

Information Report



Service Area	Office of the Chief Administrative Officer
Date	Friday, October 6, 2023
Subject	Future Guelph Strategic Plan KPIs

Executive Summary

Purpose of Report

The purpose of this report is to provide an update on the key performance indicators (KPI) that will be used to measure progress in the [2024-2027 Strategic Plan: Future Guelph](#).

Key Findings

Next year (2024) will be a transition year for strategic plan reporting with the completion of the 2019-2023 Strategic Plan and the start of the 2024-2027 Strategic Plan. The 2019-2023 KPIs will continue to be reported in 2024 using data from 2023 as the last year of the previous strategic plan, Guelph: Future Ready.

This report and Attachment-1 outline the new KPIs that will be used to show outcomes and measure progress in the 2024-2027 Strategic Plan. Where possible, these new measures will be reported in 2024 based on 2023 data to set a baseline year for the 2024-2027 Strategic Plan performance measurement. Table 1 below provides a visual representation of the timing for performance reporting of the two strategic plans.

There are several changes from the previous Strategic Plan measures due to improved corporate data maturity and better understanding of the KPIs. Attachment-2 outlines the 2019-2023 KPIs that are no longer measured as part of the 2024-2027 KPIs. For each discontinued KPI there is a rationale of why it was discontinued.

As part of the City's improving maturity around KPIs and data, staff are improving the selection of KPIs to better reflect outcomes or impact to the community. While this may not be possible for all measures, it represents a stretch goal for the organization.

Unanticipated factors such as the economic environment, emerging legislation, staff capacity, resource and budget availability will all impact the City's ability to deliver on its strategic goals. The targets shown have been selected with the best information available at the time of writing (September 2023). These may be adjusted as actual results are reported to account for factors that were not present when the targets were established.

Strategic Plan Alignment

This report outlines the rationale and selection criteria of KPIs for the 2024-2027 Strategic Plan: Future Guelph. Regular reporting of KPIs is a core component of Strategic Plan initiative 3.1: Increase trust and transparency through strategic plan reporting.

Financial Implications

There are no direct financial implications resulting from this report.

Financial implications related to the implementation of action plans to achieve strategic priorities, as measured by KPIs, will be presented to Council through the 2024-2027 multi-year budget (MYB) process.

Report

Details

Background

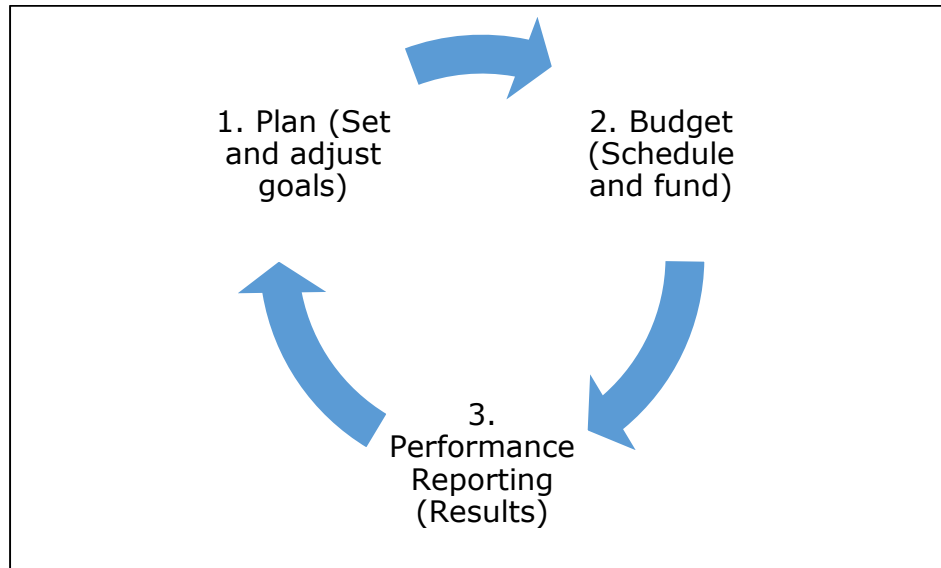
As part of the Strategic Plan implementation, the City has reviewed its corporate performance culture. This included reviewing corporate strategic alignment, identifying areas for improvement, improved staff training and communication, and the development of data collection processes and systems.

This shift is being achieved by working with staff across all service areas to increase skills, knowledge and capacity to do more consistent data-driven corporate performance activities. More detail on this work can be found in the [Performance Management Framework Update](#) information report submitted to Council as an information report on March 12, 2021.

