



## Related changes to Approved Performance Measures – For Approval

### For Council Approval:

Tables 2A (Page 6-7) & Table 2B (Page 8): Performance measure adjustments related to SAVE, reductions, COVID-19, etc.

The City of Calgary uses the Results-Based Accountability™ (RBA) approach in identifying and monitoring the three to five most important performance measures for each service. These measures are classified as “how much”, “how well”, and “is anyone better off”. There is a total of 256 Council-approved performance measures in One Calgary plans and budgets. For each performance measure, the trend and forecast show the anticipated trajectory of performance for the four-year cycle.

### Performance Trend

Council approves the trend of each performance measure at the beginning of the four-year cycle, and any trend changes throughout the cycle during the adjustments process. Many factors influence the performance trend of a measure, including external pressures, shifts in service demand and/or budget changes. In adjustments, the question asked of services is:

*“Is the trend of a performance measure for the remainder of the cycle expected to change from what Council last approved? If so, will it trend up, down, or hold steady for the remainder of the cycle?”*

*The trend of a performance measure is an indication of its performance over the course of the four-year cycle within approved plans and budgets.*

### Performance Forecast

The revised performance forecasts for the measures are provided for Council information. The accountability reporting process is the opportunity for services to report on actual performance. In adjustments, the question asked of services regarding the impact of the change in forecast is:

*“Overall, how does the revised 2020 performance forecast compare against the previous forecast? Has it improved, stayed the same, or worsened?”*

*As a rule of thumb, a downward trend of cost-related types of measures usually imply improvements in performance; whereas a downward trend of output types of measures usually implies a decline in performance.*

## Performance measure adjustments due to reductions/COVID-19

There are 5 performance measures with performance trend changes requiring Council approval (see Table 2A). Of these, 4 measures have forecasts expected to worsen for the duration of the cycle. The most common reason for performance trend changes is notably COVID-19.

## Performance measure adjustment due to SAVE

There is a total of 74 performance measures identified for the 22 business cases, averaging three performance measures per business case. Specific performance measures for each business case are provided in the “Performance Measures” section of the business cases. It should be noted that the same performance measure may be used to measure the success of multiple business cases; and each business case may have a different overall impact on the same measure.

Of the 74 performance measures, 12 are Council-approved One Calgary performance measures (Table 1). All 12 measures are expected to either stay the same or further improve as a result of the SAVE business cases. **There is one measure, however, that will be deleted if the “Civic Census” business case is approved (see Table 2B).**

Overall, no performance trend changes requiring Council approval are anticipated for Council-approved measures as a result of SAVE for the following reasons:

- Implementation of the SAVE initiatives will take time, so it is too early to predict if there will be any material change for the remainder of this cycle;
- The degree of impact of a single initiative on a performance measure varies, and in some cases, the net impact is not significant enough to change the trajectory of the measure;
- There are other factors outside the scope of the business case that may influence the trend of a performance measure.

As the SAVE initiatives are being implemented, these performance measures will continue to be monitored and the net impact on the measure will become clearer. Any necessary adjustments will be brought forward in future adjustments processes.

## Reporting on performance

The performance of all Council-approved measures will be reported through the accountability reporting process. Performance trends and actuals of the identified measures for the approved SAVE business cases will be monitored during implementation to facilitate evidence-based decision-making.

Many of the SAVE performance measures tend to be “how much” and “how well” types of measures, intended to monitor progress in improving an existing process that may not necessarily have a direct impact on the end-customer. Nonetheless, the ultimate result of the SAVE program is to make life better for Calgarians through the effective and efficient delivery of public service. The SAVE program is committed to keeping track of the contribution towards making citizens, businesses and customers “better off”. A list of “better off” performance measures will be developed in the coming months and tracked at the program level, such as and including:

- Citizen satisfaction with City programs and services,
- Citizen perception of the value of taxpayer dollars, and
- Citizen perception of The City’s reputation and performance, etc.

#### Performance benchmarking

A rigorous jurisdictional peer review of the services The City provides, as well as benchmarking of performance, were important considerations in the development of the business cases. Three performance measures that The City currently reports through the Municipal Benchmarking Network Canada (MBNCanada) are used in four SAVE business cases and will be helpful in benchmarking City data against other municipalities during the implementation phase.



