

# **2018-2022 Burlington's Plan: From Vision to Focus**

Status update as of June 2022

Information extracted from the City's  
V2F Integrated Reporting

**Focus Areas**   Achieving Outcomes   Measuring Results (KPIs)   Risk Assessment

Welcome to the City of Burlington's Vision to Focus Integrated Reporting Tool






Click on a Focus Area icon to view strategic goals, initiative status and link to available metrics.

Click on the status bar below each icon to see more detail on current initiatives where a target date has been set.

Choose a tab above to view data-driven charts and completed initiatives from the Vision to Focus plan.

The legend refers to status of initiatives where a target date has been set.

#### Status Bar Legend

-  Complete
-  On Track
-  Needs Attention
-  Not Yet Started
-  Off Track or At Risk

#### Focus Area 1: Economic Prosperity



#### Focus Area 2: Integrated Mobility



#### Focus Area 3: Resilient Environment & Sustainable Infrastructure



#### Focus Area 4: Citizen Engagement



#### Focus Area 5: Customer Centric Services



Do you have comments or questions on this application? Please contact [stephanie.venimore@burlington.ca](mailto:stephanie.venimore@burlington.ca) to share feedback.

This updated information applies to to initiative status only; it does not reflect the City’s progress to achieving the strategic goals.

# 2018-2022 Burlington’s Plan: From Vision to Focus

Each circle below represents a strategic goal and shows the number of initiatives connected with that goal, as part of the City’s four-year work plan.  
Click on the coloured circles to see all of the initiatives connected with that goal.

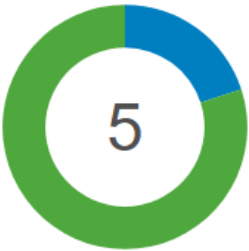
Where data-driven measures are available that relate to a strategic goal, click on the icon below each circle to see more.

## Focus Area 1 : Increasing Economic Prosperity and Community Responsive City Growth

Increasing options for employment opportunities in Burlington



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



Maintaining and continually developing a safe city



This measure is found on pages 33-34 of this document.



Click to view Measures

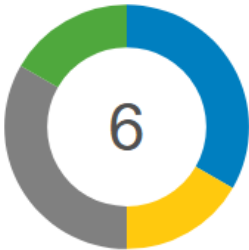
Creating a competitive business investment environment in Burlington (e.g. taxes, incentives)



Increasing options for learning institutions



Increasing options for housing across the City



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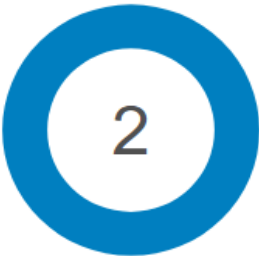
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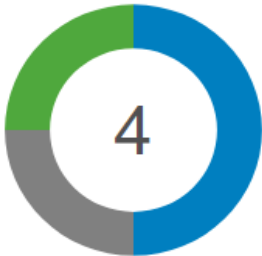
Where data-driven measures are available that relate to a strategic goal, click on the icon below each circle to see more.

### Focus Area 2 : Improving Integrated City Mobility

Increasing Burlington Transit service levels and growing overall ridership



Improving the transit and transportation modal split



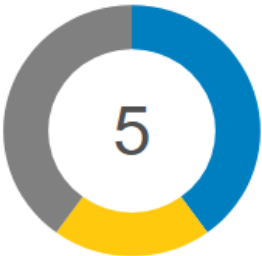
Being a vision zero city that strives to create safe streets for all users and eliminates fatalities and serious injuries on streets



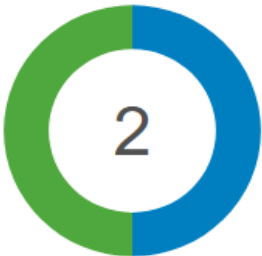
This measure is found on page 35 of this document.



Improving traffic flow



Improving access to Burlington Transit service



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Where data-driven measures are available that relate to a strategic goal, click on the icon below each circle to see more.

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

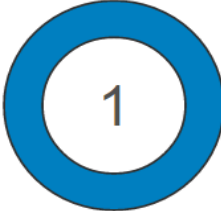
Reducing the infrastructure funding gap for all city owned assets



Promoting and working towards a lower carbon footprint community



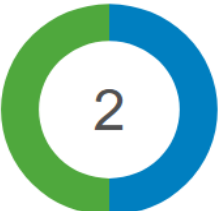
Expectation of increasing the use of sustainable development materials



This measure is found on pages 38-39 of this document.



Delivering on carbon neutral initiatives



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



Increasing the tree canopy city wide



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



This measure is found on pages 40-41 of this document.

Ensuring growth is financially sustainable and pays for new infrastructure



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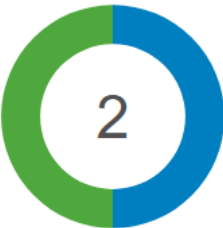
Where data-driven measures are available that relate to a strategic goal, click on the icon below each circle to see more.

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

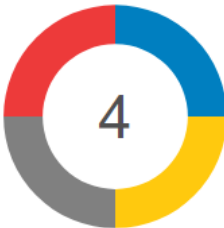
Building more parks associated with development in new growth areas across the city



Being a municipal leader in community engagement, collaboration and volunteerism



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



Improving community engagement with diverse communities



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



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



Ensuring citizen wellbeing through walkable and bikeable access to green space



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



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



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



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# 2018-2022 Burlington’s Plan: From Vision to Focus

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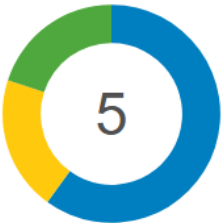
## Focus Area 5 : Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation

Delivering on efficient and effective project management and accountable corporate performance



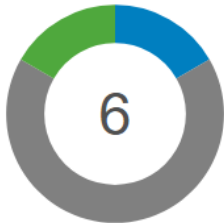
Ensuring that strategic initiatives and corporate projects are resourced and sustained

Ensuring efficient, effective and economical service delivery



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

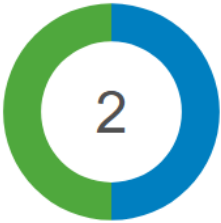
Increasing community and customer input into how the city delivers services / Enhancing and emphasizing a customer first approach in all city service areas



Diversifying the employee demographics that participate in engagement activities



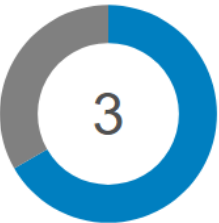
Ensuring financial sustainability with a reasonable tax rate increase that focuses on citizen services



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



Increasing employee engagement and workplace culture scores



This section is continued on page 8

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

This section is continued from page 7

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



Developing employees to fill management vacancies from within







## 2018-2022 Burlington's Plan: From Vision to Focus



Completed



On Track



Needs Attention



Not Yet Started



Off Track or At Risk

### Focus Area 1 : Increasing Economic Prosperity and Community Responsive City Growth

Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
1.01		Increasing options for employment opportunities in Burlington  Burlington Economic Development	Implement the recommendations of the Red Tape Red Carpet Taskforce to make it easier for businesses to locate and thrive in Burlington, attracting more investment. First priorities will be grading and drainage; Committee of Adjustment; and Zoning and Development Application and Approval business process reviews	2019 Q4 2022 Q4	An open dashboard has been developed to track the status of the 22 Red Tape Red Carpet (RTRC) Recommendations and is available at <a href="https://www.burlington.ca/en/council-and-city-administration/red-tape-red-carpet-progress-reporting.aspx">https://www.burlington.ca/en/council-and-city-administration/red-tape-red-carpet-progress-reporting.aspx</a> . Reports on the deliverables are presented regularly to committee. In 2022 Red Tape cutting initiatives continue to be focused on reducing barriers for businesses this has included the streamlined patio approvals, new customer experience, development of the one window in City Hall and Streamline Development Application Process project. An update report on Red Tape Red Carpet will be brought forward in Q4 2022 on results to date and recommendations for the evolution of the RTRC recommendations.
1.02		Supporting and maintaining a diverse economy in small business, commercial, industrial, and office sectors  Burlington Economic Development	Work with Burlington Economic Development Corporation to create and implement strategies to focus on: Creating jobs and achieving long term economic vision for the City of Burlington	2022 Q1 2024 Q2	Burlington Economic Development and Team Burlington including the City of Burlington are working collaboratively to review and reimagine Burlington's economic strategy with the new economic realities of COVID-19. Stakeholder workshops for the new Economic Development 2022-2025 Strategic Plan will begin in Q3 2022 and continue through Q2 2023 in coordination with City of Burlington Strategic Planning activities. We are looking at the future of employment in Burlington including impacts of COVID-19 to long term strategies for employment growth. This includes work on the GO Investment Corridor Vision (MTSAs) ECDEV-01-22, development ready lands strategy and opportunities and constraints to ensure Burlington remains competitive in attracting and retaining jobs. In 2022 Burlington Economic Development has continued its focus on supporting main street businesses through the new My Main Street Program and continuation of Digital Main Street programs which has resulted in almost \$600,000 in grants to hire additional staff and provide direct business supports. TechPlace has expanded its soft landing programming focusing on opportunities to bring high growth international startups to Burlington and will launch the new Acceleration Plus Program in collaboration with partners which will leverage \$3 Million in funding from FedDev to bring 45 companies to Burlington by 2024.
1.021		Creating a competitive business investment environment in Burlington (e.g. taxes, incentives)  Burlington Economic Development	Reduce commercial and industrial office vacancies and reducing barriers in attracting business	2022 Q2 2023 Q3	We are developing approaches to increase the supply of shovel ready land in Burlington in order to attract more businesses. The MTO Prosperity Corridor Study and the Burlington Brownfield Community Improvement Plan are two tactics that have been advanced to help attract businesses to the City. Work is ongoing to assess the impacts of COVID-19 and hybrid work on commercial, industrial, and office vacancies. We are seeing very different impacts of COVID-19 to sectors and the office vacancy rate has increased while industrial vacancy remains too low to support market demands. The increase in office vacancy largely due to COVID-19 will affect our ability to attract future office development. In 2022 Community Planning, Customer Experience and Economic Development continued working together to map the current Customer Experience for business development customers and implement new process improvements and metrics.
1.022		Creating a competitive business investment environment in Burlington (e.g. taxes, incentives)  BED	Developing attraction and retention strategies for knowledge-based/technology intensive industries	2022 Q4	2021 strategy developed and implementation in progress. Strategy to be updated annually.



