



2021/2022

# City Manager Objectives

*Includes Summary of Key Council Outcomes*

Appendix A to Report CM-06-22



## 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 2021 and 2022. 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 (**2040 Strategic Plan** updated May 2021 and **Vision to Focus** – V2F 4-yr strategic action plan updated Feb 2022) 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 personally committed to the following overriding strategic 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
6. NEW - Ongoing refinement and execution of Council's 2040 Strategic Plan and 2018-2022 Vision to Focus Strategic Action Plan (V2F)

I recognize that the ability of our dedicated 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 two years managing the City's COVID 19 Emergency Response.

As City Manager, I am driven by our collective commitment to excellence in both municipal governance and public accountability. As well, I am personally focused on enabling a strong leadership team, one that delivers on Burlington's vision while living our corporate values of mutual respect 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.

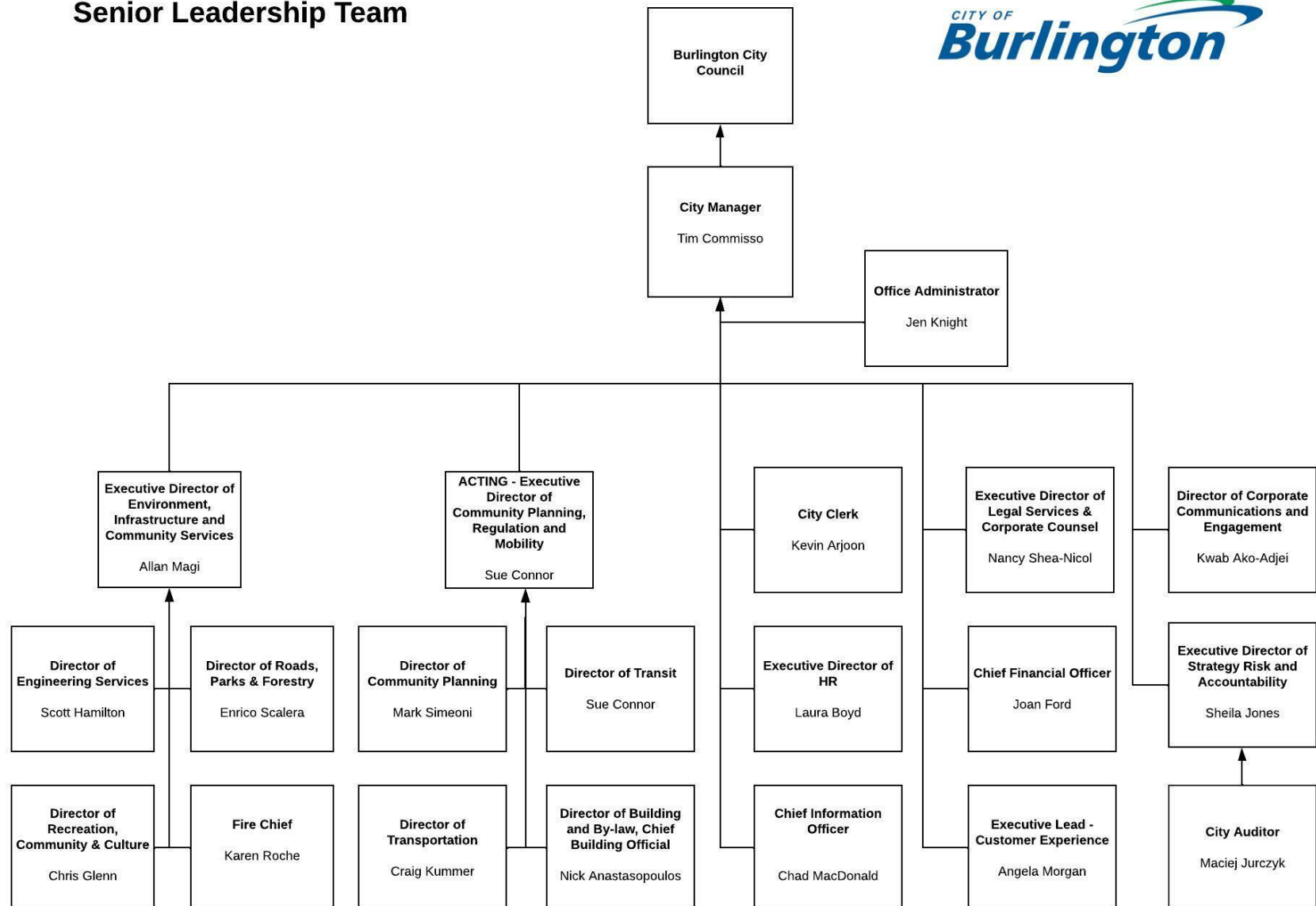
On a final note, in January 2022, Council received the bi-annual community survey results and based on the statistically valid approach, Burlington citizens rated their overall satisfaction with City services at 95%...a remarkable result that speaks for itself in my view!

