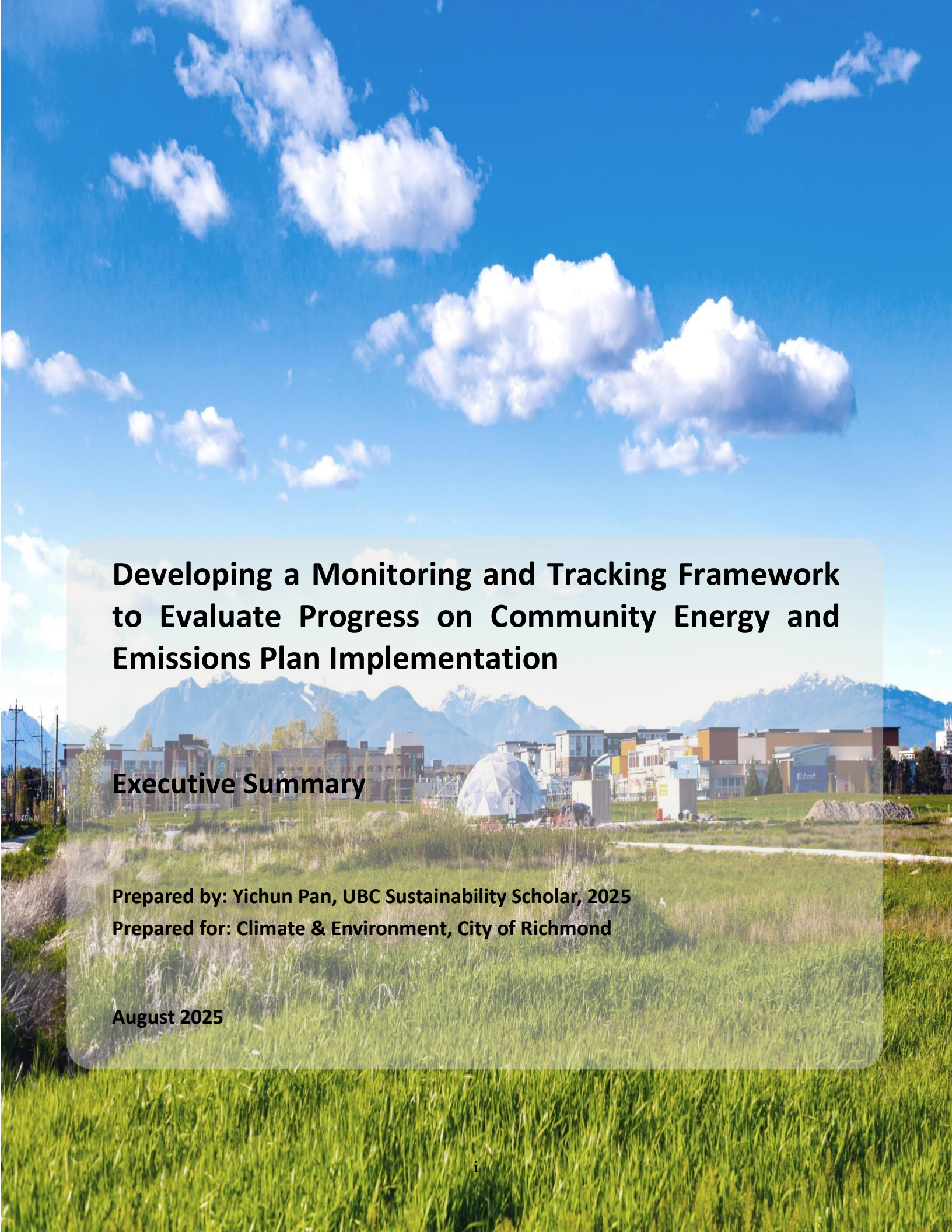

Developing a Monitoring and Tracking Framework to Evaluate Progress on Community Energy and Emissions Plan Implementation

Executive Summary

Prepared by: Yichun Pan, UBC Sustainability Scholar, 2025
Prepared for: Climate & Environment, City of Richmond

August 2025

Disclaimer

This report was produced as part of the UBC Sustainability Scholars Program, a partnership between the University of British Columbia and various local governments and organizations in support of providing graduate students with opportunities to do applied research on projects that advance sustainability across the region.

This project was conducted under the mentorship of the City of Richmond staff. The opinions and recommendations in this report and any errors are those of the author and do not necessarily reflect the views of the City of Richmond or the University of British Columbia.

