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**Halifax Regional Council**  
**March 9, 2004**

**TO:** Mayor Kelly and Members of Halifax Regional Council

**SUBMITTED BY:**   
\_\_\_\_\_  
Ron Cooper, Chair, Program & Service Review Committee

**DATE:** March 4, 2004

**SUBJECT:** Corporate Scorecard: Performance Measures

**ORIGIN:**

Program & Service Review Committee has been working with staff to develop performance measures for the outcomes of the Corporate Scorecard. This report contains the recommended performance measures to be included in the Scorecard.

**RECOMMENDATION**

It is recommended that Council approve the Performance Measures for the outcomes of the HRM Corporate Scorecard as contained in Appendix A.

## **BACKGROUND**

In the spring of 2001 the Program and Service Review Committee embarked upon a Performance Measurement Initiative of which the HRM Corporate Scorecard is one component. The focus of the Performance Measurement Initiative is to establish data collection, reporting and analysis procedures in HRM at the Corporate and Business Unit level in order to monitor performance and provide accountability.

The HRM Scorecard is the tool being used to synthesize and clarify the set of outcomes expected by Council and the community from HRM. Last May, Council approved a set of outcomes for each theme, from the perspective of the citizen and the taxpayer. The outcomes address what the citizen and taxpayer expect from HRM. The next step was to identify performance indicators that would help assess to what extent the outcomes were being met.

The balanced scorecard also encompasses two other perspectives that staff are addressing. The internal perspective identifies the processes that the organization must excel at in order to meet the citizen and taxpayer outcomes, and the learning and growth perspective, that addresses the skills and learning processes required to improve performance.

## **DISCUSSION**

To be helpful, performance measures should be specific, focussed on controllable facets of performance, reliable and timely. As well, they must be sensitive to the cost of obtaining the measurement information. Much discussion ensued at the staff level and at the Program & Service Review Committee, as the number of possible indicators is quite large. The issue of performance can be assessed from subjective and objective perspectives, recognizing the variety of factors affecting performance is quite numerous. HRM provides some 200 services and it is difficult to balance a useful report to the public that is concise, readable and informative.

As many of the outcomes are from the perspective of the citizen and the taxpayer, the measures refer to their understanding of how HRM is performing. The report to Council and the public will provide representative views of the public through surveys. It will also contain factual information on specific measures. The complete list of measures identified by staff and the Committee is contained in Appendix 2. As the list is quite long, it is suggested that a summary report be prepared for Council and the public, as described in Appendix 1. For each outcome, there will also be a short narrative that draws on the results of the other measures contained in Appendix 2.



**Excellence in Governance**

<b>Citizen Outcome</b>	<b>Citizen Indicators</b>
Citizens feel they are making a difference/participating in the future direction of HRM	<p>% of participants who:</p> <ul style="list-style-type: none"> <li>• Felt they were understood</li> <li>• Felt they were treated fairly</li> <li>• understood the decision and reason</li> <li>• had enough information to participate</li> </ul> <p>% of volunteers in HRM initiatives</p> <p># Public submissions to Regional Plan, Budget &amp; Business Plans, etc</p>
Citizens are satisfied that HRM vision and priorities have been implemented	<ul style="list-style-type: none"> <li>▶ % of citizens who know HRM priorities</li> <li>▶ % of citizens who agree with HRM priorities</li> <li>▶ % of citizens for believe HRM is making progress</li> </ul>
Citizens believe HRM works with other levels of government to improve service delivery	<p>% of citizens who believe HRM works cooperatively with other levels of government in the best interests of the public</p>
Citizens are confident in the leadership and management of HRM	<ul style="list-style-type: none"> <li>▶ % of citizens who believe we use sound financial practices</li> <li>▶ of residents surveyed who believe HRM has too many regulations</li> <li>▶ % of residents who feel they have adequate access to your elected representative</li> </ul>
<b>Financial Outcome</b>	<b>Indicators</b>
HRM has sound financial management practices.	<ul style="list-style-type: none"> <li>▶ % of Reserves as expenditures</li> <li>▶ Standard &amp; Poors rating</li> <li>▶ debt service ratio</li> <li>▶ total capital from operating</li> <li>▶ annual review of Multi-Year Financial Strategy</li> </ul>

