



The Corporation of the Town of Milton

Report To: Council

From: Andy Scott, Director, Strategic Initiatives & Business Development

Date: September 12, 2022

Report No: ES-014-22

Subject: 2021 Annual Performance Reporting

Recommendation: **THAT this report be received for information.**

EXECUTIVE SUMMARY

The Town has expanded its annual performance reporting methodology to incorporate a standard set of performance indicators.

These indicators are grounded in research and best practice and permit for comparison with other municipalities.

REPORT

Background

On October 19, 2020, Council approved Report CORS-055-20 outlining a corporate reporting framework which identified the requirement to report at least annually on organizational performance.

This report is intended to fulfill that requirement, providing information on the key activities and outcomes achieved by the Towns programs and services.

Prior reporting has highlighted the achievement of key initiatives and activities throughout the year. This year's report is intended to take a balanced approach by reporting on highlights and successes but also leveraging a set of service delivery indicators for Council and public consumption.

A major focus of staff over the last 12 months has been to establish a set of organizational indicators and ensure they are repeatable, have sufficient rigour, and permit for comparisons to contemporary municipalities.

The Council Staff work plan identifies *'delivery of services that address increased expectations and service requests and manage the need for new investment'* as a key organizational strategic goal. There was recognition that as Milton continues to grow and develop, demand for municipal services would increase.

Background

The enhancements made to our organizational performance reporting reflect this and aligns with two of the general strategies identified as to how we would achieve the strategic goal identified above:

- Build and enhance data and information to assist Council and staff in evidence-based decision making.
- Investigate opportunities for the modernization and automation of processes that are subject to high service volumes which is another organizational strategic goal.

Discussion

The metrics selected allow staff to identify where increases to service volumes are occurring and where action is necessary to maintain services levels. It's also possible to monitor service levels, relative to the population growth the Town is experiencing, as evidenced through the most recent Census releases. This in turn allows us to predict future service levels and the resources necessary to meet those service expectations.

Selection of indicators

Staff conducted a wide ranging review of best practices in municipal performance reporting while also taking into consideration metrics identified during historical Service Delivery Reviews and the internal expertise of internal service delivery leaders.

Where reporting already occurs through provincial or association data collection, as is the case for both Transit and Fire Services, these metrics were utilized to avoid unnecessary duplication. For other programs and services, other standardized reporting organizations were identified and their methodologies were reviewed to assess the Town's ability to replicate data collection and analysis.

A premium was placed on metrics which permitted for comparison with other municipalities and where year over year trending was possible. For some indicators selected this will mean 2021 is a benchmarking year and year over year trending will begin in next years Annual Performance Report.

The Municipal Benchmarking Network of Canada (MBNC) is a primary source of comparator data in that it is a cohort of large urban municipalities who work collectively to report on program and service delivery in a consistent manner to allow for comparison and the sharing of best practice. Where possible staff have leveraged the same indicators.

Another source of financial analysis is the annual BMA Municipal Study which reports on the annual budgets of each municipality across Ontario and performs a standardized analysis on programs and services. This allows for reporting on a spend per capita basis across comparable municipal services.

Discussion

Where possible indicators will be reported using an appropriate rate (per capita or per 100,000 residents). This is important as it allows for service levels to be monitored relative to the size and scale of the community we serve.

Enhanced analysis

Across three municipal services, enhanced analysis was undertaken. This was due to either higher levels of reporting already existing (our Fire Department reports metrics annually through the Office of the Fire Marshall and our Transit Division reports metrics annually via the Canadian Urban Transport Association) or because it was determined to be of organizational interest (in the case of Bylaw and Parking Enforcement).

For these three municipal services staff performed analysis on:

- service levels;
- performance;
- efficiency; and
- operational cost.

Also conducted was benchmarking analysis with other relevant municipalities. It is intended that additional Town services will have similar analysis conducted in the future.

How is this performance reporting used?

This analysis helps staff manage performance, as well as, current and future resource needs. It also allows for the application of a Quality Improvement (QI) approach where benchmarking suggests there is a significant difference over time or with our contemporary municipalities. There are already examples of QI improvements occurring as a result of this analysis.

Longer term these indicators are used for program planning, it is especially valuable when paired with community level census data to allow staff to assess how programs and services need to change over time to meet the needs of our growing community.

For Council these indicators will be essential in supporting the development of the Town's next strategic plan. Community level indicators (such as Census data) can be combined with Service Level Indicators to measure organizational performance over time, measure progress towards strategic objectives and demonstrate the impact of additional resources on service delivery.

Two additional data pillars which will be available for future performance reporting are the results of a Community Engagement Survey which is planned for completion in late 2022

Discussion

and data flowing from the Town's Human Resources Information System (HRIS) which is scheduled to go live in 2023.

Financial Impact

There are no immediate financial impacts stemming from this report.

Respectfully submitted,

Andy Scott
Director, Strategic Initiatives & Business Development

For questions, please contact: Andy Scott Phone: Ext. 2103

Attachments

Attachment 1: 2021 Annual Progress Report

Approved by CAO
Andrew M. Siltala
Chief Administrative Officer

Recognition of Traditional Lands

The Town of Milton resides on the Treaty Lands and Territory of the Mississaugas of the Credit First Nation. We also recognize the traditional territory of the Huron-Wendat and Haudenosaunee people. The Town of Milton shares this land and the responsibility for the water, food and resources. We stand as allies with the First Nations as stewards of these lands.