

Service Information Workshop

Day 4 Session 8

December 15, 2022



Agenda



- Service Investment



- Current Service Delivery



- Asset Investment



- Service Delivery Risks



- KPIs



- Service Goals and Objectives

Good Governance & Enabling Services (Part 2)

Internal Audit

Corporate Strategy

Corporate Legal

Financial
Management

Human Resources

Information Technology



Who Are we?

Internal services provide foundational support across the entire organization. Our services, innovations and transformations impact our community as they enable the public facing services to directly deliver to our residents.





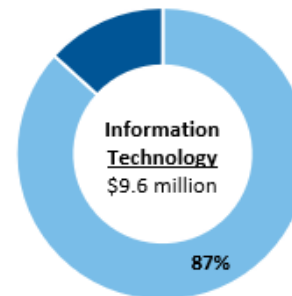
Service Investment

Operating Investment
Including One time COVID Impacts

Services	2022 Approved						
	Total Expenses	Total Revenues	Net Budget	% Of Tax Levy	Full Time FTE	Part Time FTE	Total FTE
Internal Audit	\$ 233	\$ -	\$ 233	0.12%	1.0	0.0	1.0
Corporate Strategy	\$ 1,775	\$ -	\$ 1,775	0.95%	7.0	0.0	7.0
Corporate Legal	\$ 2,295	\$ (398)	\$ 1,898	1.01%	14.0	0.0	14.0
Financial Management	\$ 4,760	\$ (894)	\$ 3,866	2.06%	37.0	0.0	37.0
Human Resources	\$ 3,189	\$ (155)	\$ 3,034	1.62%	17.0	1.6	18.6
Information Technology	\$ 11,142	\$ (1,480)	\$ 9,663	5.16%	40.0	1.5	41.5
Total Good Governance	\$ 23,396	\$ (2,927)	\$ 20,469	10.93%	116.0	3.1	119.1

Numbers are in \$ Thousands and may not add due to rounding

Percentage of 2022 Operating Investment Funded by Property Taxes



■ Net Property Tax Supported
■ Other Revenues and Recoveries

Key Service Priorities



ENHANCING OUR SERVICES

Improving our customer's experience through our collective services

- Opening the Digital Window
- Implementing Continuous Improvement Strategy
- Attracting and retaining Human Capital
- Proactive cyber security protection
- Modernizing financial and human capital management systems and processes



ENVISIONING THE FUTURE

Transforming our services to achieve our aspirational goals

- Designing & defining the Future of Work within our People Strategy
- Leveraging Digital Transformation
- Updating Burlington's vision for tomorrow: Vision 2050 and V2F 2022-2026
- Refining Multi-year Community Investment Plan
- Maintaining Multi-year Capital and Operating Tax simulation



SUPPORTING GOOD GOVERNANCE

Informing and advising council and staff to support effective decision-making

- Supporting Multi-platform advocacy and government relations
- Providing Professional legal advice and counsel
- Performing Independent and objective internal and external audits
- Ensuring Strong financial management and monitoring
- Unlocking data as an asset



Recent Continuous Improvements

Service	Accomplishment	Outcome
Finance	• Updated Procurement bylaw • Updated Development Charges bylaw, park dedication bylaw, and developed Community Benefits Strategy unexpectedly mandated by Province through Bill 108 • Introduction of multi-year community investment plan	= Ethical, accountable fair, open and transparent procurement practices = Growth pays for growth = Establishing a foundation for multi-year outlook of financing needs for major community investment opportunities for strategic consideration by Council
Legal	• Developed insurance portfolio KPIs • Implemented system to monitor/invoice/renew land related agreements • Moved to concept of shared office space to facilitate hybrid work	= enhanced tracking performance and trends = more efficient tracking and timely renewals = support employees work-life harmony and more effective use of space
Human Resources	• Developed a multi-year compensation approach • Launched Health and Safety portal for supervisors • Introduced training for senior leadership in Diversity, Equity and Inclusion • Completed corporate-wide Culture Survey • Workday configuration review	= to provide the foundation for attraction and retention initiatives = using data to identify trends and develop mitigation strategies = enhanced understanding of how leadership behaviours influence staff = identify trends and develop approaches for continuous improvement = streamlined and updated policies and processes



