



Hamilton

**Innards & Entrails:
A Close Look at the VISION 2020
Indicators Report**

Presented to CSIN Members April 29, 2004



Hamilton's Commitment to Sustainability

- **Interconnectivity**



- **Long-term perspective**
 - **Open & Participatory Gov't**
- **Equity & Fairness**



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VISION 2020 Theme Areas

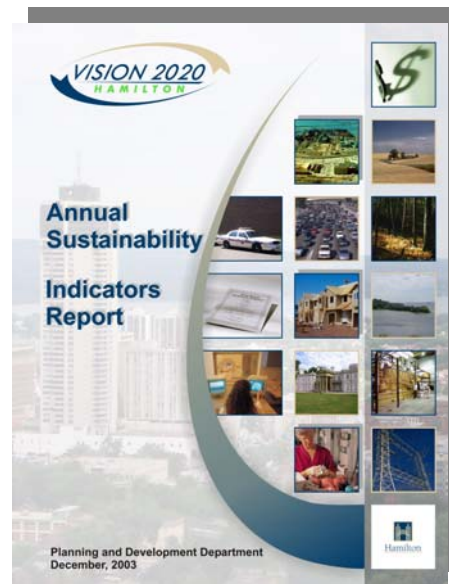
- Local Economy
- Agriculture & the Rural Economy
- Natural Areas
- Water Quality
- Waste
- Education
- Safety & Security
- Energy
- Air Quality
- Transportation
- Land Use
- Arts & Heritage
- Personal Health & Well-being
- Community Well-being



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29 Indicators

Making the Vision a reality...

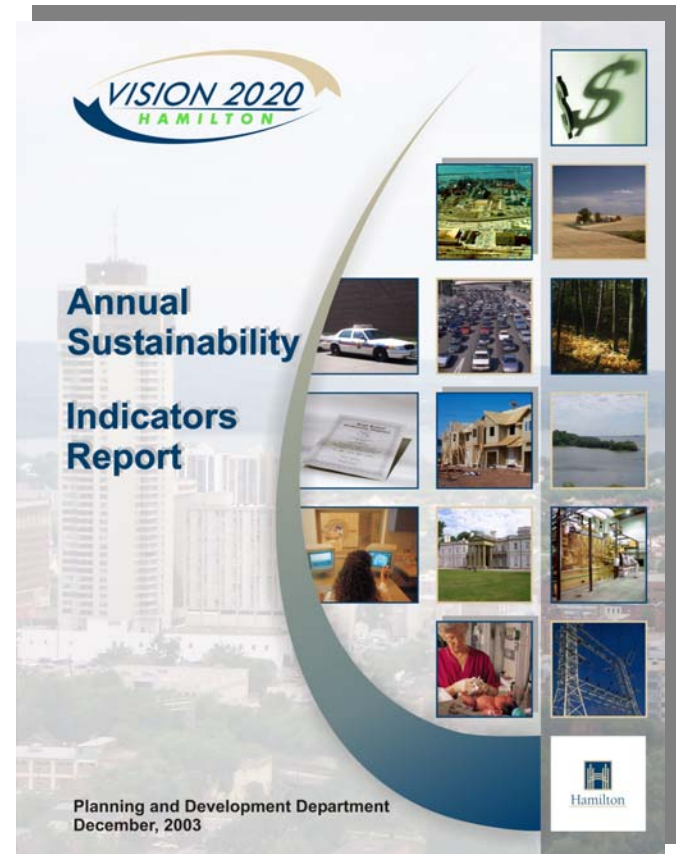


***No measurement,
No learning,
No improvement.***

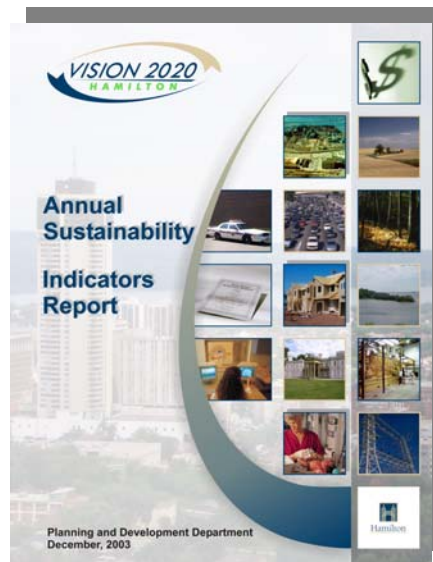


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- Regular reporting cycle
- Sustainability
 - Social/health
 - Economic
 - Environmental
- Author
- Design vs. Content
- Cost



