CS-06-22 Appendix D: Risk Confidence Chart – An Engaging City

STRATEGIC DIRECTION 4

An Engaging City

>> Community members are engaged, empowered, welcomed and well-served by their City through outstanding customer experiences. Residents are involved to enhance sound decision-making supporting good governance. Culture and community activities thrive, creating a positive sense of place, inclusivity and community.

We aspire to have:

• A customer centric approach in all City service areas
• Sound decision-making processes
• City information that is always accessible
• Burlington's infrastructure in good condition
• New infrastructure that is paid for by new development
• All residents, especially newcomers, feel welcomed and at home in Burlington

The aspirational goals we are moving towards are:

• 80% of residents consistently feel that meaningful engagement occurs where community input would help shape decisions
• The customer experience is considered 100% of the time in the design and delivery of all services
• 85% of customers using on-line services have an outstanding and customer-focused digital experience
• The City's infrastructure funding gap is eliminated by 2040

Important to know:

Aspirational goals were grouped together by similar theme and interconnectivity.

- A customer centric approach in all city service areas
- City information that is always accessible

- Sound decision making processes

- Burlington's infrastructure in good condition
- New infrastructure that is paid for by new development

- All residents, especially newcomers, feel welcomed and at home in Burlington

Risks are rated on the basis of confidence scale which speaks to our certainty or uncertainty in our ability to accomplish our objectives/goals.

Responses are only required for those with confidence ratings of moderate, low and very low.

VH	Very High - We will achieve our strategic objectives within our planned timing horizon and will complete our planned outcomes	**M**	Moderate - Moderate impact to timing **OR** outcome or minor impact to timing **AND** outcome which effects our ability to achieve our strategic objectives
H	High - Minor impact to timing **OR** outcome which effects our ability to achieve our strategic objectives	**L**	Low - Significant impact to timing **AND** outcome which substantially effects our ability to achieve our strategic objectives
		VL	Very Low - We will **NOT** achieve our strategic objectives within our planned timing horizon and will not complete our planned outcomes

Scenario Analysis: An Engaging City - Customer Experience
A customer centric approach in all city service areas. / City information that is always accessible.
What Success Looks Like

- All City information and services are provided and available inclusively for all, through a variety of channels.
- Inclusive design for all city physical and virtual spaces.
- Clear organizational understanding and embodiment of the meaning, goals and vision of customer experience.
- The customer experience is considered 100% of the time in the design and delivery of all services
- 85% of customers using on-line services have an outstanding and customer-focused digital experience.
- "One city, one customer" one window, one door fully implemented for one point of access for city services.
- Fully representative citizen team to review city services to enable continuous improvement in services and service delivery
- Proper resource allocation to enable current technology, with a capacity to support implementation and ongoing operation. With a focus on fostering innovation, flexibility and agility.
- Customer centric design has been added to procurement and other related considerations.
- Developing and maintaining a systems architecture framework that ensures customer facing technology doesn't sprawl and focuses on one consistent and integrated experience.
- Customers able to tailor their experience.
- Clear Organizational understanding of a city "customer" all-inclusive, to encompass delegators, voters and other elements of civic responsibility.
- Consistency in the same approach for employees vs. customers so that our approach is ingrained, universal and agnostic of roles.
- KPIs established for all city service areas to ensure ongoing reporting and to measure constant improvement success/failures
- Creating and embracing a work culture that isn't afraid to fail, providing opportunities to develop and test new city services/approaches

1. Analysis & Response: A customer centric approach in all city service areas. / City information that is always accessible					
	Key Risks: Here's what will get in our way of achieving the strategic objectives.	**Initial Confidence we will succeed…..**	**Our Response:** Here's what we will do to increase our level of success in achieving the strategic objectives	**Residual Confidence we will succeed….**	**Staff Assigned to monitor and implement**
A1	Insufficient funding and resources identified in the City's Budget (Operating and Capital) for implementation	**VL**	• As part of Integrated Business Planning and Budgeting: o Develop business plans for each strategic direction in Vision 2040 that includes key activity milestones and resource requirements complete with short, mid and long-term metrics o Service presentations at Council Information Sessions prior to budget preparation identifying short and midterm key metrics (data and information) including updated service business plans	**M**	City Manager SRT BMT