Acknowledgements

The author acknowledges that the work for this project took place on the unceded ancestral lands of the xwməθkwəy̓ əm (Musqueam), Skwxwú7mesh (Squamish), Stó:lō and Səl̓ílwətaʔ/Selilwitulh (Tsleil-Waututh) Nations.

The author would also like to extend a profound thank-you to project mentor Claire Ewing for her invaluable insights, thoughtful feedback, and enthusiastic support throughout the entire project. Additionally, the author expresses sincere gratitude to all the City staff whose generous contributions of time, knowledge, experience, and perspectives during consultations have deeply enriched this work.

Cover photo courtesy of Marcos Badra, City of Richmond

I. Table of Contents

II. Introduction 1

III. Background 1

IV. Methodology 2

1. Review of Existing Municipal Tracking Frameworks 2
2. Framework Development for Richmond 5
3. Use of KPIs and Related Metrics 6
4. Data Collection: Surveys and Consultations 6

V. Recommendations for Long-Term Scalability 7

1. Standardized Progress Data Collection Protocol 7
2. Institutionalize Use of the Tracking Framework 8
3. Establish a Lead Accountability Unit 8
4. Full Operationalization of the Public-Facing Dashboard 8

VI. Summary for Framework Creation 9

1. Key Takeaways 9

VII. Appendices 11

1. KPIs and Related Metrics Tailored to Strategic Direction 11
2. CEEP Tracking Framework Structure 14
3. Survey Structure and Question Design 17

II. Introduction

The City of Richmond's Community Energy and Emissions Plan (CEEP) 2050 outlines a bold vision for climate action, targeting a 50% reduction in greenhouse gas (GHG) emissions relative to 2007's level by 2030 and net-zero emissions by 2050.[1] To support these goals, the City has identified eight strategic directions, each comprising a range of actions and sub-actions, or implementation steps designed to reduce emissions, promote equity, and build community resilience.

To ensure transparent progress toward these targets, it is essential to monitor and evaluate how these actions are being implemented across departments. This project aims to address that need by developing a standardized, data-driven monitoring and tracking framework. The framework will support the City in systematically assessing the status of CEEP actions, identifying implementation gaps, and enhancing transparency in climate reporting and internal decision-making.

Through best practices research, stakeholder consultations, and the design of a prototype progress-tracking tool, this project seeks to provide a foundation for continuous evaluation and improvement of Richmond's climate action initiatives.

III. Background

The Community Energy and Emissions Plan (CEEP) 2050 is the City of Richmond's roadmap for addressing climate change through bold, measurable actions. Endorsed by Council in February 2022, the plan outlines eight strategic directions spanning various sectors—such as buildings, transportation, communities, and circular economy—comprising nearly 200 actions and sub-actions designed to enhance sustainability, equity, and community resilience.

To date, implementation of these actions has been underway across multiple departments. However, the City has not yet adopted a standardized framework for tracking progress in a centralized and consistent manner. This creates challenges in evaluating progress, identifying

[1] City of Richmond. (2022). *Community Energy and Emissions Plan (CEEP) 2050*. Retrieved from https://www.richmond.ca/__shared/assets/ceepreport61163.pdf

implementation gaps, allocating resources, and communicating results effectively to both internal stakeholders and the public.

In response, the City is working to develop a monitoring and tracking framework that can consolidate information on CEEP 2050 implementation, standardize how progress is measured and reported, and inform ongoing decision-making. A key motivation is to improve internal coordination, support resource planning, and provide guidelines to decision-makers and interested parties.

This effort is also timely given the growing trend among municipalities in British Columbia and across Canada to build internal dashboards or public-facing tracking systems for their climate action plans. Notable examples include the Cities of Port Moody and Surrey, which have already implemented action trackers that allow staff and the public to visualize progress on their Plans and key performance indicators (KPIs). These tools have not only improved transparency but also strengthened strategic planning and stakeholder engagement.

In developing its own framework, Richmond aims to align with best practices from other municipalities in B.C., which can be good references applying to Richmond's context, and understand how climate action is progressing in the community.

IV. Methodology

This project employs a mixed-methods approach that combines best practices review, survey research, internal consultation, and a visualized dashboard to support the City of Richmond in developing a monitoring and tracking framework for CEEP 2050. The approach focuses on designing a robust yet adaptable system to track the progress of climate-related actions across departments and strategic directions.

