



BURLINGTON, OUR FUTURE

**STRATEGIC PLAN 2011-2014
NOVEMBER 14, 2011**



STRATEGIC DIRECTIONS:
Vibrant Neighbourhoods
Prosperity
Excellence in Government





Burlington, Our Future

In early 2011, the City of Burlington embarked on a strategic planning process to define our priorities and action plans over the next four years.

We invited the community to get involved, and it did – over 4,000 people participated through online surveys, community meetings, focus groups and other opportunities. We thank all the people of Burlington for their passion for, and commitment to, our great city.

VISION

Where people, nature and business thrive

VALUES

Working together,

- 1 We are a caring, friendly and inclusive community
- 2 We value innovation and trusted partnerships
- 3 We demonstrate respect by being fair and ethical



Vibrant Neighbourhoods

Neighbourhoods are at the heart of what makes a city great. They are where we live. Where children play. Where we return after a long day. Where we connect most closely with other citizens.

Burlington will create and improve neighbourhoods in harmony with the natural environment. Neighbourhoods can be new or established surveys, condos, rural communities and everything in between. It's about making our neighbourhoods as self-contained and "people friendly" as possible.

The future we're striving for:

- 1 Ensure that neighbourhoods and commercial areas, including the downtown, are safe and accessible places to live and gather for activities
- 2 Increase the number of people who cycle, walk and use public transit for recreation and transportation
- 3 Protect rural communities from urban development, including the intrusion of new highways or quarries

What will it look like?

- Burlington is seen as one of the best places to live
- We're known as a safe community
- Burlington's downtown and neighbourhoods are very "livable"
- There are fewer cars on the roads because more people are using public transit, walking or cycling
- Walking or cycling to public places is easily done
- Our parks are inviting and people-friendly

- Residents are actively involved in community life
- Our natural heritage and urban-rural boundaries are protected

How will we measure success?

- Resident satisfaction with community life and feeling of safety
- Data regarding use of public transit, cycling and walking versus motorized vehicles
- Rider satisfaction with Burlington Transit
- Public satisfaction with pathways for cycling and walking
- Burlington is ranked highly in Canada's Best Places to Live list
- The number of citizens involved with a neighbourhood group or community association

Achieving the future we're striving for: Action List

1 Ensure that neighbourhoods and commercial areas, including the downtown, are safe and accessible places to live and gather for activities

a. Develop a plan to enhance the use of public spaces in neighbourhoods

Expected results:

- a higher level of satisfaction with, and more use of, public spaces
- more "complete" neighbourhoods, e.g. with residential, retail and green space
- a greater sense of each neighbourhood's identity

Milestones to reach:

- gather data about current public spaces
- complete a plan
- prioritize projects to move forward

b. Create a strategy to redevelop aging retail areas into mixed-use "people places"

Expected results:

- an increased number of complete neighbourhoods

Milestones to reach:

- update the city's Official Plan

c. Create ongoing ways for residents and stakeholders to get involved in community life

Expected results:

- increased community and public participation
- more awareness of distinct neighbourhoods
- a greater sense of community pride

- residents are more aware of opportunities to volunteer

Milestones to reach:

- hire public involvement coordinator
- complete an Engagement Charter for the city
- monitor and report on progress with a community report card

d. Implement a tree management plan to protect and enhance the urban forest

Expected results:

- the city's tree canopy is healthy
- air quality is improved
- reduced noise levels and better erosion control
- more habitat for wildlife
- the city's beauty is enhanced, affecting quality of life

Milestones to reach:

- complete annual tree planting plan
- achieve city service standards
- implement an Emerald Ash Borer program

2 Increase the number of people who cycle, walk and use public transit for recreation and transportation

a. Develop a common vision and co-ordinated plan to decrease reliance on vehicles

Expected results:

- public awareness of, and support for, the vision
- more people are using public transit, walking or cycling

Milestones to reach:

- establish current data so future gains can be measured
- complete the plan
- establish priorities for investment

b. Update the Transit Master Plan

Expected results:

- improved transit service
- more use of Burlington Transit
- better mobility in and out of the city

Milestones to reach:

- complete the plan and have it adopted by council

c. Promote walking and cycling-friendly neighbourhoods to ensure community safety and accessibility

