

# Cañon City Proposed Balanced Scorecard Measures

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# The Process

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- ▶ City Council agreed to the strategy map
- ▶ Created a measures team of six individuals
- ▶ On Sept. 29, trained team on BSC measures concepts and best practices
- ▶ Divided them into three teams of two
- ▶ Assigned 4-5 strategic objectives to each team
- ▶ Gave them homework assignments to complete offline and templates to help them
- ▶ Met three times—Oct. 12, 21, and Nov. 2—to review the work and provide feedback to finalize a proposed set of measures

# Measures Team

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- ▶ Rick Harmann
  - ▶ Bob Hartzman
  - ▶ Jim Johnson
  - ▶ Ivy Morris
  - ▶ Tammy Nordyke
  - ▶ Tammy Wagner
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- ▶ Ryan Stevens
  - ▶ Mark Cutler

# Cañon City Strategy Map v2.0



## Cañon City

Is a vibrant, attractive and safe community that values quality of life, adventure and prosperity.

### Customer

Cañon City continually improves its citizens' quality of life

We are a customer-focused, business-friendly community

Cañon City is a dynamic destination with a small-town feel

### Financial

Spend tax dollars efficiently and responsibly

Maintain a balanced, diversified economy

### Internal Processes

#### Community Engagement

Establish and promote our identity and nurture community pride

Create programming that engages people

#### Economic Development

Prioritize and implement development projects

Champion community relationships that will foster entrepreneurship

Establish Cañon City as an economically resilient community

#### Operational Excellence

Simplify municipal regulations and code

Invest in infrastructure and public safety

### Learning & Growth

Establish a culture of great customer service

Provide opportunities for staff growth and training



# Cañon City Strategy Map v2.0 with Measures



## Cañon City

Is a vibrant, attractive and safe community that values quality of life, adventure and prosperity.

### Customer

Cañon City continually improves its citizens' quality of life

- % of "See, Click, Fix" complaints resolved
- How much do you agree with the statement: "Cañon City continually improves its citizens' quality of life"

We are a customer-focused, business-friendly community

- # of new businesses that are still in business in 3 years
- % business prospects that open in Cañon City (success rate)

Cañon City is a dynamic destination with a small-town feel

- % change in hotel occupancy rate, year-over-year (YOY)
- Heat map of visitors by zip code (Rick log into the data – Bridge collect?)

### Financial

Spend tax dollars efficiently and responsibly

- % city projects finished on time & on budget
- City bond rating, YOY

Maintain a balanced, diversified economy

- % annual increase of people employed by each industry
- # of industry sectors/year

### Internal Processes

#### Community Engagement

Establish and promote our identity and nurture community pride

- # of #mycanoncity hashtags/month
- # of promotional events held, semi-annual

Create programming that engages people

- % of programs that achieve their participation goal
- % of participant positive response to events (regardless of medium, e.g. comment cards, social media)

#### Economic Development

Prioritize and implement development projects

- # of action items completed from the Comprehensive Plan, Downtown Strategic Plan, and Market analysis for next year

Champion community relationships that will foster entrepreneurship

- # of new programs/mentorships for business owners, YOY
- % business participation in mentorship programs

Establish Cañon City as an economically resilient community

- # of proactively generated economic development prospects
- \$ marketing spend outside the area

#### Operational Excellence

Simplify municipal regulations and code

- # of regulations and code that need to be simplified
- % of identified regulations/code that have been simplified, semi-annual

Invest in infrastructure and public safety

- % increase in patrols
- # of new infrastructure projects successfully completed

### Learning & Growth

Establish a culture of great customer service

- % of staff completing customer service training (customer service survey question)

Provide opportunities for staff growth and training

- % of staff who complete their annual training plan
- % of staff qualified to transition to next higher position

# Customer Perspective

Cañon City continually  
improves its citizens'  
quality of life

## Objective Owner:

Manager who will be accountable  
for reporting on this objective

Proposed Measures		Rationale	New?
1.	% of "See, Click, Fix" complaints resolved	Measures rate at which we fix things in the community, improving quality of life	
2.	Average survey score (0-10) by citizens asking how much do you agree with the statement: "Canon City continually improves its citizens' quality of life"	Direct measure of much citizens agree that we are achieving the objective	

# Customer Perspective

We are a customer-focused, business-friendly community

## Objective Owner:

Manager who will be accountable for reporting on this objective

Proposed Measures		Rationale	New?
1.	# of new businesses that are still in business in 3 years	If we are customer focused and business friendly, we will do the things necessary to help businesses succeed	
2.	% business prospects that open in Canon City (success rate)	If an increasing % of business prospects open in the City, we are a customer focused, business friendly community	



# Customer Perspective

Cañon City is a dynamic destination with a small-town feel

## Objective Owner:

Manager who will be accountable for reporting on this objective

Proposed Measures		Rationale	New?
1.	% change in hotel occupancy rate, year-over-year (YOY)	This tells us if visitors increasingly find us a destination they want to visit	
2.	Heat map of visitors by zip code (Rick look into the data – Bridge collect?)	This tells us where visitors are coming from	

This is the one objective for which I feel we do not have an ideal measure. Can we survey visitors and ask them:

On a scale of 1 to 10, with one being "I do not at all agree" and 10 being "I highly agree," to what degree do you agree with the statement: "Canon City is a dynamic destination with a small-town feel."



