

Service Sustainability Assessment Tool

September 26th, 2018



Doug Allin, CAO
Township of Spallumcheen



City of Rosland
Village of Salmo
District of Clearwater

District of Squamish
District of Central Saanich
District of Saanich

Sustainable Service Delivery

A service is sustainable if it possible for the community to meet present needs without compromising the community's ability to meet future needs

Measurement and reporting is a key step in implementation



About the Project

- Initiated by City of Grand Forks
 - Sustainable service delivery a key goal
 - But no way to measure progress towards sustainable service
 - Desire to develop an **Assessment Tool**
- In 2016, City received funding to develop a framework that supports the measurement and reporting on the **sustainability of services** delivered by local governments.
- Grand Forks collaborated with a number of volunteer “cohort” communities and industry stakeholders on the project.
- Winner of an “Award of Merit” from ACECBC and a Community Excellence Award from UBCM

What do we mean by sustainability of services?

A sustainable service fulfills these criteria:

1. Meets the needs of those who receive it
2. Protects natural assets and does not degrade the environment
3. Is financially viable and stable over time

Cohort Communities

- District of Central Saanich
- City of Salmo
- District of Squamish
- District of Clearwater
- City of Rossland
- District of Saanich

Industry Stakeholders

- AGLG – Auditor General for Local Government
- AMBC – Asset Management BC
- CAO Forum
- BCWWA – BC Water & Waste Association
- BCRPA – BC Recreation & Parks Association
- GFOA – Government Finance Officers Association
- LGLA – Local Government Leadership Academy
- LGMA – Local Government management association
- MIA – Municipal Insurance Association
- MISA – Municipal Information Services Association
- Provincial Government
- PWABC – Public works Association of BC
- UBCM – Union of BC Municipalities
- Civic Info
- PWABC – Public Works Association of BC

Project Objectives

- Develop a tool to evaluate the sustainability of local government services
- Support communication with the target audiences – Council, community, and staff – through the development of accompanying reporting tools and templates
- Produce a best practice resource for other BC communities (**tool to be publicly available, free of charge**)

DATA vs INFORMATION

TYPICAL Government offering – open data file (.xls, cvs)