Expected results:

- better accessibility for all
- neighbourhoods are active
- the city is pedestrian- and cycling-friendly
- school routes feel safe for walking and cycling

Milestones to reach:

- pilot a “pedestrian priority” program downtown
- get the endorsement of Halton Regional Police and local school boards
- collaborate with advisory committees on accessibility and sustainable development

3 Protect rural communities from urban development, including the intrusion of new highways or quarries

a. Develop a local strategy for the provincial Greenbelt review

Expected results:

- rural community character is maintained
- the provincial review validates the city’s position

Milestones to reach:

- complete the strategy

b. Reinforce the city’s strong position in protecting the existing urban-rural boundary

Expected results:

- the boundary is safeguarded
- there is public awareness of the objective

Milestones to reach:

- maintain the urban-rural boundary

c. Continue to oppose a new highway that would cross the Niagara escarpment

Expected results:

- Burlington’s position is clearly communicated

Milestones to reach:

- provide submissions at all stages of provincial planning process



Prosperity

Prosperity is more than the absence of poverty. Our vision of a prosperous city has sustainability built into it, so that we're not just planning for today or tomorrow, but for years to come.

Burlington will create a prosperous community that provides a future for all, including our children. A community of choice for both employers and families. A place to spend a lifetime, with work, volunteer and housing options that are appropriate for every stage of life.

The future we're striving for:

- 1 Nurture an innovative business community and work with partners to create employment and lifestyle opportunities for people of all ages
- 2 Increase the number of people both living and working in Burlington
- 3 Promote and encourage lower community energy consumption

What will it look like?

- Burlington is a community of choice for both employers and families
- Fewer citizens are commuting out of the city to work because Burlington has excellent employment opportunities
- There are more knowledge-based jobs available
- More people are involved in community and volunteer activities
- Young adults are attracted to the city and put down roots here
- Energy consumption is lower

- Less reliance on non-renewable energy sources, e.g. oil
- The city's economic indicators are improving, e.g. employment rates

How will we measure success?

- The range of housing options available
- The number of people working in knowledge-based jobs
- The city has an appropriate mix and supply of employment lands
- The number of new employers moving to Burlington each year
- An increase in the non-residential tax assessment base
- The number of citizens who volunteer
- Energy consumption and greenhouse gas emissions compared to current levels
- The city's economic indicators are tracked, e.g. employment

Achieving the future we're striving for: Action List

1 Nurture an innovative business community and work with partners to create employment and lifestyle opportunities for people of all ages

a. Develop an Official Plan that considers lifestyle opportunities for young adults

Expected results:

- a wide range of housing opportunities

Milestones to reach:

- complete the Official Plan

b. Complete the policy work on a study of employment lands available in Burlington

Expected results:

- there is available land to attract new businesses

Milestones to reach:

- complete the employment lands study

c. Review business development and planning processes to improve efficiency and customer service

Expected results:

- a faster development process for new or expanding businesses
- Burlington has a competitive advantage over other communities
- new businesses want to locate here

Milestones to reach:

- improve turn-around for business owners
- improve customer service

d. Develop a plan to attract new, knowledge-based businesses

Expected results:

- we increase our understanding of what it takes to be innovative
- partnerships are created
- more new businesses locating in Burlington
- more jobs are available in knowledge-based sectors
- the land surrounding McMaster University's campus is developed to foster innovation

Milestones to reach:

- complete the plan
- establish effective partnerships with key stakeholders
- develop a set of performance measures
- clarify roles and responsibilities related to economic and business development

e. Strengthen the balance of arts, culture and sport to build economic prosperity and quality of life

Expected results:

- a range of sport, arts and cultural opportunities are available
- effective use of city and community resources
- co-ordinated arts and cultural efforts

Milestones to reach:

- endorsement of a common vision by: Burlington Art Centre, Burlington Performing Arts Centre, Burlington Museums Board, Burlington Public Library, Team Burlington and the city

f. Encourage a vibrant and healthy mixed-use downtown

Expected results:

- redevelopment of vacant or underused properties to mixed-use developments
- successful mix of local retail businesses and services in the downtown

