Terms of Reference
Target Setting &
Indicator Selection
Project
Regional Growth Strategy
Implementation

January 28 • 2014
## TABLE OF CONTENTS

1. Purpose ........................................................................................................................... 2
2. Background ....................................................................................................................... 2
3. Project Objectives ........................................................................................................... 5
4. Approach .......................................................................................................................... 7
   4.1 Use RGS Sustainability Principles To Guide Project .................................................... 7
   4.2 Relate Monitoring Directly To 2011 RGS Goals And Outcomes That The RDN Has Influence On ....... 7
   4.3 Integrate Selection Of Indicators With Setting Targets ................................................... 8
   4.4 Respect And Use Previous Work On Indicator Selection ............................................... 9
   4.5 Recognize Current Use Of Indicators And Targets ......................................................... 9
   4.6 Consider Prior Consultation When Developing Further Consultation On Indicators And Targets ........ 10
   4.7 Gain Support ............................................................................................................... 10
   4.8 Select A Practical Number Of Indicators .................................................................. 11
   4.9 Commit To A Set Of Indicators Over Time .................................................................. 11
   4.10 Make Reporting Accessible To Different Audiences .................................................... 11
   4.11 Acknowledge Indicator Interrelationships .................................................................. 11
   4.12 Meet Needs Of Different Interests ............................................................................ 12
5. Scope Of Work And Timelines ....................................................................................... 13
6. Anticipated Outputs ....................................................................................................... 15
7. Resources ......................................................................................................................... 16
8. Budget .............................................................................................................................. 17

Appendix 1 – Key Indicators From The RGS ........................................................................... 18
Appendix 2 – Previous RGS Monitoring Evaluation Criteria .................................................... 20
Appendix 3 - Potential / Existing Targets And Related Indicators For Each RGS Goal ...................... 21
1. **PURPOSE**

This Terms of Reference (ToR) outlines a process for setting targets and selecting indicators for the Regional District of Nanaimo’s (RDN) Regional Growth Strategy (RGS). This work is part of an overall program to monitor and report on implementation and progress made towards RGS goals and objectives. This Terms of Reference includes steps for community engagement that are consistent with the RDN Board Public Consultation Policy.

2. **BACKGROUND**

The RGS is a strategic planning document that defines a regional vision for sustainability for the RDN. An essential part of implementing the RGS involves monitoring progress and evaluating the effectiveness of actions undertaken to achieve the RGS vision. Monitoring is part of being “accountable for our decisions and actions” one of eight sustainability principles that the updated 2011 RGS is founded on.

The *Local Government Act* requires regional districts that have adopted a regional growth strategy to establish a program to monitor implementation and progress made towards RGS objectives and actions, and prepare an annual report related to that.¹ Consistent with these requirements, the RGS has the following policies under Section 5.2 Implementation:

- **Policy 1.** Prepare an annual report on implementation and progress towards the goals and objectives of the RGS.

- **Policy 4.** Establish a process and program to identify and establish targets to achieve key policies set out in this RGS within one year of adoption of this RGS.

- **Policy 5.** Establish a process and program to monitor, evaluate and periodically report on regional economic, population, social and environmental trends and progress towards achieving RGS goals and policies and the targets to be established as set out in Policy 4, within one year of adoption of the RGS.

Targets and indicators are closely linked. The diagram below shows how targets and indicators fit into the RGS cycle and are directly related to RGS goals. Monitoring progress towards achieving these targets is done using indicators or measures that relate directly to the target. Indicators tell us whether or not the results of our actions are consistent with achieving our targets. A target that cannot be easily measured using an indicator is of limited use as it will be difficult to determine whether or not progress is being made to achieve a target and if different actions need to be taken to improve outcomes.

¹ British Columbia Local Government Act, Part 25 – Division 4 - Section 869 (1)
Figure 1: Setting Targets and Monitoring in the RGS Planning and Implementation Cycle

Since the RGS was first adopted in 1997 there have been ongoing efforts to monitor and report on implementation and progress as summarized in the table below. A more thorough review of the history of monitoring the RGS and the use of indicators can be found in the document titled *RGS Monitoring: Background Report*. 
# Summary of RGS Monitoring Reports 1998-2013

