

## Appendix I: Details Supporting the Measurement System Project

### 1) The Peel-Conservation Authority Climate Change Performance Measurement System (the 'Measurement System')

#### a) Goals and Objectives

The primary goals of the Measurement System were to establish a consistent methodology to align CA programs in the development of shared KPIs to measure the collective performance of TRCA and CVC climate change initiatives towards achieving shared outcomes that support their respective strategic goals and are aligned with the Region's Climate Change Master Plan (CCMP).

The Measurement System project objectives include:

1. Establish a collaborative approach to develop consensus among the Region of Peel, TRCA and CVC in the formalization of goals and the short-term, intermediate, and long-term outcomes.
2. Increase accountability by effectively measuring and illustrating the effectiveness of TRCA and CVC initiatives, funded according to the Special Levy, in meeting the intended climate change outcomes in the Region of Peel.
3. Align CA initiatives to outcomes to ensure effective prioritization of projects/programs.
4. Improve performance through the development of KPIs that can be used to measure the progress towards achieving the intended outcomes.

#### b) Results

The Measurement System project aligned the 44 cost centres between TRCA and CVC into 8 program areas (Table 1) in order to develop shared outcomes in the form of logic models (Note: Program Areas 2 and 7 were merged with other program areas). Logic models provide a graphic representation of the intended program theory and define what is being undertaken in the program (the program activities), what is being produced by the activities (the program outputs), the intended results of the program (the program outcomes), and illustrates how the activities, outputs, and outcomes are causally linked.

*Table 1 – The Measurement System Program Areas*

Program Area #	Program Area Name
1	Climate Science
3	Flood Management
4	Erosion Management
5	Restoration and Natural Heritage Science
6	Forest Management
8	School Programs

9	Green Infrastructure
10	Community Engagement and Stewardship

To define the shared long-term desired outcomes of the Measurement System, three overall logical models were established that underscore three goals for climate change: Adaptation, Mitigation, and Knowledge and Awareness. Using these long-term outcomes, the eight program area logic models were developed, which define both the related short-term and intermediate desired outcomes, ultimately linking to the overall logic models. See the full report *Section 5.5* for a table displaying the links between the overall logic models and the program area logic models.

With the desired results defined through the 8 program area logic models, 10 KPIs were established to measure the performance of CA initiatives in achieving the program area desired outcomes. The KPIs use a primarily qualitative approach to collecting data, while prioritizing replicability and minimizing subjectivity using templates and defined scoring systems. KPIs were kept to a minimal number to maximize efficiencies for staff, while producing thoughtful and meaningful results.

## 2) Annual Performance Report

Using a combination of the overall logic models and the associated intermediate outcomes within each of the program area logic models, the KPIs are calculated and presented in an Annual Performance Report (see *the full report Section 6 for an example*) using a high-level “scorecard” to communicate how program areas are performing against the desired outcomes.

The results of the Measurement System creates an opportunity to highlight general performance and achievements with the use of the Special Levy, and can identify future opportunities where program evaluation would be most effective in further exploring and determining program area attribution, causality and precise impacts.

### a) Pilot and Full Implementation of Performance Measurement System by CAs

To ensure the feasibility of the system through implementation, CA staff undertook a pilot process that tested the methodology for two program areas. This pilot process identified opportunities to simplify the process and recognized where modifications would be beneficial based on staff feedback. This assisted in securing CA staff participation and support for the upcoming implementation of the system. In 2021, CA staff will initiate the process required to track information that will be used to inform the Annual Performance Report, which will be brought forward to future Regional Council meetings in the following June as illustrated in Figure 1.

### b) Integration into Region of Peel Budget and Reporting Process

Annual Performance Reports will be prepared by CA staff and shared with Regional staff to support internal review of CA budget submissions and subsequently reported annually to

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Council (see Figure 1). This reporting process will be integrated into the existing CA budget cycle to again minimize any additional time requirements of staff. Further, Regional adoption of a consistent methodology to develop corporate climate change KPIs to track and report on achieving CCMP outcomes will increase both alignment across agencies and clarity on how Regional investments are achieving shared climate change outcomes

**Figure 1: Climate Change Performance Measurement System Integration.**

