



# 2024 Key Service Investment Sessions

## November 6 & 7 2023



## Setting the Stage

### What Will You Hear?



- Service challenges and gaps
- Outcomes and benefits
- Key indicators
- Financial needs

### Why Are You Hearing It?



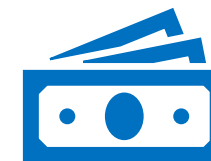
- Provide Council with information before budget discussions and decisions
- Create awareness and openness about service delivery challenges and gaps

### The Benefits of this Approach



- Prepare for a strategic budget discussion
- Reinforce operational execution alignment to strategic objectives
- Increase awareness of service goals

### Financial Needs for Decision Making



- Funding needs will be outlined throughout with rationale provided
- Overall multi year staffing plan will be summarized, and other resource needs outlined

# Day One Key Investment Presentations



Key Service Performance Presentations (Investments) November 6, 2023	Business Case #	Lead
Designing and delivering complete communities		
Community Planning Housing Initiative	2024-028	Brynn
Targeted Realignment - Burlington's Official Plan	2024-033	Jamie
Revenue Losses from Bill 109	2024-004	Jamie
Permit and Application Streamlining	2024-036	Chad
Building Department Fee Funded Positions	2024-026	Nick
Transportation Planning Staff	2024-023	Craig
Planning Development Services Organizational Design	2024-037	Brynn
Multiyear Community Investment Plan Funding	2024-015	Joan
Burlington Lands Partnership	2024-035	Tim
Protecting and improving the natural environment and taking action on climate change		
Urban Forestry Service Adjustments	2024-021	Rico
Randle Reef City Contribution	2024-041	Allan



Pause for Questions

Pause for Questions

Pause for Questions

# Day Two Key Investment Presentations



Key Service Performance Presentations (Investments) November 7, 2023	Business Case #	Lead
Providing the best services and experiences		
Winter Maintenance - School Cross Walks	2024-020	Rico
Winter Maintenance - Expanded Parking Lots	2024-042	Rico
Expansion and Customer Experience in Community Gardens	2024-022	Emilie
By-law Compliance Department Phase 2	2024-027	Kerry
Station 8 Firefighters - Year 2	2024-014	Karen
Right of Way Management Group	2024-024	Scott
One Brand Project	2024-039	Jackie
Driving organizational performance		
Burlington Digital Services	2024-030	Chad
Enterprise Business Services Support	2024-031	Chad
Facilities and Sustainability New Department for 2024	2024-025	Allan
Vision 2050 Project	2024-040	Sheila
Performance Management - Phase 1	2024-038	Sue
Human Capital Investments in Stabilizing Operations	2024-032	Sheila

Pause for Questions

Pause for Questions

Pause for Questions

Pause for Questions



# Highlights of the 2023 Investment Outcomes



• 2023 Investment	• Outcomes
Streamlining Development Approvals and Planning and Site Engineering staff	<ul style="list-style-type: none"><li>• Current results are a decrease in processing turnaround time (17 weeks to 5.5 weeks and 30% of applications processed in 2 weeks or less)</li></ul>
Digital Business Strategy	<ul style="list-style-type: none"><li>• Delivered an actionable strategic planning framework and roadmap for using digital technologies, staff empowerment and culture change to fuel business outcomes.</li><li>• Increased agility to keep pace with rapidly changing resident expectations and broader external environment.</li></ul>
By-law Compliance Department Creation	<ul style="list-style-type: none"><li>• Focused transition and stabilization to proactive team-based approach to by-law review, enforcement and licensing.</li></ul>
Burlington Digital Service	<ul style="list-style-type: none"><li>• Beginning a multi-year transformation of information technology service to a broader functions supporting digital enterprise architecture, product delivery and decision support, and human-centered delivery.</li><li>• Created and fostered awareness of our capabilities, skills and technology utilization for delivering better customer outcomes.</li></ul>
Coyote Response Strategy	<ul style="list-style-type: none"><li>• Improved community communication and education of living with coyotes and reporting and tracking of coyote sightings to enable Animal Services to respond and serve the community.</li></ul>

# Global Macro Risks



## Potential Global Risks that can impact our City's:

- Service delivery
- Financial Stability
- Workplace culture
- Achievement of Objectives
- Community Emergency Events
- City Infrastructure
- Digital Systems
- Community Trust



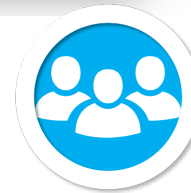
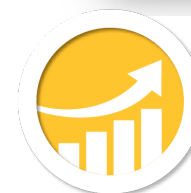
# Risks to Achieving our Objectives



## Risk to not achieving the strategic objectives in Vision 2040

### Top common identified risks are;

- Insufficient funding and resources
- Funding needs presented by leadership not approved by Council
- Lack of horizontal alignment and communication
- Change to Provincial and Federal Legislation
- Lack of prioritization and alignment of corporate workplans
- Increasing Impact of Climate Change
- Change to strategic directions and priorities



# Human Resource and Labour Market



Employee Experience



Customer Experience



389

Full-time staff  
changes in less  
than 2yrs

51%

of our People  
Leaders have  
been in their roles  
for less than 2yrs

~60%

of employees  
who voluntarily  
left the City have  
less than 3yrs  
service.

10%

Turnover in 2022  
\* Inclusive of ALL  
FTE departures

2022- 67%  
of staff feel very  
positive or  
positive about  
working for the  
City  
(13% undecided)

13%

## 5 Key Goals

1. Increase organizational effectiveness
2. Increase culture scores to be an "Employer of Choice"
3. Increase targeted candidate pools
4. Increase the retention of staff with less than 3 years of service
5. Maintain market competitiveness

## #1 Risk to Achieving the Goals

Unable to execute fundamental elements of the people strategy negatively impacting:

- Attraction
- Retention
- Culture
- Service Delivery
- Customer Experience

## Strategies to Mitigate Risk

1. Increase HR staffing to focus on creating and delivering the People Strategy in order to stabilize and prepare the City for the future.
2. Prioritize and assess capabilities prior to making commitments
3. Optimize Workday



# Human Resource and Labour Market



## What's happened and happening?



### 1. Achieve Job Market Salary and Wage Competitiveness

- Increased the City's market position to 65<sup>th</sup> percentile in Sept 2023
- Non-Union Job Evaluation Program Phase 1 – Completed

**Important:** In order for this program to be effective and credible two distinct salary adjustment levers must continue to exist - Market and Performance

### 2. Advancing City-wide Employee Health and Safety Program: Goal = 3.75 or below

- 2022 Results - Overall City accident incident **rate was 3.32** WSIB reportable incidents per 100 FT Employees

### 3. Improving Retention – Voluntary Employee Turnover Rate: Goal = 7% or less for all staff / 5% or less for Mgrs & Above

- **2022 Results** – 5.2% all staff and 4.9% for Mgrs and Above 

### 4. Committed to developing a People Strategy to align and Support the City's Strategic Plan and Goals

- Develop a Performance Management Program – Phase 1 Underway
- Create an employee facing DEI Strategy - Underway
- Develop a leadership develop program



# Multi Year Human Capital Investments



Department		Total		Actual		Approved <sup>2</sup>		Proposed		Forecasted <sup>5</sup>										Total	
		2019-2022		2023		2024 <sup>3</sup>				2025		2026		2027		2028		2029			
		FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT		
Direct Customer Facing	Engineering	2.9		2.0		8.0		3.0		1.0										16.9	
	Fire	2.0	0.5	4.0				4.0		7.0		12.0		13.0		11.0		6.0		59.0	0.5
	Recreation, Community & Culture	8.1	(5.1)					11.0	0.9	6.0	(1.45)	7.00	(1.8)							32.1	(7.5)
	Roads, Parks & Forestry	20.0	(1.1)	4.0	1.2			1.0	0.7	6.0		6.0	0.50	6.0		6.0		6.0		55.0	1.3
	Community Planning	19.0						2.0		2.0										23.0	
	Transportation		(1.0)	1.0				2.0	0.6	4.0	0.1	3.0								10.0	(0.3)
	Transit	23.0	1.6	9.0				11.0		6.0	1.5	4.0	1.5	3.0		3.0				59.0	4.6
	Building	7.0						3.0												10.0	
	By-law Compliance (established 2023)			5.0				2.0		4.0		3.0		2.0						16.0	
	Customer Experience	1		3.0				1.0		4.0										9.0	
	Mayor's Office			1.0																1.0	
	Direct Customer Facing - Total		83.0	(5.1)	29.0	1.2	8.0	0.0	40.0	2.2	40.0	0.2	35.0	0.20	24.0	0.0	20.0	0.0	12.0	0.0	291.0
Strategic Support Services	Office of the City Clerk	1.0								2.0		2.0								5.0	
	Corporate Legal	1.0		2.0				1.0		2.0		1.0								7.0	
	Finance			2.0				1.0		2.0										5.0	
	Human Resources	3.0		5.0				5.0		2.0		2.0								17.0	
	Digital Service (formerly Information Technology Services)	6.0	(0.1)	10.0	(0.5)			8.0		6.0		6.0		6.0						42.0	(0.6)
	Corporate Strategy <sup>1</sup>			1.0				1.0	1.3	1.0										3.0	
	Corporate Communications & Engagement	2.0		1.0				2.0												5.0	
	EICS - Facilities and Environment & Energy	1.0		1.0				2.0		2.0		2.0		2.0						10.0	
	Strategic Support Services - Total		14.0	(0.1)	22.0	(0.5)	0.0	0.0	20.0	1.3	17.0	0.0	13.0	0.0	8.0	0.0	0.0	0.0	0.0	0.0	94.0
Total		97.0	(5.2)	51.0	0.7	8.0	0.0	60.0	3.5	57.0	0.2	48.0	0.2	32.0	0.0	20.0	0.0	12.0	0.0	385.0	(2.0)

1. for 2024 only includes FTE for Burlington Lands Partnership

2. Refer ES-04-23 March 2, 2023

3. 2024 proposed does not include one-time funded positions

5. Includes positions not accommodated in previous years' proposed FTE and is not comprehensive for years 2027 and beyond

# 2024 Financial Needs and Multi-Year Forecast

## Operating and Capital

### Operating

Total investment: \$350.0 M  
Net tax levy : \$249.2 M

- Program focus on:
  - Stabilizing Service Delivery
  - Addressing community priorities

	% Impact on Tax Bill
Burlington	6.28%
Halton	1.33%
Education	0.00%
<b>Total</b>	<b>7.61%</b>

### Capital

2024: \$88.6 M  
2024-2033: \$947.7 M

- Program focus on:
  - Renewal of existing infrastructure

10-year breakdown by expenditure type:

Infrastructure Renewal	76.5%
Growth Related Capital	9.3%
New / Enhanced	9.7%
Green	4.5%



## Prior Council Decisions

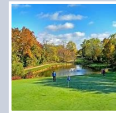


### Financial Sustainability

Reserve Fund Stability  
BMA F-19-23



### Maintaining Recreational Assets



### Tax Based Support for Tyandaga Golf Course

Final phase of 3-year plan  
Report RCC-01-21



### Canal Pier Maintenance

Report ES-43-22



### Free Transit for Seniors

Report TR-04-23





## Previously Approved Capital Projects



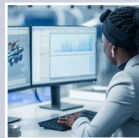
### Expansion of Transit

4 Conventional buses  
1 Specialized vehicle



### New Community Spaces

Skyway  
Bateman  
Mountainside



### Corporate Software Growth

Workday  
Cartegraph  
Microsoft 365



### Other New Infrastructure

McNally Foundation Donation  
Plains Rd Bike Lanes and Rain Garden  
City View, Lansdown, Sherwood Forest

# Multi-Year Budget Simulation



## Budget Simulation 2025-2029

- 5-year Simulation
  - Estimated budget drivers
  - Known budget pressures and continued catch-up on investments
  - Forecasted key investments

### 2024 – 2029 Financial Needs

	2021	2022	2023	2024 Draft	2025	2026	2027	2028	2029
	Actual				Forecast				
City Increase as % of Total	1.85%	2.10%	6.34%	6.28%	5.57%	4.98%	4.13%	3.79%	3.56%
Overall Tax Bill Impact	2.50%	2.84%	7.44%	7.61%	6.54%	5.92%	4.95%	4.59%	4.34%

Service Name:

Key Investment Overview:



### Challenge & Investment Opportunity

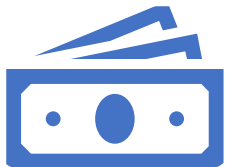
- Brief outline of the existing issue/challenge, opportunities and service gaps.

### Service Goals

- Why do you provide this service – should align to the service business plans.
- Primary objectives for delivering the service

### Investment Outcome/Benefits

- What is the benefit and intended outcomes for implementing this investment....What is the impact of this change and how will it make things better? This should be an overall impact to either internal processes and/or public customers benefits.



Total dollars requested  
including FTE investment



Total FTE  
requested

This  
investment  
will  
address  
this Risk...

Service Name:

Key Investment Overview:

### Key Performance Indicators

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- What Qualitative and Quantitative data demonstrates and supports the need for this investment?
- What's the story behind the data?
- What's the objective that this is trying to be achieved? X by Y by when
- No KPIs... what could you track/ start measuring now to measure success or progress
- How will you know the investment was successful?





## Designing and delivering complete communities

The objective is to...

Create all-inclusive, thriving, vibrant, healthy, connected, and safe communities

1. Community Planning Housing Initiative
2. Targeted Realignment - Burlington's Official Plan
3. Revenue losses from Bill 109
4. Permit and Application Streamlining
5. Building Dept Fee Funded Positions
6. Transportation Planning Staff
7. Planning Development Services Organizational Design
8. Multiyear Community Investment Plan Funding
9. Burlington Lands Partnership

Service Name: Community: Design and Development Review

Key Investment Overview: Community Planning Housing Initiative



Challenge & Investment Opportunity

- Currently many of the short-term actions of the 2022 Burlington Housing Strategy have not made progress. In part, this is a consequence of the City having no clear coordinating role dedicated to implement the actions of the Housing Strategy which are among various departmental responsibilities.
- Development pressures are ongoing, particularly in important strategically planned intensification areas of the City. However, the City is proactively seeking to influence housing through targeted incentives, making our application to opportunities such as the Housing Accelerator fund, and has committed to the aspirational Housing Pledge of 29,000 additional housing units by 2031. This work requires the focused attention of a dedicated staff resource.

Service Goals

- This position represents fulfillment of Action no. 3 of the Burlington Housing Strategy: to allocate appropriate staff resources to implement and administer the Housing Strategy and associated actions.
- The primary objective of this role will be the effective coordinate relevant departments and stakeholders and leveraging financial opportunities to meeting the City’s housing needs, as identified in the Housing Strategy, and in support of the City’s pledge of 29,000 housing units by 2031.

Investment Outcome/Benefits

- Effective coordination of the implementation across multiple departments that provides clarity about roles and responsibilities and areas of influence.
- Measurable progress on the Housing Strategy actions in the near term.
- A regularly updated Housing Strategy that is responsive to change as Burlington evolves and housing needs change.
- Position the City to effectively respond to any changes in the housing portfolio that may occur through legislative changes and regional review.



\$172,414



1

This investment will address this Risk...

- Not delivering the housing options that meet the needs of residents
- Lost opportunity from senior government supports
- Not meeting the City’s housing pledge

**Service Name: Community:** Design and Development Review

**Key Investment Overview:** Community Planning Housing Initiative

#### Key Performance Indicators

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1. Effective coordination of the implementation of the Housing Strategy across multiple departments that provides clarity about roles and responsibilities and areas of influence.
2. Measurable progress on the Housing Strategy actions in the near term
3. The Housing Strategy is regularly updated and responsive to change as Burlington evolves and housing needs change.
4. The City is well-positioned to effectively respond to any changes in the housing portfolio that may occur through the Province's regional review.

# Service Name: Community Design and Development Review



## Key Investment Overview: Targeted Realignment - Burlington's Official Plan

### Challenge & Investment Opportunity

- In 2020, Council approved a phased multi-year implementation of a new organizational structure for the Community Planning Department which included an additional full time permanent Planner 2 position on the Community Initiatives Team subject to budget approval.
- The Community Initiatives Team is responsible for the area specific planning work for the City's primary growth areas such the Major Transit Station Areas (MTSA) around the three GO Stations and other neighbourhood related planning initiatives.
- This type of work is very complex and requires significant project management to complete.
- The requested Planner 2 position will provide much needed capacity to deliver this work, meet Council and Provincial expectations for growth and housing, and facilitate successful implementation going forward.

### Service Goals

- The work of the Community Initiatives Team is supported by the corporate strategy to increase economic prosperity and community responsive growth management by completing area specific plans for MTSA's and other neighbourhood related initiatives to help achieve the City's housing pledge to the Province.

### Investment Outcome/Benefits

- The City's Strategic Plan and Official Plan prioritize focused growth and intensification in key urban areas; The City no longer has opportunity for greenfield suburban growth. Intensification is typically the most intensive from a staff resource perspective.
- This Planner 2 position will support and complete the organizational structure of the Community Initiatives Team and provide the much-needed capacity of a critical project team that is tasked with delivering, implementing, and monitoring a key initiative identified in Vision to Focus, the area specific planning for Burlington's MTSA's and other neighbourhood-level planning initiatives in the future.



\$130,906



1

This investment will address this Risk...

20

- Legislative Risk
- Financial Risk
- Reputational Risk



**Service Name:** Community Design and Development Review

**Key Investment Overview:** Targeted Realignment - Burlington's Official Plan

### Key Performance Indicators

#### 1. Community Planning Permit System (CPPS):

- The Community Initiatives Team is tasked with developing a Community Planning Permit System to operationalize the policy framework for MTSA's.
- Objective:** Monitor the outcomes of the CPPS and report to council along with recommendations for business process improvements when applicable.

#### 2. Monitoring MTSA's:

- The MTSA's are the City's primary growth areas and should accommodate the majority of intensification in the City.
- Objective:** Monitor the rate of growth in the MTSA's and report to council along with recommendations for policy and regulatory improvements when applicable.



Key Investment Overview: Revenue losses from Bill 109

Challenge & Investment Opportunity

- Bill 109 was introduced by the province with the stated intention of accelerating development application review timelines and streamlining approval processes to allow new housing to be constructed quicker. A key legislative change resulting from Bill 109 includes a requirement to refund Zoning By-law Amendment and Site Plan Application fees if a decision is not issued within legislated timelines. This came into effect on July 1, 2023. Staff’s intent is to avoid application fee refunds; however, we should consider the potential for refunds, the extent of which is difficult to predict due to unanticipated issues. Further, an emerging issue appears to be a slowdown in the development market, potentially affecting development applications coming forward, thereby impacting the predictability of these revenues going forward.

Service Goals

- The service goal focuses on staff continuing to provide an efficient and effective service delivery while protecting the stability of the City’s operating budget due to unanticipated refunds of application fees. It is also focused on the sustainability of the Planning Fee Stabilization Reserve Fund (current balance is \$3.4M) which will have to offset any revenue shortages. Based on historic and anticipated development application trends, approximately \$2 million of annual application fees are at risk of being refunded if applications are not processed within legislated timelines. One major development requiring a Zoning By-law Amendment and Site Plan Approval could require nearly \$300,000 in refunds if decisions are not issued within legislated timelines.

Investment Outcome/Benefits

- The operating budget of Community Design and Development Review is based on a cost recovery model through application fees which are based on the staff effort to deliver the service. This \$500,000 potential revenue loss reflects both reduced revenues as well as the potential for unanticipated refunds of development application fees regardless of the amount of staff time and effort dedicated to that file. Otherwise, refunded fees will require a draw from the Planning Fee Stabilization Reserve Fund to recover costs at year end.



\$500,000



0

This investment will address this Risk...

- Legislative Risk
- Financial Risk
- Operational Budget Stability

## Service Name: Community Design and Development Review

### Key Investment Overview: Revenue losses from Bill 109

#### Key Performance Indicators

##### 1. Bill 109 Compliance:

- To date, the City has achieved **100%** compliance with Bill 109 timelines and has not issued any refunds of related application fees.
- This Key Performance Indicator is aligned with Key Investment 2024-036 Permit and Application Streamlining where the entire continuum of development from an Official Plan Amendment to Building Permits and Inspections will be reviewed for process efficiencies and technology enhancements. Improved data collection and reporting will be a key outcome of this work.
- Objective:** Process planning applications within legislated timelines and provide good planning outcomes.

##### 2. Monitoring of Refunds:

- Refunds due to Bill 109 timelines should be tracked and reported on to understand the reason for the refund and any required business process improvements.
- The Planning Fee Stabilization Reserve Fund balance is currently at \$3,470,464. Due to signs of economic slowdown, it is anticipated that a significant draw will be required at end of 2023 to offset revenue loss.
- Objective:** Report to council if a Bill 109 planning application fee refund occurs with recommendations for business process improvements when applicable.



Key Investment Overview: Permit and Application Streamlining

Challenge & Investment Opportunity

- As Burlington gears up to meet its ambitious target of 29,000 housing units by 2031, a pivotal enabler lies in reimagining our development planning and building permit application processes. The proposed investment is laser-focused on streamlining these workflows using modern technology. This is not just about expediency; it's about leveraging digital capabilities to ensure applications are processed with unmatched accuracy and efficiency. By embracing this transformation, we're not only reinforcing our commitment to timely housing delivery but also positioning Burlington as an agile, forward-thinking city. Through this initiative, we'll be better equipped to meet housing targets, promote sustainable growth, and demonstrate our dedication to operational excellence.

Service Goals

- The service goal of this business case focuses on revolutionizing the development planning and building permit application processes in the City of Burlington. With an emphasis on efficiency, transparency, and stakeholder satisfaction, the initiative aims to introduce technological advancements that will not only expedite processing times but also ensure greater accuracy and consistency. By minimizing manual interventions, the city aims to reallocate resources more effectively, leading to cost savings and allowing staff to engage in more value-added tasks. These efforts directly support Burlington's broader strategy of city-building and fostering sustainable growth.

Investment Outcome/Benefits

- In the quest to modernize and optimize Burlington's services, the proposed investment in streamlining development planning and building permit application processes and integrating advanced technology offers many benefits. Foremost among these is the acceleration of housing development, directly supporting our ambitious goal of 29,000 housing units by 2031. This initiative promises not only to expedite processing timelines but also to lead to cost savings. As we harness automation, we free up valuable staff time, allowing them to focus on tasks that require intricate expertise, thereby ensuring that resources are utilized most effectively. The shift towards digital processes signifies more than just convenience; it's an environmental statement, reducing our carbon footprint through decreased paper usage and unnecessary office visits. There are intangible gains as well. The enhanced satisfaction of stakeholders, whether they be developers or homeowners, will bolster trust in city operations. This streamlined, transparent, and efficient system will generate valuable data, which can be leveraged for insights, guiding the city towards more informed urban planning decisions. Coupled with robust security features, the modernized process ensures the safeguarding of sensitive data, reinforcing public confidence. As we build this adaptable digital system, we equip ourselves to manage increased demands in the future, portraying Burlington as a forward-thinking, agile city.



\$2,280,000



0

This investment will address this Risk...

- Operational Inefficiency
- Inadequate Data Utilization
- Stakeholder Dissatisfaction



**Service Name:** Community Design and Development Review

**Key Investment Overview:** Permit and Application Streamlining

### Key Performance Indicators

#### 1. Processing Time: (Some Data Exists)

- Story Behind the Data: Over time, the city has seen elongated permit application processing durations due to various reasons from multiple process steps, incomplete submission and data accuracy; leading to frustrations and delayed projects.
- Objective: Reduce the average time taken to process a permit application by 30% by 2025.

#### 2. Application Backlog:

- Story Behind the Data: Increasing demands and an antiquated system have culminated in a significant backlog and inefficient use of resources, stifling growth initiatives.
- Objective: Achieve a 40% reduction in pending permit applications by 2024.

