

# Service Information Workshops - Closing Session

December 15, 2022



# Agenda



- Information Session Recap



- Key Priorities and Themes



- Human Capital Forecast



- Roadmap Forward



- Discussion



## Service Structure of the City



### A City that Grows

- Building Code Permits and Inspection
- Burlington Economic Development
- Community Design and Development Review



### A City that Moves

- Parking Management
- Road and Sidewalk Maintenance
- Roads and Structures - Design and Construction
- Specialized Transit
- Traffic Operations Management
- Transit
- Transportation Planning



### A Healthy and Greener City

- Cemetery
- Environment and Energy
- Organized Sport Support
- Parks and Open Space - Design and Development
- Parks and Open Space - Maintenance
- Recreation
- Surface Water Drainage
- Urban Forestry



### An Engaging City

- Art Gallery of Burlington
- Arts and Culture
- Burlington Museums
- Burlington Performing Arts Centre
- Burlington Public Library
- Corporate Communications and Engagement
- Tourism Burlington



### A Safe City

- Animal Services
- By-Law Enforcement and Licensing
- Emergency and Continuity Management
- Fire Protection and Prevention
- Halton Court Services



### Good Governance

- Corporate Legal
- Corporate Strategy
- Internal Audit
- Legislative Services
- Mayor and Council




### Enabling Services

- Asset Management
- Corporate Customer Experiences - Service Burlington
- Facilities and Buildings - Design and Construction
- Financial Management
- Fleet Management
- Geographic Information and Mapping
- Human Resources
- Information Technology
- Sign Production

# Investment in City Services



The chart below illustrates where the City invests the revenue it receives from property taxes for these service categories

	 A City that Grows	 A City that Moves	 A Healthy and Greener City	 An Engaging City	 A Safe City	 Good Governance	 Enabling Services
Total Operating Investment	\$13.2	\$54.5	\$43.4	\$19.0	\$37.7	\$8.5	\$26.2
Portion Funded by Property Taxes	\$3.2	\$39.0	\$28.5	\$18.5	\$34.2	\$7.3	\$19.4
Total Capital Investment	\$0.9	\$37.7	\$28.5	\$1.8	\$3.4	\$0.0	\$5.1

*\*values in millions*

Figures represent 2022 Approved Budget



# Risks to Achieving Our Objectives



## Corporate Risks

Inflation

Staff illness and burnout

Staff Attraction & Retention

New Legislation

Project/initiative overload

## How are we managing these risks

Updating project costs and managing expenses where possible

Recently enacted mask mandate, Fill vacancies

New Job Evaluation Program

Monitor, comment and advocate for Burlington's interests

Prioritization of projects, new Enterprise Business Planning & Portfolio Management

# Risks to Achieving Our Objectives



## Service Delivery Risks

Staffing Vacancies

Change fatigue and staff burnout

Continued COVID Impacts

Aging technology and assets

Supply chain delays

## How are we managing these risks

New Job Evaluation Program, Fill vacancies

Prioritization of projects and initiatives

Monitoring staff illness statistics and Government COVID Impact Funding Opportunities