As of May 19, 2022

	Key Risks: Here's what will get in our way of achieving the strategic objectives.	Initial Confidence we will succeed…..	Our Response: Here's what we will do to increase our level of success in achieving the strategic objectives	Residual Confidence we will succeed….	Staff Assigned to monitor and implement
1. Analysis & Response: A customer centric approach in all city service areas. / City information that is always accessible					
			o Annual update to council on multi-year resource needs in keeping with Designing and Evolving our Organization o Update of the Multi-year Community Investment Plan based on the completion of master plans and strategies including prioritization and a long-term financing plan o Annual update of the Multi-year Budget Simulation		
A2	Budget presented by leadership reflecting a reasonable tax increase not approved by Council	VL	• Strategy and Risk Team develops and recommends a reasonably funded budget to implement and complete strategic plan objectives • Budget based on prioritized projects/implementation plans and supported by relevant data, metrics and • Annual update of the Multi-year Budget Simulation to inform the budget • Council approves staff's recommendations and corresponding impact to the city's tax rate and/or other financing mechanisms (debt, reserve funds, etc.) • Continue to educate Council and the community on the importance and value of work to support strategic plan initiatives	L	City Manager SRT CFO
B	Overall organizational culture that does not prioritize customers or customer experience service continuous improvement – change to	L	• Change culture in manageable steps which include mitigating other risks in Section 1, providing all staff with their own "What's In It For Me" values and showing our customers what they should expect from the City • Focus on customer-centric culture building • Learn what has worked to build customer-centric cultures elsewhere • Share examples of success at City of Burlington • Seek Council and senior leadership support	H	City Manager
C	Policies and processes that do not support great customer experience and service provision	L	• Evaluate all policies and processes using real data and staff/customer interaction experiences • Create a constant improvement environment that is safe for staff to recommend changes/improvements	H	Service Leads, City Manager
D	High staff turnover rate that impacts service delivery (role changes, people leaving, PT&FT)	L	• Develop attraction and retention strategies. Examples of tactics to be considered: o Form a staff team to makes recommendations to help understand ~~why and~~ what other work environment improvements could be made; o Launch on-boarding process; o Re-engineer Succession management program; o Review compensation practices and develop strategies to address issues.	M	ED of HR, City Manager

CS-06-22 Appendix D: Risk Confidence Chart – An Engaging City

	1. Analysis & Response: A customer centric approach in all city service areas. / City information that is always accessible				
	Key Risks: Here's what will get in our way of achieving the strategic objectives.	**Initial Confidence we will succeed…..**	**Our Response:** Here's what we will do to increase our level of success in achieving the strategic objectives	**Residual Confidence we will succeed….**	**Staff Assigned to monitor and implement**
			○ Bridge the gap between FT and PT ○ Develop Diversity, and Inclusivity policy – identifying tactics to deploy ○ Develop recognition/appreciation portfolio ○ Develop recruitment brand, looking for new pipelines to attract candidates, identifying the City's "sell" as an employer ● Increase support for managing negative customers including authority to not serve, increased breaks, mental supports from peers, supervisors and external (https://360.burlington.ca/en/life-career/Wellness.aspx		
E	Undefined service competencies and inconsistent customer service standards that leads to unclear expectations, poor execution by staff	**M**	● Ensure all staff are trained on accepted service standards and that people leaders manage competencies ● Communicate City-wide customer service standards ● Provide guidance and examples to Service leads and people leaders on how to define service standards and set expectations	**H**	Manager Customer Experience, People Leaders
F	Lack of coaching capacity, consequences and accountability for staff relative to providing excellent service	**M**	● Set requirements/expectations and provide training for people leaders to provide coaching ● Provide training by the CX team to all staff ● Ensure staff are accountable and provide training/coaching when mistakes are made ● Incorporate Customer Experience into job descriptions moving it from the "side-of-the-desk" to a job requirement ● Reinforce coaching materials, program and skills ● Provide examples of what a coaching conversation about customer service can look like	**H**	Director of Transit, Director of RCC
G	Lack of training for staff in areas of empathy, inclusivity, diversity and new technology	**M**	● Ensure all staff are trained on accepted service standards and that people leaders manage competencies ● Provide training on empathy, inclusivity, diversity and technology as part of CX Education city-wide ● Encourage people leaders to train staff	**H**	Strategic Lead-Customer Experience, ED of HR
H	Unable to adapt to changing customer requirements/demands	**M**	● Develop guidelines for what/how to inform customers of Customer Experience is doing about their requirements ● Maintain awareness of customer requirements ● Gather more data on what customers want and expect	**H**	Service Leads