Respectfully Submitted

Tim Commisso, City Manager

## City Manager Objectives

### 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"> <li>Leaders in municipal environmental sustainability including climate change mitigation/adaptation</li> <li>Continual focus on organizational stability/sustainability including financial management</li> <li>Focus on continual improvement of organizational capacity and sustainability through integrated service review and multi-year budgeting and human resource planning</li> </ul>	<ul style="list-style-type: none"> <li>Committed to excellence in community planning and development and responsive growth management</li> <li>Experts in strategic planning and strategy execution</li> <li>Engaged in and proactively pursuing long-term city building opportunities</li> <li>Committed to continual refinement of City's vision and related strategies through public engagement</li> </ul>	<ul style="list-style-type: none"> <li>Continuous employee skill development and training including leadership development</li> <li>Respected functional and technical expertise</li> <li>Support relevant, timely data collection and evidence-based decision-making</li> </ul>	<ul style="list-style-type: none"> <li>Creative, open, and adaptable to change</li> <li>Seek win-win innovative solutions to solve "real problems", not symptoms</li> <li>Effective enterprise risk management as key part of change management including integrating an "objective centered" risk approach</li> </ul>	<ul style="list-style-type: none"> <li>Integrated and multi-disciplinary staff team members</li> <li>Continuous cross-departmental collaboration and support</li> <li>Shared workplace and workflow technology</li> <li>Excellent two-way communications</li> <li>Above all, staff demonstrate mutual respect and trust with each other</li> </ul>	<ul style="list-style-type: none"> <li>Excel at customer service, communications, and stakeholder engagement (i.e. IAP2)</li> <li>Focus on ongoing development of customer centered business processes and procedures</li> <li>Continually seek improvements in business process and integrated solutions enabled by leading technology</li> <li>Priority focus given to supporting small business and "owners"</li> <li>Committed to advancing digital transformation incorporating a "customer first" focus (i.e. customer experience journey mapping)</li> </ul>

## City Manager Objectives

### LOOKING FORWARD

The objectives outlined in this document encompass specific priorities that the City Manager intends to actively pursue and accomplish in 2021 and 2022. 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 results, the city will execute on a strategy to measurably improve employee engagement and in turn, our overall strategic management performance.



## City Manager Objectives

### 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 V2F progress reports throughout 2022. 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 completion of the non-union job evaluation system.

