



SUBJECT: Proposed high-level corporate strategy workplan

TO: Corporate Services, Strategy, Risk & Accountability Cttee.

FROM: City Manager's Office

Report Number: CM-08-20

Wards Affected: All wards

File Numbers: 155-03-01

Date to Committee: March 12, 2020

Date to Council: March 30, 2020

Recommendation:

Endorse the City of Burlington's high-level corporate strategy workplan as proposed and outlined in Appendix A of CM-08-20.

PURPOSE:

Vision to Focus Alignment:

- Increase economic prosperity and community responsive city growth
- Improve integrated city mobility
- Support sustainable infrastructure and a resilient environment
- Building more citizen engagement, community health and culture
- Deliver customer centric services with a focus on efficiency and technology transformation

Background and Discussion:

Burlington's Strategic Plan 2015-2040

Burlington's Strategic Plan 2015-2040 (BSP 2040) was unanimously approved by Burlington City Council on April 11, 2016 (CM-1-16). This strategic plan is the product of strong engagement from business groups, community groups, staff and residents, and captures the priorities of the city's residents and community leaders.

The strategic plan's four strategic directions include:

A City that Grows	The City of Burlington attracts talent, good jobs and economic opportunity while having achieved intensification and a balanced, targeted population growth for youth, families, newcomers and seniors.
A City that Moves	People and goods move through the city more efficiently and safely. A variety of convenient, affordable and green forms of transportation that align with regional patterns are the norm. Walkability within new/transitioning neighbourhoods and the downtown are a reality.
A Healthy and Greener City	The City of Burlington is a leader in the stewardship of the environment while encouraging healthy lifestyles.
An Engaging City	Community members are engaged, empowered, welcomed and well-served by their city. Culture and community activities thrive, creating a positive sense of place, inclusivity and community

Phase 1 Financial Plan for the 2015-2040 Strategic Plan was approved in July 2016 (F-21-16) and provided a long-term financial plan to build for the long-term implications that would be realized with a 25-year vision.

2018 – 2022 Burlington's Plan: From Vision to Focus

2018 to 2022 Burlington's Plan: From Vision to Focus (V2F) was also unanimously approved by Council on July 15, 2019 (CM-15-19). This is the City's work plan that prioritizes key strategic directions from Burlington's long-term 25-year Strategic Plan and details key goals and strategic actions required to move these priorities forward during the term of this Council. This plan takes into consideration the wide range of programs and 39 City Services delivered to the community and the commitment both Council and administration have in delivering trusted, effective and efficient services to everyone.

In November 2019, Council received the 2018-2022 Burlington's Plan Vision to Focus Financial Plan (F-41-19). This plan assists in ensuring initiatives are aligned with the annual budget, and that business cases are directly supportive of strategic priorities.

Economic Vision 2025 – Burlington Economic Development Corporation

Burlington Economic Development, in partnership with stakeholders, developed a 10-year economic vision for our city. Burlington Vision 2025 acts as both a stand-alone economic strategy outlining a detailed vision for Burlington's economy and is fully integrated into the Burlington's Strategic Plan 2015-2040.

Strategy/process

A strategic plan is how an organization defines itself for today and the future:

- what it is,
- who it serves,
- what it does, and
- why it does it.

The definition of goals and aspirations, as part of the strategic planning process, supports decision-making and sets the stage for prioritization to focus energy and resources, continuously improve operations, and ensuring employees and other stakeholders are working toward common goals.

By its nature, a strategic plan is dynamic. It must be periodically reviewed in light of changes in external and internal environments to ensure the organization's definition of what it is, who it serves, what it does, and why it does it remain relevant and continue to provide the direction and guidance needed in the decision-making process. With a 25-year plan of aspirational goals and a 4-year work plan with achievable actions, the periodic review also provides the opportunity to ensure alignment continues to exist.

The proposed City of Burlington high-level corporate strategy workplan (Appendix A) outlines the inaugural cycle to capture the periodic review of Burlington's Strategic Plan 2015-2040 and regular review 2018 – 2022 Burlington's Plan: From Vision to Focus. This review cycle also incorporates the need to remain current on strategic plans from other key stakeholders, such as Burlington Economic Development Corporation, to ensure the integration of key initiatives is identified and accountability is well defined.

This workplan sets the precedent for:

- a 5-year cycle review of BSP 2040 providing the opportunity to consider current state and future trends in key areas, such as, economics, demographics, environment, and socio-economic vis a vis aspirational goals and high-level strategies,
 - annual re-calibration of V2F which is critical to prioritization of resources, the assessment and mitigation of risk, and ensuring employees and other stakeholders are working toward common goals, and
 - establishing accountability for V2F through regular reporting on progress to meeting key performance indicators and key target dates.
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Financial Matters:

The proposed cycle of periodic review of BSP 2040 may require minimal funding to provide the current state and future trends information. The annual re-calibration of V2F is expected to be completed with existing City resources within the current mandates of staff.

