

DATE OF MEETING April 29, 2024  
AUTHORED BY TING PAN, MANAGER, SUSTAINABILITY  
SUBJECT DRAFT MONITORING STRATEGY

## **OVERVIEW**

### **Purpose of Report**

To introduce the Draft Monitoring Strategy, seek feedback, and propose next steps. |

### **Recommendation**

That the Governance and Priorities Committee recommend that Council endorse in principle the draft Monitoring Strategy and engagement framework and direct staff to proceed with next steps as outlined in the 2024-APR-29 Staff Report by the Manager, Sustainability.

## **BACKGROUND**

Implementation of *City Plan: Nanaimo Reimagined* will be supported by two key documents, an *Integrated Action Plan (IAP)* and a Monitoring Strategy. The Monitoring Strategy is grounded in the Nanaimo Framework and is designed to assess the overall progress towards achieving the Five City Goals: Green, Connected, Healthy, Empowered, and Prosperous.

On 2023-JAN-23, Staff provided the Governance and Priorities Committee (GPC) an update on the development of a Monitoring Strategy and presented the approach being used to identify areas of impacts, key indicators, and supportive indicators (Attachment A). |

## **DISCUSSION**

### **Structure**

A link to the Draft Monitoring Strategy can be found in Attachment B. The structure of the document mirrors that of the *City Plan* and the *IAP*.

Part A | Welcome: Provides a brief overview of the “Purpose”, “Reviewing & Updating”, “Transitioning to Dynamic Dashboard”, and “Navigating” the Monitoring Strategy.

Part B | Framework: Provides a brief overview of “Framework & Goals”, and how they related to “35 *City Plan* Policy Topic Areas”, “Areas of Impacts” being monitored, “Approach” taken to develop the indicators, and at the end “Indicators at a Glance”.

Part C | Key Indicators: Provides a summary table for each selected key indicator that outlines the corresponding policy areas, sustainability end goal, metric, how the score is calculated, and why and how we measure it.

Part D | Monitoring Process: is meant to outline how the City of Nanaimo will share the data, develop insights, and inform decisions with community input. This task will be led by the City's Legislative Services. Once the process is clarified, this section will be completed.

Also attached are the draft Key Indicators Summary Tables and Supportive Indicators Summary Tables with data being collected so far.

## Overview

Below is a summary of the current status:

- A total of 21 areas of impact have been identified, 19 of which are activated with key indicators.
- A total of 23 key indicators have been identified, 17 of which have defined metrics and 13 of them could produce scores. This means that 6 key indicators still need to be developed. And data collection and scoring for 4 defined metrics are to be completed.
- A total of 39 supportive indicators have been identified - 27 with data and 14 with targets.

## Reviewing Timeframes

Annual monitoring is proposed to be carried out in Q4 every year along with the IAP annual review. Staff will present available annual data and an update on the incomplete key indicators. New supportive indicators may be proposed; and existing indicators will be reviewed and decided if they should be kept.

Four year monitoring will provide a more comprehensive monitoring report and is proposed to be done in tandem with a full IAP review and community engagement and aligned with Council's strategic planning cycle.

## Lessons Learned

- The development of key and supportive indicators is an iterative process and will likely continue to evolve.
- Quantifying our goals in the context of the Nanaimo Framework requires innovation, could be very complex in some areas (e.g. biodiversity, equity), and may require dedicated resources.
- Advancement in information technologies, especially in Geographic Information System (GIS), holds the potential for generating data more efficiently and conducting analyses that could provide better insight that would have been unattainable before.

## Next Steps

Should Council endorse in principle the draft Monitoring Strategy, Staff plans to:

- continue with data collection and indicator and target development through engagement with Staff, relevant committees, and subject matter experts;
- develop a public-facing webpage and eventually transition to a dynamic dashboard;

- engage the Governance and Priorities Committee on the monitoring process and assess various community engagement options in a follow-up meeting; and,
- prepare the public release of the monitoring data online in Q4 2024. |

## **OPTIONS**

1. That the Governance and Priorities Committee recommend that Council endorse in principle the draft Monitoring Strategy and engagement framework and direct staff to proceed with next steps as outlined in the 2024-APR-29 Staff Report by the Manager, Sustainability.
  - The advantages of this option: The Monitoring Strategy will continue to be refined and developed. The monitoring data will be released to the public online before the end of 2024.
  - The disadvantages of this option: Continued development of the Monitoring Strategy will require participation of Staff teams from across the organization. This could mean there is very limited capacity left on those teams to take advantage of any new opportunities for the remainder of 2024 or priorities have to be shifted.
  - Financial Implications: Anticipated cost for the project has been included in the 2024-2028 Financial Plan. There are currently no other financial implications. However, further development of a number of complex key indicators may require resources and time that exceed the original project scope. Staff will attempt to estimate those resource demands and seek approval from Council before proceeding.
2. That the Governance and Priorities Committee recommend that Council provide alternate direction. |

## **SUMMARY POINTS**

- The Monitoring Strategy is one of the two key documents to support the implementation of *City Plan: Nanaimo ReImagined* and is designed to assess the overall progress towards achieving the Five City Goals: Green, Connected, Healthy, Empowered, and Prosperous.
- A Draft Monitoring Strategy has been completed for feedback from the Governance and Priorities Committee.
- The Monitoring Strategy and the public release of the monitoring data online is expected in Q4 2024.

## **ATTACHMENTS:**

- ATTACHMENT A: 2023-JAN-23 Governance and Priorities Committee Report “Monitoring Strategy – Introduction”  
ATTACHMENT B: [Link to “Draft Monitoring Strategy”](#) |

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