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2009 ANNUAL REPORT



ONTARIO MUNICIPAL CAOS' BENCHMARKING INITIATIVE

The Ontario Municipal Benchmarking Initiative (OMBI) is a groundbreaking collaboration between 15 Ontario municipalities plus 2 associate member municipalities from western Canada. Led by the Chief Administrative Officers (CAOs) and City Managers in each participating municipality, OMBI fosters a culture of service excellence in municipal government by creating new ways to measure, share and compare performance statistics and operational practices. OMBI acts as a source of credible information to assist Councils, staff and citizens to understand how their municipal operations are performing over time and in relation to each other.



Member Municipalities: City of Barrie • City of Greater Sudbury • City of Hamilton • City of London • City of Ottawa • City of Thunder Bay • City of Toronto • City of Windsor • District of Muskoka • Region of Peel • Regional Municipality of Durham • Regional Municipality of Halton • Regional Municipality of Niagara • Regional Municipality of Waterloo • Regional Municipality of York

Associate Members: City of Calgary • City of Winnipeg



VISION

OMBI will be a global leader in advancing municipal service delivery.

MISSION

OMBI, as a collaborative of Canadian municipalities, will contribute to the public trust and confidence in municipal government with its progressive benchmarking framework and forums for the exchange of ideas.

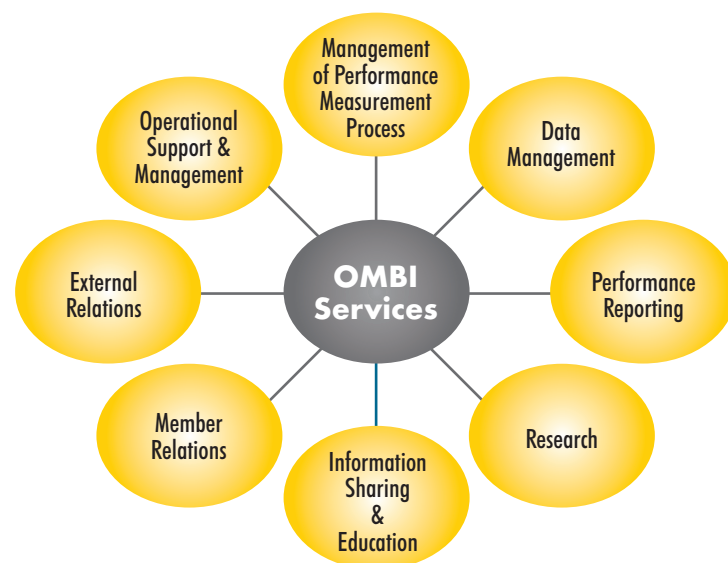
VALUES

- Exponential Thinking
- Commitment
- Respectful & Supportive
- Integrity

STRATEGIC PRIORITIES

- Clear Expectations of OMBI Participants
- Value-added Use of Expert Panels
- Effective and Seamless Information Sharing & Communication
- Aligned Services
- Evident Commitment & Leadership

SERVICES



OMBI Performance Measurement Framework

38 Program Areas Measured

Community Services (4)	Protective Services (4)	Social Services (6)	Infrastructure Services (7)	Planning and Building Services (4)	Internal Support Services (13)
Culture Libraries Parks Sports & Recreation	Emergency Medical Services Fire Provincial Courts	Child Care Emergency Hostels Long-Term Care Public Health Social Assistance Social Housing	Parking Roads Storm Water Mgmt Transit Waste Mgmt Wastewater Water	Building Permits & Inspections By-Laws Licensing Planning	Accounts Payable Clerks Facilities Fleet General Government General Revenues Human Resources Information Technology Investment Legal Payroll Purchases Taxation

<p>Community Impact Measures</p> <p>The effect programs and services have on our communities</p> <p>128 Measures</p>	<p>Service Level Measures</p> <p>The number, type or level of service delivered to residents in municipalities</p> <p>295 Measures</p>
<p>Efficiency Measures</p> <p>How municipalities use their resources, often expressed as a cost per unit of service or the volume of output per staff member</p> <p>143 Measures</p>	<p>Customer Service Measures</p> <p>The quality of services delivered to citizens</p> <p>61 Measures</p>