	Key Risks: Here's what will get in our way of achieving the strategic objectives.	Initial Confidence we will succeed…..	Our Response: Here's what we will do to increase our level of success in achieving the strategic objectives	Residual Confidence we will succeed….	Staff Assigned to monitor and implement
			- Research customer trends in comparable municipalities and broader sector - Brainstorm how might we adapt and respond - Choose a preferred method / best suggest for how to adapt and put it in to practice - Build workplan to allow residual capacity to address unplanned trends, opportunities		
I	Not able to meet customer expectations based on other service experiences (non-government and government	**M**	- Continuously review best practices and scan comparable municipalities. Create road map for improvements - Communicate road map to customers - Research and understand service levels currently being offered and planned at other organizations, public and private sector - Be aware of customer experience trends - Brainstorm how might the City offer similar experiences in the short – medium – long term - Culture to support staff working within identified service levels vs. priority bouncing with escalation when not required	**H**	Manager Customer Experience, Service Leads
J	Staff capacity to learn, implement and sustain changes	**M**	- Incorporate Customer Experience into job descriptions moving it from the "side-of-the-desk" to a job requirement - Build staff capacity and competencies to learn, implement and sustain change - Educate on change management and continuous improvement methodologies and mindsets - Encourage employees to set aside time for learning and talking about, working on changes (reduce firefighting and reactive work) - Imbed CM training and certifications and plan for/protect staff resources (seconded and non-seconded) for key projects and initiatives	**H**	People Leaders, ED of SRA
K	Change in Provincial/Federal legislation (standards, penalties)	**H**	- Keep contact with/monitor Province and Federal agencies that can affect City Customer Experience in order to be prepared for changes (e.g. Judi Lytle for accessibility/AODA) - Research legislative framework, be aware of changes and potential impacts on the City	**VH**	Service Leads, Accessibility Coordinator
L	Emergence of disruptive technology with big impacts on city	**H**	- Develop guidelines for handling technology changes and what and when to communicate to customers - Research technology trends, be aware of new technology as potential impact or opportunity	**VH**	Service Leads

1. Analysis & Response: A customer centric approach in all city service areas. / City information that is always accessible					
	Key Risks: Here's what will get in our way of achieving the strategic objectives.	**Initial Confidence we will succeed…..**	**Our Response:** Here's what we will do to increase our level of success in achieving the strategic objectives	**Residual Confidence we will succeed….**	**Staff Assigned to monitor and implement**
M	Staff not empowered to make decisions in real time	**H**	• Set staff authority levels by department and/or section that staff can follow • Ensure all staff are trained on accepted service standards and that people leaders manage competencies • Ensure that B is mitigated • Empower staff through effective people leadership, coaching, resources and training • Build a culture of trust and safety, provide assurance that employees will be heard, appreciated, and understood if customer escalation is necessary • Build in training, resources and issues debrief as learning opportunities outside of corrective/performance discussion.	**H**	Service Leads, City Manager

Scenario Analysis: An Engaging City - Decision Making
Sound decision-making processes.
What Success Looks Like

- City utilizes repeatable, effective and efficient corporate process for problem identification and decision-making regarding projects, initiatives and corporate work planning.
- Reduction of incidents of one-off misaligned decisions that are contradictory to staff recommendations, policies and overall strategic objectives.
- Decisions are made with consideration of broader corporate implications, resource constraints and both short term and long-term impacts.
- Decision-making processes evolve over time to stay current.
- At all levels of the organization, from staff to council, decision making is evidence based, data driven, defensible, follows a process and respects individual expertise.
- Decisions are implemented and monitored for effectiveness.
- 100% of the time, stakeholders, community members, partners and customers are involved, their input is considered, and they are communicated to.
- Effort in the decision-making process matches the size, complexity and significance of the decision.
- Ensure decisions align to all other strategic objectives (Climate emergency, Accessibility)
- City has quality, accurate and reliable data and information to enable decision making
- Systems (software) and processes exist that support data and information analytics, data monitoring and reporting visualization

