



The Corporation of the Town of Milton

Report To:	Council
From:	Meaghen Reid, Director, Legislative & Legal Services/Deputy Clerk
Date:	October 19, 2020
Report No:	CORS-055-20
Subject:	Reporting to Council
Recommendation:	THAT the updates to the Town's reporting framework as identified in Appendix B to report CORS-055-20 be implemented.

EXECUTIVE SUMMARY

- On May 25, 2020, Council passed a resolution directing staff to complete an inventory of regular reports to Council including the frequency of each and report back to Council no later than October on any amendments recommended in order to provide the information Council needs to fulfill its mandate.
- Staff have completed an inventory of regular reports and are recommending various improvements in areas such as the Council-Staff work plan, program and service achievements, service delivery review status, building activity and legal updates.
- Reporting to Council through regular staff reports will continue to form one component of the Town's overall communication strategy with Council, the public and other stakeholders.

REPORT

Background

At the Council meeting held on May 25, 2020, as a result of a Notice of Motion, Council passed a resolution directing staff to complete an inventory of regular reports to Council including the frequency of each and report back to Council no later than October on any amendments recommended in order to provide the information Council needs to fulfill its mandate under the Municipal Act. This resolution also directed that the report consider the impacts to staff time on such reporting. A copy of the full wording of the resolution, including examples of reporting that staff could consider during its review is attached as Appendix A of this report.

Discussion

Inventory of Reporting to Council

Staff have compiled an inventory of regular reports that are provided to Council, which is attached to this report in Appendix B. The list of reports is presented with reference to the format and frequency, along with brief comments related to content in several cases. The reports provide relevant information to directly inform Council in their role as decision makers for public policy and fiscal accountability.

Approximately 45 existing reports (or form of report) are identified in the examples of reporting noted in Appendix A. It includes a number of financial reporting, program reporting, and periodic studies, each of which may be presented anywhere between a monthly basis to a multi-year basis.

The nature and frequency of regular reporting is determined based on a number of considerations, including but not limited to:

- Legislated requirements
- Unanticipated funding opportunity and required resolution
- Timeliness
- Community interest in topic
- Impact on future decision-making
- The most appropriate communication vehicle (i.e. memo or report)

Formal reporting through staff reports to Council form one element of the overall communications framework. Other ways in which staff provide updates on outcomes, seek community engagement, changes in service delivery, or material that is of interest to Council or the public include:

- Memorandums to Council
- Email communication in response to a Councillor inquiry
- Public Workshops or Presentations
- News releases
- Digital platforms such as the Town's website, social media, or Let's Talk Milton,
- Meetings with members of Council (including quarterly one-on-one's with the Town's CAO)

Enhanced Reporting to Council

In addition to the inventory of existing reporting, Appendix B also notes items (highlighted in blue) that are recommended as further enhancements to demonstrate the strategic alignment of service delivery to the overall Council Staff Work Plan, legislative responsibilities, continuous quality improvement and organizational outcomes. Included within the enhanced reporting recommendations are the following:

- **Council-Staff Work Plan**

On July 20, 2020, Council adopted the Town of Milton Council-Staff Work Plan for 2020-2023, as a priority-setting tool for the balance of this term of Council. A semi-annual progress report will be provided to Council that will outline an overall status update on the work being done to achieve the plans goals and the positive impact to the Milton community.
- **Annual Program and Service Progress Reports**

These reports will provide information on key activities and outcomes achieved for programs and service. These may be reported by department or in some instances by division (e.g., fire and economic development). The report may include metrics or data that demonstrate usage or uptake of our services, key performance indicators highlighting progress or continuous quality improvement, achievements and important updates. These reports will commence in 2021.
- **Service Delivery Review Status Updates**

