

KPI GUIDELINES

(Work in Progress)

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November, 2011

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PART – A: Key Performance Indicators – Overview

1. Introduction

During the past three years, the District of West Vancouver has taken steps to enhance its ability to deliver maximum value to residents for their taxes and fees. Noteworthy among these are:

- More timely budgeting and financial reporting;
- More focused planning, using a *Balanced Score Card* system;
- More active monitoring of performance.

Since early 2011, an informal Finance Discussion Group (FDG) of five West Vancouver residents (former members of the Finance Committee, Value for Services Working Group, Fiscal Sustainability Task Force, Interested Taxpayers' Action Committee) has worked with the Chief Financial Officer in:

- Developing guidelines to assist the District in establishing Key Performance Indicators (KPIs) for its departments and activities;
- Reviewing the District's budget and financial reporting processes.

These Guidelines deal with Key Performance Indicators. They were prepared by the FDG to assist Departments in establishing KPIs appropriate for their activities, and are not prescriptive. The Guidelines reflect practices in various jurisdictions, and include information from W-Van and other municipalities.

2. Attributes of KPIs

Since 2007, the District has reported some indicators of performance in its Proposed Budget books, but they played no role in planning or management.

- In 2007 and 2008, some "Indicators and Targets" were reported.
- In 2009 and 2011, "Service Level Statistics" were reported, extending back to 2004.

The District's **objective** is to establish a set of quantitative KPIs for the activities of each Department, for use in planning, allocating resources (as of the 2012 budget), and monitoring progress.

- Initially KPIs would be focused internally, within the District of West Vancouver.
- Subsequently, an external (benchmarking) focus would be added for some KPIs, to permit comparisons with similar activities in other municipalities and the private sector.

KPIs should not be regarded as "absolute measures" – rather, they are "directional". As their name states, KPIs are "indicators" – for use by management, together with good judgement. Clearly there will be activities where simple KPIs cannot reflect special circumstances, and may be inappropriate.

It is useful to parse the phrase "key performance indicator" into its constituent parts:

- *Key* – Means it's unique, important or discloses whatever it modifies (in this case performance).
- *Performance* – Refers to the substance of an activity, aimed at achieving a specific purpose.
- *Indicator* – Is a device which indicates some quantity or quality of interest, and has a practical significance in controlling a process or in attaining a desired result.

KPIs must be tied to the performance of the "business unit" (Department/Activity) to which they apply:

- KPIs must measure performance, and be the principal indicators of the unit's performance.
- For any business unit, KPIs will be few in number and specific to the business unit's purpose.
- KPIs should contribute to controlling the unit, and focus on the results for which it is responsible.

Key attributes of KPIs relevant to Departmental activities should include the following.

- Reflect Departmental objectives, focusing on core functions and essential outputs (results).
- Provide management information to plan, allocate resources, make changes, monitor progress.
- Reflect an activity's *outputs/deliverables* and its resource *inputs/requirements*.
- Reflect an activity's *efficiency* and *effectiveness*.
- Convey meaningful information to the community.
- Be relevant to the four perspectives of the *Balanced Score Card*, listed below.
- Be simple, clear, and easily determined from existing (or forthcoming) routine data.
- Be few in number – focus on “key” actionable KPIs, with “nice to know” items listed elsewhere.

Additional **Guiding Principles** for selecting KPIs include the following:

- Focus on total costs, and reflect the FTE requirements of activities.
- Include KPIs for short-term activities.
- Reflect revenues from fees and charges, as a percentage of department or activity costs.
- Indicate community satisfaction with activities and services, as measured by periodic surveys.
- Provide perspectives relative to other municipalities, and particularly to programs in reasonably comparable municipalities, such as N-Van District.
- Record the use of services by out-of-District residents.
- Cost per capita is an important measure, and is appropriate in most cases. It is widely used, and allows some inter-program and inter-municipal comparisons.

Reference is made above to *inputs & outputs* (basic data), and *efficiency & effectiveness* (indicators).

- *Inputs* refer to the resources required to operate a Department or activity – money, personnel (staff FTE, volunteers), equipment, space, facilities.
- *Outputs* refer to the products or results of a Department or activity – people served (participants, visits), items produced (permits granted, books lent, fires attended, crimes solved, etc.).
- *Efficiency* refers to resource consumption per unit of output – cost/resident, cost/participant, cost/permit; output/FTE, participants/FTE.
- *Effectiveness* refers to achievement, or stated goals – annual tax increase, fire response time, residents/FTE, problems/complaints, levels of satisfaction, participation rates.

Reference is made above to the *Balanced Score Card* and its four “*perspectives*”.

- *Community* – Residents, customers – effectiveness, satisfaction;
- *Operations* – Internal business processes – organization, efficiency;
- *People* – District staff – motivation, learning, satisfaction;
- *Finances* – Traditional financial performance – use of resources, inputs, outputs.

In its current form, West Vancouver's BSC system is actually more like “Management by Objectives”. As yet, no metrics or scores are associated with it, beyond “yes/no” as to whether objectives are completed. Often that is a matter of judgement. Thus, an important aim of the District's KPI initiative is to begin filling the BSC's measurement gap, by devising appropriate quantitative factors which can be related to the BSC's four perspectives. This will be a gradual process, and will require specifying:

- Targets, quantified as to “amount” and time;
- Actions/initiatives required to achieve them;
- KPIs to measure progress.

3. Departments & Core Activities

West Vancouver's objective is to develop KPIs for each **Department** (its operations overall) and for its Core Activities, keeping in mind the guidelines on the preceding pages. For some Core Activities, further breakdowns will be appropriate (e.g. for Facilities in Parks & Community Services). In addition, KPIs are required also for **Utilities**, and for the **District** as a whole.

The following pages are aimed at providing Departments a starting point for devising their own KPIs. As noted above, the initial focus is to be internal. While some benchmarking will be possible initially (external comparisons with other municipalities and the private sector), this will generally follow later.

The aim is to have KPIs for each Department and its Core Activities (listed below, as per budget) included in the 2012 Proposed Budget book, scheduled to be completed in October, 2012.

