services by 5% by 2022</li><li>• Increase by 2% annually the percentage of residents providing input and feedback</li><li>• Complete and ensure the implementation plans are in progress for;<ul style="list-style-type: none"><li>• The City of Burlington's Community Survey and address gaps and areas that need improvement by Q4-2019</li><li>• The one stop customer service counter for the Department of Community Planning by Q4-2020</li></ul></li></ul> <b>NOTE:</b> *Key Performance Indicators that require further research as there is either work to undertake to determine an appropriate benchmark or target; or there are data quality or availability issues; or both circumstances exist.
	<ul style="list-style-type: none"><li>✓ <i>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</i></li><li>• Implementation of a one stop customer service counter for the Department of Community Planning</li><li>• Develop and implement online/automated submissions, processing and approvals of development applications</li></ul>	
	<ul style="list-style-type: none"><li>• Communicate and engage staff and customers in the implementation of the "Launch and Cultivate" phases of the Service Brilliance Corporate Customer Service Strategy Actions, including:<ul style="list-style-type: none"><li>• Identify and deliver convenient community-based service options</li><li>• Establish innovative techniques, process, locations and technology for connecting with customers and delivering service options</li></ul></li></ul>	



## Focus Area 5 - Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation

We will achieve...	We will need to execute on these initiatives...	We will know we are successful when...
<b>A 21st century workplace with our commitment to...</b> <ol style="list-style-type: none"> <li>1. Developing employees to fill management vacancies from within</li> <li>2. Improving our employment identity to become a top employer in the Greater Toronto and Hamilton Area</li> <li>3. Increasing employee engagement and workplace culture scores</li> <li>4. Diversifying the employee demographics that participate in engagement activities</li> </ol>	<p><b>KEY ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Complete the assessment of salary competitiveness and implement recommendations</li> <li>• Complete and implement a diversity and inclusivity strategy for Burlington as an employer</li> </ul> <p>✓ <i>Invest in employee development through succession management programs and employee development initiatives</i></p> <p>✓ <i>Strengthen recruitment channels to ensure a positive candidate experience and improve inclusivity</i></p> <p>✓ <i>Conduct employee surveys to measure staff engagement and staff awareness of City goals and objectives</i></p> <ul style="list-style-type: none"> <li>• Employ a range of communication and engagement tactics to attract diverse demographics</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease voluntary turnover to 4% by 2022</li> <li>• Decrease to 15% the number of difficult to attract positions by 2022</li> <li>• Increase the number of people leader positions filled internally*</li> <li>• Improve culture survey general lower scores by 5% and maintain high scores by 2022</li> <li>• Increase by 7% employees participating in the succession management program and participating in employee development initiatives by 2022</li> <li>• Complete and ensure the implementation plans are in progress for; <ul style="list-style-type: none"> <li>• The Salary Assessment Review by Q4-2020</li> <li>• The Diversity and Inclusivity Strategy by Q3-2020</li> </ul> </li> </ul> <p><b>NOTE:</b> *Key Performance Indicators that require further research as there is either work to undertake to determine an appropriate benchmark or target; or there are data quality or availability issues; or both circumstances exist.</p>