A Corporate-wide Service Delivery Review (SDR) project was identified as a key strategy and funded by Council with the intent of improving the understanding of services currently provided by the Town and providing better information that allows Council and staff to make informed strategic choices regarding them. The review is being completed in a phased approach with the Community Services Department and Operations Division being completed first in 2019. To take advantage of unanticipated provincial funding, Phase 1.5 was completed early this year and it addressed the Administrative Monetary Penalty System for Licensing & Enforcement. Currently, the second phase of the SDR is underway with focus on the Corporate Services Department. As part of this ongoing SDR process, staff recommend an annual report to Council with respect to an inventory and status update of Council approved SDR initiatives.
- **Building Activity Reports**

Building activity statements are currently presented informally on a monthly basis utilizing available reporting from the AMANDA software. Forecasted activity is also incorporated into both the Budget Call report and final Budget document. Staff are proposing to supplement this with semi-annual updates through Council reports that will provide further context, analysis and forecasting.
- **Legal Reports**

Staff recommend an annual report to Council on legal matters for information. Continuing with current practice, legal items of an urgent nature or matters requiring direction from Council are included on Council meeting agendas on an as-needed basis.

- **Corporate Dashboard**

In 2021 staff intend on introducing a dashboard of relevant metrics and key performance indicators to inform Council and public of activities, outcomes and the health of the organization and community. This framework will be developed with continuous improvement in mind, and will evolve as the Town further enhances its software and reporting tools.

Aside from the revised reporting as outlined in Appendix B, the Town's CAO and Commissioners will continue to provide regular updates to Council as is required or beneficial as relevant information is received. These updates will continue to take the form of one-on-one meetings, memorandums, or other channels. These avenues have been identified as being the most appropriate avenue to provide information on several items noted in the notice of motion, such as personnel changes on the Strategic Management Team or the Leadership Management Team. Should the Town find itself with any form of material issue with respect to compliance (Employment Standards Act, Occupational Health and Safety, Provincial or Federal reporting, etc.), this avenue can also be used and/or supplemented by a topic-specific staff report where appropriate. The CAO or Commissioners can also address through these venues any issues that materially impact ability of Town to function operationally or affect the reputation of the Town.

Effort Level & Staffing Considerations

The Town recognizes the importance of readily available information that is gathered with ease and efficiency to inform evidence-based decision making. Over the past year, the Town has made considerable efforts to identify key processes through continuous quality improvement activities. Additionally, with the adoption of the Council-Staff Work Plan, a number of projects identified within the plan result in significant workflow efficiencies across the organization, once implemented.

While these continuous improvements are investigated and implemented, there are a number of areas where the Town does not currently have systems, resources or processes in place to track the level of effort associated with each of the reports listed in Appendix B. Compiling and analyzing the underlying information and preparing a resulting comprehensive report can require a significant amount of staff resources though, especially in relation to corporate-wide initiatives (example - annual budget process and resulting variance reporting). These challenges can be compounded where the existing software and reporting tools are limited or require a significant amount of manual compilation or analysis. As such, the related effort level needs to be weighed heavily against the outcome and resulting timeliness and benefits when determining the appropriate frequency of reporting. The timing of key decision points of Council can also help guide decisions. Within the Town's overall strategic planning framework, key decision points of Council include:

- Strategic Plan / Council-Staff Work Plan
- Official Plan or Secondary Planning Processes

- Policy Approvals
- Master Plans (Fire Master Plan, etc.)
- Annual Budget Process
- Service or topic-specific approvals

By way of example, when Council approved the updated Financial Management Policy in 2018 (via CORS-041-18), revisions were made to the timing of variance reporting to align with the key decisions required by Council through the Budget Call report, the final proposed budget, and through the year end process. In between these critical dates, financial statements (excluding comprehensive analysis) have continued to be provided on a modified monthly basis.

A secondary example relates to the reporting that has occurred in recent years with respect to the Town's transit services. Quarterly reporting has generally been provided and included a number of metrics and performance indicators. Due to the format of the underlying data, each of these reports has required significant time to produce (approximately 20 hours). As the Town employs only two staff that are dedicated to oversight and administration of the transit service, this reporting can detract from the time available for program management, continuous improvements, and proactive initiatives.