**Table 1: City Manager Objectives: New and Existing**

**Proposed City Manager Key Objectives: Corporate-Wide**

Proposed City Manager Objectives: New	KPI	2021 YE Target	2021 YE Actual	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	<ul style="list-style-type: none"> <li>80% Overall Positive Attitudes Score</li> <li>70% Staff Engagement Score</li> </ul>	<ul style="list-style-type: none"> <li><b>80%</b> Staff Overall Positive Attitude based on Jan 2021 Workplace Culture Survey (see FIGURE 2 below)</li> <li>Overall Staff Engagement Score not surveyed in 2021</li> </ul>	<ul style="list-style-type: none"> <li>85% Overall Positive Attitudes Score</li> <li>75% Staff Engagement Score</li> </ul>	<p>Demonstrated commitment to <b>ACT</b> including regular discussion at BLT and departmental meetings (minimum three times a year).</p> <p>Notes:</p> <ul style="list-style-type: none"> <li>For 2022, a staff engagement score to be included in Workplace Culture “touch base” survey tool.</li> <li>In 2021, <b>76 %</b> of staff did report that their work was making a positive contribution to City (See Figure 2 below)</li> </ul>
2: Improving Employee Retention and Attraction	City-wide Voluntary Employee turnover rate	<ul style="list-style-type: none"> <li>7% or less - all staff</li> <li>5% or less - managers/leadership team</li> </ul>	<ul style="list-style-type: none"> <li><b>7.0% Actual all staff turnover for YE 2021</b></li> <li><b>1.8% Actual for extended leadership team</b></li> </ul>	<ul style="list-style-type: none"> <li>7% or less - all staff</li> <li>5% or less - managers/leadership team</li> </ul>	Voluntary employee turnover rate consistently less than 5% annually including manager level and above.
3: Advancing City-wide Employee Health and Safety Program	<p>Accident incident rate compared to sector average</p> <p><i>Based on WSIB Total Reportable Incident Rate 3-year average for municipalities</i></p> <p>Annual public reporting on City Health and Safety performance to Council</p>	<ul style="list-style-type: none"> <li><b>3.75 WSIB reportable incidents per 100 full-time workers</b></li> <li>Present Annual Health, Safety and Wellness Report to Council Q1 2021</li> </ul>	<ul style="list-style-type: none"> <li><b>2.92 Actual 2021 Year End Result for City overall (See FIGURE 3 below)</b></li> <li><b>Completed March 2021 CSSRA Mtg</b></li> </ul>	<ul style="list-style-type: none"> <li><b>3.75 WSIB reportable incidents per 100 full-time workers</b></li> <li>Present Annual Health, Safety and Wellness Report to Council Q1 2022</li> </ul>	Demonstrated progress towards enhanced corporate health and safety culture including investigation of internal City OH&S process certification (e.g., 45001).
4: Achieving Job Market Salary and Wage Competitiveness	City of Burlington overall actual salary and wage overall market position – percentile - relative to direct municipal comparators	<ul style="list-style-type: none"> <li>Maintain City actual market position at 50<sup>th</sup> percentile</li> </ul>	<ul style="list-style-type: none"> <li><b>50<sup>th</sup> percentile - Estimated City Salary and Wage Market Position vs Comparators</b></li> </ul>	<ul style="list-style-type: none"> <li>Increase City actual market position to 55<sup>th</sup> percentile or above</li> </ul>	COB overall within 65 <sup>th</sup> percentile versus direct market comparators

**Table 1: City Manager Objectives: New and Existing**

<b>Proposed City Manager Objectives: New</b>	<b>KPI</b>	<b>2021 YE Target</b>	<b>2021 YE Actual</b>	<b>2022 YE Target</b>	<b>Key Outcome</b>
5: Implement a new Performance Management Framework	Measurable progress and completion of updated PM system.	<ul style="list-style-type: none"> <li>Investigate options and technology solutions by Dec 31, 2021</li> </ul>	<ul style="list-style-type: none"> <li><b>Not Complete - Under review and development in conjunction with completion of Non-Union Job Evaluation System study. Informed by detailed Job Information Questionnaires completed.</b></li> </ul>	<ul style="list-style-type: none"> <li>Develop framework for new PM system linked to V2F and Dept/ Service workplans</li> </ul>	Updated and easily administered PM framework. Completed and implemented. Link to integrated corporate work planning process.
6: <b>NEW</b> Achieve overall measurable progress towards 25-year Strategic Plan aspirational goals through effective and timely implementation of Vision to Focus initiatives.  <i>See Figure 1 below for High Level Workplan Outcomes.</i>	Percentage overall completion of V2F initiatives (measure of execution)	<ul style="list-style-type: none"> <li>86% of all initiatives completed by YE 2021</li> </ul>	<ul style="list-style-type: none"> <li><b>38% of all V2F initiatives completed at YE 2021</b></li> </ul>	<ul style="list-style-type: none"> <li>100% of all initiatives completed by YE 2022</li> </ul>	Maintain high level of strategic management performance through leadership and setting a cadence for timely execution of initiatives within Vision to Focus 4 Year Strategic Action  <i>Note: Work on initiatives in 2020 and 2021 was significantly impacted by the direct COVID 19 emergency response on staffing and work priorities resulting in delays to completion and changes to target dates. Overall, 21% (8/39) initiatives have revised completion dates into 2023.</i>
	Percentage of V2F initiatives implemented by the target date (measure of cadence)	<ul style="list-style-type: none"> <li>Overall, 50% initiatives implemented within V2F target date</li> </ul>	<ul style="list-style-type: none"> <li><b>31% completed within V2F target date</b></li> </ul>	<ul style="list-style-type: none"> <li>Overall, 50% initiatives implemented within target date</li> </ul>	
	Percentage V2F initiatives with target date changed once (measure of cadence)	<ul style="list-style-type: none"> <li>Overall, 25% initiatives with V2F target date changed once</li> </ul>	<ul style="list-style-type: none"> <li><b>64% initiatives with target date changed once</b></li> </ul>	<ul style="list-style-type: none"> <li>Overall, 25% initiatives with target date changed once</li> </ul>	