<table>
<thead>
<tr>
<th>RGS Monitoring Reports</th>
<th>Published</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Growth Management Plan 1997 Annual Report</td>
<td>Jan 28, 1998 (Staff Report)</td>
<td>Description of activities undertaken by the RDN to carry out policies.</td>
</tr>
<tr>
<td>2 Growth Management Plan 1998 Annual Report</td>
<td>May, 1999</td>
<td>Description of activities undertaken by the RDN to carry out policies.</td>
</tr>
<tr>
<td>3 1999 Annual Report on the Growth Management Plan</td>
<td>March, 2000</td>
<td>Description of activities undertaken by the RDN to carry out policies and introduction of ‘policy’ indicators to measure progress.</td>
</tr>
<tr>
<td>4 2000 Annual Report on Progress Towards the Vision and Goals of the Growth Management Plan</td>
<td>April, 2001</td>
<td>First monitoring report to use a set of 32 quantitative indicators to measure progress. Document includes numerous tables, charts and diagrams to show progress as measured by indicators. Work was overseen by a group of community representatives known as the Performance Review Committee (PRC).</td>
</tr>
<tr>
<td>5 2001-2002 Annual Report Regarding Implementation Progress</td>
<td>August, 2003</td>
<td>Description of activities undertaken by the RDN to carry out policies.</td>
</tr>
<tr>
<td>6 Sustainability Report 2003-2004</td>
<td>May, 2005 (RDN Board Received)</td>
<td>Description of activities undertaken by the RDN that relate to the 22 characteristics of a sustainable region rather than to specific areas relating to RGS goals.</td>
</tr>
<tr>
<td>7 Prospering Today, Protecting Tomorrow – The State of Sustainability of the Regional District of Nanaimo - 2006</td>
<td>Sept., 2006</td>
<td>Detailed analysis of 41 quantitative indicators used to show progress towards 22 sustainability characteristics of the region, some of which directly relate to policies in the RGS and areas that the RDN can influence. This report includes a section for different indicators called “where do we want to go” that introduces the idea of directional targets. Work was overseen by a group of community representatives known as the Regional Growth Management Advisory Committee (RGMAC).</td>
</tr>
<tr>
<td>8 2012 Annual Report Regional Growth Strategy Implementation and Progress</td>
<td>March, 2013 (RDN Board Received)</td>
<td>Description of activities undertaken by the RDN and member municipalities to carry out policies in the updated 2011 RGS.</td>
</tr>
</tbody>
</table>

2 The RGS was originally referred to as the Growth Management Plan until it was renamed the Regional Growth Strategy as part of its first major update in 2003.
A major challenge for monitoring RGS progress so far has been a lack of consistency on how progress has been measured and reported. Of the eight monitoring reports produced to date, the majority are descriptive lists of actions taken to implement the RGS, only three make use of indicators to measure progress. Two of the reports that use indicators reflect a significant amount of work to develop a list of measurable indicators. This Terms of Reference recognizes and builds upon previous information and resources to develop indicators.

The only targets established in the 2011 RGS are related to reducing Green House Gas (GHG) emissions as required by the Local Government Act. This target was set based on “established Provincial targets to reduce GHG emissions 33% below 2007 levels by 2020 and 80% by 2050”. The RDN’s Community Energy and Emissions Plan (March 2013) continues to use these targets. Earlier versions of the RGS did not establish targets and only one monitoring report (the seventh) introduces the idea of directional targets in a section called “where do we want to go”. Directional targets describe the desired movement towards or away from an established state rather than setting a specific number or percentage improvement to be achieved. Target setting has been identified as an important aspect of implementing, monitoring and evaluating actions to achieve the goals of the 2011 RGS.

Relevant indicators are essential for measuring the level of progress made towards achieving a target. Without indicators, it would be difficult for decision-makers to know what level of progress is being made towards a target and whether or not actions need to be adjusted. This ToR reflects the interrelationship between targets and indicators by integrating setting targets for achieving RGS goals with the selection of suitable indicators to measure progress towards chosen targets.
3. **PROJECT OBJECTIVES**

The objectives for the target setting and indicator selection project are to:

- Use RGS sustainability principles to guide all aspects of the project;
- Focus on monitoring the outcomes of actions taken to implement the 11 goals in the 2011 RGS;
- Focus on areas that the RDN has influence over rather than to more broadly monitor sustainability of the region as a whole;
- Integrate the process for setting targets and selecting indicators;
- Build on the research and selection of indicators from past monitoring programs and apply this to the development of indicators and targets for use with the 2011 RGS;
- Ensure that different RDN departments are involved in the selection of targets and indicators that relate to their areas of influence;
- Engage community members, the RDN Board, municipal staff and relevant professionals in the process for selecting indicators and setting targets;
- Meet requirements to monitor RGS progress and produce annual reports;
- Develop a process for monitoring that enables staff to easily produce annual reports;
- Provide innovative ways of presenting the monitoring results so that information is accessible and meaningful to community members and stakeholders; and
- Present monitoring results in a way that will help to influence positive actions to reach targets.
4. APPROACH

The following provides details of the approach that will be used to undertake this project. This includes outlining information to be considered and the rationale for the proposed approach.