Indicator Report & Report Card



150 pages



11 X 17
brochure

(on CD and the website)



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Purpose and Audience

- **Generating debate & action**
 - the report is not the final analysis
 - not “top-down”
 - controversy desired
 - data, science, literature, logic to support
- **Guide decision-making**
 - Multiple audiences
 - Linking function



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Performance & Sustainability Indicators

Municipal Performance Indicators measure results of specific activities.

Are we working efficiently and effectively to achieve “X”?

Results

Sustainability Indicators measure the outcome of interactions that occur.

Are we working at cross-purposes?

Are we moving toward our long-term goals?

Outcomes



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Choosing Indicators

Experts – Staff – Community

- Measurability
- Cost/ease of collection
- Credibility and validity
- Balance
- Potential for affecting change



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Choosing Indicators

- **Consistent with Sustainability**
 - Bellagio Principles as a guide
 - Act as a “set” to show relationships (*land use, transportation & health*)
 - Link to “desired and necessary characteristics” identified in Vision
 - Resonance
 - need to be meaningful at the local level
 - Trends over time (*long-term goals*)

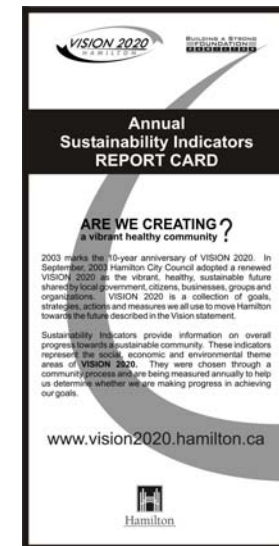
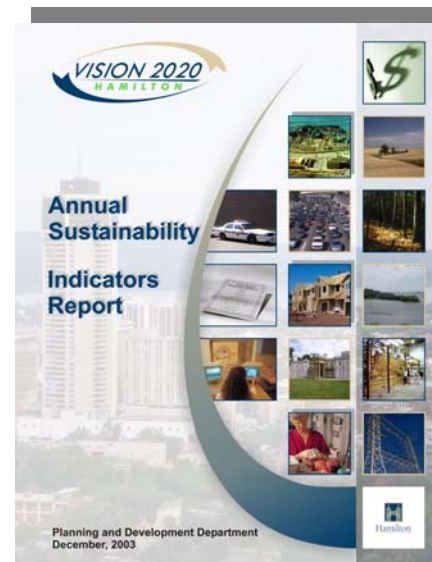


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Annual Sustainability Indicator Report and Report Card

