THE CITY OF Waterloo

STAFF REPORT
Chief Administrative Officer

Title: Strategic Plan Implementation Update
Report Number: CAO2019-040
Author: Anna Marie Cipriani
Meeting Type: Committee of the Whole Meeting
Council/Committee Date: December 2, 2019
File:
Attachments: Appendix A: United Nations Sustainable Development Goals
                             and ISO37120:2018 Performance Indicators
Ward No.:   All

Recommendations:

That Council receive this report as information.

A.   Executive Summary

The city has adopted ISO 37120:2018 and the United Nations Sustainable Development Goals (SDGs) as two frameworks to measure our progress against the city's 2019-2022 Strategic Plan. Staff will also continue to report annually on the strategic plan and the measurements and outputs identified in the various divisional plans in the final quarter of each year. Building on past strategic plan update reports we are working on a more holistic corporate reporting framework, which will be introduced in late 2020.

ISO37120

ISO 37120 is the first international standard on city data. It measures the quality of life and delivery of city services at the municipal level. The city-level data is globally comparable and independently verified. There are 19 theme areas (economy, education, energy, environment and climate change, finance, governance, health, housing, population and social conditions, recreation, safety, solid waste, sport and culture, telecommunication, transportation, urban agriculture/food security, urban planning, wastewater, water.) It is anticipated that by the first quarter of 2020, the City of Waterloo will be platinum certified (90+ of the total 104 indicators reported and independently verified) as part of a three-year pilot program jointly lead by Infrastructure Canada and World Council on City Data (WCCD).

The 104 ISO 37120:2018 indicators have been mapped to our 2019-2022 Strategic Plan and to the United Nations Sustainable Development Goals. Appendix A illustrates the 17

United Nations Sustainable Development Goals and the 104 indicators of the ISO37120:2018 framework.

United Nations Sustainable Development Goals (SDGs)

In September 2015 heads of state and government agreed to set the world on a path towards sustainable development through the adoption of the 2030 Agenda for Sustainable Development. This agenda includes 17 Sustainable Development Goals (SDGs), which set out quantitative objectives across the social, economic, and environmental dimensions of sustainable development (economic growth, environmental sustainability, and social inclusion) — all to be achieved by 2030. The 169 targets are accompanied by 17 goals and set out quantitative and qualitative objectives for the next 15 years. The goals provide a framework for shared action for people, planet and prosperity to be implemented by all countries and all citizens, acting in collaborative partnership.

B.   Financial Implications
It is anticipated that in year three (2021) of the Infrastructure Canada – ISO37120 pilot, the City will cover the membership costs of $10 000 USD. The first two years of membership have been covered by Infrastructure Canada as part of the 3 year pilot project agreement.

C.   Technology Implications
None.

D.   Link to Strategic Plan
This report speaks to implementation of the Strategic Plan and measuring and monitoring our progress.

E.   Previous Reports on this Topic
CAO2019-004 City of Waterloo 2019-2022 Strategic Plan

F.   Approvals

Name	Signature	Date
Author: Anna Marie Cipriani		November 20, 2019
Director:		
Commissioner:		
Finance:		
		CAO

THE CITY OF
Waterloo

Strategic Plan Implementation Update
AO2019-04

City of Waterloo Corporate Strategic Planning System

Strategic Planning and Strategic Plan Implementation
On June 24, 2019 Council approved the City of Waterloo 2019-2022 Strategic Plan. Much focus was put into developing our strategic plan. Likewise dedicating attention and focus to the implementation phase will result in a "living" strategic plan and will best position the organization for success.

The first steps of implementation are marked by the development of a three-year budget and business plans. Both the budget and business plans seek to embed and align the strategic plan across the organization and its service delivery to the community.

From Strategic Planning to Performance Management
A critical next step in facilitating the implementation of the strategic plan is to develop a monitoring and reporting framework. The purpose of this effort is to design a corporate reporting framework that is used to measure progress towards achieving the strategic vision and goals (evidence that we are moving in the agreed upon direction), to identify areas for improvement and to celebrate successes. A critical element in measuring success is to ensure that our strategic plan becomes an actionable document to guide the organization's decision-making process and affect the delivery of service to the public. It is also important that the measures identified are made available to the right audiences in a way that fosters an understanding of the connection between the measures and the strategic plan.

