



SUBJECT: Vision to Focus progress report as of Q4 2021

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

FROM: Corporate Strategy

Report Number: CS-02-22

Wards Affected: All

File Numbers: 155-03-01

Date to Committee: February 2, 2022

Date to Council: February 15, 2022

Recommendation:

Receive and file Vision to Focus (V2F) progress report and V2F integrated reporting update as of December 2021 as contained in appendices A and B of corporate strategy report CS-02-22.

PURPOSE:

Vision to Focus Alignment:

- Building more citizen engagement, community health and culture

Background and Discussion:

The 2018-2022 Burlington's Plan From Vision to Focus (V2F) is a living document requiring monitoring, measuring and reporting. It is the role of leadership to be aware of changes in circumstances (e.g. global pandemic) and assess the impact of these changes on the overall 4-year plan (V2F, page 22). This monitoring, measuring and reporting is expected to occur annually.

In V2F, Burlington City Council made a commitment:

"We will share regular updates on the implementation and progress of the plan with the citizens of Burlington. We will let our community know our achievements and progress on the 2018 to 2022 Burlington Plan: From Vision to Focus that helps realize our long-term vision for the City of Burlington." V2F, page 3.

In May 2020, we introduced our Vision to Focus (V2F) integrated reporting tool to Council through CM-02-20.

The V2F integrated reporting is for a wide range of audiences.

- Management and staff can use it to track their progress against the workplans and allocate resources to drive results.
- Council can use it to see the status of the initiatives they have identified as priority and the progress towards the objectives and goals.
- Citizens of Burlington can use it to see the work that is in progress and has been completed to advance the community closer to the 25-year vision.

Access to the reporting tool was made available to Council, management and staff during 2020. Access to the public has been delayed due to work effort being redirected to pandemic response. This access was planned for late 2021 with staff working through technical issues related to the public access. This access continues to be delayed as addressed in the Path Forward information contained in the strategy section of this report.

In March and July 2021, CSSRA Committee received and filed CS-02-21 and CS-11-21 in response to a Council request to provide some form of the V2F reporting to the public through a different format.

Strategy/process

Re-calibration

As indicated, V2F is a living document. The progress reports, taking stock and re-calibrating were intended to be an annual cycle; yet, the effects of the COVID pandemic have significantly altered our timelines.

Re-calibration is intended to review the initiatives against the short-term and long-term plans to determine what initiatives may need to change in whole, in part and/or in timing. Ideally, this would have been done at the half way mark in this Council's term; i.e. mid-2020 – alas along came COVID – creating another casualty of the pandemic. October 2022 will see the municipal election occur with a new term of Council being inaugurated November 15, 2022 providing a natural opportunity to develop V2F 2022-2026. Through the creation of this new 4-year plan, we will re-calibrate initiatives currently in play and determine what new or changed initiatives will work towards the City achieving its longer term Vision 2040 through the next term of Council.

Progress Report

With the two reports of V2F Integrated Reporting in March 2021 and July 2021, we have endeavored to keep our community informed of the status of the key actions in V2F

2018-2022. These reports duplicated the information available through the City's integrated reporting tool outlining the status of the initiatives at a point in time.

Working with our partners in Communications and Creative Services, we are developing a progress report to show status of initiatives including what has been completed, amended target completion dates for key action, and minor amendments to initiative descriptions. The progress report is positioned as a companion piece to the original V2F. Essentially, leaving the original V2F intact and replicating specific pages with updated information from the initiative leads to form the progress report. Attached, as Appendix A, is the final draft of the progress report with information provided by the initiative leads as of December 2021. Subsequent to the February 15th City Council meeting, we will publish the final version on the City's website.

Successful Completion

While the pandemic has altered our timelines for re-calibration and, in many cases, has had an impact on the target dates, work on V2F key actions has continued throughout 2020 and 2021. With this work, we have seen the completion of:

- 6 of the 12 key priorities as indicated on pages 5 and 6 of Appendix A
- 15 of the 39 key actions and 7 initiatives not considered key actions as indicated on pages 7 to 16 of Appendix A.

Within the specific focus areas, the City has accomplished the following:

- ***Focus Area 1: Increasing Economic Prosperity and Community Responsive City Growth***
 - 1.022 Set the stage for creating a competitive business investment environment in Burlington (e.g. taxes, incentives) by developing attraction and retention strategies for knowledge-based/technology intensive industries.
 - 1.03 Set in motion the ability to increase options for housing in Burlington through the future vision for the downtown by completing the review of the Official Plan policies and the Interim Control Bylaw land use study.
- ***Focus Area 2: Improving Integrated City Mobility***
 - 2.02 Working to improve the transit and transportation modal split through a review of snow clearing service levels for all mobility modes (e.g. trails, sidewalks, bike lanes and roads).
 - 2.03 Increasing Burlington Transit service levels and growing overall ridership through the development and implementation of the Burlington Transit 5-Year Business Plan.