1. Administration

- Mayor & Council
- Chief Administrative Officer
- Legislative Services
- Communications

2. Community Engagement & Partnerships

- Deputy Chief Administrative Officer
- Cultural Services
- Environmental Services
- Emergency Program

3. Human Resources & Payroll

- Human Resources
- Payroll

4. Financial Services

- Finance Administration
- Taxes & Utilities
- Information Technology
- Purchasing & Risk Management
- Facilities & Asset Management

5. Police Services

- Chief Constable
- Administrative Support
- Operations Division
- Support Delivery

6. Fire & Rescue Services

- Administrative Support
- Fire Prevention
- Emergency Services

7. Engineering & Transportation

- Engineering Services
- Roads & Traffic

8. Planning, Lands & Permits

- Planning & Development
- Permits & Licences
- Bylaw Enforcement

9. Parks & Community Services

- Central Administration
- Community Services
- Parks Services

10. Library Services

- Administrative Support
- Public Services
- Support Services
- Fundraising & Partnerships

11. Utilities

- Water
- Sewers
- Solid Waste & Recycling

12. Other Services

- Blue Bus Transit
- Golf
- Cemetery

13. W-Van District, Total Operations

- Departments
- Utilities
- Other Services

14. Capital, Debt

- Capital Expenditures
- Debts
- Reserves

15. Revenue

- Property Taxes
- Fees
- Other Sources

NOTE: The 13 “Departments” listed above reflect the structure of the District’s 2011 Budget. To provide a complete financial picture, #14 and #15 are included. Within these 15 “Departments”, there are 65 “Core Activities”.

- “**Worksheets**” for each Department are shown on the following pages (p. 10-25).
- “Inputs” are the resources currently required to operate a Department or Activity.
- “Outputs” are the products or results currently produced by a Department or Activity.
- “Potential KPIs” are classified as to efficiency or effectiveness – they should be regarded as examples, rather than recommendations.

4. Community Satisfaction

From time-to-time the District conducts surveys of the satisfaction of West Vancouver residents with the District's services. These surveys provide important indications of the **effectiveness** of District activities.

Traditionally, results have been reported as "gross" scores, which value "very good" and "somewhat good" equally, and do not discount "poor". By contrast, "net" satisfaction scores reflect both "good" and "poor" responses, and provide much more realistic effectiveness KPIs for Services.

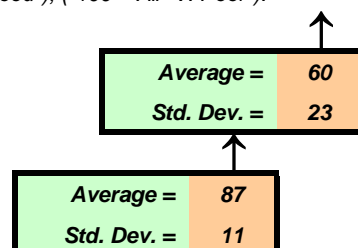
"Satisfaction": W-Van Community Survey, Dec. 2010							
Ques. #	W-Van Service	Good		Poor		Score	
		Very	Some	Some	Very	Gross*	Net*
6.a	Quality of Life	88	11	1	0	99	93
10.a	Library	81	17	2	1	98	88
6.b	Raise a Family	77	21	2	0	98	87
7.a	Fire & Rescue	76	20	3	1	96	84
8.a	Garbage	68	27	4	1	95	79
6.c	Retire	69	25	5	1	94	78
11.a	Parks & Trails	63	33	4	1	96	77
13.a	Recreation	63	31	6	1	94	75
12.a	Police	56	36	7	1	92	70
1.a	Arts & Culture	50	43	5	1	93	68
1	Municipal Services	51	42	5	2	93	68
9.a	Recycling	55	34	9	2	89	66
16.a	Utilities	43	48	7	2	91	62
15.a	Transit	49	39	8	4	88	61
6.a	Environment	29	60	8	2	89	53
3.a	Bylaws	27	54	15	4	81	43
2	Value, Prop-Taxes	22	60	16	3	82	41
17.a	Youth	25	52	18	5	77	37
4.a	Planning	20	52	22	6	72	29
5.a	Dogs	27	42	21	9	69	29
2.a	Inspection	19	49	23	9	68	23
14.a	Roads, Traf-Calm	20	42	24	13	62	16

* **Gross** - Only "Good" responses are counted (Very = 1, Somewhat = 1).

* **Gross** - (50 = Equal Good, Poor); "Very", "Somewhat" are rated as Equal.

* **Net** - Both "Good" & "Poor" are counted (Very = +1, -1; Some. = +.5, -.5).

* **Net** - (0 = Equal Good, Poor), (+100 = All "V. Good"), (-100 = All "V. Poor").



5. Perspectives on Other Municipalities

The aim here is to add context by including a small sample of comparative figures. These are taken from (updated) work of the Value for Services Working Group based on BC Municipal statistics. Their work included use of a Survey of 31 Canadian Cities in 2008, commissioned by Maclean's Magazine.

Chart #1: 2010 Municipal Operating Costs - \$/Capita

2010	Population 2010	General Government	Protective Services	Development Services	Transport'n & Transit	Parks, Rec'n & Culture	Water Services	Sewer Services	Solid Waste & Recycling	Other Services	Expenses Ex. Capital
North Vancouver - City	50,725	239	375	76	69	361	115	118	56	10	1,419
North Vancouver - Dist.	88,370	142	396	23	69	374	137	125	78		1,344
Vancouver	642,843	337	494	58	129	288	111	94	98		1,608
Burnaby	227,389	160	367	20	86	255	111	95	52		1,147
Richmond	196,858	162	349	52	177	265	156	104	44	25	1,309
Surrey	462,345	46	320	39	41	154	99	82	47		854
Oak Bay	18,012	176	444		127	566	134	28	47		1,523
Saanich	114,140	92	345	18	127	252	111	61	41	5	1,051
Victoria	53,362	400	698	35	196	275	148	34	74		1,861
West Vancouver	44,058	223	613	69	155	535	135	170	81	34	2,016
Metro Vancouver	2,374,628	184	402	43	112	253	114	97	62	20	1,288
British Columbia - Total	4,530,960	173	341	42	140	224	94	81	54	37	1,188

BC Government - Municipal Statistics - 2010 Schedule 402.

