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| RDN REPORT   |   |  |
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## MEMORANDUM

**TO:** Paul Thompson  
Manager of Long Range Planning

**DATE:** June 27, 2014

**FROM:** Lisa Bhopalsingh  
Senior Planner

**FILE:** 6780 30

**SUBJECT:** Regional Growth Strategy Indicators and Targets Project - Draft Indicators and Targets

### PURPOSE

To provide a project update and present a draft list of indicators and targets to be used for community engagement as part of a process for developing a monitoring program for the Regional Growth Strategy (RGS).

### BACKGROUND

On January 28, 2014, the RDN Board directed staff to proceed with a project to establish targets and select indicators to monitor annual progress towards the goals of the RGS. Monitoring progress and evaluating the effectiveness of actions undertaken by the Regional District of Nanaimo (RDN) and member local governments to achieve RGS goals, is part of being "*accountable for our decisions and actions*", one of the sustainability principles that the RGS is founded on and a central theme in the RDN's 2013-2015 Board Strategic Plan. This project is also consistent with the requirements of Section 869 of the *Local Government Act* and related RGS policies that provide direction to monitor the RGS and produce annual progress reports.

Attachment 1 outlines the timeline and five steps identified in the project Terms of Reference. This report provides a brief update of the activities completed to date. The report focuses on presenting the results, analysis and recommendations following feedback received from RDN staff, 'relevant professionals' and the RDN Board during Stage 2 of the project (Verify Indicators and Targets). The report "*Stage 2 – Confirmation of Indicators and Targets*" (Attachment 2) shows how feedback received during Stage 2 was used to produce a draft list of indicators and targets (Attachment 3). This draft list is intended to be used to gather community feedback (as identified in Stage 3).

### Process for Developing the Draft List of Indicators and Targets

To date, the following tasks identified in Stages 1 and 2 of the Terms of Reference have been completed and used to develop a draft list of recommended indicators and targets:

#### **Stage 1 – Background Information**

- Monitoring Background Report prepared.

- Information sheets explaining monitoring, indicators and targets completed.
- Website with information on the indicators and targets project created.
- Terms of Reference for setting targets and choosing indicators to measure RGS progress, drafted and approved by the RDN Board January 28, 2014.
- List of approximately 100 potential indicators identified using prior monitoring experience, information currently collected by the RDN and other agencies, and new research.
- Using evaluation criteria established in the Terms of Reference, the list of potential indicators was narrowed down to a draft shortlist of 46 indicators. Suitable targets for the RGS goals were identified relating to the 46 shortlisted indicators.

### **Stage 2 – Verify Indicators and targets**

- Workshop held on March 31, 2014 with RDN staff and ‘relevant professionals’ comprised of RDN staff, and staff from member municipalities and provincial agencies. The purpose of the workshop was to review and verify the shortlist of indicators and targets for monitoring the RGS.
- Compiled and analysed workshop feedback. This included conducting additional research to create a refined list of approximately 20 recommended indicators and targets to be reviewed by RDN Board members. A list of ‘Future Indicators’ was also identified for use once data improved along with information considered useful as ‘Supporting Statistics’ that complimented the recommended indicators.
- Provided information on the outcome of the workshop to RDN Board members and received comments and direction on the draft list of recommended indicators and targets.
- Conducted further research and analysis based on feedback from RDN Board members. RDN Board members indicated support for the majority of the recommendations, resulting in a few changes to the draft list of indicators and targets.
- Prepared a draft report titled “Stage 2 – Confirmation of Indicators and Targets” (see Attachment 2). This report presents a draft list of 21 indicators and targets and the rationale for recommending their use.

### **Next Steps**

Once a draft list of indicators and targets is approved for release, and direction given by the RDN Board to proceed with community engagement, RDN staff will undertake engagement activities to complete Stage 3 of the project. Following the completion of Stage 3, engagement results will be compiled as part of Stage 4, and a report prepared with recommendations for a final set of indicators and targets. This report will be presented to the RDN Board for approval. Once approved, the finalized indicators and targets will be used to initiate an ongoing RGS monitoring program. The results of monitoring will be communicated to the public and other interested parties through a variety of methods including the RDN website and annual reports on RGS progress.

### **ALTERNATIVES**

1. That staff proceed with gathering community feedback on the draft list of indicators and targets as described in the attached report.



2. That staff not proceed with gathering community feedback on the draft list of indicators and targets as described in the attached report and, be provided with alternate direction.

## **FINANCIAL IMPLICATIONS**

The Long Range Planning Department budget for 2014 includes funds to cover costs associated with the remaining project activities as outlined in the Terms of Reference. This includes community engagement activities identified in Stage 3.

