



Performance Measurement Policy	
Effective Date	June 19, 2023
Purpose	To outline standards and processes within the Canada Council to measure and communicate the impact of its activities and use information for evidence-based decision-making.
Responsibility	Director, Research, Measurement and Data Analytics
Accountability	Director General, Strategy and Public Affairs
Approved by	Senior Management Committee
Prepared by	Research, Measurement and Data Analytics (RMDA)
Revision Approval	
Revision Details	
Related Canada Council Policies and Strategic Documents	Canada Council Strategic Plan Research Policy Evaluation Policy Procurement Policy Delegation of Authority Policy Code of Conduct Information Management Policy Governance Policy Granting Policy Operational Policies of the Arts Granting Programs Division Data Standards Data Alignment Architecture
Related Laws and External Policies	Government of Canada – Policy on Results Privacy Act Access to Information Act Official Languages Act Treasury Board Secretariat Directive on Open Government

1. INTRODUCTION

1.1 OBJECTIVES

The objectives of this policy are to:

- provide a consistent and systematic approach to collecting, analyzing, utilizing, and reporting on the performance of the Canada Council's (Council's) programs, initiatives, and activities¹ across the organization and using best practices in government² reporting on performance measurement; and
- establish roles and responsibilities for data collection, validation, reporting and tracking outcomes and results related to the Council's programs, initiatives, and activities.

The Performance Measurement Policy enhances the management and reporting of the Council's programs, initiatives, and activities by articulating processes for the organization's tracking of the achievement of results in both quantitative and qualitative terms. It enables management to make more informed and effective decisions about Council's programs and activities.

1.2 SCOPE

The Performance Measurement Policy sets out guidelines for establishing performance measurement frameworks and undertaking performance measurement for the Council in four key areas:

1. Granting Programs and Strategic Funds
2. Non-Granting Programs
3. Initiatives
4. Activities

1.3 ADMINISTRATIVE RESPONSIBILITIES

The **Director and Chief Executive Officer (CEO)** is accountable for the performance of the Council's programs, initiatives, and activities. The Director and CEO is also responsible for ensuring that the Director of Research, Measurement and Data Analytics has access to the Senior Management Committee as required, and for approving performance measurement plans and reports.

The **Director General, Strategy and Public Affairs** is responsible for ensuring that this policy is implemented, complied with, monitored, and assessed on a regular basis. Furthermore, the administrative accountability for performance measurement is delegated to this position.

¹ For the purposes of this policy, "program" refers to the granting programs; non-granting programs that are outside the funding model (e.g., the Canada Council Art Bank, Prizes, Public Lending Right Program); initiatives refers to specific projects undertaken by the Council, e.g., partnerships; and "activities" refers to key Council areas of activities, e.g. Human Resources and Organizational Development (HROD), Information Technology and Information Management (IT/IM), Communications, Research, Measurement and Data Analytics (RMDA)

² Government of Canada (2010). *Supporting Effective Evaluations: A Guide to Developing Performance Measurement Strategies*

The **Director, Research, Measurement and Data Analytics** (RMDA) is responsible for all aspects of performance measurement of the Council's granting programs, strategic funds, non-granting programs and initiatives, including but not limited to: developing the logic models, performance measurement frameworks and plan; updating the frameworks and plan on an annual basis; approving methodologies and reports; and reporting periodically on program measurement; and determining the publication of these reports. The Director of the RMDA section will ensure that activities have appropriate logic models and performance measurements frameworks (i.e., outcomes, indicators, and measures) in place along with data collection strategies. Also, the RMDA section will provide data that support the results and delivery function of monitoring and assessing the progress of Council's delivery of its strategic commitments.

The **Senior Management Committee** is responsible for the oversight of the Council's performance measurement plan and ensuring that recommendations based on performance measurement are responded to and implemented. It is also responsible for the implementation of the performance measurement frameworks related to non-granting programs/initiatives/activities where relevant, and for interpreting the results in order to meet the expected outcomes, within the scope of accountabilities.

The **Director General, Arts Granting Programs** is responsible for ensuring that all granting programs and strategic funds, and initiatives (where applicable) have appropriate performance indicators and measures in place along with data collection and validation strategies to enable program performance measurement and that management responses to recommendations related to program performance are developed and implemented.

The **Deputy Director General, Arts Granting Programs** leads improvements to granting programs based on performance measurement and evaluation to ensure that granting programs are meeting stated program outcomes and objectives and works closely with the Director of Research, Measurement and Data Analytics to advance the Council's performance measurement framework.