A key focus of implementation of the strategic plan is to enable alignment between each component of the strategic plan implementation process. The implementation process underway seeks to enable each staff and volunteer to have a clear understanding of their contributions to the overall goal. When this occurs, each member of the team will feel that their efforts are important. They will also have a better idea as to the direction in which the organization and community is headed. The following image illustrates this line of sight of the transition from strategic planning to performance management.

Figure 1 Line of sight: from strategic planning to a performance management system

Alignment of organization structure, personal performance and reorienting processes to best reflect the agreed upon direction as laid out in the strategic plan are important conditions for successful strategic plan implementation. Our Corporate Leadership Team is monitoring any such gaps and opportunities and seeks to best position our organization for success.

Reporting cycle
It is anticipated that reporting on strategic plan progress would continue yearly in the final quarter of each year; progress on the specific initiatives identified in business plans would be reported on at that time. This project specific progress will be reported on yearly via a "project dashboard". This quasi-dashboard is anticipated to be a concise executive summary update on the status and progress of a project over the previous 12 months. While we anticipate continuing our yearly reporting on the strategic plan we also are working towards establishing a more holistic corporate reporting framework.

Measures within a Performance Management System
There can be several perhaps seemingly disparate components within a municipal performance management system. There are a few key things to note about the components as we move forward with developing such a system. Different measures may have different levels of focus. For instance some measures may be community-wide, corporate, departmental, operating or program and service delivery focussed. Each measure can contribute in its own way to enabling a more holistic understanding of our community, our organization and our service delivery to the community. And while we may have direct control over some measures we will have indirect control of other measures. Some measures will focus on output while others will focus on outcome. For instance some measures will indicate how much, while others will illustrate how well.

Existing and Emerging frameworks

Existing frameworks
Many measures which would filter into a performance management system are already in place and regularly reported on by the organization. Here are a few examples:

- Municipal Benchmarking Network Canada (MBNCanada)
- Financial Information Return (FIR)
- Ontario Regulation 507/18 Broader Public Sector Energy Reporting and Conservation and Demand Management Plans
- Sustainable Waterloo Region's Regional Sustainability Initiative
- Corporate Health and Safety Reports
- City of Waterloo's financial dashboard
- National Water and Wastewater Benchmarking Initiative

The goal of this work would be to bring together and elevate the right measures into a corporate framework that can inform decision making.

Emerging frameworks
Some emerging frameworks build upon the value of existing reporting frameworks. For instance some of the measures in MBNCanada and FIR are source documents that contribute data to a new international standard for municipalities that Waterloo is participating in called ISO37120. Both existing and emerging frameworks as well as other data perhaps not otherwise reported on will contribute measures to build a City of Waterloo Performance Management System.

ISO37120
ISO 37120 is the first international standard on city data. It measures the quality of life and delivery of city services at the municipal level. The city-level data is globally comparable and independently verified. There are 19 theme areas (economy, education, energy, environment and climate change, finance, governance, health, housing, population and social conditions, recreation, safety, solid waste, sport and culture, telecommunication, transportation, urban agriculture/food security, urban planning, wastewater, water.) Approximately 100 cities across 38 countries are committed to this standard and 15 Canadian cities are joining in a pilot program to become platinum certified in this global standard. The City of Waterloo is one of 15 municipalities involved in a three-year pilot program jointly lead by Infrastructure Canada and World Council on City Data (WCCD). It is anticipated that by the first quarter of 2020, the City of Waterloo will be platinum certified (90+ of the total 104 indicators reported and independently verified).