Recent Continuous Improvements

Service	Accomplishment	Outcome
Corporate Strategy and Risk	• Embedded change management into project management and corporate change initiatives • Implementation of Continuous Improvement strategy • Delivery of Risk to Strategy program	= greater likelihood of successful implementation and adoption of new approaches = influencing independent staff capability for leading process and service delivery improvements = understanding of barriers to achieving aspirational goals and anchoring responsibility for monitoring of risks
Information Technology Service	• Wholistic review and documenting of technology landscape in preparation for software application rationalization • Introduction of enterprise architecture practice • Educated staff and supported experimentation in alternative service delivery through human centered design and agile implementation • Enhanced infrastructure and security supporting remote workers and virtualization of meetings	= Reuse of investments and greater cost control. = Integration of systems for reuse, strategic investments, unlocking data for predictive analysis and decision making, reduce duplication, cost control. = Build solutions that work for and are embraced by residents/end users, more timely response to emerging policy needs, greater engagement. = Continuous improvement in protection of City's computer systems reducing cybersecurity risk, enabling productivity and engagement.
Internal Audit	• Updated and refreshed the Internal Audit Manual and Inherent Risk Assessment methodology • Signed agreement with Deloitte to perform quality assurance services for City Auditor's working papers	= Improves the quality of internal auditing and conforms with international professional standards = Improves the quality of internal auditing and increases accountability over Office of the City Auditor



Assets Supporting Service Delivery



142

Insured city assets
(insured value of \$504m)



211 (↑ 21)***

Software Applications
(Many Cloud)



1,317

Desktops/Laptops (↑10%)*

242

Physical/Virtual Servers



570

Mobile Devices

550

Desk Phones (↓ 37%)*



managing

12TB

↑ 39% structured data**

38.8TB

↑ 30% unstructured data**

7.06TB O365

↑ 1TB Last 6 months / 28% YGR

* = Since 2019 / ** = Since 2018 / *** = Since 2021

Recent Asset Investments

Capital Project Highlights



Current Service Delivery Risks

Risks – External Source

- **Speed & breadth of legislative changes:**
 - Creates organizational and strategic planning instability & uncertainty
 - Increased legal cost & uncertainty of outcomes
 - Financial exposure as no longer seeing growth pay for growth
- **Competition for talent - attracting qualified candidates:**
 - Corporate-wide staff turnover
 - Duplication of effort in re-posting
 - Extended timelines to fill vacancies and downstream impact on staff filling gaps
 - Negative impact on HR service capacity

Risks – Internal Source

- **Accelerated pace & scope of change:**
 - Unsustainable strain on the organization's capacity
 - Overwhelming the organization's culture
 - Inability to meet expectations of community given breadth of pressures
 - Only focusing on the “here and now” no chance to think strategically
- **Unstructured Enterprise Architecture:**
 - Increased cost to maintain technology sprawl
 - Incompatibility of technologies
 - Inability to leverage technology and business investments

Risk to Achieving Our Objectives

- Replenishing Reserves & Reserve Fund balances to meet approved targets and create financial stability and flexibility
- Uncertain economic conditions, increasing interest rate environment impacts cash flows, and increases the cost of debt
- Uncertain staffing landscape to meet service levels.
- Change in other levels of government legislation and/or policy creating a disconnect to current city goals and objectives
- A lack of enterprise and collaborative processes to strategically prioritize and align projects/initiatives and plans.
- A shift in staff/leadership resulting in changes to decision making systems, processes, technology systems and business approaches

