

UPDATE ON PERFORMANCE MEASUREMENT AND REPORTING IN BC MUNICIPALITIES

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Overview

- The Purpose
- Data Collection
- The Findings
- Conclusion

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The Purpose

- Previous studies from 2004 & 2005 raised the following issues:
 - Whether municipalities have the appropriate capacity, understanding and resources needed to carry out Charter requirements
 - Information to citizens was limited, therefore increased consultation to engage citizens to learn about relevant municipal activities was recommended
 - The challenge of working effectively with council – in particular getting buy-in and involvement in the development of performance measures

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Data Collection

- 32 municipalities contacted
- Telephone survey
- Survey divided into three parts:
 - the process of developing and working with performance measures;
 - the uses of performance measures; and
 - what would it take to better engage elected officials and citizens in the development and use of performance measures?

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Data Collection (continued)

Response Profile					
	Very Small	Small	Medium	Large	Total
	0 to 2,499	2,500 to 9,999	10,000 to 49,999	50,000 +	
Responses out of the total number in the category	6/8	5/8	2/8	8/8	21/32
Response rate	75%	63%	25%	100%	66%

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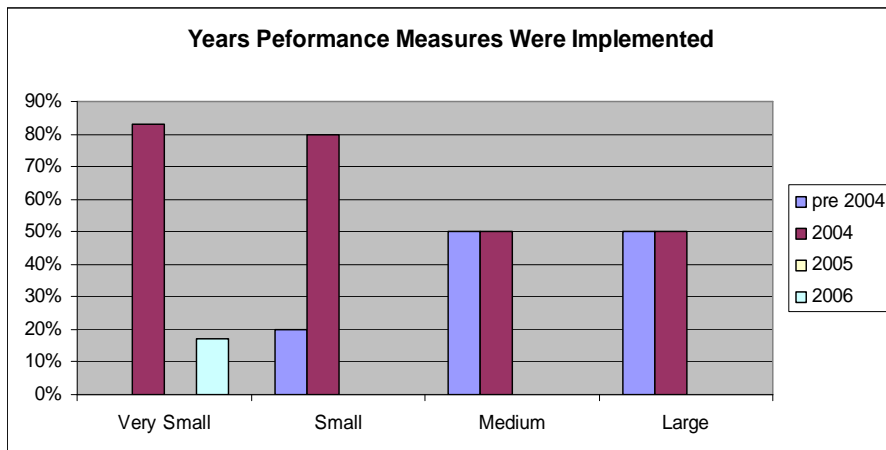
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Findings - Process



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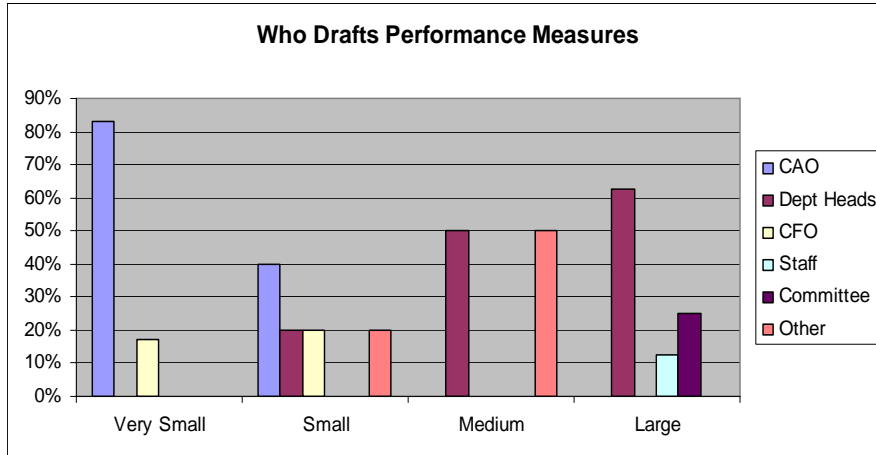
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Findings (continued)



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Findings (continued)

Is there a connection between the corporate strategic plan and performance measures and what is that connection?			
Very Small	Small	Medium	Large
No connection	As support to the strategic plan goals and objectives	Measures aligned to strategic goals	Each department does own, so not sure
	Whether or not goals in the strategic plan were completed or not	Council priorities float down to operational and performance measures support these	Corporate strategic plan lists priorities and goals and the performance measures support these
			Macro measures in corporate strategic plan
			N/A now focusing on the community plan

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Findings (continued)

How are performance measures selected for the annual report?