## Safe Communities

Citizen Outcome	Indicators
Citizens Feel Safe	<p>% who feel safe in HRM? in the community? In the neighbourhood? In public buildings?</p>
Buildings, properties and infrastructure in HRM are safe, healthy & well maintained	<ul style="list-style-type: none"> <li>▶ # of properties inspected</li> <li>▶ # of traffic accidents relative to traffic counts</li> <li>▶ # of complaints received for dangerous and unsightly premises, snow and ice removal of sidewalks, animal control, curbside collection performance</li> </ul>
Timely & appropriate emergency response	<ul style="list-style-type: none"> <li>▶ % of citizens who have had an emergency and knew how to access help</li> <li>▶ % of citizens who have had an emergency and their level of satisfaction with emergency response</li> <li>▶ type of calls and # of emergency calls per capita</li> <li>▶ average response time to 911 (urban/rural)</li> </ul>
Financial Outcome	Indicators
Reasonable amount spent to maintain buildings, properties, & infrastructure.	<ul style="list-style-type: none"> <li>▶ cost per inspection per dwelling unit inspected (commercial and residential)</li> <li>▶ \$ being spent to maintain HRM infrastructure</li> <li>▶ \$ spent to maintain HRM buildings and properties as % of replacement value</li> </ul>

## Excellence in Service Delivery

<b>Citizen Outcome</b>	<b>Indicators</b>
Customers satisfied with level of services received from HRM	<ul style="list-style-type: none"> <li>▶ % of customers who are satisfied with the levels of services from HRM</li> </ul>
Customers satisfied with the quality of services received from staff and Council	<ul style="list-style-type: none"> <li>▶ % customer satisfied with the quality of services received from staff and Council</li> </ul>
<b>Financial Outcome</b>	<b>Indicators</b>
Citizens feel the municipal services they receive are worth the taxes they pay	<ul style="list-style-type: none"> <li>▶ % of citizens who rate very good, good, poor for money for urban, suburban, rural services</li> </ul>

## Healthy, Sustainable, Vibrant Communities

Citizen Outcome	Indicators
Desirable & attractive places to work, learn, play and live	<ul style="list-style-type: none"> <li>▶ % of citizens who report that HRM is a great place to work, learn, play and live</li> </ul>
People and goods can move easily throughout the municipality	<ul style="list-style-type: none"> <li>▶ travel time from home to work - average commute time</li> <li>▶ public and business satisfaction rating</li> </ul>
Preservation of the Environment	<ul style="list-style-type: none"> <li>▶ solid waste diversion rate</li> <li>▶ % Greenhouse gas reduction by HRM</li> <li>▶ % reduction of fecal coliform in Halifax Harbour</li> <li>▶ greenspace protected through development process - how much land is set aside as compared to land approved for development</li> </ul>
Attraction of new businesses, retention and growth of existing businesses	<ul style="list-style-type: none"> <li>▶ % change in commercial assessment</li> <li>▶ # , value of building permits</li> </ul>
Recognition, encouragement & protection of HRM's heritage, culture & diversity	<ul style="list-style-type: none"> <li>▶ % of citizens satisfied with HRM's efforts to encourage and protect its heritage, culture and diversity</li> </ul>
<b>Financial Outcome</b>	<b>Indicators</b>
Development is appropriately planned & fiscally sustainable	<ul style="list-style-type: none"> <li>▶ long term capital capacity gap</li> <li>▶ % debt as total budget</li> <li>▶ Regional Plan in place</li> </ul>
Tax burden is balanced and competitive	<ul style="list-style-type: none"> <li>▶ The rate of increase of residential and commercial tax burden vs increase in CPI</li> <li>▶ Commercial taxes as % of GDP or corporate profits</li> <li>▶ Tax burden compared to other municipalities</li> </ul>
Financially sustainable and affordable means of mobility	<ul style="list-style-type: none"> <li>▶ metro transit cost per km serviced ( include ferry)</li> <li>▶ transit fare as a % of average wage</li> <li>▶ Cost of roads, streets and sidewalks per km</li> </ul>