#### 3. Stakeholder Satisfaction:

- Story Behind the Data: Feedback loops with stakeholders to measure efficiencies and transparency.
- Objective: Attain a stakeholder satisfaction score of 85% or above by the end of 2024.

#### 4. Error Rate:

- Story Behind the Data: The quality of applications has shown inconsistencies and errors in applications has a significant impact on processing time.
- Objective: Decrease the error rate in application submissions by 50% by 2025.

#### 5. Data Utilization:

- Story Behind the Data: Decisions within the City has not fully tapped into the potential of data-driven insights.
- Objective: Ensure 80% of policy decisions regarding city planning and growth are backed by data insights by 2025.

Service Name : Building Code Permits and Inspection

Key Investment Overview: Building Dept Fee Funded Positions



Challenge & Investment Opportunity

- In relation to Bill 23, Bill 109 and Provincial Housing Targets the Building Department will play a significant role in the pipeline to permits initiative.
- This initiative will focus on the expeditious issuance of building permits to ensure housing is constructed and occupied an efficient manner.

Service Goals

- To protect occupants of buildings and the general public by ensuring construction conforms to the Ontario Building Code respecting the safety of buildings concerning public health, environmental integrity, fire protection, accessibility, and structural sufficiency.
- To provide excellent and timely customer service and highly competent and professional technical services.

Investment Outcome/Benefits

- To ensure we meet legislated timelines, the noted positions are necessary to support the department's involvement in providing development services.
- Enhancing the customer experience is fundamental, while delivering on council's objectives, including the City's housing growth and pledge targets.
- To ensure the timely issuance of building permits and related inspections, while focusing on staff needs by stabilizing significant workload pressures and challenges.



Expense = \$554,288  
Revenue = (\$554,288)  
Net = \$0



4

\$0 impact to the Tax Base  
Funded through Building Permit Fee For  
Service Model

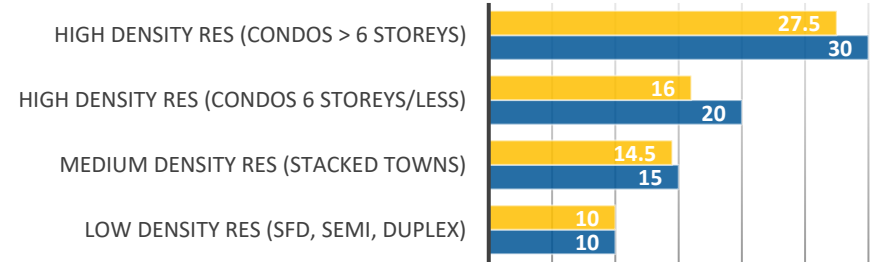
This investment will address this Risk...

- Inability to meet legislated permit timelines and housing targets.
- Inability to respond to illegal construction claims/complaints in a timely manner.
- Inability to execute higher-level priorities through lack of attention/action on KPIs.

## AMANDA WORK PRIORITIES - Critical Items

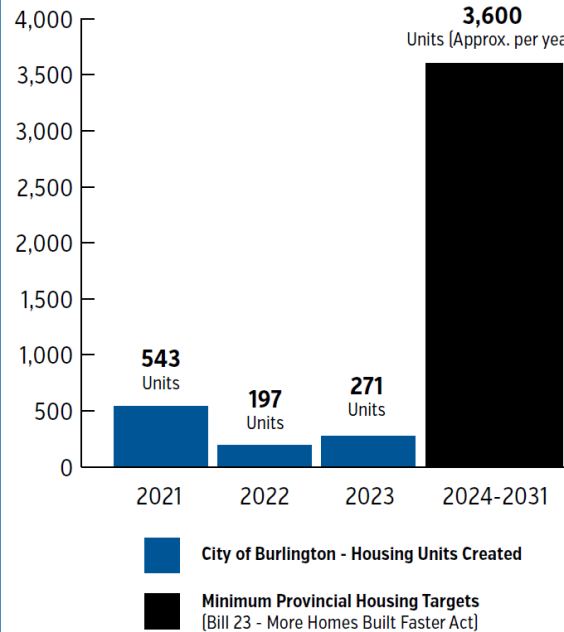
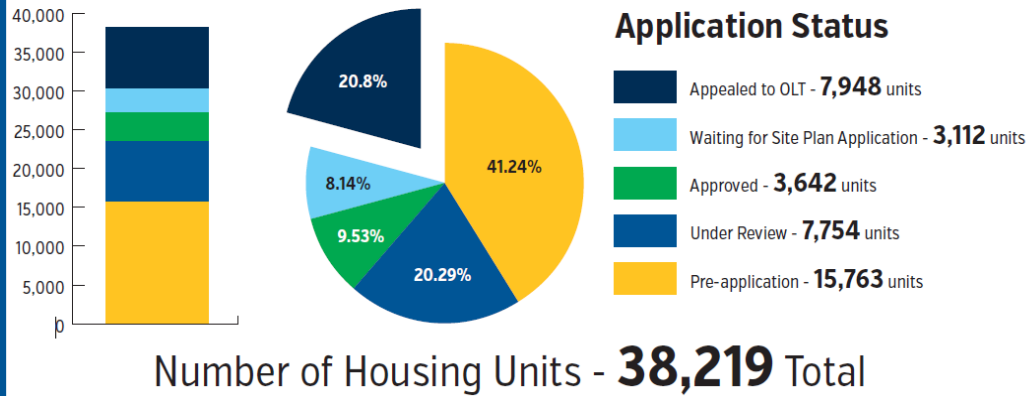
Priority	Service Area Affected	Work Requested	Description/Notes
	Building Permits	OBC Timeframe	Correcting OBC timeframe calculation (off by one day)
	ALL	Locking down process attempt entries	Staff are able to modify folder & process status, process comments, assigned users, etc. Should restrict permissions
	ALL	Restrict deletion of attempts	No one should not be able to delete any attempt that has been entered (even their own) after saving.
	Building Permits	Deficiency Letters - update letter and order sent	<ul style="list-style-type: none"> <li>Develop coding to confirm deficiency letter sent before plan review process attempt of "deficiency".</li> <li>Develop coding to confirm Orders are sent before VI process attempt of "order issued".</li> <li>Update deficiency letter format (maybe: and adopt standard wording macros)</li> </ul>
	Building Permits	Deficiency & resubmission attempt results	Add deficiency & resubmission attempt results (def2, def3, def4+, resub1, 2, 3, 4+)
	Building Inspections	Remove "batch" that rescinds Orders	There is a "batch" that is automatically rescinding orders when a permit is issued - this is absolutely wrong

## Legislated Turnaround Times Permit Review (days)

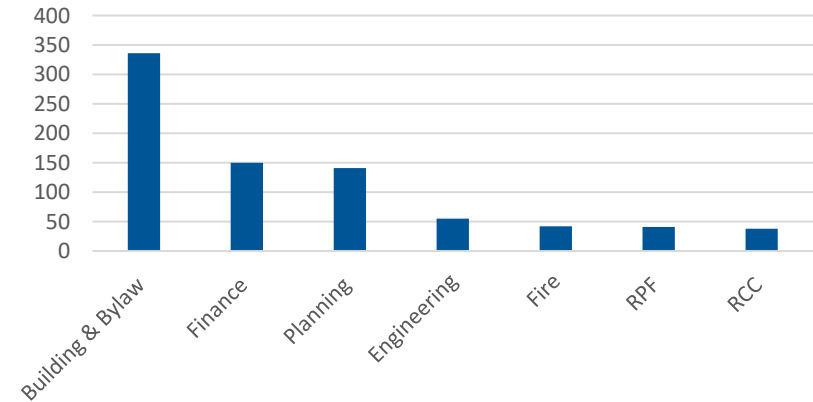


## From Pipeline to Permit

Burlington's plan to enable 29,000 units in complete communities by 2031



## AMANDA Service Requests per Department Jan 2022 - Oct 2023



3 PLAN	RECEIVING COMPLAINTS	DRAFT				
4 PLAN						
5 PLAN	PRIORITY PERMIT APPLICATIONS - UNSAFE BUILDINGS	DRAFT				
6 PLAN	CANCELLATION OF STAGNANT PERMIT APPLICATIONS	DRAFT				
7 PLAN	PROCESS ATTEMPT ENTRY INTO AMANDA	DRAFT				
8 PLAN	GENERAL INQUIRIES	DRAFT				
9 PLAN	OCCUPANCY PERMIT/CERTIFICATE	DRAFT				
<b>BUILDING INSPECTIONS</b>						
1 INSP	COMPLAINT INVESTIGATION	DRAFT	Feb. 10, 2021	June 14, 2023	June 14, 2025	
2 INSP	BCA ORDER WRITING	DRAFT				
3 INSP	ACCESSORY DWELLING UNITS	DRAFT	Feb. 10, 2021		Feb. 10, 2022	
4 INSP	INSPECTION FOLLOW-UP BUILDING PERMITS	DRAFT				
5 INSP	PERMIT REVOCATION	DRAFT				
6 INSP	REGISTERING & DISCHARGING ORDERS ON TITLE	DRAFT	Feb. 9, 2023		Feb. 9, 2024	
7 INSP	ENFORCEMENT & PROSECUTION	DRAFT				
8 INSP	SHIPPING CONTAINERS	DRAFT				
9 INSP	PREPARATION OF PROSECUTION BRIEFS	DRAFT				
10 INSP						

Service Name: Transportation Planning

Key Investment Overview: Transportation Planning Staff



Challenge & Investment Opportunity

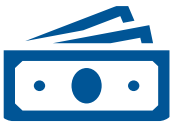
- Bill 109 was introduced by the province with the stated intention of accelerating development application review timelines and streamlining approval processes to allow new housing to be constructed quicker. A key legislative change resulting from Bill 109 includes a requirement to refund Zoning By-law Amendment and Site Plan Application fees if a decision is not issued within legislated timelines. This came into effect on July 1, 2023. Transportation Planning is not currently resourced in a manner that can respond to and provide technical comment within the accelerated timelines. Additional people-resources are required to meet service delivery targets and adhere to Bill 109 application review timelines. Based on historic and anticipated development application trends, approximately \$2 million of annual application fees are at risk of being refunded if applications are not processed within legislated timelines.

Service Goals

- To plan and deliver a multi-modal transportation system that meets the needs of the City’s residents with an emphasis on sustainability and resiliency.

Investment Outcome/Benefits

- The benefit of this investment is an increase in staff capacity to process development applications within legislated timelines and reduce the risk of unanticipated refunds.
- Reduction of overtime spending.
- Reduction of consulting fees.



Expense = \$250,098  
Revenue = (\$250,098)  
Net = \$0

2

\$0 impact to the Tax Base  
Funded through Planning Revenues

This investment will address this Risk...

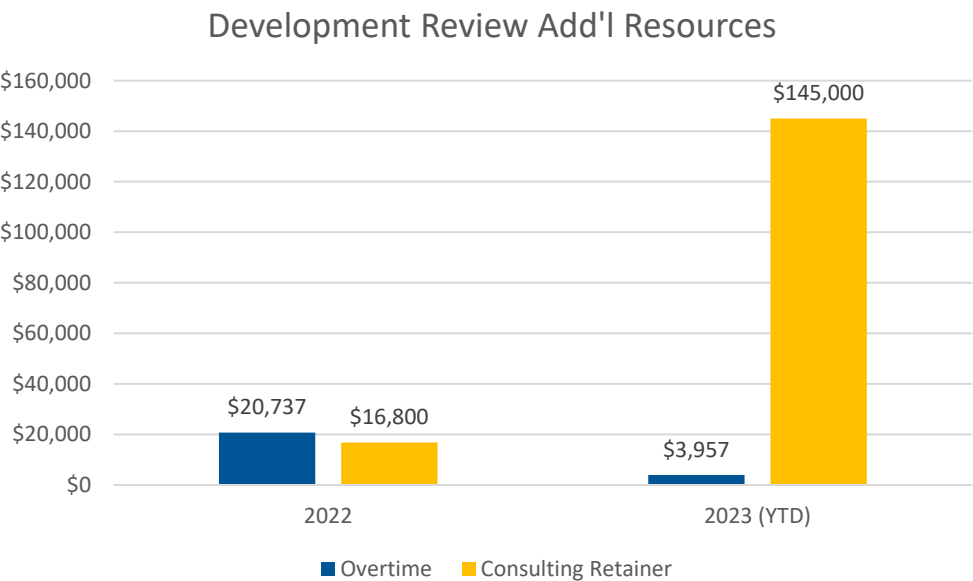
- Legislative Risk
- Financial Risk
- Single Point of Failure (staff burnout)

Service Name: Transportation Planning

Key Investment Overview: Transportation Planning Staff

Key Performance Indicators

- To meet volume of applications and provide comments within legislated timelines, significant overtime has been incurred by staff and multiple retainers have been issued for consulting services to serve as a stop-gap until such time appropriate staffing levels can be achieved.
- Significant reliance on consulting services in 2023 due to low staffing levels.
- **Benefit of new staff: overtime earnings and consulting retainer fees will significantly reduce once adequate staffing is established.**





Key Investment Overview: Planning Development Services Organizational Design

Challenge & Investment Opportunity

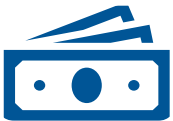
- This initiative is critical as a result of Bill 23, and the need is further increased by uncertainty regarding the outcome of the Provincial Regional Review and by the changing pace and demands of the development industry. One of the known effects is that Bill 23 will leave the City with new areas of responsibility, and skillsets capacity that may not be within the City’s compliment at present.
- With the assistance of a consultant, this work will establish an organizational framework to position Burlington for success through this changing context. This work will explore different options to satisfy the changing needs and may or may not conclude a need for new FTE’s with specialized skillsets.

Service Goals

- To position the City to effectively achieve our housing pledge of 29,000 housing units by 2031;
- Achieve the critical housing targets as identified in the Burlington Housing Strategy, to meet the housing needs in terms of type, unit size and attainability;
- Address legislative requirements with effective decision-making capacity and capability.

Investment Outcome/Benefits

- Efficient and predictable processing of development applications, creating capacity to set ambitions KPI’s for application processing
- Enhanced ability to maintain and grow our natural and cultural heritage assets, and to support our development partners in building supply that achieves Housing Strategy targets.
- Resiliency and role clarity among City staff and partner review agencies amidst legislative changes and uncertainty in governance structures and industry factors..



\$100,000

One-time funding



0

This investment will address this Risk...

- Not delivering the housing options that meet the needs of residents
- Ineffective evaluation of critical provincial interests like natural heritage
- Lost revenues as a consequence of missing legislative timelines



## Service Name: Community Design and Development Review

### Key Investment Overview: Planning Development Services Organizational Design

#### Key Performance Indicators

- Since the introduction of Bill 23, work has been underway to clarify roles among Halton Region, Conservation Halton and local municipalities. This initiative will build on that work to understand capacity needs, missing skill sets and the most effective and efficient way for the City to deliver planning and development services.
- By Q2 2024 this initiative will create a framework for effective organizational design that will set the City up for successful service delivery amidst the context of Bill 23, a changing legislative landscape and evolving challenges faced by the development industry.
- This initiative will involve the critical participation of Community Planning, Development Engineering, Forestry, Transportation Services and will also engage with external agencies to assist in defining the scope and technical needs that the City will require once Bill 23 receives royal assent.
- A successful outcome is an organizational structure, potentially including limited contracted technical services, which provides council with evidence-based recommendations, and which is efficient and cost effective for the City and for our development partners.



Challenge & Investment Opportunity

- The capital budget funding is insufficient to support the incremental infrastructure needs arising from Council endorsed master plans.
- Existing financial capacity for capital infrastructure needs has been limited through inflation/cost escalations, reduced debt capacity and Bill 23 impacts on the city’s growth funding tools (development charges, park dedication)
- Land acquisitions are a precursor to facility/ site development and values are highly variable and continue to remain elevated.

Service Goals

- This funding will assist in the service of providing long-range financial planning for the City.
- Providing a financial strategy to meet Council’s objectives and long-range planning requirements to meet community growth and expectations of service.
- Providing a long-term financial plan to ensure resources are planned to meet future needs.
- Supporting sustainable infrastructure

Investment Outcome/Benefits

- The provision of preliminary funding to the development of a long-term financial plan for the MYCIP, that will grow incrementally. Over the last year, several master plans/ strategies have been completed and endorsed by Council representing capital infrastructure needs to support growth in the City of Burlington. This investment will provide necessary funding to support land acquisitions and site developments to implement approved master plans as per Council and community expectations.



\$2,200,000



0

Annual Incremental Funding  
to the Multi Year Community  
Investment Plan

This  
investment  
will address  
this Risk...

- Delayed infrastructure investment supporting community growth
- Minimal/ no funding for Council endorsed master plans/ strategies
- Financial resources are not planned to meet future needs

## Service Name: Financial Management

### Key Investment Overview: Multiyear Community Investment Plan Funding (MYCIP)

#### Key Performance Indicators

##### **Reserve Fund Balances:**

- BMA Report highlighted 2022 trend of “Caution” for the city’s reserves and reserve funds.
- The uncommitted balance in the Strategic Land Acquisition reserve fund is \$1.4 million (June 30<sup>th</sup>) and relies on the operating budget for replenishing the funds. The current balance is insufficient to support up-front cash contributions or annual debt repayments in consideration of current commitments.

##### **Bill 23 Impacts:**

- Provincial legislated changes are restricting the city’s ability to fund growth- related infrastructure in a timely manner and therefore will exert pressure on the city’s tax base to support complete communities
- The Park Dedication reserve fund uncommitted balance is a deficit of \$(7.97) million (June 30<sup>th</sup>) and is relied on for the development of new parks, and parks renewal in the capital program. The changes resulting from Bill 23 are anticipated to impact future park dedication revenues by \$426 million
- Financial impact to Development Charges and Community Benefit Charges are estimated at \$36.6 million over the short term.

##### **Debt Capacity:**

- The City’s debt capacity as of June 30<sup>th</sup> is 11.52%, just under the council approved limit of 12.5%.
- Debt financing is suitable for new capital initiatives/land acquisitions, however given the high value of projects identified in the MYCIP the debt capacity will be quickly used. In the current environment of high interest rates debt financing costs will continue to increase impacting the city’s tax base in the form of higher debt charges. Debt cannot be solely relied on to advance the MYCIP initiatives.

Service Name: Burlington Lands Partnership (BLP)

Key Investment Overview: Burlington Lands Partnership



Challenge & Investment Opportunity

- Base budget funding would contribute to continuing operations, managing workloads, ensuring succession planning is in place, and continuing funding for external professional services and specialized legal services.
- Internal staff resources particularly in the areas of planning and development and realty services support are key to the continued success.
- Strategic land opportunities most often encompass complex long-term capital investments by the City/partners and internal dedicated staff resources are essential for due diligence purposes.

Service Goals

- Maximize business development opportunities and advance future economic growth and job creation.
- Implement major city building projects that enhance the quality of life for all citizens.
- Deliver increased supply of affordable housing through proactive long-term strategies and innovative partnerships.

Investment Outcome/Benefits

- BLP is an important implementation tool for the City’s Housing Strategy and for helping the City to achieve Council’s Housing Pledge to accelerate the supply of housing to meet the 2031 Municipal Housing Target of 29,000 new housing units.
- Comprehensive recommendation to Council related to strategic land acquisitions and/or partnerships.



\$450,000



1.75

This investment will address this Risk...

- Economic Risk - Securing land in strategic locations to achieve the City’s growth/complete community strategy
- Strategic Risk – Funding will support strategic land acquisition and innovative partnership formation focused on economic development, community amenities, and attainable housing

Service Name: Burlington Lands Partnership (BLP)

Key Investment Overview: Burlington Lands Partnership

Key Performance Indicators

- Driven by the goals of the City of Burlington 10 Year Economic Vision and 25 Year Strategic Plan, Burlington strategically develops land partnerships to:
  - Maximize business development opportunities and advance future economic growth and job creation;
  - Implement major city building projects that enhance the quality of life for all citizens; and
  - Deliver increased supply of attainable housing through proactive long-term strategies and innovative partnerships.

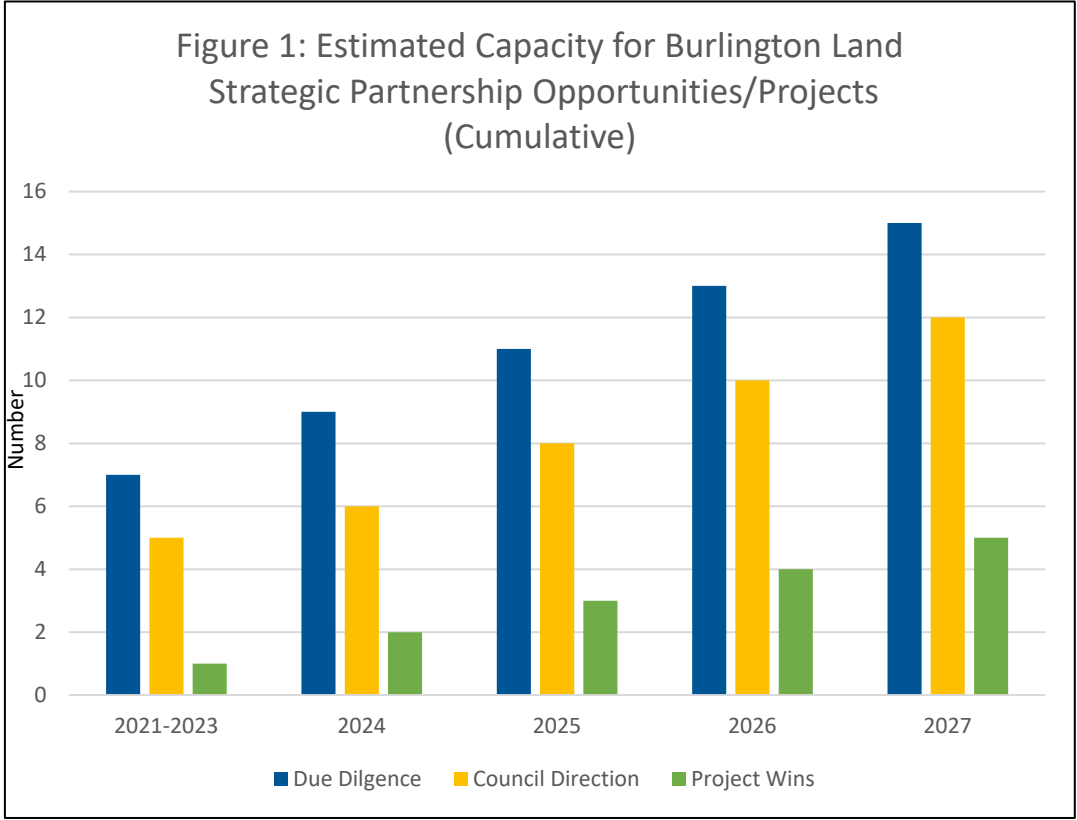
Balanced Scorecard Approach

- Responsible Financial Management and Accountability
- Level of Community and Partner Engagement
- Project Focused – Strategic Land Opportunity Identification and Due Diligence
- Measurable Strategic Outcomes (as below)

Measurable Strategic Outcomes

- Increased capacity for land partnership opportunities, as outlined in Figure 1.
- BLP currently has under consideration a total of 19 potential strategic land partnership opportunities.
- Establish baseline data for the metrics below:
  - Economic Development Projects and jobs created/added
  - City Building Projects and amenities added
  - Attainable housing partnership and units added

Figure 1: Estimated Capacity for Burlington Land Strategic Partnership Opportunities/Projects (Cumulative)





## **Protecting and improving the natural environment and taking action on climate change**

Our objective is to...