In the longer term, the costs of regularly monitoring the RGS will be lower if the recommended list of indicators remains focused on a practical number that show meaningful progress towards the RGS goals and, are either provided free of charge or, can be developed at a low cost in-house. The draft list of indicators and targets is intended to allow for efficient and effective monitoring of the RGS on an annual basis.

Aside from a few 'specific' targets already endorsed by the Board through other processes (e.g. Solid Waste Management Plans, Water Service Plans), the majority of proposed targets are 'directional'. These directional targets show the RDN's intent to generally work towards improving the performance of an indicator without committing to a specific level of improvement in an established timeframe. This approach is consistent with using existing levels of departmental funding aimed at broadly improving the outcomes of RDN and member municipality actions to achieve RGS Goals. Should the RDN wish to establish more specific targets to achieve set levels of performance for RGS indicators within a set time period, then it is recommended that a review be conducted to ensure that any 'specific targets' are realistic and attainable.

## **STRATEGIC PLAN IMPLICATIONS**

This project is consistent with the RDN Board Strategic Plan 2013-2015 as detailed below:

### ***Monitoring and Communication***

The Board Strategic Plan establishes RDN Board values for being '*Transparent and Accountable*' and identifies strategic priorities for '*Monitoring and Communication*' that directly relate to monitoring the RGS: "*Monitoring progress is necessary to determine the effectiveness of our actions. Projects can be measured against criteria or targets that highlight their intended effects. Over time, such measurements demonstrate which actions are most successful....*" (Page 19)

### ***Regional Collaboration and Cooperation***

Consultation during Stage 2 of this project, with 'relevant professionals', included staff from the RDN member municipalities. This worked towards the Board Strategic Plan action to "*foster a cooperative working environment between staff at the RDN and in the region's municipalities*" (2-b, Page 23) and enhance regional cooperation at higher levels.

### ***Community Engagement***

The approach to public consultation involved in this project and the overall purpose of this project is also aligned with direction in the Board Strategic Plan to "*Engage residents and other stakeholders about RDN decision-making and progress toward regional goals and objectives*" (4-a, Page 23).

As documented in the RGS Monitoring Background Report and Terms of Reference, prior monitoring efforts involved a high level of consultation with 'relevant professionals', community members and other stakeholders. Many of the recommended indicators in this report have been used in past RGS monitoring and have already been endorsed by the community and RDN Board through past consultation processes.

Given the extent of prior community and stakeholder input on suitable RGS indicators, there is limited benefit to starting from scratch with consultation on what types of indicators are suitable. This reinforces the approach to public consultation outlined in the Terms of Reference that involves providing opportunities for stakeholders and the wider community to 'confirm' a draft list of recommended indicators and targets.

Community engagement activities will be undertaken during Stage 3 of this project and focus on an online survey as well as other face to face opportunities. Community feedback will be compiled and considered in recommending a final list of indicators and targets for RDN Board approval during Stage 4. The final Stage 5 of the process will involve initiating a monitoring program using the Board approved list of indicators and targets and, communicating the results in a meaningful manner to different interest groups.

### ***Managing Regional Growth***

Under the area of Strategic and Community Development, the Board Strategic Plan (page 25) identifies implementing the Regional Growth Strategy and specifically establishing *"performance targets to monitor how development across the region is consistent with the Regional Growth Strategy."* Knowing whether or not progress is being made to achieve growth management goals will enable the RDN to determine the effectiveness of actions being taken and the need to adjust them.

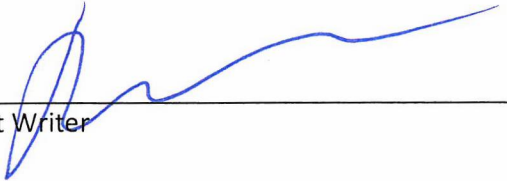
### **SUMMARY/CONCLUSIONS**

This staff report provides an update of activities undertaken to complete the Regional Growth Strategy Indicators and Targets Project. These activities are consistent with actions identified in the project Terms of Reference approved by the Board in January 2014. The attached report summarizes and analyzes feedback from RDN staff, relevant professionals and RDN Board members. Staff research and analysis together with feedback from 'relevant professionals' was used to select a list of 20 recommended indicators and targets considered suitable for monitoring the RGS on an annual basis. Subsequent comments from RDN Board members resulted in changes to a few of the 20 recommended indicators and targets leading to a draft list of 21. The draft list is to be presented to the wider community for feedback during the next steps of this project, as part of working towards establishing a final list of indicators and targets to monitor RGS Goals.