4.1 USE RGS SUSTAINABILITY PRINCIPLES TO GUIDE PROJECT

Eight sustainability principles provide a framework for the goals and policies of the 2011 RGS:

- Decisions and actions have regard for local and global consequences;
- The interconnectedness and interdependence of natural and human systems are recognized and respected;
- The healthy functioning of ecological systems is nurtured;
- The qualities of place that create pride and a sense of community are nurtured;
- Efficiency, including the concept of zero-waste, is optimized;
- Equity amongst all citizens and across generations, including future generations is ensured;
- Decision-making processes are based on participation, collaboration and co-operation with citizens, other authorities and organizations; and
- We are accountable for our decisions and actions.

These sustainability principles are “intended to guide decision-making regarding the future life of the region” and thereby the implementation of the RGS. These principles will be used to guide the process for the setting targets and choosing indicators to monitor the RGS. As noted earlier, undertaking this project is in keeping with the principle that “we are accountable for our decisions and actions”.

4.2 RELATE MONITORING DIRECTLY TO 2011 RGS GOALS AND OUTCOMES THAT THE RDN HAS INFLUENCE ON

To fulfill the requirements of the Local Government Act and to be accountable to RDN citizens, the monitoring program for the RGS should clearly show progress toward the RGS goals (see below). The RGS monitoring program aims to measure progress towards meeting RGS goals (with a view of determining the need to adjust policies and actions taken by the RDN). This involves selecting indicators and establishing targets that directly relate to monitoring implementation and progress towards the 2011 RGS goals. The most recent indicator based monitoring report for the RGS in 2006 looked broadly at all aspects of sustainability including several areas that were beyond the sphere of influence of the RDN and had no direct relationship to RGS goals and policies. While there are many
merits to monitoring all aspects of sustainability, such an approach will not allow the RDN to focus on the impacts and effectiveness of actions taken to implement the RGS.

Monitoring progress towards RGS goals will be more effective if measurable targets and indicators to measure progress are set in relation to the policies established to meet the RGS goals listed below:

1. **Prepare for Climate Change and Reduce Energy Consumption** – Reduce GHG emissions and energy consumption and promote adaptive measures to prepare for climate change impacts.

2. **Protect the Environment** – Protect and enhance the environment and avoid ecological damage related to human activity.

3. **Coordinate Land Use and Mobility** – Ensure land use patterns and mobility networks are mutually supportive and work together to reduce automobile dependency and provide for efficient goods movement.

4. **Concentrate Housing and Jobs in Rural Village and Urban Growth Centres** – Establish distinctive activity centres and corridors within growth containment boundaries that provide ready access to places to live, work, play and learn.

5. **Enhance Rural Integrity** – Protect and strengthen the region’s rural economy and lifestyle.

6. **Facilitate the Provision of Affordable Housing** – Support and facilitate the provision of appropriate, adequate, attainable, affordable and adaptable housing.

7. **Enhance Economic Resiliency** – Support strategic economic development and link commercial and industrial strategies to the land use and rural and environmental protection priorities of the region.

8. **Enhance Food Security** – Protect and enhance the capacity of the region to produce and process food.

9. **Celebrate Pride of Place** – Celebrate the unique natural beauty, culture, history, and arts of the region.

10. **Provide Services Efficiently** – Provide efficient, cost-effective services and infrastructure.

11. **Enhance Cooperation Among Jurisdictions** – Facilitate an understanding of and commitment to the goals of growth management among all levels of government, the public, and key private and voluntary sector partners.
4.3 **INTEGRATE SELECTION OF INDICATORS WITH SETTING TARGETS**

Targets and indicators are closely linked. Indicators tell us whether or not the results of our actions are consistent with achieving our targets. A target that cannot be easily measured using an indicator is of limited use as it will be difficult to determine whether or not progress is being made to achieve a target and if different actions need to be taken to improve outcomes. Subsequently, this project will involve integrating the process for establishing targets with that of selecting indicators.

4.4 **RESPECT AND USE PREVIOUS WORK ON INDICATOR SELECTION**

The RDN has already spent considerable time and effort developing indicators as reflected in earlier RGS monitoring initiatives and reports.

This includes extensive review and feedback from community based committees, community members and relevant professionals. Indicators selected through prior work were developed using evaluation criteria (Appendix 2) to refine and determine suitable indicators. Any new indicators not previously considered will be evaluated using similar criteria.

In order not to lose the valuable contribution and community participation in these past monitoring efforts, the process for setting targets and selecting indicators will build upon this extensive work.