With the City's [2024-2027 Strategic Plan](#) approved on July 25, 2023, the next step is to determine the KPIs that will help measure the success of the implementation of the Strategic Plan.

Setting performance targets and reporting is an important component of the organization's performance cycle as shown in Figure 1 below.

Figure 1: Performance Cycle



With the Future Guelph Strategic Plan approved, the 2024-2027 multi-year budget will assign the resources necessary to deliver it. The KPIs presented in this report will set targets to measure the success of the plan and form the basis of the performance reporting process.

Timing of Reporting

This information report details the framework and indicators for strategic plan measurement. The actual reporting of these KPIs will occur in June 2024 aligned with the City's annual reporting cycle.

Details of this reporting timing can be found in Table 1 below.

Table 1: Timing of Performance Reporting Cycle

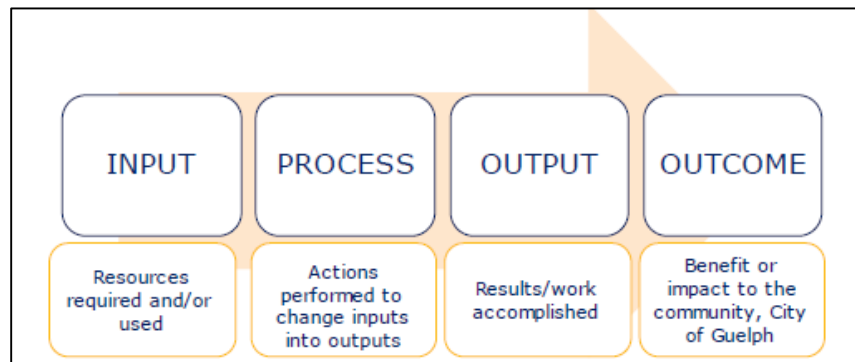
Timing	2019-2023 Guelph: Future Ready	2024-2027 Future Guelph
2023	2022 Reporting Complete	KPI Selection
2024	Reporting 2023 Data	Reporting 2023 Data
2025	Closed. No longer reporting	Reporting 2024 Data
2026	Closed. No longer reporting	Reporting 2025 Data
2027	Closed. No longer reporting	Reporting 2026 Data
2028	Closed. No longer reporting	Reporting 2027 Data

2024 is a transition year for reporting with the conclusion of the 2019-2023 Strategic Plan and the start of the 2024-2027 Strategic Plan. There will be dual reporting for the second quarter (Q2) 2024. Staff will include the final measures of the previously approved 2019-2023 KPIs as well as the KPIs contained in this report. Staff will use 2023 source data for both sets of performance measures.

Shifting Organizational Focus to Outcomes

Within performance management at the City, there is a spectrum of KPIs. The KPI spectrum is outlined in Figure 2 below.

Figure 2: Performance Indicator Spectrum



KPIs have increasing usefulness as you move along the spectrum from left to right. The right side represents greater data maturity where the best measures show outcomes and the impact on the community. Outcome KPIs answer the questions: "So what?" or, "Is anyone better off?".

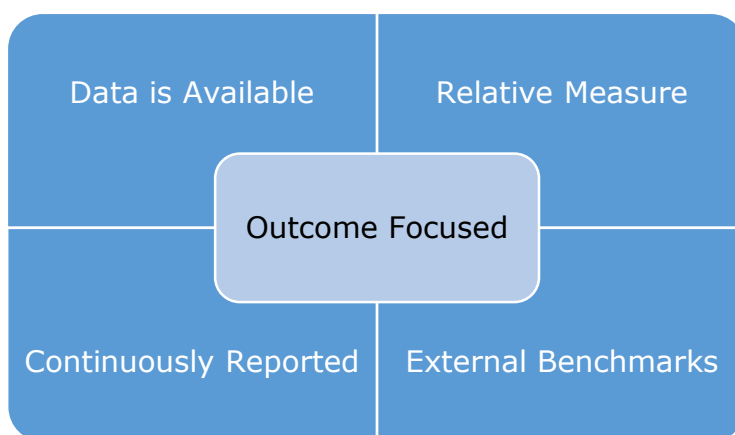
As part of the City's improving performance maturity, the organization has been challenged to improve its selection of KPIs to better reflect outcomes or impact to the community. While this may not be possible for all measures, it represents an aspirational target for the organization to move toward. The types of indicators are:

- Input: Inputs are the resources required to achieve a goal. Measures could include Council approval, staff assigned, or budget allocated.
- Process: Process are actions to turn the inputs into outputs. Measures could include percentage of work completed on a project.
- Output: Outputs include finished work. Measures could include plan completion, or an asset constructed.
- Outcome: Outcomes would measure the overall project goal, the impact on the community or the benefit to the City. Measures could include increased resident satisfaction.