## Excellence in Governance

Citizen Outcome	Citizen Indicators
Citizens feel they are making a difference/participating in the future direction of HRM	1. # of participants who: <ul style="list-style-type: none"> <li>• Felt they were understood</li> <li>• Felt they were treated fairly</li> <li>• understood the decision and reason</li> <li>• had enough information to participate</li> </ul> 2a/ # of volunteers in HRM initiatives 2b/ # Public submissions to Regional Plan, Budget & Business Plans, etc
Citizens are satisfied that HRM vision and priorities have been implemented	1a/ # of citizens who agree that HRM services have a positive effect on them and/or their families. 1b/ # of citizens that believe their communities are moving in the right direction  2a/ # of citizens who know HRM priorities 2b/ # of citizens who agree with HRM priorities 2c/ # of citizens for believe HRM is making progress
Citizens are confident in the governance and management of HRM	<ul style="list-style-type: none"> <li>• % of citizens who believe we use sound financial practices</li> <li>• Do you feel HRM has too many regulations? Restrictions?</li> <li>• # of citizens who believe Council bases its decisions on good information?</li> <li>• Do you have adequate access to your elected representative?</li> <li>• Is the municipality active in developing proactive programs? List them...ie environmental.</li> </ul>
Citizens believe HRM works with other levels of government to improve government responsiveness	<ul style="list-style-type: none"> <li>▶ # of citizens who believe HRM works cooperatively in the best interests of the public?</li> <li>▶ Areas of improvement?</li> </ul>
Financial Outcome	Indicators
Processes to encourage citizen involvement are balanced with the cost of obtaining input and the quality of the information received.	<ul style="list-style-type: none"> <li>▶ Cost per type of public participation forum per participant</li> <li>▶ # of citizens actively participating</li> </ul>



Financial Outcome	Indicators
<p>The most appropriate level of government <i>fun</i>ds service delivery</p> <p>HRM is positioned to act on leverage opportunities</p> <p>Efficiency in integrated service delivery</p>	<ul style="list-style-type: none"> <li>▶ % of capital and operating budget funded from other levels of government compared to other similar cities</li> <li>▶ % of expenditures transferred to other levels of government</li> <li>▶ % of eligible grants versus grants applied for by HRM</li> <li>▶ % of revenue/funding from province/feds - operating and capital</li> </ul>
<p>HRM has sound financial management practices.</p> <p>Accountability for dollars spent.</p>	<ul style="list-style-type: none"> <li>▶ % of Reserves as expenditures</li> <li>▶ debt service ratio</li> <li>▶ total capital from operating and capital from revenue</li> <li>▶ annual review of Multi-Year Financial Strategy</li> </ul>

### Safe Communities

Citizen Outcome	Indicators
<p>Buildings, properties and infrastructure in HRM are safe, healthy &amp; well maintained</p>	<ul style="list-style-type: none"> <li>▶ % of HRM buildings and properties that are accessible</li> <li>▶ # of properties inspected</li> <li>▶ # of traffic accidents relative to traffic counts</li> <li>▶ # of complaints received for dangerous and unsightly premises, snow and ice removal of sidewalks, animal control, curbside collection performance</li> <li>▶ # of remedies performed by HRM for the above</li> <li>▶ # of owner compliance remedies for the above</li> </ul>
<p>All citizens are active and involved in maintaining community safety</p>	<ul style="list-style-type: none"> <li>▶ % of citizens prepared for an emergency</li> <li>▶ % of youth participating in programs</li> <li>▶ # of citizen participants in Neighbourhood Watch, Citizen on patrol, Volunteer Fire Fighters, Ground Search and Rescue, community clean-ups</li> <li>▶ # injuries/fatalities per capita</li> <li>▶ # of HRM plans/initiatives in place to address safety issues</li> </ul>

Timely & appropriate emergency response	<ul style="list-style-type: none"> <li>▶ % of citizens who have had an emergency and knew how to access help</li> <li>▶ % of citizens who have had an emergency and their level of satisfaction with emergency response</li> <li>▶ type of calls and # of emergency calls per capita</li> <li>▶ average response time to 911 (urban/rural)</li> </ul>
<b>Citizen Outcome</b>	<b>Indicators</b>
Citizens Feel Safe	<ul style="list-style-type: none"> <li>▶ % who feel safe in HRM? in the community? In the neighbourhood? In public buildings?</li> <li>▶ Describe any incidents where you did not feel safe</li> <li>▶ Do you believe the crime rates have remained the same, improved, decreased?</li> <li>▶ calls for various types of service (e.g police, animal control, unsightly premises, ...)</li> <li>▶ # of complaints received for fierce and dangerous dogs and/or biting incidents</li> <li>▶ property crime and crime rate, compared to national average</li> </ul> <p>Focus Group:</p> <ul style="list-style-type: none"> <li>▶ How important are the following in helping you feel safe/unsafe? <ul style="list-style-type: none"> <li>▶ graffiti; streetlighting; pan handling; boarded/vacant buildings; litter, groups of people hanging around; homelessness, sidewalks, snow removal</li> </ul> </li> </ul>
<b>Financial Outcome</b>	<b>Indicators</b>
Reasonable amount spent to maintain buildings, properties, & infrastructure.  Liability costs are minimized.	<ul style="list-style-type: none"> <li>▶ cost per inspection per dwelling unit inspected (commercial and residential)</li> <li>▶ \$ being spent to maintain HRM infrastructure</li> <li>▶ \$ spent to maintain HRM buildings and properties as % of property value</li> <li>▶ assessed value of properties destroyed</li> <li>▶ # of claims going up or down per capita</li> <li>▶ staff - Workers Compensation Board, LTD</li> </ul>
Investment in protective and safety services produces measurable results	<ul style="list-style-type: none"> <li>▶ % citizens who feel (list safe community programs) demonstrate sufficient return on expenditures</li> <li>▶ cost per capita of various programs (police, fire, animal control, unsightly premises etc)</li> </ul>