Calendar Year / Année	Year / Année	Calendar	Sector / Secteur	Employer / Employeur	Surname / Nom de famille	Given Name /	Position Title / Poste	Salary Paid / Traitements versés	Benefits / Avantages
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	ALMOND	PREMOSE	Director, Corporate Management / Directeur, gestion ministérielle	\$123,153.63	\$204.96	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	ANDR	RICHARD	Senior Negotiator / Négociateur principal	\$122,860.34	\$173.96	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	BENNETT	PHILLIS	Manager, Issues Management & Media Relations / Chef, gestion des questions d'intérêt relatif	\$114,369.48	\$188.52	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	BRID	ANNE	Team Lead / Chef d'équipe	\$103,033.91	\$176.37	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	BLESS	RODIE	Manager, Performance Measures & Data / Chef, mesures et données de rendement	\$122,045.94	\$175.66	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	CARR	DONALD	Assistant Deputy Minister, Negotiations & Reconciliation / Sous-ministre adjoint, négociations et	\$188,891.92	\$298.74	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	CARTY	STEPHEN	Director, Negotiations / Directeur, négociations	\$124,414.03	\$204.96	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	CHABOT	MAHIE LISE	Strategic Policy Advisor / Conseillère en politiques stratégiques	\$110,862.89	\$192.00	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	CHAM	MILTON	Chief of Staff / Chef de cabinet	\$128,256.75	\$217.44	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	CLARKE	CATHERINE	Manager, Control/ship / Chef, contrôle financier	\$101,747.32	\$178.56	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	CLARKE	CATHERINE	Director, Communications / Directeur, services de communications	\$128,257.03	\$222.27	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	CRAMP	TANYA	Executive Assistant / Attachée au directeur	\$104,403.53	\$172.21	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	DE RHYSBRY	DAVID	Deputy Minister / Sous-ministre	\$209,399.59	\$938.88	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	DE RHYSBRY	ROBERT	Senior Policy Advisor / Conseiller principal en politiques	\$102,175.22	\$175.76	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	DELUCK	DAVID	Assistant Deputy Minister, Aboriginal Relations & Minority Partnerships / Sous-ministre adjoint, rel	\$141,022.60	\$236.82	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	ELIOT	LAFIS	Senior Advisor / Conseiller principal	\$129,284.98	\$177.87	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	GENNINGS	LELANE	Director, Strategic Planning & Economic Policy / Directrice, planification stratégique et politiques é	\$107,229.76	\$184.13	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	HANDSON	LISE	Senior Negotiator / Négociatrice principale	\$119,266.05	\$204.89	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	KARY	ALAN	Team Lead, Special Projects / Chef d'équipe, projets spéciaux	\$111,930.84	\$191.34	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	KAZIER	ESTHER	Director, Corporate Management / Directrice, gestion ministérielle	\$181,560.53	\$188.64	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	MALCOLM	MICHAEL	Team Lead, Research and Assessment / Chef d'équipe, recherche et évaluation	\$109,094.05	\$197.32	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	MICHELL	FRITZCO	Director, Strategic Initiatives & Social Policy / Directeur, initiatives stratégiques et politiques socia	\$122,965.45	\$208.00	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	MUSSO	FLAVIA	Senior Media Relations & Issues Coordinator / Coordinatrice principale des relations avec les m	\$102,014.82	\$172.29	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	NOLAN	JOHN	Senior Negotiator / Négociateur principal	\$121,564.63	\$204.89	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	PHOENIX	DAVID	Team Lead, Consultation / Chef d'équipe, consultation	\$108,990.89	\$195.90	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	POLLACK	ALISON	Assistant Deputy Minister, Strategic Policy & Planning / Sous-ministre adjointe, politiques et plan	\$168,532.20	\$296.14	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	POODLOO	MESHA	Negotiator / Négociateur	\$118,848.87	\$204.89	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	ROGTON	STEPHANE	Special Policy Advisor / Conseiller spécial en politiques	\$108,414.20	\$173.96	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	ROID	RANDY	Director, Community Initiatives / Directeur, initiatives communautaires	\$122,264.09	\$204.86	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	ROBERTSON	HEATHER	Senior Negotiator / Négociatrice principale	\$115,605.12	\$199.83	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	ROBERTSON	RANDY	Director, Programs & Services / Directeur, programmes et services	\$108,111.43	\$204.21	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	THAT CHEH	HILLARY	Assistant Deputy Minister, Aboriginal Relations & Minority Partnerships / Sous-ministre adjointe, r	\$195,238.28	\$292.85	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	THOMPSON	BRADFORD	Coordinator, Business & Corporate Planning / Coordonnateur des activités de planification des activités de	\$142,186.48	\$122.77	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	TERPENBACH	HANITA	Director, Aboriginal and Minority Relations Branch / Directrice, section des relations avec les au	\$142,113.73	\$204.21	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	WELLS	CORWIN	Manager, Minority Partnerships / Chef, partenariats minoritaires	\$108,882.70	\$188.29	
2014	2014	Government of Ontario - Ministries - C	Aboriginal Affairs / Affaires autochtones	WELLS	ELIZABETH	Senior Negotiator / Négociatrice principale	\$103,391.96	\$20.50	
2014	2014	Government of Ontario - Ministries - C	Agriculture, Food & Rural Affairs / Ag	ALDER	JANE	Senior Program Advisor / Conseiller principal en programmes	\$104,871.37	\$181.23	
2014	2014	Government of Ontario - Ministries - C	Agriculture, Food & Rural Affairs / Ag	ALDER	BEVERLEY	Manager, Legislative Policy / Chef, politiques législatives	\$114,978.96	\$197.26	
2014	2014	Government of Ontario - Ministries - C	Agriculture, Food & Rural Affairs / Ag	ALLEN	JANE	Manager, Socio-Economic Analysis / Chef, analyse socio-économique	\$112,063.76	\$187.26	
2014	2014	Government of Ontario - Ministries - C	Agriculture, Food & Rural Affairs / Ag	ALSO	JANET	Lead Veterinarian, Regulatory Response / Vétérinaire principale, interventions réglementaires	\$105,192.31	\$181.83	
2014	2014	Government of Ontario - Ministries - C	Agriculture, Food & Rural Affairs / Ag	ALVES	BARBARA	Senior Policy Advisor / Conseillère principale en politiques	\$104,149.68	\$179.05	
2014	2014	Government of Ontario - Ministries - C	Agriculture, Food & Rural Affairs / Ag	ALVES	DANIEL	Manager, Veterinary Services & Policy / Chef, services et politiques vétérinaires	\$112,892.44	\$187.26	
2014	2014	Government of Ontario - Ministries - C	Agriculture, Food & Rural Affairs / Ag	ANDERSON	ANNETTE	Executive Assistant / Attachée au directeur	\$113,425.46	\$188.59	
2014	2014	Government of Ontario - Ministries - C	Agriculture, Food & Rural Affairs / Ag	BALBY	KAREN	Manager, Dairy Food Safety Program / Chef, programme de sécurité des produits laitiers	\$112,892.44	\$187.26	
2014	2014	Government of Ontario - Ministries - C	Agriculture, Food & Rural Affairs / Ag	BALBY	BARON	Director, Food Safety & Environmental Policy / Directeur, politiques de l'environnement et salubrit	\$148,219.21	\$234.21	
2014	2014	Government of Ontario - Ministries - C	Agriculture, Food & Rural Affairs / Ag	BALBY	BARON	Lead Veterinarian, Agent on the table / Chef, programme de sécurité des produits laitiers	\$100,314.02	\$20.50	
2014	2014	Government of Ontario - Ministries - C	Agriculture, Food & Rural Affairs / Ag	BALBY	HUGH	Manager, Horticulture Technology / Chef, techniques horticoles	\$114,783.72	\$187.26	
2014	2014	Government of Ontario - Ministries - C	Agriculture, Food & Rural Affairs / Ag	BALBY	RICHARD	Manager, Economic Development Programs & Information Services / Chef, programmes de dével	\$101,188.48	\$174.82	
2014	2014	Government of Ontario - Ministries - C	Agriculture, Food & Rural Affairs / Ag	BALBY	MARSA	Senior Policy Advisor / Conseillère principale en politiques	\$104,101.29	\$179.31	
2014	2014	Government of Ontario - Ministries - C	Agriculture, Food & Rural Affairs / Ag	BALBY	TRACY	Lead Veterinarian, Disease Prevention, Zoonoses / Vétérinaire principale, prévention des maladies des	\$124,510.51	\$204.27	
2014	2014	Government of Ontario - Ministries - C	Agriculture, Food & Rural Affairs / Ag	BALBY	MARTIN	Director, Rural Programs / Directeur, programmes pour les collectivités rurales	\$124,094.29	\$205.91	

