



AGENDA FOR THE COUNCIL WORKSHOP HELD IN CONFERENCE ROOM A/B, CITY HALL, 141 WEST 14TH STREET, NORTH VANCOUVER, BC, ON MONDAY, OCTOBER 27, 2025 AT 6:00 PM

View complete Agenda Package at cnv.org/CouncilMeetings

The City of North Vancouver respectfully acknowledges that this Council Workshop is held on the traditional and unceded territories of the Skwxwú7mesh (Squamish) and sə́lilwətaʔ (Tsleil-Waututh) Nations.

CALL TO ORDER

APPROVAL OF AGENDA

1. Council Workshop Agenda, October 27, 2025

MOTION TO SUSPEND THE RULES OF PROCEDURE

THAT the Rules of Procedure be suspended for the purposes of informal consideration of the Workshop matters.

PRESENTATION

Performance Measurement Framework Update – Manager, Corporate Planning

RECESS TO THE COMMITTEE OF THE WHOLE, CLOSED WORKSHOP

THAT Council recess to the Committee of the Whole, Closed Workshop pursuant to the *Community Charter*, Section 90(1)(k) [contract negotiations / proposed service].

ADJOURN

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Performance Measurement Framework Update (KPIs)



Presented October 2025

Finance & Economic Development

city
of north
vancouver

Overview

- Background
- Performance Measurement and KPI Framework
- KPI Filtering Process and Proposed Starter Set
- Next Steps



