

Performance Measurement What's In it For Small / Medium Municipalities?

**Ontario Eastern Municipal Conference
September 2005**

Bohdan Wynnycky, Ontario Ministry of
Municipal Affairs and Housing

The State of Affairs

- MPAB monitors municipal sector re:
performance management culture
 - Larger urban municipalities
 - Rural + small to medium municipalities
- Easier to capture information on the former
- Two recent efforts to capture information on the latter:
 - OCMPB Mandate Review
 - MPMP Web Tool – Focus Groups

OCMBP Mandate Review

Mandate of the Ontario Centre for Municipal Best Practices:

“to support the evolution of performance measurement for Ontario municipalities by reviewing and analyzing performance data to identify ‘best practices’.

- Mandate Review sent out 900 surveys – received approximately 300 responses
 - 85 municipal reps at 2 workshops

Summary of Response

- Best Practices mean different things to different people
- Good to strong support for BP info and its value
- Elected officials: BP is a staff issue
- **Elected officials and municipal leaders interested in comparisons – but only on the basis of *like* comparisons**
 - **Often not sure who to call**
 - **Time and resource constraints**
- Desire for raw MPMP data – allow municipalities to compare

MPMP Web Tool Project

Goal:

“to implement an access and analytical tool to provide Ontario’s 445 municipalities, and selected stakeholders, the ability to securely browse and extract Municipal Performance Measure Program (MPMP) results, including individual results and summary statistics.”

Two-phases

Phase 1

- establishing and documenting the business requirements
- providing the ministry with the options and recommendations

Phase 2

- implementation of the tool.

Problem / Solution

The problem of

- Municipalities not having timely access to MPMP data for comparison purposes
- Ministry staff delivering the MPMP annual summary report on a timely basis
- Key stakeholders not having access to MPMP data for data extract purposes

Potential Solution

- Improve the ability to do fair and meaningful comparisons and provide more accurate information to municipal councils
- Encourage more analysis, information sharing and attention to best practices as a result of more meaningful information being made available to a wider municipal audience

Phase I: What We Heard

Focus group (30+). Summary:

- Preference for user-defined comparisons (“nearest neighbor”)
- Municipalities lack time and resource to invest in MPMP analysis now
- MPMP data serves as a starting point for discussions with other municipalities; a means of initiating contact
- Desire for raw MPMP data – allow municipalities to compare

Moving Forward

OCMBP Mandate Review

- Discussions with AMO
 - Short, medium and long term solutions

MPMP Web Tool

- Phase II prep work underway.
- Goal: pilot next year
 - Volunteers?

Other Efforts

- Workshop for municipal staff on how to use performance measurement data / information (Oct/Nov)
- Contact: June Kasperski-Wild, MSO East

“The reality is that performance measurement, quality improvement, and public accountability are all highly controversial concepts with all the hugging appeal of a porcupine.”

Dennis O’Leary
“Measurement & Accountability: Taking Careful Aim”
Journal of Quality Improvement 21(7) 354-357

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