EVOLVING Government offering – data in context – information layered

Payroll Summary

Total Payroll

\$2.93 Billion

Calendar Year 2014

Highest Paid Employee

\$745,208

CARMINE MARCELLO - President & Chief Ex...

Top Department

\$727.79 Million

Comm. Safety & Corr. Services / Sécurité Co...

The total spent Ontario in calendar year 2014

Highest Paid Employees

LINDA RABENECK

Position	Job Title	Employment Type	Base Pay	Benefits	Total Pay
President	Vice President, Prevention & Cancer Control / Vice-présidente, Prévention Et Lutte Contre Le Cancer	Full Time	\$532,108		\$581,962
Chair and Executive	Cancer Care Ontario / Action Cancer Ontario				\$581,962

Payroll Details

Position	Total Pay	Base Pay	Benefits
President	\$581,962	\$532,108	\$49,854

Public data sets - samples

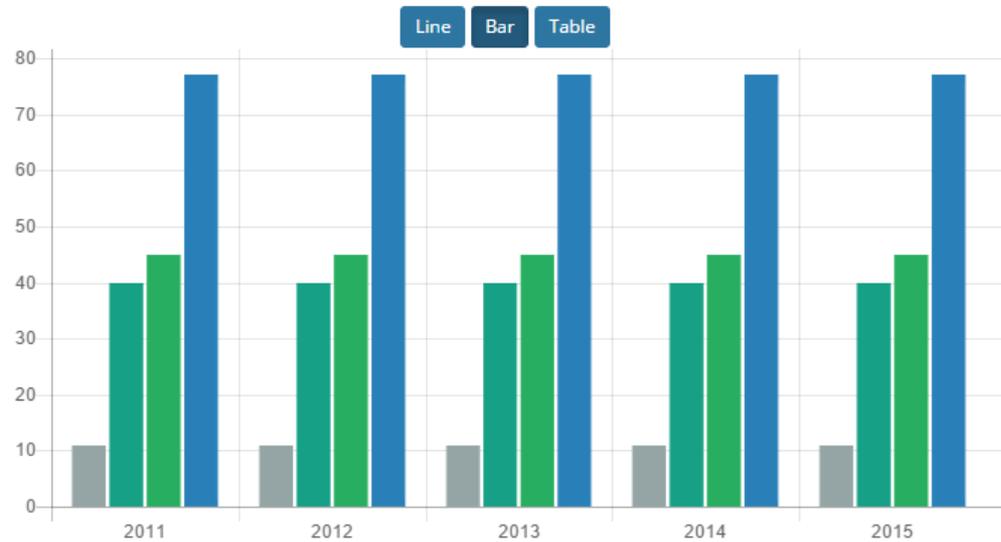
- Asset Management Data (Assessment Form)
- Local Government Data Entry
- Greenhouse Gas Emissions Reporting Program
- Air Quality Index
- CivicInfo Surveys
- BCStats
- StatsCan & Census of Canada
- LG Audited Financial Statements
- LG Open Data

CIVIC INFO

Visualizing Municipal Data

Graphs & Data

Population, Area, and Basic Infrastructure



Based on our research and consultation, we know the tool has to:

1. Be useful
2. Be simple
3. Do a great job of assessing core services as a starting point (not trying to start with all services)
4. Leverage existing processes and data
5. Support effective and proactive communication with Council
6. Drive continuous improvement
7. Be scalable and available to all BC local governments

What is the Service Sustainability Assessment Tool?