1. Review of Existing Municipal Tracking Frameworks

To inform the design of Richmond's own monitoring system, we examined existing tracking frameworks from other municipalities. While many local tracking systems across B.C. are still in the development or early implementation stages, the Cities of Surrey and Port Moody have emerged

as front-runners by launching publicly accessible online progress trackers. Given their Plans' similarities to CEEP 2050, geographic proximity to Richmond, best practices, and the availability of structured tools, we referred to these two municipalities extensively for structural and functional guidance in designing Richmond's framework.

City of Port Moody[2]: Port Moody's online performance dashboard is a central tool for tracking actions under its Climate Action Plan, offering a user-friendly interface that prioritizes accessibility and transparency. The dashboard combines progress indicators, such as percent completion, with milestone visualizations to provide the public with a clear overview of completed, in-progress, and upcoming initiatives.

This system is not standalone: it is closely integrated with the City's broader strategic planning efforts. Specifically, the 2023–2026 Council Strategic Plan provides a guiding framework that shapes municipal priorities and decision-making processes. Through the dashboard, the public can view how each project connects to the Council's vision, alongside key information such as progress status (e.g., on track, delayed, or on hold) and project milestones.

The interface prioritizes accessibility and public transparency, offering users a quick overview of completed and in-progress items.

City of Surrey[3]: Surrey's Climate Action Tracker offers a strategic-level overview of climate-related action items, organized by thematic areas such as Buildings, Transportation, and Resilience. The interface features interactive filters, icons, and status-based colour coding that enhance both visual clarity and user engagement. These design elements can serve to improve internal communication of progress while also offering the public a high-level yet accessible snapshot of ongoing climate efforts.

[2] City of Port Moody. *Corporate Project Plan Dashboard.* Envisio Dashboard

[3] City of Surrey. *Climate Action Tracker.* Climate Action Tracker

The Tracker is designed to align with and support Surrey's Climate Change Action Strategy (CCAS). It functions as a reporting tool to track progress for the CCAS's goals, targets, and actions. The Tracker is also dynamic and iterative. Its content is continuously updated, and new features are introduced regularly. Surrey has committed to expanding the tool's capabilities by adding new measures and targets, which will enhance the precision and depth of climate action monitoring. The Tracker also serves as a core data source for the City's annual progress reports, reinforcing its role as both an operational tool and a public-facing communication platform.

Insights from these models underscore the importance of action-specific status tracking, structured hierarchy, and the integration of KPIs to measure strategic-level progress.

In developing this framework, we referred to Port Moody and Surrey's tracking frameworks to ensure that Richmond's new tracking framework is comprehensive and aligned with established best practices. From these models, we adopted core elements such as progress phase tracking, timing status, lead divisions, and contact persons to create a structured and user-friendly system. However, CEEP 2050 has a more defined hierarchical structure than the other municipalities' Plans—moving from strategic directions to goals, actions, and finally sub-actions—which required us to adapt these components for Richmond's unique context. We also incorporated features specific to CEEP 2050, including indicators such as whether a sub-action represents an equity opportunity or is considered a major move for 2030, ensuring that the framework not only monitors progress but also reflects the broader priorities of the City's climate strategy.

Unlike Port Moody and Surrey, which have already made their dashboards public, Richmond's tracker is currently designed for internal use only. The goal is to first establish a robust foundation and ensure data quality before exploring the possibility of a public-facing platform. In the future, City of Richmond can look to these examples as a reference point if the dashboard is expanded to include public reporting and interactive visualization features.

2. Framework Development for Richmond

Building on these best practices, Richmond's framework was structured around the CEEP 2050 content. It includes:

- 8 Strategic Directions
- 77 Primary Actions
- 199 Sub-actions / Implementation Steps

In CEEP 2050, each sub-action is analyzed and assessed based on:

- Progress Phase
- Timing Status
- Implementation Start Date
- Implementation Toolkit
- Resources
- Leading Divisions
- Equity Opportunities Implications
- Major Move Status

This hierarchical structure was visualized using a four-level pyramid (Direction > Goal > Action > Sub-action), allowing for a logical and intuitive organization of tracking elements.