## 2018-2022 Burlington's Plan: From Vision to Focus



Completed



On Track



Needs Attention



Not Yet Started



Off Track or At Risk

### Focus Area 1 : Increasing Economic Prosperity and Community Responsive City Growth

Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
1.023		Creating a competitive business investment environment in Burlington (e.g. taxes, incentives)  Burlington Economic Development	Developing and implement a Retail Strategy	2022 Q4 2023 Q4	The development of a long term retail strategy has been paused to focus on hands on supports for main street businesses during COVID-19 recovery. To date we have engaged over 1,000 businesses through the Digital Main Street program and Team Burlington have been approved for over \$200,000 in funding for the My Main Street Program which is providing hands on support to businesses in four geographic areas across Burlington through our four My Main Street Ambassadors and will bring \$400,000 in grants directly to main street businesses. Strategic planning discussions will take place in 2023 to determine the local vs regional role in retail and main street business supports.
1.024		Creating a competitive business investment environment in Burlington (e.g. taxes, incentives)  Burlington Economic Development	Supporting small business and tech incubators	2022 Q1 2023 Q4	TechPlace has been adapting operations to meet the needs of entrepreneurs in the new hybrid workplace. As part of our response to COVID-19 we have expanded the TechPlace mandate to focus on main street business digitization supports through the Digital Main Street Program. Discussions are taking place on the new 2023-2028 TechPlace Strategy and business plan including the integration of main street business support, hybrid programming and the relocation of TechPlace to the former Bateman school site. TechPlace has expanded its soft landing programming focusing on opportunities to bring high growth international startups to Burlington and will launch the new Acceleration Plus Program in collaboration with partners which will leverage \$3 Million in funding from FedDev to bring 45 companies to Burlington by 2024.
1.03		Increasing options for housing in Burlington  Community Planning	Determine the future vision for the downtown by completing the review of the Official Plan policies and the Interim Control Bylaw land use study	2020 Q2 2020 Q4	The interim control by-law land use study has been completed. The interim control by-law (ICBL) land use study was appealed to the Local Planning Appeals Tribunal (LPAT) in February 2020, so the ICBL remains in effect until the appeals are resolved. The recommended official plan policies and supporting information for the downtown was released in advance of Committee consideration. In October, Council approved the policies with a series of Council initiated amendments. Subsequently, the Region of Halton issued its Notice of Decision for the new Official Plan. The new Official Plan has been partially appealed to the Local Planning Appeals Tribunal.
1.04		Increasing options for housing in Burlington  Community Planning	Define Burlington's expectations for population and jobs to 2041 as part of the Halton Region's Municipal Comprehensive Review	2020 Q3 2022 Q4	Wholly dependent on Halton Region's Municipal Comprehensive Review which is in progress. The Municipal Comprehensive Review (MCR) is being implemented in a phased approach. The first phase work has been implemented through ROPA 48 which was adopted by Regional Council in July, 2021 and approved by the Minister of Municipal Affairs in November 2021. The second phase of work has been implemented through ROPA 49. ROPA 49 implements the results of the Region's Integrated Growth Management Strategy (IGMS) providing direction on how the Region of Halton will accommodate population and employment growth to 2041. ROPA 49 was approved by Regional Council in June 2022 and is now with the Minister of Municipal Affairs and Housing for a decision.



## 2018-2022 Burlington's Plan: From Vision to Focus



Completed



On Track



Needs Attention



Not Yet Started



Off Track or At Risk

### Focus Area 1 : Increasing Economic Prosperity and Community Responsive City Growth

Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
1.05		Increasing options for housing in Burlington  Community Planning	Complete the area specific plans for Mobility Hubs	2021 Q4 2023 Q4	Work on the area specific plans for the Major Transit Station Areas continues but has faced delays and challenges. Community and Stakeholder engagement is on-going and focused around the MTSA Area Specific Plan Planning Study Final Report (June 2022) completed by Dillon Consulting. The Final Study Report and on-going technical work, feedback from Council and public engagement will together inform the creation of the area-specific plans for the MTSA's which will be available for an extended period of public consultation in 2023.
1.06		Increasing options for housing in Burlington  Community Planning	Complete the City's Housing Strategy and implement the plan to address the needs related to young families, seniors housing, affordable housing, special needs housing, and newcomers.	2022 Q2 2022 Q2	The City's Housing Strategy, including a high level implementation plan, was approved by Council in June 2022. Staff are now working to move the Strategy to action and will report back to Council in early 2023 with a status update on the implementation of the recommended actions as set out in the Strategy.
1.07		Maintaining and continually developing a safe city  Fire	Develop a Fire Master Plan to support the growth and change within the city	2020 Q2 2022 Q2	Fire Master Plan received by Environment, Infrastructure and Community Services committee on June 9, 2022. Through our partnership with Finance, an implementation plan has been developed and will form part of the annual work plans moving forward and subject to budget review and Council approval.
1.08		Creating a competitive business investment environment in Burlington (e.g. taxes, incentives)	Assess the use of one or more Community Improvement Plans including options for incentive programs for business development	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.
1.09		Creating a competitive business investment environment in Burlington (e.g. taxes, incentives)	Remove constraints on availability of employment lands	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.





## 2018-2022 Burlington's Plan: From Vision to Focus



Completed



On Track



Needs Attention



Not Yet Started



Off Track or At Risk

### Focus Area 1 : Increasing Economic Prosperity and Community Responsive City Growth

Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
1.10		Creating a competitive business investment environment in Burlington (e.g. taxes, incentives)	Develop a plan to activate key parcels of vacant employment lands and facilitate vacant employee land being shovel ready	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.
1.11		Increasing options for housing in Burlington	Initiate the Zoning Bylaw Review	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.
1.12		Increasing options for housing in Burlington	Start the process of reviewing the next Official Plan	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.
1.13		Increasing options for learning institutions Burlington Economic Development	Develop a strategy and implementation plan to attract a post secondary education institution (e.g. University, college and technical institute) primary or secondary campus)	2025 Q4	In 2019 Council approved the Burlington Economic Development Post-Secondary Attraction Strategy which outlined a framework for post-secondary attraction and how Burlington could engage post-secondary partners. Burlington Economic Development has been leading discussions with Brock University to relocate their faculty of Education to Burlington as part of a campus expansion strategy. In 2020 an LOU and MOU were signed between Brock University and the City of Burlington outlining the commitment to work together to create a Brock campus in Burlington. In 2022 we announced the intent for Brock University to move their Faculty of Education to the former Robert Bateman High School Site. Discussions and partnerships continue with Brock and other post secondary partners to create more post secondary opportunities in Burlington and connect employers to talent and research and development opportunities.



## 2018-2022 Burlington's Plan: From Vision to Focus



Completed



On Track



Needs Attention



Not Yet Started



Off Track or At Risk

### Focus Area 2 : Improving Integrated City Mobility

Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
2.01		Improving the transit and transportation modal split Transportation	Complete the Integrated Mobility Plan and implementation schedule is in progress	2020 Q4 2022 Q3	Work on the Integrated Mobility Plan (IMP) is well underway and the final phase of the project (preparation of the implementation, financing and monitoring plans) are in-progress. A change in the workplan as related to preparation of project costs has resulted in capital and operating costs being prepared internally by City Staff. This requires a slight extension of project timelines in order to complete the work in-house and ensure project costing is accurately represented. Staff will present the final IMP to Council in early Q2 2023 at which time the project will be filed and the final round of engagement will commence (legislated engagement period as per the Municipal Class Environmental Assessment).
2.02		Improving the transit and transportation modal split Roads, Parks and Forestry	Review snow clearing service levels for all mobility modes (e.g. trails, sidewalks, bike lanes and roads)	2019 Q4 2022 Q2	A winter operations and related service level update report addressing this initiative was presented to council in September 2021. Opportunities for improved snow clearing on walkway linkages to various schools was an outcome of this report, with implementation dependent on agreements with both school boards. Further opportunities to increase winter service coverage to off-road facilities and better align winter maintenance services with the ideal pedestrian network will be undertaken as part of the city's Integrated Mobility Plan review.
2.03		Increasing Burlington Transit service levels and growing overall ridership Transit	Complete the Burlington Transit 5 Year Business Plan	2019 Q4 2020 Q4	Burlington Transit 5-year business plan was updated to reflect impact of COVID-19 pandemic situation, with revised ridership forecasts, timelines and budgets. The Business Plan will guide Burlington Transit over the next 5 years to regain ridership by focusing on the strategic directions define in the plan.
2.04		Improving the transit and transportation modal split Transportation	Complete the Rural Active Transportation Strategy and implementation schedule	2020 Q3 2022 Q3	Rural Active Transportation (AT) Strategy is directly linked to the Integrated Mobility Plan (IMP) (Initiative 2.01). The finalized rural active transportation network has been incorporated into the Preferred Network Solution as part of the Integrated Mobility Plan and the supporting technical report has been completed. The final IMP document will "roll up" the Rural AT Strategy Report and incorporate key findings and recommendations; while the identified projects will be prioritized though the final phases of the IMP. A final round of engagement on this work will be facilitated through the legislated engagement period of the IMP.
2.05		Improving traffic flow Transportation	In collaboration with Halton Region complete the QEW Prosperity Corridor Study and implement recommendations	2020 Q4 2023 Q2	Partnership between the City, Region and MTO. Phase 1 – Block Planning Framework and Approval Process complete. Phase 2 – Technical Analysis and Transportation Modelling near completion with preliminary Infrastructure Improvements being identified. Phase 3 – Implementation started but not yet complete. Project has incurred intolerable delays due to lack of consensus on modelling requirements of the study and subsequent modelling outputs and results. Senior Management continues to actively manage risks with partner agencies. Project Executive meetings have taken place with partner agencies and an agreement on outstanding modelling tasks has been reached. City and Consulting Team staff have met to determine a path forward. The project is currently on-hold until September, 2022 awaiting response from the Consultant (WOOD Engineering Inc.) and presentation of an updated project schedule.
2.06		Improving traffic flow Transportation	Use new technology and street design to reduce congestion and increase traffic flow	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.



