

**Region of Waterloo**

**Corporate Services**

**Treasury Services**

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**To:** Administration and Finance Committee

**Meeting Date:** December 2, 2025

**Report Title:** 2024 MBNCanada Performance Measurement Report

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**1. Recommendation**

For information.

**2. Purpose / Issue:**

This report summarizes the Region of Waterloo's 2024 Municipal Benchmarking Networking Canada (MBNCanada) performance measurements results.

**3. Strategic Plan:**

This report aligns with the 2023-2027 Corporate Strategic Plan through the Resilient and future-ready organization priority to support fiscal accountability and transparency in service delivery.

**4. Report Highlights:**

- MBNCanada has been working in partnership with municipalities across Canada since 1998, and its purpose is to enhance municipal service delivery through collaboration, networking, and the implementation of performance measurement, benchmarking and other municipal continuous improvement programs and initiatives.
- MBNCanada and other performance measurement results are used by Regional staff to monitor ongoing performance and opportunities for improvement and to support recommendations to Committee and Council.
- MBNCanada has been reviewing its data collection practice and reduced the set of data measures from 538 to 152 in 2024. A formal report of all the publicly reportable measure was not prepared by MBNCanada and accordingly, staff have summarized key highlights of the data collected as presented in Appendix A.
- Overall, the Region continues to perform well across most service areas, demonstrating strong results in both efficiency and effectiveness. Benchmarking results indicate that programs and services are being delivered in a cost-effective manner, reflecting a balanced approach to performance and service delivery.

## **5. Background:**

MBNCanada, formerly the Ontario Municipal Benchmarking Initiative (OMBI), is a co-operative of municipalities, with a current membership of 8 municipalities including the Region. The Region has 26 programs participating. MBNCanada has been working in partnership with municipalities across Canada since 1998, and its purpose is to enhance municipal service delivery through collaboration, networking and the implementation of performance measurement, benchmarking and other municipal continuous improvement programs and initiatives. MBNCanada has been reviewing its data collection practice and reduced the set of data measures from 538 to 152 in 2024. A formal report of all the publicly reportable measures was not prepared by MBNCanada and accordingly, staff have summarized key highlights of the data collected as presented in Appendix A. Data was extracted from the MBNCanada Data Warehouse on September 21, 2025 and presented in alphabetical order by program.

Benchmarking is a valuable tool, but it must be applied thoughtfully. Achieving true “apples-to-apples” comparisons across municipalities is challenging because even with common definitions, each municipality may interpret or apply them slightly differently. This is why benchmarking should complement professional judgment. Combining these measures with context ensures a balanced and informed approach to continuous improvement.

## **6. Communication and Engagement with Area Municipalities and the Public**

**Area Municipalities:** Nil.

**Public:** Nil.

## **7. Financial Implications:**

The annual MBNCanada membership fee is \$35,000 in 2025 which was included in the annual operating budget.

## **8. Conclusion / Next Steps:** Nil.

**9. Attachments:**

Appendix A: Highlights of the Region of Waterloo 2024 Performance Measures

Appendix B: MBNCanada Presentation

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**Approved By:** Wayne Steffler, Commissioner Corporate Services/Chief Financial Officer