Very Small	Small	Medium	Large
Financial Criteria	A retreat is held to look at goals, objectives and measures	Senior managers pick the major measures and report on those	Importance and relevancy
Group consultation	To demonstrate whether projects are done or not done	The ones that support the goals in the annual report	Based on the corporate strategic planning session
			Measures support the goals and objectives
			No specific criteria at the moment

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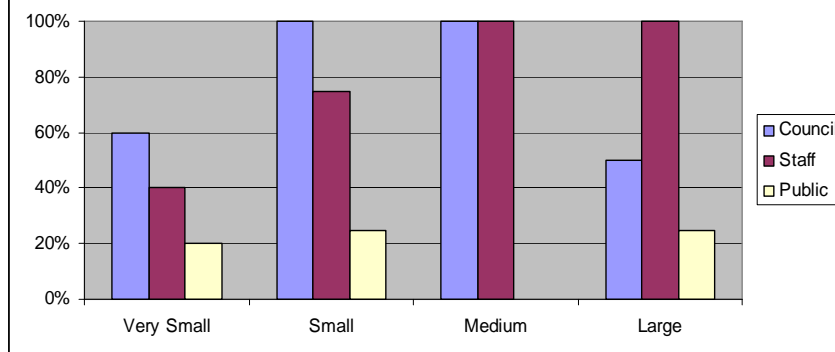


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Findings Part II – Uses of Performance Measures

Who uses information from performance measures



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Findings (continued)

How do elected officials in your community use the information?			
Very Small	Small	Medium	Large
To ensure projects council deemed are important are complete	Used to evaluate CAOs	As part of the budget	As a comparison to other municipalities
Too soon to know	As part of the annual report		Monitor progress
To make sure funds are being spent appropriately	To make sure funds are being spent appropriately		As part of the annual review
			Don't know

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Findings (continued)

How do citizens and other groups in the community use the performance information?			
Very Small	Small	Medium	Large
Don't know	Don't know	Don't know	Don't know
They receive the annual report	Present annual report at a public meeting but no one comes	The information is in the annual report, but don't know how citizens use it	Advisory groups provide feedback and input back into the performance measures
			Depends on the issue, but community associations use the information

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Findings Part III – Looking to the Future

What would it take to better engage elected officials in the development and use of the performance measures?

Very Small	Small	Medium	Large
So limited with the budget, don't know what to do	Need to get buy-in from council that this is worthwhile	Would like to have a retreat	Workshops would be a good idea
Too soon to answer	Not necessary – no one is asking for more information		Need to tie the measures into the corporate strategic plan
Opportunity to make things better, but don't know what to do	Council not interested because of time constraints		Council prefers to be at arms length
	Had a retreat and it worked well, so will probably do again		Council satisfied with the way things are
			Council does not have enough time

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Findings (continued)

What would it take to better engage citizens in their community in the performance measurement process? Are there any examples of citizen engagement?

Very Small	Small	Medium	Large
Don't know	Citizens are engaged in the capital plan	Currently have website surveys	Have a network of feedback through community groups that works well
Too soon to answer	Would like to engage citizens more, but don't know what to do	Citizen engagement is more around issues. Currently have residential satisfaction survey	Don't want to engage citizens without more strategic direction first
Current process is working, don't need more engagement	Citizens are engaged in community plan		Currently have open houses and focus groups
			Conduct citizen survey every 3 years and a business survey. Want to alternate years
			Don't want to engage citizens more – we don't get good responses from public meetings

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Findings (continued)

How would elected officials feel about more direct citizen involvement in the performance measurement and performance results process?			
Very Small	Small	Medium	Large
Just started	Can't speak for council	Would prefer it	Don't know
Wouldn't mind doing it if the public was interested	Would probably get a different answer from each councillor	Sounds good, but realistically public will not engage significantly in this type of exercise	Would probably bet a different answer from each councillor
Suspect council is currently happy but would encourage more citizen involvement	Yes, usually chagrined when no one shows		Some want more, others feel citizens engaged enough in voting process
	Would be a lukewarm response but is getting better		Council comfortable with current level of feedback
			Council would prefer it

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Findings (continued)

How would your organizations managers and staff feel about more citizen involvement in the development of performance measures?			
Very Small	Small	Medium	Large
Too soon to answer	Don't know	Would prefer it	Don't know
They wouldn't have a problem with it, if the public was interested	Problem is resources. Day to day is enough. For under 25,000 population, it's just not realistic. All we can do to just do the financial plan.	Would be good if input was representative of overall community as opposed to select group.	Those that have done public input processes often spend lots of time preparing for public input and then no one shows up
Suspect management is currently happy but would be positive about more involvement	If public was educated, would be more open to it		Feel current level of involvement is appropriate
	CAO would like it, but staff are not interested		Doubt it would be positive
			Managers feel they do a lot to engage
			Yes, very open to it

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Conclusions

- Municipalities in BC have made great strides... however...
- Previous studies still applicable
 - Do municipalities have appropriate capacity?
 - Limited information to citizens
 - Challenge to engage council to develop performance measures

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Conclusions (continued)

- Most local governments well established in reporting requirements
- However, most doing only what was required and nothing more
- Disparate responses show a narrow approach
- Disconnect between development of performance measures and any strategic planning process
- Opportunity for municipalities to become more strategic and pursue engagement

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Questions?

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