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	2. Analysis & Response: Sound decision-making processes.				
	Key Risks: **Here's what will get in our way of achieving the strategic objectives.**	**Initial Confidence we will succeed…..**	**Our Response:** **Here's what we will do to increase our level of success in achieving the strategic objectives**	**Residual Confidence we will succeed….**	**Staff Assigned to monitor and implement**
A	Lack of diversity in opinions/respondents (cause: not using multiple engagement tools to solicit feedback)	VL	• Continuing to use community engagement tools such as "Get Involved Burlington" • Actively solicit feedback from a variety of community groups including those that may not traditionally be involved in local municipal affairs • Investigate alternative tools/techniques for engagement from other broader-public sector organizations (i.e. provincial ministries, universities). • Implement a corporate strategy and standards to solicit diverse respondents/opinions	L	Manager Engagement & Volunteers
B	Staff/leadership do not buy in and don't give priority to decision making systems, processes, technology systems and priorities	VL	• Training should be provided to all staff who are required to use data analytics systems for reporting writing or decision making. • An appropriately scaled people change plan should accompany each new deployment of any large-scale business or technology change, process changes and the vision for a culture of sound decision making.	M	ED of SRA
C	Lack of/and or change of strategic direction/priorities, goals of corporation (corporate values)	L	• A long-range corporate-wide strategy should be prepared each decade to guide the strategic direction of the City. A tactical plan to achieve the corporate strategy should be developed each Term of Council. • Utilize opportunities, data, trending during engagements such as service presentations to educate council on priorities	M	ED of SRA
D	Poorly written recommendations and reports which inform decisions (reasons: poor staff training data analytics/context development)	L	• Management provide robust checks and balances to ensure this not occur • Standard required training for staff in data analytics, context development for report writers • Minimum requirements for sections to be completed in reports • Process for report approval should include Manager review of reports to council, Director – for checks and balances – • Communication to all staff on standardization of expectations	H	City Clerk
E	Unethical use and misuse of data to manipulate outcomes (e.g. delegation, staff, council)	L	• Training for staff and council on probing questions to facilitate getting to the root of people's intentions. • Using source data from systems where possible so that we are provided with raw data • Education and courses to assist with identify agendas and data interpretation • Implement peer review of data and reports • Ensure quality control of data in our systems	H	ED of SRA

	Key Risks: Here's what will get in our way of achieving the strategic objectives.	Initial Confidence we will succeed…..	Our Response: Here's what we will do to increase our level of success in achieving the strategic objectives	Residual Confidence we will succeed….	Staff Assigned to monitor and implement
2. Analysis & Response: Sound decision-making processes.					
F	Staff do not have capacity to undertake sound decision making	**L**	- Managers should identify staff resourcing/capacity issues within the DEOO and annual budget process - Managers should work with staff on solutions for creating capacity to undertake sound decision making - Support mechanisms (i.e. improvement Network) to assist staff through a decision-making process - Process for staff to utilize for project/work deferral in order to enable capacity for decision making - Creating a corporate culture that empowers staff to prioritize their work to enable sound decision making	**H**	ED of SRA, ED of HR
G	Decisions being made based on noisy few instead of fulsome stakeholder input/views.	**M**	- More public engagement with multiple engagement approaches to a more diverse population - Training for staff and council on probing questions to facilitate getting to the root of people's intentions. - Staff need to provide wider variety of input and data and ensure full disclosure of data - Develop engagement standards for staff when reporting to council - Develop standards for executive summary's and data analysis/theming of large volumes of responses - Staff reports need to contain fulsome interactions objectively i.e. the number of people who attend versus number that leave comments	**H**	ED of SRA, City Clerk
H	Decisions that are incongruent with the city's best interest (staff, council decision makers)	**M**	- Reports to Council should be peer reviewed at the staff level - Significant reports containing consequential decisions should be circulated around the Burlington Leadership Team for review and discussion - Decisions need to be made in accordance with our corporate values and code of conduct – including training and retraining of staff for reinforcement	**H**	ED of SRA
I	Lack of funding for decision making systems (software, consultant, training)	**M**	- Managers should identify funding requests for new systems within the ITS Roadmap/strategy process and annual budget process. - BLT endorsement should be provided to procure such systems if they will be applicable corporate-wide.	**H**	ED of SRA

2. Analysis & Response: Sound decision-making processes.					
	Key Risks: Here's what will get in our way of achieving the strategic objectives.	Initial Confidence we will succeed…..	Our Response: Here's what we will do to increase our level of success in achieving the strategic objectives	Residual Confidence we will succeed….	Staff Assigned to monitor and implement
			• Identify funding requests to implement these decision-making systems and ensure it is prioritized within the current and capital budget		