Urban and rural Burlington are sustainable, healthy, and low carbon climate resilient communities

1. Urban Forestry Service Adjustments
2. Randle Reef City Contribution



Service Name: Urban Forestry



Key Investment Overview: Urban Forestry Service Adjustments -Grid Pruning

Challenge & Investment Opportunity

- The current grid pruning program annual budget is \$700,000. There is funding shortfall of approximately \$500,000 required to achieve a 7-year pruning cycle. Annual increases are proposed to close the gap

Service Goals

- Preventative grid pruning helps keep the public ROW safe by making trees more resilient to extreme weather events, ensures clearance for vehicular/pedestrian traffic and maintains visibility of signage

Investment Outcome/Benefits

- Preventative maintenance reduces the amount of reactive maintenance required
- Less cost incurred from extreme weather events as trees are more resilient



\$80,000



0

This investment will address this Risk...

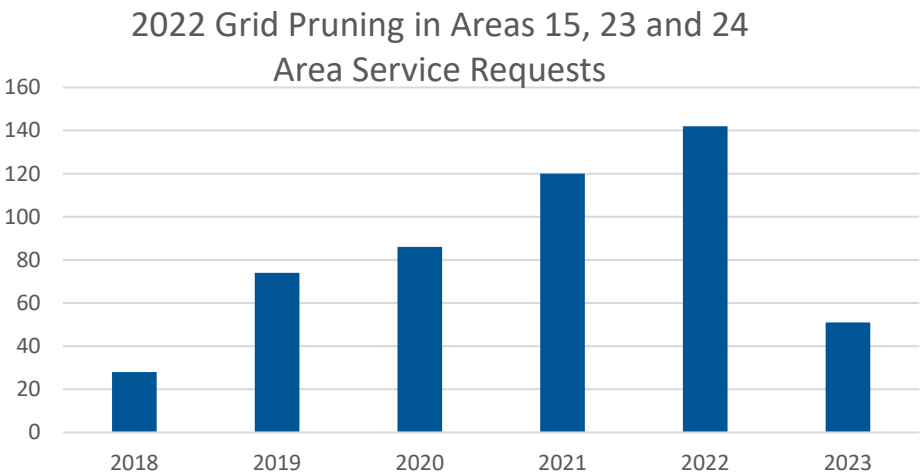
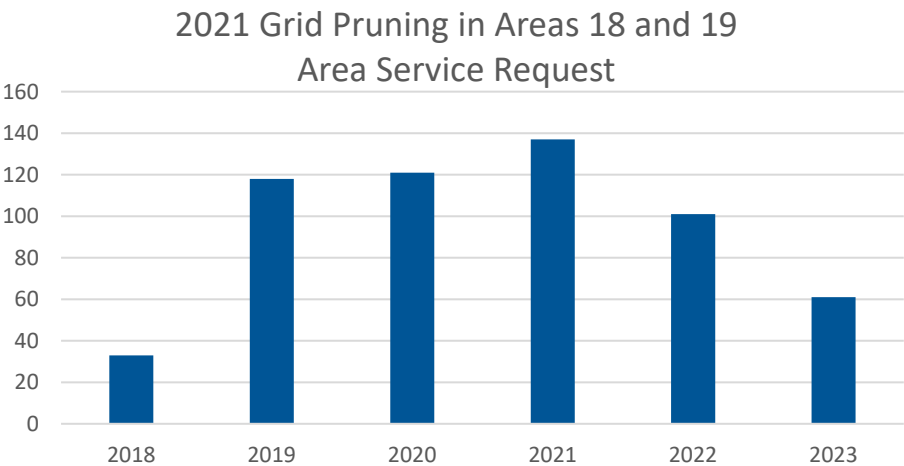
- Extreme weather impacts
- Damages from tree and limb failures

Service Name: Urban Forestry

Key Investment Overview: Urban Forestry Service Adjustments -Grid Pruning

Key Performance Indicators

- Service requests trend downward in years following grid pruning operations. Increased funding for preventative maintenance tree pruning will reduce reactive work needs and allow resources to focus on unresolved work.



Forestry	2018	2019	2020	2021	2022	Total	5 yr avg
# of Major Storms	3	1	4	3	4	15	3
Total Cost	\$336,731	\$73,736	\$125,348	\$127,562	\$415,000	\$ 1,078,377	\$ 215,675

Service Name: Urban Forestry Service



Key Investment Overview:  
Urban Forestry Service Adjustments - Invasive Species Management

Challenge & Investment Opportunity

- Introduction of invasive species due to climate change and globalization risks the loss of biodiversity and the long-term sustainability of the City’s trees and woodlands.

Service Goals

- Monitor/React to invasive species before they become established and significantly impact tree health.

Investment Outcome/Benefits

- Timely management of invasives will preserve the biodiversity of the urban forest.
- Effective monitoring/response of invasive species will mitigate overall costs.



\$40,000



0

This investment will address this Risk...

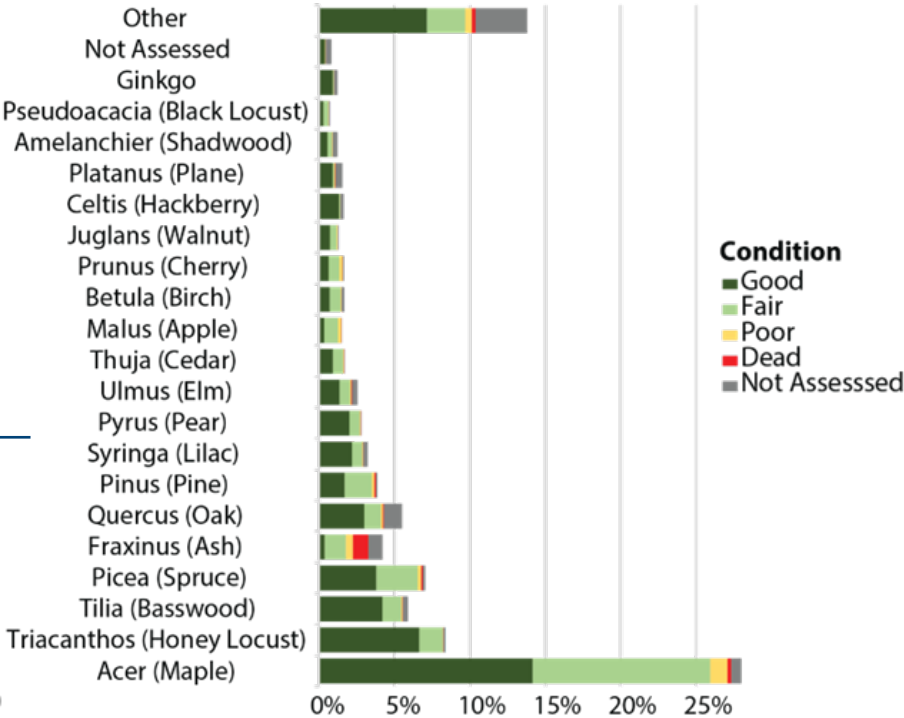
- Loss of biodiversity.
- Financial impact of reactive pest mgt.

Service Name: Urban Forestry Service

Key Investment Overview:  
Urban Forestry Service Adjustments - Invasive Species Management

Key Performance Indicators

- Establishing a monitoring program based on Integrated Pest Best Management Principles, the City will be able to proactively monitor and mitigate the effect of pests before they exceed ‘action thresholds’.



Spongy Moth (Gypsy Moth) Control						
Task	2019	2020	2021	2022	2023	Total
Monitoring	\$10,000	-	\$26,000	\$23,000	\$10,000	\$69,000
Spray + Admin	\$145,000	-	\$80,000			
Action Threshold Exceeded	Yes	Yes	Yes	No	No	
Area Sprayed (Ha)	120	190	89	0	0	
Comments		COVID				



Key Investment Overview: Randle Reef City Contribution

Challenge & Investment Opportunity

- The City has been a partner in the Randle Reef Sediment Remediation Project since 2001. The funding model for the project has 1/3 from the Government of Canada, 1/3 from the Province of Ontario and the remaining 1/3 from local partners.
- From 2013-2022 the City has contributed \$2.3M or 1.7% of the total \$138.9M project cost. The Region of Halton contributed \$2.0M
- Final Stage of the project requires an additional \$10.5 M of funding, and the City is being asked to contribute \$173,866 or 1.7% of this additional cost. A request has also been

Service Goals

- Improving water quality and habitat in Burlington Bay/Hamilton Harbour
- This project is an important outstanding initiative in the delisting of Hamilton Harbour/Burlington Bay as an Area of Concern.
- Randle Reef is the largest contaminated sediment site on the Canadian Side of the Great Lakes containing approximately 615,000 cubic meters of carcinogenic toxic sediment
- The presence of this sediment is a major risk to the water quality in the Bay and the related fish, wildlife and human activity that are dependent on it.

Investment Outcome/Benefits

- This additional funding will allow the completion of the 6.2 hectare containment facility project in 2025
- The project will reduce the amount and spread of contaminants through the Bay, significantly improving water quality and fish and wildlife habitat.
- The Harbour/Bay will also experience economic and social benefits including increased recreational opportunities and the promotion of the Bay Area community as a clean and progressive place to live.



\$173,866

One-time funding



0

This investment will address this Risk...

- Containing toxic sediment from entering The ecosystem of Burlington Bay/Hamilton Harbour

**Service Name:** Environment & Energy

**Key Investment Overview:** Randle Reef City Contribution

#### Key Performance Indicators

---

- Completion of the Randle Reef Sediment Remediation Project
- De listing of Hamilton Harbour as an Area of Concern under the Canada-United States Great Lakes Water Quality Agreement





## Providing the best services and experiences

Our objective is to...

Deliver quality services to meet the diverse needs of our customers and foster the highest quality of life

1. Winter Maintenance - School Cross Walks
2. Winter Maintenance - Expanded Parking Lots
3. Expansion and Customer Experience in Community Gardens
4. By-law Compliance Department Phase 2
5. Station 8 Firefighters - Year 2
6. Right of Way Management Group
7. One Brand Project

Service Name: Roads Parks and Forestry

Key Investment Overview: Winter Maintenance - School Cross Walks



Challenge & Investment Opportunity

- Address concerns from both school crossing guards and the public at approximately sixty school crossing locations by prioritizing school crosswalk segments over other sidewalk segments.

Service Goals

- Maintain and enhance levels of service to improve/maintain safe walkway conditions.
- Service school crossing locations earlier in the clearing process..

Investment Outcome/Benefits

- Address cross-walk locations earlier to improve alignment with school times.
- Promotes all-season active transportation.



\$88,000



0

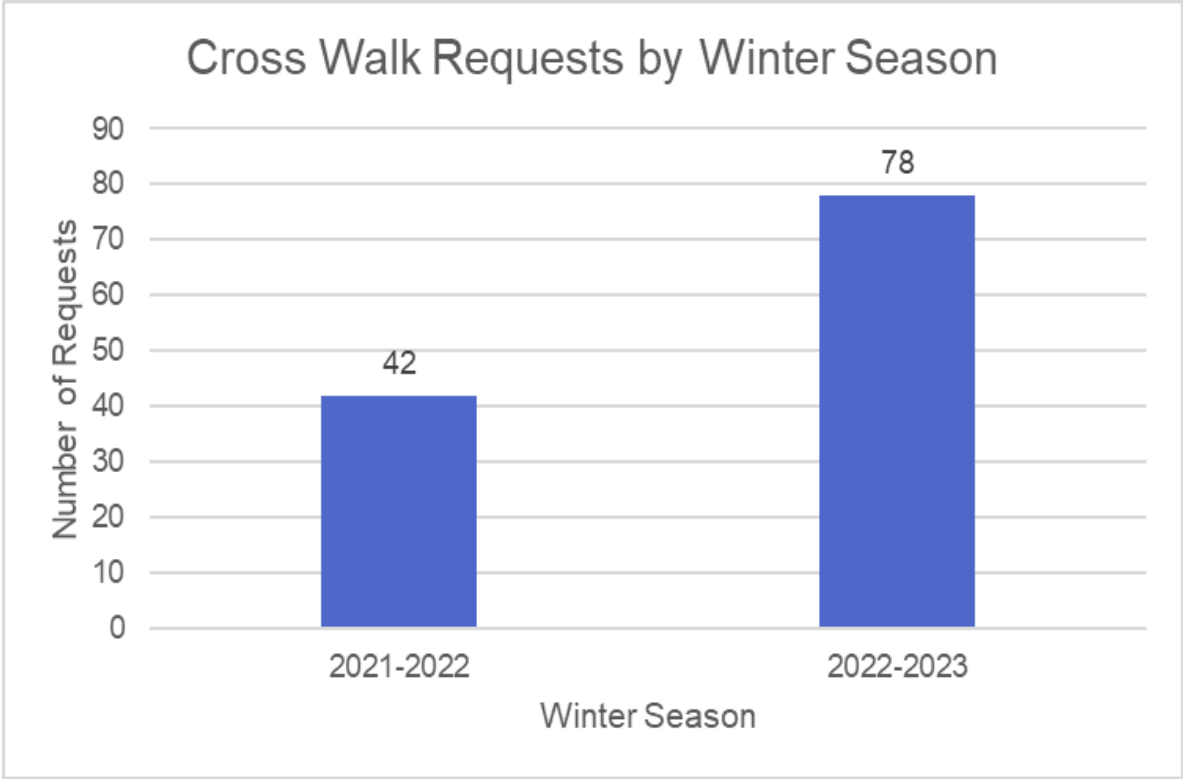
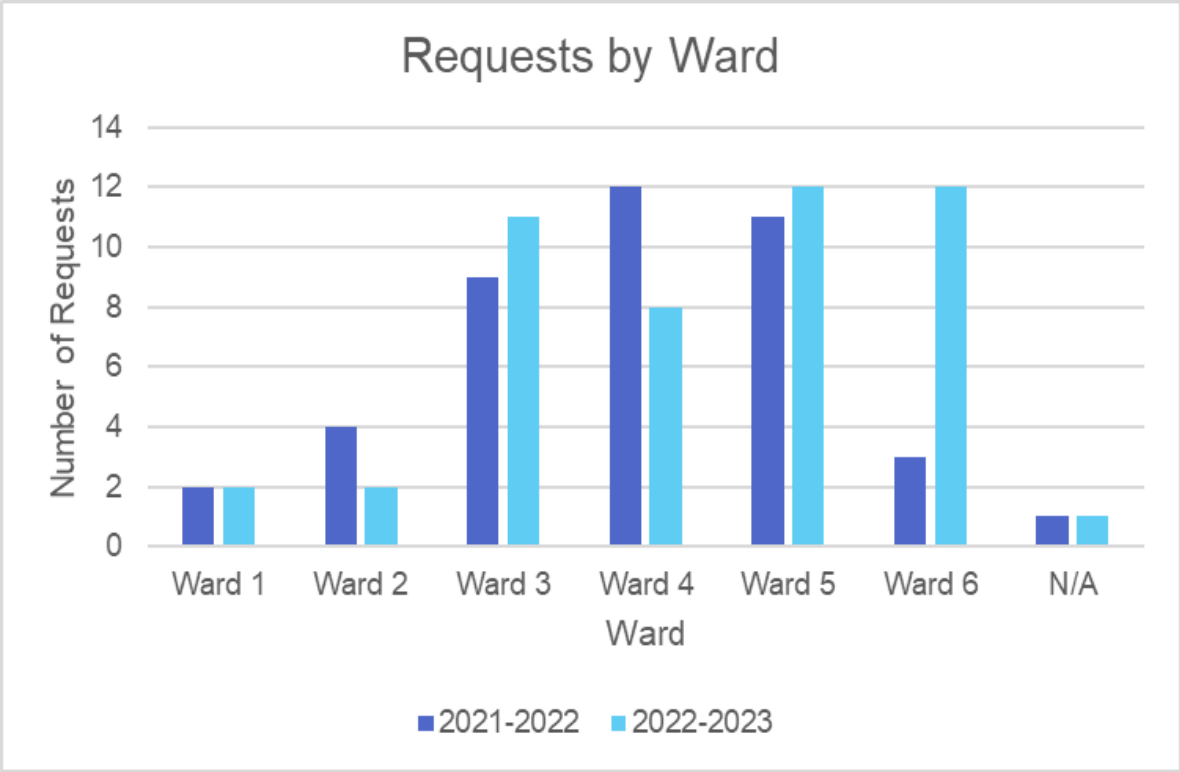
This investment will address this Risk...

- Windrows the impede access
- Slippery surface conditions

Service Name: Roads Parks and Forestry

Key Investment Overview: Winter Maintenance - School Cross Walks

Key Performance Indicators



Service Name : Roads Parks and Forestry

Key Investment Overview: Winter Maintenance - Expanded Parking Lots



#### Challenge & Investment Opportunity

- Expansion of winter maintenance to 20 city park parking lots that are not presently cleared because they are not immediately adjacent to a recreation facility.

#### Service Goals

- Increase access and accommodate more park users during the winter months by creating safe parking locations for residents and visitors.

#### Investment Outcome/Benefits

- Accessible and appropriately maintained parking lots during the winter season.
- Eliminates the need to close unmaintained parking lots.



\$75,000



0

This investment will address this Risk...

- Unsafe conditions arising from unmaintained city park parking lots.

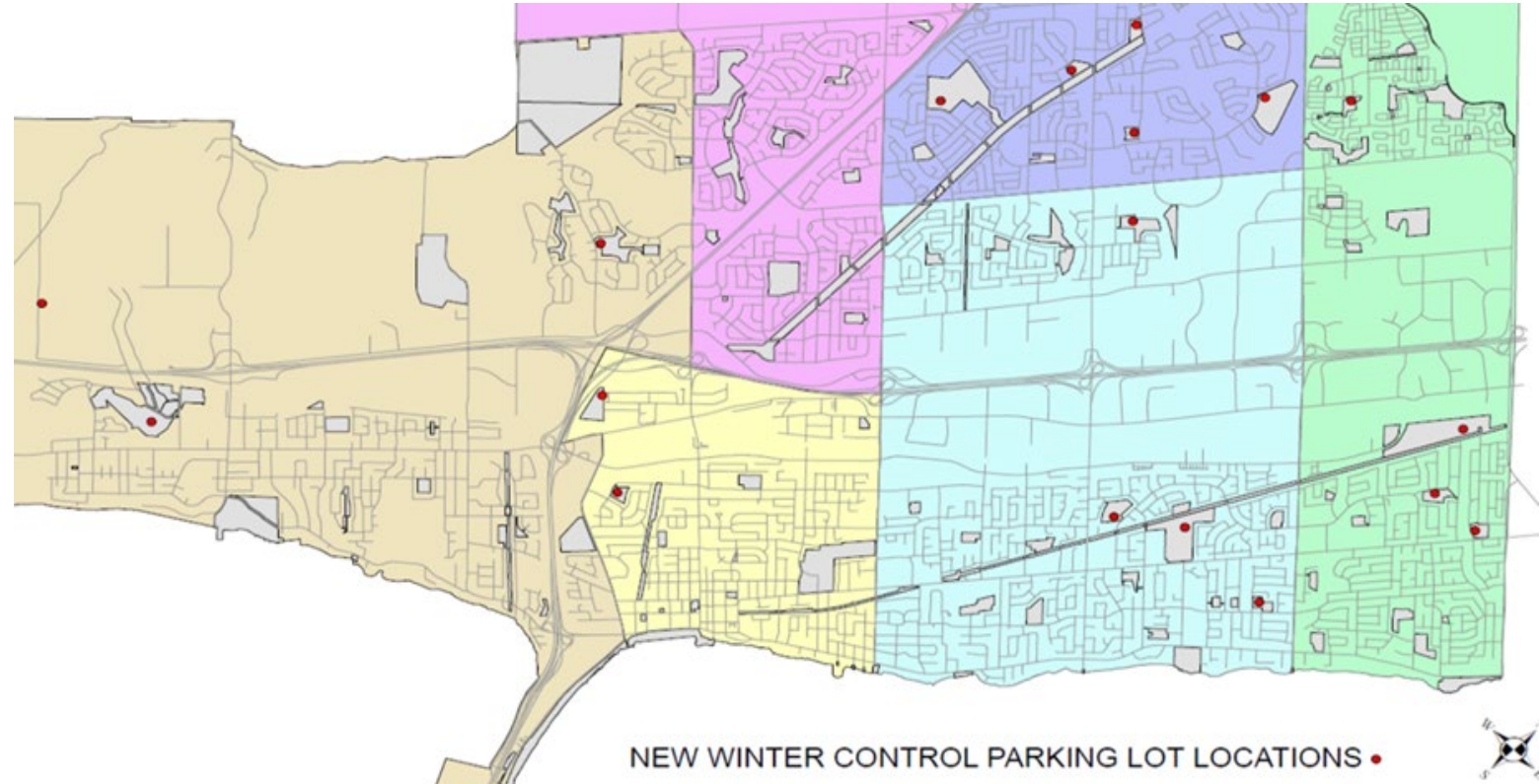
## Service Name : Roads Parks and Forestry

### Key Investment Overview: Winter Maintenance - Expanded Parking Lots

#### Key Performance Indicators

- Increase of 707 parking spot locations for resident's use city wide.
- 12% overall increase in surface parking lot area.

Location of Parking Lots	Ward	# of spots
Eileen and John Holland Nature Sanctuary	1	5
Hidden Valley (Paved Lot west of Diamond)	1	70
Ireland Park (south lot)	1	40
Kerns Park	1	33
Leighland Park	2	73
Thorpe Park	2	22
Breckon Park	4	18
Iroquois Park	4	73
Nelson Park (lot north of soccer field)	4	61
Tansley Woods Park	4	65
Brada Woods Park	5	20
Fothergill Woods Park	5	22
Sheldon park	5	31
Sherwood Forest Park (South of Sherwood D)	5	74
Berton Park	6	17
Berwick Green Park	6	14
Millcroft Park (lot at maintenance shop)	6	46
Newport Park	6	23



Service Name: Organized Sport Support



Key Investment Overview:  
Expansion and Customer Experience in Community Gardens

Challenge & Investment Opportunity

- The community garden program currently has an accommodation rate of only 56%, with demand far exceeding existing supply and capacity.
- Although the number of plots has increased 60% over the past 10 years, the program continues to be supported by only 1 dedicated staff.
- During COVID, staff were redeployed from other areas to support the gardens, substantially increasing customer service levels and garden maintenance support.
- Also during COVID, an additional 21 plots were added to the inventory.
- FTE requested in this business case are to maintain existing, appropriate service levels in the City’s community garden program.

Service Goals

- Increase the number of garden plots in Burlington from the current 231 to 272 by 2028 via growing in place and an additional garden in capital program to address backlog. Note future gardens will require additional PT FTE; plans to be confirmed by Live and Play plan outcomes.
- Increase accommodation rate of garden applicants from the current 56% to 65% by 2028 through both City’s garden program and partnership with private ones.
- The Live and Play Plan will provide guidance on this community need compared to others and the available land for this type of use. Growth will be responsive to the strategic plan.

Investment Outcome/Benefits

- Sustain friendly and responsive customer service, scalable to the growth of the community garden program
- Implement a robust garden volunteer program, pending policy updates.
- Increase accommodation rate for applicants
- Reduce the City’s carbon footprint by investing in local food production.



