



Hamilton

**Tales from the Trenches:
Hamilton's Indicator Reporting Experience**

Presented by Linda Harvey
to the ISIN Conference, Toronto, Ontario, March 14, 2003



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Hamilton's vision of a sustainable future.

... 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.



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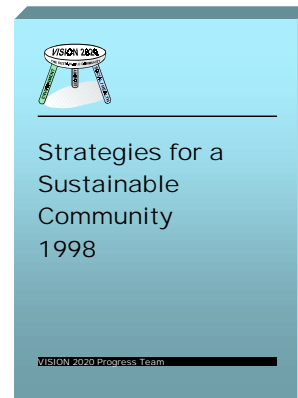


1992

VISION 2020 is the result of a 2½ year community consultation process.



1993



1998



... that continues today



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Sustainable Thinking at the heart of our community ...



BEFORE



AFTER



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Annual Indicators Reporting

Signposts on the Trail to VISION 2020

THE CITY OF HAMILTON'S SUSTAINABILITY INDICATORS

1999 Background Report

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

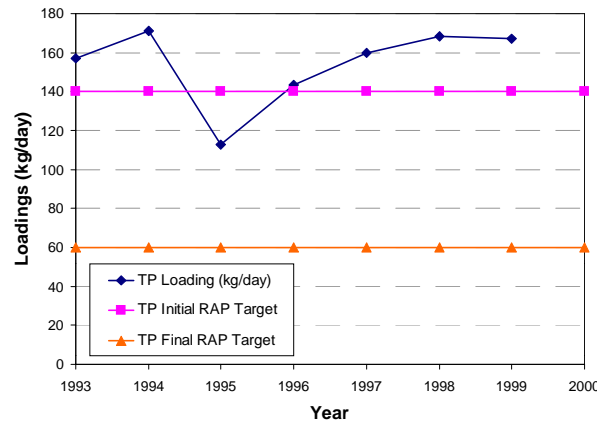
This report and previous reports can also be found on the web at:

<http://www.cityofhamilton.com/enr/indicators>



January 2001

Background Report



THE CITY OF HAMILTON'S SUSTAINABILITY INDICATORS

1999 Report Card

Adopted in 1995, VISION 2020 is a set of goals and actions intended to move Hamilton towards sustainability. These indicators represent the 14 focus areas of VISION 2020. They were chosen through a community process and are being measured annually to help us determine whether we are making progress in achieving the goals of VISION 2020. The facts describe the 1993-1999 TRENDS for each indicator.

Making Progress - Yellow smiley face
Head in Sand - Yellow sad smiley face
Needs Improvement - Red sad smiley face

- Rural Economy**
 - Rate of Participation in the Labour Force
 - Agriculture & the Rural Economy
- Natural Areas & Corridors**
 - Percentage of Agricultural Land Lost due to Official Plan Amendments
 - Cumulative Area of Significant Natural Areas Protected
- Improving the Quality of Water Resources**
 - Total Loading of Nitrogen into Hamilton Harbour
 - Total Loading of Phosphorus into Hamilton Harbour
 - Total Water Consumption for All Uses (Municipal Accounts)
 - Number of "All Beaches Open for Swimming" Days
- Reducing & Managing Waste**
 - Residential Waste Generated
- Encouraging Less Energy**
 - Average Residential Electricity Consumption
- Improving Air Quality**
 - Number of O₃ (Ground Level Ozone) Exceeds Exceedances
 - Average SO₂ (Sulphur Dioxide) Concentration



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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.**



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Improving Evaluation & Action

longer term, more substantive
community evaluation process



Action 2020 Indicator Task Forces



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Improving Evaluation & Action

Use a formal management system to learn and adapt



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USE INDICATOR RESULTS & INNOVATION TO REVISE ACTIVITIES

USE INDICATOR RESULTS & STRATEGIES TO DEVELOP ACTION PLANS

Revise

Plan



Check

Do

MONITOR ACTIVITY, LEARN AND REPORT RESULTS

IMPLEMENT ACTION PLANS



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Improving Evaluation & Action