The **Director, Granting Program Operations** is responsible for informing management responses related to program performance and ensuring that any changes to forms are aligned with the performance measurement framework.

Directors (i.e., Program Directors in AGP division, Directors in other divisions) are responsible for ensuring that program/initiative/activity performance measurement information and all relevant documentation is validated according to the Council's standards, policies, and procedures. They will also participate in the development of the logic models, performance measurement frameworks and plan, formulate management responses to program/initiative/activity outcomes recommendations and implement those responses. Directors are responsible for the performance monitoring and are accountable for the progress in meeting their program/ initiative/activity objectives and results, in accordance with performance indicators and expected outcomes.

The **Senior Strategic Advisor, Results and Delivery** ensures that the progress of Council's delivery of its commitments and achievement of corporate objectives are

monitored and assessed to inform decisions anchored in meaningful data and indicators.

The **Office of the Chief Information Officer (CIO)** is accountable for the management of systems which house the data required for performance measurement; is responsible for working collaboratively with the RMDA section to advise on and identify appropriate technology tools that will enable the management of information assets throughout their lifecycle, from capture/creation through to disposition and archiving. The office of the CIO is also responsible for ensuring that information assets are adequately retained in accordance with regulatory and compliance obligations; and that data lineage/content provenance is adequately managed and auditable.

1.4 DEFINITIONS³

Canadian Arts Data/ Données sur les arts au Canada (CADAC): CADAC is a joint effort by arts funding agencies across Canada and is dedicated to collecting, disseminating, and analyzing financial and statistical information about Canadian arts organizations.

Data: Units of information that are gathered through observation that can be used as a basis for calculation, reasoning, discussion, and drawing conclusions.

Qualitative Data: Information (i.e., ideas, stories, and other media) that is usually gathered from participants through interviews, focus groups or reports/surveys with open-ended questions.

Quantitative Data: Information gathered to describe a situation using numbers. This data is typically retrieved from questionnaires, surveys, forms, and other statistical data systems.

External Data: Information collected by external bodies such as Statistics Canada, including research data gathered for the Council by third parties through partnerships and contracts.

Internal Data: Information collected by the Council, from applicants, recipients, and other users, including application forms, budgets, and final report forms in either electronic or hard copy format, CADAC, and other internal applications or sources.

Indicators: Information that tracks a program's progress on outcomes and/or tracks progress made towards targets (e.g., artists create work that advances artistic practice; new works are created; a partnership supports the public access to the arts). A variable that provides a simple and reliable means to demonstrate change and answer the degree to which defined outcomes have been achieved. Indicators must relate to the desired outcomes and be reasonable, useful, and meaningful.

Inputs: Human, financial and material resources, knowledge, IT capacity

³ Refer to the Research and Evaluation Policies to obtain the full list of definitions associated with this framework: <http://canadacouncil.ca/-/media/Files/CCA/Research/Policy/ResearchPolicy.pdf> and <https://canadacouncil.ca/-/media/Files/CCA/Research/Policy/EvaluationPolicy.pdf>

invested in a program/ initiative/ activity to achieve its outcomes, e.g., staff, IT technology and infrastructure, facilities, budget, time, training, research, policy, etc.

Logic Model: A conceptual ‘roadmap’ or description of how the program/initiative/activity theoretically works to achieve desired outcomes. It is the “If...Then” sequence of changes that the program intends to set in motion through its inputs, activities, outputs, and outcomes. Logic models reflect rather than dictate how a program/initiative/activity functions (see Appendix A).

Measures: Instruments, based on quantitative or qualitative data/content, which help to evaluate the indicators and could include trends over time (i.e., number and type of productions; artists perception of the grant on their career, etc.).

Outcomes: The changed state toward which a program/initiative/activity strives – i.e., a change in (a client’s, community’s): circumstance, behaviour, knowledge, attitude, skill, practice, functioning, values, conditions, status, for participants during or after their involvement in the program. Sometimes broad, sometimes specific, outcomes are the benefits occurring for participants resulting from a program/initiative/activity as measured against the stated goals and objectives.

Immediate Outcomes are the first level benefits or changes a participant experiences and are most closely related to and influenced directly by the program or activity.

Intermediate Outcomes are the secondary level benefits or changes in participant experiences that build on initial outcomes but set the stage for more complex change.

Long-Term Outcomes are the final goals or ultimate outcome (sometimes called desired state) that the program or activity strives to achieve.