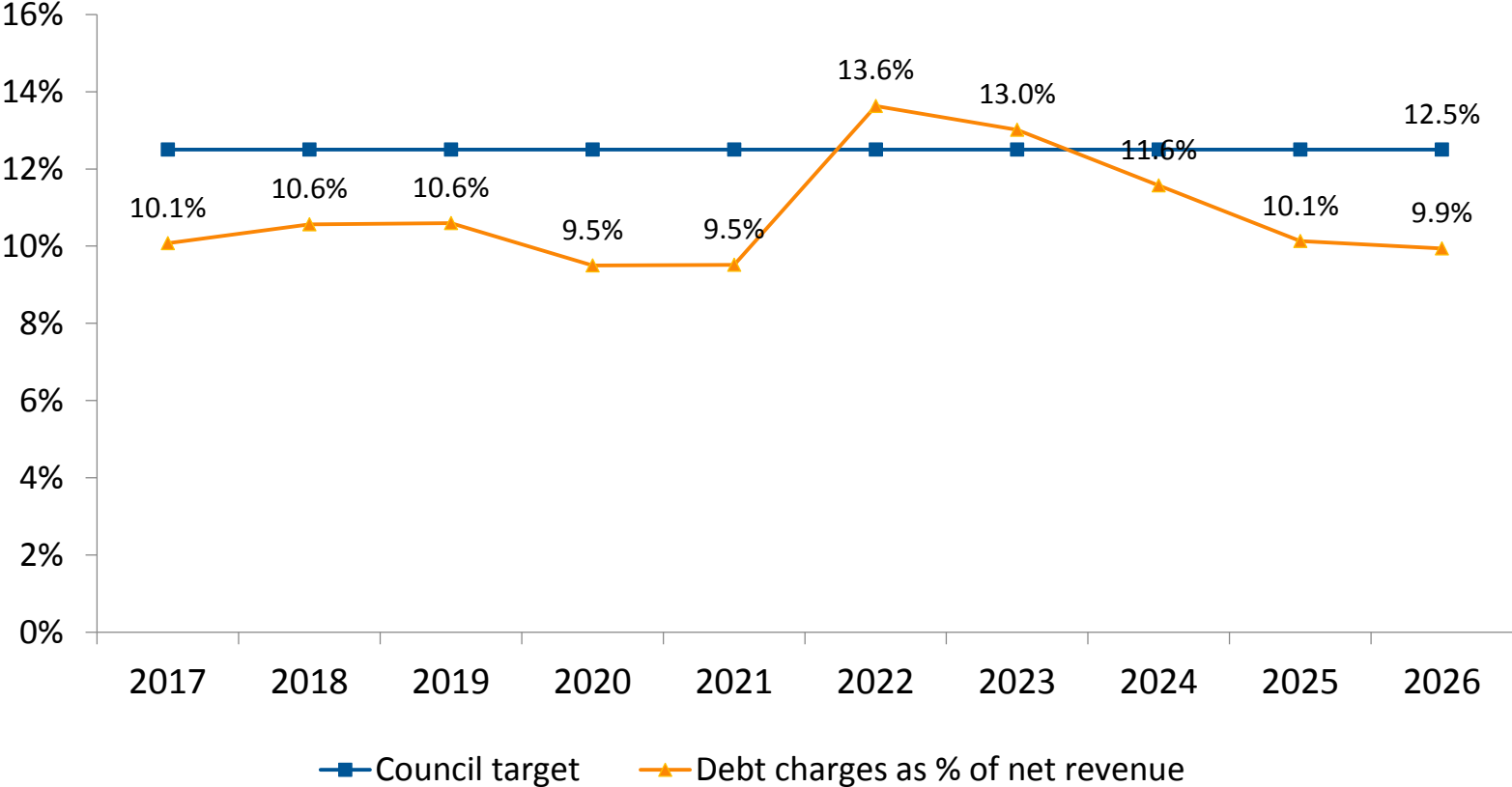
Key Performance Indicators



Envisioning the Future



Debt Charges as a Percent of Net Revenues

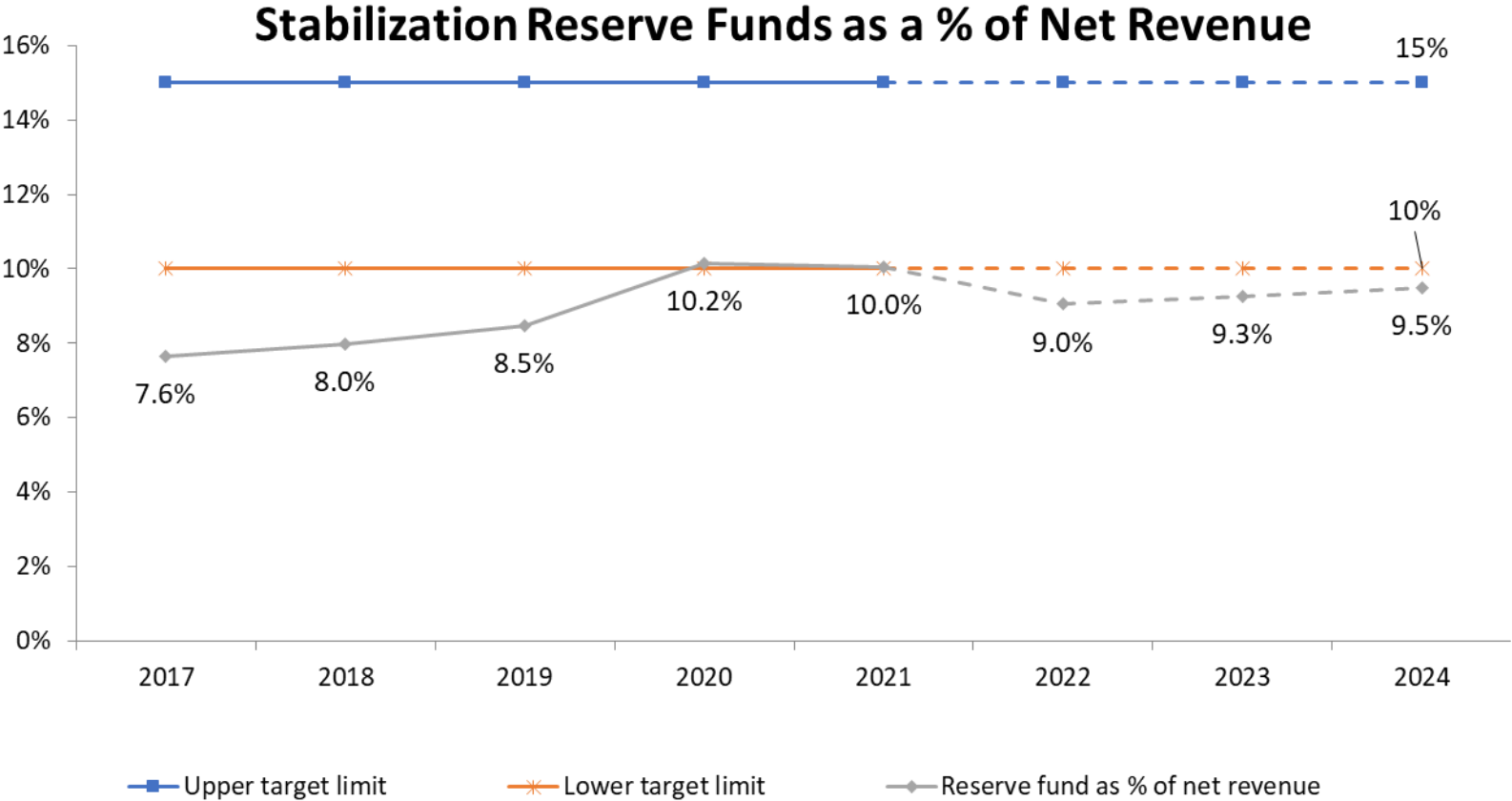


Forecast does not include strategic investment opportunities that may arise in the future and are not currently approved by Council.

Key Performance Indicators



Envisioning the Future



Stabilization reserve funds cushion the effect major expenses would otherwise have on tax rates in a given year.