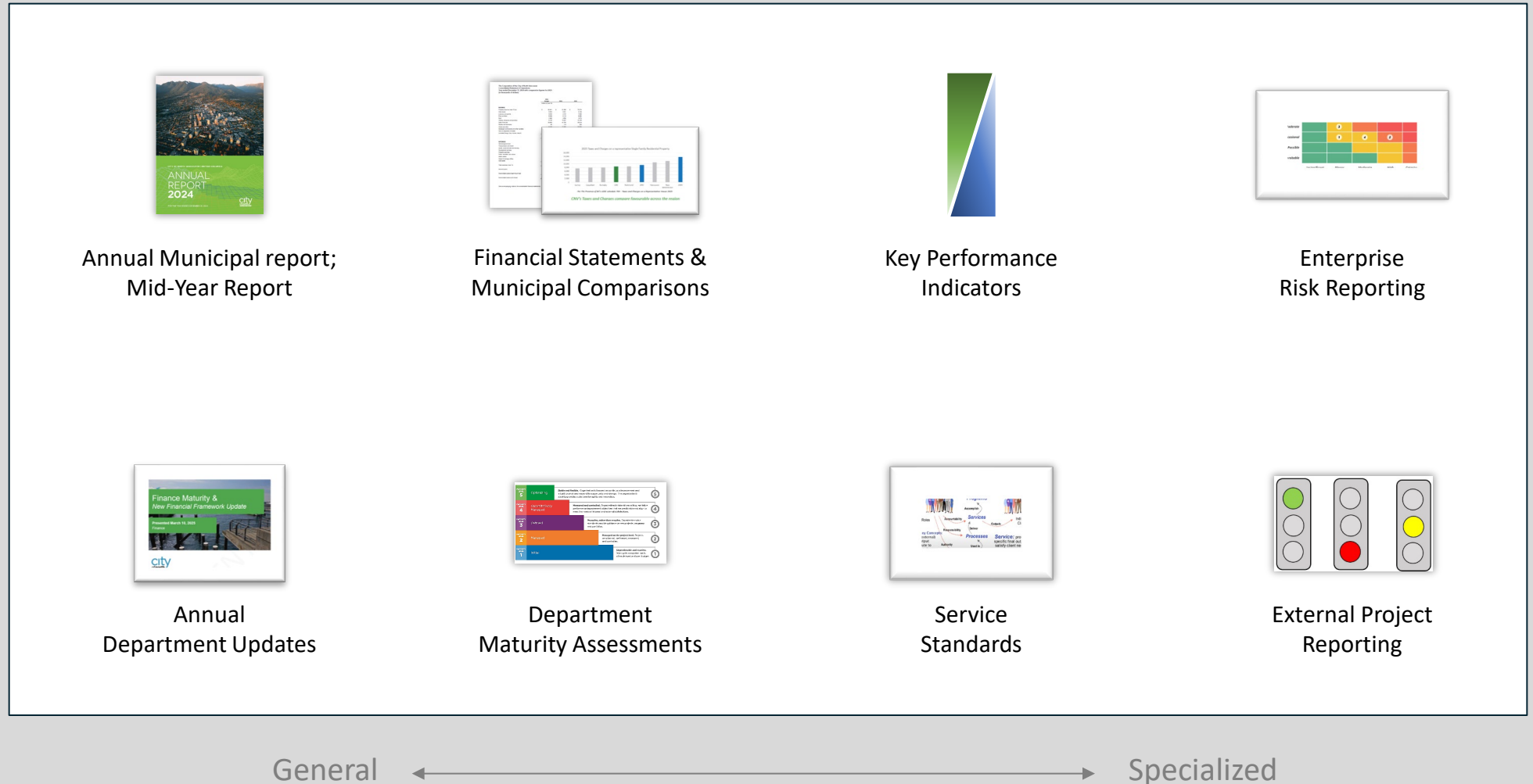
Background

Definitions

- **Performance Measurement** is a systematic approach used to assess the efficiency and effectiveness of your programs or projects, to monitor whether you are 'on track' in achieving your desired goals

From the Office of Auditor General of British Columbia
Guide for Developing Relevant Key Performance Indicators for Public Sector Reporting. 2010

Growing the City's Measurement & Reporting Capabilities





“Over the course of this Strategic Plan, key performance indicators will be developed so the City can further measure performance, identify areas for improvement, adjust to changing environments and circumstances, and continue to make informed decisions.”

Organizational Management



- Key performance indicators support effective Organizational Management by enhancing Plans, guiding Execution, and strengthening Reporting

CNV Workplan Framework

Council's Priorities

A Connected City | A Resilient City | A Vibrant City | A Prosperous City | A City for People

Organization Enablers

A Responsible Organization
A Modern Organization
A Human Organization

City Services & Operations

Development Services | Public Safety
Utilities | Health, Social Services, & Housing
Transportation & Transit | Parks, Recreation & Culture

- Performance measures can be applied to all areas of the City's Workplan



Work Completed to Date

- Enlisted KPMG to help develop our KPIs
- Conducted internal workshops with CNV staff and agencies
- Completed a comprehensive KPI framework
- Researched what indicators other municipalities are reporting on
- Identified a starter set of KPIs



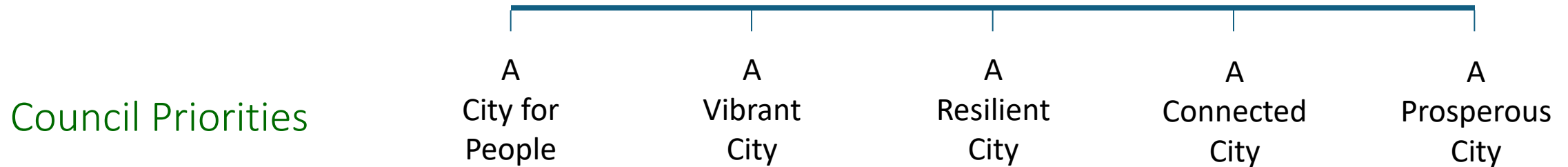
Performance Measurement & KPI Framework

Definitions

- **A Relevant KPI** provides information that is:
 - (1) significant and useful to the reporting organization's stakeholders, and
 - (2) attributable to its activities.
-
- KPIs are a bellwether of organizational performance. Even when they are influenced by external factors beyond an organization's control, they are still helpful as they show where to investigate to better understand.

From the Office of Auditor General of British Columbia
Guide for Developing Relevant Key Performance Indicators for Public Sector Reporting. 2010

Component 1 – How to Organize the KPIs



- Staff recommend aligning KPI's to Council's Strategic Priorities, and expanding to Organizational Enablers and City Services & Operations over time

Component 2 – Function of the KPI

example

- CO₂ emissions CNV - Community
- CO₂ emissions CNV - Organization
- Number of trees planted annually by CNV
- Paper recycled in a department



- Staff recommend a bias to “Highly Material” so measures are more meaningful to Residents