Add System Interaction



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

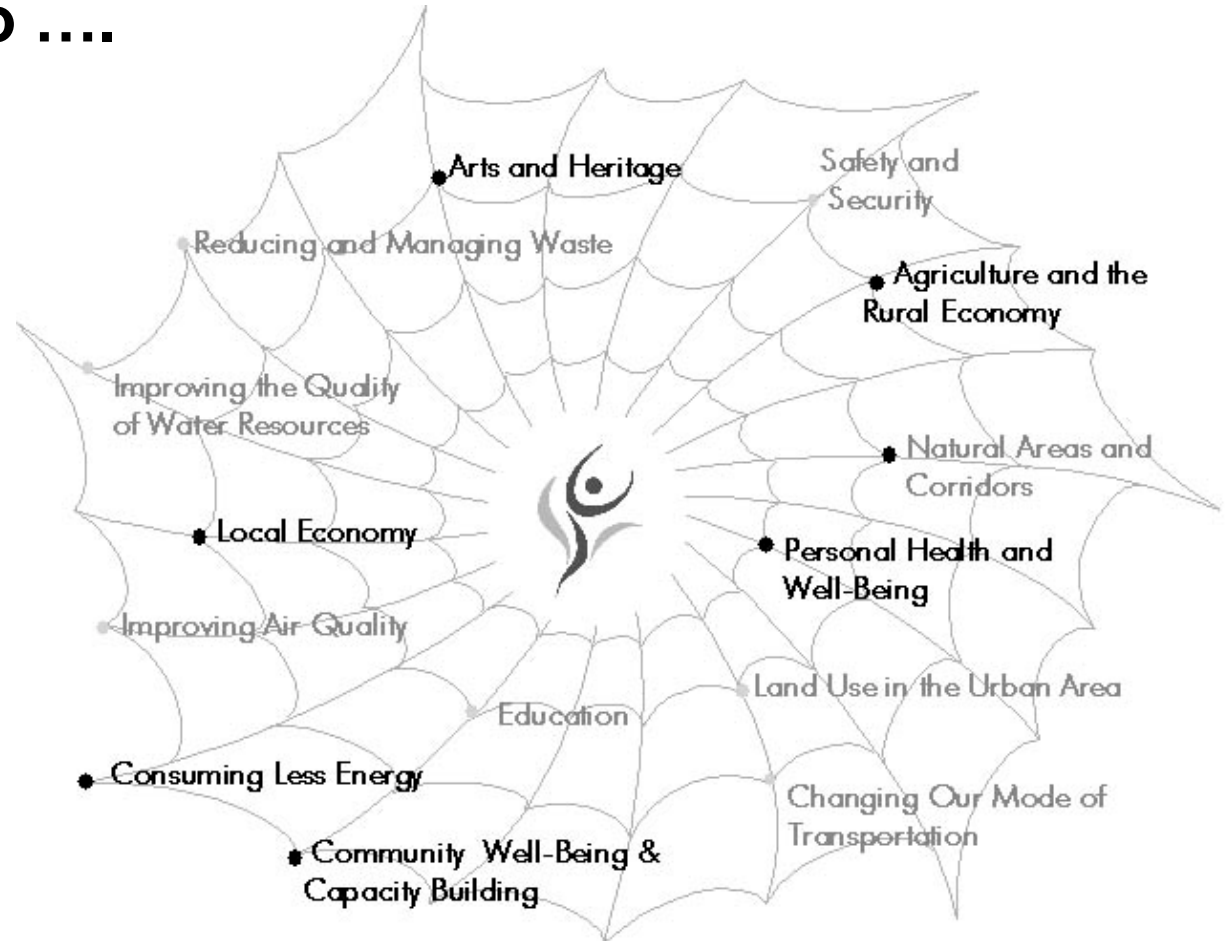


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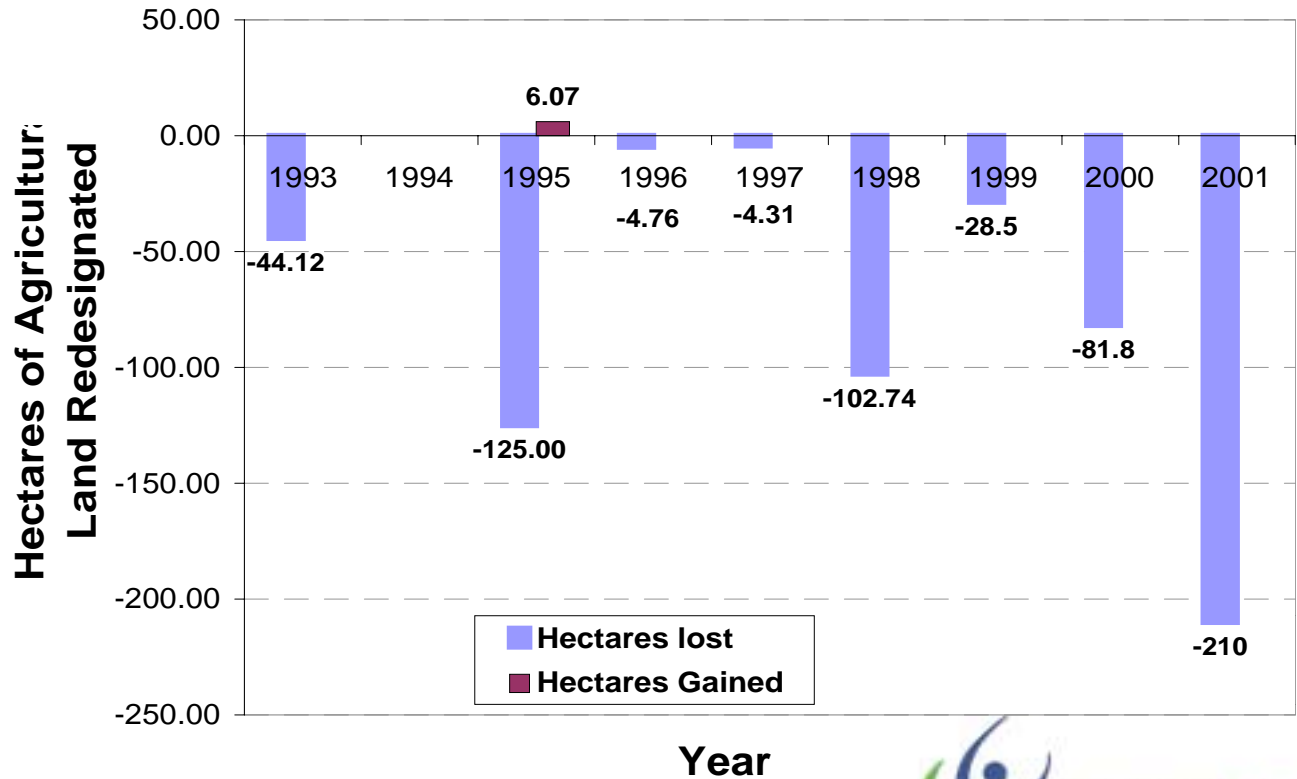
Relationship web