**Table 1: City Manager Objectives: New and Existing**

**FIGURE 1**

**AS OF: February 2022**

**Updated High-Level Corporate Strategy Workplan Outcomes**

	April 2021	May 2021	July 2021	September 2021	December 2021
Goal	<ul style="list-style-type: none"> <li>Clarity of focus for V2F priorities and goals</li> </ul>	<ul style="list-style-type: none"> <li>Refreshed Burlington's Strategic Plan 2015-2040 (Vision 2040) goals and high-level strategies*</li> </ul>	<ul style="list-style-type: none"> <li>V2F initiatives aligned to priorities and goals and linked to Vision 2040 and updated 10-year Economic Vision 2015 – 2025**</li> </ul>	<ul style="list-style-type: none"> <li>V2F Integrated Reporting reflects updated V2F</li> </ul>	<ul style="list-style-type: none"> <li>Accountability for 2018-2022 Burlington's Plan From Vision to Focus Implementation (V2F)</li> </ul>
Actions	<ul style="list-style-type: none"> <li>Council confirmation of V2F priorities and goals from March 22 workshop</li> </ul>	<ul style="list-style-type: none"> <li>Council confirmation of Burlington Strategic Plan refreshed 2040 goals and high-level strategies</li> </ul>	<ul style="list-style-type: none"> <li>Identify V2F initiatives to achieve priorities including KPIs and key target dates</li> <li>Assess: risk and determine mitigation, resource allocation</li> </ul>	<ul style="list-style-type: none"> <li>Review format and content to align with updated V2F</li> <li>Addition of risk information</li> <li>Initiative lead V2F update process communication and implementation</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of public portal for access to V2F Integrated Reporting</li> <li>Communication to public and staff</li> </ul>
Result	<ul style="list-style-type: none"> <li>✓ V2F priorities and goals identified for remainder of Council term</li> </ul>	<ul style="list-style-type: none"> <li>✓ Updated Burlington's Strategic Plan 2015 – 2040</li> </ul>	<ul style="list-style-type: none"> <li>✓ Updated V2F</li> <li>✓ Updated Economic Vision 2025</li> <li>✓ Risk assessment for identified strategic objectives</li> </ul>	<ul style="list-style-type: none"> <li>✓ Updated V2F Integrated Reporting tool</li> </ul>	<ul style="list-style-type: none"> <li>✓ Publicly available V2F Integrated Reporting</li> </ul>
Outcome	<ul style="list-style-type: none"> <li>✓ Council expressed the importance of all the priorities and goals indicating the need for work to continue in all areas</li> </ul>	<ul style="list-style-type: none"> <li>✓ As of May 18, 2021, Council approved Vision 2040: Burlington's Strategic Plan 2015-2040 (updated April 2021) with a staff direction for a workshop by end of 2023 on the role of SDGs in municipalities in Canada . (SD-12-21)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Re-calibration deferred as a result of pandemic effects. New term of Council provides a natural opportunity to develop V2F 2022-2026 with opportunity to re-calibrate initiatives.</li> <li>✓ V2040 risk identification and assessment is in progress and expected to be completed by June 2022.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Council received Vision to Focus (V2F) integrated reporting update as of July 2021 (CS-11-21).</li> <li>✓ Risk identification and assessment</li> </ul>	<ul style="list-style-type: none"> <li>✓ Council received Vision to Focus (V2F) progress report and V2F integrated reporting update as of December 2021 (CS-02-22).</li> <li>✓ Public Portal access is delayed due to software security concerns. Semi-annual reporting will continue until a suitable solution is implemented.</li> </ul>

\* Potential requirements for public engagement on refreshed Vision 2040 to be confirmed.