Based on the above, many of the reports identified in Appendix B have been recommended to be presented on an annual basis. The goal is to provide Council with relevant, evidence-based decision making information. This will allow sufficient depth of review of the related information to be undertaken with each update along with appropriate context to be presented in the accompanying report, without detracting from the related service delivery. With respect to timeliness, the findings from these reports can be incorporated into the decisions made through the annual budget process, or into the master plan or policy updates that occur every few years.

The overall reporting framework recommended herein is expected to be accommodated with existing staff resources and available software. Should Council wish to look at other alternatives (with respect to frequency, content, etc.) staff can report back after a review of the potential implications.

Financial Impact

The reporting outlined in Appendix B represents an important element of the financial management framework that allows Council to perform its duties under the Municipal Act with respect to maintaining the financial integrity of the organization. The proposed reporting framework, including the enhancements recommended herein, are expected to be accommodated with existing staff resources and software/reporting tools available.



The Corporation of the Town of Milton

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Respectfully submitted,

Troy McHarg
Commissioner, Corporate Services / Town Clerk

For questions, please contact:

Phone: Ext.

Attachments
Appendix A – Resolution of Council, dated May 25, 2020 Appendix B – Reporting Summary

CAO Approval
Andrew M. Siltala
Chief Administrative Officer



Appendix A - Resolution of Council, dated May 25, 2020

Res. 058-20:

WHEREAS Milton Council has a legislated responsibility under Section 224 of the Ontario Municipal Act:

- (a) to represent the public and to consider the well-being and interests of the municipality;
- (b) to develop and evaluate the policies and programs of the municipality;
- (c) to determine which services the municipality provides;
- (d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;
- (d.1) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;
- (e) to maintain the financial integrity of the municipality; and
- (f) to carry out the duties of council under this or any other Act;

AND WHEREAS it is important and necessary for Council members to receive regular information on a broad range of topics under the jurisdiction of the Town of Milton and with varying frequency in order to meet Council's responsibilities under the Act;

AND WHEREAS staff provide information to Council through various means however most are through staff reports to Council;

AND WHEREAS it is appropriate for a review to be undertaken of the frequency and types of information Council currently receives through staff reporting to ensure appropriate and timely information is being received by Council;

AND WHEREAS Appendix A to this notice of motion contains examples of reporting that staff could consider during its review and report to Council;

THEREFORE BE IT RESOLVED THAT staff be directed to complete an inventory of regular reports to Council including the frequency of each and report back to Council no later than October on any amendments recommended in order to provide the information Council needs to fulfill its mandate under the Act;

AND FURTHER THAT the report consider the impacts to staff time on such reporting.



Quarterly:

1. Milton Transit Report, including all key performance indicators that were provided quarterly to the Milton Transit Advisory Committee before it was disbanded;
2. Milton Fire Department Report, including response times, staffing levels and other key performance indicators to help Council evaluate the effectiveness of the service; and
3. Milton Bylaw Enforcement Report, including response times, a summary of long-standing matters, and other key performance indicators to help Council evaluate the effectiveness of the service.

Monthly:

4. Number of building permits issued (both commercial and residential) versus current operating budget forecast, and financial impact variance may have on current and following year's operating budget;
5. Monthly operating budget statement that compares actual to forecast for that year as well as actual to prior year actual;
6. Quarterly balance sheet statement that compares actual to forecast for that year as well as actual to prior year actual;
7. Updated Leadership Management Team/Strategic Management Team organization chart;
8. Any Leadership Management Team/Strategic Management Team changes;
9. Any lawsuits and/or legal matters currently being dealt with by the Town of Milton;
10. Any Ombudsman/Integrity Commissioner complaints currently under investigation;
11. Compliance with Employment Standards Act;
12. Compliance with Employee Benefit and Pensions payment schedule;
13. Compliance with Income Tax Act, Employment Insurance Act, Canada Pension Plan payment schedule;
14. Compliance with Occupational Health and Safety Act; and
15. Compliance with all Province of Ontario and Government of Canada legislated filings;
16. Compliance with Town of Milton electronic records and data storage back-up policies.