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Completed



On Track



Needs Attention



Not Yet Started



Off Track or At Risk

### Focus Area 2 : Improving Integrated City Mobility

Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
2.07		Improving access to Burlington Transit service Transit	Develop annual transit service plans to implement a frequent grid-based network	2022 Q1	The Burlington 5-year business plan (2020-2024), approved by Council in December 2020 (TR-02-20), outlines Strategy 1A – Moving Towards a Grid-Based System. This work began with the September 2019 route modifications moving Transit in this direction, and the plan is to continue to move in this direction for all future services. A grid-based system also allows for convenient transfers between routes at intersections, providing greater connectivity to more destinations than a single local route could provide.
2.08		Improving access to Burlington Transit service Transit	Assess an alternative method of transit service delivery to move people more efficiently during off peak times	2023 Q1	The Burlington 5-year business plan (2020-2024), approved by Council in December 2020 (TR-02-20), outlines a number of strategies to accomplish this objective: Strategy 2A – Research and Implement On-Demand Alternative Service Delivery Models includes developing an on-demand transit service model and business case for low demand areas and time periods, allowing customers to use a mobile application to book a shared-ride demand-responsive service to connect to the conventional service.
2.09		Increasing Burlington Transit service levels and growing overall ridership Transit	Continue to review, develop and deliver incentive programs to encourage transit ridership	2022 Q1	The Burlington 5-year business plan (2020-2024), approved by Council in December 2020 (TR-02-20), outlines a number of strategies to accomplish this objective: Strategy 4 - Travel Demand Management including Free Midday Travel for Seniors, Affordability, Free Transit for Children (ages 12 and under), Student Fare Strategy (ages 13 – 19), Employer Partnerships, Enhanced Coordination with Other City Departments, and Reduce Transit's Carbon Footprint. Of these strategies, the city continues to offer free fares for children aged 12 and under and co-funds the Subsidized Passes for Low-Income Transit (SPLIT) program with Halton Region to provide a free monthly pass to residents of Burlington that meet the qualifications. In 2022, Council approved the permanent inclusion of the Free65 program supporting senior ridership during off peak hours. Other actions outlined in the 5-year business plan will continue to be explored.
2.091		Improving access to Burlington Transit service Transit	*Provide free transit for SPLIT pass program participants	2022 Q1	The Burlington 5-year business plan (2020-2024), approved by Council in December 2020 (TR-02-20), outlines a number of strategies to accomplish this objective: Strategy 4 - Travel Demand Management including Free Midday Travel for Seniors, Affordability, Free Transit for Children (ages 12 and under), Student Fare Strategy (ages 13 – 19), Employer Partnerships, Enhanced Coordination with Other City Departments, and Reduce Transit's Carbon Footprint. Of these strategies, the city continues to offer free fares for children aged 12 and under and co-funds the Subsidized Passes for Low-Income Transit (SPLIT) program with Halton Region to provide a free monthly pass to residents of Burlington that meet the qualifications. In 2022, Council approved the permanent inclusion of the Free65 program supporting senior ridership during off peak hours. Other actions outlined in the 5-year business plan will continue to be explored.
2.092		Improving access to Burlington Transit service Transit	*Provide free transit service pilot program for seniors 65+ during off peak hours	2022 Q1	The Burlington 5-year business plan (2020-2024), approved by Council in December 2020 (TR-02-20), outlines a number of strategies to accomplish this objective: Strategy 4 - Travel Demand Management including Free Midday Travel for Seniors, Affordability, Free Transit for Children (ages 12 and under), Student Fare Strategy (ages 13 – 19), Employer Partnerships, Enhanced Coordination with Other City Departments, and Reduce Transit's Carbon Footprint. Of these strategies, the city continues to offer free fares for children aged 12 and under and co-funds the Subsidized Passes for Low-Income Transit (SPLIT) program with Halton Region to provide a free monthly pass to residents of Burlington that meet the qualifications. In 2022, Council approved the permanent inclusion of the Free65 program supporting senior ridership during off peak hours. Other actions outlined in the 5-year business plan will continue to be explored.





## 2018-2022 Burlington's Plan: From Vision to Focus



Completed



On Track



Needs Attention



Not Yet Started



Off Track or At Risk

### Focus Area 2 : Improving Integrated City Mobility

Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
2.10		Improving traffic flow Transit	Assess and implement changes to increase connectivity of transporting modes and options	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.
2.11		Being a vision zero city that strives to create safe streets for all users and eliminates fatalities and serious injuries on streets Transportation	Assess and implement changes to improve the state of good repair on all mobility modes	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.
2.12		Improving the transit and transportation modal split Transportation	Assess the feasibility of bike sharing opportunities and costing	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.



## 2018-2022 Burlington's Plan: From Vision to Focus



Completed



On Track



Needs Attention



Not Yet Started



Off Track or At Risk

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

Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
3.01		Reducing the infrastructure funding gap for all city owned assets  Engineering	Implement the Asset Management Financial Strategy and update the Asset Management Plan	2021 Q4 2021 Q3	Asset Management Plan (AMP) and associated Financial Strategy 5-year update in alignment with requirements set out in Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure. This is a comprehensive update of the City's 2016 AMP. The final 2021 AMP was completed in Q3, and both the plan and financing strategy report recommendations were brought forward and approved by Council in Q4 2021.
3.02		Promoting and working towards a lower carbon footprint community  Engineering	Develop Burlington's Climate Action Plan, addressing Burlington's Climate Emergency declaration and focusing on reducing the community's greenhouse gas emissions	2019 Q4 2020 Q1	Burlington's Climate Action Plan approved by Council on April 20, 2020. Refer Report EICS-01-20 in Environment, Infrastructure & Community Services Committee
3.03		Promoting and working towards a lower carbon footprint community  Environment, Infrastructure and Community Service	Develop Burlington's Climate Change Adaptation Plan	2021 Q1 2022 Q3	Presented the draft Climate Resilient Burlington – a Plan for Adapting to Our Warmer, Wetter and Wilder Weather to EICS Committee on May 5th, made available on <a href="http://getinvolvedburlington.ca">getinvolvedburlington.ca</a> for review and presented final plan to EICS Committee on July 7th and approved by Council on July 12th.
3.04		Expectation of increasing the use of sustainable development materials  Community Planning	Review and update the Sustainable Building and Development Guidelines	2021 Q1 2021 Q4	Following research and consideration, a staff report was prepared for Council discussion regarding options for facilitating green development and infrastructure, including the future consideration of a municipal green roof by-law.
3.05		Delivering on carbon neutral initiatives  Engineering	Update the Corporate Energy and Emissions Management Plan to recognize achievements and identify new initiatives for implementation	2019 Q3	Completed and approved July 2019. Benefit of plan includes identifying action items to meet carbon neutral strategic goal
3.06		Protecting and enhancing the city's creeks, streams and waterfront  Engineering	Update the Storm Water Management Plan while continuing to implement the current flood and storm management actions	2019 Q4 2020 Q2	Stormwater management design guidelines approved by Council June 22, 2020. Refer Report CW-14-20 in Environment, Infrastructure and Community Services Committee





## 2018-2022 Burlington's Plan: From Vision to Focus



Completed



On Track



Needs Attention



Not Yet Started



Off Track or At Risk

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

Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
3.07		Increasing the tree canopy city wide Roads, Parks and Forestry	Complete and implement the Urban Forestry Management Plan Update	2020 Q4 2023 Q3	The Urban Forest Master Plan and Woodland Management Strategy was awarded in Q1 to Diamond Head Consulting. The project is on track. Recent milestones that have been met include the completion of the state of the urban forest report; spatial canopy analysis using remote sensing technology; community and stakeholder engagement; and program updates to BLT. Public and stakeholder consultation is on pause over the summer break but will recommence in September with more consultation geared toward the Woodland Management Strategy.
3.08		Delivering on carbon neutral initiatives Roads, Parks and Forestry	Update the City's Green Fleet Strategy and develop an action plan to reduce the City's carbon footprint through alternative fuel sources	2021 Q2 2023 Q1	An RPF for a Green Fleet Consultant has been issued. Once awarded, the update for the Green Fleet Strategy will begin in September 2022. The consultant will aid in updating the strategy and an internal Project team consisting of stakeholders from Fleet Services, Environmental Sustainability, Fire and Transit will be established and consulted as part of this initiative.
3.09		Ensuring growth is financially sustainable and pays for new infrastructure Community Planning	Update the development charges Background Study and Bylaw	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.
3.10		Including citizen engagement; to be responsive to citizen's needs in infrastructure and new infrastructure growth Strategy Risk and Accountability	Increase advocacy with other levels of government	2022 Q1	An annual government relations workplan includes advocacy with other levels of government, continuing to seek funding for the city's infrastructure growth and renewal requirements. In addition, the City is a voice at the table in the Federation of Canadian Municipalities, Ontario Big City Mayors and Association of Municipalities of Ontario.
3.11		Ensuring growth is financially sustainable and pays for new infrastructure Community Planning	Develop partnerships to assist with revenue generation to support infrastructure	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.
3.12		Increasing the tree canopy city wide Roads, Parks and Forestry	Use the results and outcomes of the Roseland Private Tree Bylaw Pilot to determine where tree bylaws are appropriate	2023 Q1	The Private Tree bylaw was passed unanimously in January 2020. Over 2021, the program underwent a rigorous review by staff with updates provided in spring 2022 to the Strategy and Risk Team, and Council. Recent milestones that have been met include the creation of a tree preservation and enhancement policy and an update to the bylaw with a 'made in Burlington' approach; and participation in the Streamlined Development Application Funding (SDAF) continuous improvement project. Next steps for this program include the launch of a guide for tree preservation for applicants (Q3); and application integration with AMANDA software (Q4).



## 2018-2022 Burlington's Plan: From Vision to Focus



Completed



On Track



Needs Attention



Not Yet Started



Off Track or At Risk

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

Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
3.13		Protecting and enhancing the city's creeks, streams and waterfront  Environment, Infrastructure and Community Service	Assess the Home Retrofit Program with key stakeholders	2022 Q3 2022 Q3	Better Homes Burlington Feasibility Study was completed by the Centre for Climate Change Management at Mohawk College with stakeholder engagement and the final report was presented to EICS Committee on March 3rd and approved by council on March 22nd with a recommended program design for a Burlington home energy efficiency retrofit program.
3.14		Protecting and enhancing the city's creeks, streams and waterfront  Engineering	Use city growth, infill and redevelopment as an opportunity to enhance creeks, streams and water quality	Not Yet Set	This is currently done in all reviews, as a result of the flood in 2015, standards were updated to include this review and will continue to be integrated in new procedures.