Outputs: The direct products and services of a program/initiative/activity, usually measured in actual work done, and expressed in numbers: e.g., number of deadlines, number of information sessions, number of applications received, number of grants processed, approved, number and type of partnerships, etc. They are always countable.

Performance Measurement Framework (PMF): A strategic alignment of the objectives, inputs, activities, outputs, and outcomes for a given program or activity (see Appendix A). It groups related data sources together and links them logically to the Council’s outcomes with appropriate indicators and measures and presents a model for reporting on progress (see Appendix B).

Results: An impact or effect of a program/initiative/activity.

1.5 GUIDING VALUES AND PRINCIPLES

The five interrelated values to be reflected in all performance measurement projects undertaken by the Council, in order to advance on its ethical and critical thinking approach related to performance measurement, are:

- Decolonizing
- Capacity building
- Practical
- Relevant
- Ethical

These values are understood as interconnected, complementary, and should overlap and reinforce each other (e.g., building capacity for meaningful involvement of communities in performance measurement processes and using methods relevant to communities that challenge a colonial status quo).

In addition, performance measurement, including data collection, validation, and reporting, must also be:

- simple and cost effective and make the best use of both quantitative and qualitative data;
- presented in a clear and concise manner to enable dissemination to both internal and external audiences as required; and,
- reviewed and improved on an ongoing basis.

2. POLICY

2.1 THE OUTCOMES-BASED MODEL

The Council has an outcomes-based model for its programs, initiatives, and activities. This means that programs, initiatives, and activities will be measured by the results as they relate to specific outcomes. The outcomes and results must be clearly defined and linked to the inputs, activities and outputs of the Council's programs, initiatives, and activities.

A key tool within this is the logic model. Logic models are result chains that link all elements of the delivery of a program/initiative/activity (as defined in Appendix A).

2.2 ROLES AND RESPONSIBILITIES RELATED TO DATA PROCESSES

The RMDA section is responsible for data collection and aggregation, analysis, validation, and reporting on the performance of the Council's granting programs and strategic funds, non-granting programs and initiatives. The RMDA section, in collaboration with responsible sections, develops logic models and performance measurement frameworks and provides advice on the reporting on performance measurement when requested. The RMDA section also provides training to program directors, managers, and staff (as required) as well as supports knowledge development and the capacity to use performance measurement information to monitor and report on programs.

Directors, managers, and officers are responsible for:

- data entry validation (e.g., number of applications per program component, assessment of application profiles, identification of strategic priorities for every project, CADAC statistical and financial data, etc.);
- interpreting the outcomes results with regards to granting programs and strategic funds, non-granting programs or initiatives; and
- leveraging this information and knowledge in order to support informed, evidence-based decision-making.

Directors are also responsible for adjusting the program design, delivery activities according to the analysis of the data, if required and as per Council's Operational Policies of the Arts Granting Programs.

The Chief Information Officer is responsible for collaboratively working with the RMDA section to enable collection of data and support of data reporting and analysis technologies.

2.3 DATA SOURCES

The data used for the Council's performance measures for programs and initiatives are collected via the following tools and systems:

- Online portal
- Client and Grant Management systems
- Public Lending Right database
- CADAC
- Program evaluations
- Periodic data collection via surveys, focus groups, etc.
- External data for long term outcomes (e.g., Statistics Canada)

2.4 IDENTIFICATION AND SELECTION OF PERFORMANCE INDICATORS

In order to systematically collect, analyze, and report on the performance of the Council's programs, initiatives, and activities, it is necessary to identify and select the performance indicators and measures that correspond to each outcome at the appropriate level (see section 2.1) and organize the information in a performance measurement framework. This needs to be defined for each of the Council's programs, initiatives, and activities, as well as other areas covered by the scope of this policy (as defined in section 1.2).

The following five criteria must be considered to determine the most appropriate indicators and measures:

- Validity – indicators should be precise in terms of quantity, quality, and timeframe;
- Relevance – indicators should be relevant to the activity they measure;
- Reliability – indicators should be consistent over time;
- Availability - indicators should be readily available and easily collectable/analyzable; and,
- Affordability – indicators should be affordable to collect and analyze.

2.5 DEVELOPMENT OF THE PERFORMANCE MEASUREMENT PLAN

In order to measure Council's performance against expected outcomes, it is necessary that the RMDA section establishes a plan that outlines the methodology and the timelines for developing logic models and performance measurement frameworks; and for collecting, validating, analyzing, and reporting performance data on granting programs and strategic funds, non-granting programs and initiatives.

