



**Municipal Benchmarking
Network Canada**

**Réseau d'étalonnage
municipal du Canada**

Measuring Municipal Performance

Inspiring Excellence

About MBNCanada

Network of Canadian Municipalities

Our mission is to enhance municipal service through collaboration, networking, benchmarking and performance measurement.

Maintain a credible data source that measures municipal performance

Support data analysis and comparison and the sharing of municipal operational practices

Facilitate collaboration and discussion of municipal trends, innovative practices and knowledge exchange

Report on municipal performance to inform service delivery and to assist staff and citizens to understand how their municipality is performing over time and in relation to others



36 Service Areas

Direct Services (23)

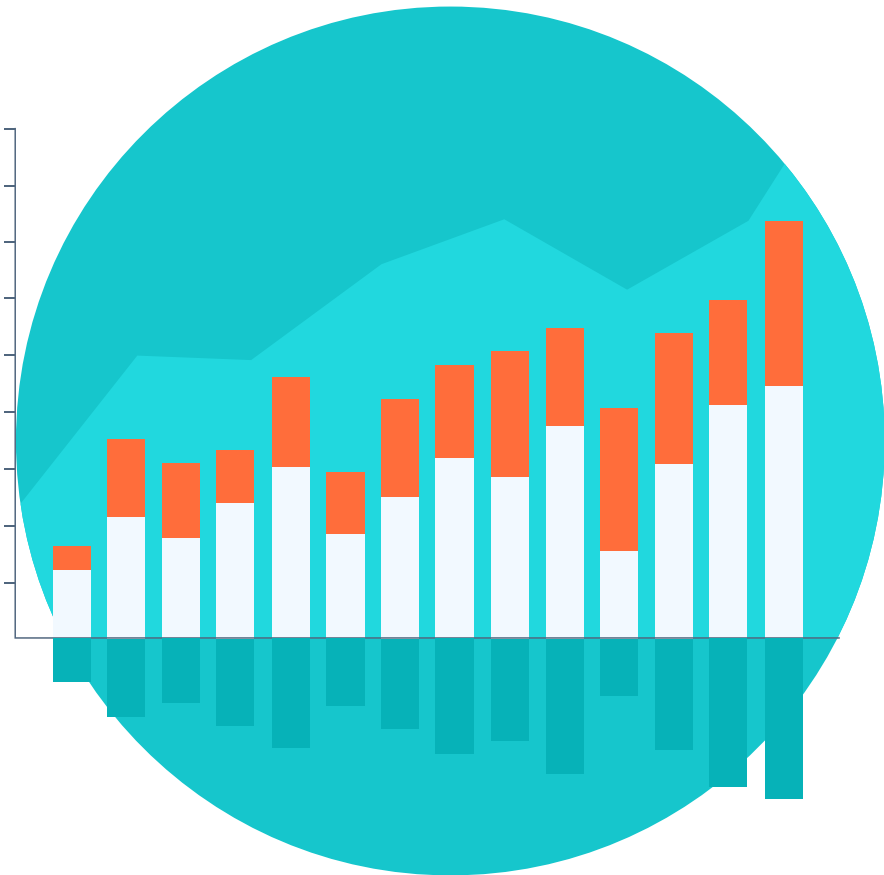
- Building Permits and Inspections
- By-law Enforcement
- Child Care
- Culture
- EMS
- Emergency Shelters
- Fire Services
- Libraries
- Licensing
- Long Term Care
- Parking
- Parks
- Planning
- POA (Court Services)
- Police Services
- Roads
- Social Assistance
- Social Housing
- Sports & Recreation
- Transit
- Waste Management
- Wastewater
- Water

Indirect (Support) Services (13)

- Accounts Payable
- Clerks
- Facilities
- Fleet
- General Government
- General Revenue
- Human Resources
- Information Technology
- Investment Management
- Legal Services
- Payroll
- Purchasing
- Taxation



Why Measure?



- Set goals, identify benchmarks and evaluate your progress
- Collaborate to identify opportunities to enhance municipal performance
- See the results of service delivery changes

Meaningful measurement is essential to perform better and accomplish more.