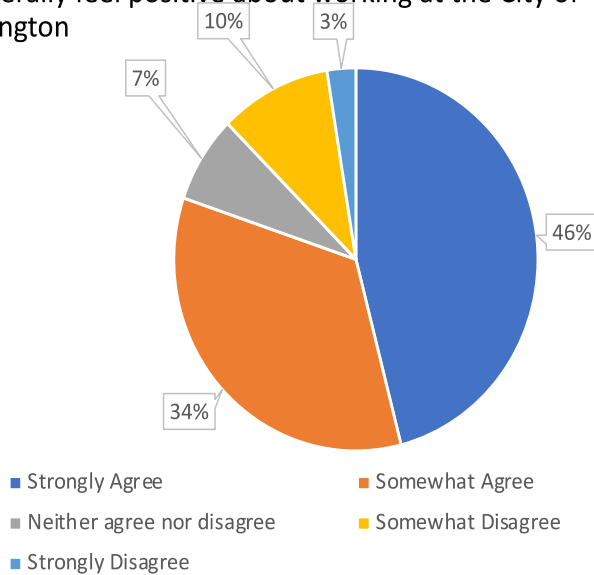
\*\* Economic Vision 2015-2025 including multi-year planning (their Strategic House) from Burlington Economic Development

Table 1: City Manager Objectives: New and Existing

FIGURE 2

## City Manager Key Objective #1 – Overall Staff Attitudes and Engagement

I generally feel positive about working at the City of Burlington



I can see how the work I am doing is making a positive difference at the City

(Note: Partial measure of staff engagement – measure to be specific in 2022)

n = 313

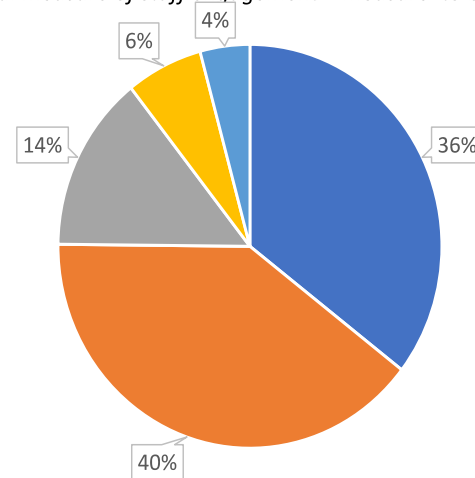


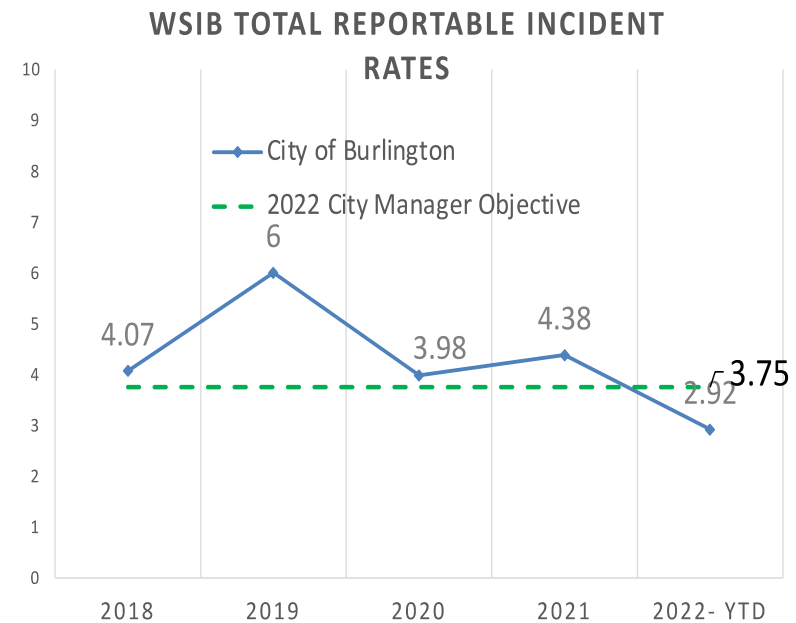
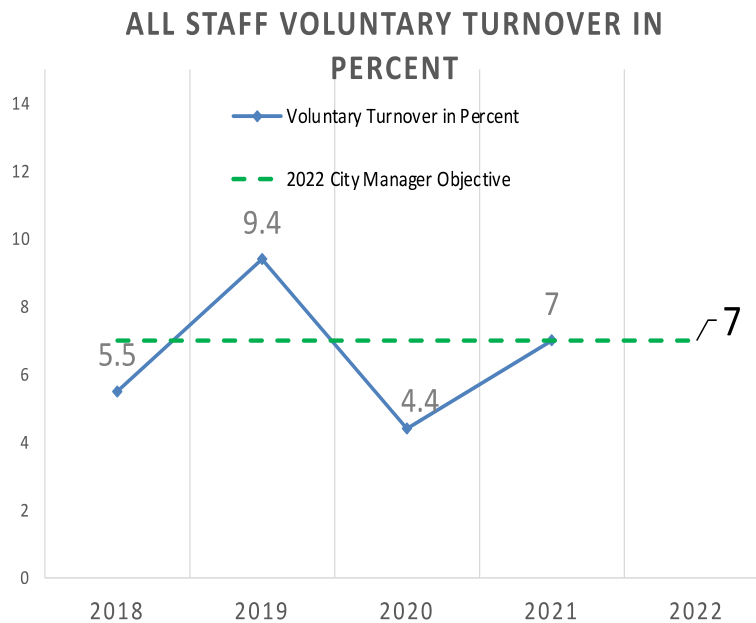
Table 1: City Manager Objectives: New and Existing