## Excellence in Service Delivery

Citizen Outcome	Indicators
Customers satisfied with level of services received from HRM	<ul style="list-style-type: none"> <li>▶ % of citizens who believe HRM services have a positive effect on them and their family?</li> <li>▶ # of citizens who believe there are services HRM should not be providing</li> <li>▶ is the citizen aware of what the services are and what is the level of understanding re this service ( select 15 services that touch most people )</li> <li>▶ Are there new services we should be providing? How would you recommend paying for these? ( tradeoffs, look for partnerships, taxes, etc )</li> </ul>
Customers satisfied with the quality of services received from staff and Council	<ul style="list-style-type: none"> <li>▶ Customer rating on quality of services: friendly, accurate, timely, knowledgeable, when receiving service from HRM</li> <li>▶ # of customers who say they can readily access any HRM service</li> <li>▶ What is the preferred method of accessing services? (phone, e-mail, internet, etc)</li> <li>▶ Who is chosen as the first point of contact? (Tier 1 - 490-4000, Tier 2 - individuals responsible for service delivery, Tier 3 - supervisors, elected officials, etc)</li> <li>▶ Customer Care Strategy - do we have one and is it monitored?</li> </ul>
Financial Outcome	Indicators
Citizens feel the municipal services they receive are worth the taxes they pay	<ul style="list-style-type: none"> <li>▶ % of citizens rating good or very good value for money for urban, suburban, rural services</li> <li>▶ departmental operating expenditures per capita</li> </ul>
Adequate resources provided to staff to allow them to provide excellent service delivery.	<ul style="list-style-type: none"> <li>▶ Absenteeism, hours as % of total hours</li> <li>▶ Employee turn-over</li> <li>▶ % employees who are satisfied with the resources available to them in undertaking their jobs</li> </ul>

## Healthy, Sustainable, Vibrant Communities

Citizen Outcome	Indicators
Desirable & attractive places to work, learn, play and live	<ul style="list-style-type: none"> <li>▶ participation in recreation programs per capita</li> <li>▶ acres of green space, parkland/open space per capita (recreation, parkland, etc )</li> <li>▶ average household income</li> <li>▶ # youth involved in physical activities, arts, community groups</li> <li>▶ # visitors to libraries, museums</li> <li>▶ enrollment in post secondary courses</li> <li>▶ use per capita of libraries ( circulation, programs, attendance, computer bookings )</li> <li>▶ Range of opportunities available to the public both actively and passively</li> </ul> <p>Focus Group</p> <ul style="list-style-type: none"> <li>▶ Do you feel this is a desirable and attractive place to work, learn, play and live? What could be altered, added or deleted?</li> <li>▶ Do you feel the by-laws are contributing to the quality of life? Provide examples.</li> </ul>
People and goods can move easily throughout the municipality	<ul style="list-style-type: none"> <li>▶ % Change Transit Ridership</li> <li>▶ % Change Surface Distress Index (SDI)</li> <li>▶ % of Transit service on time pick up and on time destination</li> <li>▶ # of inter-library branch shipments ( goods being shipped )</li> <li>▶ capacity of transit to deliver service...# of seats and times citizens were not picked up</li> <li>▶ availability of alternate forms of mobility, provide examples</li> </ul> <p>Focus Group:</p> <ul style="list-style-type: none"> <li>▶ level of satisfaction with time to get to work/school</li> <li>▶ level of satisfaction with access to public transit, parking, sidewalks, trails ...</li> <li>▶ level of satisfaction with the time to move goods throughout the municipality</li> </ul>