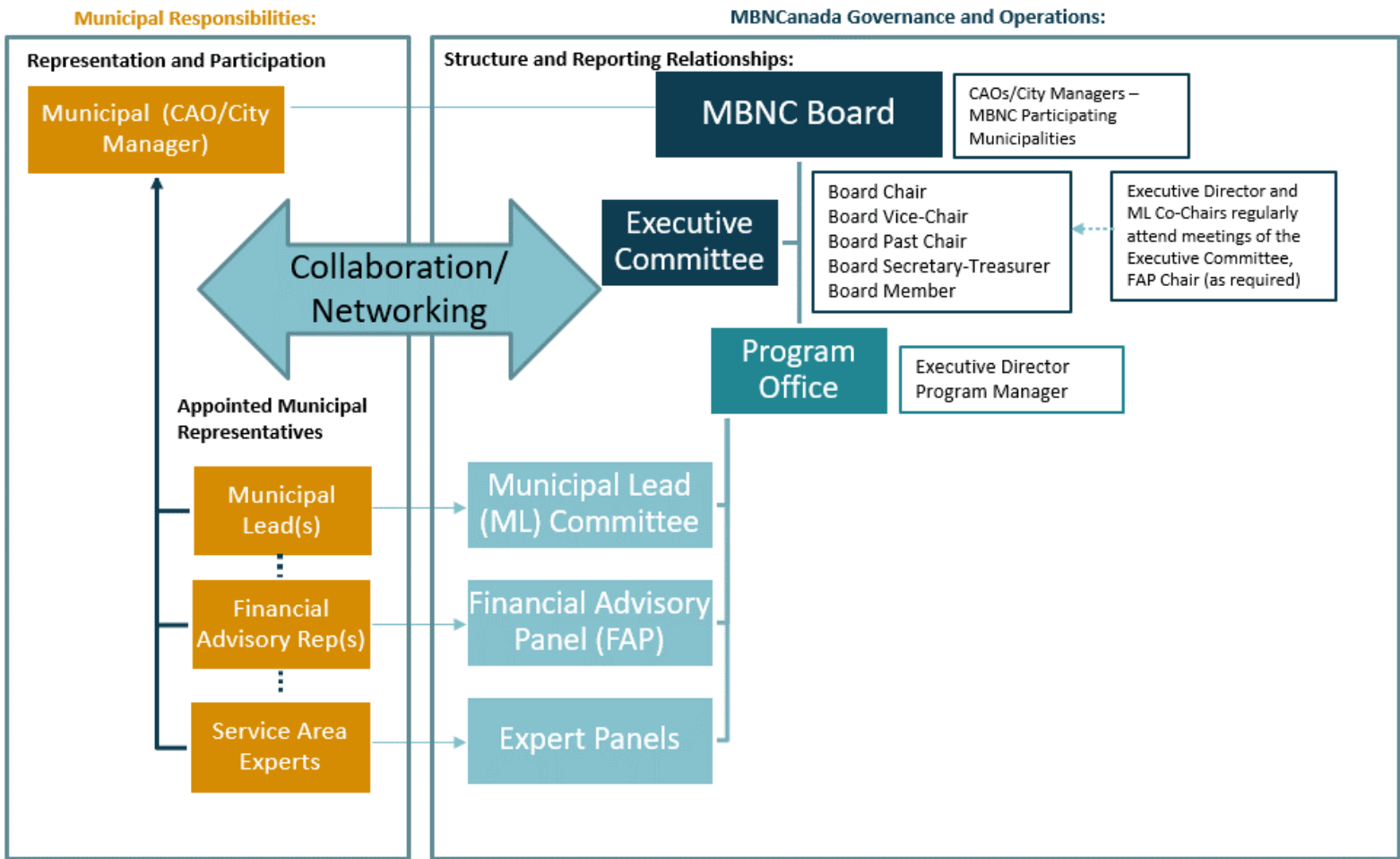
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Governance, Methodologies and Tools



Proposed Reporting and Governance Structure



Roles & Responsibilities

Board of Directors and Executive Committee

- Sets the overall strategic direction for the initiative in keeping with the Vision and Mission
- Supports and guides the execution of the strategic plan

Program Office

- Responsible for the overall planning, coordination, implementation, management, supervision and evaluation of activities, programs and special projects related to MBNCanada

Municipal Lead Committee (ML Committee)

- The Municipal Lead Committee and ML Co-chairs work with and support the Program Office, while representing the collective views of the Municipal Leads, to ensure the operations of MBNCanada meet the objectives of the Board.