Scenario Analysis: An Engaging City - Infrastructure
Burlington's infrastructure in good condition. / New infrastructure that is paid for by new development.
What Success Looks Like

- The City's infrastructure funding gap is eliminated by 2040.
- Managing infrastructure at lowest lifecycle cost while still meeting service objectives.
- Dedicated infrastructure levy addresses all current asset lifecycle needs and builds for future asset needs.
- Well established asset management process that capture renewal and maintenance needs on a timely basis
- Robust, fully resourced operating and maintenance programs
- Future asset management plans capture future growth
- Reduction in claims against city for injury
- City keeps its citizen survey rating of 95% satisfaction with the overall quality of services in the City of Burlington (from 2021)
- Effectively managing city's backlog of infrastructure repair and renewal
- City's infrastructure meets the goals outlined in the Climate Action plan and the city being net carbon neutral by 2040
- Aligns to current best practices in technology, sustainability and materials, processes and construction
- Council understands the full impacts and implications of bringing on new assets such as associated operating and maintenance and resources costs and budgets accordingly
- Development Charges study is updated regularly as per legislation to provide development charges to pay for growth related infrastructure, to ensure the cost of providing infrastructure is appropriately and adequately funded.

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	3. Analysis & Response: Burlington's infrastructure in good condition. / New infrastructure that is paid for by new development				
	Key Risks: Here's what will get in our way of achieving the strategic objectives.	**Initial Confidence we will succeed…..**	**Our Response:** Here's what we will do to increase our level of success in achieving the strategic objectives	**Residual Confidence we will succeed….**	**Staff Assigned to monitor and implement**
A1	Insufficient funding and resources identified in the City's Budget (Operating and Capital) for implementation	VL	• Strategy and Risk Team develop and recommend reasonably funded, relevant budgets to implement and maintain strategic plan objectives and successful scenarios. • Budget based on prioritized projects/implementation plans and supported by relevant data, metrics and information provided in business cases supported by the Asset Management Plan (AMP) and the Asset Management (AM) financing plan • Council approve the AMP & AM financing plan providing strategies to address growing funding gap and risks to service delivery	M	City Manager SRT BMT
A2	Budget presented by leadership reflecting a reasonable tax increase not approved by Council	VL	• All business cases that support the AMP and AM financing plan are presented to Council for consideration • Budget based on prioritized projects/implementation plans and supported by relevant data, metrics and support provided in business cases supported by the AMP and AM financing plan • Continue to educate council and the community on the importance of the AMP to support the strategic plan	L	City Manager SRT CFO
B	Don't meet our legislative requirements for maintenance and renewal activities	VL	• Prioritize maintenance and renewal activities to ensure assets in poor condition state and high risk are addressed and provide proper funding in operating budget to implement • Report to Council regarding potential H&S and/or legal issues to secure emergency funding • Amend the AM financing plan providing an alternate strategy to address growing funding gap	M	Manager Facility Operations, Manager Road Operations
C	Increasing number of new assets without the future financial resources reserved for those assets	VL	• For all new major capital investments report on the long-term operating and maintenance and capital renewal impacts • Annual reporting to Council re: New assets and overall impact to the AMP and FP. • Develop and approve a policy to allocate annual funding to reserve funds specific to new assets	M	Manager Asset Planning, Coordinator Financial Strategies & Business Consulting
D	Wider range and increasing complexity, and number of assets including varied and higher standards for infrastructure	L	• Update the Asset Management Plan and Financing Plan to account for additional assets, service enhancements and added complexity • For all new major capital investments report on the long-term operating and maintenance and capital renewal impacts	M	Manager Asset Planning