Figure 1. Hierarchical Structure of the Climate Action Tracking Framework Example

3. Use of KPIs and Related Metrics

We also designed a parallel set of Strategic Direction KPIs, based on:

- Climate and energy-related plans from other municipalities in B.C.
- Sectoral targets (e.g., transportation, communities, buildings)
- City of Richmond's internal data capabilities

These KPIs are tied to strategic directions rather than individual sub-actions, allowing them to offer a broader measure of directional progress, allowing flexibility in reporting while maintaining accountability. For example, under the "Direction 1 – Retrofit Existing Buildings," potential KPIs include annual facility GHG emissions, annual community building energy consumption, the total number of buildings that meet or exceed the City's BC Energy Step Code requirements, and the number of buildings retrofitted (see Appendix 1: KPIs and Related Metrics).

The purpose of identifying these KPIs was not to collect real data at this stage, but rather to determine what types of data would be relevant and useful for evaluating progress. In the future, the framework developed through this project can be used to systematically collect and report on these KPIs to provide a more complete picture of progress at the strategic direction level.

4. Data Collection: Surveys and Consultations

To support effective and efficient data collection, we developed and deployed tailored online surveys based on each strategic direction, targeting relevant departments to report action-level progress. The primary objective of the surveys was to streamline the collection of two key data types: implementation progress and KPIs, allowing for a more standardized and centralized approach to reporting. (see Appendix 3: Survey Structure & Question Design).

Each survey began with a brief introduction outlining the project's framwork-development goal, the survey's structure, and instructions for completion. Specifically, respondents were informed of how the survey is organized into blocks—such as the action-level progress section, KPIs input

section, and contact information section—so they understood the flow of questions. We also included detailed explanations of each dropdown option used in the progress matrix questions.

The survey design incorporated:

- Display logic: only actions marked as "Yes," indicating that the department is currently involved in work under this action, trigger follow-up fields
- Dropdown fields with standardized definitions for all indicators
- KPI input questions allowing staff to contribute known or suggested metrics relevant to their strategic direction
- Contact information fields for identifying responsible personnel

These structured instructions and definitions help respondents provide accurate and comparable data, while reducing ambiguity and the need for post-survey clarifications.

Complementing the surveys, we also conducted consultation meetings with City staff to gather qualitative insights and better explore implementation realities. These meetings are essential to validating survey results and understanding the nuance behind implementation challenges.

V. Recommendations for Long-Term Scalability

1. Standardized Progress Data Collection Protocol

Develop standardized protocols to ensure departments are collecting progress data in a consistent, structured format. Guidelines should define metrics, timelines, reporting responsibilities, and establish fixed, regular reporting intervals (e.g., biannually). This will minimize data discrepancies, ensure comparability across departments, and ease the process of future updates.

The survey instrument developed during this project can serve as a strong starting point for such protocols. It includes clearly defined progress tracking sections—covering implementation phases

and timing status, etc. This structure provides a foundational template that can be refined and scaled for ongoing data collection efforts.

For this year's survey block of KPIs and metrics, while we successfully captured the related KPI names and descriptions, we did not include additional inquiries to collect baseline data and progress updates, which are essential for gaining a clearer understanding of performance and enabling meaningful comparisons over time. In future iterations, this component could be incorporated into the next year's survey maintenance process and related consultation meetings to support more comprehensive and actionable data collection.

On the other hand, we may add an additional block in the survey to capture sub-actions related to budget utilization, which can provide valuable insights into financial resource allocation and spending efficiency. Moreover, we could further refine the current resource category from our framework in our survey. At present, resources are categorized simply as low, medium, or high, reflecting only the overall relative levels of time, funding, and effort required to advance an action. This section could be expanded to capture more granular details—such as specific budget constraints, staffing limitations, or operational challenges—to better identify the underlying causes and barriers associated with resource allocation.

2. Institutionalize Use of the Tracking Framework

Integrate the monitoring tool into the City's broader project management practices, potentially aligning it with future updates to Council Strategic Plans and operational performance dashboards.

3. Establish a Lead Accountability Unit

Assign a core team or designate a department responsible for maintaining the framework, overseeing data integrity, and updating visual dashboards for internal and external audiences.

4. Full Operationalization of the Public-Facing Dashboard

Once internal processes are refined and data consistency is ensured, consider developing a publicly accessible or live dashboard that communicates climate action progress transparently. This may

involve creating a fully functional, user-friendly platform and integrating the tracking framework into existing City systems (e.g., IT infrastructure, automated data pipelines).