Updated Digital Strategy

Monitor and make accommodations where applicable

# Results Based Accountability (RBA)



## 2 – Kinds of accountability

- Population accountability
- Performance accountability

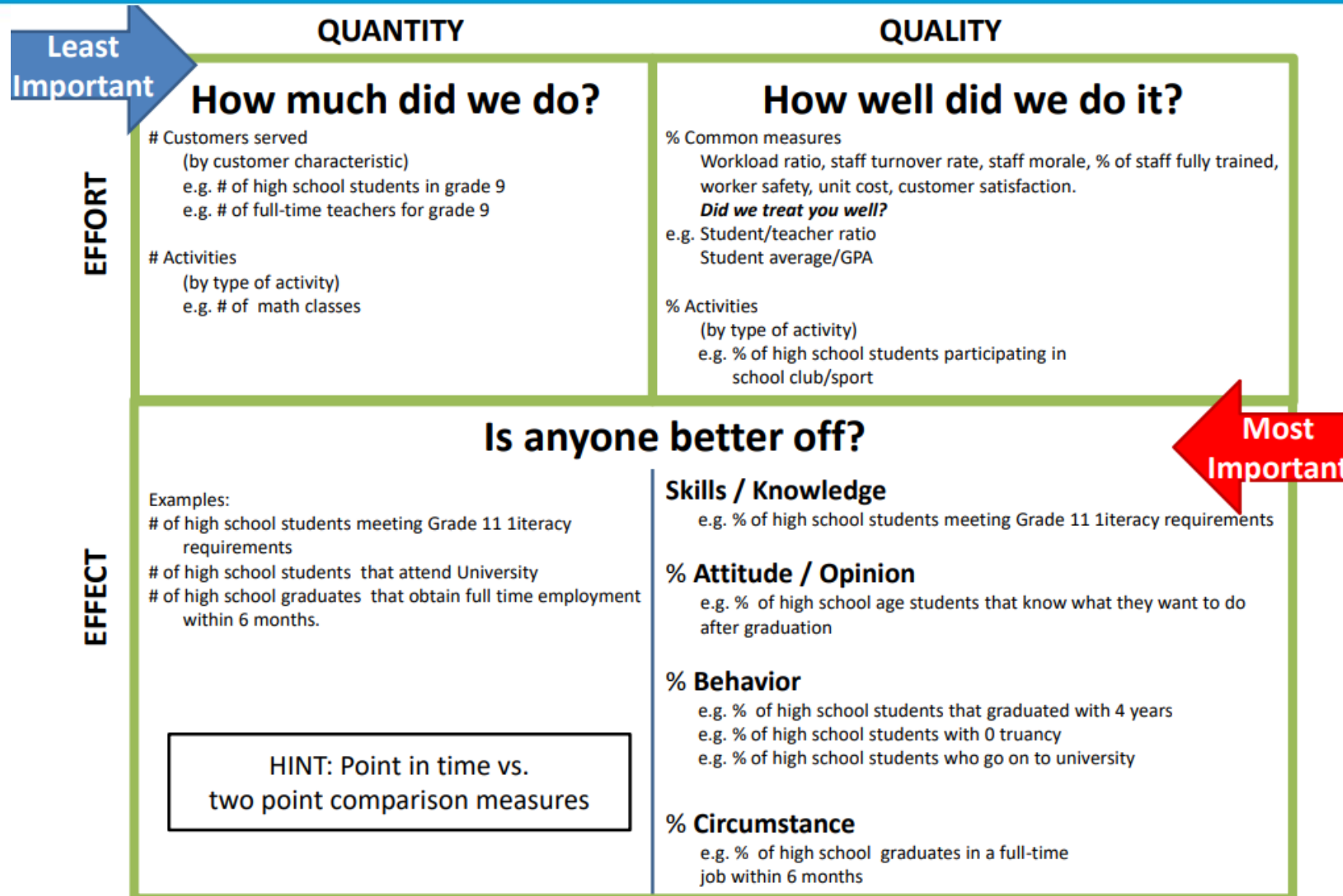
## 3 – Kinds of performance measures

- How much did we do?
- How well did we do it?
- Is anyone better off?

## 7 – Performance accountability questions (in less than an hour)

- 1) Who are our customers and how much do we do?
- 2) How well do we do it?
- 3) Is anyone better off?
- 4) How are we doing on the most important of these measures?
- 5) Who are the partners that have a role to play in doing better?
- 6) What works to do better, including no-cost and low-cost ideas?
- 7) What do we propose to do?

# Results Based Accountability (RBA)



Source : Mark Friedman founder and director of the Fiscal Policy Studies Institute [www.resultsaccountability.com](http://www.resultsaccountability.com)



# 2023 Key Service Priorities Summary



## Focusing and Designing for the Customer's Experience



## Transforming to Digital Solutions



## Attracting and Retaining Great People



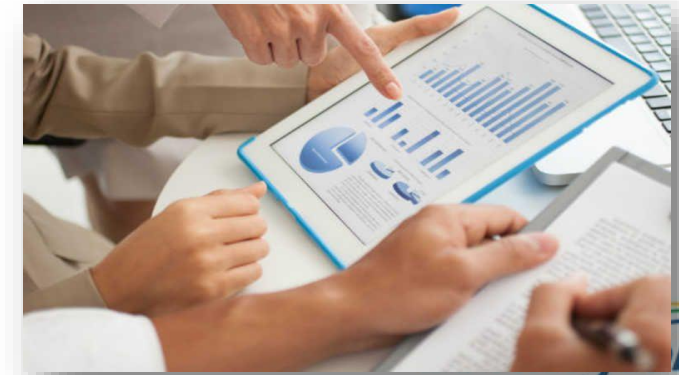
## Navigating and Responding to Change



## Shifting from Reactive to Proactive



## Getting Better at Using Data



Service  
Investment

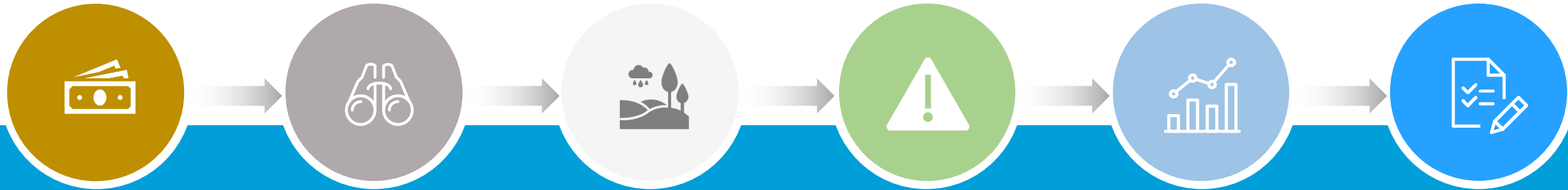
Current  
Service  
Delivery

Asset  
Investment

Service  
Delivery Risks

Key  
Performance  
Indicators

Service Goals  
and  
Objectives



## Key Themes

- Community engagement and our customer's experiences with ease in access to city services are a primary focus into 2023.
- Continue to invest Business Transformation through the implementation of AVL, ERP, EAMS.
- Investing in people and staff resources are critical to delivery of services. Ensuring staffing models and resource capacity matches the expected service levels.
- Investing in a Climate Resilient Burlington affects the service delivery for many areas.
- Infrastructure plans, master plans and community plans continue to be foundational to address responsive growth, good asset management and financial responsibility.

