

ATTACHMENT A

For Staff Report September 21, 2005



Department Performance Reporting Framework (Approved by Regional Planning Committee, April 16, 2003)

The Board of the Capital Regional District has directed departments to provide a self-assessment of performance using a common format that identifies 'what' is being measured and reported, 'how' this information is being collected and reported and 'why' this information is being collected and reported. This framework responds to these questions for Regional Planning Services Department.

Internal Performance Measures

What is being measured and reported?	How is it being collected & reported?	Why is it being collected and reported?
Level of Service: measured by the number of inquiries for information received and through monitoring of website traffic. In 2003 web reports were significantly enhanced and provide a wealth of traffic, user and diagnostic information.	Inquiries (walk-in, telephone and email) are gathered from all staff and tabulated on a monthly basis. Reporting is done quarterly and annually with number of inquiries sorted by type. Reports are made to the Executive Director and summary information appears in the budget blue pages. Web activity is tabulated by Information Technology on a monthly, quarterly and annual basis and is posted on the RPS intranet site. This new information will form part of RPS quarterly reports to the Executive Director.	To track volume of work and is used to allocate staff resources and in developing annual work plans. Also helps track client interest in service. Until 2002, webstats focused on tracking 'hits', which included web crawlers. Now, enhanced monitoring enables us to define actual working sessions, individual users, peak hours of activity, volume of information downloaded, most popular pages and perform problem diagnosis. Permits more accurate assessments of the effectiveness of our web service.

RPS Department Performance Reporting Framework
(Approved by Regional Planning Committee, April 16, 2003), Page 2

What is being measured and reported?	How is it being collected & reported?	Why is it being collected and reported?
<p>Quality of Service: measure client satisfaction with the products and services provided by the department through ongoing and scheduled feedback opportunities, and the direct tracking of subscription, publication and service sales.</p>	<p>Anecdotal information on service quality is gathered from clients and evaluated with staff on an ongoing basis. The last major client survey was undertaken in 1992. A new and updated client survey is scheduled for 2003, with regular updates scheduled thereafter.</p>	<p>To permit immediate response to identified issues and provides input into RPS ongoing marketing efforts. Provides information to RPC on value of services offered.</p>
<p>Productivity: measure staff achievement of approved project goals and targets.</p>	<p>Department annual work plan is developed as input to preparation of annual budget. Database of all project assignments maintained including staff allocation, milestones and target completion dates. Director and program supervisors meet with staff on a bi-weekly basis to track work plan progress. Director reports on work plan progress to Executive Director on a quarterly basis.</p>	<p>To determine if project objectives are being achieved, to meet Board and RPC objectives regarding work plan completion schedules, to develop department annual budget, and to forecast future year budget and staffing needs.</p>
<p>Organizational Capacity: measure staff skills, productivity and morale through annual performance reviews, regular individual staff meetings, and ongoing training assessments.</p>	<p>All staff meet with supervisors and the department head on a regular basis. Each employee receives an annual performance review by the program supervisor and department head, using the CRD corporate performance management process. Part of performance review includes identification of training needs, skills upgrading, and work allocation among staff.</p> <p>Monthly management reports prepared by Human Resources permit monitoring of turnover, overtime, training, attendance and vacation time taken by employee, by program and in comparison to other departments.</p>	<p>To enhance staff performance and department capacity to maintain and improve the level and quality of its services.</p> <p>To improve staff morale, job satisfaction and loyalty. To limit direct and indirect costs, and loss of institutional memory, due to staff turnover.</p>

RPS Department Performance Reporting Framework
(Approved by Regional Planning Committee, April 16, 2003), Page 3