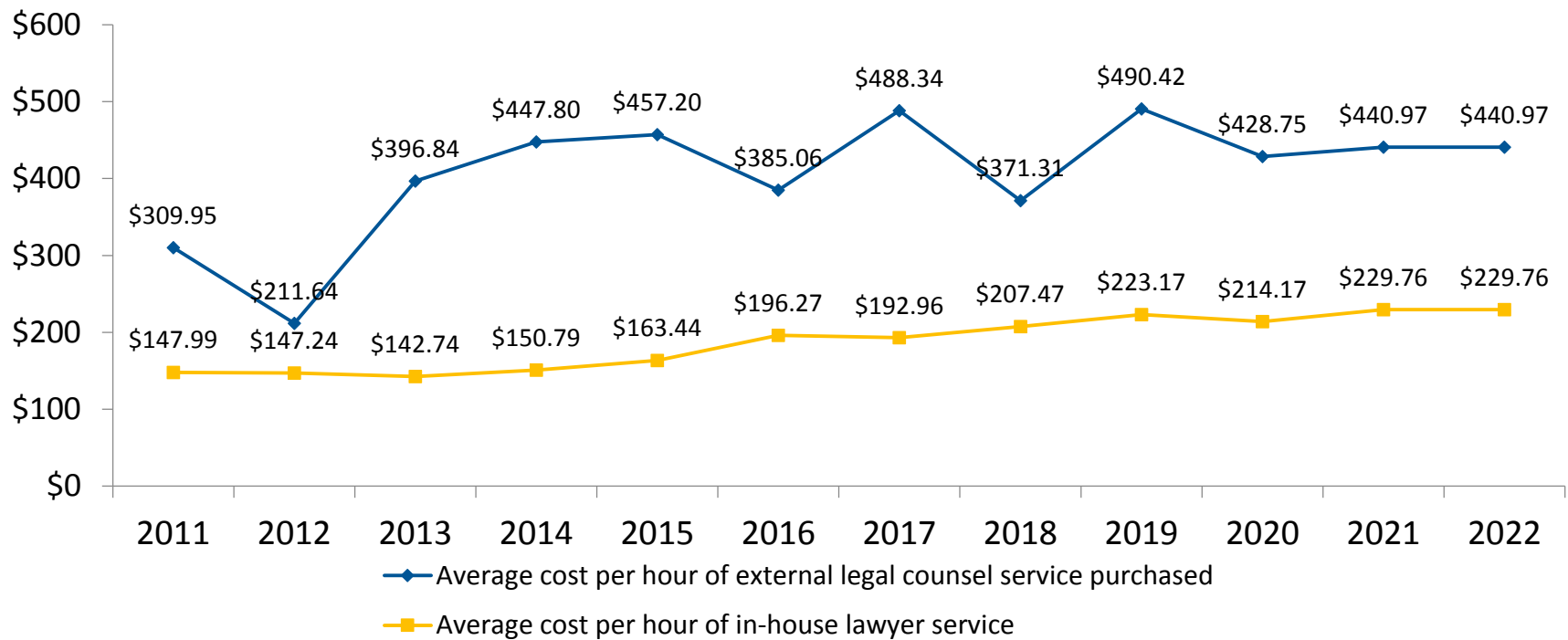


Key Performance Indicators



Supporting Good Governance

Average Cost per Hour of Legal Service (Internal vs. External)



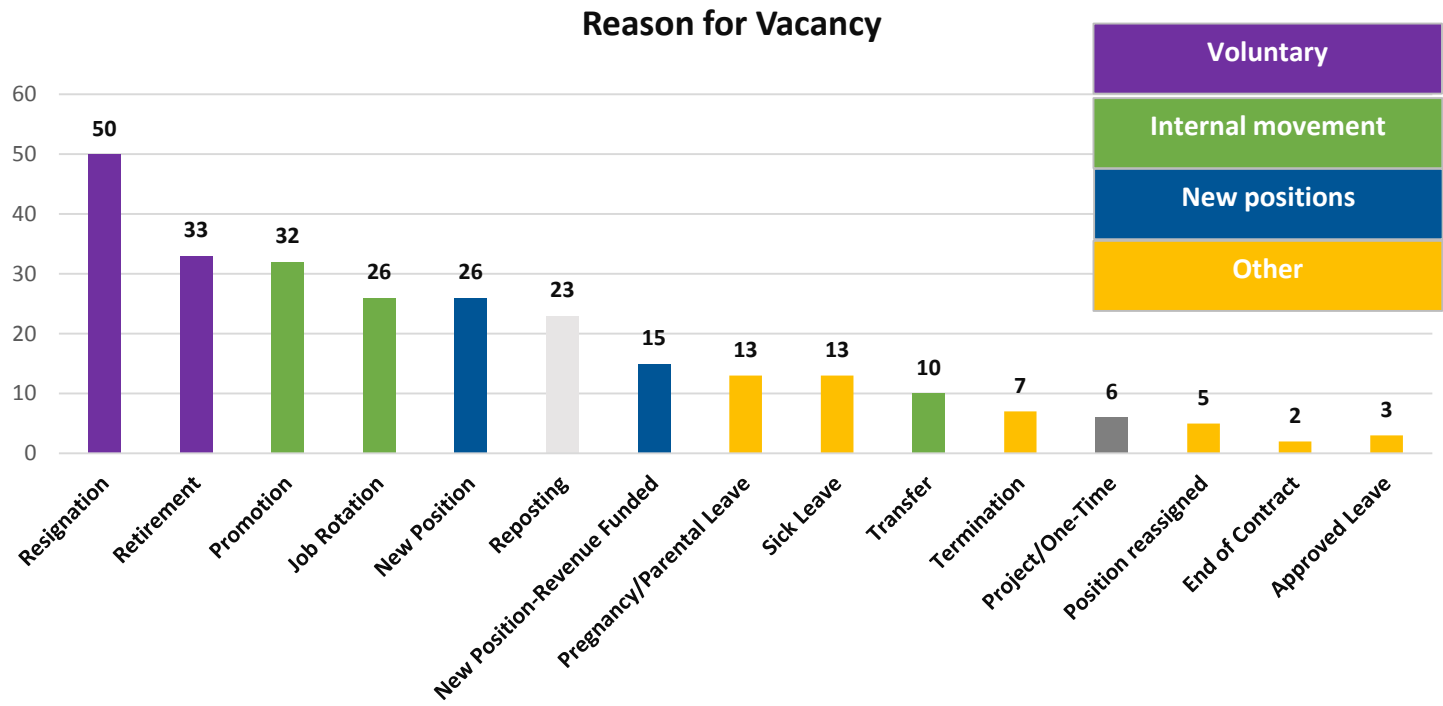
While the cost per hour of external legal services is almost twice the cost per hour of internal legal services; the volume and specialized nature of the work requires the use of external legal services.