NOTE: The Above EXCLUDES Blue Bus Costs, Fully Paid by TransLink = 309

Chart #2: 2005 - 2010 % Annual Cost Increase - \$/Capita

2005 - 2010	5-Year Pop. Growth %	General Government	Protective Services	Development Services	Transport'n & Transit	Parks, Rec'n & Culture	Water Services	Sewer Services	Solid Waste & Recycling	Other Services	Expenses Ex. Capital
North Vancouver - City	10.4	0.6	2.5	0.0	2.4	4.5	10.0	4.7	13.5	9.9	3.6
North Vancouver - Dist.	4.3	11.9	1.7	1.7	10.5	3.5	8.6	5.8	9.3		4.9
Vancouver	9.1	17.4	3.9	9.2	-0.7	-0.6	7.0	2.8	10.3		5.2
Burnaby	10.2	6.8	3.9	-0.8	1.5	1.0	10.0	3.9	4.1		3.8
Richmond	9.9	3.4	2.2	27.3	10.2	6.8	12.3	0.2	2.9	-1.2	4.9
Surrey	15.5	0.0	4.0	3.8	4.2	14.4	10.7	-0.7	5.4		5.3
Oak Bay	-0.2	3.5	4.3		4.8	4.1	7.6	17.8	2.8		4.6
Saanich	2.9	-0.4	5.5	4.1	6.4	2.1	5.2	21.7	2.8	-5.2	4.5
Victoria	3.9	6.2	4.4	18.9	14.2	-0.2	7.6	11.4	-0.6		5.1
West Vancouver	3.5	4.2	4.5	4.3	0.0	3.7	8.6	7.3	14.9	3.7	4.6
Metro Vancouver	10.2	9.0	4.0	6.8	3.1	3.6	9.1	2.8	8.5	-0.4	5.0
British Columbia - Total	8.6	-1.1	-5.2	-1.7	-2.2	-5.1	-1.7	-6.0	-1.2	-4.3	-3.8

BC Government - Municipal Statistics - 2005, 2010 Schedule 402.

NOTE: The Above EXCLUDES Blue Bus Costs, Fully Paid by TransLink = 10.1

Chart #3: 2010 Municipal Revenues - \$/Capita

Municipalities	Property Tax	Sale of Services	Transfers from Governments			Investment Income	Developer Contributions	Sale of Assets	Other Revenue	Total Revenue	Household Size
			Federal	Provincial	Regional						
North Vancouver - City	896	542	19	56	123	147	4	-14	0	1,773	2.12
North Vancouver - Dist	867	681	0	55	10	36	36	98	5	1,788	2.78
Vancouver	942	906	33	49	0	59	63	57	0	2,109	2.28
Burnaby	1,081	177	1	59	22	133	240	3	173	1,887	2.60
Richmond	882	770	6	79	11	86	90	20	0	1,944	2.84
Surrey	537	393	29	69	0	47	431	-49	0	1,457	3.01
Oak Bay	984	677	0	11	5	15	0	0	0	1,691	2.27
Saanich	778	426	0	39	6	9	58	-11	8	1,315	2.43
Victoria	1,326	730	15	39	24	47	0	5	72	2,258	1.87
West Vancouver	1,208	1,048	0	25	309	25	249	125	0	2,988	2.50
Metro Vancouver	848	605	25	72	19	59	198	10	21	1,857	2.59
Grand Total BC	790	534	40	109	23	42	159	3	21	1,721	2.50

BC Government - Municipal Statistics - 2010 Schedule 401.

Costs of most services are significantly higher in West Vancouver than in other BC municipalities. For example, the costs for Parks, Recreation & Culture are roughly double, similarly for protective services.

6. References – Examples of “KPI Applications”

The following ... There are many references to KPIs ... most very general. The ones shown here are more specific, and were considered to be worth noting in the current context.

Maple Ridge – Visible Strategies

A visual progress report based on the District’s Strategic Plan.

It shows “score cards” with target statements, performance trends (Key Performance Indicators), explanatory overviews, background information, opportunity for feedback.

<http://mapleridge.visiblestrategies.com/> (click on the “world” – may be “work in progress”).

Maple Ridge – Municipal Business Plan, 2010-2014

http://www.mapleridge.ca/assets/Default/Finance/pdfs/Business~Planning/Business_Plans_2010-2014.pdf

Ontario Municipal Performance Measurement Program - MPMP

MPMP is a performance measurement and reporting system that promotes local government transparency and accountability. It also provides municipalities with useful data to make informed municipal service level decisions while optimizing available resources. All Ontario municipalities are required to report MPMP efficiency and effectiveness measures for services provided by their municipality. Twelve service areas were included in the 2010 program: drinking water, fire services, land use planning, libraries, local government, parks and recreation, police, roads, solid waste, storm water, transit, wastewater. MPMP measures for 2011 are listed at:

<http://www.mah.gov.on.ca/Page9601.aspx>

North Carolina Local Government Performance Measurement Project

Final Report on City Services, 2008-2009: Performance and Cost Data. This report presents fiscal year ended June 30, 2009, performance and cost data for seventeen North Carolina cities in the service areas of residential refuse collection, household recycling, yard waste/leaf collection, police services, emergency communications, asphalt maintenance and repair, fire services, building inspections, fleet maintenance, human resources, and water services.

<http://charmeck.ci.charlotte.nc.us/city/charlotte/Budget/Documents/N.C.%20Benchmarking%20Project%20Report.pdf>

“Imagine Calgary Plan” for Long-Range Urban Sustainability

Targets and Strategies.

http://www.imaginecalgary.ca/imagineCALGARY_long_range_plan.pdf

Calgary Departmental Business Plans & Budgets, 2009-2011

Strategic Goals, Performance Measures, Targets – Objectives, Action Plans, Trends.

<http://www.calgary.ca/CA/fs/Pages/Plans-Budgets-and-Financial-Reports/Business-Plans-and-Budgets-2009-2011/2009-2011-Department-Business-Plans-and-Budgets.aspx>

PART – B: Departments & Core Activities – Worksheets

These “worksheets” are provided to assist Departments and Activities in selecting Key Performance Indicators appropriate for their respective operations. Shown are potentially suitable Inputs, Outputs and KPIs (if possible with values). They should be regarded as examples, rather than recommendations. Please see the Note on page 6.