VI. Summary for Framework Creation

This project set out to support the City of Richmond's climate objectives by developing a data-driven monitoring and tracking framework for the implementation of CEEP 2050. The core objective was to enable City staff and leadership to consistently assess progress on over 190 sub-actions distributed across eight strategic directions.

Through a combination of best practices review, stakeholder engagement, and customized survey tools, we created a preliminary framework that not only tracks the phase and timeline of each sub-action, but also establishes a foundation for consistent data collection and interdepartmental coordination. Insights gathered through surveys and consultation meetings have also been used to compile a list of key performance indicators (KPIs) that—while not directly tied to sub-actions—can help measure progress at the strategic direction level.

1. Key Takeaways

- Other municipalities, such as Port Moody and Surrey, have successfully developed public-facing dashboards that enhance both accountability and communication, serving as useful reference models for Richmond's own framework.
- CEEP 2050's sub-actions are advancing at varying rates, reflecting the diverse nature of implementation timelines and resource availability. Overall, progress is evident across the board, with the majority of actions demonstrating measurable advancement.

- Certain climate actions are inherently ongoing in nature and therefore require a flexible reporting framework. For example, activities such as the maintenance of EV charging stations represent continuous efforts that do not have a fixed endpoint.
- KPIs are useful for illustrating broader directional progress but should remain decoupled from sub-action status ratings for clarity and consistency.
- To achieve long-term scalability, the tracking framework could be institutionalized through standardized data collection protocols, regular reporting intervals, and stronger accountability mechanisms. The survey tool developed during this project provides a foundation for these improvements, while future enhancements—such as incorporating budget-related tracking and refining resource categories, etc—will make the framework more comprehensive and actionable.

VII. Appendices

1. KPIs and Related Metrics Tailored to Strategic Direction

Table 1. KPIs and Metrics by Strategic Direction

Strategic Directions	KPI Description	Baseline	Update	Notes
Retrofit Existing Buildings	Annual Facility GHG Emissions			
	Annual community building Energy Consumption			
	Total buildings that meet or exceed the City's BC Energy Step Code requirements			
	GHG emissions from buildings (residential, commercial) total and per capita			
	Number of buildings retrofitted			
	GHGs from existing buildings (disaggregated)			
	Number of heat pumps installed			
Transition To Zero Emission Vehicles	Fleet Related GHG Emissions			
	Number of Zero Emissions Vehicles in the City's Fleet			
	Percent of registered electric vehicles			
	Number of EV vehicles purchased locally			
	Number of Charging Stations			
	Total transportation emissions for community			
Carbon Neutral New Buildings	GHGs- All buildings			
	Annual average modelled GHGI for per blg receiving Building Permit, by building type			

	Annual average modelled GHGI for per blg achieving occupancy, by building type			
	Annual number of Step Code building units approved for occupancy			
Complete Communities (While the KPIs referenced here are appropriate, no internal data has been collected to date.)	Percent of new dwelling units approved within an 800m distance to transit stations			
	New Commercial floor area built within 800m of transit			
	Percentage of homes within a short walk to the following amenities: Parks/Schools/Transit stops/Grocery Stores/Amenity Combinations			
	Number of CO2e associated with community-wide transportation sector emissions			
Active Mobility For All	Commute by mode: Employed labour force by mode of commute			
	Km of Greenways, Off Street and Separated Bike Lanes, Park Paths and Trails			
	Percent of sustainable transportation mode share			
	Kilometers of sidewalks improved			
Support Frequent Transit (Note: Transit KPIs are generally under the responsibilities of TransLink)	Number of New Shelters			
	Accessibility Enhancements			
Enhance Green Infrastructure	Length (m) of riparian zone restored or protected			
	Connectivity of habitat patches created or enhanced via GI			

	Number of invasive species managed, area managed, area restored			
	Number of spill events intercepted or mitigated by GI before entering natural systems			
	Percent of homes within 400m of a greenspace			
	Number of net tree gain (newly planted minus removed)			
	Percent of tree canopy cover annually			
	Number of integrated stormwater management project			
Transition To A Circular Economy	Total Material Consumption in Richmond			
	Material Reuse and Recovery Rate (%)			
	Annual Material Stock Growth			
	GDP Growth Attributed to Material Use			
	Percentage of Renewable Materials Used			
	Proportion of Local vs Imported Materials			

2. CEEP Tracking Framework Structure

This framework is organized around the 8 directions and additional enabling actions, identified in the CEEP 2050.

