

## ENTERPRISE PERFORMANCE MANAGEMENT UPDATE

### RECOMMENDATION

That the June 15, 2022, Financial and Corporate Services report FCS00621, be received for information.

#### Report Purpose

#### Information only.

Committee is being informed of progress on the implementation of Enterprise Performance Management to date, and future work on performance reporting and benchmarking.

### Executive Summary

- Enterprise Performance Management (EPM) is a systematic process to prioritize, measure, report and monitor performance relative to what is important to Edmontonians, City Council and Administration.
- The City of Edmonton piloted EPM in 2018 and began implementing it in 2019.
- This report provides an overview of EPM progress, opportunities and next steps in terms of measurement, performance reporting and benchmarking.

## REPORT

### Measurement: EPM and Key Journey Milestones

City Council approved the Enterprise Performance Management Policy, C600, on May 8, 2018. The policy outlines how to measure the City's success in: advancing strategic objectives, delivering services for Edmontonians and managing the corporation.

Enterprise Performance Management (EPM) includes both performance measurement (data and measures) and performance management (the degree to which measures are used in decision-making). The City's approach to EPM is designed to:

- increase transparency and accountability to Edmontonians and Council
- demonstrate progress towards and the achievement of Council's strategic goals
- allow Edmontonians to determine if they receive value for their fees and taxes

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- identify if service commitments are being met and the corporation is being well managed
- support a culture of continuous improvement and innovation
- enable meaningful reporting

EPM informs decision-making to improve service delivery for Edmontonians and supports the prioritization of resources, projects and processes. Implementation of the EPM policy involved three phases; we are now refining and maintaining, which focuses on cross-corporate program maturation and continuous improvement. The last update to Executive Committee was through March 18, 2019, Office of the City Manager report CR\_6715. At that time, Phases I and II were wrapping up and Administration was starting work on Phase III.

### Phase I - Pilot, June 2018 to December 2018

The City's Strategic Planning Framework ([edmonton.ca/city\\_government/city-vision-and-strategic-plan](http://edmonton.ca/city_government/city-vision-and-strategic-plan)) is the collection of six plans and processes (including ConnectEdmonton, The City Plan and the Corporate Business Plan) that guide how the City works to enable a better life for Edmontonians. EPM was integrated with the City's Strategic Planning Framework to include measurement for how well Administration is achieving transformational changes, delivering services and managing the corporation.

Measures for 14 public services were piloted to provide insights into customer satisfaction, service effectiveness and efficiency, and financial stewardship.

### Phase II - Implement, January 2019 to September 2019

Based on the learnings from Phase I, a measurement framework was established in Phase II to create a corporate approach for performance management. The framework allows for performance monitoring of all City services in alignment with the Corporate Business Plan and is based on four types of measurement:

- 1) **Community Level Indicators:** Evaluate the collective impact of the City and community stakeholders towards the strategic goals of ConnectEdmonton and The City Plan.
- 2) **Strategic Measures:** Communicate the results of the City's work to contribute to Council's strategic goals and Big City Moves from The City Plan.
- 3) **Corporate Measures:** Assess the corporation's overall progress on essential service delivery (public services) and how well the City is managing its business (supporting services).
- 4) **Operational Measures:** For internal use by departments in managing and reporting on the performance of each City service.

### Phase III - Use, September 2019 to April 2020

The City began to use the results and learnings from the operational measures developed in Phase II to understand the present state, inform data-driven decisions and manage performance. In September 2019, the City joined the World Council on City Data (WCCD) to become certified under ISO 37120, the first international standard for city data. These measures allow the City to

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compare and benchmark Edmonton to other municipalities in Canada and around the world. They evaluate how well Edmonton is building a sustainable community as we work to achieve the collective goals of ConnectEdmonton, The City Plan and the Corporate Business Plan. In April 2020, the City achieved the highest level of certification a city can achieve through WCCD (Platinum level) and has maintained this status for three consecutive years.