Citizen Outcome	Indicators
Preservation of the Environment	<ul style="list-style-type: none"> <li>▶ # of days air quality was considered a public health risk</li> <li>▶ reduction of Green House gas emissions from HRM operations</li> <li>▶ total water demand compared to population, % of people on piped water and sewer</li> <li>▶ % of existing and new development which has access to sewer and water</li> <li>▶ fecal coliform statistics for lakewaters</li> <li>▶ bacteriological test results for water quality</li> <li>▶ Halifax's ecological footprint</li> <li>▶ total # of contaminated acreage</li> <li>▶ amount of natural land developed annually</li> <li>▶ urban tree canopy</li> <li>▶ total annual number of pesticide applications</li> <li>▶ solid waste diversion rate</li> <li>▶ \$ spent on public health and environmental collections and databases</li> <li>▶ Establishment of a financial model for environmental systems</li> </ul>
Attraction of new businesses, retention and growth of existing businesses	<ul style="list-style-type: none"> <li>▶ % change in commercial assessment</li> <li>▶ value of commercial building permits</li> <li>▶ increase in private sector jobs</li> <li>▶ increase in GDP for HRM</li> </ul> <p>Focus Group:</p> <ul style="list-style-type: none"> <li>▶ why have you chosen HRM to conduct your business?</li> <li>▶ what would it take to get you to come here to conduct your business?</li> <li>▶ what makes HRM an attractive place to conduct business?</li> <li>▶ how can we make it more competitive?</li> </ul>

Citizen Outcome	Indicators
Recognition, encouragement & protection of HRM's heritage, culture & diversity	<ul style="list-style-type: none"> <li>▶ % of citizens satisfied with HRM's efforts to encourage and protect its heritage, culture and diversity</li> <li>▶ Attendance at heritage sites</li> <li>▶ \$ spent to preserve monuments, historic houses</li> <li>▶ # properties given heritage designation</li> <li>▶ % of immigrants who leave after 2 years</li> <li>▶ # culture/community events sponsored by HRM</li> <li>▶ attendance at arts and culture venues (theatres, galleries, symphony)</li> <li>▶ # of programs, # of people attending and \$ spent on multilingual, English as a second language and literacy programs</li> <li>▶ How successful is HRM in delivering its diversity goals?</li> </ul>
Financial Outcome	Indicators
Development is appropriately planned & fiscally sustainable	<ul style="list-style-type: none"> <li>▶ long term capital capacity gap</li> <li>▶ operating costs for provision of services</li> <li>▶ capital expenditures per dwelling unit (can separate for streets, sewer, water, etc)</li> <li>▶ Regional Plan in place</li> </ul>
Tax burden is balanced and competitive	<ul style="list-style-type: none"> <li>▶ The rate of increase of residential and commercial tax burden vs increase in CPI</li> <li>▶ Commercial taxes as % of GDP or corporate profits</li> <li>▶ residential taxes as % of income</li> </ul>
Maintenance of heritage assets is fiscally viable and takes into account social costs and benefits	<ul style="list-style-type: none"> <li>▶ Per capita spending on HRM heritage assets</li> <li>▶ assessed value of heritage properties as a % of total assessment</li> </ul>
Financially sustainable and affordable means of mobility	<ul style="list-style-type: none"> <li>▶ metro transit cost per km serviced ( include ferry)</li> <li>▶ transit fare as a % of average wage</li> <li>▶ Cost of roads, streets and sidewalks per km (Prov Indicator)</li> </ul>

Financial Outcome	Indicators
Preservation of the environment	<ul style="list-style-type: none"> <li>▶ Storm &amp; Wastewater Cost per serviced km</li> <li>▶ Waste Resource Cost/Capita</li> <li>▶ Waste Resource Cost/Tonne by stream</li> <li>▶ Water Treatment and Distribution Cost /serviced dwelling</li> <li>▶ Sewage treatment cost per serviced dwelling</li> <li>▶ cost of environmental protection/remediation as % of total departmental expenditures (parks, urban forestry, pesticide, trails, police, fire...)</li> <li>▶ Cost of source control - prevention of pollution</li> <li>▶ Cost of by-laws - pesticide, smoking, minimum standards, etc</li> </ul>