A list of possible indicators to consider (Appendix 3) has been prepared by RDN staff as a starting point for this project using the following sources:

- The list of key indicators included in the 2011 RGS.
- Indicators used in past RGS monitoring reports approved by the RDN Board. Many of these indicators were selected/ proposed by committees with broad community representation and professionals knowledgeable in indicators used by different disciplines. This includes the extensive work on indicators used in the 2006 State of Sustainability Report.
- Indicators currently used by different RDN departments and approved by the RDN in departmental work plans and budgets.
- New indicators that may apply to RGS goals and that have not been previously researched or reviewed by the RDN Board or wider community.

The possible indicators identified in Appendix 3 are linked to potential targets identified for different RGS Goals.
4.5 Recognize Current Use of Indicators and Targets

As noted earlier, the approach to this project is to build upon prior efforts to develop indicators. Targets and indicators currently being used as part of existing planning and operations by different RDN departments will also be reviewed in terms of their relevance and application to RGS goals and policies and used to develop a proposed list for consideration. As noted earlier, currently used indicators and targets that relate to RGS goals have been identified in the list in Appendix 3.

4.6 Consider Prior Consultation When Developing Further Consultation on Indicators and Targets

To date there has been extensive consultation to produce many of the proposed indicators to be considered as part of this project. This includes many hours of time given by community representatives participating on committees tasked with monitoring the RGS. In order to respect this past work, this project will avoid re-doing work by building on past community feedback that lead to analysis of the suitable indicators. As a result, community consultation will focus on providing opportunities for community members to confirm shortlisted indicators with greater focus on providing feedback on the proposed targets (given that there has been no prior opportunities for discussion on setting targets).

The main method for engaging community members in providing feedback on the proposed indicators and setting targets will be through an online survey (which will also be available in hard copy as needed). The reason for proposing this form of engagement is based upon prior experience of successfully using surveys supported by advertising to reach a wider and more diverse audience than more traditional forms of community engagement (meetings, open houses and workshops). The survey will be promoted through a range of advertising mediums (web-based, social media, newspaper advertisements, earned media etc.). RDN staff will also offer to make presentations to interested community groups to explain the project and encourage participation in the survey.

In addition to the online survey, the RDN will host two events to be held in central locations in the RDN to allow region-wide participation in confirming the proposed indicators and setting targets. Community members will be asked to provide their input on how they wish to see the results of monitoring communicated. This feedback will be used to guide how the results of monitoring are communicated (hard copy documents, websites, social media). In addition to a general invitation, those who have previously expressed interest in RGS implementation and those with specific knowledge on different targets and indicators will also be directly invited to participate.
4.7 GAIN SUPPORT

In order for targets to be met they must have political, staff, external agency and community support. A key way of getting this support is to ensure that each of these groups is engaged at an appropriate level in the selection of indicators and setting of targets.

4.8 SELECT A PRACTICAL NUMBER OF INDICATORS

The last monitoring report of the RGS done in 2006 included an in-depth review of 41 indicators contained in a lengthy report. A key challenge for monitoring the RGS is selecting a practical number of indicators that allow for regular updates to be done and that also convey meaningful information to stakeholders. As has been noted in several studies “a smaller number of indicators are more effective in communicating and mobilizing action”.

4.9 COMMIT TO A SET OF INDICATORS OVER TIME

A big challenge with past RGS monitoring is a lack of consistency over the indicators measured and the style of reporting since the RGS was adopted. This makes it difficult to track trends over time. This project will seek to select indicators that can be reported regularly in order to understand progress made towards meeting RGS goals and the effectiveness of different actions over time.

4.10 MAKE REPORTING ACCESSIBLE TO DIFFERENT AUDIENCES

Finding effective ways of communicating the results of monitoring is essential for making information accessible and being accountable to community members. This project will involve seeking feedback on ideas and selecting the most appropriate format and technology (for example, use of written reports, versus more interactive web-based tools) to meet the needs of different audiences (staff, external agencies, community members, Board members).

4.11 ACKNOWLEDGE INDICATOR INTERRELATIONSHIPS

The goals of the RGS are highly interrelated around a central theme of growth management. Managing growth and creating complete, compact communities is complimentary to achieving other goals such as food security, environmental protection, efficient transportation, greenhouse gas emissions reduction and economic development. The process for selecting indicators for the RGS should consider that one indicator may be suitable for more than one target and more than one RGS goal.