Service  
Investment

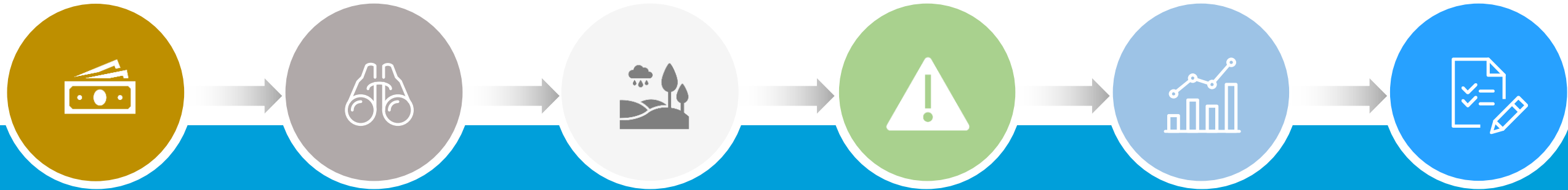
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## Key Themes

- Technology, information, data and digital transformation are fundamental to the future of the organization
- To continue to grow responsibly and ensure a safe city, the growth of resources in the organization must meet the need to deliver the services
- The speed of change and the need to shift approaches to match expected service delivery is complicated and necessary however takes time and money.
- The delivery of many plans, initiatives, projects and processes rely heavily on coordinated efforts and streamlined processes.
- Current legislative pressures are driving change and, in some areas, significantly changing the way services are delivered
- Corporate culture needs attention for several reasons; staffing vacancies, workload expectations and the continued learning curve of the hybrid approach

# Human Capital Forecast



Department		2019-2022		Proposed		Forecasted							
		Total		2023*		2024**		2025		2026		Total	
		FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Direct Customer Facing	Engineering	2.9		2.0				1.0				5.9	
	Fire	2.0	0.5	4.0		12.0		11.0		13.0		42.0	0.5
	Recreation, Community & Culture	8.1	(5.1)			13.7	(5.45)	1.0				22.8	(10.6)
	Roads, Parks & Forestry	20.0	(1.1)	4.0	1.2	15.0		8.0		2.0	4.85	49.0	5.0
	Community Planning	19.0				1.0						20.0	
	Transportation		(1.0)	1.0				1.0				2.0	(1.0)
	Transit	23.0	1.6	9.0		15.0	0.4	12.0	1.0			59.0	3.0
	Building & By-Law	7.0										7.0	
	By-law Compliance (established 2023)			5.0		3.0		6.0		2.0		16.0	
	Customer Experience	1		3.0		2.0		1.0				7.0	
	Mayor's Office			1.0								1.0	
Direct Customer Facing - Total		83.0	(5.1)	29.0	1.2	61.7	(5.1)	41.0	1.0	17.0	4.85	231.7	(3.1)
Strategic Support Services	Office of the City Clerk	1.0				1.0		2.0		1.0		5.0	
	Corporate Legal	1.0		2.0		4.0						7.0	
	Finance			2.0		2.0		1.0				5.0	
	Human Resources	3.0		5.0		5.0		1.0				14.0	
	Digital Service (formerly Information Technology Services)	6.0	(0.1)	10.0	(0.5)	11.0		4.0		3.0		34.0	(0.6)
	Corporate Strategy			1.0		1.0						2.0	
	Corporate Communications & Engagement	2.0		1.0		2.0						5.0	
	EICS - Facilities and Environment & Energy	1.0		1.0		1.0		3.0				6.0	
Strategic Support Services - Total		14.0	(0.1)	22.0	(0.5)	27.0	0.0	11.0	0.0	4.0	0.0	78.0	(0.6)
Total		97.0	(5.2)	51.0	0.7	88.7	(5.1)	52.0	1.0	21.0	4.85	309.7	(3.7)

\* 2023 proposed does not include one-time funded positions

\*\* 2024 includes positions not accommodated in 2023 proposed budget.

# Budget 2023 Pressures



Economic Factors  
(Inflation, Supply Chain)

Labour Market  
& Workforce

Legislative  
Changes

Strategic  
Community  
Investments

Infrastructure  
Funding

COVID-19

Environmental  
Considerations

Community  
Festivals &  
Events





## Timelines

Council Workshops	Service Information Sessions November 29 & 30, December 12 & 15, 2022
CSSRA	2023 Budget Overview January 9, 2023
Virtual Budget Townhall	January 19, 2023 7:00 - 8:30 pm
CSSRA	2023 Budget Review & Approval February 7 & 9, 2023
Council	2023 Budget Approval February 14, 2023



## Final Thought

We know more today than we did yesterday.

We will know even more tomorrow than we do today.

That's the knowledge we will build on.

# Service Information Sessions

