

DATE OF MEETING JANUARY 23, 2023
AUTHORED BY TING PAN, MANAGER, SUSTAINABILITY
SUBJECT MONITORING STRATEGY – INTRODUCTION

OVERVIEW

Purpose of Report:

To provide the Governance and Priorities Committee with an update on the development of a *Monitoring Strategy for City Plan: Nanaimo ReImagined*.

BACKGROUND

During the Special Council meeting on 2020-DEC-14, Council passed the following motion:

“That the City of Nanaimo adopt the Doughnut Economic Model as a cohesive vision for all City initiatives and planning processes; and that a city portrait for Nanaimo be created to scale down the doughnut economics framework, that the city portrait be blended with the REIMAGINE NANAIMO process and that the appropriate measurable targets and indicators relevant to the community be identified and included in the framework to track progress.”

This motion informed the approach to tie a Monitoring Strategy to the Nanaimo Doughnut Framework. The Strategy is intended to track the progress towards City Goals that are organized around the framework and to provide insights on whether our actions are effective.

During Phase 2 of the REIMAGINE project, a workshop on 2021-MAR-10 involved Council, Committee members, staff, and key community stakeholders to select potential indicators and targets for the proposed City Plan. Using the results of the workshop, staff further refined the indicators and provided Council with a draft set of indicators and targets 2021-JUN-14 (see Attachment A).

The adoption of the City Plan in July 2022 includes a commitment to regularly monitor and review the effectiveness of actions taken to implement the Five City Plan Goals. This involves the development of a Monitoring Strategy to establish priority targets and high-level key indicators.

- **Targets** define, in measurable terms, desired outcomes for City Plan. They show what we wish to achieve and when we want to achieve it by.
- **Indicators** tell us how we are doing and are measures used to show how well a social, cultural, economic, or environmental system is working over a period of time.

This previous workshop held during 2021 informed the development of the Monitoring Strategy that began in late 2022 to further review and refine the 28 areas of impacts selected to be measured using 24 draft indicators and establish a process for target setting.

While the City does, and will continue to monitor many supporting statistics through various processes, the focus of the Strategy is to monitor a manageable set of key indicators related to the Five City Goals. |

DISCUSSION

The approach being used to develop the draft monitoring strategy involves using the MultiCapital Scorecard™ (MCS), a triple bottom line performance measurement methodology designed to show an organization's effective progress towards meeting its sustainability goals. The MCS helps the City to select context-based sustainability performance indicators that are specific to Nanaimo's context and can be directly linked to a science- or ethics-based sustainability end goal, in order to connect actions with the Framework and the Five City Goals in a meaningful and practical way.

The MCS is a tool to help organizations move beyond incremental progress (i.e. measuring the direction of progress without connecting to an end goal). The tool was designed for use at an organization level (businesses, not-for-profits etc.), and this is the first time it is being adapted and applied to a whole community using a vision established through a long-term community plan.

This has involved taking the following steps:

1. Applying selection criteria that focus on the significance of a draft indicator's area of impact we have influence or control over and the existence of a science- or ethics-based sustainability end goal relating to the core values of the City Plan framework (see Attachment B).
2. Assessing each indicators' suitability by ensuring the indicator is meaningful in Nanaimo's context and linked to a defined sustainability end goal and identifying the quantity of the resources that must be maintained in order to ensure the well-being of the community.
3. Developing metrics that quantify and compare actual impact (i.e. what we are measuring) and a sustainability end goal (i.e. what we ultimately want to maintain or achieve).

Through this process, the original draft indicators selected in 2021 have been sorted into primary indicators that meet the criteria and supportive indicators that could provide critical insights on progress towards City Goals but don't meet the criteria. Currently 16 primary indicators are being proposed, at least five of which would require further investigation or collecting new data that does not currently exist (see Attachment C). |

NEXT STEPS

A report on recommended primary and supportive indicators to be included in the Monitoring Strategy will be presented to Council for consideration during spring 2023. The Monitoring Strategy is anticipated to be completed in mid-2023. Remaining tasks include:

- Engaging stakeholders and setting targets for each primary indicator's area of impact
- Developing graphic and communication materials
- Creating a standard operating procedure for annual and five year monitoring and reporting

To support these remaining tasks, Staff recently submitted a pre-application to the Federation of Canadian Municipalities Green Municipal Fund's Signature Initiative. If the project is deemed eligible, Staff will return to Council to request support for a full application. |

SUMMARY POINTS

- The City Plan Monitoring Strategy is intended to establish priority targets and high-level key indicators related to the Nanaimo Doughnut Framework and the Five City Plan Goals.
- The result of a 2021 indicator workshop during Phase 2 of the REIMAGINE project informed the development of the Monitoring Strategy that began in late 2022 to further review and refine the original 24 draft indicators and establish a process for target setting.
- The approach being used to develop the Monitoring Strategy involves using the MultiCapital Scorecard™ methodology to develop a manageable number of indicators that are specific to Nanaimo's context and can be directly linked to a science- or ethics-based sustainability end goal, in order to connect actions with the Framework and the Five City Plan Goals in a meaningful and practical way.
- A report on recommended primary and supportive indicators will be presented to Council for consideration during spring 2023. The Monitoring Strategy is anticipated to be completed in mid-2023.

ATTACHMENTS

ATTACHMENT A: 2021 Draft Indicators and Targets
ATTACHMENT B: Indicator Selection Process Flow Chart
ATTACHMENT C: 2022 Draft Primary Indicators |

Submitted by:

Ting Pan
Manager, Sustainability

Concurrence by:

Lisa Bhopalsingh
Director, Community Development

Bill Corsan
Director, Corporate & Business Development

Bill Sims
General Manager, Engineering & Public
Works

Richard Harding
General Manager, Parks, Recreation &
Culture

Dale Lindsay
General Manager, Development Services /
Deputy CAO