

Update: Transforming Edmonton

Initiative Title:	Transforming Edmonton
City Council Lead(s):	Councillor Leibovici and Councillor Caterina
Department Lead(s):	Jodie Buksa, Financial Services and Utilities Department

Objective:

The principle objective of this initiative is to ensure there is an integrated and aligned approach to long-term planning and budgeting. This approach would then provide a context for decision-making that is resonant with the current dynamic operating environment and is directed at a desired future state.

The project involves two phases:

- Phase 1: Conclude envision Edmonton, the city visioning exercise
- Phase 2: Provide clarity on how the approved vision will be used to anchor the development of corporate business strategy.

Key Outcomes, Projects or Activities and their Status as of May 2013:

Key outcome from Phase 1:

- In 2008, City Council approved *The Way Ahead*, the City's strategic plan created in consultation with citizens. The Plan includes a vision for Edmonton in 2040, and has six 10-year strategic goals to provide a clear focus for the future.

Key outcomes from Phase 2:

- Refined the Transforming Edmonton Committee Terms of Reference to include responsibility for providing direction and guidance in the development and implementation of performance measures/indicators and targets. (Complete)
- Continued to implement the corporate planning framework – integrated planning, measurement and budget. (Ongoing)
 - The corporate planning framework intends to create a “line of sight” (or alignment) between high level strategic plans, and operational plans.
 - Approved directional plans to guide achievement of the City's goals: *The Way We Grow* (2010); *The Way We Move* (2009); *The Way We Live* (2010); *The Way We Green* (2011); *The Way We Prosper* (2013);
 - Approved two Implementation Plans to translate the City's goals into action: *The Way We Move* (2012); *The Way We Live* (2012). The plans align with the corporate goals, outcomes, and performance measures. Two additional Implementation Plans are waiting to be approved (*The Way We Grow*; *The Way We Green*) and one is under development (*The Way We Prosper*). *The Way We Finance Directional Plan* is under development.
 - Approved corporate outcomes for each 10 year goal, along with performance measures and targets to measure progress on corporate outcomes. Council

approved performance measures for five of six strategic goals, and approved targets for three Corporate Goals. More work has been done to continue to develop corporate performance measures that require data or targets, and the results will be produced in the City's first performance report. More work is required to review and evaluate Council approved outcomes.

- Began to integrate operating budget, planning and performance measurement through enhanced program information in the budget material and using tools such as the priority based budgeting process. Opportunities to use these tools and process are being explored for the capital budget.
- Continue to build a communication strategy for both internal and external stakeholders and the public. This includes two way communication and feedback from public on broader direction and investments. (Ongoing)
 - Working at creating the City's first 2012 Performance Report to demonstrate progress on corporate outcomes, performance measures, and non-financial and financial results of City programs and services.
 - Released the Citizen Dashboard to capture citizen-facing measures of interest to the public (pilot project, November 2012; Phase I, April 2013).
- Liaise with Boards and Authorities (Edmonton Police Service, Edmonton Public Libraries, Edmonton Economic Development Corporation) in the development of *The Ways Plans*, outcomes, measures, and targets. (Ongoing)
 - Sustainable Development collaborated with the Edmonton Economic Development Corporation in the development of *The Way We Prosper* and they are now jointly creating the implementation plan and performance measures.
- Implement relevant comparisons where appropriate benchmarks exist relating to measuring performance in advancing Council's 10 year goals including evaluation and usage of broader based indicators such as Genuine Progress Indicators. (Ongoing)
 - The City joined Global Indicators Facility, which allows global city comparisons and knowledge sharing.¹

Future Steps:

- Review the City of Edmonton's strategic direction, *The Way Ahead*, with Council in 2014-2015.
- Continue to integrate planning, budgeting, and performance measurement through the priority-based budgeting processes.
- Continue to build a communications strategy so results are easily understood by both internal and external stakeholders and the public, including publishing the City's first annual performance report, and capturing "citizen-facing" measures in the Citizen Dashboard.

¹ <http://cityindicators.org/>

- Complete *The Way We Finance* directional plan, and support approval of implementation plans: *The Way We Grow*, *The Way We Green*, *The Way We Prosper*.
- Continue to develop and/or assess remaining performance measures to help measure progress on corporate outcomes.
- Integrate Enterprise Risk Management into the planning and performance measurement processes/documents to identifying strategic risks.
- Continue to advance performance measures by developing outstanding, and assessing current, corporate performance measures, advancing productivity measurement within the organization, and supporting departments in the identification, development or refinement of performance measures at a program level.