1.0 Administration Total					
<u>Objectives:</u>					
INPUTS		OUTPUTS		PERFORMANCE INDICATORS	
Cost	2,345,818	Grand Total Cost	136,297,175	% Cost Increase	5.97
Revenue	12,000	District Cost	122,422,175	% Cost Recovery	0.51
Salaries & Benefits	2,048,357	Operating Cost	107,025,353	% Salaries & Benefits	87.32
Staff FTE	18.84	Divisional Cost	76,881,153	% of District Cost	1.92
Exempt FTE	10.00	Staff - Total FTE	741.90	% of District Staff	3.05
Volunteer FTE		Staff - District FTE	616.73	W-Van Population	43,000
					Residents / Total FTE 58.0
1.1 Mayor & Council			Performance Indicators		
Cost	408,487	Size of Council	7	% Cost Increase	4.31
Revenue	0	Meetings of Council	45	% Cost Recovery	0.00
Staff FTE	1.00			% of Division Cost	17.41
				% of Division Staff	5.31
1.2 Chief Administrative Officer			Performance Indicators		
Cost	686,389			% Cost Increase	6.98
Revenue	0			% Cost Recovery	0.00
Staff FTE	5.17			% of Division Cost	29.26
				% of Division Staff	27.44
1.3 Legislative Services			Performance Indicators		
Cost	746,485	F-O-I Requests	60	% Cost Increase	5.72
Revenue	12,000	Meetings of Council	45	% Cost Recovery	1.61
Staff FTE	7.59			% of Division Cost	31.82
				% of Division Staff	40.29
1.4 Communications			Performance Indicators		
Cost	504,457	Press Releases		% Cost Increase	6.36
Revenue		Newspaper col-in.		% Cost Recovery	0.00
Staff FTE	5.08	Visits to Website		% of Division Cost	21.50
				% of Division Staff	26.96
NOTE - Figures are as per 2011 Budget Book.				Efficiency	Effectiveness
<u>Comments</u>					

2.0 Community Engagement & Partnerships

Objectives:

INPUTS		OUTPUTS		PERFORMANCE INDICATORS			
Cost	2,102,272	Active Partnerships		% Cost Increase	8.64	CE&P - \$/Capita	48.89
Revenue	418,960	Major Events / Year		% Cost Recovery	19.93		
Salaries & Benefits	1,318,580	Active Working Groups		% Salaries & Benefits	62.72		
Staff FTE	13.22	Citizen Consultations		% of District Cost	1.72		
Exempt FTE	5.00	# Volunteer Alumni		% of District Staff	2.14		
Volunteer FTE							
2.1 Deputy CAO				Performance Indicators			
Cost	216,675	Volunteer FTE		% Cost Increase	-1.58	Dep.CAO - \$/Capita	5.04
Revenue	0			% Cost Recovery	0.00		
Staff FTE	1.00			% of Division Cost	10.31	Volunteer FTE	
				% of Division Staff	7.56		
2.2 Cultural Services				Performance Indicators			
Cost	1,502,454	Culture & Facility Use	225,992	% Cost Increase	13.60	Culture - \$/Capita	34.94
Revenue	403,960	Special Events	102,915	% Cost Recovery	26.89	\$/Participant	3.84
		Harmony Arts	62,500				
Staff FTE	11.08			% of Division Cost	71.47	Participation/Capita	9.10
				% of Division Staff	83.81		
2.3 Environmental Services				Performance Indicators			
Cost	163,804	Environ. Permits	26	% Cost Increase	-8.21	Environment - \$/Capita	3.81
Revenue	15,000	Habitat Regained, m ²	1,748	% Cost Recovery	9.16		
Staff FTE	1.14			% of Division Cost	7.79		
				% of Division Staff	8.62		
2.4 Emergency Program				Performance Indicators			
Cost	219,339			% Cost Increase	2.57	Emergency - \$/Capita	5.10
Revenue	0			% Cost Recovery	0.00		
Staff FTE	0.00			% of Division Cost	10.43		
				% of Division Staff	0.00		
NOTE - Figures are as per 2011 Budget Book.				Efficiency		Effectiveness	
Comments							

3.0 Human Resources & Payroll

Objectives:

INPUTS		OUTPUTS		PERFORMANCE INDICATORS			
Cost	1,300,690	Staff - Total FTE	741.90	% Cost Increase	17.44	HR&P - \$/Capita	30.25
Revenue	0	Staff - District FTE	616.73	% Cost Recovery	0.00	HR&P - \$/Total Staff	1,753
Salaries & Benefits	1,152,703			% Salaries & Benefits	88.62		
Staff FTE	10.70	Turnover (leave+hire)		% of District Cost	1.06	Turnover (leave+hire)	
Exempt FTE	9.00	Grievances		% of District Staff	1.73	Grievances	
Volunteer FTE		Sickleave, Absences				Sick Days/FTE	
3.1 Human Resources				Performance Indicators			
Cost	1,069,076			% Cost Increase	19.87	Human Res. - \$/T.Staff	1,441
Revenue	0			% Cost Recovery	0.00	# Staff / HR Staff	
Staff FTE	8.20			% of Division Cost	82.19		
				% of Division Staff	76.64		
3.2 Payroll				Performance Indicators			
Cost	231,614			% Cost Increase	7.38	Payroll - \$/Total Staff	312
Revenue	0			% Cost Recovery	0.00	# Staff / Payroll Staff	
Staff FTE	2.50			% of Division Cost	17.81		
				% of Division Staff	23.36		
NOTE - Figures are as per 2011 Budget Book.				Efficiency		Effectiveness	
Comments							

4.0 Financial Services

Objectives:

INPUTS		OUTPUTS		PERFORMANCE INDICATORS			
Cost	4,607,747			% Cost Increase	4.79	Finance - \$/Capita	107.16
Revenue	54,525			% Cost Recovery	1.18		
Salaries & Benefits	3,280,598			% Salaries & Benefits	71.20		
Staff FTE	33.15			% of District Cost	3.76		
Exempt FTE	12.00			% of District Staff	5.38		
Volunteer FTE							
4.1 Finance Administration				Performance Indicators			
Cost	1,248,515			% Cost Increase	5.25		
Revenue	0			% Cost Recovery	0.00		
Staff FTE	10.63			% of Division Cost	27.10		
				% of Division Staff	32.07		
4.2 Taxes & Utilities				Performance Indicators			
Cost	428,089	Tax Transactions	14,688	% Cost Increase	8.48	Tax/Utility - \$/Trans'n	8.68
Revenue	54,525	Utility Transactions	34,613	% Cost Recovery	12.74		
Staff FTE	5.19	Transactions Late	3,333	% of Division Cost	9.29	% Transactions Late	6.76
				% of Division Staff	15.66		
4.3 Information Technology				Performance Indicators			
Cost	1,838,260	IT Sevice Requests	3,628	% Cost Increase	2.54	IT Cost - \$/Dist.Staff	2,981
Revenue	0	IT Training Hours	90	% Cost Recovery	0.00	IT Cost - \$/Request	406
						(1 Train.hr = 10 Req.)	
Staff FTE	9.00			% of Division Cost	39.89	IT Requests/FTE	5.88
				% of Division Staff	27.15		
4.4 Purchasing & Risk Management				Performance Indicators			
Cost	404,197	Purchase Orders	1,766	% Cost Increase	-1.24	Pos. Quotes - \$/Item	107
Revenue	0	Quotes > 5,000	115	% Cost Recovery	0.00	Tenders, RFPs - \$/Item	2,591
		Tenders > 50,000	22			(assume50/50)	
Staff FTE	3.83	RFPs	56	% of Division Cost	8.77		
				% of Division Staff	11.55		
4.5 Facilities & Asset Management				Performance Indicators			
Cost	688,686			% Cost Increase	12.09		
Revenue	0			% Cost Recovery	0.00		
Staff FTE	4.50			% of Division Cost	14.95		
				% of Division Staff	13.57		
NOTE - Figures are as per 2011 Budget Book.				Efficiency		Effectiveness	
Comments							

5.0 Police Services

Objectives:

INPUTS		OUTPUTS		PERFORMANCE INDICATORS			
Cost	12,984,825	Property Crimes	1,102	% Cost Increase	3.55	Police - \$/Capita	301.97
Revenue	1,080,965	Violent Crimes	268	% Cost Recovery	8.32		
Salaries & Benefits	11,678,745	M.Vehicle Accidents	471	% Salaries & Benefits	89.94	Prop'ty Crime - \$/Event	3,888
Staff FTE	104.50			% of District Cost	10.61	Violent Crime - \$/Event	15,989
Exempt FTE	9.50			% of District Staff	16.94	V.Accidents - \$/Event	9,098
Volunteer FTE						(33/33/33 split)	
5.1 Chief Constable's Office				Performance Indicators			
Cost	667,123			% Cost Increase	55.44		
Revenue	0			% Cost Recovery	0.00		
Staff FTE	3.00			% of Division Cost	5.14		
				% of Division Staff	2.87		
5.2 Administrative Support				Performance Indicators			
Cost	3,869,524			% Cost Increase	7.29		
Revenue	960,007			% Cost Recovery	24.81		
Staff FTE	23.50			% of Division Cost	29.80		
				% of Division Staff	22.49		
5.3 Operations Division				Performance Indicators			
Cost	6,540,128	Violent Crimes Solved	222	% Cost Increase	-0.22	% Violent Crimes Solved	82.8
Revenue	0			% Cost Recovery	0.00		
		Case Load / Officer					
Staff FTE	60.00			% of Division Cost	50.37		
				% of Division Staff	57.42		
5.4 Support Delivery				Performance Indicators			
Cost	1,908,050			% Cost Increase	-2.11		
Revenue	120,958			% Cost Recovery	6.34		
Staff FTE	18.00			% of Division Cost	14.69		
				% of Division Staff	17.22		
NOTE - Figures are as per 2011 Budget Book.				Efficiency		Effectiveness	
Comments							

6.0 Fire & Rescue Services

Objectives:

Objectives:							
INPUTS	OUTPUTS	PERFORMANCE INDICATORS					
Cost	12,822,761	Fire Calls (all x 10)	306	% Cost Increase	4.35	Fire & Res. - \$/Capita	298.20
Revenue	521,800	Total Calls	3,449	% Cost Recovery	4.07	Fire Calls - \$/Event	18,857
Salaries & Benefits	12,022,007			% Salaries & Benefits	93.76	Other Calls - \$/Event	1,673
Staff FTE	108.00	Fire & Safety Programs	76	% of District Cost	10.47	Safety - \$/Program	16,872
Exempt FTE	9.00	Property Loss (Fire)	1,913,995	% of District Staff	17.51	(90% calls, 10% safety)	
Volunteer FTE						Property Loss - \$/Fire	6,255
6.1 Administrative Support				Performance Indicators			
Cost	609,059			% Cost Increase	6.32		
Revenue	0			% Cost Recovery	0.00		
Staff FTE	4.00			% of Division Cost	4.75		
				% of Division Staff	3.70		
6.2 Fire Prevention				Performance Indicators			
Cost	482,266			% Cost Increase	-3.31		
Revenue	511,800			% Cost Recovery	106.12		
Staff FTE	4.00			% of Division Cost	3.76		
				% of Division Staff	3.70		
6.3 Emergency Services				Performance Indicators			
Cost	11,731,436			% Cost Increase	4.59	% Calls = Fire	8.9
Revenue	10,000			% Cost Recovery	0.09		
Staff FTE	100.00			% of Division Cost	91.49		
				% of Division Staff	92.59		
NOTE - Figures are as per 2011 Budget Book.				Efficiency	Effectiveness		
Comments							

7.0 Engineering & Transportation

Objectives:

INPUTS		OUTPUTS		PERFORMANCE INDICATORS			
Cost	3,291,157			% Cost Increase	2.52	Eng. & Tran. \$/Capita	76.54
Revenue	267,500			% Cost Recovery	8.13		
Salaries & Benefits	2,048,357			% Salaries & Benefits	62.24		
Staff FTE	26.35			% of District Cost	2.69		
Exempt FTE	5.15			% of District Staff	4.27		
Volunteer FTE							
7.1 Engineering Services				Performance Indicators			
Cost	1,076,218			% Cost Increase	4.94		
Revenue	267,500	Third Party Jobs	225	% Cost Recovery	24.86		
Staff FTE	9.30			% of Division Cost	32.70		
				% of Division Staff	35.29		
7.2 Roads & Traffic				Performance Indicators			
Cost	2,214,939	Road Service Requests	944	% Cost Increase	1.39		
Revenue	0	Road Repairs - km		% Cost Recovery	0.00		
		Traffic Control					
Staff FTE	17.05			% of Division Cost	67.30		
				% of Division Staff	64.71		
NOTE - Figures are as per 2011 Budget Book.				Efficiency		Effectiveness	
Comments							