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3 The Sheltair Group: Indicators for Sustainable Communities: A Case Study Scan, March 2007
4.12 MEET NEEDS OF DIFFERENT INTERESTS

The process for selecting indicators and setting targets will recognize varying interests:

(a) RDN Board – will use indicators to monitor results, track progress towards targets and evaluate the need to adjust policies and implementation priorities. The monitoring program needs to provide information that is detailed enough to guide decisions regarding where to direct resources;

(b) Community Members – may use indicators and targets to monitor the progress of the RDN and member municipalities in achieving the goals of the RGS. Information for community members needs to be straightforward and meaningful in order to motivate changes in behaviour and to understand the impacts of RDN policies on both communities and individuals;

(c) External Organizations – may use monitoring data to prioritize their own activities in keeping with the RGS goals. This may include creating their own targets and use of benchmarks to monitor their own progress; and

(d) RDN Departments – may already have their own indicators and targets that need to be incorporated into the process and/or need to be involved in selecting appropriate indicators and targets related to the areas under their influence.
5. **SCOPE OF WORK AND TIMELINES**

The following tasks and timelines have been identified as part of the scope of work for this project:

<table>
<thead>
<tr>
<th>Stage 1</th>
<th>Task</th>
<th>Proposed Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Background Information</td>
<td>1. <strong>Terms of Reference</strong> – Prepare ToR for RDN Board to consider for Target Setting and Indicator Selection Project</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>2. <strong>Monitoring Background Report</strong> – Complete report that provides background information on targets, indicators, monitoring and the history of monitoring the RGS.</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>3. <strong>Compile list of possible targets</strong> – Compile list of potential targets based on those in use by RDN departments, externally by other levels of government and possible new targets.</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>4. <strong>Compile list of possible indicators</strong> – Compile list of potential indicators based on those currently being used by the RDN, previously considered by the RDN, and possible new indicators including those identified in the RGS.</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>5. <strong>Identify potential targets and appropriate indicators for each target</strong> Prepare a list of suitable targets and indicators aligned with the RGS goals for meetings with RDN staff and relevant professionals.</td>
<td>Complete</td>
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</table>

<table>
<thead>
<tr>
<th>Stage 2</th>
<th>Task</th>
<th>Proposed Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verify Targets &amp; Indicators</td>
<td>6. <strong>Consult RDN Staff and Relevant Professionals</strong> – Meetings will be held to review and verify a draft list of targets and indicators related to the RGS goals.</td>
<td>Winter 2014</td>
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<td></td>
<td>7. <strong>RDN Board Seminar</strong> – Based on feedback from meetings with RDN staff and relevant professionals, a list of proposed targets and indicators will be reviewed by the Board prior to presenting to the wider community for feedback.</td>
<td>Winter 2014</td>
</tr>
<tr>
<td>Task</td>
<td>Proposed Timing</td>
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<td><strong>Stage 3</strong> Community Feedback</td>
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<tr>
<td>8. Revise draft list - Based on the outcome of the seminar, revise list of targets and indicators as necessary.</td>
<td>Winter-Spring 2014</td>
<td></td>
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<tr>
<td>9. Website update – Update RDN website with information on targets and indicator project.</td>
<td>Spring 2014</td>
<td></td>
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<tr>
<td>10. Prepare online survey to get feedback on proposed targets – Design a survey and graphics appropriate for ‘broad’ public participation.</td>
<td>Spring 2014</td>
<td></td>
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<tr>
<td>11. Advertisement – Advertise community meetings and the survey through newspapers, transit ads, libraries, RDN regional mailing lists, community notice boards and earned media.</td>
<td>Spring 2014</td>
<td></td>
</tr>
<tr>
<td>12. Community Engagement on RGS Targets and Indicators – Present draft list of targets and indicators to the community for their consideration, confirmation and comment.</td>
<td>Spring 2014</td>
<td></td>
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<tr>
<td><strong>Stage 4</strong> Finalize</td>
<td></td>
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<tr>
<td>13. Compile Results – Close survey and aggregate results.</td>
<td>Spring 2014</td>
<td></td>
</tr>
<tr>
<td>14. Finalize Targets and Indicators – Prepare a report on engagement results and present recommendations to the RDN Board to consider for a final list of targets and indicators.</td>
<td>Summer 2014</td>
<td></td>
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<tr>
<td><strong>Stage 5</strong> Initiate Monitoring</td>
<td></td>
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<tr>
<td>15. Initiate Monitoring Program – Following the adoption by the Board of a list of targets and indicators, initiate monitoring program.</td>
<td>Fall 2014</td>
<td></td>
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<tr>
<td>16. Develop web based reporting system – Following the adoption by the Board of a list of targets and indicators, a web based reporting system will be established so that all interested parties can track the progress towards the RGS goals.</td>
<td>Fall 2014</td>
<td></td>
</tr>
</tbody>
</table>
6. **ANTICIPATED OUTPUTS**

The anticipated results of this project include:

(a) Background research and a list of potential targets based on those in use by RDN departments and externally by other levels of government;

(b) Background research and a list of potential indicators based on those established in past monitoring reports, those currently in use by the RDN and new ones proposed for new goals of the RDN;

(c) Evaluation criteria to create a refined list of targets and indicators;

(d) Web-based and printed educational materials to inform community members about the RGS monitoring process and outcomes;

(e) Greater community engagement in RGS monitoring and awareness of actions they can take to influence reaching targets or improving indicator performance;

(f) A monitoring website to provide information on progress towards meeting the RGS goals; and

(g) Annual RGS monitoring reports for 2014 and beyond using the results of monitoring indicators to show progress towards targets and RGS goals.
7. RESOURCES

RDN Planning Staff

(a) Research monitoring history, identify potential targets and indicators;
(b) Prepare for and facilitate meetings and surveys;
(c) Document feedback from community engagement and other input;
(d) Develop structure for web based RGS reporting; and
(e) Prepare the annual monitoring report.

Other RDN staff

(a) Provide indicator and target information and advice relating to monitoring specific RDN functions. Review information to be included in list of potential targets and indicators; and
(b) Advise on appropriate level of engagement including suggesting consultation with relevant professionals.

Intergovernmental Advisory Committee / Affected municipalities

(a) Recommend and/or provide advice on appropriate targets and indicators as they relate to municipalities;
(b) Recommend and/or provide advice on appropriate targets as they relate to the region; and
(c) Provide data for indicators as it relates to municipalities.

RDN Board

(a) Review and provide direction on the use of proposed indicators and targets;
(b) Attend and participate in meetings/seminars as appropriate; and
(c) Foster understanding and encourage community involvement in the project and reaching established targets.

Provincial Agencies

(a) Provide data on indicators or targets collected by the Province; and
(b) Provide advice on proposed targets and indicators.
8. **BUDGET**

The Long Range Planning Department budget for 2014 includes funds to cover costs associated with; gathering, researching and evaluating indicators and targets; consulting with RDN staff; getting feedback and direction from the RDN Board; and engaging community members using two meetings and a web-based public consultation approach.

One full-time planning staff equivalent plus GIS staff support (as needed) will be assigned to the project through to completion.
APPENDIX 1 — KEY INDICATORS FROM THE RGS

Climate Change
- Reduction of GHG emissions and energy consumption indicators and targets will be established in the Community Energy and Emissions Plan.

Environmental Protection
- Water quality and quantity (surface and groundwater);
- Air quality;
- Amount of new ESA lands and riparian areas protected.

Coordinate Land Use & Mobility
- Commute to work travel mode share;
- Total length of regional trail network;
- Share of population growth within GCB;
- Share of net new dwellings located within GCB;
- Number of households within GCB that are walking distance of transit;
- Diversity of land uses within designated mixed-use centres served by transit.

Concentrate Housing & Jobs in Growth Centres and Corridors
- Housing densities inside GCB;
- Net new dwellings located in the City of Nanaimo and major urban centres;
- Share of net new dwellings in electoral areas located within rural area GCB;
- Share of new jobs located in the City of Nanaimo and urban centres;
- Share of new jobs in electoral areas located within rural area GCB.

Rural Integrity
- Net change in land area of forestry lands (lands designated Resource Lands and Open Space excluding ALR and designated open space lands);
- Net change in land area of ALR;
- Number of new parcels subdivided in ALR lands;
- ALR range of parcel sizes;
- Gross farm receipts and number of farms by gross farm receipt category;
- Density outside the GCB.
Affordable Housing
- Housing diversity by unit type;
- Number of new affordable housing units constructed;
- Subsidized housing wait lists;
- Level of homelessness.

Resilient Economy
- Number of new jobs in the region;
- Share of jobs by economic sector.

Culture, Arts and Recreation
- Number of inventoried heritage resources;
- Kilometres of public trails and pathways.

Efficient Services
- Per capita disposal of solid waste;
- Average per capita consumption of potable water;
- Per capita length of water and sewer lines in areas with community services;
- Per capita road length.
APPENDIX 2 – PREVIOUS RGS MONITORING EVALUATION CRITERIA

2006 State of Sustainability Indicator Selection Criteria

- Relevant. The indicator reflects the sustainability topic of interest.
- Linked to Action. The indicator supports change in behaviour or improvement in decisions, goals, or policies in the region.
- Understandable. A diverse range of people easily understands the indicator.
- Sensitive to change. The indicator reveals change in the social or physical environment.
- Integrative. The indicator demonstrates connections among key dimensions of sustainability. This criterion is desirable but not crucial. That is, some excellent indicators pertain only to a single dimension of sustainability.
- Comparable. The indicator results can be compared with other regions.
- Scale. The indicator reveals conditions and trends at the regional or sub-regional levels.
- Interpretable. The indicator is free of extraneous factors that could confound its interpretation (e.g., what else could affect the indicator besides the social or physical topic of interest).