\$38,200



0.6



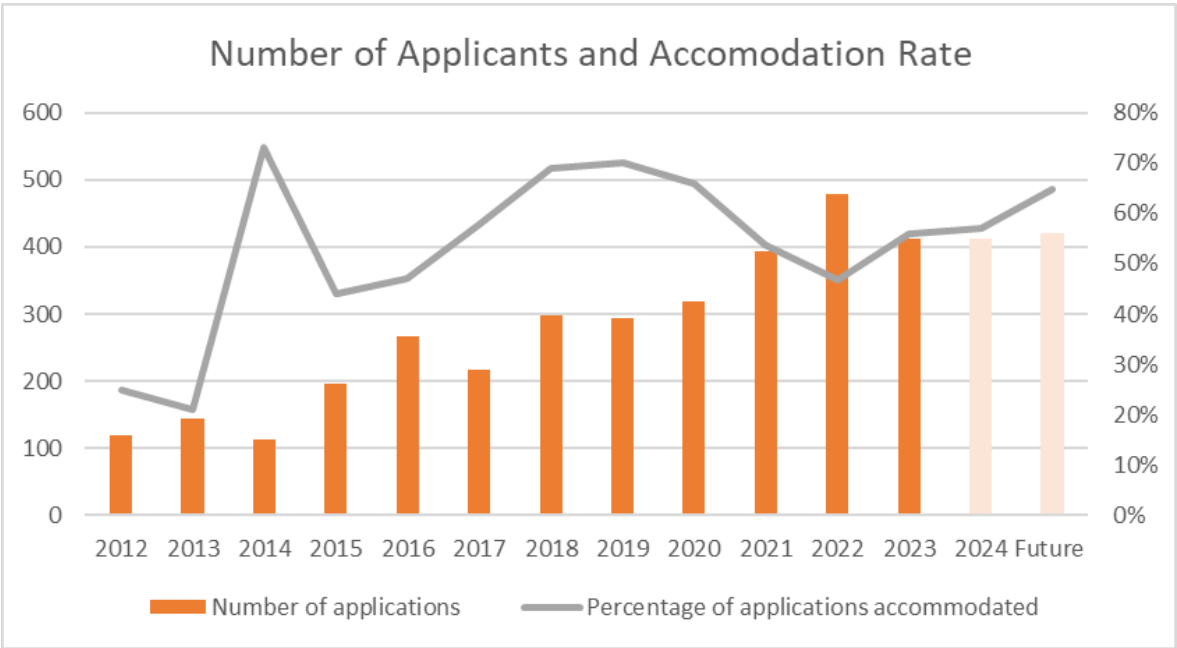
- Knowledge loss if lone employee coordinating the garden leaves
- Staff burn out
- Reduction in customer service and garden maintenance levels; new baseline alongside growth established via redeployment
- Inability to grow highly popular and in demand service



Service Name: Organized Sport Support

Key Investment Overview:  
Expansion and Customer Experience in Community Gardens

Key Performance Indicators



Service Name: By-law Enforcement and Licensing



Key Investment Overview: By-law Compliance Phase 2

Challenge & Investment Opportunity

- In December 2022 Council endorsed a 4-year plan to develop a centralized By-law Compliance Department (Report BB-15-22).
- Existing structure and protocols do not provide the ability to address emerging issues or proactively enforce items posing health, safety and consumer protection risk to the community. Phase 2 of the plan focuses on the Licensing Section.
- Overhauling applicable licensing by-laws and realigning work of existing staff, adding 2 Licensing Clerks will provide the ability to add new business types into the system.

Service Goals

- Licensing provides a proactive method of ensuring compliance with applicable laws and standards aimed at preventing health or safety issues and ensuring consumer protection.

Investment Outcome/Benefits

- Faster cost recovery as staff have capacity to proactively work with business owners to renew licences in a timely manner.
- Builds capacity on front line to ensure any new items added to the by-law (e.g., short term rentals, pet boarding) can be processed without compromising customer service.
- Reduces liability and risk to public as items requiring enforcement can be found and actioned quickly.



\$185,880



2

This investment will address this Risk...

- Legislative – ensures timely enforcement
- Financial – improve cost recovery
- Community Health & Safety

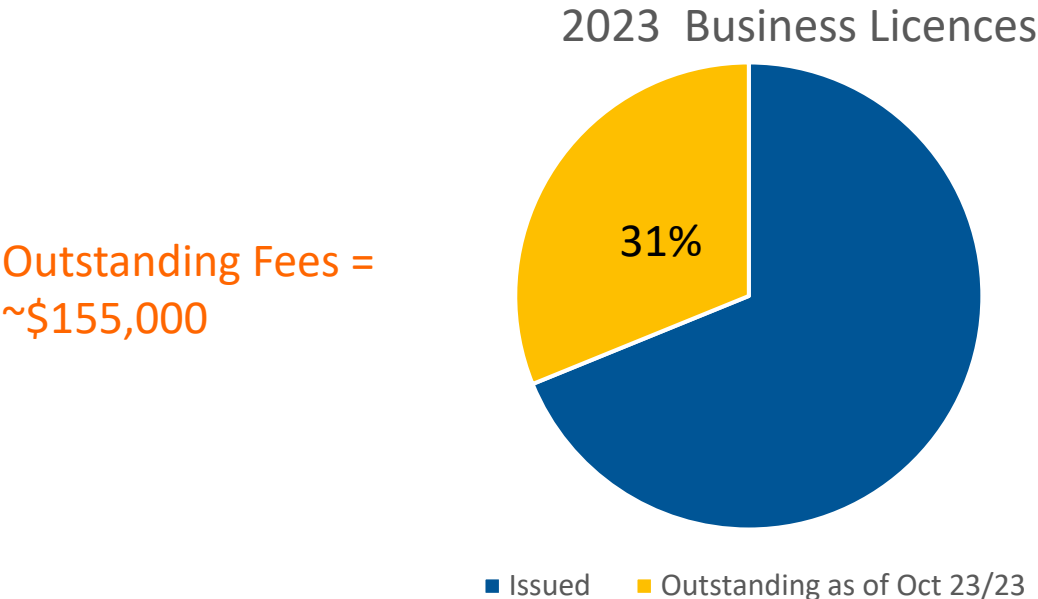
Service Name: By-law Enforcement and Licensing

Key Investment Overview: By-law Compliance Phase 2

Key Performance Indicators

Success Measured By:

- Increased Compliance Rates
- Reduction in repeat offenders
- Bylaw Updated to address issues as they emerge. By-law updates can only be completed if there is an ability to ensure processing at the front end.
- Improved Cost Recovery Ration (fees vs. staff time)



Service Name: Fire Protection and Prevention



Key Investment Overview: Station 8 Firefighters - Year 2

Challenge & Investment Opportunity

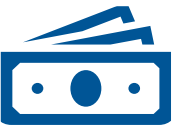
- A career fire station requires 20 firefighters in order to safely staff fire apparatus 24 hours a day, 7 days a week, 365 days per year, allowing for 4 firefighters per shift
- In 2011, when station 8 opened; only 12 of the 20 required firefighters were hired.
- The requested 4 additional firefighters will improve the department's ability to meet minimum staffing which is currently done with overtime.
- Hiring four (4) firefighters in 2024 will have a direct and positive impact on the number of firefighters on-duty that can respond to a single incident or simultaneous emergency calls across the City of Burlington.

Service Goals

- Continue to prioritize strategies that support the sustainability of a ‘composite fire department’ and the delivery of fire protection services that provide the most effective and efficient level of services resulting in the best value for the community.
- Continue to prioritize the optimization of the first two lines of defense, including public education and fire prevention, and the utilization of fire safety standards and fire code enforcement as the foundation of providing a comprehensive fire protection program within the City of Burlington.

Investment Outcome/Benefits

- Hiring 4 Firefighters translates into 1 additional firefighter per 24/7 shift helping to stabilize the response capabilities for our emergency operations across the City.
- Adequate staffing levels can mitigate excessive overtime costs, address increased absenteeism, reduce turnover rates, and reduce impacts on overall delivery performance.
- This provides a balanced approach to allow for planned vacation and cover unplanned leave with on-duty firefighters, reducing the reliance on overtime as a staffing solution



\$602,837



4



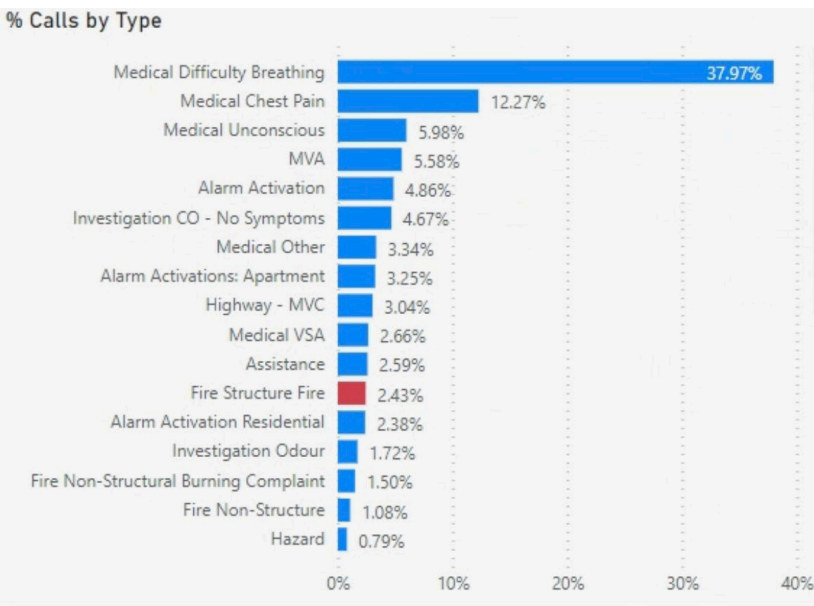
- Risk to the public is realized when minimum staffing cannot be met, and a response apparatus is temporarily removed from service impacting approved service levels.
- Unbudgeted overtime cost required to address minimum staffing levels.

Service Name: Fire Protection and Prevention

Key Investment Overview: Station 8 Firefighters - Year 2

Key Performance Indicators

How much did we do?



Annual call volume continue to increase

How well did we do it?

Year	Population	Staffing
2012	182,992	172
2017	188,899	172
2020	193,668	172
2023	198,557	+ 4 FF = 176 FF
2024	200,205	+ 4 FF = 180 FF

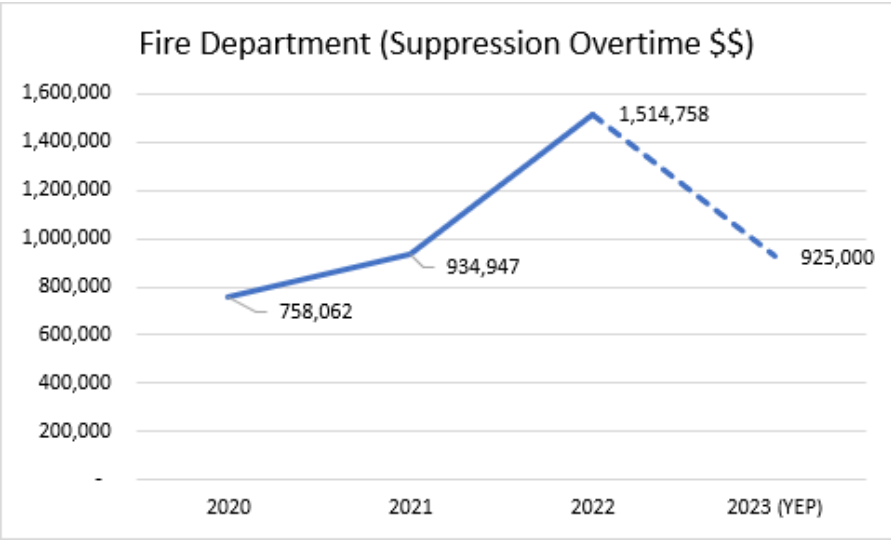
If staffing cannot be maintained, then overtime is used to backfill

If overtime cannot be filled for staffing, then a Fire Apparatus is taken out of service

Is anyone better off?

- Four (4) firefighters in 2023, equals 1 firefighter per platoon
- Four (4) firefighters in 2024 will also add 1 FF per platoon.
- Maintaining adequate staffing levels will translate to a reduction in the suppression overtime costs.

Suppression OT Cost – 2020 to 2023 YTD



Service Name: Roads Design and Construction

Key Investment Overview: Right-of-Way Management Group



### Challenge & Investment Opportunity

- Changes in legislation requiring accelerated review of broadband permits, and mandating locate performance and non-compliance penalties
- Increase in construction activities within the City right-of-way by developers, contractors, utility companies and homeowners
- Consolidated road occupancy and municipal consent permitting to streamline process and improve customer experience, consequently resulting in increased coordination time
- Opportunity to utilize the municipal consent permit and the right-of-way occupancy fees to offset the operational cost of new staff to support right-of-way team

### Service Goals

- The City has \$3.3B of assets within the right-of-way, properly permitting and inspecting construction is essential for the protection of City infrastructure and residents
- To ensure compliance with the Ontario Underground Infrastructure Notification Systems Act, 2012, the City provides locates for City owned underground infrastructure (storm, streetlights and traffic) to support excavation activities within the right-of-way.

### Investment Outcome/Benefits

- Improved ability to review and process right-of-way permitting and inspect the associated construction activities, ensuring the City infrastructure is protected and restored
- Compliance with legislated permit review timelines, and improvement of all other municipal consent permit review and issuance timelines
- Ability to establish new service level goals related to permit issuance timelines, improving the experience for utility providers, developers and homeowners applying for permits
- Currently right-of-way team is overtasked and understaffed, additional staff will improve ability to effectively manage the right-of-way and create flexibility for staff vacancy



Expense = \$320,000

3

Revenue = (\$320,000)

Net = \$0

\$0 impact to the Tax Base

Funded through Right of Way revenues

This investment will address this Risk...

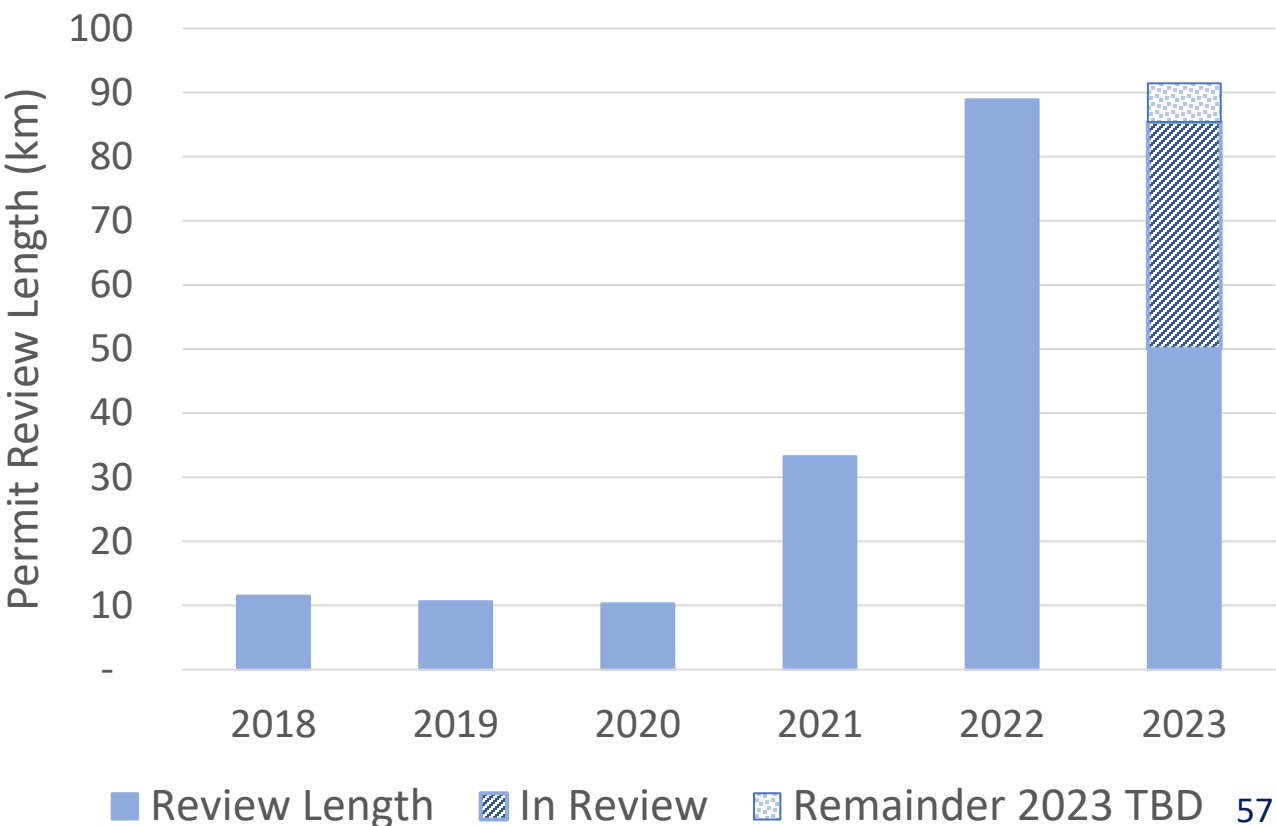
- City subject to legal claims, financial penalties, risk to public safety
- Insufficient resources for a sustainable permit process
- Inability to monitor and enforce by-law infractions

Service Name: Roads Design and Construction

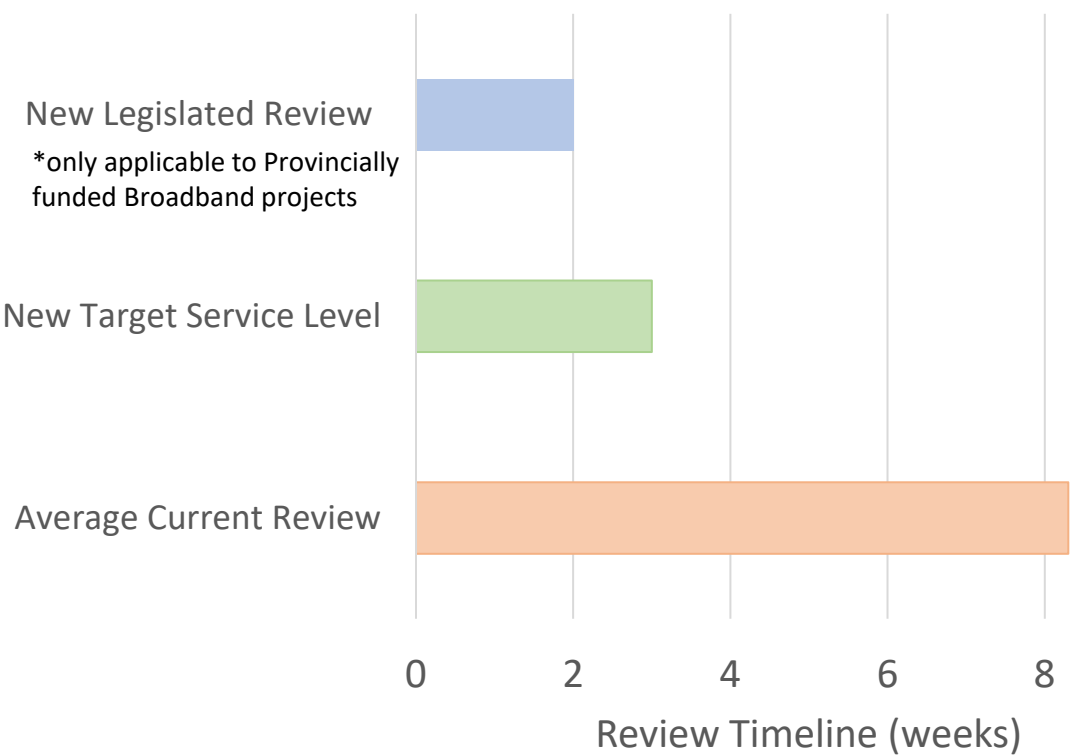
Key Investment Overview: Right-of-Way Management Group

Key Performance Indicators

Annual Utility Permit Review Length (km)



Utility Permit Review Duration (weeks)

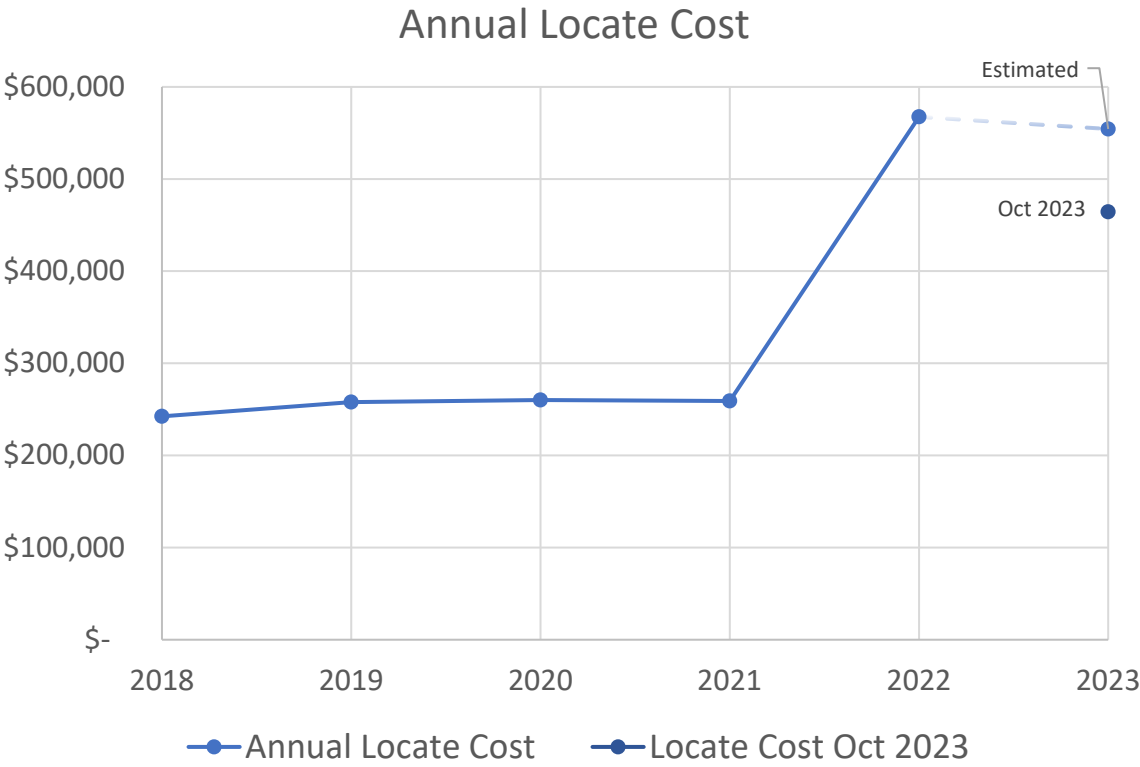
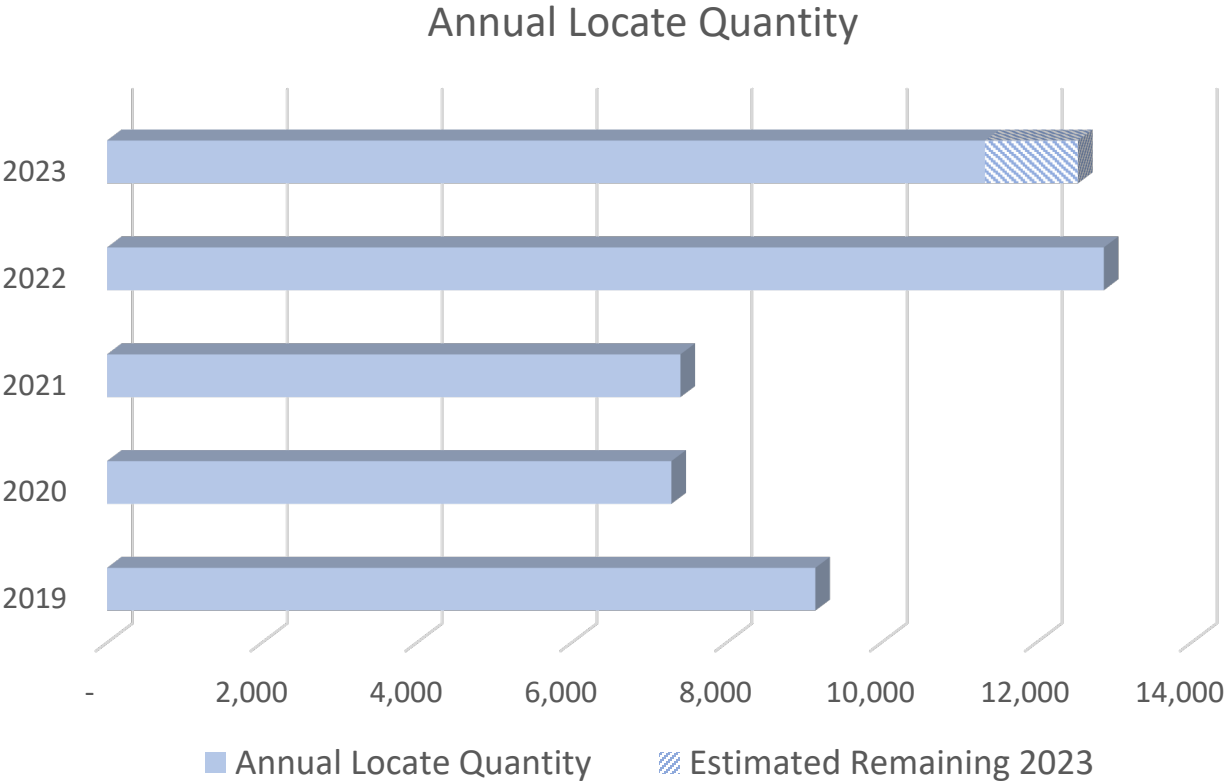




Service Name: Roads Design and Construction

Key Investment Overview: Right-of-Way Management Group

Key Performance Indicators



# Service Name: Corporate Communications and Engagement

## Key Investment Overview: One Brand Project



### Challenge & Investment Opportunity

- Burlington's current brand identity is outdated and was created in 2002. It is not reflective of the city's changing demographic, diversity and growth.
- A powerful and cohesive brand identity drives economic development and job creation, better engagement and customer experience, better City position to compete for visitors. One Brand can improve communication and engagement efforts across areas and better align marketing strategies.