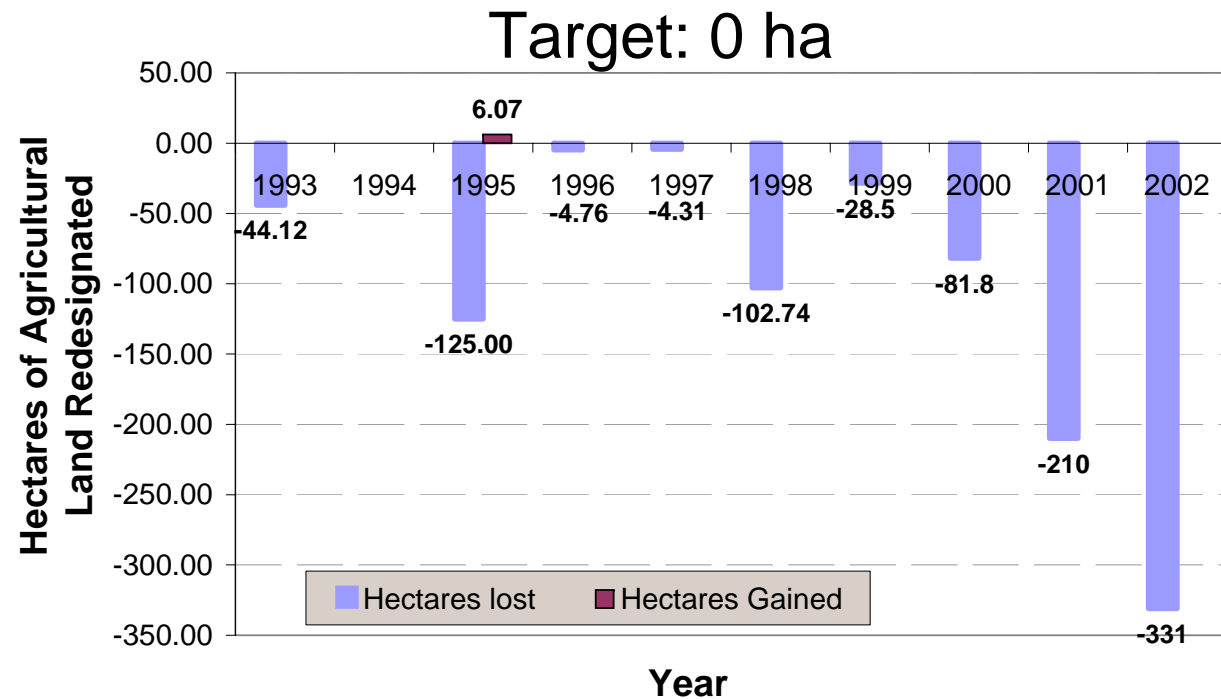
Alerting us to *trends* over time that are shaping our community ...

Land use, air quality, health, shelter occupancy, arts & culture, workforce ...



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Hectares of Agricultural Land Lost due to Official Plan Amendments



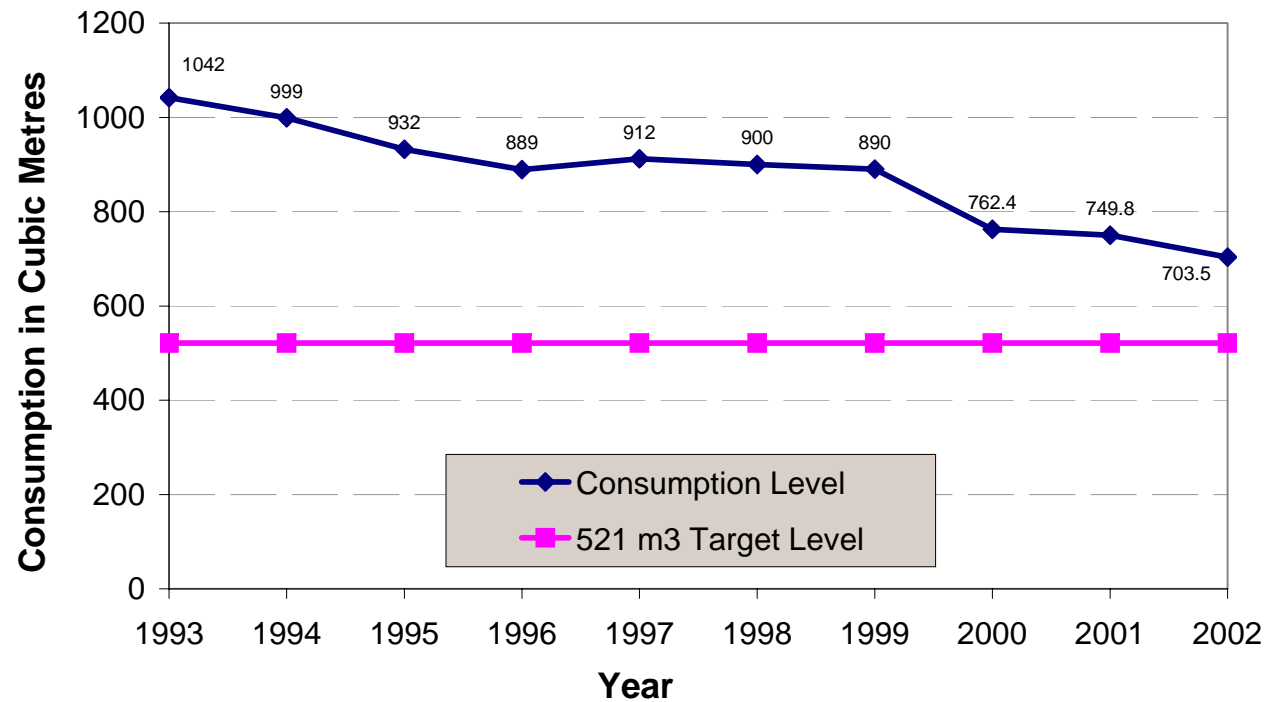
**Trends and Rate of Change:
Powerful Messages**