By participating in this pilot the fees for certification and registration are paid for by Infrastructure Canada for the first two years ($10 000 US/year) and additional resources are provided by WCCD to expedite the process of data collection, reporting and

verification. The fee includes the costs of third-party verification of the data, maintenance and use of the WCCD Open City Data Portal, the WCCD Global Cities Registry for ISO 37120, and supports website tools (e.g., indices and trends analyses), the provision of training and other programs for verifiers and cities, and the coordination of international meetings, roundtables, and webinars. Waterloo is among the first municipalities in the world to collaborate with other local municipalities to report on a region-wide scale. It is anticipated that the cities of Waterloo, Kitchener and Cambridge will be platinum certified by the first quarter of 2020.

The 104 ISO 37120:2018 indicators have been mapped to our 2019-2022 Strategic Plan and to the United Nations Sustainable Development Goals. Appendix A illustrates the 17 United Nations Sustainable Development Goals and the 104 indicators of the ISO37120:2018 framework.

United Nations Sustainable Development Goals (SDGs)
In September 2015 heads of state and government agreed to set the world on a path towards sustainable development through the adoption of the 2030 Agenda for Sustainable Development. This agenda includes 17 Sustainable Development Goals (SDGs), which set out quantitative objectives across the social, economic, and environmental dimensions of sustainable development (economic growth, environmental sustainability, and social inclusion) — all to be achieved by 2030. The 169 targets are accompanied by 17 goals and set out quantitative and qualitative objectives for the next 15 years. The goals provide a framework for shared action for people, planet and prosperity to be implemented by all countries and all citizens, acting in collaborative partnership. As articulated in the 2030 Agenda, never before have world leaders pledged common action and endeavor across such a broad and universal policy agenda.

The SDGs are very much focused at a national and international scale. Waterloo is actively involved in a Voluntary Local Review of the SDGs working with local organizations to enable improved application of the SDGs within the municipal context. It is also anticipated that the SDG goals, targets and indicators will filter up into a performance management system.

Next steps
The strategic plan ushered an agreed upon direction for our organization and community. Some pivots and shared learning are a natural part of implementation. The 2020-2022 departmental business plans will soon be presented to Council. Business plans will contribute to the performance measurement system - measures specific to the division and initiatives such as outputs.

It is anticipated that a report to council on strategic plan progress will be tabled in the last quarter of 2020. At that time it is anticipated that the "project dashboard" and corporate reporting framework will be presented.

Data is a universal language from which evidence based decisions can be made. Staff will continue to develop a performance management system to serve as a global demonstration of Waterloo's commitment to data-driven, evidence-based, decision making and to creating the smart, sustainable, resilient, prosperous and inclusive city and community of the future. Data will play an increasingly important role in the successful implementation of and to tracking progress on our strategic plan.

Appendix A: United Nations Sustainable Development Goals and ISO37120:2018 Performance Indicators

The following is a list of the 17 United Nations Sustainable Development Goals.

And the following is a list of the 104 - ISO37120:2018 Performance Indicators:

Theme	Core indicator	Supporting indicator
Economy	• City's unemployment rate	• Assessed value of commercial and industrial properties as a percentage of total assessed value of all properties. • Percentage of persons in full-time employment • Youth unemployment rate • Number of businesses per 100 000 population • Number of new patents per 100 000 population per year • Annual number of visitor stays (overnight) per 100 000 population • Commercial air connectivity (number of non-stop commercial air destinations)

Theme	Core indicator	Supporting indicator
Education	• Percentage of female school-aged population enrolled in school • Percentage of students completing primary education: survival rate • Percentage of students completing secondary education: survival rate • Primary education student-teacher ratio	• Percentage of school-aged population enrolled in school • Number of higher education degrees per 100 000 population
Energy	• Total end-use energy consumption per capital (GJ/year) • Percentage of total end-use derived from renewable sources • Percentage of city population with authorized electrical service (residential) • Number of gas distribution service connections per 100 000 population (residential) • Final energy consumption of public buildings per year (GJ/m²)	• Electricity consumption of public street lighting per kilometre of lighted street (kWh/year) • Average annual hours of electrical service interruptions per household
Environment and Climate Change	• Fine Particulate Matter (PM2.5) concentration • Particulate Matter (PM10) concentration • Greenhouse gas emissions measured in tonnes per capita	• Percentage of areas designated for natural protection • NO_2 (nitrogen dioxide) concentration • SO_2 (sulphur dioxide) concentration • O_3 (ozone) concentration • Noise pollution • Percentage change in number of native species

