

Delivering on the 2022-2025 Strategic Plan: 2022 Progress Report

ISSUE

When the 2022-2025 Strategic Plan was approved in January 2022, key performance indicators (KPIs) and targets to monitor progress on the plan were not included at that time. The development of KPIs and targets was therefore identified as an important next step. Monitoring and reporting are essential to sound strategic planning.

This report provides an update on the work done in to develop a monitoring and reporting framework for the Strategic Plan and discusses the progress made in 2022 on executing the Strategic Plan.

BACKGROUND

The [2022-2025 Strategic Plan](#) is a guiding document and roadmap that sets direction and priorities for the City of Saskatoon over the next four years. The plan includes seven (7) Strategic Goals, three (3) Pillars, 17 Priorities and 117 Key Actions, intended to propel the City towards its vision.

During the approval process for the Strategic Plan on January 24, 2022, City Council requested that Administration continue as intended in the development of the monitoring and reporting framework in 2022.

CURRENT STATUS

Since the development of the plan, the Administration has been working on creating a framework for monitoring and reporting progress on the strategy. This has involved collaboration among various teams to identify some initial performance measures and targets, as well as gaps and opportunities for ongoing improvements.

Key Performance Indicators (KPIs) are critical and quantifiable measures that indicate progress towards a desirable outcome over time. Targets refer to the desired level of performance.

The Administration's approach involved identifying existing KPIs that could help assess progress towards the desired goals or outcomes. A variety of KPIs from different departments were collected and reviewed. These KPIs were categorized into the following groups:

1. KPIs that monitor quantity of resources invested (i.e., input)
2. KPIs that monitor process or operational efficiency (i.e., throughput)
3. KPIs that monitor levels or quality of production or services rendered (i.e., output)
4. KPIs that monitor effectiveness, achievement, or the impact (i.e., outcome)

These KPIs were mapped against the outcomes defined in the Strategic Plan, under both the Strategic Goals and Pillars. The best available KPIs were used as a starting

point to produce this first report. New KPIs will be developed over time with the intent to keep improving, in manageable increments, how we effectively measure progress.

Building on this KPI work, the Strategic Plan progress report assesses performance on two fronts:

1. Performance Overview: This highlights KPIs or measures that track progress on the City's overall strategic goals. The KPIs identified in this section focus largely on measures that the City can impact.
2. Performance Report: This section provides more details on the work being done by the City's departments to advance the outcomes and key actions within the three strategic plan pillars. It also identifies some important metrics that the departments are tracking to assess the City's progress on the Strategic Plan. Finally, it includes status updates on the 'initiatives to watch' identified by departments through their business planning work. Departmental business plans capture core operational priorities and other key priorities identified in the Strategic Plan.

This report structure will serve as the foundational framework for monitoring and reporting on the progress of the Strategic Plan, while ongoing improvements will continue to be made.

DISCUSSION/ANALYSIS

The Strategic Plan progress report for 2022 titled, 'Delivering on the 2022-2025 Strategic Plan: 2022 Progress Report', is included as Appendix 1.

The report includes:

- 14 Key Performance Indicators presented across the seven Strategic Goals.
- 18 KPIs highlighted across the three Pillars.
- Updates on the 17 Priorities under the three Pillars comprising:
 - 17 key indicators, one for each priority, providing insight into performance in the priority areas,
 - Status reports summarizing some achievements made in 2022 and some of the work planned for 2023, and
- Status updates on 25 corporate initiatives to watch through 2022 and 2023.

Some achievements in 2022 documented in the report include:

- Launched SmartUTIL to provide residential and commercial customers with an online tool to view their water and electricity usage.
- Implemented Phase 1 of the Cornerstone Project which involved launching the e-Permitting system.
- City Council approved the Green Infrastructure Strategy and Implementation Plan (Green Pathways) and the Recreation and Sports Tax Abatement Program.
- Hired a Director to lead and oversee the Reconciliation, Equity, Diversity and inclusion work at the City.

Beyond the progress made this year on reporting these and other achievements, there are still opportunities to improve how performance is tracked and reported in some areas. Some future improvements to be undertaken include:

- Enhancing clarity on some of the strategic goals and/or priority outcomes to better determine how success or progress can be tracked.
- Identifying adequate data to gain more insights to the progress made on some strategic goals and priority outcomes.
- Addressing inconsistencies in the definition of key actions to better report success or progress.

Efforts will be made to gradually achieve the enhancements above, within the City's means.

FINANCIAL IMPLICATIONS

There are no significant financial implications associated with the progress report. The initiatives undertaken in 2022 were budgeted as part of the City's overall financial plan.

OTHER IMPLICATIONS

There are no privacy, legal, social, or environmental implications identified.

NEXT STEPS

As a part of the ongoing monitoring and evaluation process, Administration will report annually on the progress of the Strategic Plan. Also, efforts will be made to continually improve reporting by closing some of the gaps identified during the development of this first report.

This initial reporting framework compiled a variety of data from different sources across the corporation and developed a structured system that will make future reporting repeatable, easier, and faster. The expectation therefore is that future Strategic Plan progress reports will be presented earlier in the year, likely in March or April on an annual basis.

APPENDIX

1. Delivering on the 2022-2025 Strategic Plan: 2022 Progress Report

Report Approval

Written by: Meka Okochi, Director of Organizational Strategy Execution
Rotimi Alade, Manager of Strategic Planning
Vriti Vasudevan, Performance Improvement Coordinator

Reviewed by: Celene Anger, Chief Strategy and Transformation Officer

Approved by: Jeff Jorgenson, City Manager