Measures 627

Statement of Accumulated Surplus as at December 31, 2009

(with comparative figures for 2008)	2009	2008
	\$	\$
Reserve Funds - Accumulated Surplus		
Restricted Use		
Opening surplus	100,000	100,000
Expenditures during year	-	-
Closing surplus	100,000	100,000
Unrestricted Use		
Opening surplus	105,955	101,658
Surplus from Operating Budget	5,966	4,297
Closing surplus	111,921	105,955
Total Accumulated Surplus	211,921	205,955

Statement of Revenues and Expenditures For the Year ended December 31, 2009

(with comparative figures for 2008)	2009	2008
	\$	\$
Project Office Operations		
Revenues - Membership Fees	(347,950)	(325,675)
Expenditures		
Salaries and Contractual Services	232,572	245,734
Meeting Expenses, Travel & Administration	28,332	33,733
Development and Support	6,859	21,762
Data Warehouse Upgrade	36,710	-
Fall Forum and Special Projects	5,000	(3,173)
OMBI Public Report	32,511	23,322
Total Expenditures	341,984	321,378
Net Expenditures (Revenues)	(5,966)	(4,297)



Message from the Lead CAO

The CAO's Benchmarking Initiative is playing a key role in the Ontario municipal sector when it comes to measuring and comparing service delivery. The OMBI Management Committee has demonstrated commitment to developing powerful methodology to generate 'best practice' insights, improved service costing and quality measurement tools for municipal business planning - all important steps toward excellence in government.

For our employees delivering municipal services to citizens, the opportunity to network, collaborate and learn with their peers is invaluable. As municipalities, we strive to be smarter, more productive, efficient and responsive to optimize finite resources. OMBI is providing a framework to make this possible.

It is a privilege and a delight to work with such a fine team.



Bruce Macgregor, CAO
Regional Municipality of York

Message from the Management Committee

In 2009 the OMBI Management Committee, through their respective municipalities, navigated a successful 2008 data call. The addition of this data provides five years of results for most program areas.

Through the Performance Reporting Sub-committee, this compilation of data is the foundation for the development of two formal reports; the Executive Report to the CAOs and City Managers and the 2008 Performance Benchmarking Report, published for wider distribution.

The Forum Sub-committee, in response to feedback received at the 2008 Fall Forum, moved the Forum into the Spring of 2010 and leveraged this opportunity to launch the data call. This coincided with major changes in Provincial reporting requirements around accounting for Tangible Capital Assets Reporting and required a re-write of many technical definitions with Financial Information Return (FIR) references. While this work took place in 2009, the changes are effective for 2009 reporting.

A review of the Expert Panels was held in the Fall of 2009 and the process revealed opportunities for OMBI to learn from itself. The Management Committee identified that of the 33 Expert Panels, a number consistently operate at a high level producing 'value-add' results. These advanced expert panels have moved beyond simply collecting, measuring and reporting on the data. They are also transforming the information into opportunities to drive efficiency gains or improved service. The Management Committee will continue to assess the success factors of these panels and apply them to all panels.

Governance Structure

The governing body for OMBI, the OMBI Board, is a sub-set of the Mayors and Regional Chairs of Ontario (MARCO) group with municipal membership in OMBI. A CAO lead is appointed by the OMBI Board and acts as the liaison between the OMBI Board and the Management Committee.