Immediately:

17. Occurrence that materially impacts ability of Town of Milton to function operationally;
18. Safety and/or security breach that impacts ability of Town of Milton to function operationally;
19. Matter that materially impacts reputation of Town of Milton, its Council or staff;
20. Change in Leadership Management Team/Strategic Management Team member employment status;
21. Serious injury and/or death of employee or individual using service\providing service at Town of Milton facility.

CARRIED

Reporting Summary

Legend: **Black Font** - Item already exists
 Blue Font - New/Amended items proposed

Legislated - Req'd by Act or by-law

	Description	Format	Frequency	Comment	Objectives
Monthly					
1	Operating Budget - Statements	Staff Report	Monthly (modified)	Budget vs. actual, no accruals	Town Policy
2	Capital Budget - Statements	Staff Report	Monthly (modified)	Budget vs. actual, no accruals	Town Policy
3	Purchasing Various Reports	Staff Report	Monthly	Individual Awards	Town Policy
4	Building Activity Statement	Other	Monthly	AMANDA reporting on activity	Information
Semit- Annual					
5	Operating Budget - Detailed Review	Staff Report	Semi-Annual	Detailed review, commentary and re-forecast	Town Policy
6	Capital Budget - Detailed Review	Staff Report	Semi-Annual	Detailed review, commentary and re-forecast	Town Policy
7	Building Activity Update	Staff Report	Semi-Annual	Detailed review, commentary and re-forecast	Information
8	Council-Staff Work Plan Update	Staff Report	Semi-Annual	Updates and outcomes from priority initiatives identified in ES-009-10.	Supports Council priority
Annual					
9	Annual Budget	Staff Report & Budget Document	Annual	Actual & Forecasted Operating, Capital, Reserve, Debt & Key Statistics	Legislated
10	Financial Statements & Annual Report	Staff Report & Statements	Annual	Income Statement, Balance Sheet & Cash Flow (fully accrued), key growth and municipal statistics & trends	Legislated
11	Budget Call Report	Staff Report	Annual	Actual & Forecasted Operating, key growth and other statistics	Town Policy
12	Annual Purchasing Activity	Staff Report	Annual	Purchasing activity statistics & updates	Town Policy
13	Annual Risk Management Activity	Staff Report	Annual	Claims & Insurance statistics & updates	Town Policy
14	Annual Statement of Remuneration & Expenses	Staff Report	Annual	Council and Boards compensation	Legislated
15	Annual Report on Investment & Cash Management	Staff Report	Annual	Portfolio composition, benchmarking, update	Legislated
16	Annual Statement of Development Charge & Cash-in-lieu Reserves	Staff Report	Annual	Reserve activity & balances	Legislated
17	Annual Development Charge Indexing Report	Staff Report	Annual	Rate update & benchmarking	Town Policy
18	Annual Report on Assessment Base Management Activity	Staff Report	Annual	Appeals & hearing activity, update	Town Policy
19	Tax Write-off under S. 354 of Municipal Act	Staff Report	Annual	Write off activity requiring Council approval	Legislated

Reporting Summary

Legend: **Black Font** - Item already exists
 Blue Font - New/Amended items proposed