Key Performance Indicators



Enhancing Our Services



The City is experiencing significant difficulty attracting and retaining employees. This negatively impacts workload, people management, sick leave/LTD and our ability to provide services.

Data Collected from January 1, 2022 up to September 30, 2022

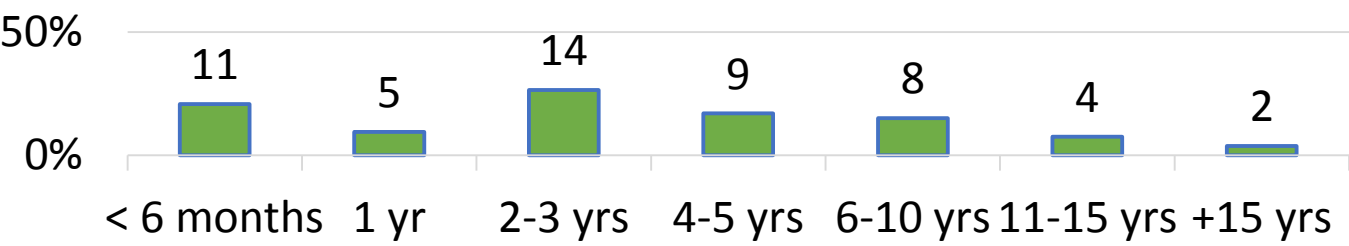


Key Performance Indicators

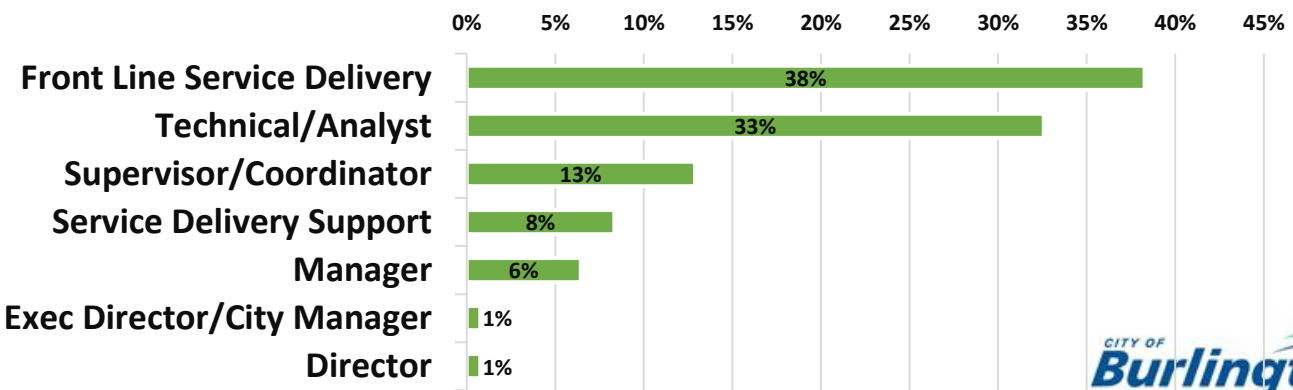


Enhancing Our Services

Years of Service of Full Time Staff Who Resigned