External Influences

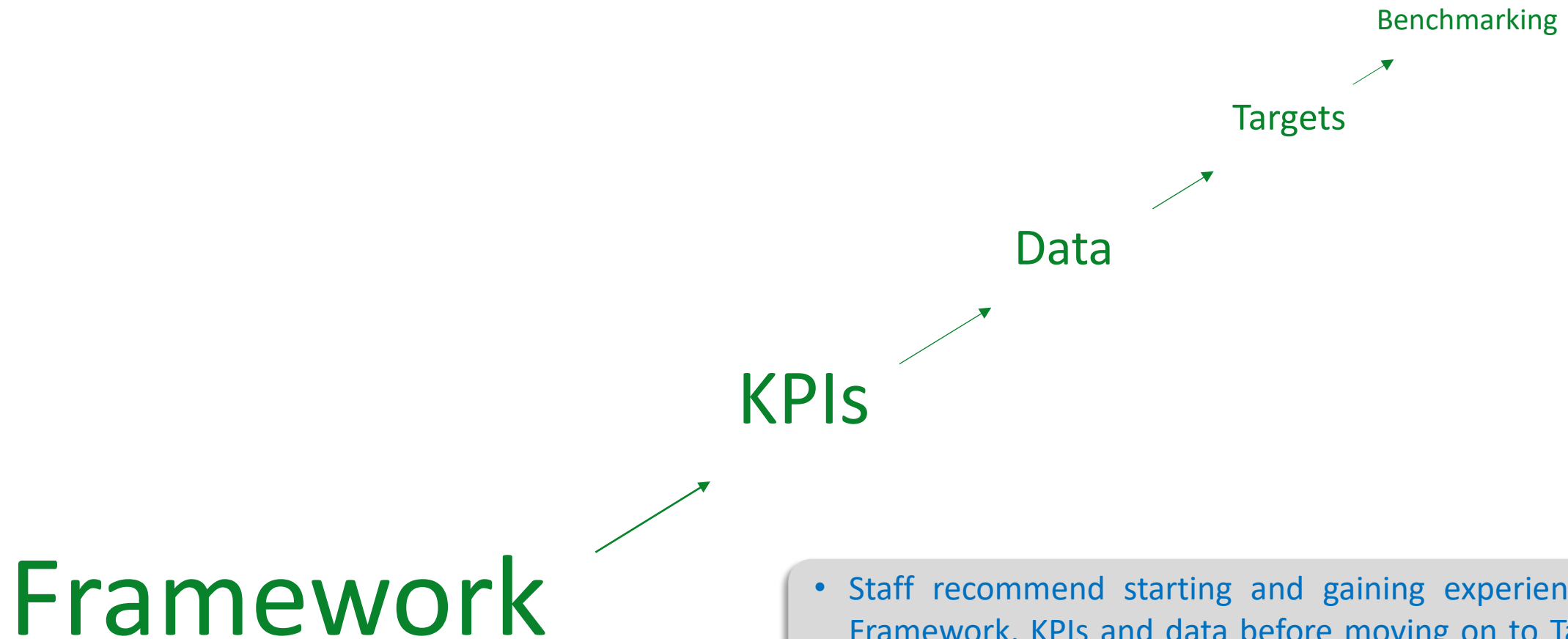
CO₂ emissions CNV – Community

- Population changes
- Technology developments
- Capital development
- Economic activity
- Transportation patterns

- Community level indicators are more susceptible to external influences



Component 3 – Facets of an Indicator



- Staff recommend starting and gaining experience with the Framework, KPIs and data before moving on to Target Setting and Benchmarking

Does Council support an approach of . . .

- I. Aligning KPIs to Council's Strategic Priorities
- II. Focusing on high materiality measures to get started
- III. Incorporating formal targets and benchmarking over time