### Service Goals

- Deliver on Red Tape Red Carpet recommendation to develop a clear vision and associated branding strategy at the City of Burlington with respect to business attraction and development. Eliminate barriers to new business and business growth in Burlington and a strong brand promise supports business attraction and retention.
- Unify, Improve and Align - create a unified and recognizable brand identity for Burlington, improve communication and engagement with residents, businesses, staff and visitors and align marketing strategies ensuring a cohesive approach throughout the city.
- Support the City's commitment to designing and preparing for growth by shaping and sharing the City's story of today and where we are going for future generations.

### Investment Outcome/Benefits

- Showcase unique strengths of Burlington, emphasizing positive attributes, strengthening and maintaining public perception.
- Compete, Connect and Elevate - better position Burlington to compete globally for talent and investment, connect to diverse audiences through visual elements, storytelling and place-making reflective of our community and integrate the brand promise into every customer service experience.
- Shape the employee experience to foster sense of belonging, enhanced engagement and improved attraction and retention.



\$150,000

One-time funding



0



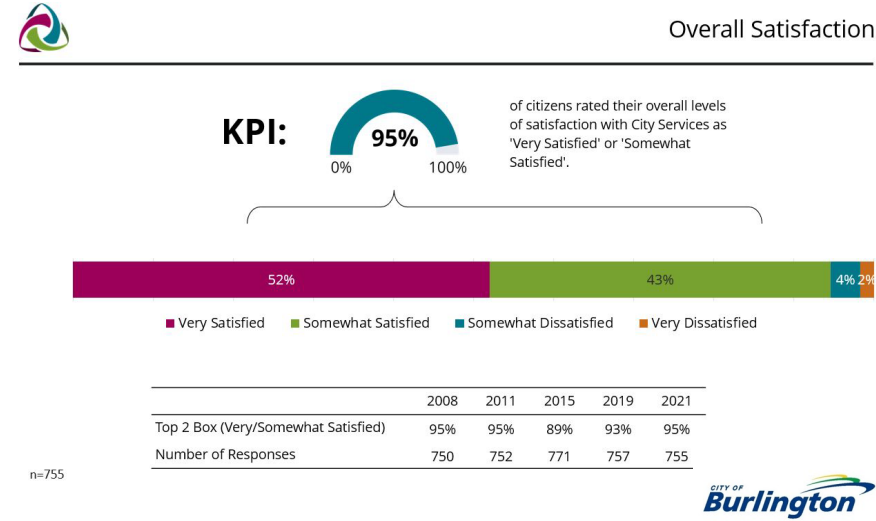
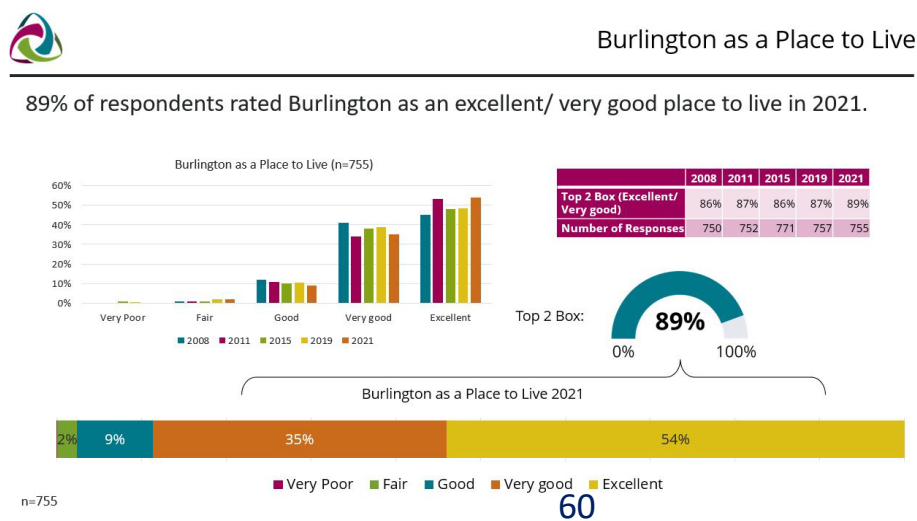
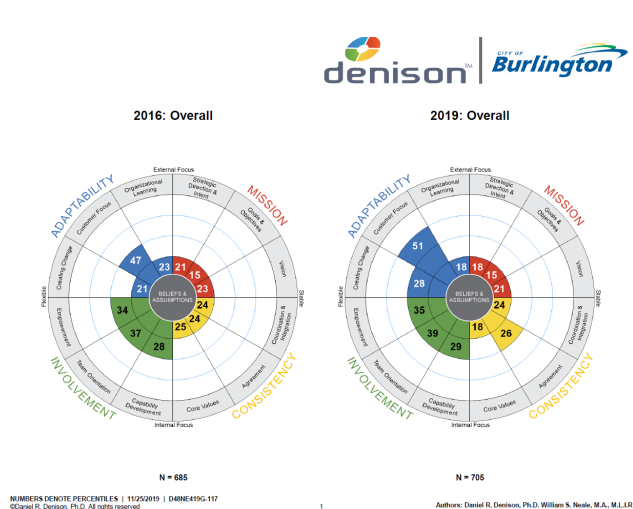
- Fragmented branding can reduce trust and confidence causing reputational risk
- Duplication, redundancies and inefficiencies diminish customer experience
- Economical and financial missed opportunities - loss of talent, business, customers and tourism opportunities for the city

# Service Name: Corporate Communications and Engagement

## Key Investment Overview: One Brand Project

### Key Performance Indicators

- Enhance Burlington's Image and Reputation - two metrics from the Burlington Community Improve overall resident satisfaction with City services scores and rating Burlington as a Place to live scores – maintain these scores from 2023 to 2025 and strive no lower than 93%, Improve employee experience through adoption, alignment, sense of belonging and advocacy for the brand (Staff culture survey provides baseline)
- Increase tourism and attract more visitors to Burlington – Tourism Burlington will develop a Destination Stewardship Plan in 2024. This will establish a baseline for visitor traffic, economic impact, and tourism assets. We know hotel occupancy sits at 57% in shoulder seasons; 75% in summer in 2023 – KPI to increase both by 5% year over year for the next 3 years.
- Promote economic development and job creation – E.g. Increase international delegations and international investment leads demonstrating greater reach.
- KPIs to be developed as part of EcDev's new strategic plan and in collaboration with One Brand consultant BT/A Advertising.





## Driving Organizational Performance

Our objective is to...

Attract, develop and retain high-performing employees to deliver the best services and experiences

1. Burlington Digital Service
2. Enterprise Business Services Support
3. Facilities and Sustainability New Department for 2024
4. Vision 2050 Project
5. Performance Management - Phase 1
6. Human Capital Investments in Stabilizing Operations

Service Name: Burlington Digital Service

Key Investment Overview: Burlington Digital Service



Challenge & Investment Opportunity

- A fragmented digital landscape exposes the City to inefficiencies, cybersecurity threats, and untapped data potential, necessitating strategic investment to enhance service delivery and user experience.
- Current system silos compromise our mission for improved, secure, and innovative services; strategic investment will bridge gaps in technology, expertise, and digital infrastructure.
- City's digital transformation prioritizes optimized service delivery, data-driven decisions, and human-centered design, leveraging AI and sustainable practices.
- Investment underscores commitment to a progressive future, with a strong emphasis on cybersecurity and fiscal responsibility to uphold stakeholders' trust.

Service Goals

- City's strategic digital transformation aligns with business plans, focusing on tailored services for citizens, businesses, and visitors while streamlining internal operations for efficiency.
- Emphasis on integrating sustainable practices and prioritizing cybersecurity to safeguard stakeholders' data and bolster trust in our digital platforms.

Investment Outcome/Benefits

- Streamlined internal processes for enhanced efficiency, maximizing productivity with minimal resources.
- User-centric digital services tailored to citizens and businesses, boosting engagement and satisfaction.
- Data-driven decision-making with AI integration, ensuring proactive responses and high-quality services.
- Emphasis on cybersecurity and sustainable operations, showcasing our commitment to stakeholder trust and environmental responsibility.



\$677,081



4

This investment will address this Risk...

- Operational Inefficiencies
- Cybersecurity Threats
- Reactive Decision Making

# Service Name: Burlington Digital Service

## Key Investment Overview: Burlington Digital Service

### Key Performance Indicators

#### Quantitative KPIs

1.Digital Service Adoption Rate: (Data to be developed)

- Track the percentage of the population using the city's digital services. A rise in this percentage post-investment would indicate increased trust and convenience.
- Story Behind the Data: An increased adoption rate signifies that more citizens are turning to digital avenues for their needs. The baseline number showcases the current level of trust and convenience associated with city services. A low number indicates potential friction points or awareness issues.
- Objective: Achieve a 10% increase in the Digital Service Adoption Rate by the end of 2024 and 25% by end of 2025, reflecting enhanced user trust and convenience.

1.Reduction in Process Time: (Data to be developed)

- Measure the time taken for certain processes pre and post-digital transformation. For instance, if an application process took 10 days before and 3 days after, that's a significant efficiency gain.
- Story Behind the Data: Time is a tangible measure of efficiency. By comparing process times before and after the investment, we can clearly see the impact of our digital enhancements on city operations. Lengthy processes can indicate bureaucratic lags or outdated systems.
- Objective: Achieve a 25% reduction in average process time across key city digitally enabled services by the end of 2025.

1.Data Utilization Increase: (Data to be developed)

- If more decisions are data-driven post-investment, track the number of times city data sets are accessed and used in decision-making.
- Story Behind the Data: The frequency of city data set access can offer insights into how data-driven our decision-making processes have become. Low usage can indicate a reliance on intuition over facts or a lack of data accessibility.
- Objective: Double the frequency of city data set accesses by end of 2025, indicating stronger data-driven governance.

1.Cybersecurity Incidents and Training: (Data exists)

- Track the number of cybersecurity threats or breaches pre and post-investment. A decrease indicates a stronger, more secure digital infrastructure. Training enhances our readiness.
- Story Behind the Data: In today's digital age, the number of cyber threats is a direct reflection of our system's security robustness. A rising number of incidents indicate vulnerabilities that could jeopardize citizen trust and city operations.
- Objective: Achieve a 50% reduction in cybersecurity incidents by the end of 2025, showcasing a fortified digital infrastructure. Achieve 90% training completion by 2025.

# Service Name: Burlington Digital Service

## Key Investment Overview: Burlington Digital Service

### Key Performance Indicators

5.Rate of New Feature/Function Delivery and Adoption of Emerging Technologies (Data to be developed)

- Evaluates the frequency and speed at which the City introduces new digital features, functions, and embraces emerging technologies. It serves as a metric for innovation, adaptability, and efficiency in delivering enhanced services.
- Story Behind the Data: Historically, service offerings might have taken extended periods to develop, test, and deploy, leading to delays in addressing user needs and adapting to technological advances. In a rapidly evolving digital landscape, residents and businesses increasingly expect more seamless, efficient, and innovative services from the City. Moreover, as emerging technologies such as AI, machine learning, and blockchain start influencing how cities operate, there's a heightened need to adopt these swiftly to remain competitive, secure, and responsive.
- Objective: Increase the deployment of new features or functions by 10% annually.

Qualitative KPIs

1.Stakeholder Satisfaction:

- Periodic surveys or feedback mechanisms to gauge citizen, business, and visitor satisfaction with digital services. Higher satisfaction scores post-investment are a good sign.
- Story Behind the Data: Satisfaction scores provide direct feedback on the effectiveness and impact of our digital services. Fluctuations can indicate changing stakeholder expectations or the tangible impact of our investments.
- Objective: Increase stakeholder satisfaction scores by 5 points on a 100-point scale by the end of 2024 and 15 by end of 2025.

2.Employee Feedback: (Data to be developed)

- Employees are at the front lines of using many new digital tools. Their feedback on usability, efficiency, and effectiveness is crucial.
- Story Behind the Data: Employees interact with our systems daily. Their feedback gives insights into the user-friendliness and efficiency of the tools provided. Discontent might indicate a steep learning curve or system inefficiencies.
- Objective: Achieve a 10% increase in positive employee feedback scores related to the usability and efficiency of new digital tools by 2025 and 20% by 2026.

3.Reputation and Brand Perception:

- Monitor the City's digital reputation through news, social media mentions, and other PR channels. A positive shift in tone and sentiment indicates success.
- Story Behind the Data: A city's digital reputation reflects its commitment to modernity, efficiency, and stakeholder engagement. Negative sentiments can indicate publicized failures or perceived stagnation in city digital efforts.
- Objective: Achieve a 25% increase in positive mentions and a decrease in negative sentiments across news and social media channels by 2026.





Key Investment Overview: Enterprise Business Services Support

Challenge & Investment Opportunity

- Transforming HR, finance, and payroll operations through Workday, reflecting a holistic enhancement of business processes.
- Transforming our asset management functions across the enterprise through Cartegraph.
- In 2024, four key roles will fortify our infrastructure, safeguarding our significant \$21 million investment.
- These new roles are instrumental in harvesting the vast benefits of the system, ranging from heightened efficiency to advanced tools for staff.
- Absence of this support structure could lead to stagnation, diminished system trust, and lost opportunities for organizational evolution.

Service Goals

- Workday and Cartegraph platforms represents our commitment to top-tier service delivery and marks a significant step in our digital transformation journey.
- Our aim is to modernize and centralize HR, finance, payroll and asset management processes, enhancing efficiency and empowering staff with state-of-the-art tools.
- The anticipated outcomes include streamlined operations, increased staff productivity, and heightened citizen satisfaction, ensuring our substantial investment fully realizes its potential.

Investment Outcome/Benefits

- Investment in Workday marks a strategic shift towards more efficient, integrated, and user-centric city operations, transforming internal processes to be streamlined and data-driven.
- Externally, this translates to more efficient services, timely updates, financial stewardship, and a higher degree of transparency for the public.
- Internally, it promises a work environment equipped with modern tools, fostering increased productivity and job satisfaction for city employees.



\$527,496



4



- Operational Inefficiency and Downtime
- Missed Opportunities for Continuous Improvement
- Dependence on Outdated Systems and Skills

## Service Name: Burlington Digital Service

### Key Investment Overview: Enterprise Business Services Support

#### Key Performance Indicators

##### 1. Efficiency and Productivity Metrics: (Data to be developed)

- Qualitative Data: Employee feedback and testimonials regarding the ease of use and efficiency of the new system.
- Quantitative Data: Time taken for common HR, finance, and payroll tasks before and after implementation.
- Story Behind the Data: If tasks that previously took hours are now being completed in minutes, it showcases the system's direct impact on efficiency.
- Objective: Reduce time spent on standard HR and payroll tasks by 10% within the first year of implementation.

##### 2. System Uptime and Reliability: (Data Exists)

- Qualitative Data: Feedback from IT teams and end-users about system reliability and any downtime issues.
- Quantitative Data: System uptime percentage and the number of reported issues or outages.
- Story Behind the Data: Higher system uptime percentages and fewer reported issues indicate a reliable system, ensuring continuous service delivery.
- Objective: Achieve 99.5% system uptime in the first year.

##### 3. User Adoption and Training Effectiveness: (Data Exists)

- Qualitative Data: Employee feedback post-training sessions, gauging their confidence in using the new system.
- Quantitative Data: Number of employees trained vs. the number actively using the platform.
- Story Behind the Data: High user adoption rates post-training indicate the effectiveness of the training programs and the system's user-friendliness.
- Objective: Train 90% of the staff within the first six months and achieve an 85% user adoption rate within the first year.

Service Name: Facilities Design and Construction

Key Investment Overview: Facilities and Sustainability New Department for 2024



Challenge & Investment Opportunity

- Increasing expectations to meet climate targets, requiring investment in staff resources, facilities and infrastructure, and community programs and senior leadership focus.
- Major demands for new and upgraded facilities including fire stations, operations campus, and community centres to support city services
- New facility projects will be increasing complex involving potentially mixed use development and land acquisition requiring senior level planning and negotiations
- Aging stock of existing facilities with increased renewal needs and expanded capital program requiring senior leadership coordination across the portfolio

Service Goals

- Provide environmental and energy management for City operations and coordinate delivery of community engagement programs.
- Provide facilities to support community service delivery goals established in various master plan studies, including Fire, RCC, Transit and RPF
- Meet service targets and established level of service goals for facility assets
- Achieve council established carbon reduction goals for city operations and the community

Investment Outcome/Benefits

- To support strategic direction to the Facilities and Environment staff to achieve ambitious city goals and targets related to asset management, environment and climate change.
- Enhanced oversight and leadership to mitigate risks in major capital investments
- Additional senior leadership capacity and succession planning



\$228,657



1

This investment will address this Risk...

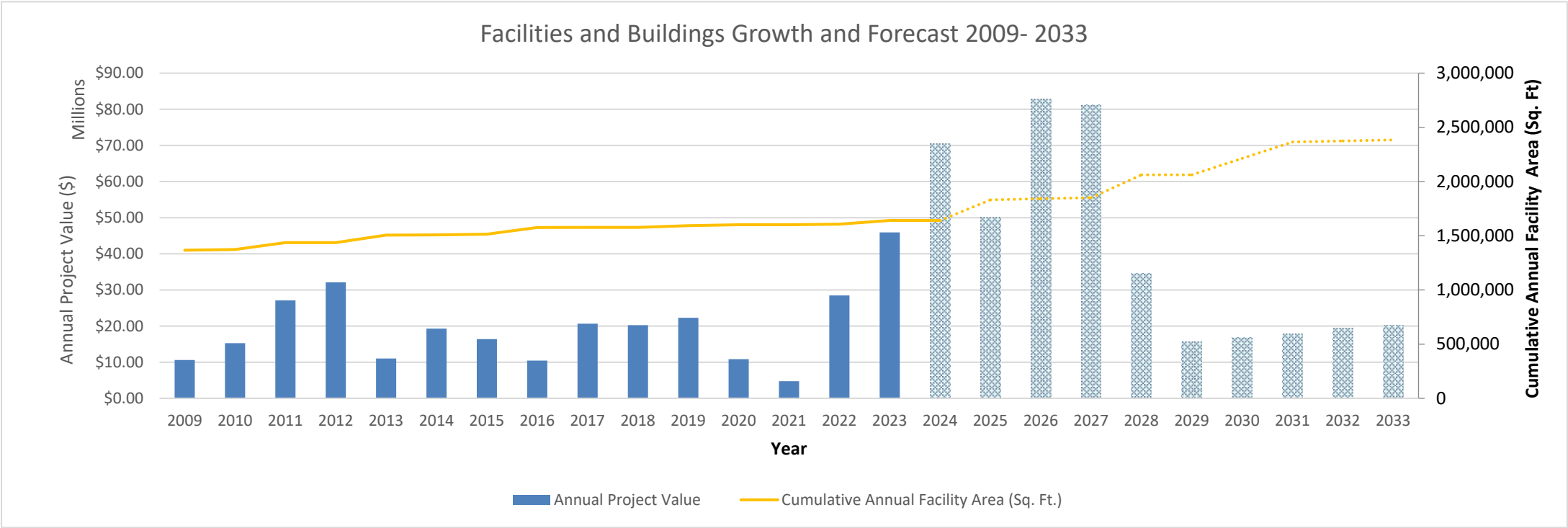
- Increasing number of aging city facilities
- Preparing for climate change – warmer, wetter and wilder
- Achieving net carbon neutral targets by 2040 and 2050
- Strategic oversight of major capital facility projects

Service Name: Facilities Design and Construction

Key Investment Overview: Facilities and Sustainability New Department for 2024

Facilities and Buildings Growth

Key Performance Indicators

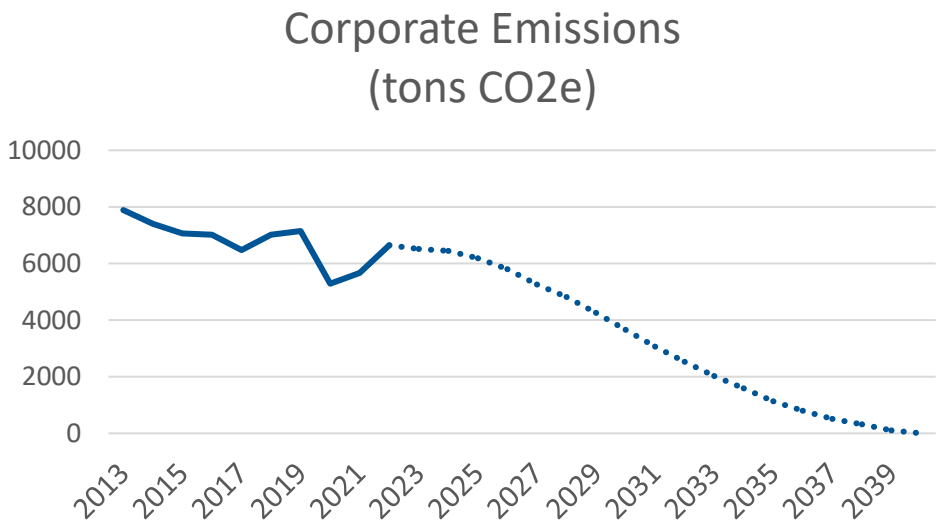
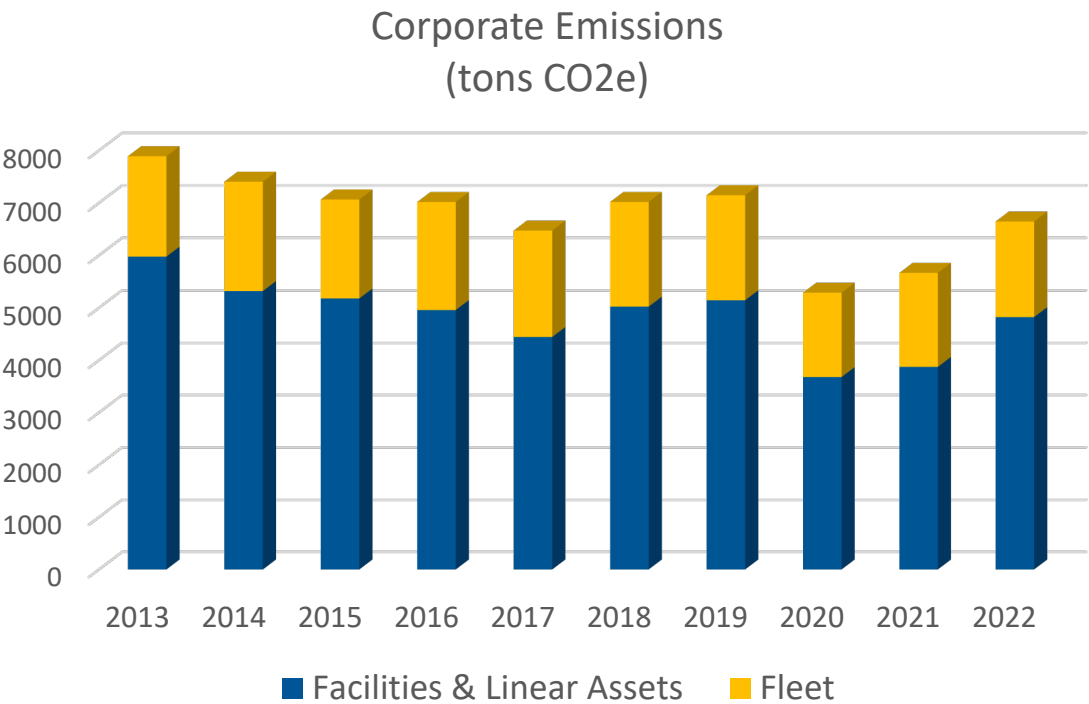