Performance in this theme area is linked to



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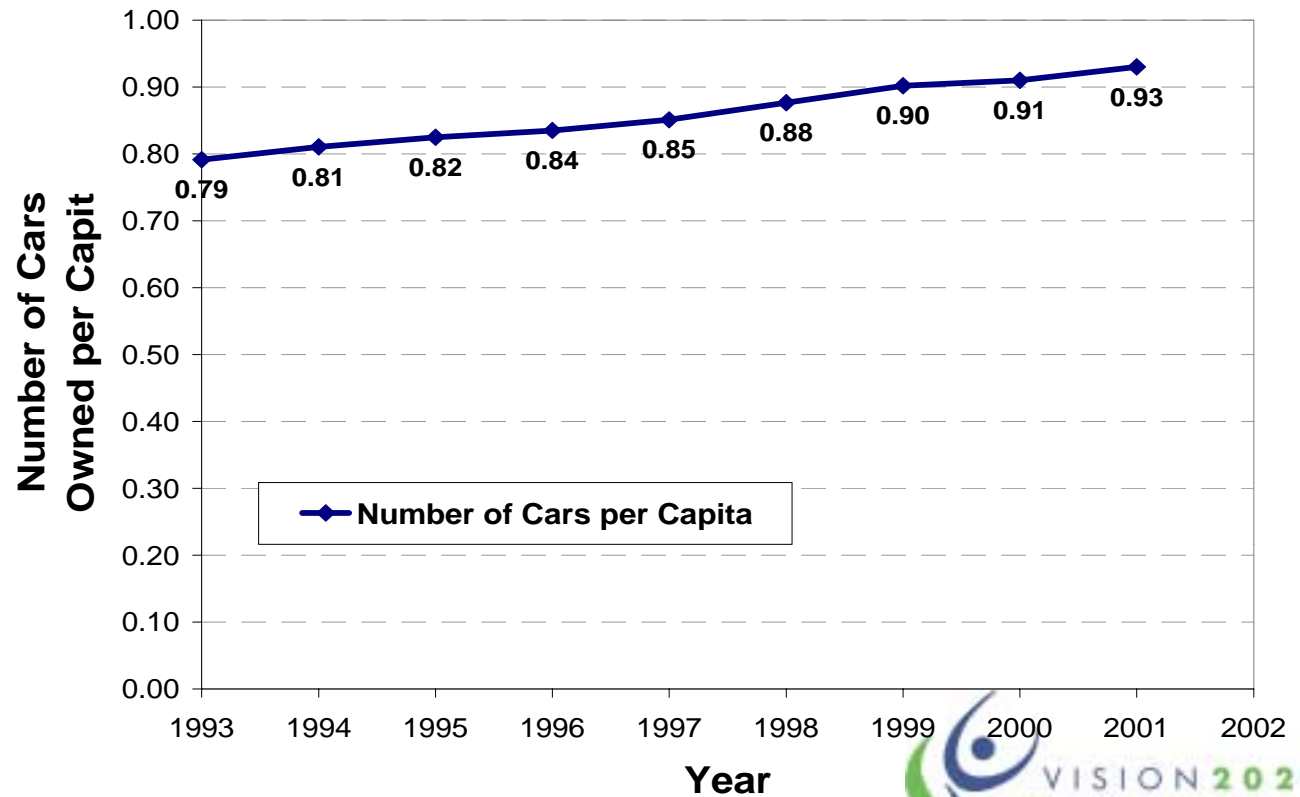
Hectares of Agricultural Land Lost due to Official Plan Amendments, 1993-2001



Target: No loss of land.