8.0 Planning, Lands & Permits

Objectives:

INPUTS	OUTPUTS	PERFORMANCE INDICATORS	
Cost	4,037,241		
Revenue	4,188,413	% Cost Increase	6.81
Salaries & Benefits	2,048,357	Plan. & Perm. \$/Capita	93.89
Staff FTE	36.24	% Cost Recovery	103.74
Exempt FTE	10.00	% Salaries & Benefits	50.74
Volunteer FTE		% of District Cost	3.30
		% of District Staff	5.88
8.1 Planning & Development		Performance Indicators	
Cost	1,828,600	Develop. Applications	55
Revenue	581,373	% Cost Increase	6.85
		% Cost Recovery	31.79
Staff FTE	12.70	% of Division Cost	45.29
		% of Division Staff	35.04
8.2 Permits & Licences		Performance Indicators	
Cost	1,354,376	Permits (Bld,Plum,Elec)	2,347
Revenue	2,188,500	Licences	7,219
		% Cost Increase	11.43
		% Cost Recovery	161.59
Staff FTE	14.56	Permits - \$/Item	404
		Licences - \$/Item	56
		<i>(Permit 70/ Licence 30)</i>	
		% of Division Cost	33.55
		% of Division Staff	40.18
8.3 Bylaw Enforcement		Performance Indicators	
Cost	854,265	Calls for Service	3,681
Revenue	1,418,540	Tickets Issued	6,989
		% Cost Increase	0.16
		% Cost Recovery	166.05
Staff FTE	8.98	Enforcement \$/Event	80.06
		% of Division Cost	21.16
		% of Division Staff	24.78
NOTE - Figures are as per 2011 Budget Book.		Efficiency	Effectiveness
Comments			

9.0 Parks & Community Services

Objectives:

INPUTS		OUTPUTS		PERFORMANCE INDICATORS			
Cost	17,199,122			% Cost Increase	4.15	Parks & CS \$/Capita	399.98
Revenue	9,095,788			% Cost Recovery	52.89		
Salaries & Benefits	12,580,221			% Salaries & Benefits	73.14		
Staff FTE	147.88			% of District Cost	14.05		
Exempt FTE	13.00			% of District Staff	23.98		
Volunteer FTE							
9.1 Central Administration				Performance Indicators			
Cost	411,854			% Cost Increase	7.27		
Revenue	0			% Cost Recovery	0.00		
Salaries & Benefits							
Staff FTE	3.00			% of Division Cost	2.39		
				% of Division Staff	2.03		
9.2 Community Services				Performance Indicators			
Cost	12,231,913	Participation - Total	1,514,800	% Cost Increase	4.19	Cost - \$/Participant	8.07
Revenue	8,327,258	% Non-Residents		% Cost Recovery	68.08	District - \$/Participant	2.58
Salaries & Benefits							
Staff FTE	108.80			% of Division Cost	302.98		
				% of Division Staff	73.57		
9.3 Parks Maintenance				Performance Indicators			
Cost	4,555,355	Parks Requests	273	% Cost Increase	3.79	Gross Area / Res.	
Revenue	768,530	Tree Permits	270	% Cost Recovery	16.87	Groomed Area / Res.	
Staff FTE	36.08	Gross Park Area (ha.)				Cost / Hectare	
Developed Area		Area Groomed (ha.)		% of Division Cost	26.49	Cost / Capita	
				% of Division Staff	24.40		
NOTE - Figures are as per 2011 Budget Book.				Efficiency		Effectiveness	
Comments							

9.31 West Van Community Centre				Performance Indicators		
Cost	3,093,199	Attendance (Gross)	353,500	% Cost Increase	9.26	% Residents Active
Revenue	2,319,789	Attendance (Individuals)		% Cost Recovery	75.00	% Non-Residents
Staff FTE	21.28			% of Division Cost	17.98	
				% of Division Staff		
9.32 Youth Outreach				Performance Indicators		
Cost	385,058	Attendance (Gross)	6,400	% Cost Increase	10.63	% Youth served
Revenue	29,000	W-Van Individuals		% Cost Recovery	7.53	
Staff FTE	4.29	W-Van Youth Pop.		% of Division Cost	2.24	
W-Van Youth Pop.				% of Division Staff		
9.33 Gleneagles Community Centre				Performance Indicators		
Cost	1,529,812	Attendance (Gross)	118,800	% Cost Increase	-3.20	% Residents Served
Revenue	1,091,759	Attendance (Individuals)		% Cost Recovery	71.37	% Locals Served
Staff FTE	11.85	Local Population		% of Division Cost	8.89	
				% of Division Staff		
9.34 Aquatic Centre & Beaches				Performance Indicators		
Cost	4,015,709	Attendance (Gross)	700,400	% Cost Increase	5.36	% Residents Served
Revenue	3,166,460	Attendance (Individuals)		% Cost Recovery	78.85	% Non-Residents
Staff FTE (Total)	32.24			% of Division Cost	23.35	
Beaches FTE	0.93			% of Division Staff		
9.35 Ice Arena				Performance Indicators		
Cost	694,716	Attendance (Gross)	103,000	% Cost Increase	6.84	% Residents Served
Revenue	395,900	Attendance W-Van		% Cost Recovery	56.99	% Non-Residents
		Attendance Non-Res.				
Staff FTE	6.14			% of Division Cost	4.04	
				% of Division Staff		
9.36 Seniors Centre				Performance Indicators		
Cost	1,752,125	Attendance (Gross)	232,700	% Cost Increase	0.54	% WV Seniors Served
Revenue	1,161,850	Attendance (Individuals)		% Cost Recovery	66.31	% Members = W-Van
Staff FTE	16.64	Seniors Population		% of Division Cost	10.19	
		W-Van Members		% of Division Staff		
		Non-Resident Members				
9.37 Recreation Administration				Performance Indicators		
Cost	638,528	Attendance (Gross)		% Cost Increase	-2.62	
Revenue	162,500	Attendance (Individuals)		% Cost Recovery	25.45	
Staff FTE	5.45			% of Division Cost	3.71	
				% of Division Staff		
9.38 Parking Facility Maintenance				Performance Indicators		
Cost	122,766	Attendance (Gross)		% Cost Increase	1.71	
Revenue	0	Attendance (Individuals)		% Cost Recovery	0.00	
Staff FTE	0.38			% of Division Cost	0.71	
				% of Division Staff		
NOTE - Figures are as per 2011 Budget Book.				Efficiency	Effectiveness	
Comments						