- ***Focus Area 3: Supporting Sustainable Infrastructure and a Resilient Environment***

- 3.01 Setting the plan to reduce the infrastructure funding gap for all city owned assets through the comprehensive update of the City's Asset Management Plan and Asset Management Financial Strategy.
- 3.02 Promoting and working towards a lower carbon footprint community through the development of Burlington's Climate Action Plan, addressing Burlington's Climate Emergency declaration and focusing on reducing the community's greenhouse gas emissions.
- 3.04 Expectation of increasing the use of sustainable development materials through the review and update the Sustainable Building and Development Guidelines including options for facilitating green development and infrastructure, and the future consideration of a municipal green roof by-law.
- 3.05 Delivering on carbon neutral initiatives with the update the Corporate Energy and Emissions Management Plan to recognize achievements and identify new initiatives for implementation.
- 3.06 Protecting and enhancing the city's creeks, streams and waterfront through the update of the Storm Water Management Plan while continuing to implement the current flood and storm management actions.

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

- 4.03 Focusing on increasing recreational programming for our growing and diverse communities across the entire City through the completion of 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.
- 4.06 Increasing advocacy to other levels of government to ensure Burlington's voice is heard with the creation and implementation of a strategy for advocacy with senior levels of government.
- 4.14 Being a municipal leader in community engagement, collaboration and volunteerism 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.

▪ ***Focus Area 5: Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation***

- 5.01 Supporting and delivering efficient and effective project management and accountable corporate performance through the functional realignment of structure in the City Manager's office.
- 5.02 Supporting and collaborating to ensure efficient, effective and economical service delivery through the development and implementation of a corporate-wide service review program.
- 5.034 Created the foundation for data analytics in decision-making and dashboard reporting with a suite of software tools, defined processes and in-house skill development through the implementation of BI (Business Intelligence) strategy, processes and tools.
- 5.035 Improving use and functionality of AMANDA 7 software through the upgrade in the case management development application system.
- 5.04 Increasing community and customer input into how the city delivers services by implementing a community-wide survey every two years, starting in fall 2019. This survey provides the opportunity to seek residents' feedback on being engaged and part of the City's decision-making process, as well as, established questions regarding norms, quality of life, city programs and services, value for taxes and governance.
- 5.10 Engaged council and management to review and improve the city's budgeting processes ensuring financial sustainability with a reasonable tax rate increase focusing on citizen services.
- 5.14 Financial condition assessment (F-29-19) provided to Committee of the Whole Meeting July 08, 2019 with the recommendations of the 2019 BMA Municipal Financial Health Report to ensure financial sustainability with a reasonable tax rate increase focusing on citizen services.
- 5.16 Investing in employee development to fill management vacancies from within the organization by integrating succession management programs and employee development initiatives into human resource practices.
- 5.17 Strengthening recruitment channels to ensure a positive candidate experience and improve inclusivity through the inclusion of tactics and practices in the annual Human Resources workplan. Our objective is to improve our employment identity and become a top employer in the Greater Toronto and Hamilton Area.

- 5.18 Increasing employee engagement and workplace culture scores by conducting employee surveys every two years to measure staff engagement and staff awareness of City goals and objectives.

The Path Forward

As the organization evolves, and with our commitment to Continuous Improvement, components of the V2F process, documentation and reporting will change. In particular over the next year, performance measures from long-term aspirational through to the annual service business plans will be reviewed. This review will include engagement opportunities with Council, Leadership and Service Leads to better understand the connectivity and alignment from the strategy to operations.

Throughout 2021, we have worked with our partners in ITS to determine a path to launching the public portal permitting the public to access the V2F integrated reporting. This work has concluded our current software solution does not permit public access due to security concerns; requiring significant investment into a purpose-built solution. At this time, we are cautious about making this significant investment given the need to evolve the process and solution for V2F reporting and monitoring. Currently, the reporting and monitoring of initiatives and performance measures occurs regularly using a number of technology applications and manual intervention. The goal is to reduce the manual inputs and create real time public facing views of the reports and data. Until the time when this access is available to the public, we will commit to semi-annual reporting as contained in Appendix B.

Options Considered

Re-calibration

As indicated, we did consider a full review of the V2F initiatives to occur in 2020. With the onset of the pandemic and the significant effect it had on resources throughout 2020 and into 2021, we opted not to proceed with this full review. Instead, we focused our efforts on the key actions, monitoring and reporting status.

Progress Report

We did consider revising the original V2F document to reflect the updates for completed initiatives and timelines. We opted not to amend the original document to maintain its integrity and messaging from its creation. We are providing a companion piece containing excerpted pages of the original V2F with indicators for completed items, updated initiative details and new timelines.

Financial Matters:

Not applicable.

Total Financial Impact

Not applicable.

Source of Funding

Not applicable.

Other Resource Impacts

Not applicable.

Climate Implications

Not applicable

Engagement Matters:

Staff leads for the V2F initiatives are engaged in the update process for timely status updates.

Conclusion:

With this progress report, we are showing the work completed to bring the City of Burlington closer to achieving its mid- and long-term goals and objectives. We are committed to monitoring and tracking the progress of the V2F initiatives. Monitoring and reporting matter because of accountability. City of Burlington management and staff are accountable to City Council. City of Burlington council is accountable to the citizens of Burlington.

Respectfully submitted,

Sheila M Jones

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Appendices:

- A. CS-02-22 Appendix A - V2F Progress Report – as of December 2021
- B. CS-02-22 Appendix B - V2F Integrated Reporting – as of December 2021

Report Approval:

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Counsel.