	Key Risks: Here's what will get in our way of achieving the strategic objectives.	Initial Confidence we will succeed…..	Our Response: Here's what we will do to increase our level of success in achieving the strategic objectives	Residual Confidence we will succeed….	Staff Assigned to monitor and implement
**3. Analysis & Response: Burlington's infrastructure in good condition. / New infrastructure that is paid for by new development**
			• Develop approved levels of service • Establish design standards for new construction • Advance methodologies in lifecycle costing		
E	Lack of horizontal alignment between other strategies (e.g. Master Plans, Climate Action)	(L)	• Ensure staff representing various infrastructure-related master plans and strategies report back to management team • Include asset management section within every strategy to be endorsed • Reference most recent master plans and strategies in updates made to the corporate asset management plan and financing plan	(M)	ED of SRA
F	Lack of prioritization and competing priorities for scarce resources for existing asset base	(L)	• Infrastructure decision support tools are in place • Asset reinvestment prioritization methods are informed by data-driven evidence	(L)	Manager Asset Planning
G	Inconsistent political and community support for sustainable infrastructure funding (awareness, desire, process not project)	(M)	• Continue regularly educating council and the community on importance of asset management • Regular reporting to Council, including service business plan presentations • Improved communication strategy and tactics	(M)	Manager Asset Planning
H	Inconsistent and/or lack of funding from senior levels of government (e.g. grants, infrastructure programs) creates inconsistency in AM Financial Plan	(M)	• Pursue grants/funding opportunities at all higher level of government for asset management • Advocate with higher levels of government for consistent funding and escalate when require to Council and Mayor	(M)	Coordinator Financial Strategies & Business Consulting, Manager Government Relations
I	Changes in Provincial and Federal legislation or policy direction	(M)	• Redevelop corporate asset management and financing plan to reflect legislative or policy changes • Information report to Council on impacts of changes	(H)	Manager Government Relations, Manager Asset Planning

	3. Analysis & Response: Burlington's infrastructure in good condition. / New infrastructure that is paid for by new development				
	Key Risks: Here's what will get in our way of achieving the strategic objectives.	**Initial Confidence we will succeed…..**	**Our Response:** Here's what we will do to increase our level of success in achieving the strategic objectives	**Residual Confidence we will succeed….**	**Staff Assigned to monitor and implement**
J	Increasing impacts of climate change	**M**	• Ensure new or renewed infrastructure incorporates climate-resilient design • Advocate for a green levy to support measures to mitigate climate change impacts • Align to Climate Action Plan and Climate Resilient Burlington plans	**M**	Manager Env. Sustainability, ED of EICS, Director of Engineering
K	Economic downturn (market inflation and supply impacts) and lack of investments by partners/stakeholders	**H**	• Reporting to Council on major external factors impacting the financing plan • Prioritize funding based on high risk assets • Recommend alternate financing strategy as required, considering long term impacts of external uncontrollable factors	**H**	Coordinator Financial Strategies & Business Consulting

Scenario Analysis: Belonging
All residents, especially newcomers, feel welcomed and at home in Burlington.
What Success Looks Like
• No less than 90% of people in Burlington rate our city as an excellent or very good place to live.
• No less than 80% of people in Burlington have enough opportunity to provide input into decision-making about City projects and services
• Maintain over 70% of Burlingtonians who somewhat agree or strongly agree that the city uses input from people in Burlington in decision-making about City projects and services.
• 80% of residents consistently feel that meaningful engagement occurs where community input would help shape decisions
• 0 hate crimes reported for Burlington
• Dedicated resources allocated to develop and provide inclusive communications in Burlington's top 5 key languages (in addition to English, French, ASL, Accessible format)
• Residents report have feelings of connection and neighbourhood cohesion.
• City fully utilizes their connections with multi-cultural and Halton newcomers' groups to connect with newcomers.
• We embrace cultural ambassadors to assist city staff with gathering information and engaging on city projects.
• Maintain over 85% of people in Burlington who are very satisfied or somewhat satisfied with the overall quality of City information and communications.
• All people living in Burlington are aware and exercise their voice through "Choice for your voice" providing variety in and multiple engagement opportunities.