KPI Filtering Process and Proposed Starter Set

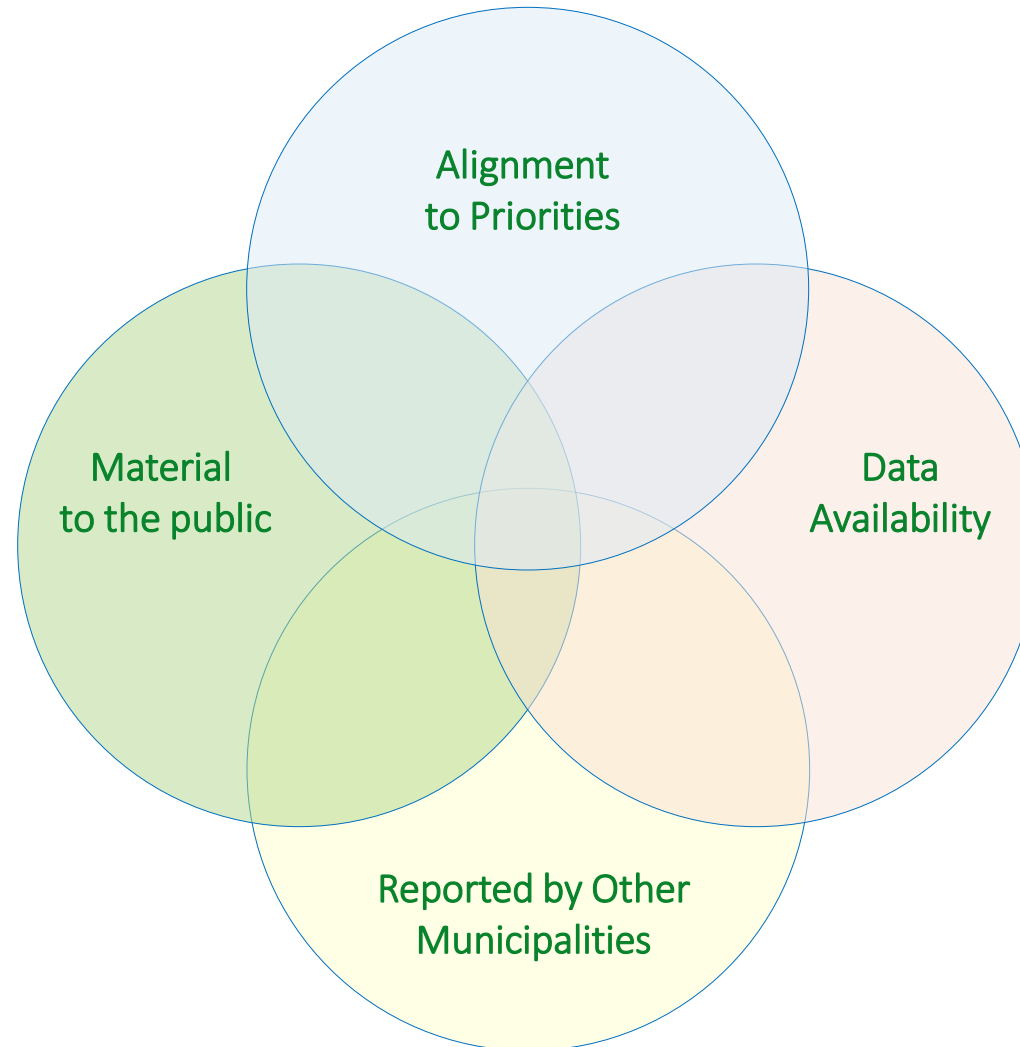
Process

- Working with KPMG in a series of workshops, staff documented **22 possible initial external facing performance indicators** and many other internal facing indicators

Process

- Indicators were compared to those published by **27 other Canadian municipalities**
- Each had 4 to 17 public facing KPI's on average
- Examples of Indicators frequently reported on
 - 89% – housing occupancy
 - 85% – affordable housing
 - 81% – relative distribution of transportation modes
 - 52% – average response time to emergency calls
 - 44% – sense of belonging and well-being survey index
 - 11% – number of bike share users

Process



- The list of 22 was filtered down to a starter set of 6 external facing indicators

Filtering Examples

Low Alignment to Priorities

- Number of people engaged per media stream

Low Data Availability

- Sense of belonging and well-being survey results

Low Materiality to the Public

- Number of employee hours in training sessions

Not Commonly Reported On

- Number of bike share users

A City for People

- Number of below market units
- Percentage of voter turnout
- Number of engaged people per media stream
- Number of employees and training hours in session
- Sense of belonging & wellbeing survey index results
- Perception of safety outcomes survey index results
- Percent of City buildings with full accessibility plans
- Average response time for emergency calls

A Resilient City

- CNV Community CO₂ emissions
- Urban Tree Canopy Coverage
- Number of infrastructure assets beyond or near end-of-life
- Expenditure on infrastructure maintenance as a % of total replacement value
- Performance against established indices