The process of setting targets and selecting indicators is central to monitoring progress towards RGS goals. Monitoring progress ensures that the RDN and member local governments are aware of the impacts and effectiveness of their decisions on creating a more sustainable and resilient community. The purpose of setting targets and choosing indicators to measure progress towards meeting RGS goals is to enable the RDN to better understand the effectiveness of actions being taken. In addition to meeting legislative requirements, this is part of the RDN's commitment to being accountable to citizens.


## RECOMMENDATION

That staff proceed with community engagement activities as per the adopted Terms of Reference, to gather feedback on the draft list of indicators and targets. Following community engagement, prepare a report on the results with recommendations for a final list of indicators and targets.



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Report Writer



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Manager Concurrence



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General Manager Concurrence

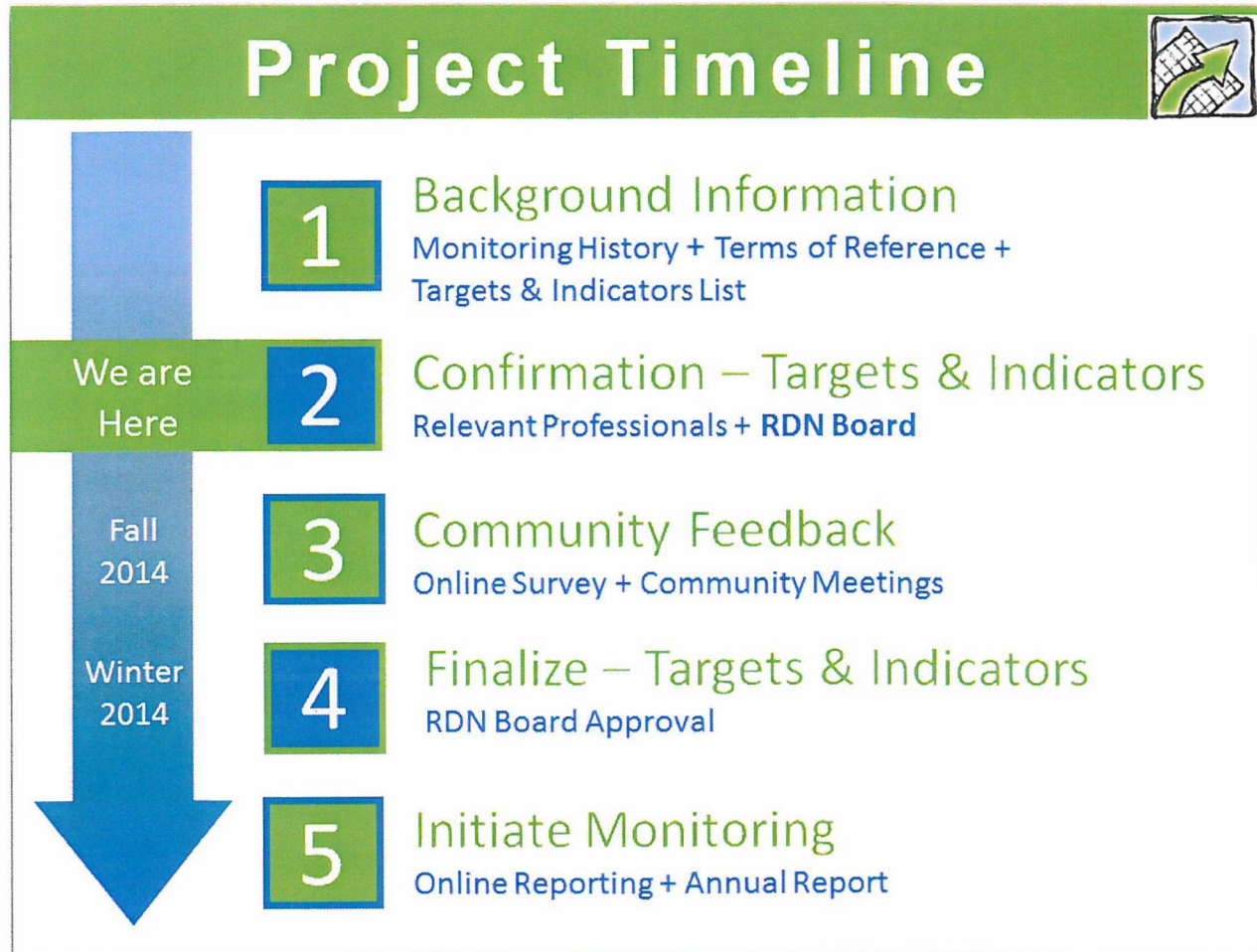


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CAO Concurrence

Attachment No. 1

Project Timeline / Board Approved Process for Setting Targets and Selecting Indicators