FIGURE 3

## City Manager Key Objectives #2 and #3






2: Improving Employee Retention and Attraction

3: Advancing City-wide Employee Health and Safety  
*WSIB Total Reportable Incident Rate: # of WSIB reportable incidents per 100 full-time workers*









**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>	  Q4 2022	<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>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	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 Volunteer Strategy with supporting technology ready for implementation and launch in first quarter of 2022. Initial launch delayed due to COVID and a lack of opportunities where volunteers are required.
5.01	Delivering on efficient and effective project management and	Complete the functional redesign of the City Manager Office		Completed Q4 2019. Ongoing refinement of CMO office design integrated into DEOO process.

**Table 1: City Manager Objectives: New and Existing**

V2F Item #	City Manager Objectives: Existing per V2F	Key Strategic Actions	Revised Target Date/Status	Comments
	accountable corporate performance			
5.02	Ensuring efficient, effective, and economical service delivery	Initiate a corporate-wide service review program and incorporate annual CM expenditure savings target(s).	  	<p>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</p> <p>Phase 2 of Provincial Audit and Accountability review underway for By-Law and other City enforcement services with completion planned for Q4 2021</p> <p>Design and development of corporate-wide service review program in progress. Revised target dates to be confirmed working with ED – Strategy, Risk and Accountability.</p>
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 5.034, 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	CRM successfully launched in Transit department in May and Roads, Parks and Forestry department launch in September 2021. Through the next year we will be operationalizing the CRM and preparing necessary operating budget request for 2023. Capital budget request submitted to ensure we have the resources to continue implementation. This includes working with Building and By-law Enforcement implementation in 2022 and beginning discussion with Recreation Community and Culture on implementation starting the end of 2022. Continued implementations are subject to COVID-19 delays and related customer service impacts to departments
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,		Community survey completed in Fall 2019 and Fall 2021. Process in place to complete survey every two years.








**Table 1: City Manager Objectives: New and Existing**

V2F Item #	City Manager Objectives: Existing per V2F	Key Strategic Actions	Revised Target Date/Status	Comments
		including quality of life, city programs and services, value for taxes and governance		
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		Design is in process along with aligning the development service functions that can be accommodated within the space. The use of technology and the implementation of a hybrid work environment has informed the final design. Construction to start in Q1 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 performance measures have not been identified, the V2F integrated reporting tool was introduced to Council and is expected to be made available to the public during 2022. As performance measures are identified, 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 will commence in conjunction with non-union JE process underway. Timing for completion planned for Q3 2022.
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> <p>The City Manager is currently examining options for organizational design change to support and enhance CX alignment and intergration with Q2 expected update to Council.</p>
5.18	Increasing employee engagement and workplace culture scores	Conduct employee surveys to measure staff engagement and staff awareness of City goals and objectives		The city conducts a workplace culture employee survey every two years with the most recent interim pulse check recently conducted in Jan 2021. The results of the survey have been provided directly with all BLT members






















**Table 1: City Manager Objectives: New and Existing**

<b>V2F Item #</b>	<b>City Manager Objectives: Existing per V2F</b>	<b>Key Strategic Actions</b>	<b>Revised Target Date/Status</b>	<b>Comments</b>
				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 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
5.19	Diversifying the employee demographics that participate in engagement activities	Employ a range of communication and engagement tactics to attract diverse city employee demographics		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.