Vacancies by Employee Grouping



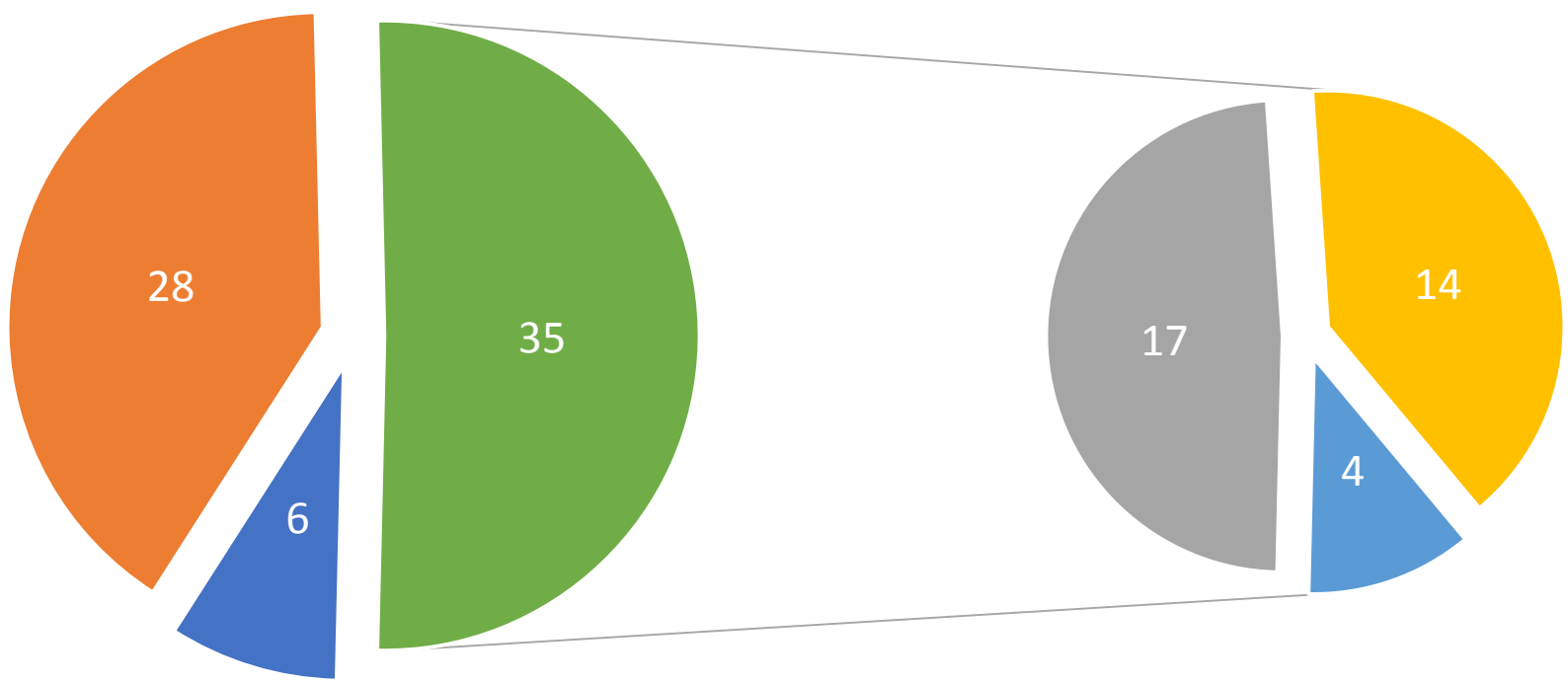


Key Performance Indicators



Envisioning the Future

Overall IT Project Portfolio



■ Backlog ■ Demand ■ New / Enhancements ■ Infrastructure Renewal ■ Transformative

The demand for technology to enable business outcomes has increased year over year increasing backlog. Prioritization will be essential to ensure that the priorities of the organization are being addressed and balance viability and feasibility.