1. Retrofit Existing Buildings
2. Transition To Zero Emission Vehicles
3. Carbon Neutral New Buildings
4. Complete Communities
5. Active Mobility For All
6. Support Frequent Transit
7. Enhance Green Infrastructure
8. Transition To A Circular Economy
9. (Additional Enabling Actions)

Each direction in turn could include the following hierarchy:

- Direction: A description of each strategic direction and corresponding targets for 2030 and 2050.
- Goal: The outcomes needed to reach the direction.
- Action: The action needed to achieve each goal.
- Sub-Action/Implementation step: The specific steps needed to achieve an action.

Each Sub-Action is further detailed by supporting information, including:

- Identifier – Unique ID for each Sub-Action according to the belonging hierarchy chain.
- Progress Phase– Details the action's current progress phase. Actions can be in one of following phases:
    - Not Started – City staff have yet to begin working on the action.
    - Planning – City staff are developing a plan to implement the action.
    - Implementation – City staff are actively implementing the action.
    - Complete – The action has been completed.
    - Action is no longer applicable.
- Timing Status – Indicates whether the action is on track according to the action timeline. Actions can have one of following statuses:
    - On Track - Work is progressing and the action is anticipated to meet the designated time frame.

    - Some Disruption - Work has either not started or it is progressing, but the pace of effort needs to increase before it can be considered on track to meet the designated timeframe.
    - On Hold - The action is currently on hold and work is not progressing.
    - Completed - The action has been implemented.
    - Ongoing - Actions that are continuous in nature, e.g. maintaining EV charging stations.
    - NA - Not Applicable.
- Implementation Start Date – When implementation began—that is, the start date of the sub-action.
    - Before 2022 (Before the initiation of CEEP)
    - 2022-2024
    - 2025
    - 2026
    - 2027
    - 2028-2030
    - 2030+
    - NA - Not Applicable.
- Toolkit – The City of Richmond has six toolkits to help secure or encourage reductions in greenhouse gas emissions. They can be used individually or together when developing or implementing new programs or policies from the plan. Here is the indication of the municipal toolkit levers most relevant to advance action.
    - Policy and Regulation
    - Infrastructure
    - Incentives
    - Collaboration and Partnerships
    - Advocacy
    - Outreach and Capacity Building
- Resource – Indication of the relative level of resources (time, dollars, effort) required to advance action
    - High/Median/Low
- Lead and Supporting Divisions – Indicates the deparment and team that will lead or support implementation of the action.
- Is this a Equity Opportunity – As emission reduction programs, policies and other actions are developed, the plan seeks to achieve an equitable transition on the journey to net zero emissions in Richmond. CEEP 2050 identifies actions that could be particularly strong levers to advance equity, fairness and inclusion during implementation.
    - Yes or No

- Is this a major move for 2030 – Following formal adoption of CEEP 2050, all eight strategic directions will be implemented in tandem. However, making progress on some specific actions is particularly critical over the next ten years to meet our 2030 emissions reduction target of 50% from 2007 levels.
    - Yes or No
- Contact Persons – The City staff member who is responsible for leading the action's implementation.
- Information Updated – Last time when info is updated for this sub-action.
- Notes – Anything that like to elaborate on for sub-action.

3. Survey Structure and Question Design

This structure applys to all strategic directions.

Introduction

CEEP Direction #. Strategic Direction Title.

Thank you for taking the time to support this project.

The goal of this initiative is to develop a monitoring and tracking framework for the implementation of the Community Energy and Emissions Plan (CEEP) 2050. As part of this work, I am conducting stakeholder consultations with City departments to better understand the current progress of climate-related actions in CEEP, existing data collection practices, and any challenges or opportunities that may inform the design of the tracking system. To complement our meeting, I would appreciate it if you could complete this survey. Your responses will help more accurately document the progress of climate actions and support the overall quality and reliability of the framework we're developing. This survey will likely take 15-30 minutes to finish.

Thank you again for your time and valuable input!

Warm regards,
Yichun Pan
Climate & Environment | Engineering & Public Works | City of Richmond
Sustainability Scholar | Master of Food and Resource Economics | UBC

Progress

In the following section, first, you'll be asked to provide progress information on specific sub-actions related to each key action under the CEEP direction #. Strategic Direction Title.
- For example, we'll start with Action #.1.1 Action Description.