**Table 1. One Calgary Council-approved performance measures in the SAVE business cases (for information).**

Performance measure	Service(s) impacted/ Type	SAVE business case(s) with the measure	Overall impact on the performance measure
Leadership impact	Corporate-wide	Duplicate and Fragmented Functions	Improve
Employee engagement index & Employee satisfaction index	Corporate-wide	Duplicate and Fragmented Functions	Stay the same
		Span of Control	Stay the same
		Future of Office Work & Footprint Reduction	Improve
Mental health index	Corporate-wide	Duplicate and Fragmented Functions	Stay the same
		Future of Office Work & Footprint Reduction	Improve
Employee absenteeism	Corporate-wide	Future of Office Work & Footprint Reduction	Improve
Energy used to deliver all City services, per citizen	Corporate-wide	Energy Budgeting	Improve
Corporate Greenhouse Gas (GHG) emissions	Corporate-wide	Energy Budgeting	Improve
		Future of Office Work & Footprint Reduction	Improve



Performance measure	Service(s) impacted/ Type	SAVE business case(s) with the measure	Overall impact on the performance measure
Uptime of critical and essential fleet (%)	Fleet Management	Fleet Operational Change	Improve
		Insource Maintenance of Fire Department Light Fleet	Improve
Carrier profile rating	Fleet Management	Fleet Operator Management	Improve
Request for Proposal Cycle Time	Procurement & Warehousing	Process Automation	Improve
		Category Management & Strategic Sourcing	Improve
Request for Tender Cycle Time	Procurement & Warehousing	Process Automation	Improve
		Category Management & Strategic Sourcing	Improve
311 calls abandoned	Citizen Information & Services	Digital Service Enablement	Improve



The following performance measure adjustments in Table 2A and 2B are for Council approval:

For Council Approval

**Table 2A. Revised performance measure trends (for approval).**

#	Service	Performance Measure	Reason	Result (from November 2019) <sup>†</sup>	Approved Trend	Revised Trend for Approval	Impact	Previous Forecast vs 2020 Forecast		
								2020	2021	2022
1	City Planning & Policy	Per cent of MDP intensity targets reached in strategic growth areas (%)	Growth-Related	34	↑	↔	Stay the same	35.5%	36.2%	36.9%
								34%	35%	35%
<p>The downturn in the economy has affected the anticipated build out of new communities and the performance of the development industry overall. This has reduced the build out in the strategic areas.</p>										
2	City Planning & Policy	Per cent of Local Area Plans that did not need amendments within four years of approval (%)	One-time/ COVID-19	92	↑	↔	Worsened	90%	95%	95%
								85%	89%	85%
<p>Older local area plans performance hovers around 87%, with an average of 2 qualifying amendments every year. Improving this measure requires the approval of new local area plans (which are presumably less prone to amendment) and the Guidebook for Great Communities.</p>										



#	Service	Performance Measure	Reason	Result (from November 2019)†	Approved Trend	Revised Trend for Approval	Impact	Previous Forecast vs 2020 Forecast		
								2020	2021	2022
3	Corporate Security	Total identified losses to public assets (\$000s)	One-time/ COVID-19	1,284	↔	↑	Worsened	\$1,600	\$1,600	\$1,500
								\$1,800	\$2,100	\$2,400
<p>It is projected that the number of losses to public assets would increase; however, this is not just based on COVID-19, improvements in the identification of losses have been made. Information Security uses automated workflows to detect cyber incidents and the physical security team proactively patrols with purpose.</p>										
4	Corporate Security	Incidents	One-time/ COVID-19	1,906	↔	↑	Worsened	1,250	1,100	1,025
								1,400	1,500	1,600
<p>The number of incidents has increased due to COVID. Some City buildings / sites are vacant resulting in an increase in graffiti, theft, etc. Also the Black Lives Matter movement and other societal change (mask wearing) has resulted in more protests / rallies.</p>										
5	Corporate Security	Data breaches / information disclosures	One-time/ COVID-19	8	↔	↑	Worsened	28	30	32
								35	40	45
<p>An increase in incidents was projected as the Information Security team have been proactively focusing on this area. There has been an increase in phishing and other cyber-attacks during COVID-19 – including malware and ransomware.</p>										

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**Table 2B. Performance measure deletion (for approval).**

The following performance measure will be deleted if the SAVE “Civic Census” budget adjustments are approved.

Service	Approved Performance Measure for deletion	Rationale for Deletion
<b>Municipal Elections</b>	Online census completion rate (%)	This performance measure will be deleted if the SAVE Business Case "Civic Census" is approved.