Data qualities

Sustainability indicators can only be used if data are available to support them. A good sustainability indicator is supported by data that meet all or most of the criteria listed below. These criteria were applied in the assessment of data available for candidate RDN indicators for the 2006 monitoring report.

- Available. Data exist to support the indicator.
- Scale. The data captured are at a scale appropriate for sustainability reporting needs (e.g., regional, municipal, street-level, household).
- Temporal. The data have been collected long enough to show trends over time and progress toward targets, and will continue to be collected in the future.
- Usable. The data format is compatible with the RDN system, and the RDN can perform data interpretation and presentation needed to support the indicator.
- Accurate. The data collection and aggregation method is appropriate for the indicator.
- Affordable. The cost of obtaining data to support the indicator is reasonable and within the budget of the RDN.
APPENDIX 3 - POTENTIAL / EXISTING TARGETS AND RELATED INDICATORS FOR EACH RGS GOAL

Goal 1 Prepare for Climate Change and Reduce Energy Consumption

Existing Target:
- Reduce GHG emissions 33% below 2007 levels by 2020 and 80% by 2050

Baseline:
- Community Energy Inventory – GHG emissions 2010

Possible Indicators:
- Community Energy Inventory – GHG emissions

Possible Target:
- Reduce per capita energy use (% or number)

Baseline:
- Community Energy Inventory – energy consumption for vehicles and buildings in 2010
- Number of hybrid and electric vehicles in 2011

Possible Indicators:
- Vehicle Ownership (types of vehicles owned)
- Residential energy use – electricity and natural gas
- Number of hybrid and electric vehicles
- Other indicators from the Community Energy Inventory could also be used

Possible Target:
- Increase the amount of energy obtained from green renewable sources within the region (% or number)

Baseline:
- Energy produced from renewable resources within the region in 2011

Possible Indicator:
- Energy produced from renewable resources within the region

Goal 2 Protect the Environment

Possible Target:
- Decrease per capita daily total water consumption (% or number)

Baseline:
- Domestic water consumption for 2011
Possible Indicator:
- Domestic water consumption

Possible Target:
- Increase the amount of land in parks and other forms of protected areas (% or number)

Baseline:
- Amount of land in parks and other forms of protected areas in 2011

Possible Indicator:
- Amount of land in parks and other forms of protected areas.

Goal 3 Coordinate Land Use and Mobility

Possible Target:
- Increase the number of people living within close proximity to places to work, play, learn and shop

Baseline:
- Number of people living within a set distance (400 m) of employment lands, shopping, schools, transit and recreation facilities in 2011
- Land use diversity within the designated mixed-use centers (served by transit) in 2011

Possible Indicators:
- Number of people living within a set distance (400 m) of employment lands, shopping, schools, transit and recreation facilities
- Land use diversity within designated mixed-use centres (served by transit)

Possible Target:
- Increase the travel mode share for non-automobile forms of travel

Baseline:
- Travel mode share for 2011
- Number of people using public transit 2011

Possible Indicators:
- Travel mode share
- Number of people using public transit

Goal 4 Concentrate Housing and Jobs in Rural Village and Urban Growth Centres

Possible Target:
- Increase the proportion of the population living in Rural Village and Urban Growth Centres (by X %)

Baseline:
- Density of population inside the GCB 2011
- Density of dwelling units inside the GCB 2011
Possible Indicators:
- Density of population inside the GCB
- Density of dwelling units inside the GCB

Possible Target:
- Increase the proportion of jobs located in Rural Village and Urban Growth Centres (by X %)
Baseline:
- Portion of land inside the designated mixed-use centres that permit job producing uses 2011
- Portion of jobs located inside the designated mixed-use centres 2011
Possible Indicators:
- Portion of land inside the designated mixed-use centres that permit job producing uses
- Portion of jobs located inside the designated mixed-use centres

Possible Target:
- Increase the diversity of housing types within the GCBs (can set targets for each type of housing)
Baseline:
- Diversity of housing types in the designated mixed-use centres 2011
- Density of developed land in the designated mixed-use centres (residential and commercial) 2011
Possible Indicators:
- Diversity of housing types in the designated mixed-use centres
- Density of developed land in the designated mixed-use centres (residential and commercial)

