

Strategic Initiatives component Performance Measurement Guide

*Performance measurement allows us to demonstrate what we have achieved with the resources allocated to the project.
“We spent \$X to deliver Y, and the result was ...”*

NOTE: This guide was designed to assist you in developing your project's Action Plan and Performance Measurement (section 2C of the Application Form). It provides definitions and suggest some examples of performance measures and associated performance indicators and targets. It is not exhaustive and is meant to serve as stimulus for establishing appropriate performance measures, indicators and targets specific to your project.

	Definitions	Examples	
Activities	<p>An action or procedure intended to produce specific outputs such as products or services.</p> <ul style="list-style-type: none"> • Demonstrate the "how" of the project. • “What you will do” 	<ol style="list-style-type: none"> 1. Consult with partners to cultivate business relationships 2. Develop strategies and promotional tools as part of a joint marketing campaign 3. Create online tools 4. Design, deliver and market a mobile application 5. Develop management kits and contracts 6. Develop workshop materials 7. Deliver training sessions 8. Conduct a survey to evaluate the project <i>(See corresponding outputs below.)</i> 	
Outputs/Deliverables	<p>Direct products or services generated from the activities of the project.</p> <ul style="list-style-type: none"> • Provide evidence that the activity did occur. • Demonstrate efficiency, value for resources invested. • Typically are tangible and can be counted. • “What you will produce” 	Outputs:	Performance Indicators and (Targets) ¹ :
		1. Partnership agreements (signed)	<ul style="list-style-type: none"> • # of partnership agreements signed (7) • \$ of funding received (\$60,000)
		2. Marketing Plan (developed) Posters (published)	<ul style="list-style-type: none"> • # marketing plan developed (1) • # of posters distributed to museums (5,000)
		3. Digital guides, templates, tools (developed) Online promotional video (posted)	<ul style="list-style-type: none"> • # of tools developed (5) • # of video posted (15)
		4. Mobile application (launched)	# of downloads (3,000)
		5. Kits and contracts (developed)	# of contracts developed (7)
		6. Workshop materials (developed)	# of training materials developed (10)
		7. Training sessions (delivered)	<ul style="list-style-type: none"> • # of people trained (300)

			<ul style="list-style-type: none"> • # and type of organizations that participated in professional development activities (10 total: 2 municipal, 4 not-for-profit, 1 university, 2 private sector, 1 government) • # of training sessions provided per province (10) • # of online training activities developed (6 webinars)
		8. Evaluation survey (administered)	<ul style="list-style-type: none"> • # of completed surveys (25) • Summary of consultations undertaken
<p>Outcomes/Results</p>	<p>The results of an effort to attain a goal and the consequences of the activities and outputs.</p> <ul style="list-style-type: none"> • Impact or results you're aiming to achieve. • Demonstrate effectiveness - did the project contribute to influencing change? • “Why you are doing it” 	Outcomes:	Performance Indicators and (Targets):ⁱ
		Arts and/or heritage organizations have access to a variety of tools that will strengthen their business practices.	# of organizations that the tools were shared with (10)
		Arts and/or heritage organizations benefit from tools that strengthen their business practices.	<ul style="list-style-type: none"> • # of organizations using the tools developed (8) • utilization rates of products/services (80%) • Opinions/comments/observations of participants
		Arts and/or heritage organizations have increased the use of new technologies that will increase public engagement and enhance their marketing capacity.	<ul style="list-style-type: none"> • # of podcasts and downloads (>10% increase in traffic) • # and type of Web 2.0 initiatives developed and used, such as: <ul style="list-style-type: none"> ○ # of social media followers (>1,000 per year) ○ # of hits on the video, popularity index (500) ○ # of blogs and duration of visits (80, >3 minutes) • Level of satisfaction / support / appreciation of participants and participating organizations (80% expressed positive feedback)
		Arts and/or heritage organizations provide improved access to cultural offerings, and experience an increase in attendance and bookings at performances.	<ul style="list-style-type: none"> • # of new clients/visitors (>5% or >8,500 visitors) • # of ticket purchases (> 25% online, >5% on-site) • % of satisfaction with products / services (95%)
		Arts and/or heritage organizations are better able to promote themselves, and experience a growth of their audiences.	<ul style="list-style-type: none"> • # of media coverage (>5 major = Globe and Mail, CBC, National Post, Vancouver Sun, Calgary Herald, >3 minor = tourist blogs, online news sites, cultural sites)

Outcomes/Results (Cont'd)			<ul style="list-style-type: none"> • origin/location of audiences/users/participants (2 Ontario, 3 Quebec, 3 Manitoba) • # of participants at an activity (400) <ul style="list-style-type: none"> ○ If the project targets a specific community (such as rural or remote areas, Aboriginal communities, ethnocultural communities, youth, official-language minority communities), identify the number and/or percentage of participants from the targeted community compared to the total number of participants.
		<p>Arts and/or heritage organizations have increased support from the community and private sector investment.</p> <p>or</p> <p>Arts and/or heritage organizations have improved their capacity to raise sponsorship and diversify their revenues.</p>	<ul style="list-style-type: none"> • # of organizations reached (10) • # of new sponsorship partnerships (5) • \$ of sponsorships leveraged (\$60,000)
Performance Measurement Tools	<ul style="list-style-type: none"> • Data sources and methodologies that will be used to measure and evaluate performance of the project against its planned results. • Methods and tools used to collect, measure, and analyse data. 	<ul style="list-style-type: none"> • Compilation of attendance and participation statistics and, where applicable, comparisons with previous years or target attendance figures • Compilation of new and expanded partnerships with community stakeholders and amount of sponsorships leveraged and, where applicable, comparisons to previous years • On-line polls to obtain feedback from audience/participants • Feedback from focus group(s) / expert panel(s) / partner organizations • Surveys of participating target populations, local artists, and cultural organizations regarding relationships and benefits achieved through the project • Data collected from workshops/webinars • Analysis tools: Web analytics • Tracking of media coverage (mainstream and social media) to gauge public awareness 	

Performance Indicators

- An indicator is a qualitative or quantitative means of measuring an outcome, with the intention of gauging the performance of a project.
- Key pieces of information that need to be collected in order to determine if the project has achieved its objectives or final outcomes.
- Attributes, statistics or parameters that, tracked over time, provide information on trends.
- Specific performance goals / targets must be identified for each indicator in order to evaluate and compare the performance.

When selecting performance indicators, these questions should be asked:

- Is it a cost-effective means of collecting data?
- Will it measure the impact of the project on arts and heritage organizations?
- Does it capture useful information that will assist the organization in making management decisions?
- Can the information be communicated easily to interested parties, including funding organizations?
- Will the information allow for a meaningful comparison between data prior to and after project completion?

Quantitative performance indicators

- Data that can be used for evaluating progress made during a project.
- Expressed as statistical measurements such as numbers, percentages, or ratios.
- Resulting from data collection (ex: number of ..., volume of ..., ratio of ...)

Qualitative performance indicators

- Information that can be used to evaluate progress made during a project.
- Expressed as opinions, behaviours or attitudes.
- Resulting from observations (ex: value of ..., level of ..., degree of ...)
- Whenever possible, the use of a rating scale is recommended to allow for comparability over time.

Indicator and target examples are provided above for both outputs and outcomes.