## 2018-2022 Burlington's Plan: From Vision to Focus



Completed



On Track



Needs Attention



Not Yet Started



Off Track or At Risk

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

Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
4.01		Building more parks associated with development in new growth areas across the city  Engineering	Complete the Parks Master Plan update and implement new actions, while continuing to act on current parks initiatives	2020 Q4 2022 Q4	The interim report for the Parks Provisioning Master Plan (referred to as the Parks Master Plan) was received by Council in July 2022. The final deliverable of this plan will be presented to Committee this December and will form as the foundation for the launch of the City's update to the 2009 Parks, Recreation and Cultural Master Plan (PRCMP) in 2023. The extra few months taken to deliver the Park Provisioning Master Plan will be to ensure complete alignment with the area specific planning within the MTSAs (Major Transit Station Area), the Provincial and Region Growth Plan(s), the recently approved Parkland Dedication Bylaw Amendment and anticipated September approval of the new Community Benefits Charge (CBC) Strategy and Bylaw.
4.02		Focusing on increasing recreational programming for our growing and diverse communities across the entire City  Recreation, Community & Culture	Complete a strategic review of the Joint Venture Policy	2020 Q2 2023 Q4	COVID-19 Pandemic situation has delayed the work on the Joint Venture Policy.
4.03		Focusing on increasing recreational programming for our growing and diverse communities across the entire City  Recreation, Community & Culture	Complete a Recreation visionary framework of principles, goals and an operating model to align with the changing needs of recreation in the community ensuring the inclusion of all diverse demographics	2019 Q4 2020 Q1	Framework for community recreation approved by Council February 10, 2020. Refer Report PR-11-19 in Environment, Infrastructure and Community Services Committee.
4.04		Focusing on increasing recreational programming for our growing and diverse communities across the entire City  Recreation, Community and Culture	Complete a Neighbourhood Development Strategy	2020 Q4 2023 Q1	COVID-19 Pandemic situation has delayed the work on the Neighbourhood Development Strategy



## 2018-2022 Burlington's Plan: From Vision to Focus



Completed



On Track



Needs Attention



Not Yet Started



Off Track or At Risk

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

Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
4.05		Improving citizen advocacy and satisfaction with Citizen's Advisory Committees, Standing Committees, and public meetings  Office of the City Clerk	Conduct a review of citizen committees including structure and format. Through this review, consider alternative methods of engaging the community on subject matters other than just the traditional citizen committee format	2019 Q4 2023 Q3	On November 10, 2021 Clerks report CL-26-21 included a reconciled list of what had been accomplished. The report also indicated the project would require some change management expertise in order to be a success. Due to staffing changes in the Office of the City Clerk and the 2022 municipal election, the completion date for this project has been revised to Q3 2023.
4.06		Increasing advocacy to other levels of government to ensure Burlington's voice is heard  City Manager's Office	Create and implement a strategy for advocacy with senior levels of government	2019 Q3 2022 Q4	A strategy was completed in March 2019 and the results from the workshop will be implemented and ongoing
4.07		Being a municipal leader in community engagement, collaboration and volunteerism  Corporate Communication and Engagement	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	2020 Q2 2022 Q2	Corporate Volunteer Strategy with supporting technology ready for implementation and launch in second quarter of 2022. Initial launch delayed due to COVID and a lack of opportunities where volunteers are required. Soft launch occurred in June and the official launch is on track for July 25, 2022.
4.08		Ensure citizen wellbeing through walkable and bikeable access to green space	Complete the priorities identified in the Community Trails Strategy	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.
4.09		Ensure citizen wellbeing through walkable and bikeable access to green space	Advocate for the Greenbelt Plan at all opportunities to support the urban/rural boundary	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.
4.10		Focusing on the health and wellbeing of older adults	Explore partnerships to expand recreation and social participation for older adults including individuals facing isolation or other participation barriers	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.





## 2018-2022 Burlington's Plan: From Vision to Focus



Completed



On Track



Needs Attention



Not Yet Started



Off Track or At Risk

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

Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
4.11		Building more parks associated with development in new growth areas across the city	Ensure all new residential developments and renewal of City infrastructure provides quality amenity space in close proximity to eat the needs of the neighbourhood	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.
4.12		Focusing on increasing recreational programming for our growing and diverse communities across the entire City	Determine the potential needs for new community facilities, including a capacity review of all recreational facilities (fields, arenas and community centres)	Not Yet Set	While not formally started, staff are developing a project plan with linkages to Parks Master Plan
4.13		Improving satisfaction rates of City Services with all residents with an interest on connecting better with newcomers to Burlington	Implement the recommendation of the welcome to Burlington for Newcomers project from the Mohawk Future Ready Leadership Team	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.
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	Not Yet Set	The Corporate Communications annual workplan identifies the communication and engagement tactics required throughout the year. In 2020, the City conveyed much needed information in many different formats and using a variety of tactics, including translating materials in the top 5-7 languages spoken in Burlington.
4.15		Improving community engagement with diverse communities  Corporate Communications and Government Relations	Provide different opportunities for residents to engage and contribute to the decision making process, whether it be in person, online, telephone or other means. Report back to the community on how their input shapes decision-making	2022 Q2 2022 Q2	Public engagement practices and process including annual reporting are embedded in operations, as described in Corporate Communications and Engagement report CC-03-22 (May 4, 2022) providing a status update on community and staff engagement.
4.16		Increasing our commitment to arts and culture to be a welcoming city  Community Planning	Burlington will become a member of the Intercultural Cities Programme and do the work necessary to apply the principles in our policies and practices	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.



## 2018-2022 Burlington's Plan: From Vision to Focus



Completed



On Track



Needs Attention



Not Yet Started



Off Track or At Risk

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

Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
4.17		Increasing our commitment to arts and culture to be a welcoming city  Community Planning	Review City policies with an intercultural lens and develop intercultural strategies to broaden Burlington's Inclusivity	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.



## 2018-2022 Burlington's Plan: From Vision to Focus



Completed



On Track



Needs Attention



Not Yet Started



Off Track or At Risk

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

Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
5.01		Delivering on efficient and effective project management and accountable corporate performance  City Manager's Office	Complete the functional realignment of the City Manager's office	2019 Q4	Report approved at Council in September 2019
5.02		Ensuring efficient, effective and economical service delivery  City Manager's Office	Initiate a corporate-wide service review program	2019 Q4	Provincial Audit and Accountability review in leaf collection, corporate fleet, winter maintenance, and pre-building permit development approval process service delivery functions completed on Nov 30th 2019. The Feasibility assessment of recommendations is in progress. Design and development of corporate-wide service review program to start in Q4 2020. If additional provincial Audit and Accountability funds become available prior to the design of the program, service reviews will be identified and the process will assist in informing the program requirements.
5.03		Ensuring that strategic initiatives and corporate projects are resourced and sustained  City Manager's Office	Deliver on time, on budget and achieve realized benefits for major corporate technology projects	2019 Q4 2023 Q4	Corporate project updates contained in 5.031, 5.032, 5.033, 5.034, 5.035
5.031		Enhancing City services and delivery of citizen self-service options through technology  City Manager's Office	CRM (Customer Relationship Management) (Phase 1) - Deliver on time, on budget and achieve realized benefits for major corporate technology projects	2020 Q2 2023 Q2	CRM Phase 1 is complete with the launch to the Service Burlington consolidated contact center model achieved for Clerks, Transportation, Transit and RPF departments. The CX and ITS teams are currently working to expand the Service Burlington model to Animal Service, By-law and Licensing services within the Building & By-law department with a target launch in Q2/2023. The departments that are using the CRM platform now have access to data that enables them to make business decisions based on customer trends and needs. Customers now always receive a live answer and an immediate response to Tier one inquiries. All inquiries are tracked and searchable to ensure the case history can be easily accessed for future inquiries. Additional deployments will continue as department and IT resources become available to support transformation to the Service Burlington model.
5.032		Ensuring efficient, effective and economical service delivery  Information Technology Services	ERP (Enterprise Resource Planning) - Deliver on time, on budget and achieve realized benefits for major corporate technology projects	2022 Q4 2023 Q3	Negotiation for Implementation Services was completed successfully and the Implementation Partner (Kainos) is onboard. The planning phase is complete and project is now at the Design and Architecture phase. Based on the new project baseline approved at the end of negotiations, the ERP (Enterprise Resource Planning) Project is going according to Plan, Budget and Scope.



## 2018-2022 Burlington's Plan: From Vision to Focus



Completed



On Track



Needs Attention



Not Yet Started



Off Track or At Risk

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

Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
5.033		Ensuring efficient, effective and economical service delivery  Information Technology Services	EAMS (Enterprise Asset Maintenance System) - Deliver on time, on budget and achieve realized benefits for major corporate technology projects	2021 Q4 2025 Q1	Project in progress. Decision taken Q2 to integrate financial portion direct to ERP. Resulting delay assessed and new schedule established, budget impact under assessment. Phase 1 complete, Phase 2 data, integration, and business process work progressing. Data and integration complexity and cross-system dependency continue to warrant attention and require management decisions. Project and business staff resourcing issues incurred, currently under review.
5.034		Ensuring efficient, effective and economical service delivery  Information Technology Services	BI (Business Intelligence) - complete the implementation of a reporting and analytics tool supporting analytics, data driven decisions, and management dashboards	2020 Q4 2021 Q1	Business Intelligence has 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. This project has transitioned to operations. Through this project, service leads and management have come to rely on the data analysis – provided through the BI platform – to support their service and business decisions. Key examples of the use of BI include the V2F Integrated Reporting, Emergency Control Group Dashboard, Transit route performance and ridership counts, parking lot utilization and parking infractions, and modal split analysis; to name a few.
5.035		Ensuring efficient, effective and economical service delivery  Information Technology Services	Upgraded case management development application system (AMANDA 7) - Deliver on time, on budget and achieve realized benefits for major corporate technology projects	2020 Q2	Case management development application system (AMANDA 7) has been updated.
5.04		Increasing community and customer input into how the city delivers services  City Manager's Office	Conduct a community-wide survey every two years, starting in fall 2019 to determine if residents feel they are being engaged and are part of the City's decision-making process and based on established municipal norms, including quality of life, city programs and services, value for taxes and governance	2019 Q4	Community survey completed in Fall 2019. Process in place to complete survey every two years.
5.05		Enhancing and emphasizing a customer first approach in all city service areas  Facilities Environment Infrastructure and Community Service	Implementation of a one stop customer service counter for the Department of City Building	2020 Q4 2023 Q2	Construction of the first floor renovations at city hall is in progress including the alignment of the development service functions to be accommodated within this space. Construction schedule has been impacted by labour and market conditions.





## 2018-2022 Burlington's Plan: From Vision to Focus



Completed



On Track



Needs Attention



Not Yet Started



Off Track or At Risk

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

Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
5.06		Enhancing and emphasizing a customer first approach in all city service areas  Community Planning	Develop and implement online/automated submissions, processing and approvals of development applications	2022 Q4 2024 Q4	While some progress has been made to support the digital submission and review of development plans, there is continued work needed on a public portal to achieve full end-to-end digital submission, review, processing and approvals. Before automation can occur, a business process must be reviewed and optimized. Staff are currently reviewing the pre-building permit process to maximize efficiency and enhance customer experience. When this review concludes, we will look to leverage technology to develop and implement this public portal.
5.07		Improving our employment identity to become a top employer in the Greater Toronto and Hamilton Area  Human Resources	Complete the assessment of salary competitiveness and implement recommendations.	2020 Q4 2023 Q3	RFP issued in July 2020 to advance the work and consultant working with staff to implement new JE system for non-union employees. Ratings are being completed and a new salary pay band structure is being created. Initiative will take a phased approach for implementation of the results.
5.08		Diversifying the employee demographics that participate in engagement activities  Human Resources	Complete and implement a diversity and inclusivity strategy for Burlington as an employer	2020 Q3 2023 Q2	Due to COVID19 impacts on staff capacity this project was delayed but got underway in 2022. The City is working with the Canadian Centre for Diversity and Inclusion (CCDI Consulting Inc.) to create an employee-facing Diversity, Equity & Inclusion (DEI) Strategy. The policy /document reviews and leadership growth activities are currently being completed. The next phase of this project includes: City-wide awareness training, the diversity & inclusion survey, facilitated working sessions, and the development of a well-informed DEI strategy. The City continues to be a CCDI partner which provides staff with on-demand access to online DEI resources and webinars.
5.09		Increasing corporate resilience to cybersecurity threats through effective and proactive IT security management practices	Continue implementation of the Corporate IT Strategy inclusive of an IT security framework	Not Yet Set	IT annual workplan contains actions to support continued implementation of the Corporate IT strategy.
5.10		Ensuring financial sustainability with a reasonable tax rate increase that focuses on citizen services	Engage council and management to review and improve the city's budgeting processes	Not Yet Set	Annually the Finance Department sets the budget framework and works with Council and management to improve the budgeting process.



