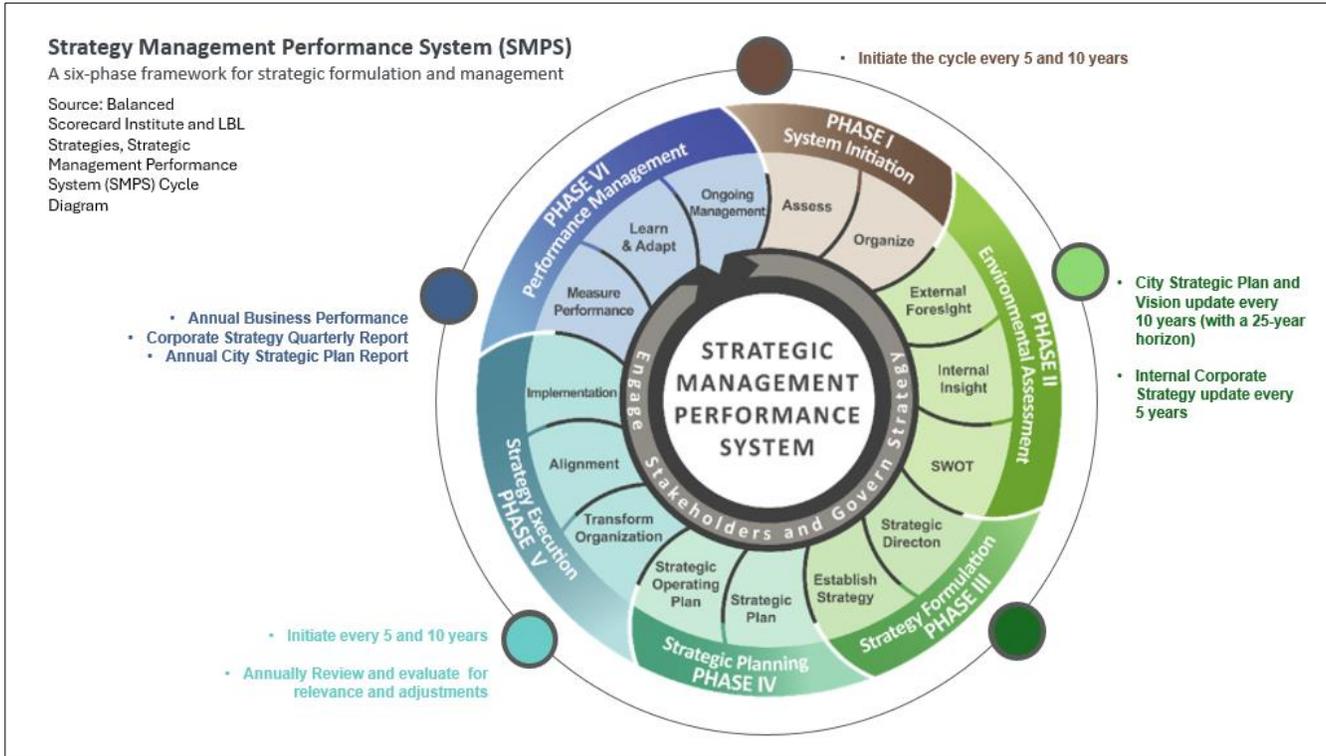




Appendix A: Strategic Re-alignment Activities and High-level Corporate Strategy Content

Burlington’s Executive Leadership Team (XLT) has undertaken the re-alignment and assessment of the current strategy and performance management systems within the organization using the Strategic Management Performance System (Diagram B) as a guiding framework. This included the development of divisional priorities, objectives, key performance indicators (KPIs), and targets. This foundational work was completed through an internal insights assessment and Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis which led to the development of the strategic operating plan (The Corporate Strategy) and aligning performance measures. It was important for the new executive leadership to undergo this re-alignment to ensure organizational alignment, identification of cross functional interdependencies, and drive performance accountability. The following Diagram B is the full Strategy Management and Performance System that the organization and leadership have used to guide strategy formulation, planning, execution and performance management.

Diagram B



The following outlines in details the activities and deliverables executed since September 2024.

- **XLT Strategy Sessions & SWOT Analysis:** Conducted workshops to reassess Burlington's strengths, weaknesses, opportunities, and threats. Defined gaps, alignments, and management systems and capabilities for execution of priorities.
- **Elevated Strategic Objectives:** Established core themes around community impact, transparency, partnerships, and sustainable growth.
- **Corporate Strategy Map & Alignment Mapping:** Developed a framework to ensure divisional and departmental objectives align internally create synergies, effectiveness, and clarity.
- **Strategic Scorecard & Performance Monitoring:** Designed a measurement system to track progress and outcomes. Launched Gen 1 Corporate Dashboard for Executive Leadership as of April 1, 2025.
- **Engagement with Council & Stakeholders:** Conducted feedback loops to refine approaches, content, and the scope of the new plan.

As a result of the comprehensive analysis and strategic re-alignment work, themes, strategic objectives, and KPIs have been determined for the 5-year corporate strategy. The following is a summary of the Corporate Strategy, the overarching objectives of the organization and examples of KPIs used to track progress and create accountability.

The Strategic Directions of the Organization. The high-level, overarching priorities to achieve the vision and mission.

1. To Deliver Positive Community Impact
2. Build Transparency and Public Trust
3. Unlock Innovation and Partnerships
4. Enable Sustainable Growth

The Objectives that Help Deliver the Goals. The objectives bridge the gap between the high-level priorities and operational execution. These objectives are grouped in four balanced scorecard perspectives:

1. Customer, Community, and Partners
 - Strengthen community resilience and environmental sustainability

- Foster collaboration with external partners
 - Ensure services and decisions reflect community priorities
2. Financial Stewardship
- Drive financial sustainability
 - Optimize resource planning and utilization
3. Internal Processes (Enablement and Operations)
- Streamline operational and decision-making processes
 - Improve governance and accountability
 - Leverage technology for efficiency and enhanced customer experience
 - Build a foundation for operational excellence and future growth
4. Our People
- Strengthen leadership and staff relationships
 - Cultivate a high-performing leadership team
 - Develop a future-thinking and stable workplace culture

The Strategic Performance Indicators. The following are a draft sample of the suggested metrics to be used to measure the organization’s high-level progress towards achieving the objectives of the organization. These measures provide quantifiable insights into how effective the organization is executing and delivering the 5-year corporate strategy. It is important to note that each division in addition to these Strategic Performance Indicators, also utilize operational KPIs and targets to assess the operational processes and service delivery within each department.

- Overall satisfaction rating for quality of City services
- Service response time (contact center)
- Number of customer inquiries (contact center)
- First point of contact resolution rate (contact center)
- Participation rate in public engagement activities
- Public satisfaction rating for City communications
- Social media engagement rates
- Attendance at City run events
- Recreation facilities satisfaction and usage
- Recreation programs participation
- Debt-to-revenue ratio
- Reserve fund levels
- Capital and related reserve funds
- Grants and funding acquisition
- Capital and strategic projects on time completion rate
- Fire emergency response time
- Traffic accident rate
- By law response time

- Business license Issuance
- Cycle time for building permits issuance
- Housing permits issued
- Office space vacancy rates
- Business vacancy rate
- City operations greenhouse gas emissions
- Low carbon city fleet utilization
- Tree canopy
- Transit ridership
- Percentage of city services accessible online
- City modal split
- Annual staff voluntary turnover rate
- Employee culture score
- Leadership training percentage
- Workplace injury rate
- Arts and Culture Boards program and participation rates