### **Refine and Maintain - April 2020 onwards**

In April 2020, further application of the EPM Program was impacted by the City's response to the COVID-19 pandemic. Work to refine and update measures was paused in parts of the corporation due to availability of staff and financial resources. The City's resources were prioritized to respond to the immediate concerns the pandemic posed, such as health and safety of staff and Edmonton's vulnerable population, the implementation of public health guidance across city services and facilities as well as sudden economic impacts.

EPM resumed in early 2021 and the focus is now on cross-corporate program maturation and continuous improvement. A performance measurement approach was developed for the Big City Moves in The City Plan, as outlined in cross-referenced April 27, 2022, Urban Planning and Economy report UPE00877. The approach incorporates both community indicators and strategic measures. Development has also begun on a suite of corporate measures that will capture measures for the 16 programs identified in the Corporate Business Plan. Following the initial implementation of EPM, all departments are regularly revisiting and refreshing measures to ensure they remain relevant and effective.

### **Reporting**

Administration has developed an approach for reporting performance to Council and the public. Timely performance information supports Council in making evidence-based decisions, as well as gauging and monitoring progress towards strategic goals and key priorities.

The City's publicly available performance dashboard ("Citizen Dashboard") will be revised by the end of 2022 to support dynamic, real-time reporting. It will provide reliable, responsive information in a consolidated space with a single point of entry for both Council and the public to access performance information. The refreshed dashboard will include measures associated with the Strategic Planning Framework.

Additionally, a performance report update on strategic goals and business plan outcomes will be brought forward in late 2022. Future performance reporting (2023 and onwards) will integrate performance, financial information and risk information to guide decision-making.

### **Benchmarking**

The City participates in benchmarking initiatives through the WCCD and industry associations (such as the Canadian Urban Transit Association (CUTA) and the National Solid Waste Benchmarking Initiative) to compare Edmonton to other municipalities. WCCD indicators primarily speak to the City's transformational progress, while industry associations provide comparison on operational progress for select service lines only.

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As an opportunity to mature the City's approach to benchmarking of operational measures, Administration is exploring membership with the Municipal Benchmarking Network of Canada (MBNCanada). MBNCanada is a third-party validated organization, made up of 16 member Canadian municipalities (including Calgary, Winnipeg, Hamilton and Toronto), that would enable the City to compare approximately a third of its services in assessing operational efficiency and progress.

Benchmarking is used as a guide and direct comparisons aren't always available, such as corporate services, making it important to understand and apply external influences and factors. In cases where direct comparisons cannot be ascertained, industry research and information from comparable organizations is gathered to ensure continuous learning from partners and elevation of services.

### **Next Steps**

Administration is currently focusing on cross-corporate program maturation and continuous improvement. As new strategic priorities are identified, Administration will continually refine EPM to ensure the program adapts to change and reporting remains relevant. A performance report update on strategic goals and business plan outcomes will be brought forward in late 2022.

## **COMMUNITY INSIGHT**

With a commitment to listen to and learn from Edmontonians, the City is preparing a comprehensive survey for 2022 to help Administration and Council understand how the City is collectively serving Edmontonians. This survey will replace the Community Perception Survey to capture Edmontonians' satisfaction. It is intended to be high-level, to understand the relationship between Edmontonians and the City. Survey results will be shared with Council in advance of finalizing the 2023-2026 budget to inform decision making.

### **GBA+**

There is a strong need to understand the perspectives of diverse (and often underrepresented) communities when measuring performance. As the measurement process matures, the ways and types of data collected that feed measurement are continuously improving to include many voices and the perspectives of diverse groups. This in turn will help the City better understand and incorporate varying perspectives and needs. For example, Community Indicators will tell the story of how different groups experience Sense of Community or Safety. When looking at corporate or operational measures, having this data will provide a better understanding of differences in satisfaction and accessibility of City services.

Additionally, it must be recognized that while numbers help tell part of the story, they are not fulsome alone. GBA+ research that includes elements such as focus groups, perceptions around and satisfaction with City services, or quality of life, will supplement and support conversations about overall performance.