Key Performance Indicators



Supporting Good Governance

Number of Phishing URLs in our	Over 570 (2021 – 4500) URLs are scanned daily, 1% (2021 – 6%) of all URLs are malicious
Web attack	On Average 193 (2021 – 250) attacks are blocked on a daily basis, 17% (2021 - 22%) are classified High or Critical severity
Security Awareness Training completion rates	Completion rate for 2019 89% Completion rate for 2020 86% Completion rate for 2021 65% Completion rate for 2022 67% (as of November)
Controls	New security measures implemented in the last 12 months = 11

Cybersecurity continues to be a key risk to the City requiring constant vigilance in monitoring and detecting threats. Investments over the past 2-3 years are showing benefits. Training is a concern.

Future Service Goals and Objectives

Opportunities

- Improved data governance, management and leveraging data analytics to support business decisions
- Implementation of Hybrid Workforce
- Enterprise business planning and portfolio management and prioritization
- Strategic land acquisition
- Build internal legal capacity for litigation (planning, insurance)

Industry Trends

- Insurance market hardening for municipalities
- Information as a strategic asset
- Digital Transformation - fundamentally changing how we operate and deliver services including support for our future of work
- Multi-Year Budgeting
- The competition for talent is “on”
- Increased provincial control/centralization in municipal matters
- National & international economic pressures



2023-2027 Initiatives

Service	Key Initiative	Year
Finance, HR, ITS	Implementation of Workday	2023
Finance	Enhance Multi Year Simulation & Community Investment Plan	2024
Finance	Development Charges and Community Benefits Strategy Update	2024
Corporate Strategy & Risk	Vision to Focus: 2022-2026 – setting the 4-year council workplan	2023
	Enterprise Business Planning & Portfolio Management system & processes	2023
	Vision: 2050 Strategic Plan	2026
Human Resources	Completion of Job Evaluation Process	2023
	Performance Management System/Processes	2023-2024
	Diversity and Inclusivity Strategy	2024-2025
Legal	Fully Operationalize In-house insurance litigation function	2025
Digital Service (formerly ITS)	Transforming to Digital Service platforms, application rationalization, data strategy, advanced digital delivery practice including human centered design.	2023-2025

Service
Investment

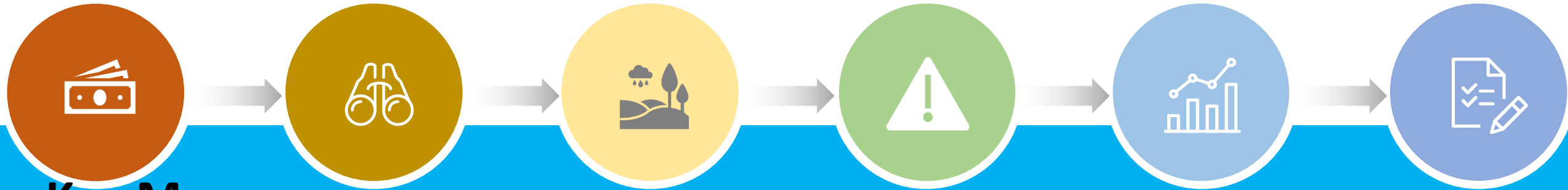
Current
Service
Delivery

Asset
Investment

Service
Delivery Risks

Key
Performance
Indicators

Service Goals
and
Objectives



Key Messages:

- Our services are fundamental to enabling and supporting the operations of the city to effectively deliver city services and accomplish objectives and goals.
- Municipal landscape is in a state of flux resulting from changes to key provincial legislation creates organizational, financial and strategic planning instability & uncertainty.
- Managing corporate risks requires sufficient investment to support the strategic directions and all city services.
- Encouraging and developing a culture of innovation allows us to take advantage of opportunities while recognizing the risks and managing priorities.
- Maintaining and increasing technology enablement and building staff competency to lead and adapt to change.