Service Name: Facilities Design and Construction

Key Investment Overview: Facilities and Sustainability New Department for 2024

Corporate Emissions – Buildings and Fleet

Key Performance Indicators



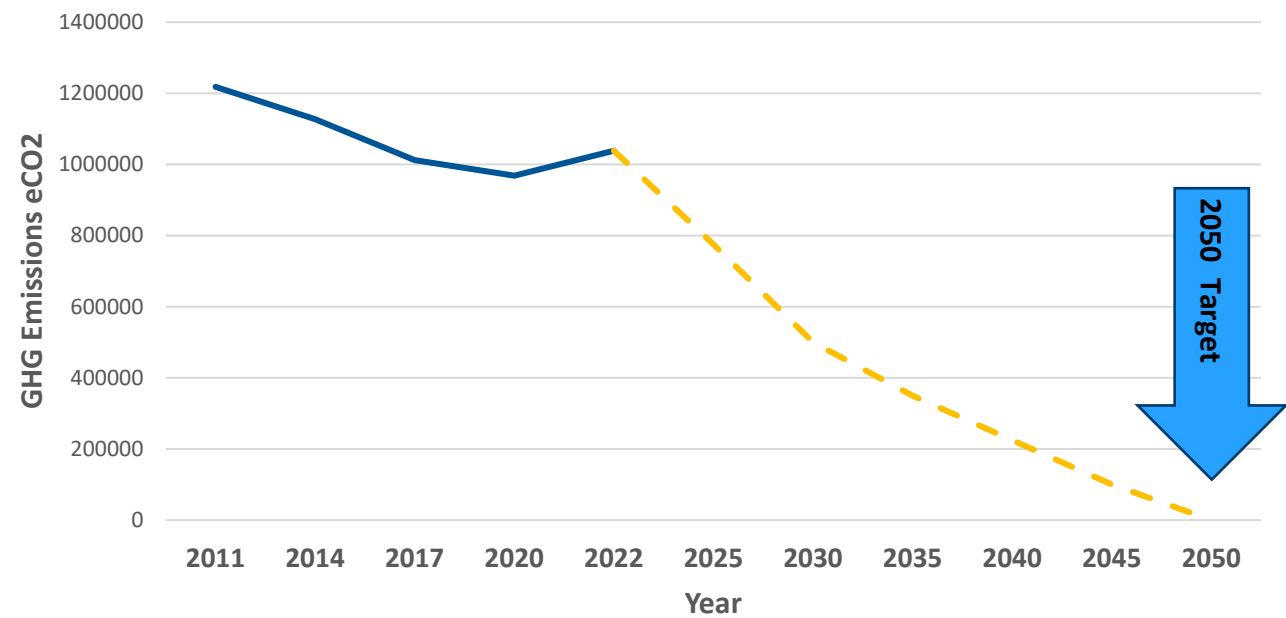
Service Name: Facilities Design and Construction

Key Investment Overview: Facilities and Sustainability New Department for 2024

Community Emissions

Key Performance Indicators

Community Greenhouse Gas Emissions by Year Showing 2050 Target



Service Name: Corporate Strategy

Key Investment Overview: Vision 2050 Project



Challenge & Investment Opportunity

- 25-year horizon is now 2050 and so much has changed since Vision 2040 was created.
- Fresh, relevant, impactful and valuable information to be considered, such as demographic, economic and financial situations, environmental impacts, future and innovative market approaches and political, technical and social factors.
- Gaining commitment, participation and resource efforts with staff and community will be extensive and require significant engagement.

Service Goals

- Advocating for our strategic priorities and generating value from strategic partnerships.
- Leading the organization in setting and executing on clear directions and priorities
- Discovering and utilizing the optimal ways of operating to reach our strategic and business objectives

Investment Outcome/Benefits

- Sets the overall direction of aspirational goals, financial plans, determining the pace, cadence and decision making for the organization for multiple years.
- Being proactive rather than reactive by anticipating and preparing for future opportunities and challenges
- Create a shared responsibility and alignment among employees, stakeholders, community and customers by communicating the purpose, value and direction of the organization
- Clear decision-making goals and workplan alignment
- Delivering the expectations, needs and aspirational goals of the community for multiple generations



\$150,000

One-time funding



0

One-time funding

This investment will address this Risk...

- Community demographic and aspirational goals may be misrepresented in current plan
- Economical and financial missed opportunities and competitive advantages
- Misaligned decision making
- Increase in community complaints – delivering on inaccurate and outdated goals



Service Name: Corporate Strategy

Key Investment Overview: Vision 2050 Project

#### Key Performance Indicators

#### *Burlington is changing and so should Our Vision*

- According to the census data from Statistics Canada, the city of Burlington had a population of 186,948 in 2021, which was a 2% increase from its 2016 population of 183,314. The estimated projected increase of population is between 12-13% every 10 years until 2050 (about or over 254,000).
- The **population density** per square kilometer also **increased** from 987.3 in 2016 to 1,004.4 in 2021.
- The **land area in square kilometers** remained almost **unchanged** at 186.12 in 2021 and 185.66 in 2016
- The proportion of people who reported Canadian as their ethnic origin **decreased** from 32.5% in 2016 to 30.9% in 2021.
- The proportion of people who reported English as their ethnic origin **decreased** from 28.5% in 2016 to 26.8% in 2021.

#### *What has been accomplished... “what gets measured ...gets managed”*

- 7 of the 12 key priorities
- 22 of the 39 key actions
- 14 other initiatives (not reflective in the key actions)



Key Investment Overview: Performance Management - Phase 1

Challenge & Investment Opportunity

- Design and develop a performance management process (PMP) for non-union employees (FT and PT) that links employee performance to the achievement of City goals that is rewarded via a performance-driven compensation system.
- The \$100K investment is for the configuration of this new process in Workday in 2024. An imbedded/automated process in Workday will: significantly reduce the need for manual interventions, increase the likelihood of staff adoption and allow for timely, transparent and relevant reporting, as all performance information will be housed in one location.

Service Goals

- This is part 2 of the Job Evaluation (JE) project roll-out: having a clearly defined and easy to use PMP will unmistakably differentiate market pay from performance pay
- The new PMP will be used to ensure staff are clear about what success looks like at the individual level (non-union) along with how it is connected to the City’s strategic goals and operational objectives. The PMP will be designed to increase employee engagement & organizational effectiveness, identify performance gaps and areas to focus on to increase organizational capabilities and incentivize and reward desired behaviours. The key outcome for the new PMP is to better integrate and align performance management seamlessly with how the City functions.

Investment Outcome/Benefits

- Employee performance will be directly connected to the City’s goals and will be objectively measured, evaluated and rewarded.
- This investment will support the detailed PMP configuration requirements in Workday following the corporate-wide launch in late Feb 2024.
- Foundational retention strategy - employees are more likely to be engaged and stay at the City when there are clear expectations aligned to identified goals, aligned development plans and an understanding of how the achievement of those goals are rewarded.



\$100,000

One-time funding



0

This investment will address this Risk...

- People Risk
- Legal Risks
- Financial Risks
- Reputational Risk

Service Name: Human Resources

Key Investment Overview: Performance Management - Phase 1

### Key Performance Indicators



### Implementation Metrics:

- ✓ A tool (workday) to support this process will be configured by end year 2024. This tool will include key reports to show goal achievement of key strategies across the City.
- ✓ Performance feedback/dialogue is provided at least twice a year to all employees track and identify development opportunities.

### Process Success Metrics:

- ✓ Tool is perceived to be user-friendly and all people leaders of non-union employees are using it by end year 2025.
- ✓ % organizational goals achieved including V2F
- ✓ % of employees 'not performing successfully' at end year will decrease.
- ✓ Retention and Engagement (survey) will be measured post implementation.
- ✓ % of perception of fairness and equity will increase
- ✓ Achievement of development goals will be tracked to identify trends in performance improvement.

## Service Name:

Human Resource, Corporate Communications & Engagement, Digital Service, Facilities & Buildings – Design & Construction, Corporate Strategy Service/Government Relations, Financial Management, Transit Service/Specialized Transit, Urban Forestry, Recreation Service/Organized Sport Support-Facility Operations, Customer Experience, Traffic Operations Management



## Key Investment Overview: Human Capital Investments in Stabilizing Operations

### Challenge & Investment Opportunity

- City's growth has outpaced the staff resources to provide services efficiently, effectively and economically.
- No focus on organizational development to support improving efficiency and effectiveness through consistent structure, culture, processes and people.
- Efficient, effective and economic service delivery is dramatically improved when staff can be proactive rather than the current state of reactive response.

### Common Service Goals

Our customers - both external and internal - expect our services to meet or exceed their needs. Each of these services work to accomplish goals aligning to:

- Customer-centric approach to meet customers where they are now and where they want to be in the future
- Efficiency and effectiveness to streamline delivery for low-effort on the part of the customer
- Environmental responsibility to minimize the impact of how we deliver our services
- Safety and accessibility in our services for our customers to be secure and feel included
- Customer and community engagement in the City's efforts to improve our community and solve problems
- Accountability for delivering services to improve the quality of life for our community.

## Service Name:

Human Resource, Corporate Communications & Engagement, Digital Service, Facilities & Buildings – Design & Construction, Corporate Strategy Service/Government Relations, Financial Management, Transit Service/Specialized Transit, Urban Forestry, Recreation Service/Organized Sport Support-Facility Operations, Customer Experience, Traffic Operations Management

## Key Investment Overview: Human Capital Investments in Stabilizing Operations

### Scope of Key Investment

Position	# of Hires	Grade	Department
Web Designer	1 FTE	Grade H	Corporate Communications & Engagement
Advisor, Engagement & Volunteers	1 FTE	Grade H	Corporate Communications & Engagement
Supervisor Customer Experience	1 FTE	Grade H	Customer Experience
Supervisor Transit Operations	1 FTE	Grade G	Transit
Supervisor Transit Maintenance	1 FTE	Grade H	Transit
Coordinator IT Contracts, Licensing & Inventory	1 FTE	Grade J	Digital Services
Platform Administrator	1 FTE	Grade K	Digital Services
Supervisor Forestry Operations	1 FTE	Grade I	Roads, Parks & Forestry
Manager Organizational Development	1 FTE	Grade K	Human Resources
Supervisor Recruitment	1 FTE	Grade I	Human Resources
Analyst, Total Compensation	1 FTE	Grade I	Human Resources
Technician Traffic Operations, Field Services	2 FTE	CUPE 1540	Transportation
Traffic Operations Student (2 additional 4-month work terms)	0.6 FTE		Transportation
Operator Recreation Services	4 PT (0.75) roles converted to 4 FT (1.0) roles	Grade F	Recreation, Community & Culture
Coordinator Facility Maintenance Management	1 FTE	Grade H	EICS Facilities
Analyst Government Relations	0.5 FTE	Grade G	Corporate Strategy
Financial Analyst, Financial Services	1 FTE	Grade G	Finance

## Service Name:

Human Resource, Corporate Communications & Engagement, Digital Service, Facilities & Buildings – Design & Construction, Corporate Strategy Service/Government Relations, Financial Management, Transit Service/Specialized Transit, Urban Forestry, Recreation Service/Organized Sport Support-Facility Operations, Customer Experience, Traffic Operations Management



## Key Investment Overview: Human Capital Investments in Stabilizing Operations

### Investment Outcome/Benefits

The staff complement requested in these services will:

- Focus us on workforce development to improve our ability to attract and retain top talent
- Strengthen our organizational culture to improve accountability and engagement
- Build up our in-person and digital channels to enhance community engagement to hear the voice of the community and have that voice included in decision-making
- Create proactive service delivery to improve customer and employee satisfaction
- Cultivate a culture of accountability throughout the organization to improve customer, employee, and vendor relationships
- Highlight and fortify the value of safety and risk management to improve service delivery and enhance the customer's experience
- Create capacity within services to improve ability to achieve strategic objectives (such as tree canopy growth and facility optimization) through cost reduction, cost avoidance and increased funding opportunities.



\$2,069,613



19 FT -1.9 PT

This investment will address this Risk...

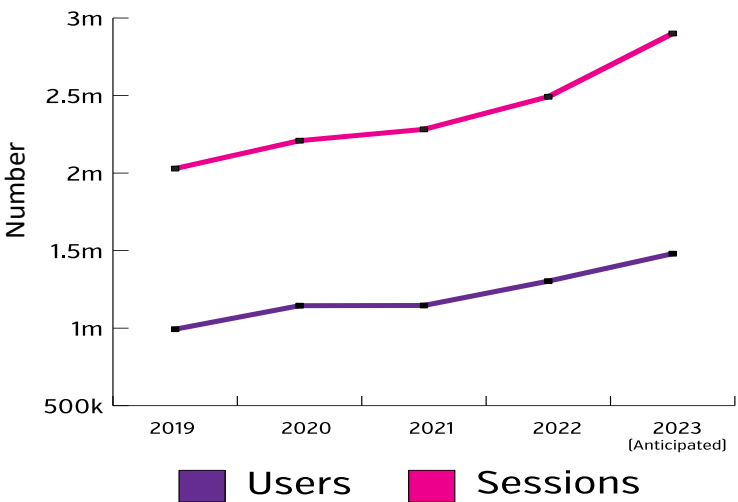
- Operating Risk
- People Risk
- Reputational Risk
- Technology Risk

Service Name: Corporate Communications and Engagement

Key Investment Overview: Web Designer (1 FTE)

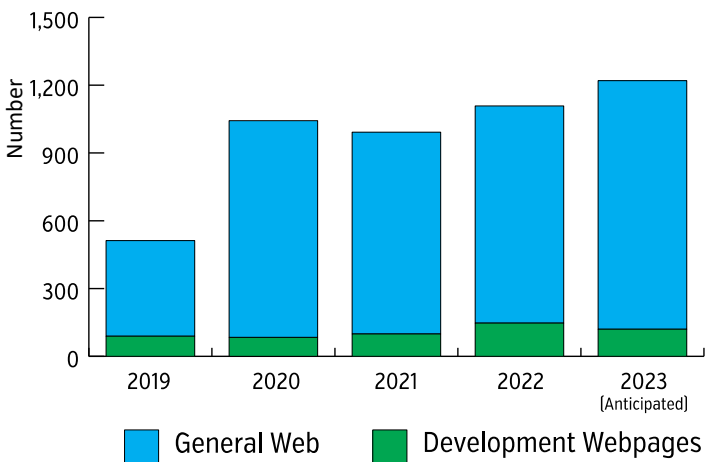
Key Performance Indicators

Burlington.ca web traffic



- **Users** represent the total number of distinct individuals who have visited your website or app within a specified time period.
- **Sessions** represent individual interactions, or visits, that a user has with your website within a specified time period, including multiple pageviews and interactions.

Volume of web requests



Improve Citizen Engagement and Online Service Delivery

- **Increase Website Traffic and Users:** Increase website traffic views by 10% annually; annual 15% growth in website users.
- **Accessibility Audits:** reach zero critical violations. Reach average grade 8 readability level for content
- **Mobile Responsiveness:** reach zero reported critical mobile-related issues; increase page load time to an average of 4 seconds or less on mobile devices. Cross-browser critical issues resolved within 48 hours.

Stabilize Centralized Content Management and Improve Content Quality

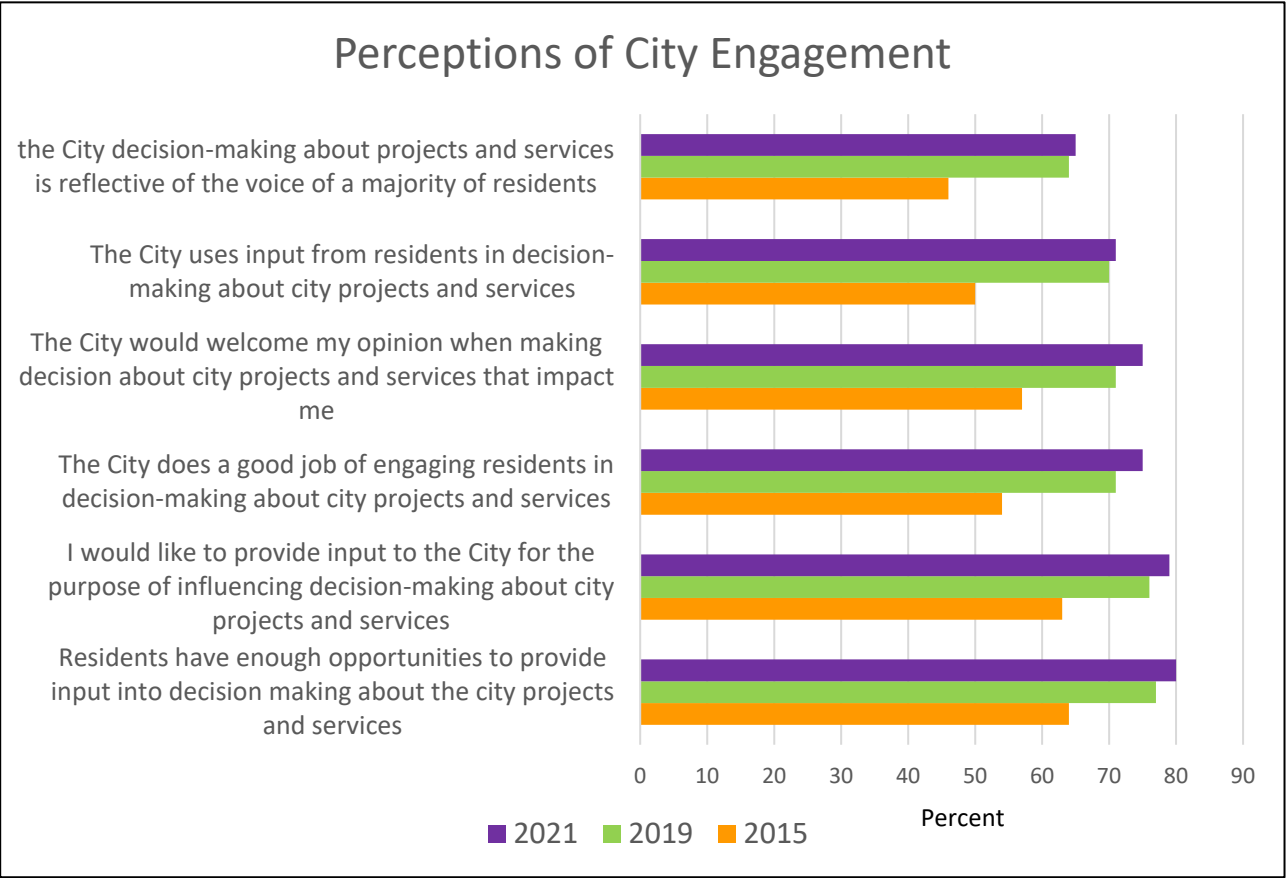
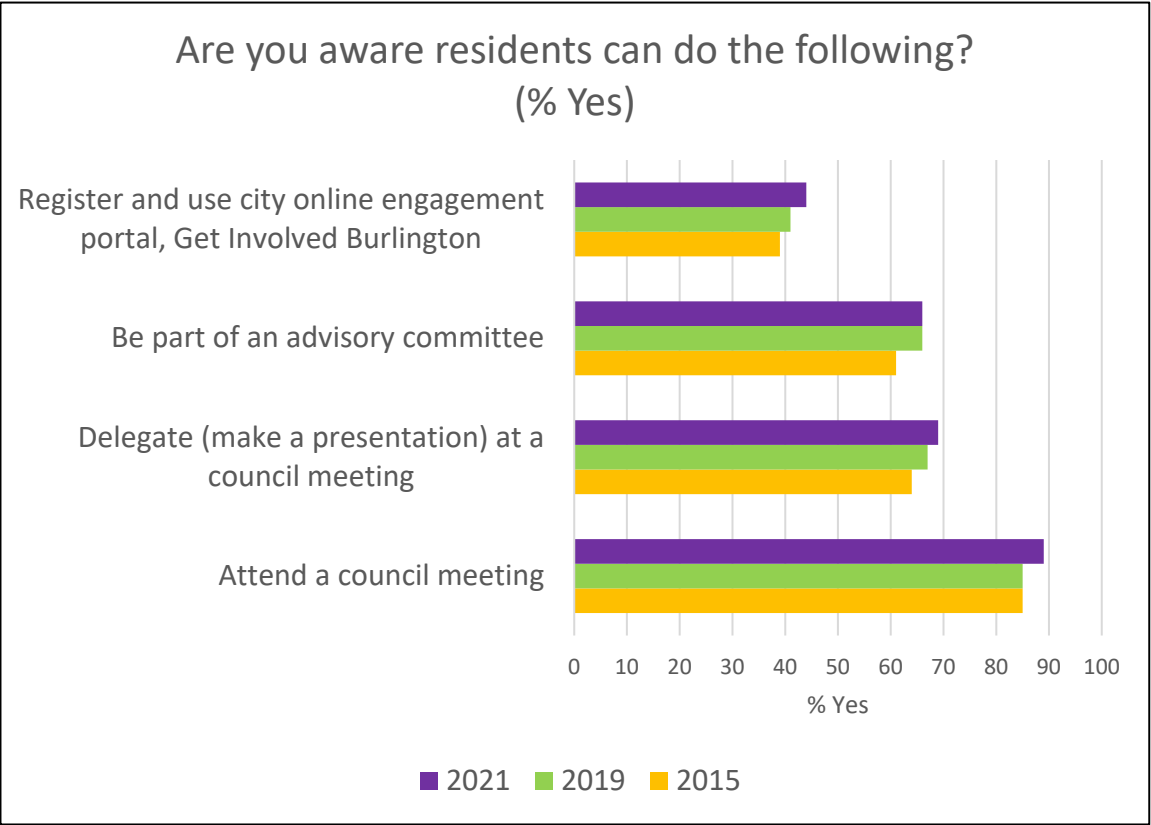
- **Content Update Workflow:** Reduce lead time for webpage updates to 3 days.
- **Stale Content Reduction:** Reduce stale webpages by 75% annually.
- **Improved Site Search:** Reach results click-through rate (CTR) of 55%+ annually. Maintain searches-with-results rate of 95%+ annually.