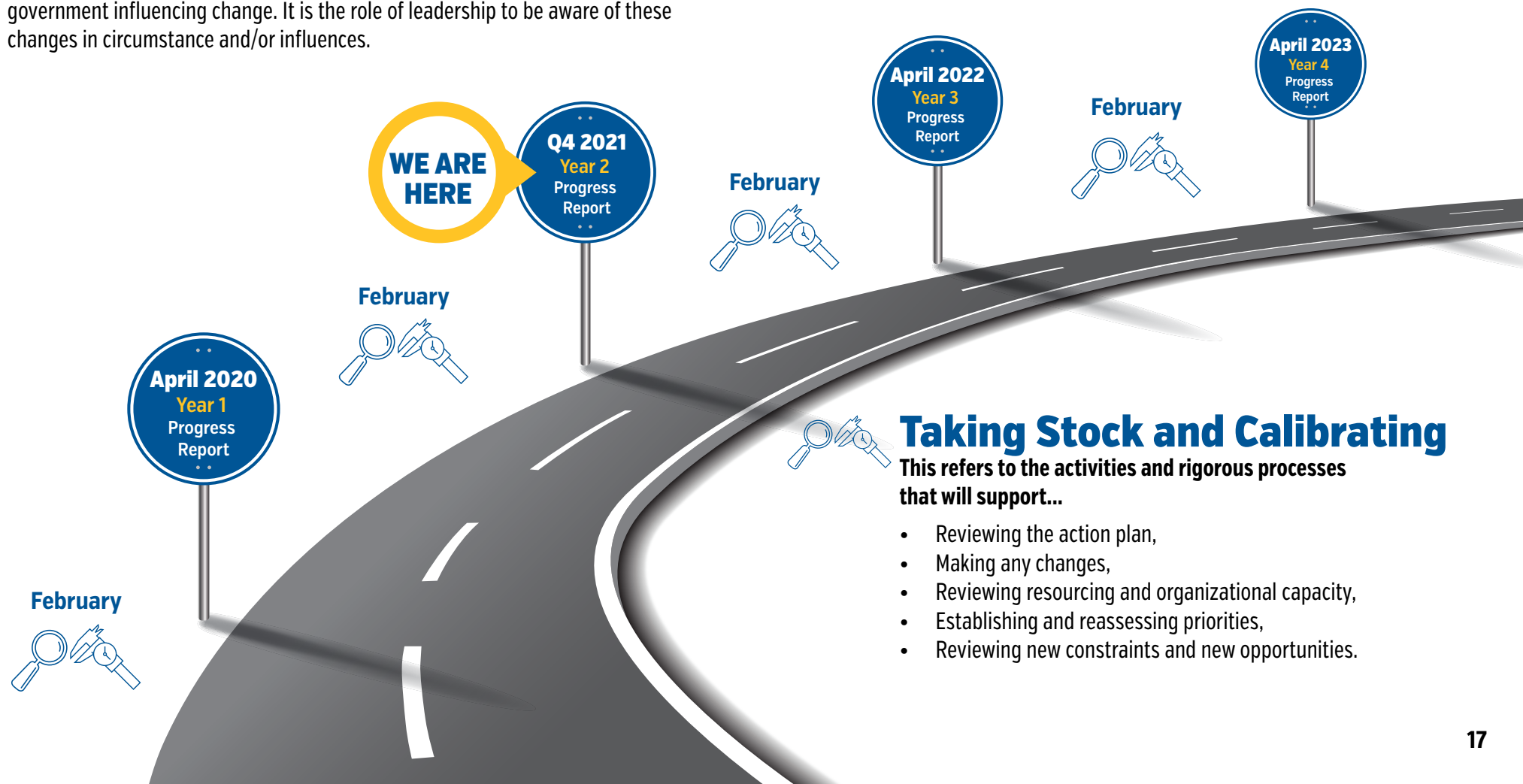
# Monitoring, Measuring and Reporting - The Road to Achieving Future Success

The monitoring, measuring and reporting processes take into consideration other business processes such as budgeting and service business planning. These activities are intended to support the organization to best understand the progress of the actions and outcomes of this 4-year plan. As mentioned previously, this plan is Council and Burlington Leadership's plan of action that will bring us closer towards achieving the long-term strategic plan vision.

2018-2022 Burlington's Plan: From Vision to Focus, is a living document. It will be monitored and reported to Burlington Council on a regular basis and progress evaluated and reviewed. There may be changes along the way, such as: global, regional, and city circumstances changing, events occurring, and other levels of government influencing change. It is the role of leadership to be aware of these changes in circumstance and/or influences.

These insights will help with decision-making and adjusting the plan. Therefore, annual progress reports at a minimum are imperative to the success of working towards the long-term vision.

This process will include a major strategic initiatives progress report that will occur at least once a year to Council and Leadership and an annual community report that will highlight key successes and accomplishments. Complementary to this process will be a citizen dashboard on the City's website that will communicate the progress in achieving the outlined goals and baseline data.



## Taking Stock and Calibrating

This refers to the activities and rigorous processes that will support...