**Table 2: Summary of Council Key Outcomes 2020 – 2022 Planned**

<p><b>Summary of Key Outcomes</b>  <b>Council Standing Committee: <u>CSSRA and Audit</u></b></p>		<p><b>Legend</b></p> <div>  Completed            On Track            Needs Attention            Not Yet Started            Off Track or At Risk         </div>											
Item #	Strategic Management Item	2020 Actual				2021 Actual				2022 Planned - TBC			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Council Procedural By-law Updates	✓	✓	✓	✓		✓				✓		
2	2022 Budget approval by Council: Capital and Operating	✓				✓			✓				
3	2023 Budget approval by Council: Capital and Operating										✓		
4	City service information sessions (pre-budget)							✓				✓	
5	Annual internal audit work plan and IC reports (KPIs Audit Committee TOR, Internal Audit Charter)	✓							✓	✓			
6	Annual external audit work plan and reports to Audit committee		✓		✓		✓		✓		✓		
7	City of Burlington bi-annual community attitudes survey – report	✓								✓			
8	Major corporate project updates and risk assessments (ERP, EAMS, CRM)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
9	Council advisory committee review and updates including work plans/budget	✓		✓			✓						
10	Presentation of Year-end financial statements, surplus confirmation and retained savings		✓				✓				✓		
11	Burlington Hydro/Burlington Enterprises Corporation – Business Plan report approvals	✓				✓					✓		
12	Quarterly litigation report (closed session)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
13	Corporate strategic planning – high level work plan and Council updates/workshops		✓	✓	✓	✓	✓						
14	City Council Vision to Focus (V2F) Work Plan – integrated status reporting and plan updates					✓				✓		✓	
15	City of Burlington 25 Year Strategic Plan Update/Risk Assessment						✓				✓		
16	COVID 19 emergency response strategy and service redesign process; <i>Note: monthly service redesign updates (presentations and recommendations) completed April 2020 – June 2021</i>		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
17	COVID 19 financial update including Safe Restart/other Senior Government funding confirmation		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
18	Major financial policy review and recommendations (debt, reserves/reserve funds, investment and procurement)		✓		✓				✓	✓			
19	Diversity and inclusion program update			✓							✓		
20	Multi-year budget framework/integrated business planning approval and pre-consultation with Council			✓				✓				✓	
21	Designing and evolving our organization update and ongoing approvals			✓	✓			✓			✓		
22	Risk governance framework and enterprise risk strategy (includes workshops and approvals)				✓		✓						
23	Pending legislation consultation/recommendations to Council (Bill 197) – Updated DC, Park Dedication and Community Benefits strategy		✓							✓	✓		
24	Corporate accountability and transparency measures report					✓				✓			
25	Customer experience (CX) implementation plan and updates						✓			✓			

**Table 2: Summary of Council Key Outcomes 2020 – 2022 Planned**






Summary of Key Outcomes Council Standing Committee: <u>CSSRA and Audit</u>		Legend												
		 Completed	 On Track	 Needs Attention	 Not Yet Started	 Off Track or At Risk								
26	Cyber Security Strategy – update to Joint CSSRA/Audit													
27	Corporate Employee Safety and Wellness Update – annual update													
28	Human Resources – Annual strategic risks – update													
29	Human Resources – Leadership team member recruitment process (City Clerk, City Auditor, CIO)													
30	City of Burlington Lobbyist Registry													
31	City of Burlington 2022 Municipal Election Symposium and Planning Reports													
32	City of Burlington Public Appointments Policy													
33	City of Burlington Information Management Strategy and Policy													
34	City of Burlington Council Remuneration Review Working Group Report (2018 – 2022 Council Term)													
35	City of Burlington Delegated Authority By-law Update													