- A simple tool that helps communities self-assess their sustainable service delivery performance
- Eight Core Services
- Scalable to any size or stage
- Tracks progress over time



Wastewater



Fire Protection



Water



Transportation



Civic Facilities



Solid Waste



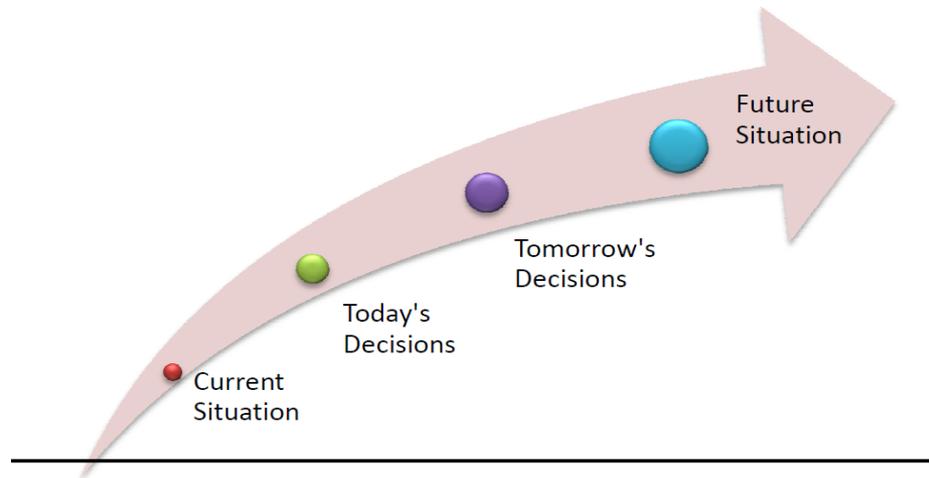
Parks and
Recreation



Drainage and
Flood Protection

The Tool will help you...

- Communicate with Council/Public
- Prepare annual reports
- Identify where services are doing well
- Identify where sustainability of the service is at risk
- Develop plans/strategies to improve service provision
- Track progress over time



What does the Tool measure?

- **Current Performance** and **Preparedness for the Future**
- For each of Current Performance and Preparedness for the Future, the Tool addresses:
 - **Service Delivery** - How are services provided? What quality? What quantity?
 - **Governance** – How are decisions made? How is the public consulted?
 - **Finance** – How is the service financed? Is funding sufficient?

What does the tool look like?

- Excel file with 3-page user guide
- Each service area has its own tab in excel with questions related to both **Current Performance** and **Preparedness for the Future**
- Scores in each area are combined to give an overall measure of Sustainability for the service



How do you use the tool?

- Modelled after Asset Smart
- For each measure enter a score between 0 and 3 that best describes the situation
- 15 minutes/service area

SCORE	WATER QUALITY - SAFETY
0	Boil advisories occur in most years
1	Boil water advisories occur, but infrequently (no more than every 5 years)
2	Water quality consistently meets schedule B testing requirements of the DWPR.
3	Water quality consistently meets Schedule B of the DWPR requirements, plus testing is done for additional risk parameters

Example of one of the twenty-one questions on the Water page

How are the results communicated?

DASHBOARD #1 | AUDIENCE: COUNCIL / PUBLIC



DASHBOARD #2 | AUDIENCE: SENIOR MANAGERS



DASHBOARD #3 | AUDIENCE: DEPARTMENT STAFF

WATER	CURRENT PERFORMANCE	PREPAREDNESS FOR THE FUTURE
Service Delivery	90%	70%
+ Finance	75%	90%
+ Governance	60%	80%
	75%	80%

Service Sustainability
Assessment Tool
Example

What's next for the tool?

1. Keepin' it alive:

- Posted to AMBC website for use by all communities
- Presentation at upcoming conferences and with professional organizations
- Continue to beta test as resource for strategy development

2. As it's easy to use, expected to improve ability for local governments to provide sustainable services

Where do we go from here?

Some interesting anecdotes we heard from communities about other areas needing further companion documents to improve service delivery

- ✓ Operations
- ✓ Capital Planning
- ✓ Climate Change
- ✓ Natural Assets
- ✓ Land-use Planning
- ✓ Social Planning/Housing