Service Name: Corporate Communication and Engagement

Key Investment Overview: Advisor, Engagement and Volunteers (1 FTE)

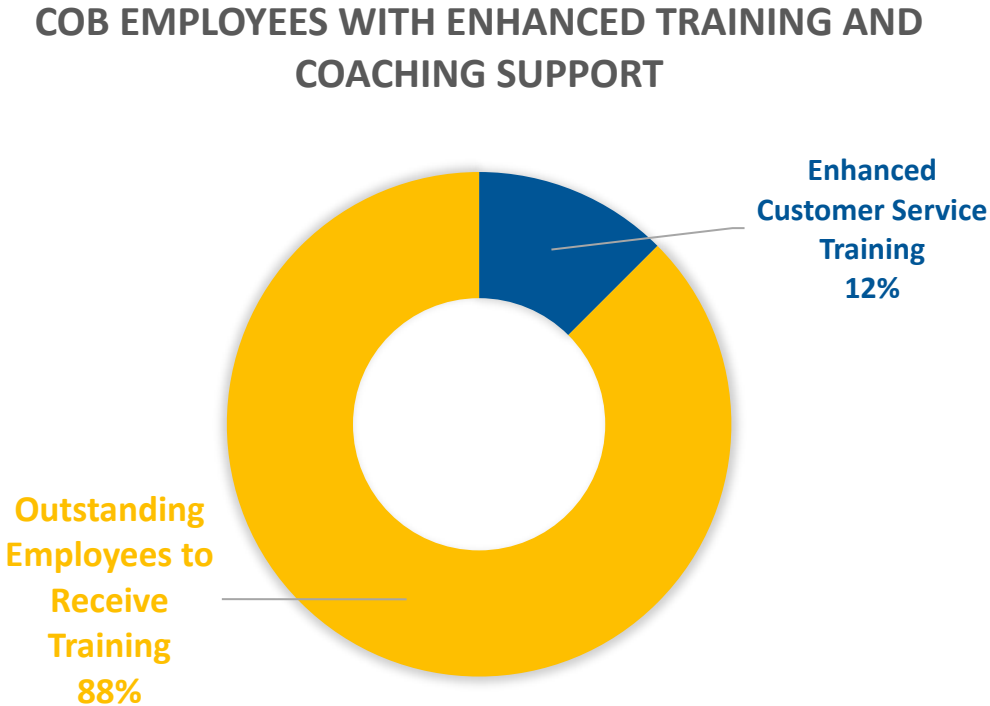
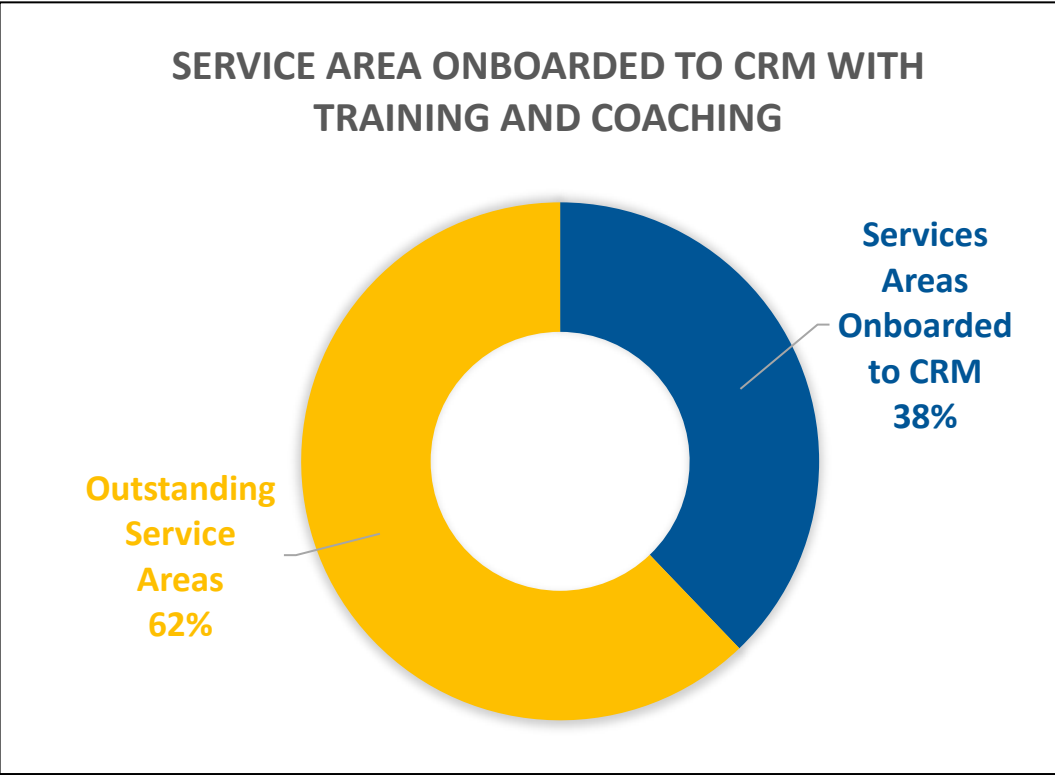
Key Performance Indicators



**Service Name:** Customer Experience

**Key Investment Overview:** Supervisor Customer Experience (1FTE)

Key Performance Indicators



**Service Name:** Transit (Conventional & Specialized)

**Key Investment Overview:** Supervisor, Transit Operations (1 FTE)  
Supervisor, Transit Maintenance (1 FTE)

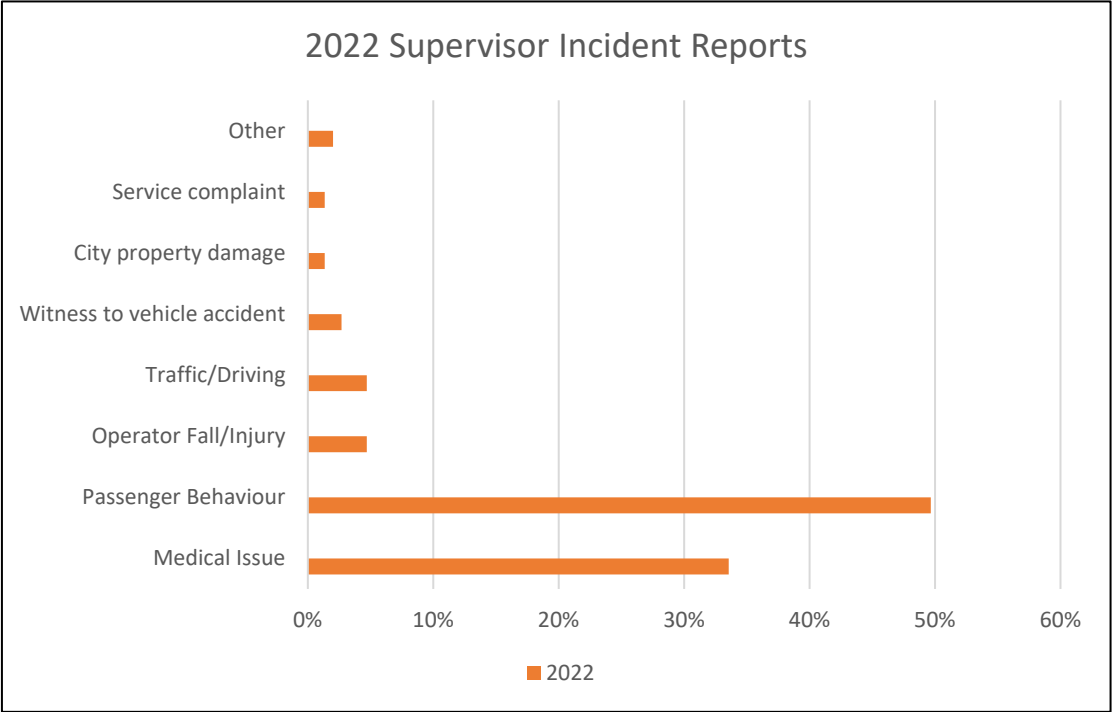
Key Performance Indicators

**Transit Operations Supervisor**

- Transit Supervisors are required to attend incidents happening on the bus, at a stop or in other Cities (i.e., Hamilton)
- Increasing Supervisor incidents reports annually
- In 2022, 50% of all incidents were due to passenger behavior and 13% of incidents required Police assistance
- Increase due to increased ridership as well as increased number of operators
- Burlington’s Operator to Supervisor ratio is currently at 24:1
  - ✓ Industry best practice is 10-15:1 operators to supervisors

**Transit Maintenance Supervisor**

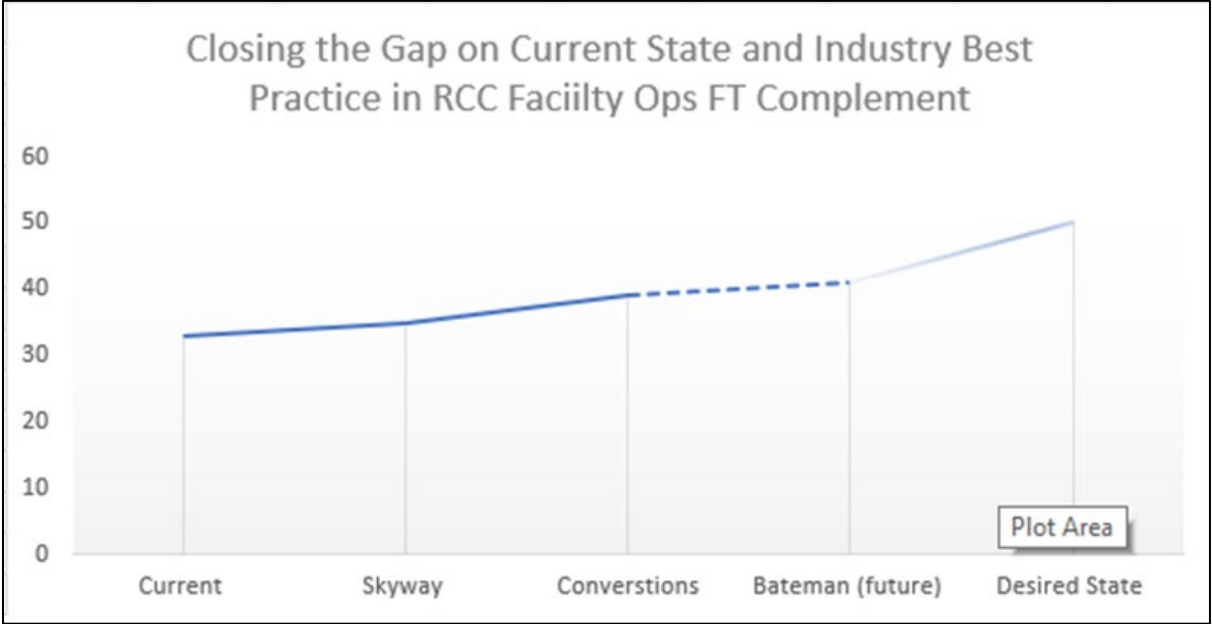
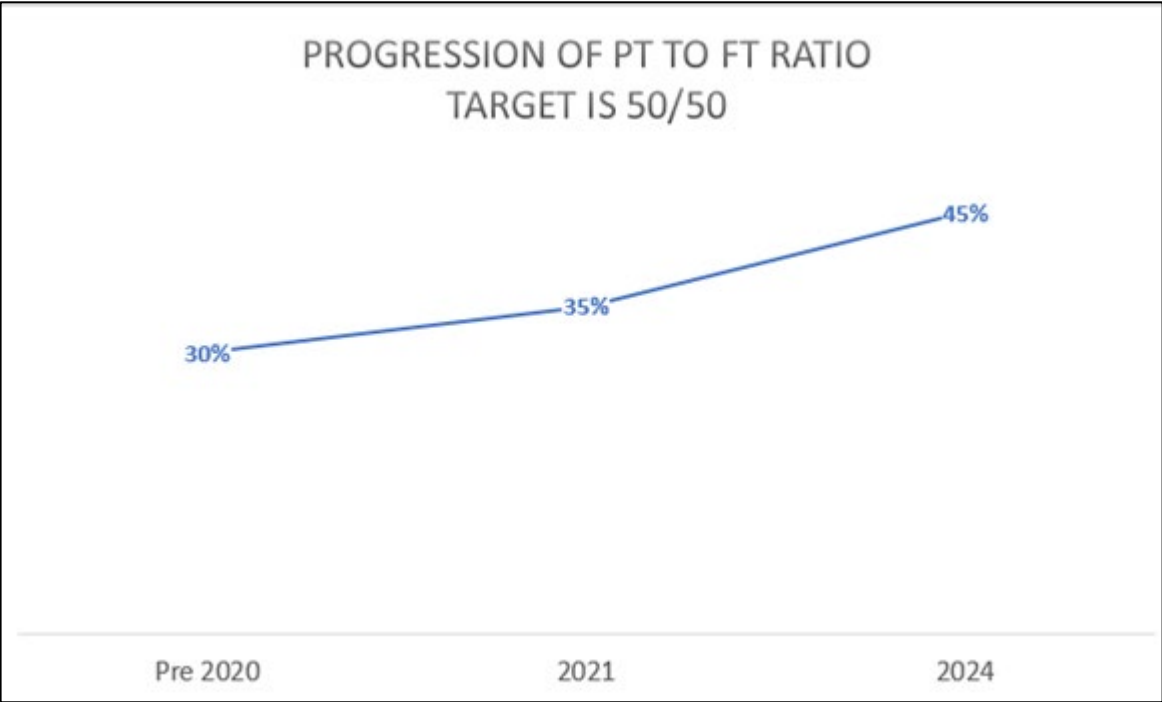
- Since 2020, 30% increase in FT and 80% increase in PT maintenance staff; current complement = 18 FT and 5 PT with one supervisor.
- Fleet has grown to 65 conventional and 14 specialized vehicles requiring preventive, regular and emergency repairs and maintenance
- Wear and tear on fleet increasing
  - ✓ 30% increase in mileage from 2019 to 2022
  - ✓ Fleet traveled 5.4 million kilometres in 2022 compared to 4.2 million kilometres in 2019



**Service Name:** Recreation Services

**Key Investment Overview:** Operator Recreation Services (4 PT (0.75) positions converted to 4 FT (1.0) positions)

Key Performance Indicators



**Key Investment Overview:** Coordinator IT Contracts, Licensing & Inventory (1 FTE)

Key Performance Indicators

**How much did we do?**

- # of contracts = > 200
- # of licenses<sup>1</sup> = > 10,000
- Cycle time for contract negotiation (current):
  - New = 8 – 12 months
  - Extension = 4 months

1. Licenses include both individual subscriptions and corporate enterprise licenses

**How well did we do it?**

(these KPIs are new and require refinement)

- % of licenses re-allocated
- % of contracts negotiated/re-negotiated within established timeline
- Contract renewal rate
- % contracts in compliance with terms and conditions
- Contract termination efficiency
- Contract documentation accuracy

**Is anyone better off?**

(these KPIs are new and require refinement)

- Cost savings (e.g. negotiated discounts, cost avoidance, etc.)
- Cost control
- Reduced exposure to risk
- Decrease of \$X in operating expenditures
- Reduction of X hours staff time in negotiating contracts
- Vendor performance scorecard
- stronger vendor relationships / better buying power
- Reduce contract cycle times

Key Investment Overview: Platform Administrator (1 FTE)

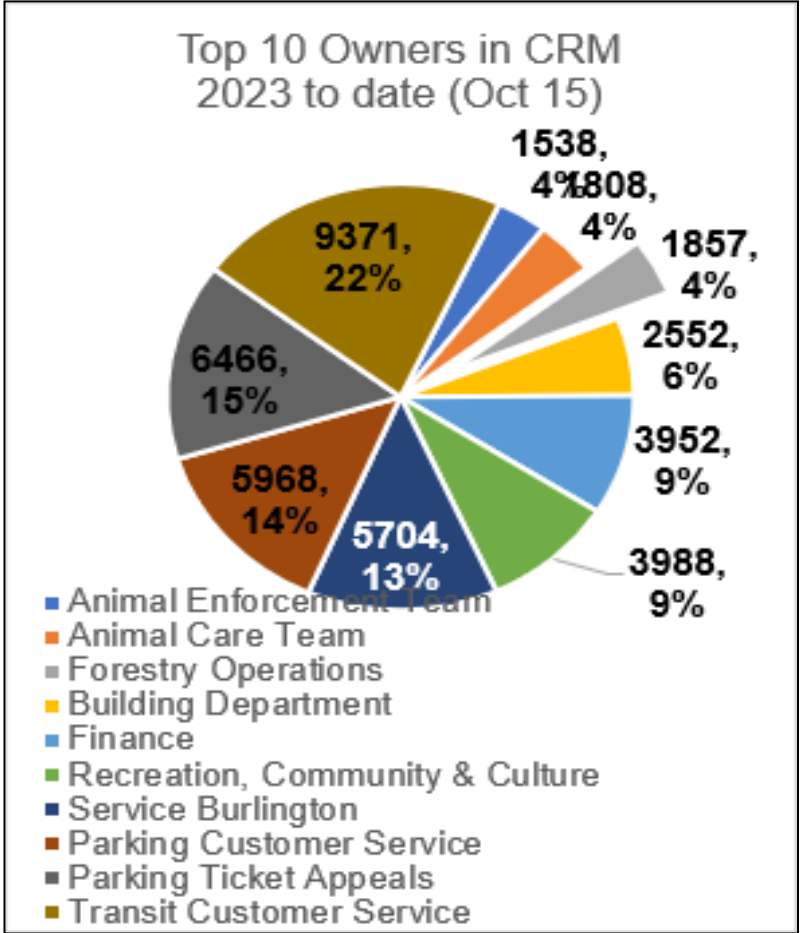
Key Performance Indicators

What	Current	Target
On-premise / Cloud Split - % of platforms residing in-house versus residing in cloud	80 / 20	50 / 50 within 3-5 years 30 / 70 to 20 / 80 beyond 5 years
Utilization of shared platforms - % of City applications having similar business function leveraging a shared/common platform instead of using business-specific platform	10%-15%	70% within 3-5 years 90%-100% beyond 5 years
User adoption rate - % users engaged in using platforms		100%

Service Name: Urban Forestry

Key Investment Overview: Supervisor, Forestry Operations (1FTE)

Key Performance Indicators

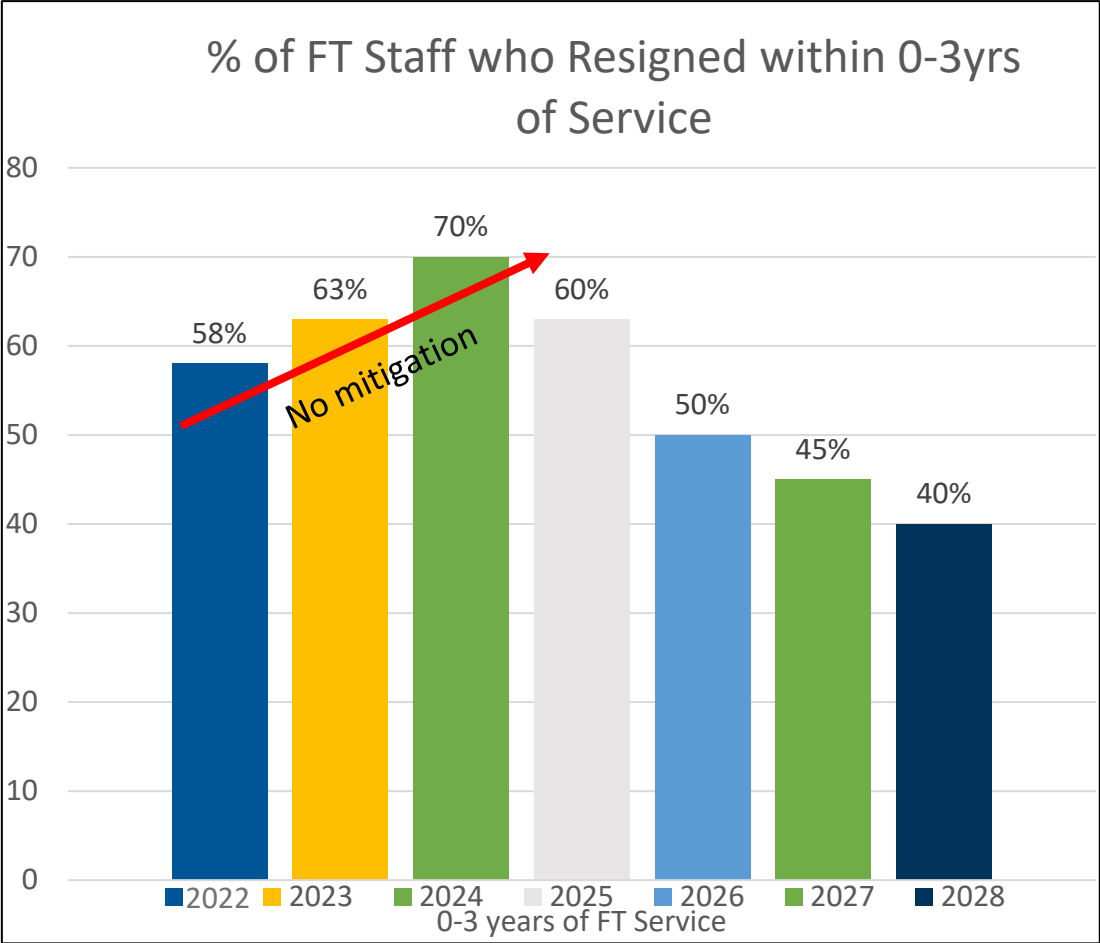


Service Name: Human Resources

Key Investment Overview: Manager of Organizational Development (1 FTE)

Key Performance Indicators

- Reduce the turnover of staff within their first 3 years of employment by over 20% over 5 years
- Maintain a 7% or less voluntary turnover rate.
- Achieve and maintain a staff score of 80% or higher of feelings of trust