## 2018-2022 Burlington's Plan: From Vision to Focus



Completed



On Track



Needs Attention



Not Yet Started



Off Track or At Risk

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

Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
5.11		Ensuring financial sustainability with a reasonable tax rate increase that focuses on citizen services	Assess the feasibility of multi year budgeting	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.
5.12		Delivering on efficient and effective project management and accountable corporate performance  City Manager's Office	Develop corporate performance measures and a citizen dashboard to communicate the progress of the corporate workplan	Not Yet Set	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 2021. 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  City Manager's Office	Develop a monitoring tracking and reporting process for corporate continuous improvement and major corporate initiatives	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.
5.14		Ensuring financial sustainability with a reasonable tax rate increase that focuses on citizen services	Undertake and implement the recommendation of the 2019 BMA Municipal Financial Health Report	Not Yet Set	Financial condition assessment (F-29-19) provided to Committee of the Whole Meeting July 08, 2019
5.15		Increasing community and customer input into how the city delivers services  City Manager's Office	Communicate and engage staff and customers in the implementation of the "Launch and Cultivate" phases of the Service Brilliance Corporate Customer Service Strategy Actions, including:	Not Yet Set	This initiative has 5.151 and 5.152 associated with it for completeness



## 2018-2022 Burlington's Plan: From Vision to Focus



Completed



On Track



Needs Attention



Not Yet Started



Off Track or At Risk

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

Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
5.151		Enhancing and emphasizing a customer first approach in all city service areas  City Manager's Office	*Identify and deliver convenient community based service options	Not Yet Set	Work on this initiative has not yet started as the initiative is not included as Key Action as identified in Appendix A - Action Plan at a Glance (pages 27 - 29) in 2018-2022 Burlington's Plan From Vision to Focus.
5.152		Enhancing and emphasizing a customer first approach in all city service areas  City Manager's Office	*Establish innovative techniques, process, location and technology for connecting with customers and delivering service options	Not Yet Set	This initiative is connected with Customer Relationship Management solution implementation
5.16		Developing employees to fill management vacancies from within  Human Resources	Invest in employee development through succession management programs and employee development initiatives	Not Yet Set	Succession management programs and employee development initiatives are integrated into human resource practices.
5.17		Improving our employment identity to become a top employer in the Greater Toronto and Hamilton Area  Human Resources	Strengthen recruitment channels to ensure a positive candidate experience and improve inclusivity	Not Yet Set	Tactics and practices are included in the annual Human Resources workplan.
5.18		Increasing employee engagement and workplace culture scores  City Manager's Office	Conduct employee surveys to measure staff engagement and staff awareness of City goals and objectives	Not Yet Set	The city conducts an employee survey every two years with in interim pulse check recently conducted in 2020. The next full employee survey is expected in the latter part of 2021/early 2022



## 2018-2022 Burlington's Plan: From Vision to Focus



Completed



On Track



Needs Attention



Not Yet Started





Off Track or At Risk

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



Initiative #	Current Status	Strategic Goal and Lead Department	Key Actions	Target Date \ Revised Date	Initiative Comments
5.19		Diversifying the employee demographics that participate in engagement activities  City Manager's Office	Employ a range of communication and engagement tactics to attract diverse demographics	Not Yet Set	This initiative is related to 5.08 - Complete and implement a diversity and inclusivity strategy for Burlington as an employer

## Completed Initiatives

Initiative #	Key Actions	Target Date / Revised Date	Initiative Comments	
Focus Area 1 : Increasing Economic Prosperity and Community Responsive City Growth				
	1.022	Developing attraction and retention strategies for knowledge-based/technology intensive industries	2022 Q4	Creating a competitive business investment environment in Burlington (e.g. taxes, incentives)
	1.03	Determine the future vision for the downtown by completing the review of the Official Plan policies and the Interim Control Bylaw land use study	2020 Q2 2020 Q4	Increasing options for housing in Burlington
	1.06	Complete the City's Housing Strategy and implement the plan to address the needs related to young families, seniors housing, affordable housing, special needs housing, and newcomers.	2022 Q2 2022 Q2	Increasing options for housing in Burlington
	1.07	Develop a Fire Master Plan to support the growth and change within the city	2020 Q2 2022 Q2	Maintaining and continually developing a safe city
	Focus Area 2 : Improving Integrated City Mobility			
	2.02	Review snow clearing service levels for all mobility modes (e.g. trails, sidewalks, bike lanes and roads)	2019 Q4 2022 Q2	Improving the transit and transportation modal split
	2.03	Complete the Burlington Transit 5 Year Business Plan	2019 Q4 2020 Q4	Increasing Burlington Transit service levels and growing overall ridership
	2.04	Complete the Rural Active Transportation Strategy and implementation schedule	2020 Q3 2022 Q3	Improving the transit and transportation modal split
	2.07	Develop annual transit service plans to implement a frequent grid-based network	2022 Q1	Improving access to Burlington Transit service
	2.09	Continue to review, develop and deliver incentive programs to encourage transit ridership	2022 Q1	Increasing Burlington Transit service levels and growing overall ridership
	2.091	*Provide free transit for SPLIT pass program participants	2022 Q1	Improving access to Burlington Transit service
	2.092	*Provide free transit service pilot program for seniors 65+ during off peak hours	2022 Q1	Improving access to Burlington Transit service



## Completed Initiatives

Initiative #	Key Actions	Target Date / Revised Date	Initiative Comments
<b>Focus Area 3 : Supporting Sustainable Infrastructure and a Resilient Environment</b>			
	3.01	Implement the Asset Management Financial Strategy and update the Asset Management Plan	2021 Q4 2021 Q3 Reducing the infrastructure funding gap for all city owned assets
	3.02	Develop Burlington's Climate Action Plan, addressing Burlington's Climate Emergency declaration and focusing on reducing the community's greenhouse gas emissions	2019 Q4 2020 Q1 Promoting and working towards a lower carbon footprint community
	3.03	Develop Burlington's Climate Change Adaptation Plan	2021 Q1 2022 Q3 Promoting and working towards a lower carbon footprint community
	3.04	Review and update the Sustainable Building and Development Guidelines	2021 Q1 2021 Q4 Expectation of increasing the use of sustainable development materials
	3.05	Update the Corporate Energy and Emissions Management Plan to recognize achievements and identify new initiatives for implementation	2019 Q3 Delivering on carbon neutral initiatives
	3.06	Update the Storm Water Management Plan while continuing to implement the current flood and storm management actions	2019 Q4 2020 Q2 Protecting and enhancing the city's creeks, streams and waterfront
	3.10	Increase advocacy with other levels of government	2022 Q1 Including citizen engagement; to be responsive to citizen's needs in infrastructure and new infrastructure growth
	3.13	Assess the Home Retrofit Program with key stakeholders	2022 Q3 2022 Q3 Protecting and enhancing the city's creeks, streams and waterfront
<b>Focus Area 4 : Building More Citizen Engagement, Community Health and Culture</b>			
	4.03	Complete a Recreation visionary framework of principles, goals and an operating model to align with the changing needs of recreation in the community ensuring the inclusion of all diverse demographics	2019 Q4 2020 Q1 Focusing on increasing recreational programming for our growing and diverse communities across the entire City
	4.06	Create and implement a strategy for advocacy with senior levels of government	2019 Q3 2022 Q4 Increasing advocacy to other levels of government to ensure Burlington's voice is heard

# Completed Initiatives

Initiative #	Key Actions	Target Date / Revised Date	Initiative Comments
<b>Focus Area 4 : Building More Citizen Engagement, Community Health and Culture</b>			
4.14	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	Not Yet Set	Being a municipal leader in community engagement, collaboration and volunteerism
4.15	Provide different opportunities for residents to engage and contribute to the decision making process, whether it be in person, online, telephone or other means. Report back to the community on how their input shapes decision-making	2022 Q2 2022 Q2	Improving community engagement with diverse communities
<b>Focus Area 5 : Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation</b>			
 5.01	Complete the functional realignment of the City Manager's office	2019 Q4	Delivering on efficient and effective project management and accountable corporate performance
5.02	Initiate a corporate-wide service review program	2019 Q4	Ensuring efficient, effective and economical service delivery
5.031	CRM (Customer Relationship Management) (Phase 1) - Deliver on time, on budget and achieve realized benefits for major corporate technology projects	2020 Q2 2023 Q2	Enhancing City services and delivery of citizen self-service options through technology
5.034	BI (Business Intelligence) - complete the implementation of a reporting and analytics tool supporting analytics, data driven decisions, and management dashboards	2020 Q4 2021 Q1	Ensuring efficient, effective and economical service delivery
5.035	Upgraded case management development application system (AMANDA 7) - Deliver on time, on budget and achieve realized benefits for major corporate technology projects	2020 Q2	Ensuring efficient, effective and economical service delivery
5.04	Conduct a community-wide survey every two years, starting in fall 2019 to determine if residents feel they are being engaged and are part of the City's decision-making process and based on established municipal norms, including quality of life, city programs and services, value for taxes and governance	2019 Q4	Increasing community and customer input into how the city delivers services
5.10	Engage council and management to review and improve the city's budgeting processes	Not Yet Set	Ensuring financial sustainability with a reasonable tax rate increase that focuses on citizen services
5.14	Undertake and implement the recommendation of the 2019 BMA Municipal Financial Health Report	Not Yet Set	Ensuring financial sustainability with a reasonable tax rate increase that focuses on citizen services
5.16	Invest in employee development through succession management programs and employee development initiatives	Not Yet Set	Developing employees to fill management vacancies from within
5.17	Strengthen recruitment channels to ensure a positive candidate experience and improve inclusivity	Not Yet Set	Improving our employment identity to become a top employer in the Greater Toronto and Hamilton Area

## Completed Initiatives

Initiative #	Key Actions	Target Date / Revised Date	Initiative Comments
Focus Area 5 : Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation			
5.18	Conduct employee surveys to measure staff engagement and staff awareness of City goals and objectives	Not Yet Set	Increasing employee engagement and workplace culture scores