4. Analysis & Response: All residents, especially newcomers, feel welcomed and at home in Burlington					
	Key Risks: Here's what will get in our way of achieving the strategic objectives.	**Initial Confidence we will succeed…..**	**Our Response:** Here's what we will do to increase our level of success in achieving the strategic objectives	**Residual Confidence we will succeed….**	**Staff Assigned to monitor and implement**
A1	Insufficient funding and resources identified in the City's Budget (Operating and Capital) for implementation	**L**	As part of Integrated Business Planning and Budgeting: ○ Develop business plans for each strategic direction in Vision 2040 that includes key activity milestones and resource requirements complete with short, mid and long-term metrics ○ Service presentations at Council Information Sessions prior to budget preparation identifying short and midterm key metrics (data and information) including updated service business plans ○ Annual update to council on multi-year resource needs in keeping with Designing and Evolving our Organization ○ Update of the Multi-year Community Investment Plan based on the completion of master plans and strategies including prioritization and a long-term financing plan ○ Annual update of the Multi-year Budget Simulation	**M**	City Manager SRT BMT
A2	Budget presented by leadership reflecting a reasonable tax increase not approved by Council	**VL**	• Strategy and Risk Team develops and recommends a reasonably funded budget to implement and complete strategic plan objectives • Budget based on prioritized projects/implementation plans and supported by relevant data, metrics and • Annual update of the Multi-year Budget Simulation to inform the budget • Council approves staff's recommendations and corresponding impact to the city's tax rate and/or other financing mechanisms (debt, reserve funds, etc.) • Continue to educate Council and the community on the importance and value of work to support strategic plan initiatives	**L**	City Manager SRT CFO
B	Inconsistent or eliminated surveys and/or reports utilized to inform this work	**L**	• Ensuring that funding is in the base budget for statistically valid CS every two years • Need to ensure the statistically valid survey is a maintained commitment for every two years – priority, benchmark, to give confidence for departments who need the data • Make sure constantly building new partnerships to adapt to new and interesting work/data • Ensure partners are aware of value-added work they are contributing to	**H**	Manager Engagement and Volunteers

CS-06-22 Appendix D: Risk Confidence Chart – An Engaging City

	4. Analysis & Response: All residents, especially newcomers, feel welcomed and at home in Burlington				
	Key Risks: **Here's what will get in our way of achieving the strategic objectives.**	**Initial Confidence we will succeed…..**	**Our Response:** **Here's what we will do to increase our level of success in achieving the strategic objectives**	**Residual Confidence we will succeed….**	**Staff Assigned to monitor and implement**
C	Lack of trust in government leads to lack of citizen involvement.	L	• Engage in community conversations and strengthen community relationships to increase community levels of trust • Invest in Neighbourhood Development staff as well as community development staff	H	Manager Community Development
D	Lack of Capital funding for city facilities to become diverse and welcoming spaces.	L	• Develop a work plan on what is needed to be more welcoming in facilities • Make sure that realistic and escalations cost are captured in the capital budget forecast- even if not funded to show the true gap between vision and the funding envelop. • All business cases are presented to Council for consideration	M	Manager Facility Assets, Accessibility Coordinator
E	Change in Council strategic directions and/or priorities	M	• Ensure data rich and accurate information provided to council in all reports and in the annual service presentations • Participate in new council orientation to bring awareness of importance of communication, engagement, accessibility and community development • Increase community awareness of city's goals • Advocate for resident voice	M	Manager Engagement and Volunteers, Manager Community Development
F	Change in leadership priorities and focus	M	• Advocate for resident voice • Have staff and council do a multiyear prioritization exercise with funding allocation to show a realistic implementation plan	M	ED of SRA
G	Partner agencies decide to stop work that we rely on for data	M	• Build and strengthen relationships with as many Burlington agencies as possible to see if others might collect this data as well or take it on in the future.	M	Manager Community Development
H	Change in Provincial legislation and/or policy	M	• Advocate for resident voice • Ensure staff are monitoring and aware of potential changes to legislation and understand the impact on the city • Making council and senior leadership aware of changing legislation and the potential impacts to the city • Advocate with upper levels of government for city direction/goals and escalate to senior leadership and council when required	M	Accessibility Coordinator, Manager Government Relations
I	Change in City Demographics (e.g. age, diversity, socioeconomic)	H	• Engage in community conversations and strengthen community relationships to increase community levels of trust • Invest in Neighbourhood Development staff as well as community development staff	H	Manager Community Development

CS-06-22 Appendix D: Risk Confidence Chart – An Engaging City

As of May 19, 2022

	Key Risks: Here's what will get in our way of achieving the strategic objectives.	Initial Confidence we will succeed…..	Our Response: Here's what we will do to increase our level of success in achieving the strategic objectives	Residual Confidence we will succeed….	Staff Assigned to monitor and implement
4. Analysis & Response: All residents, especially newcomers, feel welcomed and at home in Burlington					
J	No longer have community partners (funding, volunteers, broken relationships)	**H**	• Build and strength relationships with as many Burlington agencies as possible to see if others might collect this data as well or take it on in the future.	**H**	Manager Community Development