- Reviewing the action plan,
- Making any changes,
- Reviewing resourcing and organizational capacity,
- Establishing and reassessing priorities,
- Reviewing new constraints and new opportunities.



## Appendix A – Action Plan at a Glance

The following are initiatives included in Burlington's Plan: From Vision to Focus. This list includes the Key Actions such as major corporate projects, initiatives, studies, plans and reports that are all of a time sensitive nature and that will significantly advance the organization towards the 25 year long term future strategic vision.

Focus Area 1 - Increasing Economic Prosperity and Community Responsive Growth Management						
Proposed Strategic Initiatives		Lead Department	Target Date for Completion			
			2019	2020	2021	2022
1.1	Implement the recommendations of the Red Tape Red Carpet Taskforce to make it easier for businesses to locate and thrive in Burlington, attracting more investment. First priorities will be grading and drainage; Committee of Adjustment; and Zoning and Development Application and Approval business process reviews	City Manager's Office	Q4-2019		Revised to Q4-2021	Revised to Q4-2022
1.2	Work with Burlington Economic Development Corporation to create and implement strategies to focus on: Creating jobs and achieving long term economic vision for the City of Burlington	City Manager's Office and BEDC		Q1-2020	Q1-2021	Revised to Q2-2023 from Q1-2022
1.3	✓ Determine the future vision for the downtown by completing the review of the Official Plan policies and the Interim Control Bylaw land use study	Community Planning		Q2-2020		
1.4	Define Burlington's expectations for population and jobs to 2051 as part of the Halton Region's Municipal Comprehensive Review. This change is a result of amendments in A Place to Grow – Ontario's Growth plan for the Greater Golden Horseshoe	Community Planning		Q3-2020		Revised Q1-2022
1.5	Complete the area specific plans for major transit station areas (this change aligns with current terminology used by the Province)	Community Planning			Q4-2021	Revised to Q4-2022
1.6	Complete the City's Housing Strategy and implement the plan to address the needs related to young families, seniors housing, affordable housing, special needs housing, and newcomers.	Community Planning				Q2-2022
1.7	Develop a Fire Master Plan to support the growth and change within the city	Fire		Q2-2020		Revised to Q1-2022

## Focus Area 2 - Improving Integrated City Mobility

Proposed Strategic Initiatives		Lead Department	Target Date for Completion			
			2019	2020	2021	2022
2.1	Complete the Integrated Mobility Plan and implementation schedule is in progress	Transportation		Q4-2020		Revised to Q3-2022
2.2	✓ Review snow clearing service levels for all mobility modes (e.g. trails, sidewalks, bike lanes and roads)	Roads, Parks and Forestry	Q4-2019		Revised to Q3-2021	
2.3	✓ Complete the Burlington Transit 5 Year Business Plan	Transit	Q4-2019			
2.4	Complete the Rural Active Transportation Strategy and implementation schedule	Transportation		Q3-2020		Revised to Q3-2022
2.5	In collaboration with Halton Region and the MTO complete the QEW Prosperity Corridor Block Plan and Implementation Study	Transportation		Q4-2020		Revised to Q4-2022

### Focus Area 3 - Supporting Sustainable Infrastructure and a Resilient Environment

Proposed Strategic Initiatives		Lead Department	Target Date for Completion			
			2019	2020	2021	2022
3.1	✓ <i>Implement the Asset Management Financial Strategy and update the Asset Management Plan</i>	Engineering			<i>Revised to Q3-2021 from Q4-2021</i>	
3.2	✓ <i>Develop Burlington's Climate Action Plan, addressing Burlington's Climate Emergency declaration and focusing on reducing the community's greenhouse gas emissions</i>	Engineering	Q4-2019			
3.3	Develop Burlington's Climate Change Adaptation Plan	Engineering			Q1-2021	Revised to Q3-2022
3.4	✓ <i>Review and update the Sustainable Building and Development Guidelines</i>	Community Planning			<i>Revised to Q4-2021 from Q1-2021</i>	
3.5	✓ <i>Update the Corporate Energy and Emissions Management Plan to recognize achievements and identify new initiatives for implementation</i>	Engineering	Q3-2019			
3.6	✓ <i>Update the Storm Water Management Plan while continuing to implement the current flood and storm management actions</i>	Engineering	Q4-2019			
3.7	Complete and implement the Urban Forestry Management Plan Update	Roads, Parks and Forestry		Q4-2020		Revised to Q4-2023
3.8	Update the City's Green Fleet Strategy and develop an action plan to reduce the City's carbon footprint through alternative fuel sources	Roads, Parks and Forestry			Q2-2021	Revised to Q4-2022