A Vibrant City

- Number of unique visitors to Shipyards
- Number of all events and their registration volumes
- Percentage of people feeling a sense of inclusion & welcoming

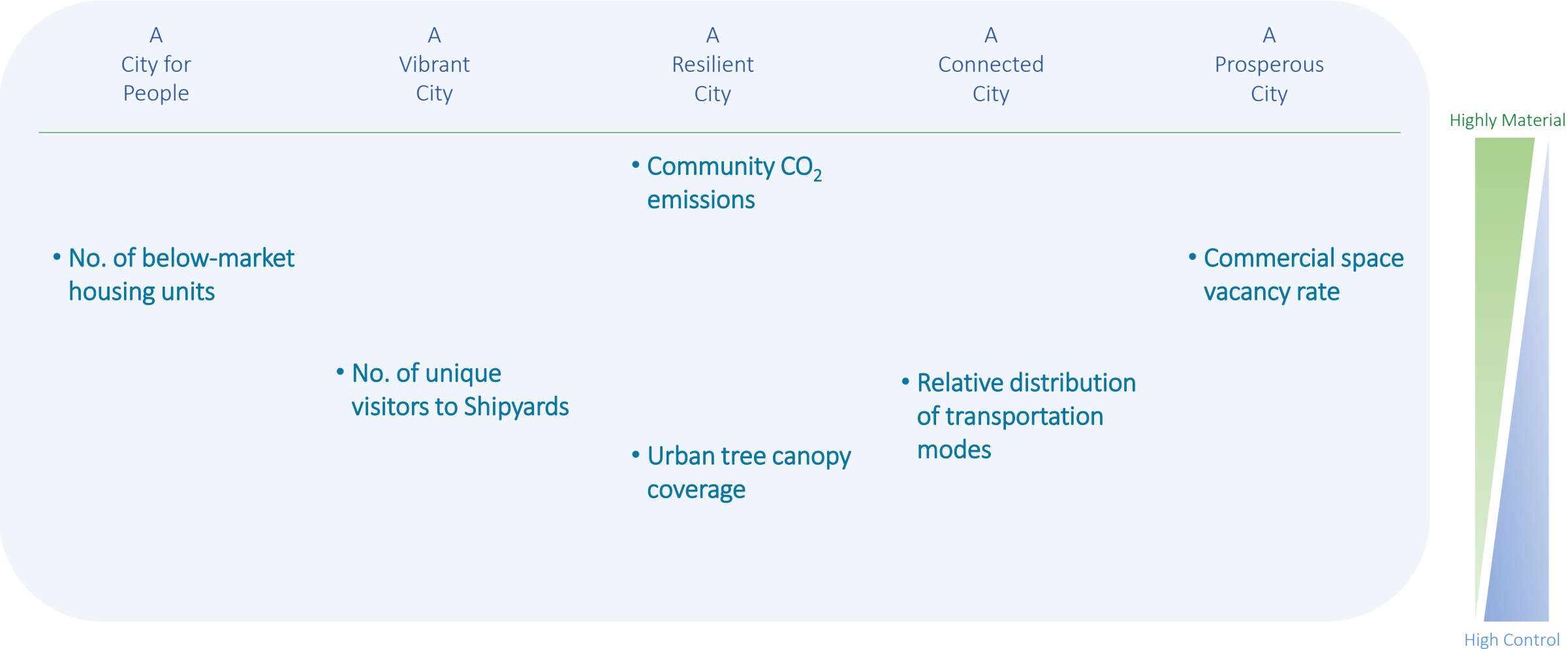
A Connected City

- Relative distribution of transportation modes
- Kilometers of protected lanes
- Number of bike share users

A Prosperous City

- Commercial vacancy rate
- Percentage of permits / licenses approved on time
- Number of rental and housing units occupied
- Percentage of specified land within walking distance to specified amenity