Theme	Core indicator	Supporting indicator
Finance	• Debt service ratio (debt service expenditure as a percentage of a city's own-source revenue) • Capital spending as a percentage of total expenditures	• Own-source revenue as a percentage of total revenues • Tax collected as percentage of tax billed
Governance	• Women as a percentage of total elected to city-level office	• Number of convictions for corruption and/ or bribery by city officials per 100 000 population • Number of registered voters as a percentage of the voting age population • Voter participation in last municipal election (as a percentage of registered voters)
Health	• Average life expectancy • Number of in-patient hospital beds per 100 000 population • Number of physicians per 100 000 population • Under age five mortality per 1 000 live births	• Number of nursing and midwifery personnel per 100 000 population • Suicide rate per 100 000 population
Housing	• Percentage of city population living in inadequate housing • Percentage of population living in affordable housing	• Number of homeless per 100 000 population • Percentage of households that exist without registered legal title
Population and social conditions	• Percentage of city population living below the international poverty line	• Percentage of city population living below the national poverty line • Gini coefficient of inequality

Theme	Core indicator	Supporting indicator
Recreation		• Square metres of public indoor recreation space per capita • Square metres of public outdoor recreation space per capita
Safety	• Number of firefighters per 100 000 population • Number of fire-related deaths per 100 000 population • Number of natural-hazard-related deaths per 100 000 population • Number of police officers per 100 000 population • Number of homicides per 100 000 population	• Number of volunteer and part-time firefighters per 100 000 population • Response time for emergency response services from initial call • Crimes against property per 100 000 population • Number of deaths caused by industrial accidents per 100 000 population • Number of violent crimes against women per 100 000 population
Solid waste	• Percentage of city population with regular solid waste collection (residential) • Total collected municipal solid waste per capita • Percentage of the city's solid waste that is recycled • Percentage of the city's solid waste that is disposed of in a sanitary landfill • Percentage of the city's solid waste that is treated in energy-from-waste plants	• Percentage of city's solid waste that is biologically treated and used as compost or biogas • Percentage of the city's solid waste that is disposed of in an open dump • Percentage of the city's solid waste that is disposed of by other means • Hazardous waste generation per capita • Percentage of city's hazardous waste that is recycled
Sport and culture	• Number of cultural institutions and sporting facilities per 100 000 population	• Percentage of municipal budget allocated to cultural and sporting facilities • Annual number of cultural events per 100 000 population (e.g. exhibitions, festivals, concerts)

Theme	Core indicator	Supporting indicator
Telecommunication		• Number of internet connections per 100 000 population • Number of mobile phone connections per 100 000 population
Transportation	• Kilometres of public transport system per 100 000 population • Annual number of public transport trips per capita	• Percentage of commuters using a travel mode other than a personal vehicle • Kilometres of bicycle paths and lanes per 100 000 population • Transportation deaths per 100 000 population • Percentage of population living within 0,5 km of public transit running at least every 20 min during peak periods • Average commute time
Urban/local agriculture and food security	• Total urban agricultural area per 100 000 population	• Amount of food produced locally as a percentage of total food supplied to the city • Percentage of city population undernourished • Percentage of city population that is overweight or obese – Body Mass Index (BMI)
Urban planning	• Green area (hectares) per 100 000 population	• Areal size of informal settlements as a percentage of city area • Jobs-housing ratio • Basic service proximity
Wastewater	• Percentage of city population served by wastewater collection • Percentage of city's wastewater receiving centralized treatment • Percentage of population with access to improved sanitation	• Compliance rate of wastewater treatment

Theme	Core indicator	Supporting indicator
Water	• Percentage of city population with potable water supply service • Percentage of city population with sustainable access to an improved water source • Total domestic water consumption per capita (litres/day) • Compliance rate of drinking water quality	• Total water consumption per capita (litres/day) • Average annual hours of water service interruptions per household • Percentage of water loss (unaccounted for water)