What is being measured and reported?	How is it being collected & reported?	Why is it being collected and reported?
<p>Financial Results: direct measurement of departmental revenues and expenditures, and multi-year tracking of budget changes.</p>	<p>Ongoing monitoring of revenues and expenditures using the R&E custom reporting functions of the SAP financial system. SAP permits tracking of expenditures by account as well as direct monitoring of purchase orders and contracts. Program supervisors receive reports on a monthly basis and bi-monthly meetings of account clerk, director and program managers review, track and resolve budget matters.</p> <p>Past year budget performance is reported to the Executive Director and Director of Finance, RPC and the Board on an annual basis through the annual budget approval process. Budget packages include information on long term revenue and expenditure trends, by annual totals and on a cost per average assessment and per \$100,000 household assessment basis. Five-year budget forecasts were instituted for the 2003 budget.</p>	<p>To permit the department head to maintain overall budget control and to ensure that projects and contracts are completed within budget.</p> <p>To permit the board to track ongoing budget changes in the context of past year performance and five year forecasts.</p>
<p>Community Capacity Building: measured primarily by direct support for and participation in community initiatives</p>	<p>Ongoing monitoring of staff representation on community projects and initiatives (eg. Capital Urban Poverty Project, Quality of Life Initiative, Housing Affordability Task Force, Georgia Basin Futures Initiative) consistent with departmental mandate. Also through presentations on department programs to community, business, professional and charitable organizations.</p> <p>Monitor staff time dedicated to provision of data and participation in committees related to community initiatives. Report to Executive Director on a quarterly and year-end basis as part of overall report on annual work plan.</p>	<p>To cultivate community partners for projects related to the overall mandate and mission of the department.</p> <p>To raise awareness and understanding of regional information and department initiatives.</p>
<p>Environmental Impacts: wide variety of growth and development statistics and trends are measured and through regular publications, fact sheets and data dissemination of the department. Upon adoption of the RGS bylaw, statute requires annual monitoring</p>	<p>The provision of regional information on travel activity, social, economic and population statistics is the department's stock in trade. Data is disseminated through the RPS website, through factsheets and via regular publications such as <i>Trends</i> and <i>Development Review</i>. Department provides a wealth of monitoring and forecast information related to regional growth and development to subscribers, citizens, community organizations, and municipal and public partners.</p> <p>Once the RGS bylaw has been adopted by the Board, the <i>Local Government Act</i> requires the development and implementation of an annual monitoring program that produces annual reports on the effectiveness of the RGS in meeting its stated goals and objectives.</p>	<p>To permit municipal partners, CRD departments, business and other organizations and citizens to understand growth and development trends in the region and to plan effectively within their areas of interest and responsibility.</p> <p>To determine the effectiveness of RGS implementation and the achievement of RGS goals. This will help the</p>

What is being measured and reported?	How is it being collected & reported?	Why is it being collected and reported?
of the effectiveness of its implementation.		Board and member councils to determine appropriate changes to ensure that the strategy remains on track.
<p>Stakeholder Engagement: measured by the number of partnerships entered into on an annual basis and the amount of external revenue generated to offset joint project costs. Also measured through public participation in strategic planning initiatives.</p>	<p>RPS regularly seeks out partnerships to undertake projects and initiatives of joint interest. Partnerships include those for joint purchase of statistics and data (eg. Capital Urban Poverty Project); development of new data resources (eg. Employers Survey); updating of information needed to track and model change (eg. Origin/Destination Survey, Transportation Model Update); and to undertake strategic planning initiatives (eg. RGS sub-strategies).</p> <p>Partnerships are pursued as opportunities arise, either at the initiative of RPS or stakeholders. Partnerships are reported annually to the RPC and Board through the annual work plan and budget review processes.</p> <p>Stakeholder participation is measured through recording numbers of participants in strategic planning public consultation events. Measures reported include number of participants, survey returns, submissions received, feedback on public events satisfaction, document distribution, press coverage, etc. Reports are made on the effectiveness of consultation activities as required by project work plans to the Executive Director, RPC and the board</p>	<p>To demonstrate that effective efforts are being made to leverage matching funds for CRD financial contributions to department program and service development.</p> <p>To demonstrate effectiveness of consultation efforts and to improve public participation delivery mechanisms.</p>

Outside Performance Comparisons

On occasion comparisons are made with other departments, local governments, regions and the national benchmarks, regarding departmental performance, and in relation to overall regional quality of life measures in such areas as travel behaviour, population growth characteristics, economic performance and demographic change, among others. Monthly management reports by CRD Human Resources permit ongoing comparisons against other departments in such areas as attendance management and sick time usage.