Milestones to reach:

- complete the review and update of the Core Commitment initiative
- a mixed-use development/partnership for the existing public parking lot at Elizabeth and Pine Streets
- complete the downtown parking supply and governance review
- realize the urban growth targets and mobility hub designation into the city's updated Official Plan

g. Ensure a welcoming, active and accessible waterfront

Expected results:

- increase public access to waterfront
- protect views over the lake and bay from neighbourhoods
- appropriate shoreline protection with our partners

Milestones to reach:

- complete the Beachway Master Plan
- budget for implementation of the Beachway Master Plan
- complete the pier

2 Increase the number of people both living and working in Burlington

a. Engage the community in discussions on how the city can create more mixed residential/commercial places within existing neighbourhoods

Expected results:

- an informed community

Milestones to reach:

- develop communication and education plan
- comply with provincial policy standards

b. Develop and carry out a strategy to boost community and volunteer involvement through partnerships, e.g. for program service delivery

Expected results:

- build on community capacity
- recognize the value of volunteers and non-profit organizations
- clear roles and responsibilities for the city and its partners

Milestones to reach:

- complete the strategy
- establish criteria for the city's support of community organizations

c. Work with the Region of Halton and others to provide a range of housing options, including affordable housing

Expected results:

- a wide range of housing available in Burlington, including affordable housing

Milestones to reach:

- compliance with provincial policy standards
- gather housing mix data for more detailed benchmarking
- gain an endorsement from Halton Region

3 Promote and encourage lower community energy consumption

a. Use partnerships to develop and implement a community energy plan

Expected results:

- reduce carbon footprint and energy use
- Burlington demonstrates environmental leadership
- create economic development opportunities

Milestones to reach:

- develop and implement the plan

b. Expand renewable energy initiatives

Expected results:

- less reliance on non-renewable sources
- lower greenhouse gas emissions

Milestones to reach:

- report on pilot projects
- increased number of renewable energy projects

c. Strengthen the partnership with the Burlington Hydro Grid Smart City initiative

Expected results:

- improved electric distribution system
- increased capacity to support future energy demands

Milestones to reach:

- develop plan



Excellence in Government

We want Burlington residents to be proud of their local government. To be confident that the city is well-managed, forward-looking and responsible.

This strategic priority is about creating community confidence through mutual trust and excellence in performance. It is also about paying attention to the city as a workplace, and creating a culture of support and engagement for staff.

The future we're striving for:

- 1 Achieve excellence in customer satisfaction and support a corporate culture that values an engaged and innovative workforce
- 2 Forge strong community relationships, with open dialogue and citizen involvement in municipal issues
- 3 Ensure we are financially sustainable
- 4 Ensure we are environmentally sustainable

What will it look like?

- The city provides high-quality service delivery and service-users are satisfied
- There is public confidence and trust in how the city is managed
- Residents are involved and engaged with civic initiatives
- The city's employees are engaged and motivated
- The city's operations are environmentally responsible

- The city demonstrates effective governance
- The city is financially sustainable
- The city's infrastructure, e.g. roads, buildings, bridges, is well maintained

How will we measure success?

- Collect and analyze data on resident and customer satisfaction levels
- Conduct a city employee survey and use human resource measures to analyze indicators such as employee turnover
- Report annually to the community
- Assess and report on infrastructure condition and quality
- Monitor and report on city's environmental initiatives
- Report annually on the city's financial health
- Report annually on the city's social well-being

Achieving the future we're striving for: Action List

1 Achieve excellence in customer satisfaction and support a corporate culture that values an engaged and innovative workforce

a. Develop and maintain an engaged workforce

Expected results:

- improved customer service
- attraction and retention of quality employees
- empowered workforce

Milestones to reach:

- employee survey
- ongoing employee communications
- clarify roles
- implement healthy workplace initiatives

b. Develop a comprehensive customer service strategy

Expected results:

- Customer Relationship Management (CRM) System implemented
- improved customer service ratings

Milestones to reach:

- complete the strategy
- develop service performance measurement and reporting framework

c. Develop and implement an innovation strategy for city operations

Expected results:

- improved service delivery and efficiency
- a culture that is more risk-tolerant

Milestones to reach:

- develop innovation strategy
- new business practices
- annual reporting on innovation

d. Review and update the employee performance program to encourage excellence

Expected results:

- improved attraction and retention numbers for employees

Milestones to reach:

- implement new "total rewards" program

e. Conduct a governance review

Expected results:

- improved council/staff relationships
- improved public trust
- better governance processes
- an enhanced public image
- improved and more efficient governance
- effective representation

Milestones to reach:

- annual self-assessment and governance review
- complete review of council/staff protocols and develop a council code of conduct
- complete review of meeting processes
- complete review of City Council's composition and workload

2 Forge strong community relationships, with open dialogue and citizen involvement in municipal issues

a. Improve transparency and ease of access to information

Expected results:

- more informed citizens
- “open data” system

Milestones to reach:

- major policies are online
- evidence that the public is able to easily access data and information, e.g. online

b. Implement an “Engagement Charter” and appropriate policies and tools to support community relationships

Expected results:

- greater trust in community towards City Hall
- collaborative relationships
- ongoing dialogue

Milestones to reach:

- develop and implement the charter
- create a measurement framework

c. Expand the tools used for city communications

Expected results:

- the community is informed and involved
- successes are recognized and celebrated
- community pride is boosted

Milestones to reach:

- create a corporate communications strategy

d. Review the Official Plan in consultation with residents to create a vision for how and where Burlington will meet growth requirements, including a variety of alternatives

3 Ensure we are financially sustainable

a. Develop a financial strategy aligned with the Strategic Plan

Expected results:

- clarity on financial goals, priorities and impacts
- a ten-year operating plan

Milestones to reach:

- create a plan
- create a definition of financial sustainability

b. Develop a performance measurement and reporting framework

Expected results:

- residents are better informed
- increased transparency

Milestones to reach:

- annual report to the public

c. Develop a financing strategy based on the city’s commitment to support phase one of Joseph Brant Memorial Hospital’s redevelopment (up to \$60 million)

Expected results:

- phase one is completed
- community understanding of municipal contribution

Milestones to reach:

- create a Memorandum of Understanding
- complete a contribution agreement

d. Review the city's debt policy

Expected results:

- strategic use of debt

Milestones to reach:

- update the policy

e. Create and implement a sustainable infrastructure plan aligned with the Strategic Plan

Expected results:

- infrastructure is in good condition
- the infrastructure deficit is reduced

Milestones to reach:

- complete a comprehensive plan, including:
 - facility condition index
 - pavement quality index
 - capital renewal standards
- infrastructure deficit is quantified

f. Review options for Burlington Hydro

Expected results:

- full understanding of options

Milestones to reach:

- complete discussion paper

g. Conduct a review to align and make the most of city facilities

Expected results:

- optimization of resources and facilities
- a plan for City Hall

Milestones to reach:

- complete review
- develop decision criteria for capital renewal projects
- data is gathered about use and cost of facilities

h. Complete a business service review

Expected results:

- resources are used as needed
- resources are aligned to strategic priorities

Milestones to reach:

- complete the review

4 Ensure we are environmentally sustainable

a. Prepare corporate energy reduction targets

Expected results:

- reduced costs and energy use

Milestones to reach:

- gather baseline data
- complete energy audits of city facilities

b. Implement a plan to reduce the city's greenhouse gas emissions

Expected results:

- reduced greenhouse gas emissions
- the local environment is cleaner
- community leadership is demonstrated

Milestones to reach:

- greenhouse gas emissions reduced by 20 per cent per capita from 1994 levels
- complete corporate energy management plan

c. Implement a Green Procurement Policy

Expected results:

- environmental footprint reduced

Milestones to reach:

- gather baseline data



Burlington City Council 2010-2014

Rick Goldring • Mayor

Rick Craven • Ward 1 Councillor

Marianne Meed Ward • Ward 2 Councillor

John Taylor • Ward 3 Councillor

Jack Dennison • Ward 4 Councillor

Paul Sharman • Ward 5 Councillor

Blair Lancaster • Ward 6 Councillor



For more information about the Strategic Plan,
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A summary of the Strategic Plan is available
on the city's website: www.burlington.ca
or through the contact information above.