# Strive for a Weighted Assessment Ratio of Nonresidential to Residential of 25/75

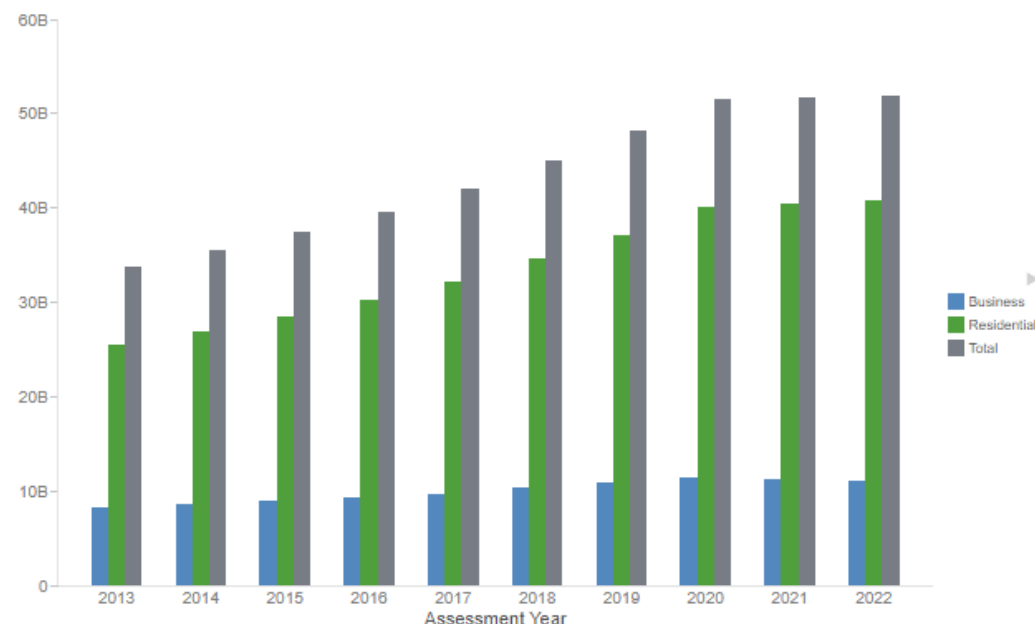


**Target:** 25% Business : 75% Residential  
**Current:** 22.23% Business : 77.77% Residential

## Weighted Assessment Ratio Split



## Weighted Assessment Dollar Value



### Why is this important?

This measure is important for Finance because assessment base and composition are important indicators of fiscal strength. Weighted assessment reflects the basis upon which property taxes are levied. Monitoring assessment is important because taxation is the largest source of revenues to support City programs, services and the replacement of assets. A strong assessment base provides a stable long-term funding source. Burlington's assessment composition represents a good balance between residential and non-residential.

This measure is important for Economic Development because it helps ensure that Burlington is competitive in attracting, retaining and supporting the growth of businesses through appropriate business tax policies for both industrial and commercial tax classes.

### How is this measured?

Assessments are received from the Municipal Assessment Corporation (MPAC) each year in December and used in taxation for the following year. Properties are classified by tax class based on use. Tax rates for each tax class are determined as a ratio of the residential rate. Tax ratios are set through tax policy at the regional level. To determine the tax impact of each tax class we must multiply the assessment value by the tax ratio. We refer to this as the weighted assessment. Each tax class is categorized into either business or residential to determine the split of weighted assessments.

## Strive for a Weighted Assessment Ratio of Nonresidential to Residential of 25/75



**Target:** 25% Business : 75% Residential  
**Current:** 22.23% Business : 77.77% Residential

### What progress are we making?

For Economic Development, Team Burlington (which includes Burlington Economic Development, Burlington Chamber of Commerce, Tourism Burlington, Aldershot BIA and BDBA) actively monitor the competitiveness of the commercial and industrial tax assessment ratio.

The industrial tax ratio was reduced by Halton region in 2020 to ensure industrial taxes remain competitive regionally.

The Burlington Chamber of Commerce and BDBA have been actively supporting the city of Burlington in looking at additional tools and advocacy to reduce tax assessment burdens on downtown business created by significant rises in the MPAC assessment values.

Burlington Economic Development has been working with the City of Burlington and Halton Region to identify tax policy tools that would support the continued viability of agriculture in Burlington.

### Learn more

Visit the BEDC Data Centre for more information on economic indicators:

[Research & Data | Burlington Economic Development \(investburlington.ca\)](https://investburlington.ca)

Learn more about tax policy and property taxes in Halton Region:

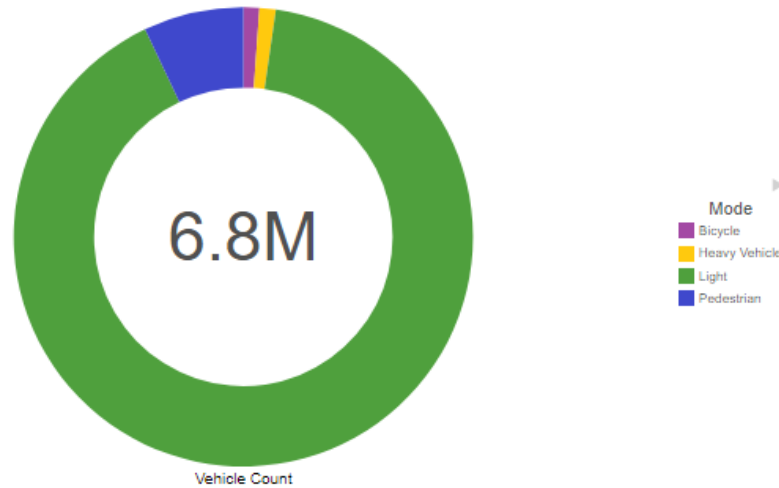
<https://www.halton.ca/The-Region/Finance-and-Transparency/Property-Taxes>

## Increase Modal Split to the following by 2022



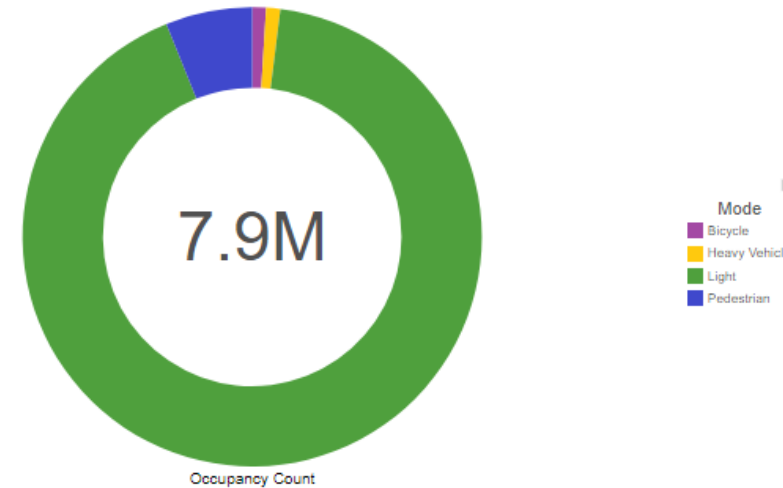
**Target:** • Transit - 10% • Active Transportation - 8% • Auto - 82%  
**Current** • Active Transportation - 7.1% • Auto - 91.9%

To meet the goals set by Vision to Focus, the number of trips completed by transit and active modes of travel must increase. We need to continue to provide mobility choices that are convenient and competitive in order to reduce the reliance on the single occupant vehicle while promoting active and sustainable modes of travel such as transit, walking and cycling.



### Why is this important?

Through Burlington's Vision to Focus, the city is encouraging its residents to reduce reliance on the single occupant vehicle and make the switch to transit or active modes of travel. By increasing the share of sustainable transportation modes, the City will achieve substantial benefits such as a reduced carbon footprint and lowered emissions, as well as realize efficiencies in traffic operations through increasing the people-carrying capacity of the transportation network.



### How is this measured?

Through the City's intelligent transportation systems at select intersections, we have the ability to detect and quantify vehicles, buses, pedestrians, and cyclists. Each mode of transportation has an accompanying assumption of how many people each detection represents. Based on vehicle occupancy studies, it has been determined that for every detection of a standard passenger vehicle (cars, vans, etc.), there is an average of 1.2 occupants. In 2019, transit ridership reported that across all operating hours there was an average of 7.18 passengers on-board. Detection of a pedestrian or cyclist is recorded as an equivalent of one person. Once the conversion of vehicles to passengers is computed the calculation of modal split is completed based on the percentage of number of people taking each mode of transportation.

Over time, as more people switch to sustainable modes of travel, the share of transit and active transportation trips will increase while auto mode share will decrease.

### What progress are we making?

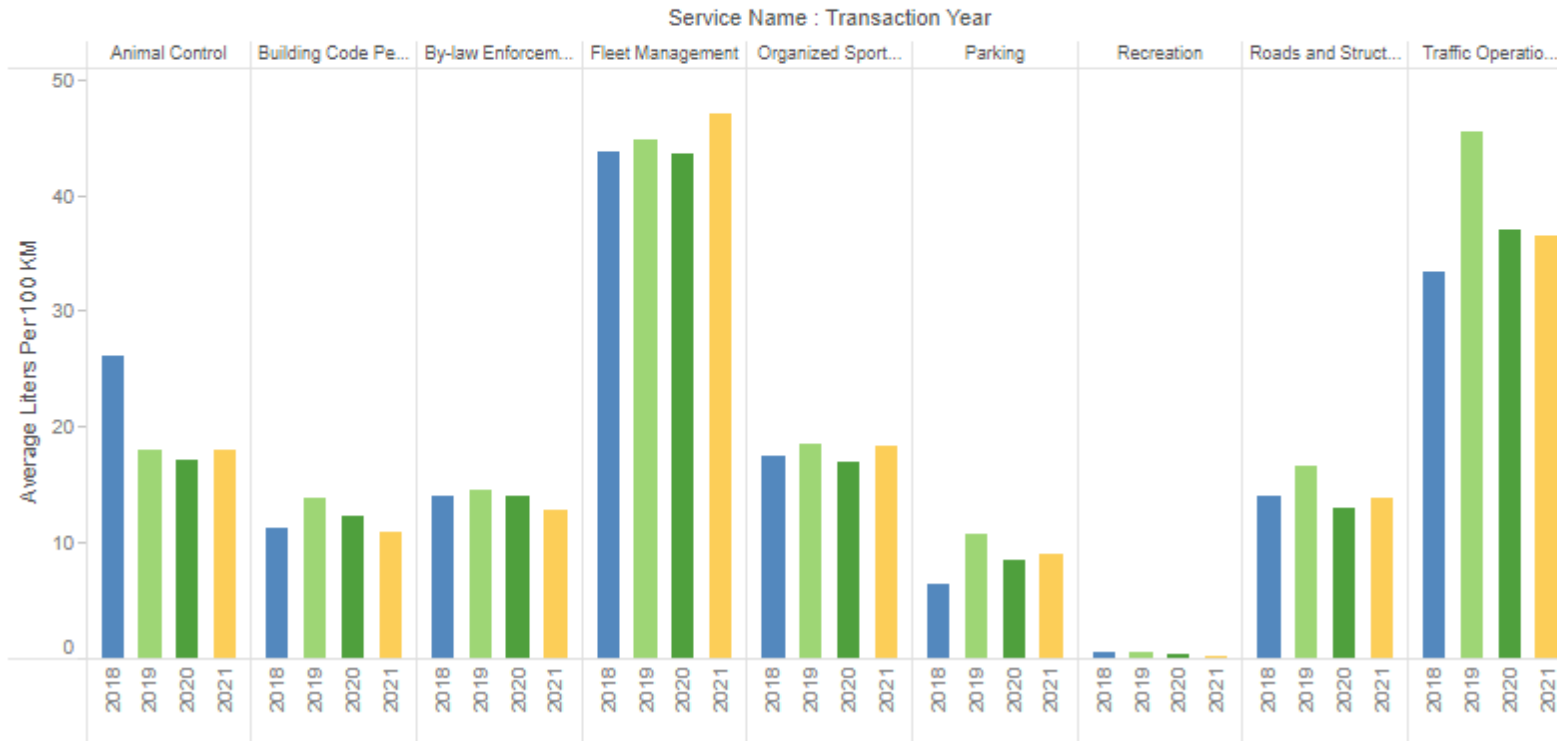
The current data is a representation of a single intersection; however, staff are continuing to extract data from other locations throughout the City to strengthen our understanding of a true modal split in the City of Burlington.