**Attachment No. 2**

**Stage - 2 Confirmation of Indicators and Targets**

**Provided as a Separate Attachment**



Attachment No. 3

Draft List of Indicators and Targets

|    | RECOMMENDED INDICATORS   | RECOMMENDED TARGETS  |
|----|--|--|
|    | <b>Goal 1: Prepare for Climate Change and Reduce Energy Consumption</b>  |  |
| 1  | Total community GHG emissions  | Reduce GHG emissions 33% below 2007 levels by 2020 and 80% by 2050   |
| 2  | Per capita energy use  | Reduce per capita energy use (% or #)  |
| 3  | Total community energy use   | Reduce total community energy use (% or #)   |
|    | <b>Goal 2: Protect the Environment</b>   |  |
| 4  | Total water consumption (residential and commercial)   | Reduce average residential water use by 33% between 2004 and 2018  |
| 5  | Amount of land in protected areas  | Increase the amount of land in protected areas (Ha)  |
|    | <b>Goal 3: Coordinate Land Use and Mobility</b>  |  |
| 6  | Number of households within a set distance (400 m) of employment lands, shopping, schools, transit and recreation facilities | Increase the number of households living within close proximity to places to work, play, learn and shop  |
| 7  | Per capita transit use   | Increase per capita transit use  |
|    | <b>Goal 4: Concentrate Housing &amp; Jobs in Rural Village &amp; Urban Growth Centres</b>                                    |  |
| 8  | Density of population inside the GCB   | Increase the proportion of the population living within the GCB (%)  |
| 9  | Diversity of land use (ratio) inside the GCB   | Increase land use diversity inside the GCB   |
| 10 | Density of dwelling units inside the GCB<br><i>* Note GCB changes over time</i>  | Increase the proportion of the population living within the GCB (%)  |
|    | <b>Goal 5: Enhance Rural Integrity</b>   |  |
| 11 | The number of new lots / units created through subdivision inside and outside the GCB  | Increase the portion of development inside the Growth Containment Boundary   |
| 12 | Number of parcels with Farm Status   | Increase the number of parcels with Farm Status  |
| 13 | The amount of land classified as Private Managed Forest Land (PMFL)  | Increase the amount of land available for natural resource uses (farming, forestry, outdoor recreation)  |
|    | <b>Goal 6: Facilitate the Provision of Affordable Housing</b>  |  |
| 14 | The total number of rental units affordable to households with income below 50% of the median income for the region          | Increase the portion of households living in housing that meets their needs (appropriate, adequate, adaptable, sustainable, affordable and attainable) |



|    | RECOMMENDED INDICATORS   | RECOMMENDED TARGETS   |
|----|--|---|
|    |  | housing) (% or #)   |
| 15 | The portion of units in each housing type inside the GCB (Diversity of housing types in the GCB).  | Increase the portion of non-Single Family Dwellings inside the GCB (% or #; could have different targets for Urban Areas and Rural Village Centres)       |
|    | <b>Goal 7: Enhance Economic Resiliency</b>   |   |
| 16 | [Unemployment] Employment Rate / Labour Participation Rate   | <ul style="list-style-type: none"> <li>• Maintain an unemployment rate of between 3-6%</li> <li>• Increase the Labour Force Participation Rate</li> </ul> |
|    | <b>Goal 8: Enhance Food Security</b>   |   |
|    | Number of parcels with Farm Status (Same as Goal 5)  | Increase the number of parcels with Farm Status   |
|    | <b>Goal 9: Celebrate Pride of Place</b>  |   |
| 17 | The amount of land for designated for parks and community use (including land in protected areas, community use parks, and recreational facilities such as pools, ice rinks etc.). Similar to Goal 2 | Increase the amount of land for parks and recreational facilities   |
| 18 | Per capita length of trails  | Increase capita length of trails  |
|    | <b>Goal 10: Provide Services Efficiently</b>   |   |
| 19 | Per capita waste disposal  | Decrease the per capita amount of waste going to the landfill (amount of waste sent to the landfill per person) below 350kg/person                        |
| 20 | Per capita cost to provide water and sewer systems   | Decrease per capita cost of water and sewer   |
| 21 | Per capita length of roads (length of paved roads per person)  | Decrease the per capita length of roads   |
|    | <b>Goal 11: Enhance Cooperation Among Jurisdictions</b>  |   |
|    | Staff will continue to explore options for a suitable indicator for this goal  |   |