Vision 2040

Burlington's Strategic Plan 2015 – 2040

Updated
May 2021



burlington.ca/strategicplan

CITY OF Burlington

Welcome to Burlington's 2015 – 2040 Strategic Plan - Update 2021

In 2016, the City of Burlington published it's 2015-2040 Strategic Plan. This visionary plan was the result of more than a year of public engagement that included input from residents, businesses, community groups, City employees and members of Burlington City Council.

The City was facing a number of economic and demographic changes that required a coordinated and strategic response. The city continues to deal with an important transition, of being a municipality that finds itself needing to grow in place. In addition to our core mandate of providing a range of critical City services, the City decided to add a new mandate: to actively "city-build."

City-building means using all of the tools available to City Council, working with community partners to define how we grow, and to actively shape the physical, social, economic and cultural fabric of the city as we grow.

The City of Burlington's 2015-2040 Strategic Plan is fundamentally different from past plans. It is the 25-year blueprint for city-building and will be supported in more detail with the Official Plan, Integrated Mobility Plan, Asset Management Plan, Burlington Economic Development Strategic Plan and Burlington's Plan: From Vison to Focus, Burlington's 4-year work plan. The Strategic Plan takes on the challenging issues of today and tomorrow, seizes current and future opportunities and helps Burlington prepare for the next 25 years.

This plan is a framework for critical decision-making and considers how we manage our resources. Although the plan has a 25-year horizon, there will be four-year work plans, prioritization of the goals and initiatives within the plan and a conversation with the community to address our changing city and new realities. It encourages common goals across Burlington in partnership with our community.

During the engagement process, the City heard what is important to the people of Burlington. Here are the four key strategic directions you will learn more about in this Strategic Plan.

Burlington is:

- A City that Grows
- A City that Moves
- A Healthy and Greener City
- An Engaging City

2021 Strategic Plan reorganization and alignment with other City plans

With this update in 2021, these strategic directions have not changed. We have reorganized our 25-year plan to be the visionary plan it was intended to be: Vision 2040. It is in our 4-year workplans, and associated monitoring of internal and external dashboards, where we will see the specific initiatives to help us progress toward our vision for the future.

Burlington's Strategic Plan and other Corporate Priorities

The City of Burlington's 2015 – 2040 Strategic Plan is the City's guiding document. Here is how other City plans are aligned.

Long-term policy	**City of Burlington's 2015 – 2040 Strategic Plan**		
Medium-term policy documents	**Burlington's Plan: From Vision to Focus**	**Official Plan (5 – 10 year renewal)**	**Related plans: Integrated Mobility Plan, Asset Management Plan, Climate Action Plan, Cultural Action Plan and more**
Short-term implementation plans	**Annual Vision to Focus Action Plan**	**City Manager Objectives/Service Work Plans**	**City's Financial Plan (operating and capital budgets)**



Burlington - Partnering for Success

Burlington is pleased to work with other levels of government to provide a suite of services to help us achieve our goals and support the 17 United Nations Sustainable Development Goals* to improve community well-being. We proudly work with other levels of government.

Canada

The Government of Canada is responsible for issues that affect Canada as a whole country such as international relations, immigration, criminal law, taxes, national defence, and foreign policy.

Ontario

The Province of Ontario is responsible for issues that affect the province as a whole such as education, health care, the environment, agriculture, and highways.

Halton Region

Halton Region provides clean drinking water, resilient infrastructure, public health programs, financial assistance, and family supports.

City of Burlington

The City of Burlington provides customer relations and resident representation, design and build services, leisure services, maintenance services, public safety services and roads and transportation services.

In addition to government, Burlington is pleased to recognize the support and contributions of the many community organizations, support groups, NGOs, businesses and residents that contribute to making Burlington a top city each and every day.

**For more information on Vision 2040 and the UN SDGs, please visit burlington.ca/strategicplan*

Corporate Alignment and Accountability

Burlington's 2015-2040 Strategic Plan is a long-term vision for the future. It is a framework for critical decision making and guide to how we manage our resources today to position Burlington for the future. Burlington's corporate alignment and accountability is built on Service Management and Results Based Accountability Frameworks.