**Table 2: Summary of Council Key Outcomes 2020 – 2022 Planned**

Summary of Key Outcomes Council Standing Committee: <u>CPRM</u>		<b>Legend</b> <div>  Completed            On Track            Needs Attention            Not Yet Started            Off Track or At Risk         </div>											
Item #	Strategic Management and Corporate Governance Items	2020 Actual				2021 Actual				2022 Planned			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
36	Interim control by-law (ICBL) study approval	✓											
37	BEDC strategic plan update and annual priorities	✓					✓			✓			
38	Housing and Development Liaison Committee review and terms of reference	✓											
39	Integrated Mobility Plan updates and approvals	✓							✓			✓	
40	Mayor's Red Tape Red Carpet initiative quarterly update	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
41	Pending legislation consultation/recommendations to Council (Bill 108)		✓										
42	COVID 19 Emergency Response Strategy related (BERN approval)		✓								✓		
43	Major community planning policy review and recommendations (wind and shadow study)		✓										
44	BEDC Governance Review			✓									
45	Burlington Lands Partnership new structure - approval including reporting on Strategic Land Projects			✓				✓			✓		
46	Burlington Downtown UGC and MTSA designations – review and recommendations			✓	✓								
47	Halton Region Official Plan (ROPA 48) related reports and recommendations including discussion papers			✓	✓		✓						
48	Scoped re-examination of Burlington Downtown – Official Plan modifications			✓									
49	Burlington Transit 5-Year Business Plan – approval				✓								
50	Brownfield Community Improvement Strategy – approval in principle and implementation next steps					✓					✓		
51	Halton Region Integrated Growth Plan – updates and recommendations re: discussion paper				✓		✓			✓	✓		
52	City of Burlington Housing Strategy (TOR and stakeholder engagement)					✓	✓	✓	✓	✓	✓		
53	City of Burlington Housing Strategy (Needs and Opportunities Report, Inclusionary Zoning, Surplus School Strategy, and Final Housing Strategy Report)								✓	✓	✓		
54	City of Burlington Cycling Plan						✓						
55	City Speed Limit Policy – update						✓						
56	MTSA area specific planning process – reports and recommendations						✓			✓		✓	
57	Human Resources – Leadership team member recruitment process (Director of CP, Director of Transportation, Executive Director of CPRM)					✓		✓			✓		
58	Sustainable Building and Development Guidelines Policy Report								✓				
59	Development Application Fee Review									✓			



**Table 2: Summary of Council Key Outcomes 2020 – 2022 Planned**

Summary of Key Outcomes Council Standing Committee: <u>EICS</u>		<b>Legend</b>  Completed  On Track  Needs Attention  Not Yet Started  Off Track or At Risk											
Item #	Strategic Management Item	2020 Actual				2021 Actual				2022 Planned			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
60	Climate Action Plan – updates and approvals (includes Climate Mitigation Plan, Climate Adaptation Plan and Deep Energy Retrofit)	✓	✓	✓		✓				✓		✓	
61	Private Tree By-law – approval and annual updates/review	✓					✓	✓		✓			
62	Corporate Tree Protection and Enhancement Policy									✓			
63	Policy Framework for Community Recreation – approval	✓											
64	Storm Water Design Policy Guidelines – updates and approval		✓										
65	Construction Management and Mobility Plan – update and approval (includes low density residential)		✓								✓		
66	Corporate Energy and Emissions Management Plan – update and approval			✓				✓			✓		
66	Burlington Fire Master – updates and approvals	✓									✓		
67	Corporate Asset Management Program and Financing Plan – updates and approvals				✓		✓		✓				
68	Tyandaga Golf Course Review – approval						✓						
69	Cootes to Escarpment Strategic Plan and Eco Park Management Plan					✓	✓						
70	Parks Master Plan – updates and approvals incl. P1 land provisioning					✓						✓	
71	New Skyway Community Centre – project update					✓					✓		
72	City Hall One-Window Design – updates and approvals (RTRC related)					✓					✓		
73	Community Recreation Facilities Needs Assessment and Master Plan – updates and approvals											✓	
74	Community Facility Joint Venture Policy – review and approvals											✓	
75	Human Resources – Leadership team member recruitment process (Directors of RPF and Engineering Services, Fire Chief)			✓	✓								
76	Winter Control Service and Policy Update							✓					
77	City of Burlington Park Dedication Policy Review (includes cash-in-lieu rates)										✓		





CITY OF  
**Burlington**