## Focus Area 4 - Building More Citizen Engagement, Community Health and Culture

Proposed Strategic Initiatives		Lead Department	Target Date for Completion			
			2019	2020	2021	2022
4.1	Complete the Parks Master Plan update and implement new actions, while continuing to act on current parks initiatives	Engineering		Q4-2020		Revised to Q3-2022
4.2	Complete a strategic review of the Joint Venture Policy	Recreation, Community and Culture		Q2-2020	Revised to Q4-2021	Revised to Q4-2023
4.3	✓ <i>Complete a Recreation Visionary Framework of principles, goals and an operating model to align with the changing needs of recreation in the community ensuring the inclusion of all diverse demographics</i>	<i>Recreation, Community and Culture</i>	Q4-2019			
4.4	Complete a Neighbourhood Development Strategy	Recreation, Community and Culture		Q4-2020		Revised to Q1-2023
4.5	Conduct a review of citizen committees including structure and format. Through this review, consider alternative methods of engaging the community on subject matters other than just the traditional citizen committee format	Office of the City Clerk	Q4-2019			Revised to Q1-2023
4.6	✓ <i>Create and implement a strategy for advocacy with senior levels of government</i>	<i>City Manager's Office</i>	Q3-2019			
4.7	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	Corporate Communications and Engagement		Q2-2020		Revised to Q1-2022



## Focus Area 5 - Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation

Proposed Strategic Initiatives		Lead Department	Target Date for Completion			
			2019	2020	2021	2022
5.1	✓ <i>Complete the functional realignment of the City Manager's office</i>	City Manager's Office	Q4-2019			
5.2	✓ <i>Initiate a corporate-wide service review program</i>	City Manager's Office	Q4-2019			
5.3	<b>CRM (Customer Relationship Management)</b> - Deliver on time, on budget and achieve realized benefits for major corporate technology projects	City Manager's Office		Q2-2020 (Phase 1)		Revised to Q4-2023
	<b>ERP (Enterprise Resource Planning)</b> - Deliver on time, on budget and achieve realized benefits for major corporate technology projects	Information Technology Services				Revised to Q2-2023 from Q4-2022
	<b>EAMS (Enterprise Asset Maintenance System)</b> - Deliver on time, on budget and achieve realized benefits for major corporate technology projects	City Manager's Office			Q4-2021	Revised to Q4-2024
	✓ <i>BI (Business Intelligence) - complete the implementation of a reporting and analytics tool supporting analytics, data driven decisions, and management dashboards</i>	Information Technology Services		Q4-2020		
	✓ <i>Upgraded case management development application system (AMANDA 7) - Deliver on time, on budget and achieve realized benefits for major corporate technology projects</i>	Information Technology Services/Community Planning		Q2-2020		
5.4	✓ <i>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</i>	City Manager's Office	Q4-2019			
5.5	Implementation of a one stop customer service counter for the Department of Community Planning	Community Planning		Q4-2020		Revised to Q4-2022

## Focus Area 5 - Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation

Proposed Strategic Initiatives		Lead Department	Target Date for Completion			
			2019	2020	2021	2022
5.6	Develop and implement online/automated submissions, processing and approvals of development applications	Community Planning				Revised to Q4-2024 from Q4-2022
5.7	Complete the assessment of salary competitiveness and implement recommendations	Human Resources		Q4-2020		Revised to Q4-2022
5.8	Complete and implement a diversity and inclusivity strategy for Burlington as an employer	Human Resources/ City Manager's Office		Q3-2020		Revised to Q4-2022

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