Financial Advisory Panel

- Ensures MBNCanada Cost Methodology is followed and confirms costs are measured in a consistent manner
- Works with Municipal Leads and Experts to better understand their data

Expert Panels

- Establish and collect relevant data and performance measures for the each service delivery area and undertake value-add research and analysis
- Share best practices
- Conduct additional data analysis



Methodology, Processes and Tools

Key Foundational Pieces

- Core Measurement Framework
- Cost Methodology
- Data Sharing Protocol

Processes

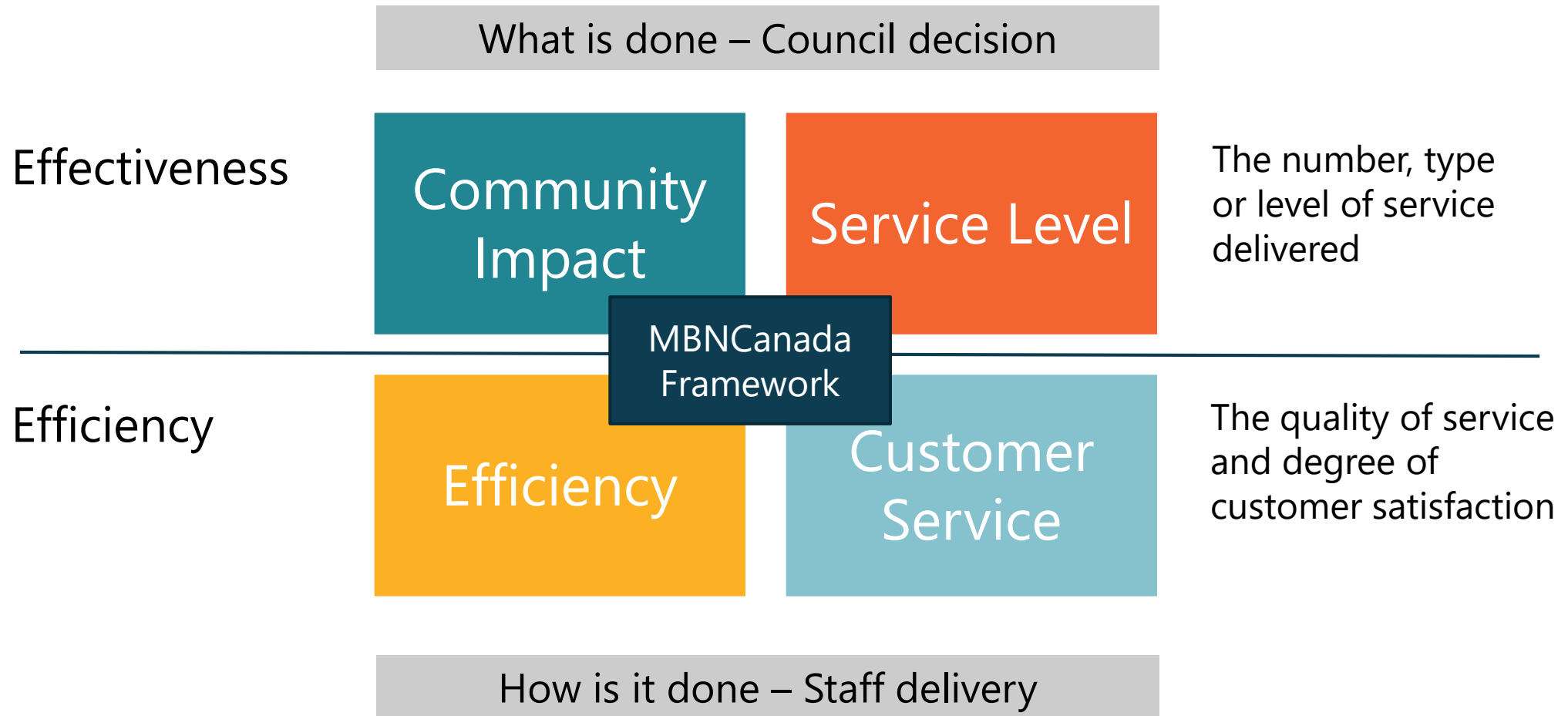
- Annual Data Call Cycle
- Peer Review

Tools

- Data Warehouse
 - Data Dictionaries
 - Documents | Reports



Core Measurement Framework



MBNCanada Cost Methodology

Purpose: To provide direction and guidance on the calculation of cost measures (e.g., cost allocation) to ensure a consistent approach across participating municipalities.