Legislated - Req'd by Act or by-law

	Description	Format	Frequency	Comment	Objectives
20	Annual Tax Policy & By-law	Staff Report	Annual	Tax ratios, tax rates, policy framework, updates	Legislated
21	Interim Tax Levy (Regular & PTP)	Staff Report	Annual	Interim Levy details, Pre-Authorized Program (PTP) participation rates	Legislated
22	Land Disposition Update	Staff Report	Annual	Surplus lands, proposed strategies & status updates	Legislated
23	User Fees - Annual Update	Staff Report	Annual	Fee summary & revisions	Town Policy
24	Asset Management Planning - Annual Update	Staff Report	Annual	Updates	Legislated
25	Accounts Receivable Write-offs	Staff Report	Annual	A/R billing writeoffs	Town Policy
26	Milton Community Fund Allocations	Staff Report	Annual	Evaluation process and awarded funds update, funding summary	Supports Council priority
27	Milton Youth Advisory Committee Annual Report	Staff Report	Annual		Information
28	Committee of Adjustment Annual Report	Staff Report	Annual		Information
29	Halton Court Services Annual Budget and Business Plan	Staff Report	Annual	Actual and forecasted financials, updates	Information
30	Service Delivery Review Status Updates	Staff Report	Annual	Inventory and status update of Council approved SDR initiatives	Supports Council priority
31	Executive Services Department Summary (incl. Fire and Economic Development as separate reports)	Staff Report	Annual	Statistics, KPIs, Achievements & Updates	Supports Council priority
32	Corporate Services Departmental Summary (including By-law Enforcement)	Staff Report	Annual	Statistics, KPIs, Achievements & Updates	Supports Council priority
33	Development Services Departmental Summary	Staff Report	Annual	Statistics, KPIs, Achievements & Updates	Supports Council priority
34	Community Services Departmental Summary	Staff Report	Annual	Statistics, KPIs, Achievements & Updates	Supports Council priority
35	Transit Service Reporting	Staff Report	Annual	KPIs, updates. Proposed change from Quarterly.	Information
36	Performance Dashboard	TBD	Annual	KPIs and metrics related to Town programs and services.	Information
37	Legal Matters	TBD	Annual	Tracking & update	Information
38	Integrity Commissioner Annual Report	Presentation	Annual	Update, trends and case law	Information
Greater than 1 Year Cycle					

Reporting Summary

Legend: **Black Font** - Item already exists
Blue Font - New/Amended items proposed

Legislated - Req'd by Act or by-law

	Description	Format	Frequency	Comment	Objectives
41	User Fees - Comprehensive Update	Staff Report & Study	Every 3-5 Years	Activity Based Costing, Benchmarking, Fee Summaries	Legislated / Town Policy
42	Re-assessment Update	Staff Report	Every 4 year cycle	Analysis of impacts of MPAC re-assessment cycle	Information
43	Asset Management Plan	Staff Report & Study	Every 5 Years	Asset inventory, condition, strategy, financial impact	Legislated
44	Development Charge Study	Staff Report & Study	Every 5 Years	Financial analysis, policy, benchmarking, etc.	Legislated
45	Financial Policy Updates	Staff report	Every 5 years	Research, benchmarking, recommendations	Town Policy
46	Fiscal Impact Study	Staff report & study	Every 5+years	Forecasted growth, budget, debenture and reserve impacts	Town Policy
47	Official Plan Updates	Staff Report & Study	Every 5+ years		Legislated
48	Departmental Master Plans	Staff Report & Study	Every 5+ years	Departmental master plan updates (Transit, Transportation, Recreation, Parks, Information Technology, etc.)	Supports Council priority
49	State of Road Infrastructure Report	Staff report & Study	Every 3 years	Condition assessment & forecasted spending needs	Supports Council priority
50	State of Bridge & Culverts	Staff report & Study	Every 2 years	Condition assessment & forecasted spending needs	Legislated
51	Storm Network Condition Assessments	Staff report & Study	Every 5-10 years	Condition assessment & forecasted spending needs	Supports Council priority
52	State of Facility Audit	Staff report & Study	Every 5-10 years	Condition assessment & forecasted spending needs	Supports Council priority
53	Policy Updates	Staff report	Various	As required or beneficial by program area	