

Staff Report



To	City Council
Service Area	Office of the Chief Administrative Officer
Date	Monday, September 28, 2020
Subject	Future Ready Action Plans and Performance Measurement Framework

Recommendation

1. That Council receive the Strategic Plan 2019-2023 Performance Measurement Framework and Future Ready Action Plans.
 2. That Council approve and adopt the 'Strategic Measures of Success' as the basis for strategic organizational performance indicator development and annual Council and public performance reporting.
 3. That Council receive the Future Ready Action Plan for deliberation during the 2021-2024 multi-year budget process.
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Executive Summary

Purpose of Report

Council approved the Strategic Plan, Guelph Future Ready 2019-2023, in September 2019. At that time, Council directed staff to develop a proposed action plan with clear performance measures that would support the achievement of the Strategic Plan priorities and make it easier to track and report on organizational performance.

After significant analysis and cross-departmental collaboration, staff presented the action plan and performance measurement framework (Attachment 1) for Council input at a Council workshop, July 27, 2020. At that workshop Council expressed broad support for the approach, recommending the addition of a metric to measure and report on affordability in relation to the focus area 'develop a long-term financial and resource strategy that is achievable and affordable'. This report seeks approval of the strategic measures of success and asks Council to formally receive the action plan for deliberation during the 2021-2024 multi-year budget process.

Key Findings

Staff presented the draft Future Ready performance measurement framework and supporting action plan to Council at a workshop on July 27, 2020. At that workshop Council received details of how the organization was taking innovative steps to integrate the Strategic Plan with a new multi-year budget approach. Overall Council expressed broad support for this organizational shift toward a more agile, results-based planning approach and validated the performance measurement framework including the strategic measures of success. Staff also presented the action plan

and Council provided early feedback on potential strategies to make meaningful progress on the action plan initiatives whilst maintaining affordability.

Based on the workshop, no significant changes were made to the draft performance measurement framework, the strategic measures of success or the action plan. To recognize the importance of affordability as a consideration, an additional measure of success has been proposed in the priority area of 'Working Together for our Future' related to the focus area 'develop a long-term financial and resource strategy that is achievable'. The new measure that has been added is the total tax and rate burden as a percentage of average household income. This measure is regularly collected and reported as part of the annual BMA consulting report that is carried out across a number of other municipalities.

The performance measurement framework now consists of 19 measures of success that will form the basis of corporate key performance indicators to track progress in all five strategic plan priority areas. The action plan consists of 26 initiatives that each support the five priority areas.

Financial Implications

Specific actions identified in the Strategic Plan, Future Ready Action Plan will be deliberated during the 2021-2024 multi-year budget process. The action plan implementation timing will be adjusted to reflect Council's budget decisions.

Costs associated with the operational roll out of the performance measurement framework fall within existing approved budgets.

Report

Council approved the 2019-2023 Strategic Plan, Guelph Future Ready at the September 23, 2019 meeting (Report # CAO-2019-16). Since that time, the organization has been using the Strategic Plan to guide decision-making during the annual budget process, ongoing service area and departmental operations and planning, and most recently throughout the response to the COVID-19 pandemic.

At the September 2019 meeting Council also directed staff to develop action plan proposals with clear measures for success that would clearly outline the initiatives required to support progress on the Strategic Plan over the longer-term until the end of 2023.

Following intensive cross-departmental collaboration and analysis, staff presented the draft action plan during the July 27, 2020 Council Workshop and shared information about how the City was better integrating the Strategic Plan with the new multi-year budget process. Staff also shared a proposed set of new corporate strategic measures of success that would be developed into key performance indicators to track and report on organizational progress.

During the workshop, Council provided valuable feedback on the action plan, validated the strategic measures of success and supported the transition to a more agile, results driven governance approach. Council also provided early input on potential strategies that could help create the required capacity to make progress on the Strategic Plan, while balancing affordability.

Below are some summary insights related to the Strategic Plan action plan and performance measures that arose from Council at the workshop. These highlights are not listed in any particular order.

- There was overall support for the new approach to better align the Strategic Plan to the budget.
- The move to multi-year budgeting was broadly supported. It was also noted that flexibility must be built into the multi-year budget approach to allow the organization to adjust to the changing operating environment and future unknowns resulting from COVID-19 and other changes.
- That the measures of success reflected the priorities and were good measures to use as a basis for organizational key performance indicator tracking and reporting on our progress. One gap that was highlighted was the lack of a strategic affordability measure that reflected the public perspective. This gap has been addressed with the addition of a new measure.
- The move to the new performance measurement framework was viewed as a positive next step for the organization.
- That easy-to-understand communications about the Strategic Plan and associated Future Ready Action Plan will be important so the public can learn more about the priorities and how these priorities will improve everyday quality of life and service delivery.
- That the scale and timing of some initiatives identified in the action plan will need to be carefully considered and further explored during budget deliberations.

In reviewing the feedback provided by Council from the workshop it was felt that with the exception of adding a measure of affordability, no major changes were required to the performance measurement framework or action plan at this time. It was also felt that the proposed strategic measures of success satisfied the requirements of Council and the more operational comments provided from Council would be used to further calibrate the indicators as they are implemented and communicated to the public e.g. ensuring that the Citizen Satisfaction Survey better ties to the performance data and continuous improvement activities.

The Performance Measurement Framework including the amended strategic measures of success and proposed draft action plans can be found in attachment 1.

Next Steps

There are a number of next steps required to implement the new performance measurement framework and associated action plan. Although many items in the action plan are already fully funded and progressing well, there will be some adjustments to make due to resourcing or other operating changes some of which will come from budget decisions. Staff will start the process to cascade the performance measurement framework and the adjusted action plans into service and departmental plans in Q4 2020.

Some additional components of the implementation approach will include:

- Setting up the governance and accountability mechanisms: Ensuring that the policies, processes and management oversight and working groups are in place to manage the implementation, change management and roll-out of the performance measurement framework and action plans.
- Turning the measures of success into workable key performance indicators (KPIs): Undertaking a readiness and KPI identification process to determine the data required to collect and report valid KPIs.

- Service and department alignment: Ensuring that strategic performance measures and action plan initiatives are embedded in service area and departmental workplans.
- Maximizing business intelligence tools: Utilizing the City's existing business intelligence and visualization tools (e.g. Power BI) to collect and visualize the performance measurement data in an open and visually dynamic way.
- Council and public reporting: Staff are building an open and transparent performance reporting approach that aims to provide continuous real-time performance data via the City's website as well as accurate performance assessment narrative to support Council and the public to interpret the performance results at key points in time. Staff will provide a formal annual report to Council each year and will integrate performance data into the budget process.
- Communications with the public: Developing a communications and reporting strategy that helps the community better understand the priorities of the organization, how these priorities aim to improve quality of life of everyday people, and to be transparent about how well the City is meeting these goals and delivering value for tax dollars. Taking a multi-channel and continuous approach to reporting will help ensure we are reaching as many community members as possible in a meaningful way.

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Consultations

The Strategic Plan, Future Ready Action Plan and associate performance measurement framework has been developed in collaboration with five cross-departmental staff working groups, Council, Committee Chairs, Executive Team, and staff from across the organization.

In addition, the Strategic Plan and Future Ready Action Plan supports the goals expressed in the Community Plan which engaged over 15,000 Guelph residents, businesses, organizations and community groups.

Strategic Plan Alignment

This report provides details of the Future Ready Action Plan and performance measurement framework required to report on progress on the Strategic Plan 2019-2023.

Attachments

Attachment-1 Draft Action Plans and Performance Measurement Framework

Departmental Approval

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