Goal 5 Enhance Rural Integrity

Possible Target:
- Maintain (or increase) the amount of land available for natural resource uses (farming, forestry, outdoor recreation)
Baseline:
- The amount of land in the ALR in 2011
- The amount of land classified as PMFL in 2011
Possible Indicators:
- The amount of land in the ALR
- The amount of land classified as PMFL
- The total area in shellfish aquaculture licenses

Possible Target:
- Increase the portion of development inside the GCB
Baseline:
- The proportion of lots/units inside and outside the GCB in 2011
Possible Indicators:
- The number of new lots/units created through subdivision inside and outside the GCB

Goal 6 Facilitate the Provision of Affordable Housing

Possible Target:
- Increase the portion of households living in suitable, affordable and attainable housing (% or number)

Baseline:
- The portion of households paying 30% or less of household income on housing in 2011
- The number of households in core housing need in 2011
- The number of units of purpose built affordable housing in 2011
- The total and number of rental units affordable to households with income below 50% of the median income for the region in 2011

Possible Indicators:
- The portion of households paying 30% or less of household income on housing
- The number of households in core housing need
- The number of new units of purpose built affordable housing
- The total and number of new rental units affordable to households with income below 50% of the median income for the region

Possible Target:
- Increase the housing mix inside the GCB (% or number; could have different targets for Urban Areas and RVCs)

Baseline:
- The portion of units in each housing type in 2011

Possible Indicator:
- The portion of units in each housing type

Possible Target:
- Decrease the level of homelessness in the region (% or number requiring services or emergency shelter)

Baseline:
- The case load number for outreach workers 2011
- The number of people using emergency and extreme weather shelters 2011

Possible Indicator:
- The case load number for outreach workers
- The number of people using emergency and extreme weather shelters
Goal 7 Enhance Economic Resiliency

Possible Target:
- Increase the number of jobs in the region

Baseline:
- The number of jobs in the region in 2011

Possible Indicator:
- The number of jobs in the region

Possible Target:
- Increase the diversity of employment in the region

Baseline:
- The proportion of jobs in each labour category in 2011

Possible Indicator:
- The proportion of jobs in each labour category

Goal 8 Enhance Food Security

Possible Target:
- Increase the amount of food produced in the RDN

Baseline:
- Amount of land in the ALR in 2011
- The total area of land in the RDN being used for food production in 2011
- Number of parcels in the RDN with farm status in 2011
- Value of gross farm receipts in the RDN in 2011

Possible Indicators:
- Amount of land in the ALR
- The total area of land in the RDN being used for food production
- Number of parcels in the RDN with farm status
- Value of gross farm receipts in the RDN

Possible Target:
- Increase the amount of shellfish grown, harvested and processed in the region

Baseline:
- Area under active shellfish tenure in 2011

Possible Indicators:
- Area under active shellfish tenure
Goal 9 Celebrate Pride of Place

Possible Target:
- Increase the number of cultural and artistic events

Baseline:
- The number of public events held in the RDN in 2011

Possible Indicator:
- The number of public events held in the RDN each year

Possible Target:
- Increase the area for parks and other public gathering places

Baseline:
- The amount of land for parks and other public gathering places in 2011

Possible Indicator:
- The amount of land for parks and other public gathering places

Possible Target:
- Increase the protection of historic places that are valued by the community (% or number of buildings on heritage registrars)

Baseline:
- The number of buildings or places on the historic places registrar 2011

Possible Indicator:
- The number of buildings or places on the historic places registrar

Goal 10 Provide Services Efficiently

Possible Target:
- Decrease the per capita length of roads (length of paved roads per person)

Baseline:
- Per capita length of roads in 2011

Possible Indicator:
- Per capita length of roads

Possible Target:
- Decrease the per capita length of water and sewer lines (length of sewer and water mains per person)

Baseline:
- Per capita length of water and sewer lines (length of sewer and water mains per person) in 2011

Possible Indicator:
- Per capita length of water and sewer lines (length of sewer and water mains per person)
Possible Target:
- Decrease the per capita amount of waste going to the landfill (amount of waste sent to landfill per person)

Baseline:
- The amount of waste diverted from the landfill in 2011
- The amount of material that is recycled, reused or processed for reuse in 2011
- Per capita waste disposal 2011

Possible Indicators:
- The amount of waste diverted from the landfill
- The amount of material that is recycled, reused or processed for reuse
- Per capita waste disposal

Goal 11 Enhance Cooperation Among Jurisdictions

Possible Target:
- Increase the number of formal agreements/partnerships with the private sector, community groups and First Nations and between different levels of government

Baseline:
- The number of formal agreements/partnerships with the private sector, community groups, First Nations and other government agencies as of 2011

Possible Indicator:
- The number of formal agreements/partnerships with the private sector, community groups, First Nations and other government agencies