## Reduce the Corporate Greenhouse Gas Emissions

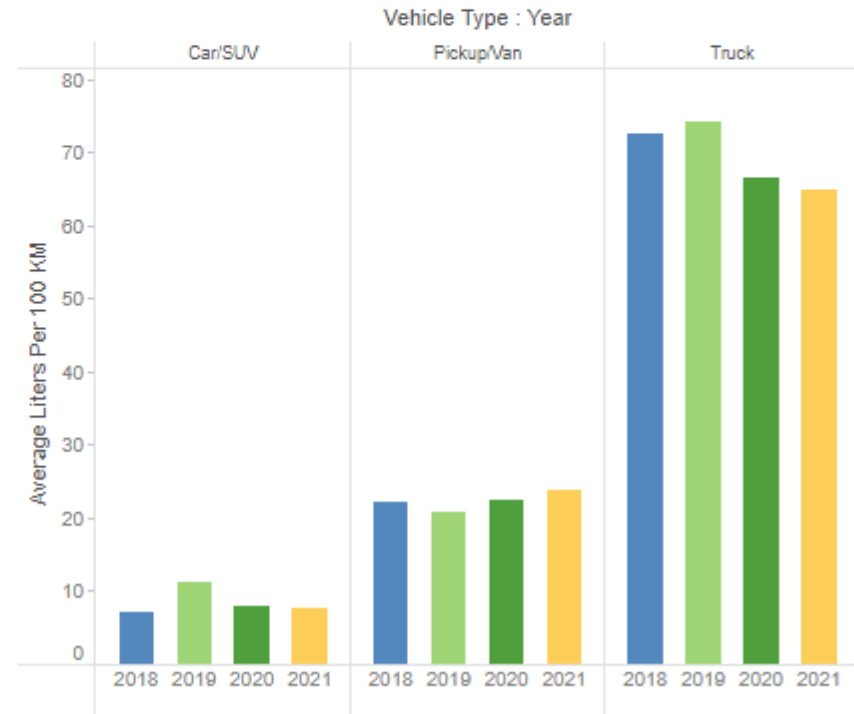


**Target:** 21% Reduction by 2024  
**Current:** Establishing Baseline

Average Liters per 100 KM  
by Service Area and Year



Average Liters per 100 KM  
by Vehicle Type and Year

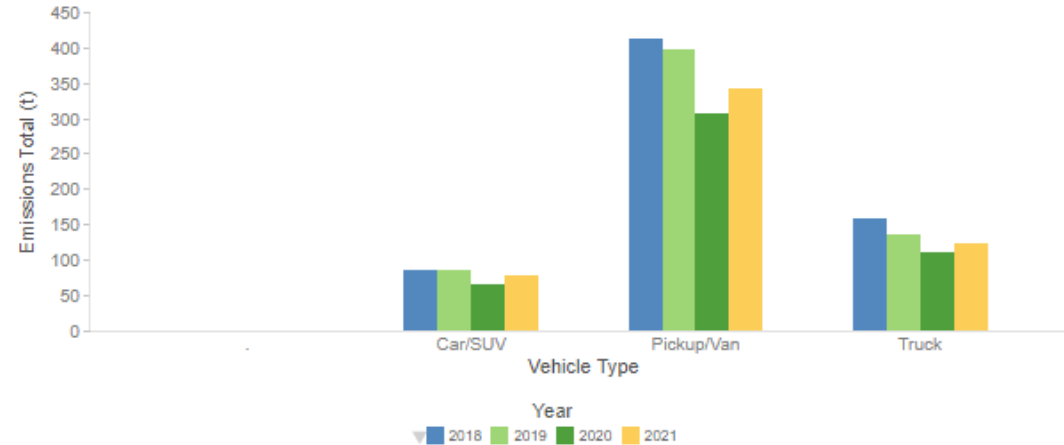


# Reduce the Corporate Greenhouse Gas Emissions



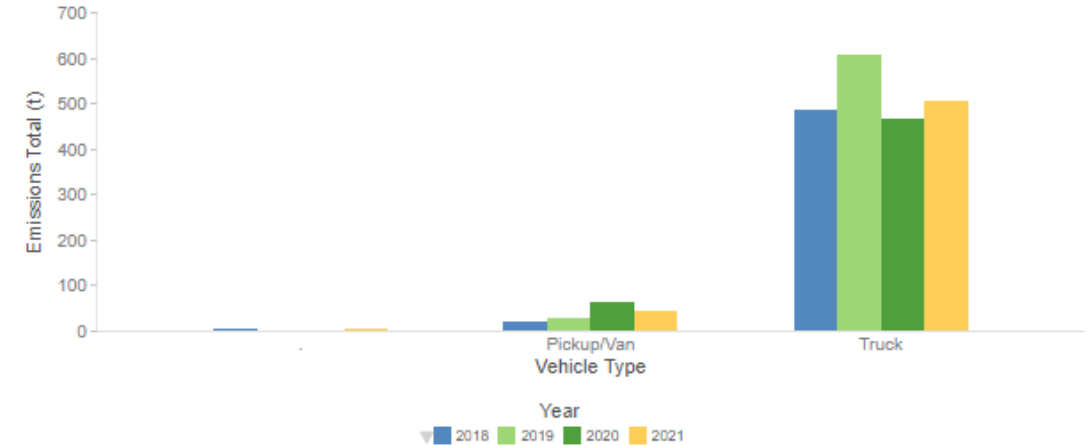
**Target:** 21% Reduction by 2024  
**Current:** Establishing Baseline

Vehicle Emission Totals  
by Vehicle Type and Year - Unleaded Gasoline



t = tonnes (CO<sub>2</sub>)

Vehicle Emission Totals  
by Vehicle Type and Year - Diesel



t = tonnes (CO<sub>2</sub>)

## Why is this important?

This KPI is important as the Corporation looks to lead by example by reducing greenhouse gas emissions and meet the City's Carbon Neutral target for City Operations by 2040. This target is aggressive however staff and the community are more likely to make the switch as they experience the benefits of this change. All services within the Corporation who operate Corporate Fleet (with the exception of Transit) contribute to this KPI.

## How is this measured?

Greenhouse gas emissions are measured by reviewing the annual average for fuel consumption of each vehicle (L/100km).

Additionally, emissions can be calculated by multiplying the total annual fuel consumption by the emission factor for the fuel type. The Emission Factor is determined by Natural Resources Canada.

## What progress are we making?

Currently Fleet teams are moving as many vehicles and equipment to Light Emission Vehicles & Zero Emission Vehicles as possible including light duty vehicles, hand tools, and ice resurfacers. The City's first fully electric vehicles were purchased in 2020. Alternative technologies are being explored for vehicles that may not currently offer light or zero emissions options.

All vehicles and equipment become eligible for replacement, operating groups are aware and conscious of the carbon neutral goals. At every opportunity, Fleet looks to replace with Zero Emission Vehicles and pilot alternative technologies when available.

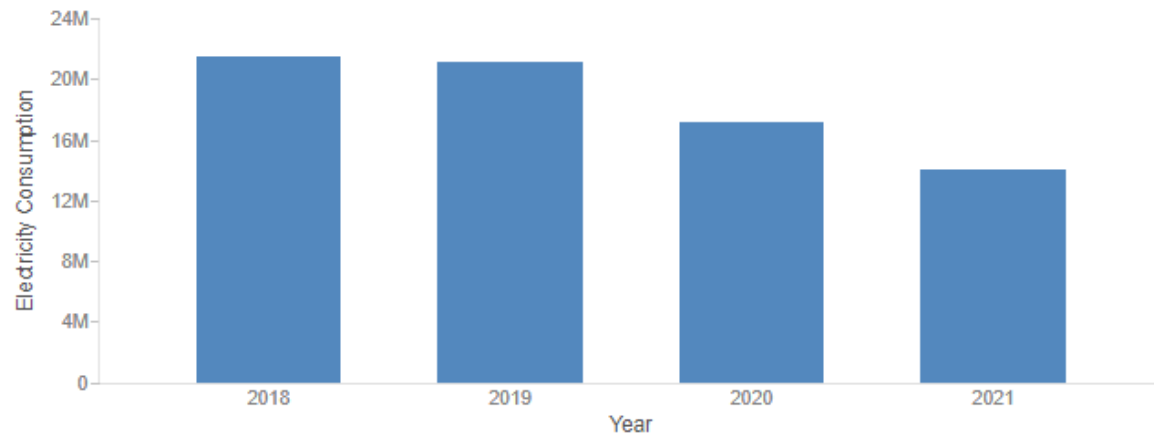
# Promoting and working towards a lower carbon footprint community.