In the second part of the survey, you'll be asked to provide input on potential KPIs and metrics that could be used to measure progress toward achieving the overall strategic direction.

At the end of the survey, you'll also be asked to provide the contact info of the most appropriate contact person(s) for these actions.

Q1. Is your department currently involved in any work under Action #.1.1 Action Description?

The following sub-actions are listed under this action:

- Sub-Action 1 Description.
- Sub-Action 2 Description.
- Sub-Action 3 Description.

⇒ No
⇒ Yes

Display Logic: Only actions answered as "Yes," in Q1, indicating that the department is currently involved in work under this action, will trigger detailed follow-up two questions.

Q2. Please indicate the overall progress for each sub-action below as it relates to your department's current work under under Action #.1.1 Action Description?

For Progress Phase:
• *Not Started – City staff have yet to begin working on the action.*
• *Planning – City staff are developing a plan to implement the action.*
• *Implementation – City staff are actively implementing the action.*
• *Complete – The action has been completed.*
• *Action is no longer Applicable.*

For Timing Status:
• *On Track - Work is progressing, and the action is anticipated to meet the designated time frame.*
• *Some Disruption - Work has either not started or is progressing, but is delayed, and the designated time frame may not be met.*
• *On Hold - The action is currently on hold, and work is not progressing.*
• *Completed - The action has been implemented.*
• *Ongoing - Actions that are continuous in nature, e.g. maintaining EV charging stations.*
• *NA - Not Applicable.*

The Implementation Start Date *is intended to indicate when implementation began—that is, the start date of the sub-action.*
• *Before 2022.*
• *2022-2024.*
• *2025.*
• *2026.*
• *2027.*
• *2028-2030.*
• *2030+.*

• *NA - Not Applicable.*

	Progress Phase	Timing Status	Implementation Start Date
Sub-Action 1 Description	Dropdown Options	Dropdown Options	Dropdown Options
Sub-Action 2 Description			
Sub-Action 3 Description			

Q3. (Optional) Is there anything from your responses for each individual sub-action above that you'd like to elaborate on? You can comment here:

Sub-Action 1 Description: _____

Sub-Action 2 Description: _____

Sub-Action 3 Description: _____

KPIs and metrics

Q1. Does your department currently use any metrics or KPIs to measure progress on actions under this strategic direction #. Strategic Direction Title.

⇒ Yes
⇒ No
⇒ Under development
⇒ Not Sure

Display Logic: Only if answered as "Yes," in Q1, indicating that the department is currently using any metrics or KPIs to measure progress, will trigger a follow-up question.

Q2. For the KPIs you're currently using, which of the following information is available?

⇒ Baseline level (starting point for measurement)
⇒ Most recent data or updates

⇒ Neither is available

⇒ Both are available

Q3. Do you think the following suggested KPIs could help measure actions under this strategic direction #. Strategic Direction Title? Please provide your thoughts.

	Yes – Currently used / data available	Yes – Could work, but no data collected internally	No – No data source available	No – Not a meaningful indicator	Not sure
Suggested KPI 1	Tick Option	Tick Option	Tick Option	Tick Option	Tick Option
Suggested KPI 2					
Suggested KPI 3					

Q4. Regardless of whether your department is currently using KPIs or metrics, or whether the suggested KPIs seem applicable, please list 3–4 KPIs that you believe are most reasonable or relevant for measuring progress under this strategic direction.

We may include these in the final report as part of an appendix to help illustrate progress.

KPI1 : _____

KPI2 : _____

KPI3 : _____

Q5. If you have any additional comments or suggestions about the KPIs listed above —such as why certain KPIs may not be appropriate, how they could be improved, or any other ideas about tracking metrics—please share your thoughts below:

Contact Info

Q1. Please provide the names and contact information of the individuals in your department who are the best points of contact for the items covered in this survey. You may list multiple contacts as needed.

Contact Name 1 : _____

Email 1 : _____

Phone Number 1 : _____

Contact Name 2 : _____

Email 2 : _____

Phone Number 2 : _____

Contact Name 3 : _____

Email 3 : _____

Phone Number 3 : _____

Q2. If you have any additional comments about the contact information provided, please share them below.

You may include notes such as:

- Who is responsible for which specific action.
- Additional individuals we should loop in, even if you don't have their contact details.