- **Consistency** - All Municipalities have different organizational forms with many indirect services built into their cost structure. Total Costing Method allows for better comparability between municipalities, regardless of their organizational form.
- **Comprehensive** – All operating and capital costs used in delivering the service are considered. This includes amortization and the allocation of program support.
- **Decision Making** - The knowledge of the full cost of a service informs decision-making as to the level, quality, and efficiency of municipal services.



Data Sharing Protocol

Document developed to provide guidance re:

- How data is to be shared and reported
- How data is used with consultants – conflict of interest
- Confidentiality of MBNCanada data and material
- How to deal with external parties
- Intellectual property and propriety information



Annual Data Cycle | Peer Review



What Is The Data Used For?



Public reports



Council and senior leadership reports



Service level reviews and evaluations



Annual budgets



Strategic and operational planning



Assist Council, staff and residents in understanding how their municipality is performing over time and in relation to others





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Networking and Collaboration



Collaboration

Performance Measurement/Benchmarking – Annual Cycle:

- Establish performance measures
- Collect, analyze and report on data
- Identify trends, emerging issues and innovative practices



Networking and Knowledge Exchange:

- Collaboration through MS Teams
- MBNCanada Annual Forum
- Webinars, file shares and other benchmarking tools

Partnerships:

- Identify strategic partnerships to support and enhance municipal service delivery





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Member Municipality Commitment



Municipal Lead Roles & Responsibilities

The Municipal Lead is appointed by their CAO or City Manager and has 3 primary roles:

1. Municipal Lead at the local level:

- Champion program within organization
- Co-ordinate annual data call
- Keep senior staff informed

2. Participation in the MBNCanada Municipal Lead Committee

- Lead in the implementation of the performance measurement framework and address measurement related matters
- Review policy and procedures to ensure the efficient and effective operation of program
- Participate in sub-committees or other initiatives as identified

3. Expert Panel Advisor

- Support the discussion and work of the Expert Panels
- Advises on implementation of core framework
- Represent service area at Municipal Lead Committee



Financial Advisory Panel (FAP) Member - Roles & Responsibilities

There is 1 designated FAP representative for each municipality. FAP representatives are responsible for:

Ensuring costs are measured in a consistent manner and in accordance with definitions.
Providing guidance and advice on data definitions and the compilation of municipal data.

Participation on the Financial Advisory Panel:

- Recommend changes to existing or new cost measure to better reflect the nature of the cost being calculated.
- Make recommendations to the Performance Report Subcommittee on the presentation of financial /cost data in all reports
- Maintain appropriate cost methodology for use by all municipalities.
- Identify emerging accounting issues that may impact cost calculations.
- Attend designated Expert Panel Meeting to support review and discussion of existing and/or proposed service area cost measures



Expert Panel Member - Roles & Responsibilities

Expert Panel Members are selected for each service area and are responsible for:

Municipal data collection in accordance with the MBNCanada data call cycle.

Participation on the Service Area Expert Panel meetings:

- Review and refinement of performance measures and technical definitions for consistency, accuracy and clarity;
- Recommendation of new service area measures;
- Annual review of performance results as reported in the data warehouse ;
- Identification of emerging issues relevant to service area;
- Identification of trends in results;
- Sharing of innovative, emerging of best practices.



Cost of Participation

1. Annual Membership Fee:

- Population <250,000 \$18,900
- Population >250,000 \$28,450

2. Start Up Fee:

Ontario municipalities:	\$ 6,500
Out of Province:	\$10,000





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MUNICIPAL BENCHMARKING NETWORK OF CANADA (MBNCANADA)
RÉSEAU D'ÉTALONNAGE MUNICIPAL DU CANADA

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