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Trends show response when policy is implemented and action is taken

Total Water Consumption for all Uses



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Indicators

- What's being measured and why this is important
- Source, Limitations and Assumptions
- Target & Benchmarks
- Range of commentary
 - Data providers
 - Community comments
 - Author's input



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Overall Progress

- Holistic analysis of how systems are interacting to produce outcomes
- “Sraightforward” relationships and language
- Priority actions (root causes?)



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Land use decisions affect:

- Air quality -- morbidity, mortality
- Economy

(\$1 billion/year in air pollution costs in Ontario for hospital admissions, emergency room visits and absenteeism from jobs – Ontario Medical Association)

- Obesity & sedentary lifestyles
- Time away from families spent commuting
- Community participation, trust, social engagement
- Mobility & accessibility



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Using the Information

“This is the most underutilized document in the City”.

*Linda Harvey to Councillor Braden
at Planning & Economic Development Committee,
March, 2004*



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Summary of Learning on Indicator Reporting

- Use a formal management system / business planning process to learn and adapt.
- This is the key to ensuring that indicator information is used in decision-making.



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VISION

For a sustainable community adopted by Council



STRATEGIC POLICY FRAMEWORK

Plans to make the Vision a reality.

Council's Strategic Plan,
GRIDS, OP, Social Development Strategy



TOOLKIT

Tools to implement the plans
(Indicators, Triple Bottom Line etc.)



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USE INDICATOR RESULTS & INNOVATION TO REVISE PLANS

USE INDICATOR RESULTS TO DEVELOP PLANS

Revise

Plan



Check

Do

MONITOR ACTIVITY, LEARN AND REPORT RESULTS

PARTNER / IMPLEMENT WORK PLANS



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Council Direction 3/16/04

- **That the Indicators Report be forwarded to:**
 - The 2004 Council Strategic Plan Review process.
 - The Business Planning process.
 - The Building a Strong Foundation (BASF) process and all related planning exercises.
- **That cultural industries be included as a cluster in the Economic Development Strategies Report.**
- **That the standard report template be modified to include a pro-active prompt and heading, such that all reports include a section on compliance with Vision 2020.**
- **That Council formally endorse inclusion of a pro-active link between the Vision 2020 Indicators Report and the Budget.**



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Summary of Learning on Indicator Reporting

A change management strategy is needed to develop commitment:

- Shared vision**
- Alignment of policy with values**



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- **Leadership (Council & senior managers, community leaders)**
- **Partnerships & Teams**
- **Training and Ongoing Learning Support**
 - **Triple Bottom Line Training**
 - **VISION 2020 Corporate Training Program**
“Sustainable Thinking in the Workplace”
 - **Corporate Training web page**
 - **Corporate Action Inventory Online Database**
 - **Community Action Web page**
 - **Symposia, workshops, communications, celebration**



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Summary of Learning on Indicator Reporting

**Don't rely only on expert
analysis.**

- Structure and extend community evaluation processes to produce better insight and develop commitment to action.



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Who knows how to make it work?



**Citizens, Council, NGO's, City Staff,
Business/Industry, Academia,
Labour, Youth ...**



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Sustainability Indicator Report Essentials

- Utility
- Credibility
- Regularity
- Participation
- Continual Improvement



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