Total Financial Impact

Minimal impact to be accommodated within existing budgets.

Source of Funding

The strategic plan reserve fund could be utilized to support both the 5-year review of BSP 2040 and the annual re-calibration of V2F.

Other Resource Impacts

For both the 5-year review of BSP 2040 and the annual re-calibration of V2F, involvement will be required from key stakeholders, such as Burlington Economic Development Corporation.

Climate Implications

Not applicable.

Engagement Matters:

The proposed City of Burlington high-level corporate strategy work plan was discussed with the Burlington Leadership Team and required brief consultation with the Executive Director, Burlington Economic Development Corporation.

Conclusion:

The vision for Burlington, as described through Burlington's Strategic Plan 2015 – 2040, sets out the aspirational goals for our community. It is the strategic objectives and actions detailed in 2018 – 2022 Burlington's Plan: From Vision to Focus that begin to bring the City closer to these aspirational goals through achievable results. Setting the precedent for reviewing strategic plans, ensuring their relevancy and alignment, and reporting on our progress promotes accountability.

Respectfully submitted,

Sheila M. Jones, CIA, CFE, CRMA

Executive Director, Strategy, Risk & Accountability

905-335-7600 ext. 7872

Appendices:

- A. City of Burlington Proposed High-Level Corporate Strategy Work Plan

Report Approval:

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Council. Final approval is by the City Manager.

City of Burlington

Proposed High-Level Corporate Strategy Workplan

	May 2020	June 2020	September 2020	January 2021
Goal	<ul style="list-style-type: none"> Accountability for 2018-2022 Burlington's Plan From Vision to Focus Implementation (V2F) 	<ul style="list-style-type: none"> 5-year review of Burlington's Strategic Plan 2015-2040 (BSP 2040) goals and high level strategies** 	<ul style="list-style-type: none"> Approval of Enterprise Risk Governance Framework & Implementation Plan 	<ul style="list-style-type: none"> Application of risk assessment to V2F strategic objectives Re-calibration of V2F aligned to updated BSP 2040 and integrating updated 10-year Economic Vision 2015 - 2025 from Burlington Economic Development Corp.
Actions	<ul style="list-style-type: none"> Introduction to and publication of BI-supported V2F Integrated Reporting tool including progress on meeting KPIs and key target dates 	<ul style="list-style-type: none"> Provide current state and future trends – economic, demographic, environmental, etc. Confirmation of BSP 2040 goals and high level strategies 	<ul style="list-style-type: none"> Introduction to Risk Management Update of BSP 2040 Confirmation of V2F strategic objectives register 	<ul style="list-style-type: none"> Re-calibration of V2F to encompass risk assessment/mitigation, resource allocation review and refined/revised 4-year actions, KPIs integrated into strategic objectives, and key target dates. Publication of updated V2F integrated reporting
How	<ul style="list-style-type: none"> Report/real-time demonstration at Corporate Service Strategy, Risk & Accountability (CSSRA) 	<ul style="list-style-type: none"> ½ day Council Workshops x 2 	<ul style="list-style-type: none"> ½ day Council workshop Report and presentation at CSSRA 	<ul style="list-style-type: none"> Report/real-time demonstration at CSSRA ½ day Joint Burlington Council/Burlington Economic Development Board workshop As needed, ½ day workshop on application of risk assessment to V2F strategic objectives
Who Involved	<ul style="list-style-type: none"> CSSRA Committee Burlington Leadership Team (BLT) City Manager's Office Business Intelligence Program Team 	<ul style="list-style-type: none"> CSSRA Committee City Manager's Office BLT Burlington Economic Development Corp. 	<ul style="list-style-type: none"> CSSRA Committee Audit Committee Citizen Members City Manager's Office BLT 	<ul style="list-style-type: none"> CSSRA Committee City Manager's Office BLT Burlington Economic Development Corp.
Result	<ul style="list-style-type: none"> ✓ Publicly available V2F Integrated Reporting Version 1.0 	<ul style="list-style-type: none"> ✓ Detailed Council input for updating BSP 2040 (as of 2016) with documented assumptions 	<ul style="list-style-type: none"> ✓ Enterprise Risk Governance Policy & Guidelines ✓ Updated BSP 2040 (as of Sept. 2020) 	<ul style="list-style-type: none"> ✓ Re-calibrated V2F (dated Jan. 2021) ✓ Updated Economic Vision 2025 integrated into BSP 2040 and V2F ✓ Risk assessment for identified strategic objectives ✓ Publicly available V2F Integrated Reporting

** Requirements for public engagement on updated BSP 2040 to be confirmed including timing.