10.0 Library Services

Objectives:

Objectives:					
INPUTS		OUTPUTS		PERFORMANCE INDICATORS	
Cost	4,141,966	Circulation	1,061,889	% Cost Increase	4.45
Revenue	557,755	Patron Visits	513,756	% Cost Recovery	13.47
Salaries & Benefits	2,048,357	% Non-Residents		% Salaries & Benefits	49.45
Staff FTE	44.00	Facilities sq.ft.		% of District Cost	3.38
Exempt FTE	6.80	Number of Items Held		% of District Staff	7.13
Volunteer FTE		Capital Projects	775,000	New Acquisitions	
10.1 Administrative Support			Performance Indicators		
Cost	520,950			% Cost Increase	1.11
Revenue	323,600			% Cost Recovery	62.12
Staff FTE	4.00			% of Division Cost	12.58
				% of Division Staff	9.09
10.2 Public Services			Performance Indicators		
Cost	1,873,069			% Cost Increase	3.33
Revenue	4,700			% Cost Recovery	0.25
Staff FTE	24.62			% of Division Cost	45.22
				% of Division Staff	55.95
10.3 Support Services			Performance Indicators		
Cost	1,522,447			% Cost Increase	6.15
Revenue	3,955			% Cost Recovery	0.26
Staff FTE	15.78			% of Division Cost	36.76
				% of Division Staff	35.86
10.4 Fundraising & Partnerships			Performance Indicators		
Cost	225,500	Partnerships		% Cost Increase	10.97
Revenue	225,500	Partnership Revenue		% Cost Recovery	100.00
		Other Revenue			
Staff FTE	0.00	Net Revenue Raised		% of Division Cost	5.44
				% of Division Staff	0.00
NOTE - Figures are as per 2011 Budget Book.				Efficiency	Effectiveness
Comments					

11.0 Utilities

Objectives:

INPUTS		OUTPUTS		PERFORMANCE INDICATORS			
Cost	26,433,200			% Cost Increase	13.60	Utilities Cost/Capita	614.73
Revenue	25,819,000			% Cost Recovery	97.68		
Salaries & Benefits	2,613,900			% Salaries & Benefits	9.89		
Staff FTE	21.30			% of District Cost	21.59		
Exempt FTE	3.50			% of District Staff	3.45		
Volunteer FTE							
11.1 Water				Performance Indicators			
Cost	11,773,900	Water Used - Total	8,979,873	% Cost Increase	4.13	Water Cost/Capita	273.81
Revenue	11,190,900	% W-Van Water	53	% Cost Recovery	95.05	Water Cost/m3	1.31
Salaries & Benefits	1,411,600			% Consumption Ch'ge	-4.62	Water Main Breaks	20
Staff FTE	10.75	Debt Service	1,871,400	% of District Cost	9.62	Use/Capita - cu.m.	
Exempt FTE	2.00	Capital Projects	3,573,000				
11.2 Sewers				Performance Indicators			
Cost	11,136,000			% Cost Increase	8.17	Sewers Cost/Capita	258.98
Revenue	11,104,800			% Cost Recovery	99.72	Sanitary Blockages	66
Salaries & Benefits	1,118,900						
Staff FTE	9.15	Debt Service	0	% of District Cost	9.10		
Exempt FTE	1.00	Capital Projects	3,631,600				
11.3 Solid Waste & Recycling				Performance Indicators			
Cost	3,523,300	Tonnes Collected	12,673	% Cost Increase	4.56	S-Waste Cost/Capita	81.94
Revenue	3,523,300			% Cost Recovery	100.00	Collection Cost/Tonne	278.02
Salaries & Benefits	83,400			% Consumption Ch'ge	-1.40	% Waste Diversion	56
Staff FTE	1.40	Debt Service	0	% of District Cost	2.88	S-Waste Tonnes/Cap.	
Exempt FTE	0.50	Capital Projects	0				
NOTE - Figures are as per 2011 Budget Book.				Efficiency		Effectiveness	
Comments							

12.0 Other Services

Objectives:

INPUTS		OUTPUTS		PERFORMANCE INDICATORS			
Cost	17,586,000			% Cost Increase	13.60	Other Serv. - \$/Capita	408.98
Revenue	17,636,000			% Cost Recovery	100.28		
Salaries & Benefits	10,772,610			% Salaries & Benefits	61.26		
Staff FTE	177.32			% of District Cost	14.37		
Exempt FTE	7.35			% of District Staff	28.75		
Volunteer FTE							
12.1 Blue Bus Transit				Performance Indicators			
Cost	13,875,000	Revenue Rides	5,211,309	% Cost Increase	13.60		
Revenue	13,875,000	Total Boardings	9,371,274	% Cost Recovery	100.00		
Salaries & Benefits	9,956,800			% Salaries & Benefits	71.76		
Staff FTE	125.17			% of Division Cost	78.90		
Exempt FTE	4.00			% of Division Staff	70.59		
12.2 Golf				Performance Indicators			
Cost	1,264,400	Gleneagles - Cost	956,400	% Cost Increase	13.60		
Revenue	1,314,400	Gleneagles - Rounds	45,915	% Cost Recovery	103.95		
Salaries & Benefits	449,860	Ambleside - Cost	211,000				
Staff FTE	6.22	Ambleside - Rounds	21,342	% of Division Cost	7.19		
Exempt FTE	0.00			% of Division Staff	3.51		
		Capital Program	97,000				
12.3 Cemetery				Performance Indicators			
Cost	1,468,400	Sale of Plots	160	% Cost Increase	13.60		
Revenue	1,468,400	Sites Available	306	% Cost Recovery	100.00		
Salaries & Benefits	365,950						
Staff FTE	5.10			% of Division Cost	8.35		
Exempt FTE	0.00			% of Division Staff	2.88		
		Capital Program	736,000				
12.4 Land Stewardship				Performance Indicators			
Cost				% Cost Increase	13.60		
Revenue				% Cost Recovery	#DIV/0!		
Salaries & Benefits							
Staff FTE	1.00			% of Division Cost	0.00		
Exempt FTE	1.00			% of Division Staff	0.56		
12.5 Shared Services				Performance Indicators			
Cost				% Cost Increase	13.60		
Revenue				% Cost Recovery	#DIV/0!		
Salaries & Benefits							
Staff FTE	15.30			% of Division Cost	0.00		
Exempt FTE	2.00			% of Division Staff	8.63		
12.6 Third Party Works				Performance Indicators			
Cost	978,200			% Cost Increase	13.60		
Revenue	978,200			% Cost Recovery	100.00		
Salaries & Benefits							
Staff FTE	9.00			% of Division Cost	5.56		
Exempt FTE	0.00			% of Division Staff	5.08		
12.7 Capital Maintenance				Performance Indicators			
Cost				% Cost Increase	13.60		
Revenue				% Cost Recovery	#DIV/0!		
Salaries & Benefits							
Staff FTE	15.53			% of Division Cost	0.00		
Exempt FTE	0.35			% of Division Staff	8.76		
NOTE - Figures are as per 2011 Budget Book.				Efficiency		Effectiveness	
Comments							

13.0 West Vancouver District - All Operations

Objectives:

INPUTS	OUTPUTS	PERFORMANCE INDICATORS	
Cost		% Cost Increase 13.60	CE&P Cost/Capita 0.00
Revenue		% Cost Recovery #DIV/0!	
Salaries & Benefits		% Salaries & Benefits #DIV/0!	
Staff FTE		% of District Cost 0.00	District Cost/Capita 0.00
Exempt FTE		% of District Staff 0.00	
Volunteer FTE			
13.1 Departments - General Fund		Performance Indicators	
Cost 64,833,599		% Cost Increase 4.66	
Revenue 16,197,706		% Cost Recovery 24.98	
Salaries & Benefits 29,390,003			
Staff FTE 542.88		% of Division Cost #DIV/0!	
Exempt FTE 89.45		% of Division Staff #DIV/0!	
13.2 Overheads - General Fund		Performance Indicators	
Cost 12,047,554		% Cost Increase 4.66	
Revenue		% Cost Recovery 0.00	
Salaries & Benefits			
Staff FTE		% of Division Cost #DIV/0!	
Exempt FTE		% of Division Staff #DIV/0!	
13.3 Utilities		Performance Indicators	
Cost 26,433,200		% Cost Increase 13.60	
Revenue 25,819,000		% Cost Recovery 97.68	
Salaries & Benefits 2,613,900			
Staff FTE 21.30		% of Division Cost #DIV/0!	
Exempt FTE 3.50		% of Division Staff #DIV/0!	
13.4 Other Services		Performance Indicators	
Cost 17,586,000		% Cost Increase 13.60	
Revenue 17,636,000		% Cost Recovery 100.28	
Salaries & Benefits 10,772,610			
Staff FTE 177.32		% of Division Cost #DIV/0!	
Exempt FTE 7.35		% of Division Staff #DIV/0!	
13.5 Capital Program		Performance Indicators	
Cost 16,939,222		% Cost Increase -21.80	
Revenue			
Salaries & Benefits			
Staff FTE			
Exempt FTE			
NOTE - Figures are as per 2011 Budget Book.		Efficiency	Effectiveness
Comments			

14.0 Capital, Debt, Reserves

Objectives:

Objectives:				
CAPITAL Expenditures (\$ millions)			PERFORMANCE INDICATORS	
2009	2010	2011		
			<i>Performance Indicators</i>	
DEBT (\$ millions)			Performance Indicators	
2009	2010	2011		
			<i>Performance Indicators</i>	
RESERVES (\$ millions)			Performance Indicators	
2009	2010	2011		
			<i>Performance Indicators</i>	
<i>NOTE - Figures are as per 2011 Budget Book.</i>			Efficiency	Effectiveness
Comments				

15.0 Revenues

Objectives:

Objectives:						
INPUTS (\$ millions)				PERFORMANCE INDICATORS		
	2009	2010	2011		% Rate/year	
District Revenues	126.7	140.6	136.3	District Revenues	3.8	
Other Governments	48.0	53.0	55.0	Other Governments	7.3	
Total	174.7	193.6	191.3	Total	4.8	
General Fund				Performance Indicators		
	2009	2010	2011		% Rate/year	
Property Taxes	52.2	52.9	54.2	Property Taxes	1.9	
Other Revenue	23.9	22.5	22.7	Other Revenue	-2.6	
Capital Funding	14.6	21.7	16.9	Capital Funding	8.0	
Total	90.7	97.0	93.8	Total	1.7	
Utilities				Performance Indicators		
	2009	2010	2011		% Rate/year	
Water	9.5	10.8	11.2	Water	9.1	
Sewer	8.1	10.3	11.1	Sewer	18.5	
Solid Waste & Cycl.	2.8	3.4	3.5	Solid Waste & Cycl.	13.8	
Total	20.3	24.4	25.8	Total	13.5	
Other Funds				Performance Indicators		
	2009	2010	2011		% Rate/year	
Transit Reimb'nt	12.3	13.8	13.9	Transit Reimb'nt	6.5	
Golf Fees	2.3	1.6	1.3	Golf Fees	-21.9	
Cemetery Fees	1.0	1.0	1.5	Cemetery Fees	24.2	
Land Development		2.9		Land Development		
Total	15.6	19.2	16.7	Total	3.4	
NOTE - Figures are as per 2011 Budget Book.				Efficiency		Effectiveness
Comments						

KPI GUIDELINES

Appendix

(Sample KPIs Used Elsewhere)

Prepared for:

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Prepared by:

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August, 2012