# Financial Perspective

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Spend tax dollars  
efficiently and  
responsibly

## Objective Owner:

Manager who will be accountable  
for reporting on this objective

Proposed Measures		Rationale	New?
1.	% city projects finished on time & on budget	This tells us that tax dollars are being used efficiently and effectively because city projects are getting done on time and on budget	
2.	City bond rating, YOY	This gives us an objective, outsider's view of our economic standing	

# Financial Perspective

Maintain a  
balanced,  
diversified economy

## Objective Owner:

Manager who will be accountable  
for reporting on this objective

Proposed Measures		Rationale	New?
1.	% annual increase of people employed by each industry	This tells us if one industry is dominating the employment of city residents or if employment is more evenly distributed (more balanced) among industries	
2.	# of industry sectors in Canon City/year	This tells us how many dominant industry sectors we have in the City and lets us know if we are too dependent on any one or two	

# Internal Processes: Community Engagement

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Establish and promote our  
identity and nurture community  
pride

## Objective Owner:

Manager who will be accountable  
for reporting on this objective

Proposed Measures		Rationale	New?
1.	# of #mycanoncity hashtags/month	Provides a measure of how well we are promoting the City and people are responding to it	
2.	# of promotional events held	Directly counts how often we promote the City with specific events	

# Internal Processes: Community Engagement

Create programming that engages people

## Objective Owner:

Manager who will be accountable for reporting on this objective

Proposed Measures		Rationale	New?
1.	% of programs that achieve their participation goal	Tells us we are holding events that people are attending and the assumption is if they continue to attend (and the numbers maintain or increase), we are engaging them	
2.	% of participant positive response to events (regardless of medium, e.g. comment cards, social media)	Gives us direct evidence that people are responding positively to our events	



# Internal Processes: Economic Development

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Prioritize and implement development projects

## Objective Owner:

Manager who will be accountable for reporting on this objective

Proposed Measures		Rationale	New?
1.	# of action items completed from the Comprehensive Plan, Downtown Strategic Plan, and Market analysis for next year	If we are completing action items, then we are implementing projects	

# Internal Processes: Economic Development

Champion community relationships that will foster entrepreneurship

## Objective Owner:

Manager who will be accountable for reporting on this objective

Proposed Measures		Rationale	New?
1.	# of new programs/mentorships for business owners, YOY	If some business owners are being mentors to others, they are forming relationships and fostering entrepreneurship	
2.	% business participation in mentorship programs	This tells us how engaged the business community is in the mentorship programs and if they aren't tells us we need to make changes	

# Internal Processes: Economic Development

Establish Cañon City as an economically resilient community

## Objective Owner:

Manager who will be accountable for reporting on this objective

Proposed Measures		Rationale	New?
1.	# of proactively generated economic development prospects	This tells us how good we are at developing the economy and making us an economically resilient community	
2.	\$ marketing spend outside the area	This tells us how much of an effort we are making at promoting our community externally and, thus, making it more resilient	

# Internal Processes: Operational Excellence

Simplify municipal regulations  
and code

## Objective Owner:

Manager who will be accountable  
for reporting on this objective

Proposed Measures		Rationale	New?
1.	# of regulations and code that need to be simplified	This forces us to assess or regulations and code to see what needs to be simplified	
2.	% of identified regulations/code that have been simplified, semi-annual	This tells us how successful we are at simplifying the code/regulations we have identified needs to be simplified	



# Internal Processes: Operational Excellence

Invest in infrastructure and public safety

## Objective Owner:

Manager who will be accountable for reporting on this objective

Proposed Measures		Rationale	New?
1.	% increase in patrols	If patrols are increasing, it shows we have invested in public safety	
2.	# of new infrastructure projects successfully completed	If the # of infrastructure projects successfully completed increases, we have successfully invested in infrastructure	

# Learning & Growth Perspective

Establish a culture of great customer service

## Objective Owner:

Manager who will be accountable for reporting on this objective

Proposed Measures		Rationale	New?
1.	% of staff completing customer service training	Demonstrates we are training our staff on customer service	
2.	Citizen/customer survey questions: Average score (0-10) rating of city staff customer service	Shows the results of the training and if ratings improve, we are starting to establish the culture of great customer service	

# Learning & Growth Perspective

Provide opportunities for staff growth and training

## Objective Owner:

Manager who will be accountable for reporting on this objective

Proposed Measures		Rationale	New?
1.	% of staff who complete their annual training plan	If we monitor to ensure staff complete their training plans, it demonstrates we provide opportunities and take staff growth and training seriously	
2.	% of staff qualified to transition to next higher position	Demonstrates we are providing training that enables staff to advance their careers	

# APPENDIX

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# Notes

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## ▶ Citizen Survey questions:

- On a scale of 0 to 10 with 0 being “do not agree at all” and 10 being “totally agree”, how much do you agree with the statement: “Canon City continually improves its citizens’ quality of life”?
- On a scale of 0 to 10 with 0 being the lowest and 10 being the highest, how would you rate the customer service provided by Canon City staff?

## ▶ Heat Map of visitors –

- Rick to look into the data
- Can we leverage data the Bridge collects?