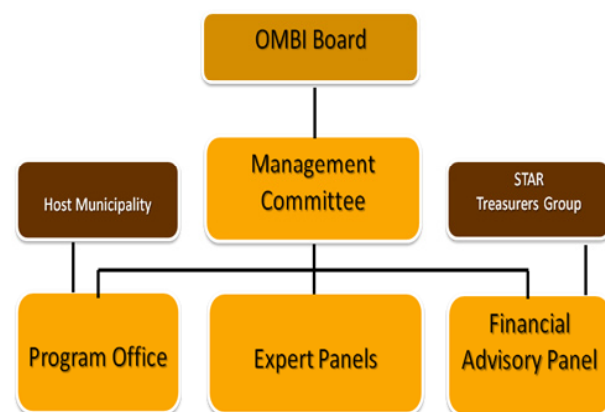
The Management Committee is comprised of Municipal Champions from each partner municipality and is accountable to the OMBI Board.

Municipal Champions are appointed by their CAO or City Manager and have delegated authority to represent the overall interests of their respective municipality and CAO in meetings of the Management Committee and other related OMBI matters. Municipal Champions within their own municipalities are accountable for the data collection process.

The OMBI Program Office is accountable to the Management Committee and is responsible for supporting the Management Committee, the OMBI partner municipalities and the administration of OMBI.

Expert panels are established at the direction of the Management Committee to co-ordinate the benchmarking activities for respective service area. These groups meet during the year to peer review performance results and discuss operational processes and practices within each of their organizations. OMBI's objective is to evolve these panels over time to a mature self-sustaining model that is fully aligned with the overall goals and objectives of OMBI.

As common measurement is a key ingredient of the OMBI initiative, the Financial Advisory Panel ensures the calculation of program costs and the application of the indirect costing methodology are applied in a consistent manner. The efforts of this group were formally validated when the Indirect Costing Methodology was adopted by the Ministry of Municipal Affairs and Housing for use in its mandatory Municipal Performance Measurement Program (MPMP).



Collaboration

The opportunity for partner municipalities to collaborate, learn, network with peers and exchange information is invaluable.

Data Warehouse

The Data Warehouse is a web-based tool facilitating the collection, consolidation and reporting of performance measures and other data. It also serves as a repository for other information of relevance to expert groups (i.e. agendas, minutes and policies).

The data warehouse, through the work of the Data Warehouse Sub-committee, has recently been upgraded to expand the reporting and exporting capabilities and enable users to modify and share documents. Members agree the Data Warehouse provides the essential backbone to data access. Next, OMBI will investigate enhancements in technology to showcase OMBI's solid foundation in performance benchmarking to a wider audience.



Networking

Performance Benchmarking Reports

In 2009 the OMBI Management Committee published the fourth annual Performance Benchmarking Report. The report highlights the successful collaboration of OMBI partners and shares information with the public on key aspects of municipal performance. This helps address the growing demand for greater accountability and transparency in the planning and delivery of municipal services.



External Liaisons

In addition to collaborating among its member municipalities, OMBI is collaborating with external organizations across Ontario and beyond.

Membership in expert panels is not restricted to OMBI partner members and often will include representatives from other levels of government. Also, some expert panel and Management Committee members have served on task forces to provide information and/or influence Provincial legislation.

For instance, members of the OMBI Financial Advisory Panel worked with Municipal Affairs and Housing, the Ministry of Finance, and the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants to develop a guide to assist all Ontario municipalities to comply with new standards for amortizing and reporting on the condition of municipal capital assets. This work continued into 2009, as OMBI was a member of the Provincial task force to redesign the Financial Information Return (FIR) to report according to the new legislation.

Another initiative includes the participation of five OMBI partners on a Municipal Services Task Force. This work involves the review of the Municipal Reference Model (MRM) developed through MISA/ASIM Canada to provide Canadian municipalities with a common way to define and classify services.

Members of the OMBI Management Committee participated in the following local, provincial, national, and international conferences and symposiums:

- Mayors and Regional Chairs of Ontario (MARCO)
- Association of Municipalities of Ontario (AMO)
- Ministry of Municipal Affairs in regard to the Municipal Performance Measurement Program (MPMP)
- Ontario Municipal Knowledge Network (OMKN)
- National Centre for Civic Innovation (NCCI) (USA)
- World Bank and the Global City Indicators Facility
- Government Finance Officers Association (GFOA)