A Results-Based Accountability Framework* takes into consideration two types of accountability:

- Community Measurement Results
- Performance Measurement Results

**The Fiscal Policy Studies Institute*
www.resultsbasedaccountability.com





Key Strategic Directions and Broad Objectives

A City that Grows

>> The City of Burlington attracts talent, good jobs and economic opportunity while having achieved community responsive growth and balanced, targeted population growth for youth, families, newcomers and seniors.

- Focused and directed population growth to lay the foundation for a larger economy, more jobs, fiscal sustainability, better infrastructure and public transportation
- Higher densities in key areas to build neighbourhoods that are environmentally friendly, infrastructure-efficient, walkable, bikeable and transit-oriented
- A clear and focused economic development vision to help sustain a prosperous and complete city
- Attraction of younger people and newcomers to help sustain the fiscal, social, environmental and cultural fabric of the city

A City that Moves

>> People and goods move throughout 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.

- More mobility choice within the city and region through improved public transportation, active transportation and community responsive growth management to allow more residents to get where they need to go efficiently

A Healthy and Greener City

>> The City of Burlington is a leader in the stewardship of the environment while encouraging healthy lifestyles.

- Better environmental outcomes to help combat climate change, improve quality of life and economic competitiveness and foster civic pride
- Better physical and mental health of residents to positively impact resiliency and quality of life

An Engaging City

>> Community members are engaged, empowered, welcomed and well-served by their City through outstanding customer experiences. Residents are involved to enhance sound decision-making supporting good governance. Culture and community activities thrive, creating a positive sense of place, inclusivity and community.

- An engaged community where culture, civic activities, neighbourhood initiatives and recreational activities help to enhance and grow the sense of engagement, community, place and unity
- Accessible municipal programs, buildings, services and public spaces are available and welcoming to people of all abilities

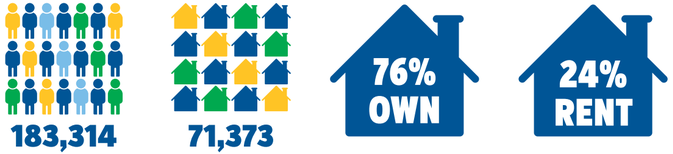
Burlington - Our City

Located on the northwest shore of Lake Ontario, Burlington, with its population of 183,300, is a place where our people, our nature and our businesses thrive. As a community of the Greater Toronto/ Hamilton area, Burlington is close to major transportation and the U.S. border. To the south, Burlington is fortunate to have a beautiful and publicly accessible waterfront along the shores of Lake Ontario and in the north, through the cliffs of the Niagara Escarpment, the city has a UNESCO world biosphere reserve.

Burlington boasts great employment opportunities, low crime rates and a community feel. More than half of the city is protected rural space. Burlington is proud of its green city heritage with more than 581 hectares (1,436 acres) of parkland and some of the best hiking in the world on the Bruce Trail and the Niagara Escarpment. The city offers world-class urban amenities, including shopping and dining and is home to some of Ontario's top festivals and events. Attractions include the world-renowned Royal Botanical Gardens and the Burlington Performing Arts Centre.

Household Characteristics (2016)

183,314 Total Population, 71,373 Total Households, 76% Own, 24% Rent



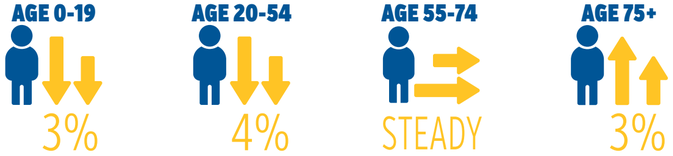
As we move towards 2040, we anticipate:

The percentage of population in the 0-19 age group is forecast to steadily decline from 22% to 19%

The 20-54 age group is also forecast to steadily decline from 46% to 42%

The 55-74 age group is forecast to remain steady at 23%

The percentage of population in the 75+ age group is forecast to rapidly increase from 12% to 15%



Source: City of Burlington Growth Analysis Study (2019) prepared by Dillon Consulting and Watson & Associates to inform Halton Region's Integrated Growth Management Strategy. The forecast population growth by age group to 2041 is based on the Reference Scenario identified in the Growth Analysis Study.

Monitoring, Measuring and Reporting - The Road to Achieving Future Success

With Burlington's 2015-2040 Strategic Plan being a long-term vision for the future, it is a living document that will be monitored and reported on to Burlington Council as progress is reviewed and evaluated. There may be changes along the way, such as: global, regional, and city circumstances changing, events occurring, and other levels of government influencing change. It is the role of leadership to be aware of these changes in circumstance and/or influences.

