

# Enterprise Performance Management (EPM) Workshop Process

## Recommendation

That the June 4, 2019, Urban Form and Corporate Strategic Development report CR\_7267, be received for information.

## Executive Summary

As part of the implementation of City Policy C600 - Enterprise Performance Management Policy, a working session is planned for the Non-Regular City Council meeting on June 19, 2019. This session is intended to build a common understanding of the Enterprise Performance Management framework, components, and project outcomes.

Catrin Owen, Deputy City Manager, Communications and Engagement, will facilitate the session with both City Council and the Executive Leadership Team. In addition, subject matter expert Brett Knowles (founder of The Balanced Scorecard Network and Performance Measurement and Management) will lead components of the session.

At the start of the June 19, 2019, Non-Regular meeting, Council may wish to suspend certain procedures in the Council Procedures Bylaw 18155 to support open dialogue and discussion through the session.

## Report

In May 2018, City Council approved City Policy C600 - Enterprise Performance Management. The policy establishes Enterprise Performance Management as a process to measure and transparently report progress on results that matter to our citizens and City Council. The focus on results through Enterprise Performance Management will lead to a closer review of how services are delivered, how well they are delivered, the associated costs, and the impacts on citizens and stakeholders.

On April 2, 2019, City Council approved the recommendation to proceed with an Enterprise Performance Management working session at the Non-Regular City Council meeting on June 19, 2019. This report outlines the approach for the working session and provides Council with an opportunity to share feedback on the approach to be incorporated before the session.

### Outcomes

The outcomes of this working session are:

- Develop a common understanding of Enterprise Performance Management framework, components and project outcomes.
- Explore the current state and framework before finalizing the measures and prepare for Phase III together.

### Approach

There are four components to the session:

1. **Context:** Background and current state of the Enterprise Performance Management project. This will include a description of what Enterprise Performance Management is, why the City is implementing the framework and what is different about Enterprise Performance Management this time.
2. **Framework:** Discussion of the framework that Administration is applying and a working example demonstration of how operational measures have been set and how this relates to the strategic measures.
3. **Reporting:** An overview and discussion on the intended communication of results and progress. The purpose of this component will be to obtain Council's feedback and input into what is important for Council for progress reporting.
4. **Expectations and Next Steps:** An overview of how Enterprise Performance Management will continue to progress in the next 6-12 months, what Council can expect during this period and input on Phase III.

### Format

The session will be held in the Heritage room and will be attended by the following:

- City Council
- Executive Leadership Team
- Facilitator: Catrin Owen, Deputy City Manager, Communications and Engagement;
- Subject Matter Expert Brett Knowles, Founder of The Balanced Scorecard Network and Performance Measurement and Management (pm2) PM2 consulting is an expert in this field and has implemented similar frameworks in over 3,000 private and municipal organizations internationally. Administration retained PM2 to assist with the implementation. Brett Knowles of pm2 will lead components of the session.

Council may wish to suspend certain procedures in the Council Procedures Bylaw 18155 to support open dialogue and discussion through the session with all attendees.

**Corporate Outcomes and Performance Management**

<b>Corporate Outcome(s): Condition of Success</b>			
<b>Outcome(s)</b>	<b>Measure(s)</b>	<b>Result(s)</b>	<b>Target(s)</b>
Effective and efficient service delivery - the City adheres to established directives, policies and guidelines	Performance Management System Maturity Score: 1 - Ad Hoc & Static 2 - Reactive 3 - Structured & Proactive 4 - Managed & Focused 5 - Continuous Improvement	2017: Level 1 - Ad Hoc and Static  2018: Level 2 - Reactive	Q3 2019: Level 3 - Structured and proactive  Q2 2020: Level 4 - Managed and focused.  Q4 2020: Level 5 - Continuous Improvement

**Others Reviewing this Report**

- K. Armstrong, Deputy City Manager, Employee Experience
- G. Cebryk, Deputy City Manager, City Operations
- C. Owen, Deputy City Manager, Communications and Engagement
- R. Smyth, Deputy City Manager, Citizen Services
- A. Laughlin, Deputy City Manager, Integrated Infrastructure Services
- R. Kits, Acting Deputy City Manager, Financial and Corporate Services
- B. Andriachuk, City Solicitor