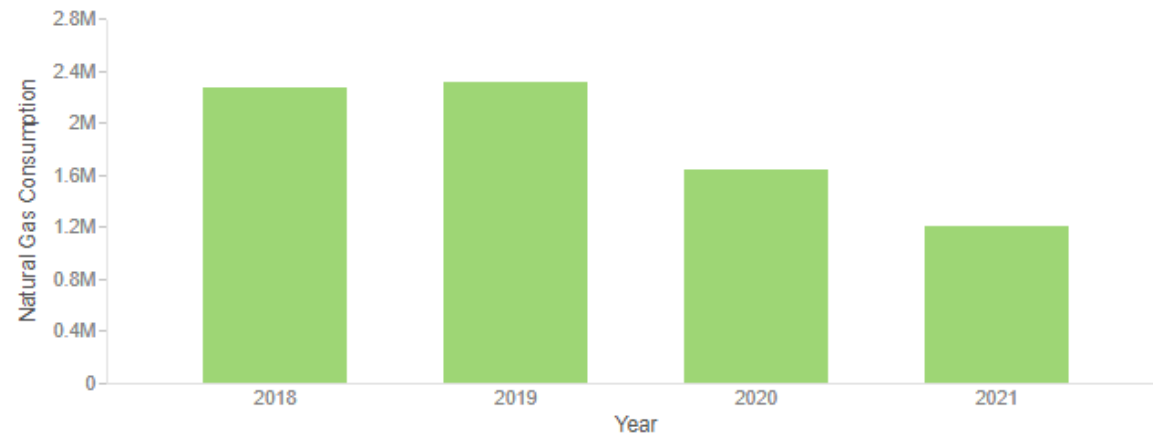
**Target:** Reduce the greenhouse gas emissions by 21% by 2024

**Current:** Corporate Energy are focusing on staff engagement and education in 2020 as well as future planning for deep energy retrofits and renewable energy installations at City facilities.

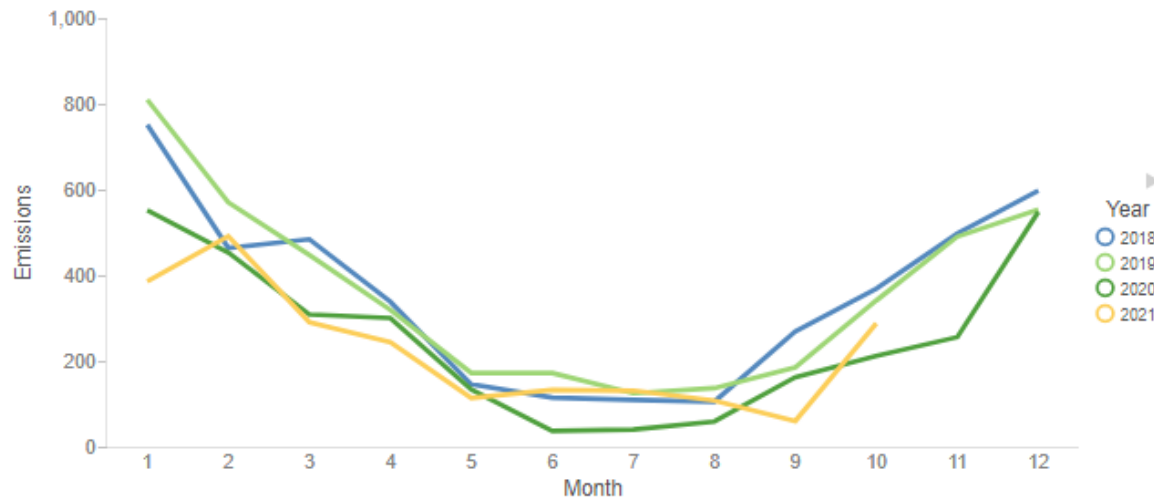
Electricity Consumption for City Facilities Total (kWh)



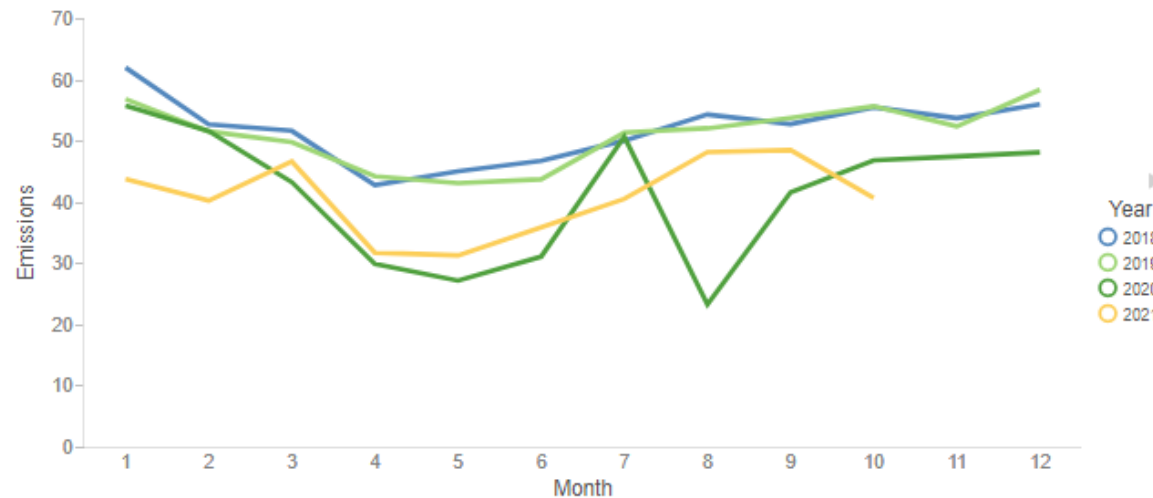
Natural Gas Consumption for City Facilities Total (Cubic Meters)



Greenhouse Gas Natural Gas Emissions by Month in (T CO2)



Greenhouse Gas Electricity Emissions by Month in (T CO2)





## Promoting and working towards a lower carbon footprint community.



**Target:** Reduce the greenhouse gas emissions by 21% by 2024

**Current:** Corporate Energy are focusing on staff engagement and education in 2020 as well as future planning for deep energy retrofits and renewable energy installations at City facilities.

### Why is this important?

Our strategic plan goal of having city operations to be net carbon neutral by 2040 is one of the most ambitious emissions reduction targets in the province. The two biggest factors for our corporate emissions are the electricity and natural gas used in our facilities and fuel used by our corporate fleet.

The facility data shown here accounts for approximately 65% of our total corporate emissions.

### How is this measured?

Emissions from our facilities are measured in tonnes (T) of Greenhouse Gas and are calculated using the electricity consumption data from Burlington Hydro and Natural Gas consumption data provided by Enbridge that are shown below.

This consumption data is then multiplied by factors provided annually in the National Inventory Report which is produced by the Federal Government.

### What progress are we making?

Staff are currently working on providing meaningful individual facility targets and monthly reports to facility operations staff. This regular interaction and discussion is providing information about how events, projects and weather influence energy consumption and emissions.

Energy Audits are also being completed at city facilities to identify small energy conservation measures as well as system selection for deep energy retrofits when major building elements and systems are due for capital renewal.

Energy and Environment staff have also begun a series of Lunch and Learns available to all city staff throughout 2020 to educate and inform about various topics including home energy conservation, electric vehicles and flood protection.

All of these actions are establishing a culture of conservation and mindfulness toward sustainable habits both at home and in the workplace.

### Learn more

Corporate Energy and Emissions Plan  
[Burlington Corporate Energy and Emissions Plan](#)

Climate Change Action Plan  
[Climate Change Action Plan](#)

# Increase the viability of the urban forest by ensuring biodiversity of Family/Genus/Species of trees.



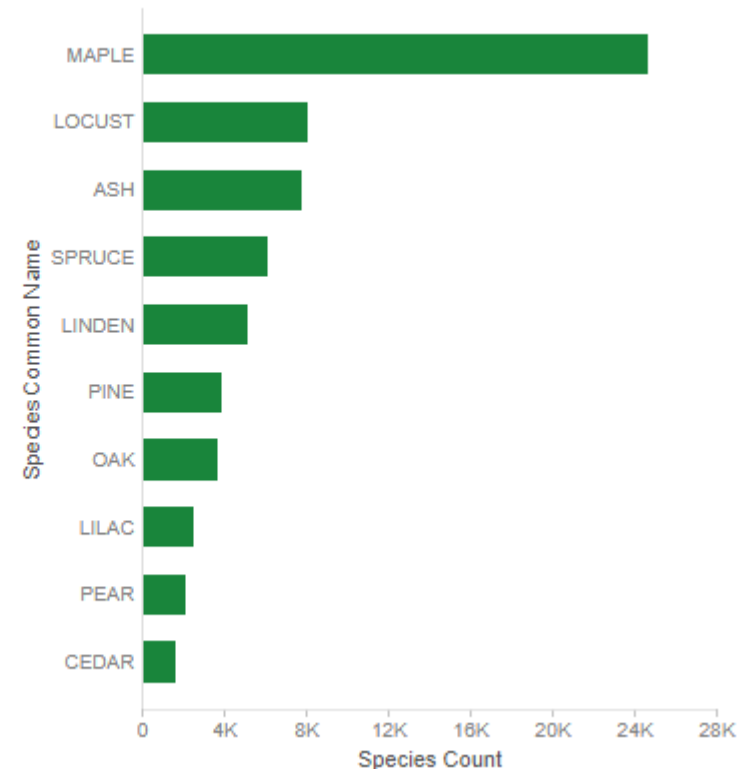
**Target:** Increase the City's tree canopy to 35% by 2041

**Current:** Data being updated regularly, with i-Tree Analysis to be completed in 2020.

Proportion of City Tree Species (Tag Cloud)



Top 10 Highest Counts of City Tree Species





## Increase the viability of the urban forest by ensuring biodiversity of Family/Genus/Species of trees.



**Target:** Increase the City's tree canopy to 35% by 2041

**Current:** Data being updated regularly, with i-Tree Analysis to be completed in 2020.

### Why is this important?

Increasing the canopy coverage City-wide is one of the most cost-effective ways to sequester carbon, combat the Urban Heat Island Effect, improve air quality, and absorb stormwater. Known as ecosystem services, these criteria can be measured for an Urban Forest over time and is a useful tool for Urban Forest Management. Growing the Urban Canopy is achieved not only by maintaining what is currently growing, but also investing in tree planting programs.

By planting the right kinds of trees in the right places, we can grow the urban tree canopy the right way. This means that the trees we plant are well suited to their existing conditions so they will grow well with fewer stress factors. The species that are selected are diverse which creates greater resiliency long term to pests and diseases, as well as changing environmental conditions.

A more resilient urban forest can grow for a very long time, growing large, healthy trees that provide a significant return on ecosystem services.

### How is this measured?

Canopy coverage can be measured with remote sensing tools, including LIDAR (Light Detection and Ranging), leaf-on aerial imagery, and GIS systems. These tools can be used individually or in concert to evaluate existing canopy coverage. Online tools are also available for use, such as the i-Tree Suite (previously UFORE), developed by the US Forest Service. i-Tree will measure the canopy coverage of a given community and also analyze the ecosystem services an urban forest provides in simple dollars and cents. The City uses i-Tree technologies for this reason.

### What progress are we making?

An urban tree canopy (UTC) assessment was completed by the City in 2010; it was found that the City had 23% canopy coverage. Since that time, the City's urban forest has been impacted by the effects of Emerald Ash Borer (EAB), as well as a major Ice Storm. An updated urban tree canopy assessment is forthcoming for 2020/2021, as part of an update to the City's Urban Forest Management Plan.

**A Risk Governance Framework is currently being developed which will guide analysis of Vision to Focus (V2F) goals and initiatives.**