Progress of desired goals will be measured. As we move towards our vision, part of the monitoring process will include review of resourcing, financial and organizational capacity, reviewing new constraints and new opportunities and shifting plans as needed in an open and transparent way. Council and the public will be made aware of what is needed to help the City meet our goals and targets and see successful outcomes. This means having necessary conversations about our business plans, our projects and our services and determining known and projected barriers and risks. This is all part of the continuous improvement to achieve Vision 2040.

A measured and strategic approach will help with decision-making and adjusting the vision as needed. Vision 2040 is also tied to medium-term policy documents and short-term implementation plans that were created to help the City be more successful in achieving our desired vision for our community.

Our Vision

Where people, nature and business thrive

Our Values

Working together,

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



STRATEGIC DIRECTION 1

A City that Grows

>> The City of Burlington attracts talent, good jobs and economic opportunity while having achieved community responsive growth and balanced, targeted population growth for youth, families, newcomers and seniors.

We aspire to have:

- More people who live in Burlington also work in Burlington
- Employment lands connected to the community and region
- Residents close to goods and services
- Innovative, entrepreneurial businesses settled or developed in Burlington
- Burlington's downtown as culturally active, thriving and home to a mix of residents and businesses
- Easy access to amenities, services, recreation and employment areas with more opportunities for walking, cycling and using public transit
- Burlington's rural areas economically and socially active
- Buildings and public spaces where people can live, work or gather
- Burlington as an inclusive and diverse city and employer

The aspirational goals we are moving towards are:

- Overall employment is 106,000 by 2031.
- Overall population is 193,000 by 2031
- Minimum housing targets by 2041 are:
  - Minimum of 50% of new housing units produced annually be in the form of townhouses or multi-story buildings
  - Minimum of 30% of new housing units produced annually be affordable or assisted housing



STRATEGIC DIRECTION 2

A City that Moves

>> People and goods move throughout 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.

We aspire to have:

- Walkable neighbourhoods well connected throughout the city
- Transit rider access to regional and provincial transportation network
- Convenient and timely transit connections between municipalities
- People rely less on automobiles
- Burlington's rural areas connected to the city

The aspirational goals we are moving towards are:

- Transit mode share has reached 15% and continues to grow year over year
- Modal split is 70% car, 15% transit, 15% active transportation and the car mode share continues to decline year over year



STRATEGIC DIRECTION 3

A Healthy and Greener City

>> The City of Burlington is a leader in the stewardship of the environment while encouraging healthy lifestyles.

We aspire to have:

- Every Burlington resident live within a 15- to 20-minute walk from parks or green space
- Multi-use parks and green spaces
- Residents grow their own fresh and healthy food
- Burlington's rural area and waterfront easily accessible
- Recreation and sports programs widely available to all residents
- Access to parks and amenities for residents in rural Burlington
- A healthy, natural heritage system
- Burlington's community and City operations net carbon-neutral
- A healthy thriving urban forest and increased tree canopy
- A clean, safe and useable waterfront
- Leadership in storm water management and low impact development

The aspirational goals we are moving towards are:

- City's Operations will be Net Carbon Neutral
- Increase the City's tree canopy to 35%



STRATEGIC DIRECTION 4

An Engaging City

>> Community members are engaged, empowered, welcomed and well-served by their City through outstanding customer experiences. Residents are involved to enhance sound decision-making supporting good governance. Culture and community activities thrive, creating a positive sense of place, inclusivity and community.

We aspire to have:

- A customer centric approach in all City service areas
- Sound decision-making processes
- City information that is always accessible
- Burlington's infrastructure in good condition
- New infrastructure that is paid for by new development
- All residents, especially newcomers, feel welcomed and at home in Burlington

The aspirational goals we are moving towards are:

- 80% of residents consistently feel that meaningful engagement occurs where community input would help shape decisions
- The customer experience is considered 100% of the time in the design and delivery of all services
- 85% of customers using on-line services have an outstanding and customer-focused digital experience
- The City's infrastructure funding gap is eliminated by 2040



City of Burlington | 426 Brant St., Burlington, ON L7R 3Z6 | City of Burlington | @cityburlington | burlington.ca/strategicplan

Published May 2021



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