Strategic Priority Indicators

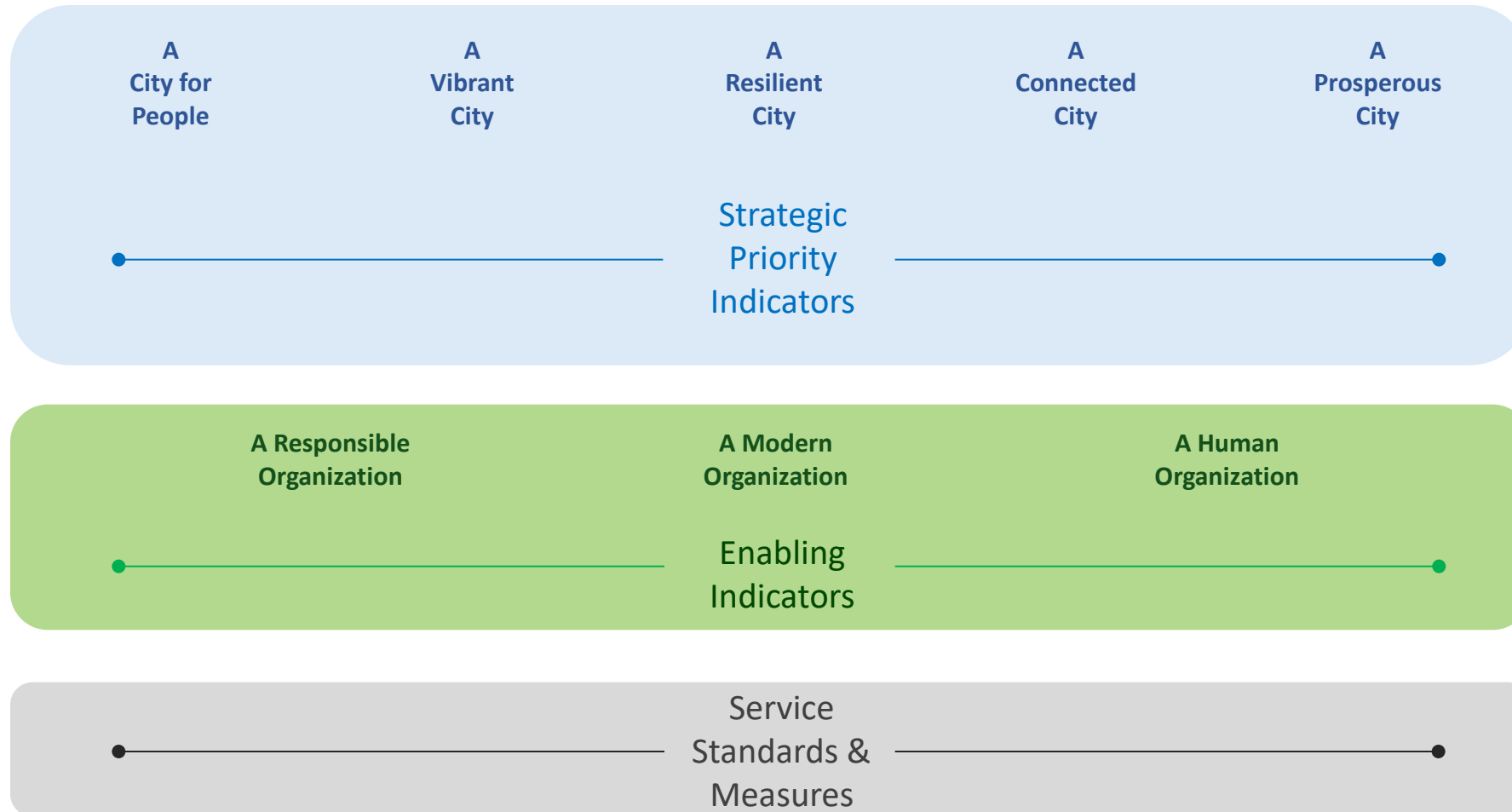


**What guidance can Mayor and Council share
on this approach and starter set?**

A large, detailed bronze sculpture of a grizzly bear is the central focus, standing on a grey rock formation. The bear is depicted in a walking or prowling pose, facing left. Its fur is intricately textured with many small, raised scales or ridges. The sculpture is set in a landscaped area with various green plants, including tall grasses and shrubs. In the background, there are modern multi-story buildings with large windows and balconies. A paved walkway runs alongside the sculpture, and a small informational plaque is visible on the right. A green semi-transparent banner is overlaid at the bottom left of the image.

Next Steps

Where We Want to Get to



Next Steps

2025

1. Incorporate direction from today's Council Workshop
2. Purchase additional data sets to track and validate

2026

3. Bring proposed targets to Council
4. Begin defining services and develop service standards
5. Bring back learnings and benchmarking approach to Council



Thank You