The plan should include the development of techniques for collection and frequency, as well as the roles and responsibilities for these tasks, including who is responsible for gathering, primary validation of data, analyzing and reporting the results consistent with the roles and responsibilities outlined in this policy. The plan should also identify the availability of the data sources and the identification of potential problems in its collection.

2.6 AUDIT AND ASSESSMENT

In order to ensure the quality and objectivity of the Council's implementation of its performance measurement frameworks and plan, Council's PMFs will be reviewed and audited as part of the regular function of internal audit.

2.7 TRAINING AND CAPACITY

The RMDA section will provide ongoing professional development to the Council's staff in order to increase the level of knowledge and ability to use and understand performance measurement. This can take the form of informal sharing of knowledge and expertise, or advisory and hands-on support from the RMDA section. More formal training sessions developed by the RMDA section and coordinated by the Human Resources section and Organizational Development will be provided on a periodic basis.

The RMDA section, in collaboration with the responsible sections and divisions, defines and provides advice on key components of the development and implementation of the performance measurement frameworks for Council's programs, initiatives and activities.

2.8 UPDATES TO THIS FRAMEWORK

This Policy and associated performance measurement plan will be reviewed on an annual basis. Any significant modifications will be approved by the Senior Management Committee upon the recommendation of the Director General, Strategy and Public Affairs.

Approved by Senior Management Committee: June 19, 2023

Appendix A

Sample Logic Model: Art Bank, 2023

Program objectives	Amplifying the benefits of art to society and advancing equity by supporting a diversity* of artists and artistic practices by shaping and managing the Art Bank collection Connecting national and international audiences with contemporary visual art and provoking conversation through rental to corporate and public sector clients, partnerships, exhibitions, communications and outreach	
Inputs	People: staff, peer assessors, curators, appraisers, partners Financial resources: budget, rental revenue	Fixed Resources: Facilities, collection, IT systems
Program Delivery Activities	Collection management Art acquisition and deaccessioning Facilities & support system management	Client development and support, including art rental Digital and in-person exhibitions Communications, public engagement and outreach Domestic and international partnerships
Outputs	Challenging and relevant collection of contemporary art Relationships with clients and partners	Exhibits and outreach activities Revenue from art rentals



* A commitment to diversity includes improving access for youth, official language minority communities, and historically underserved and marginalized communities, including Indigenous, Black, racialized, Deaf and disability, and 2SLGBTQI+ and gender-diverse communities, women, and artists at intersections of these groups.

Appendix B

Sample Performance Measurement Framework: Art Bank, 2023

Cross-Program Outcomes*				
Immediate Outcomes	Indicator	Measure	Source	Method
Outcome 1: A diversity of artists have resources and opportunities to share their work across Canada and internationally.	1.1 Resources and dissemination opportunities are accessed by artists	1.1.1 Number and diversity of artists	Artists / arts professionals	Art Bank records (once self-id form is implemented), survey
		1.1.2 Number and type of resource	Artists / arts professionals	Art Bank collection management information (Annual acquisition fund)
		1.1.3 Number and type of opportunities	Artists / arts professionals	Art Bank records
Outcome 2: A diversity of artists share their work in a variety of genres and forms.	2.1 A diversity of works are disseminated	2.1.1 Number, genre, form of work disseminated (including virtual)	Artists / arts professionals	Art Bank records
	2.2 Works are shared with the public	2.2.1 Number and type of dissemination activities (including virtual)	Artists / arts professionals	Art Bank records
		2.2.2 Attendances / participation at dissemination activities	Artists / arts professionals	Art Bank records

A commitment to diversity includes improving access for youth, official language minority communities, and historically underserved and marginalized communities, including Indigenous, Black, racialized, Deaf and disability, and 2SLGBTQI+ and gender-diverse communities, women, and artists at intersections of these groups.

* Common indicators and measures for Art Bank and Prizes

Program Outcomes: Art Bank

Immediate Outcomes	Indicator	Measure	Source	Method
Outcome 3: A diversity of artists disseminate their work in communities across Canada and internationally.	3.1 Works by a diversity of artists reach communities across Canada and internationally	3.1.1 Number, profile of communities	Artists / arts professionals, StatsCan	Art Bank records, Census
		3.1.2 Number and diversity of artists with works disseminated	Artists / arts professionals	Art Bank records
Outcome 4: A diverse array of activities connect artists with the Canadian and international public.	4.1 Public engagement activities are offered	4.1.1 Number, type of public engagement activities	Artists / arts professionals	Art Bank records
		4.1.2 Attendance (including virtual)	Artists / arts professionals	Art Bank records
		4.1.3 Number and diversity of artists participating in public engagement activities	Artists / arts professionals	Art Bank records
Outcome 5: Strategic approaches and initiatives develop national and international opportunities for a diversity of artists and arts professionals.	5.1 Artists and arts professionals access networks to develop national and international opportunities and careers	5.1.1 Number and types of opportunities	Artists / arts professionals	Art Bank records, survey
		5.1.2 Number and diversity of artists and arts professionals participating in opportunities	Artists / arts professionals	Art Bank records, survey
	5.2 Artists' and arts professionals' profiles are enhanced nationally and internationally	5.2.1 Perception of impact on profiles of those participating in opportunities	Artists / arts professionals	Art Bank records, survey, focus groups, interviews