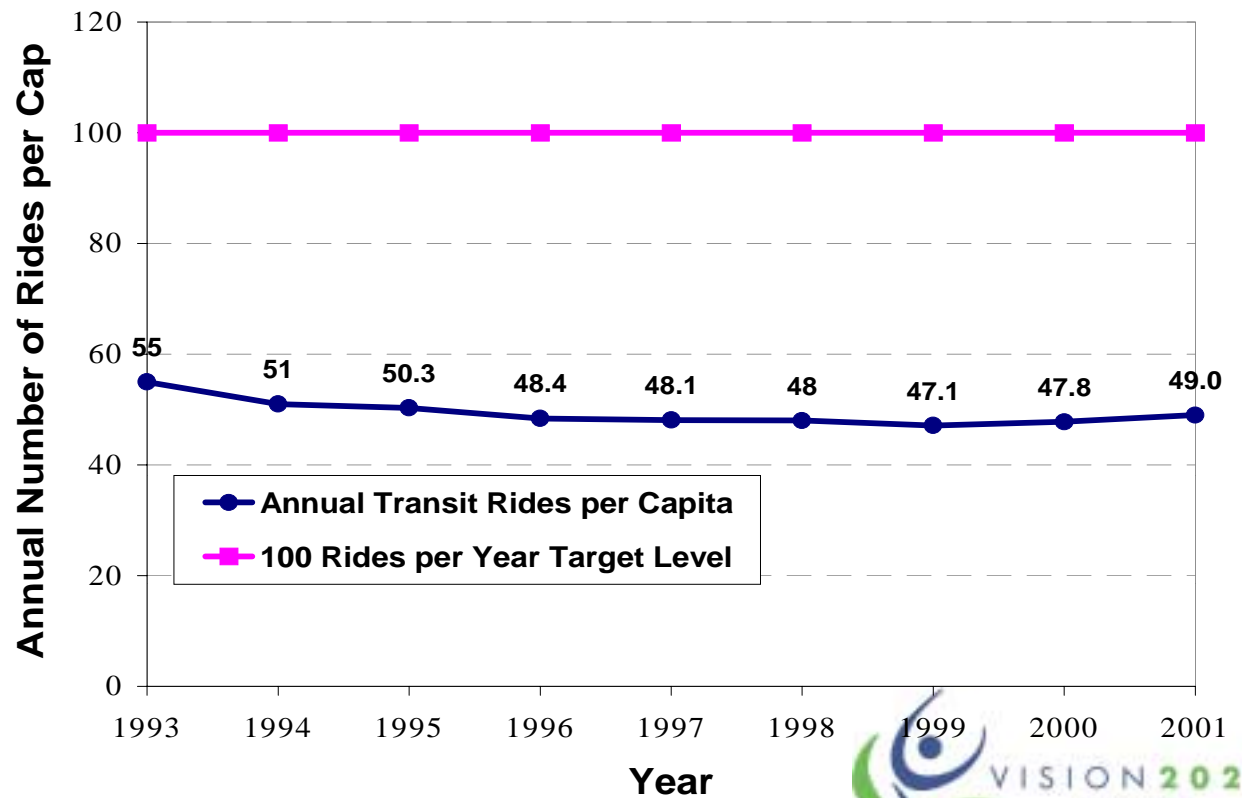
Number of Cars per Capita, 1993-2001



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Transit Ridership per Capita, 1993-2001



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Trends in these indicators will affect goals to:

- reduce commuting distances
- encourage walking, cycling
- improve air quality
- promote health



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Roads, cars and health --- How decisions relate



Inter-connectivity



**Decision-making
considers all THREE
LEGS of sustainability**

Social & Health
Economic
Environmental

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.**



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Teaching interconnectivity: VISION 2020 Corporate Training



Where do you fit in?



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We are one **MEANS** of achieving community well-being



- **Planning**
- **Design & Enforcement of Bylaws**
- **Provision of Services**



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In order to address all three legs of the stool,



Do you need to talk to other departments, divisions or sections?



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Sustainability Indicator Reports
can help demonstrate
interconnectivity and reveal how
system interactions produce
outcomes.



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To improve performance on creating a sustainable community, it is necessary to “connect” and partner with other departments (and with NGO’s).



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People begin to break out of silos.

This helps increase corporate efficiency and effectiveness, and foster innovation.



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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.)



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Summary of Learning on Indicator Reporting

- Use a formal management system to learn and adapt.



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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.



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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?

