Tales from the Trenches: Hamilton’s Indicator Reporting Experience
Presented by Linda Harvey
to the ISIN Conference, Toronto, Ontario, March 14, 2003
... a place where we look after each other, create safe and healthy places to live, work, and play and take care of the environment we depend on.
1992
VISION 2020 is the result of a 2½ year community consultation process.

... that continues today
Sustainable Thinking
at the heart of our community ...

BEFORE

LIUNA STATION
BAYFRONT PARK
STONEY CREEK TOWN SQUARE

AFTER

VISION 2020
Indicators
The Background Report provides detailed information about Hamilton's Sustainability Indicators and the results of the 1999 Report Card.

This report and previous reports can also be found on the web at: [http://www.vision2020.hamilton.went.on.ca/Indicators](http://www.vision2020.hamilton.went.on.ca/Indicators)
What We’ve Learned ...

- Annual Day did not provide the structure for substantive public input.
- No accountability process existed to ensure results fed back into policy.
- Five-year review did not allow continuous learning & adaptive management.
- Measuring substance, but not process or systems.
Improving Evaluation & Action

longer term, more substantive community evaluation process

Action 2020 Indicator Task Forces
Improving Evaluation & Action

Use a formal management system to learn and adapt
Plan

Check

Revise

Do

USE INDICATOR RESULTS & INNOVATION TO REVISE ACTIVITIES

USE INDICATOR RESULTS & STRATEGIES TO DEVELOP ACTION PLANS

MONITOR ACTIVITY, LEARN AND REPORT RESULTS

IMPLEMENT ACTION PLANS
Improving Evaluation & Action

Add System Interaction

Reporting indicator data by theme area did not reveal how trends were interacting to produce outcomes.
Relationship web

Performance in this theme area is linked to ....
Hectares of Agricultural Land Lost due to Official Plan Amendments, 1993-2001

Target: No loss of land.
Number of Cars per Capita, 1993-2001

Year


Number of Cars per Capita

0.79 0.81 0.82 0.84 0.85 0.88 0.90 0.91 0.93

Number of Cars Owned per Capit
Transit Ridership per Capita, 1993-2001

- Annual Number of Rides per Cap
- 100 Rides per Year Target Level


Ridership per Capita: 55, 51, 50.3, 48.4, 48.1, 48, 47.1, 47.8, 49.0

Graph showing the trend of annual transit ridership per capita from 1993 to 2001, with a target level of 100 rides per year.
Trends in these indicators will affect goals to:

- reduce commuting distances
- encourage walking, cycling
- improve air quality
- promote health
Roads, cars and health ---
How decisions relate ....
Decision-making considers all THREE LEGS of sustainability.

The 3 conditions are deeply intertwined.

If one leg of the process is removed, other conditions are stressed and may not be able to function.
Teaching interconnectivity: VISION 2020 Corporate Training

Where do you fit in?
We are one **MEANS** of achieving community well-being

- Planning
- Design & Enforcement of Bylaws
- Provision of Services
In order to address all three legs of the stool,

Do you need to talk to other departments, divisions or sections?
Sustainability Indicator Reports can help demonstrate interconnectivity and reveal how system interactions produce outcomes.
To improve performance on creating a sustainable community, it is necessary to “connect” and partner with other departments (and with NGO’s).
People begin to break out of silos. This helps increase corporate efficiency and effectiveness, and foster innovation.
Summary of Learning on Indicator Reporting

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

(Don’t rely on expert analysis only.)
Summary of Learning on Indicator Reporting

- Use a formal management system to learn and adapt.
Summary of Learning on Indicator Reporting

- Use indicator trend interactions to learn about interconnectivity.
- Create a corporate culture of interconnectivity to break down silos and increase efficiency and effectiveness and innovation.
Discussion Points:

• What are the real barriers that impede interconnectivity and interdepartmental partnerships?

• Which barriers could be addressed through adoption of a sustainability reporting program?