Program Outcomes: Art Bank

Intermediate Outcomes	Indicator	Measure	Source	Method
Outcome 6: A diversity of artists and arts professionals increase their capacity to engage a range of audiences.	6.1 Artists and arts professionals engage a broader range of audiences and communities	6.1.1 Perception of impact on engagement of a broader range of audiences and communities	Artists / arts professionals, partners and clients	Survey, focus groups, interviews
Outcome 7: A diverse public engages with an extensive array of artistic experiences.	7.1 The array of artistic experiences broadens	7.2.1 Perception of impact on the array of artistic experiences offered	Artists / arts professionals, partners and clients	Survey, focus groups, interviews
Outcome 8: The visual arts sector in Canada thrives and new opportunities are nurtured.	8.1 The visual arts sector flourishes and thrives	8.1.1 Perceptions of impact on public attitudes about the sector	Artists / arts professionals, partners and clients	Survey, focus groups, interviews
Long-Term Outcomes	Indicator	Measure	Source	Method
Outcome 9: A diverse and dynamic arts ecosystem benefits the public and leads to international co-operation and development.	9.1 The public benefits from the arts	9.1.1 Public perception of the benefits of the arts	Artists / arts professionals, partners and clients	Focus groups, interviews
	9.2 The arts stimulate new thinking that leads to international co-operation and development.	9.2.1 Perception of the impact of the arts on international co-operation and development.	Artists / arts professionals, partners, clients and key economic and social players	Focus groups, interviews

Appendix C

CHALLENGES, LIMITATIONS AND MITIGATIONS

Performance measurement provides an evidence base for assessing and managing the Council's programs, initiatives and activities. It does, however, have limitations:

- **Availability and reliability of data:** The data collected and analyzed for performance measurement of granting programs, strategic funds and non-granting programs is primarily based on grant recipient information. While some of the data can be validated, much of it must be used "as reported" and can be subjective or incomplete.

Mitigation: The RMDA section will develop methodologies and tools that allow the collection of data from other sources (e.g., data from peer assessors, audiences), including data on long-term impact.

- **Capacity of tools and IT infrastructure:** The development and implementation of tools and IT infrastructure might not ensure a full, reliable, and effective internal reporting capacity on qualitative and quantitative data for performance measurement.

Mitigation: The Council's IT Strategy will take into consideration the implementation of data access procedures in order to support Council's needs related to performance measurement; develop tools/platforms that will allow a reliable, effective, and efficient reporting capacity.

- **Relevance of indicators, measures, and data:** Taking into consideration the high level of effort related to data collection and validation, some data are difficult to collect/report in an ongoing manner (e.g., public appreciation of the arts).

Mitigation: The Council will select indicators that are the best possible proxies for its intended outcomes and develop a work plan that ensure a robust and agile data process and reporting.

- **Ownership of results:** The Council is one of many actors in the arts ecosystem and cannot claim full ownership of the results of its program outcomes, particularly at the intermediate and long-term levels. This is often referred to as the "contribution vs. attribution" conundrum.

Mitigation: The Council contributes to these outcomes but impacts or benefits cannot be attributed solely to the Council's interventions. Thus, the Council will need to contextualize results appropriately and use different external data sources to demonstrate its impact and results.

- **Indication of issues:** Performance measurement provides the Council with the capacity to monitor issues or challenges but cannot on its own provide the reasons behind them.

Mitigation: The Council will undertake further analysis to get to the root causes of issues and challenges that may arise. One of many types of program/ initiative/ activity evaluation may be applied.

- **Use of performance measurement:** Performance measures are only as useful as the use that is made of them.

Mitigation: The Council will ensure that staff and decision-makers are equipped to understand and use performance measurement information in the decision-making process. Information and training sessions will be organized by the HROD and RMDA sections to increase the understanding of the performance measurement process among the staff directly involved.