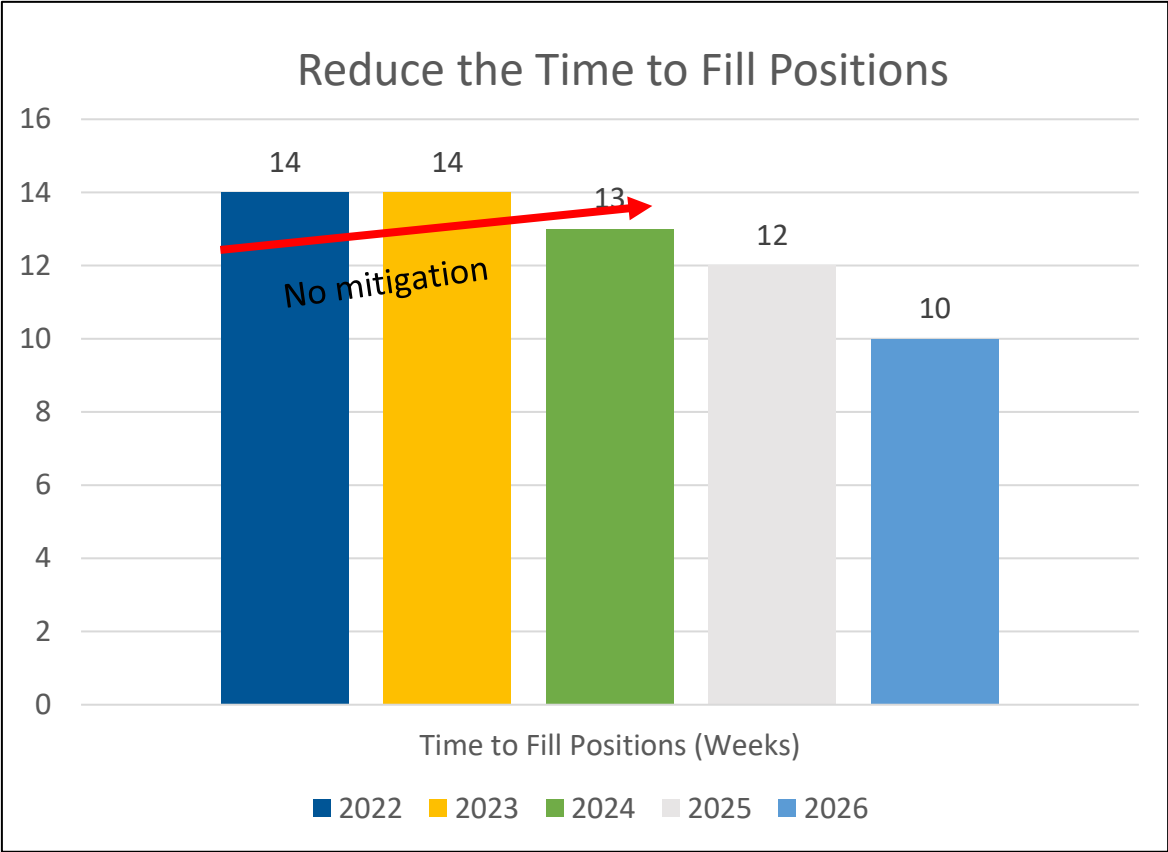
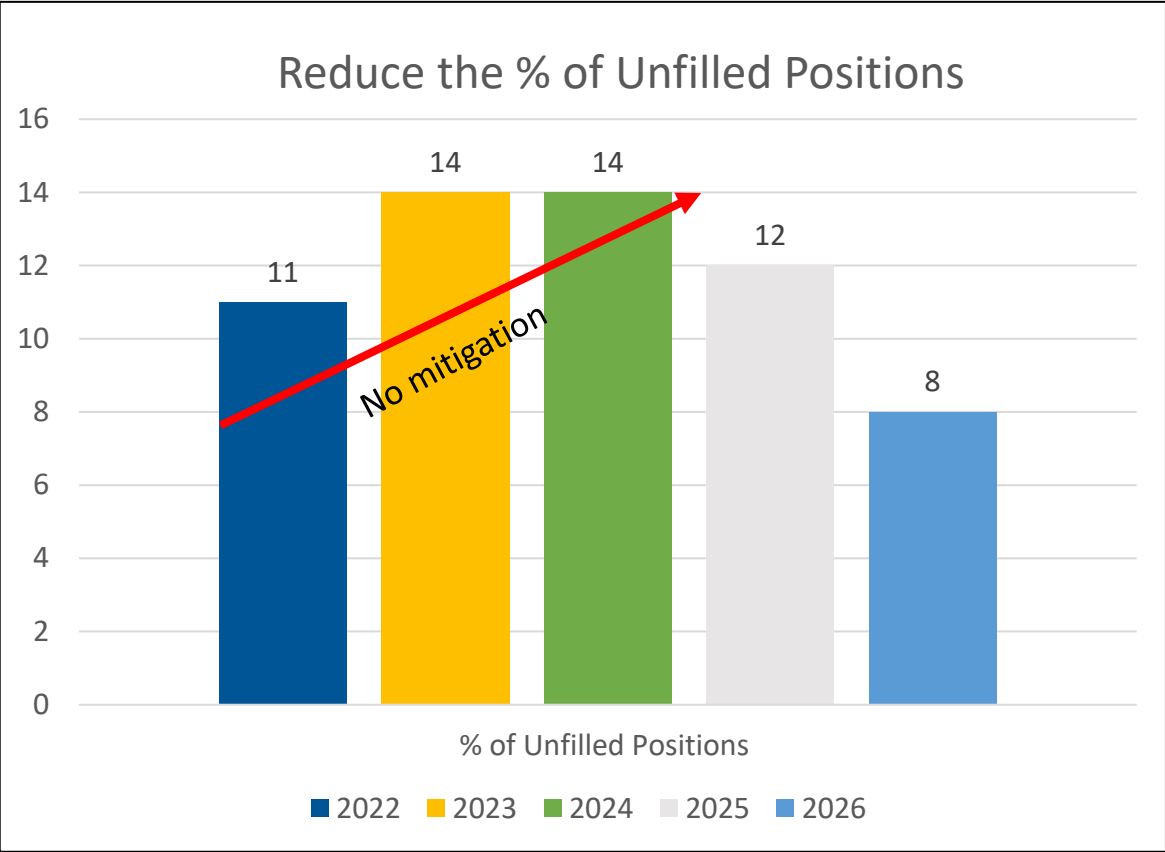


Service Name: Human Resources

Key Investment Overview: Supervisor, Recruitment (1 FTE)

Key Performance Indicators

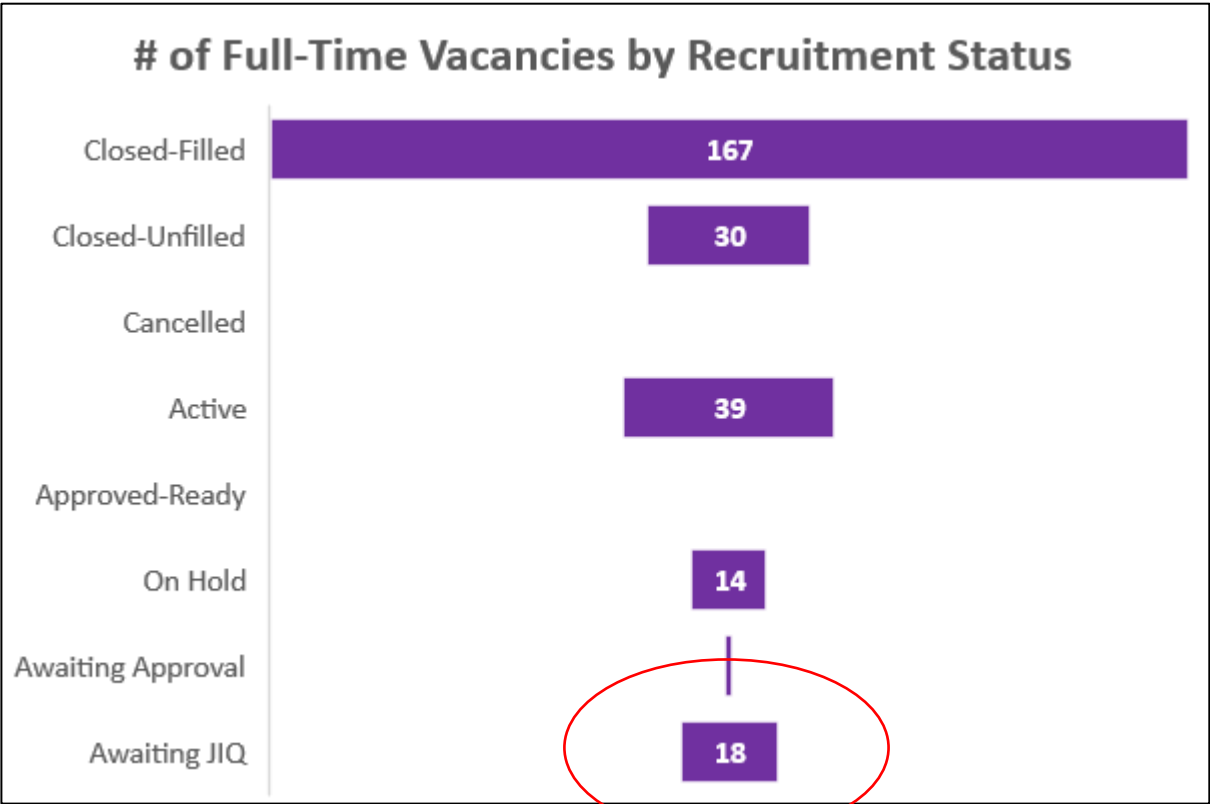
- Reduce the % of unfilled position to 8% over 3 years
- Reduce the average # of weeks it takes to fill a position to 10 weeks over 3 years



**Service Name:** Human Resources

**Key Investment Overview:** Analyst, Total Compensation (1 FTE)

Key Performance Indicators



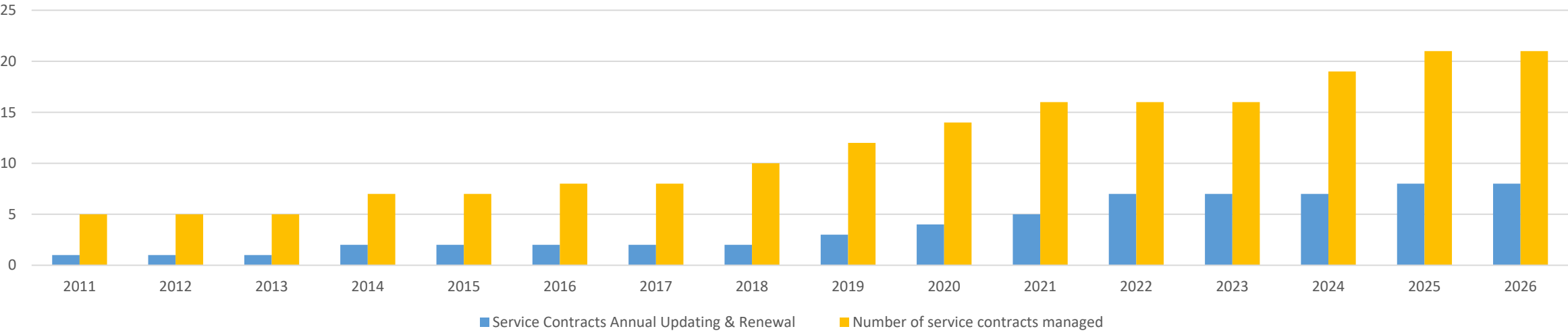
- Reduce the average # of weeks involved in the JIQ process by a minimum of 20% over the next 3 years:
  - Recruitment: ↓ Time-to-fill a vacancy
  - Retention: ↑ Employee satisfaction & Equity
- more efficient and accurate compensation processes ↓ error rate by 50% within 2 years
- Eliminate the single point of failure and provide cross functional coverage

**Service Name:** Facilities Design and Construction

**Key Investment Overview:** Coordinator Facility Maintenance Management (1 FTE)

Key Performance Indicators

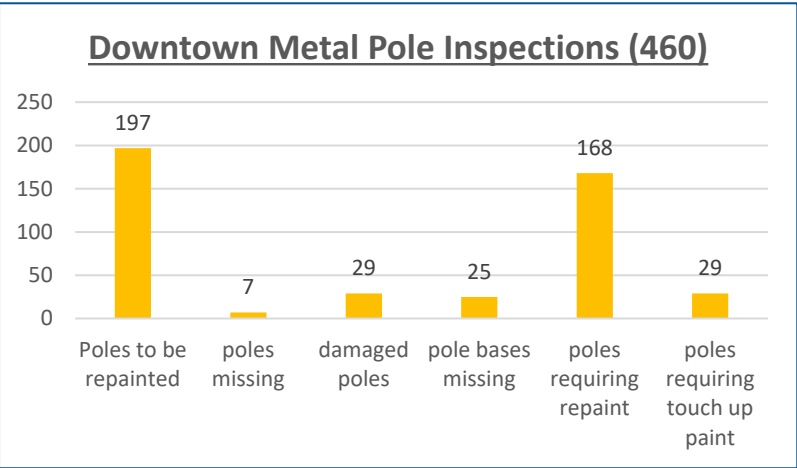
Corporate Facility Service Contracts



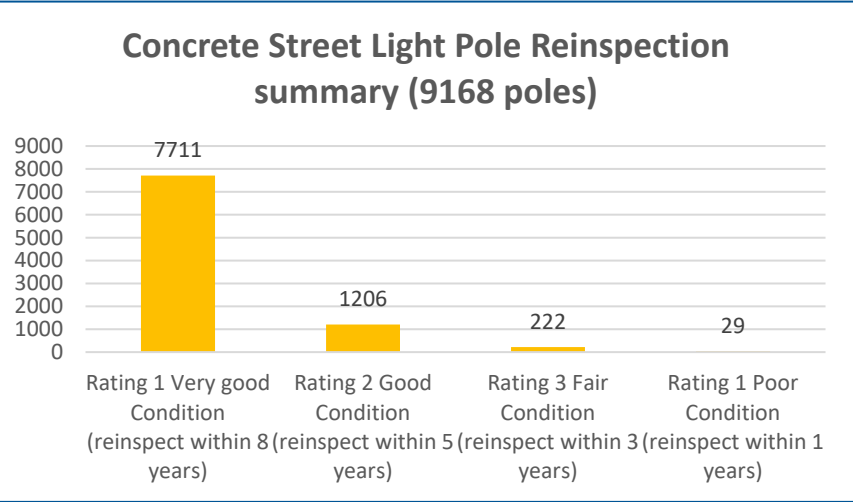
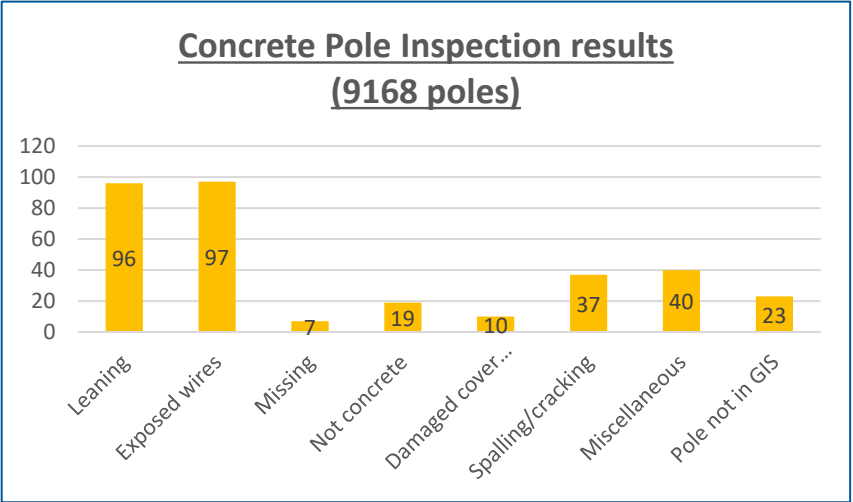
Service Name: Traffic Operations Management

Key Investment Overview: 0.6 FTE Traffic Operations Student

Key Performance Indicators



All downtown metal poles will be inspected annually by students to ensure safety and aesthetics in the downtown core. Further students will be recording Burlington Downtown Business Association pole attachments (planters, banners) to ensure they are inventoried

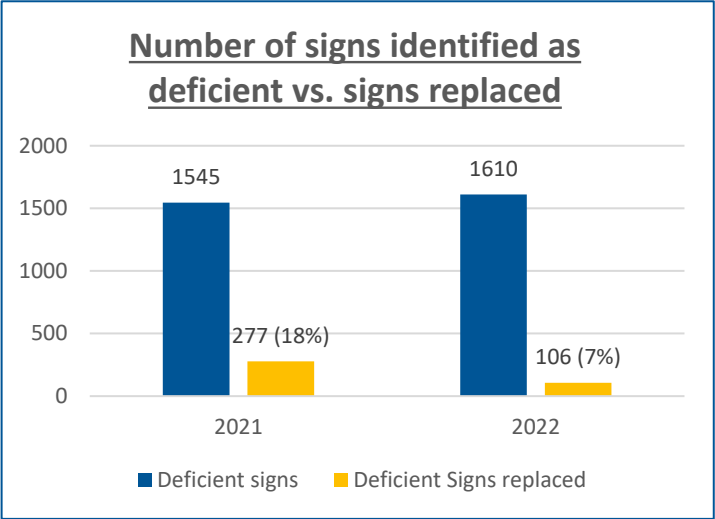


The 9168 concrete poles have been rated using a 1-4 scale and a re-inspection program has been developed to ensure the poles are prioritized and targets set for re-inspection in future years

Service Name: Traffic Operations Management

Key Investment Overview: Technician, Traffic Operations (2 FTE )

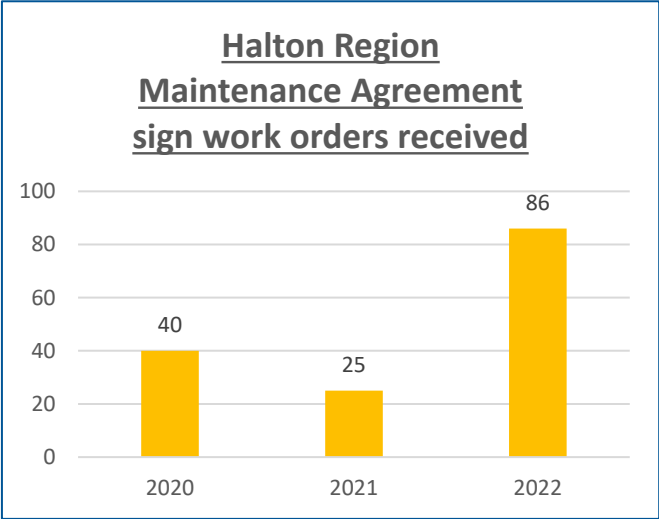
Key Performance Indicators



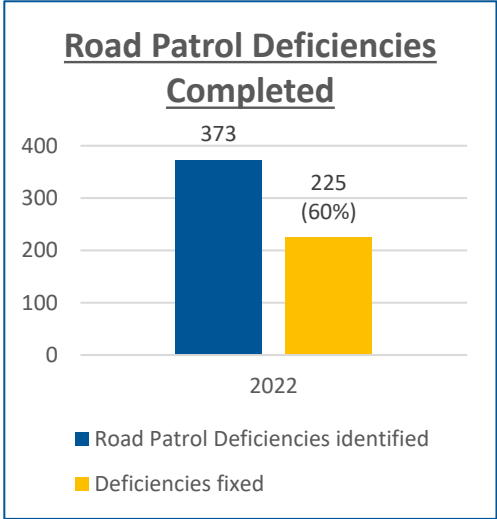
Each year a contractor tests reflectivity of signs  
In 2021 only 18% of deficient signs were replaced  
In 2022 only 7% of signs were replaced



Work order numbers and complexity has increased in 2022 and is expected to increase by year end in 2023



The city maintains signs on behalf of Halton Region, the number of work requests doubled in 2022



Road patrollers identify missing or damaged signs in 2022 only 60% of signs were repaired/replaced

Service Name: Corporate Strategy

Key Investment Overview: Analyst Government Relations (0.5 FTE)

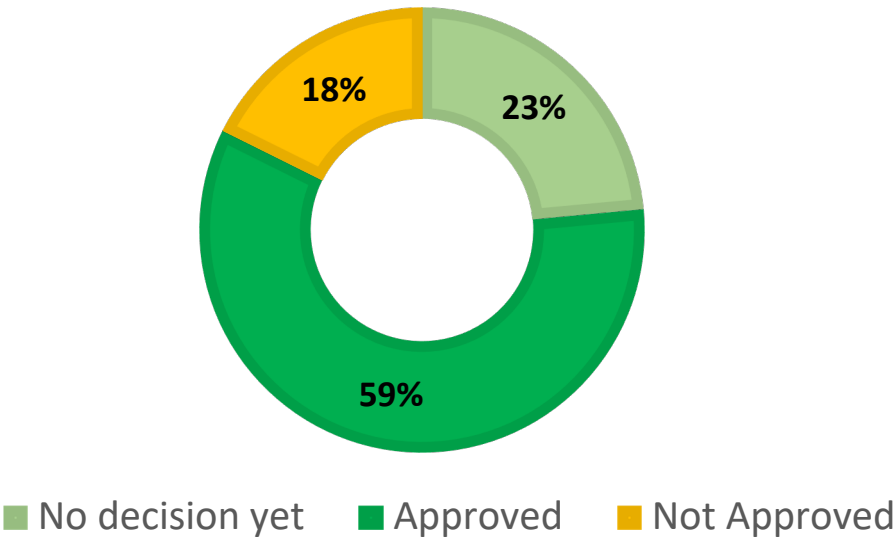
Key Performance Indicators

Median Grant Dollars  
\$200,000

Average Grant Dollars  
\$4,600,000

With a part-time hire, we are confident we could deliver an additional \$500K in grants on the low end and \$4.6M on the high side  
(25% increase in grant applications)

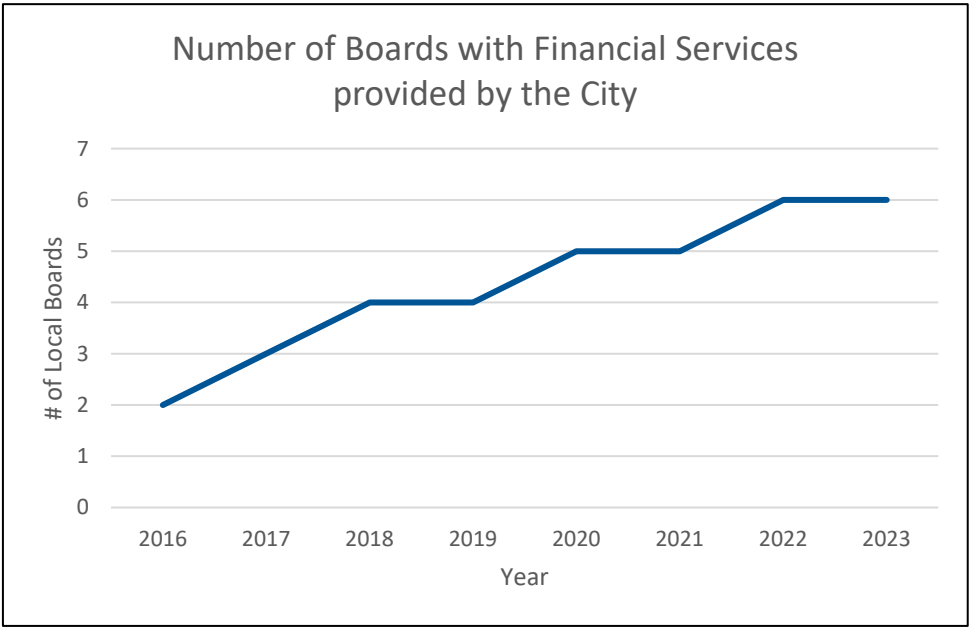
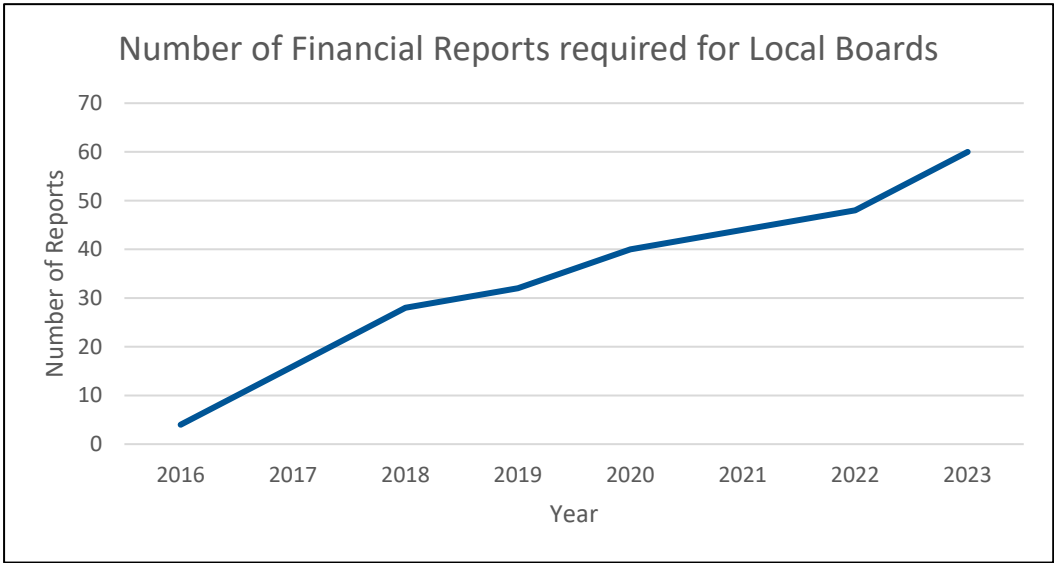
GRANT APPLICATION APPROVAL RATE



Service Name: Financial Management

Key Investment Overview: Financial Analyst (1 FTE)

Key Performance Indicators



# Summary and Conclusion



**1**

**Challenges are a result of the pace of growth and change**

**2**

**Service delivery to the community is the priority**

**3**

**Delivering on strategies and master plans is important**

**4**

**Implementing foundational systems**

**5**

**Supporting our people need focus**

**6**

**Desire to stabilize operations**