Attributes of Good KPIs

There are common attributes that constitute a good KPI even though they will differ according to whatever is being measured. These are summarized in Figure 3 below:

Figure 3: Attributes of a Good KPI



These attributes are explained in more detail below:

1. Focus on Outcomes

KPIs that reflect an outcome or impact measures are more useful for Council, staff and the public. Staff have started to shift the measurement focus on the outcome of their work. This includes thinking about how the people who live, work and play in Guelph are going to benefit from the work. This provides more value to Council and the community than input or process measures to show success.

2. Data is Available

Staff have been encouraged to select measures that are already being used as part of existing business practices. Ideally, staff should not be creating new measures for this exercise. Similarly, measures that can be reported regularly are preferred. Some data is only available every five years, which is not frequent enough for strategic plan reporting.

3. Relative Measure

Relative measures means that it 'relates' to another measure in some way. This relationship is usually expressed in percentage or per capita terms. Expressing measures in relative terms provides additional context that is more useful for the reader. There are many services that have numerical inputs that can't be understood without context.

For example, the number of bike lanes kilometres added does not provide the user with the context of the overall network needed to understand the measure. A better metric would be to express the number of bike lane kilometres as a percentage of the overall network target. This provides the reader with more useful context and can assess the progress towards a goal.

4. Continuously Reported

Many KPIs have been extended from the previous strategic plan, and others are no longer relevant. It is better for organizational decision making when KPIs carry over year-to-year as it shows progress over time in achieving strategic goals. One off metrics are less valuable as they do not show progress over time.

For example, completing a specific project is not something that can be measured in multiple plans as the projects will change from plan to plan. Focusing on outcomes and relative measures will help ensure data is continuously reported.

5. External Benchmarks

If a KPI has an external benchmark or industry standard it will generally be a good KPI. Not all KPIs will have an external benchmark. It is a best practice and can provide more context and assist with communication. External benchmarks also help with cross-municipal comparisons as well as continuous reporting. An example of this would be the City's credit rating or percentage of affordable housing units, both of which are widely reported.

Challenges to Achieving Strategic Plan Objectives

While the City has identified targets for each year to achieve the Strategic Plan objectives, there are many factors that could influence the ability to achieve these goals.

For example, in the 2019-2023 Strategic Plan timeframe, the City experienced a number of unanticipated factors that shifted the City's strategic direction. These included a global pandemic and a rapidly shifting legislative and housing-focused landscape. Unanticipated factors such as the economic or political environment, emerging legislation, staff capacity, resource and budget availability will all impact the City's ability to deliver on its strategic goals. The targets shown have been selected with the best information available at the time of writing (September 2023) and may be adjusted to address factors that were not present when the targets were established.

There are a few measures where it is recommended that the KPI and the targets be determined in tandem with the development of the strategy. This is a best practice. Examples include the Indigenous Relations Framework, where staff want indigenous peoples to be involved in establishing appropriate outcomes. Another example is the Affordable Housing Strategy where the KPIs and targets will be established and presented to Council as part of the development of the strategy.

Discontinuation of 2019-2023 KPIs

With an increased understanding of required business metrics and data availability there have been improvements in the KPIs selected which better reflect good data attributes. Attachment-2: Discontinued KPIs from the 2019-2023 Strategic Plan outlines the metrics which are no longer tracked in the current KPI list. Each discontinued KPI also includes commentary which describes the rationale for its discontinuation. These discontinued KPIs will be reported one final time in the progress report of Q2 2024 which will show 2023 data. The discontinued KPIs will not be reported in 2025 and future reporting.

Financial Implications

There are no direct financial implications resulting from this report.

Financial implications related to the implementation of action plans to achieve strategic priorities, as measured by KPIs, will be presented to Council through the 2024-2027 MYB process.

Consultations

The Executive Team and the Corporate Management Team, along with the individual departments and divisions have been integral to the leadership and completion of this work. This cross-departmental consultation includes people from across the organization, at various levels, from Deputy CAOs to individual contributors across all service areas.

Attachments

Attachment-1: 2024-2027 Strategic Plan KPIs

Attachment-2: Discontinued KPIs from the 2019-2023 Strategic Plan

Departmental Approval

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