

Performance Measurement at the Regional District of Nanaimo  
Moving from Plans to Progress

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## EXECUTIVE SUMMARY

**This section provides a summary overview of the aims of the project, the process undertaken to investigate the topic of performance measurement at the Regional District of Nanaimo (RDN) and the products and conclusions of this work.**

### **The Project**

The goal of this project is two-fold. To review the existing performance measurement framework at the Regional District and determine whether the existing measures are useful to Staff and Elected Officials in assessing progress on stated goals and priorities. Secondly the project will propose a logic model and set of performance measures and framework for the Board of the Regional District of Nanaimo. This framework will be based on the Board's Strategic Plan document *Integrated Solutions for a Sustainable Future (Strategic Plan)*. The literature and discourse on performance measurement suggests that there are substantial benefits in terms of accountability, efficiency and effectiveness that can accrue to local government from the implementation of a framework for measuring and reporting on performance – particularly when employed as part of a broad strategic planning process.

### **The Rationale**

The Regional District of Nanaimo has placed a strong emphasis on sustainability and the protection of the environment since the early 1990's. It is the Board's *Strategic Plan* that gives over-arching guidance to policy development and major planning and programs in the region. Notable and significant successes have been achieved in particular service areas, however broad accomplishments in the policy areas of sustainability, environmental protection, focused development and others have been buffered from potential achievements by a corresponding limited success at the implementation stage.

### **The Process**

This project approaches the challenge of establishing a performance measurement framework for the organization through a case study approach drawing on multiple sources of information and data to build understanding. Information for the case study was collected from three main sources - the review of existing academic research and discussion on performance measurement, reviews of existing RDN documentation and current practices relating to performance measurement and a survey of RDN elected officials, managers and staff.

The literature reveals a number of central themes that are useful in the evaluation of current processes at the RDN and in directing the investigation of new ways forward. These themes have played an equally important role in developing the research questions posed for the project as they have in directing the questions used in the survey.

### **The Results**

The project is focused around providing answers to 6 research questions that were established and guided by both the initial rationale for the project and the central themes in the discourse on performance measurement provided by the literature review.

- **How is performance currently measured and reported in the Regional District of Nanaimo?**

The organizational awareness and current use of business planning and associated performance measures is high in the organization and that this information is highly valued and relevant to elected officials and managers. The survey results also support the undertaking of improvements to external reporting of measure information and suggest that more attention needs to be paid to performance measurement in the organization and greater involvement at the staff level in performance measurement is needed.

- **How do elected officials and staff at the RDN use the current performance measurement information?**

Performance measures at the RDN are useful in program management and monitoring. Opinion was neutral on the use of performance measurement in strategic planning, operational reviews, driving change in the organization, monitoring departmental performance and external reporting. The survey results suggest the strongest role for performance measurement at the RDN at present in the financial planning processes where measures are widely used in business planning and budgeting.

- **How do existing performance measures relate to the established *Strategic Plan*?**

The awareness and importance of the *Strategic Plan* is high within the organization and the *Strategic Plan* priorities are important in decision-making in the RDN. While awareness is high the connection of performance measures with the *Strategic Plan* priorities is not well established in the organization. This presents a significant opportunity for this project.

- **What are the barriers to performance measurement?**

There are four main barriers to performance measurement at the RDN:

- Availability of resources
- Costs associated with obtaining measure data
- Current measures are not currently considered in decision making
- The current objectives of performance are not clear

The first two of the identified barriers (resources and costs) will be ongoing issues for consideration as the organization moves forward with performance measurement activities in the future. The other two identified barriers are

addressed through the logic model framework and the selection of appropriate measures that follow this framework.

- **What kinds of performance measurement data would aid elected officials, staff and residents in understanding progress on strategic priorities?**

The collection, review and reporting of performance measurement data are important to the RDN organization. Some measures are considered more important than others and a focus on four general types of measures is evident from the survey including: those that measure progress on sustainability / quality of life aspects; those that are benchmarks or standards that make comparison to other local governments feasible; those that include / provide public feedback; and those that record staff satisfaction / morale.

The types of new measures that are needed for the RDN to improve performance measurement in the organization include:

- Quality of life measures
- Measures that track GHG reduction
- Measures that confirm statutory permit requirements have to be met i.e. wastewater effluent measures
- Indicators that can relate directly back to the measurement of environmental or financial benefits are the most important measures
- Measure providing progress information regarding regional sustainability
- Measures that provide data/information on feedback from the public

- **What improvements can/should be made to existing performance reporting?**

There are two main themes for required changes that should be made to the organization's performance measurement activities: that there is a necessity for meaningful engagement and involvement of Staff in measurement and reporting; and that a stronger connection of measures collected and reported to strategic goals, plans and vision of the organization is required.

### **The Proposed Framework**

The end result of this project is a proposed set of performance measures that has been developed around a logic model of the RDN operations that describes the work of the organization. The logic model described in this project combines the existing business plan work of the organization (the annual work plans - outputs) with the actions (activities), strategic goals (intermediate outcomes) and objectives (long-term outcomes) of the Board's *Strategic Plan*. In establishing a

set of measures for this project there are two sources of information have been drawn upon:

- The measures developed by the Community with the RDN for the *Prospering Today Protecting Tomorrow* project.
- Additional (new) measures suggested through the research undertaken for this project and the logic model.

The proposed set of performance measures provides the base set of data on the performance of the RDN on its expressed priorities. It is expected, and recommended, that the framework established by this project is open to additional refinement and specific use within the organization.

### **The Recommendations**

It is important to recognize that performance measurement is not an end unto itself. Performance measurement must be viewed as a means to the end of progress on established priorities. As such, though the stated goals of this project have been achieved and a new performance measurement framework has been established, the work undertaken here has also revealed additional recommendations for consideration by the RDN. These recommendations include:

- further work on stakeholder involvement at all levels
- the importance of tracking and reporting overall progress
- the barriers/opportunities to progress arising from decision-making and
- the necessity for ongoing support and leadership for sustainable performance measurement.

This project is the beginning of a comprehensive performance measure program/framework for the RDN that focuses on orienting performance measurement towards indicators that more directly measure progress on the broad strategic goals of the region. This work builds upon the existing measurement processes underway in the organization to establish a valid logic model and a set of performance measures for the organization. With this information now made available this project has successfully achieved its stated purpose.

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## INTRODUCTION

**This section provides an introduction to the Regional District of Nanaimo organization and provides some background to the current status of performance measurement in the organization. In addition this section presents the rationale for this project.**

### **The Organization**

The Regional District of Nanaimo is located on the east coast of Vancouver Island bounded on its northern extents by the Comox Valley Regional District, the Cowichan Valley Regional District on the south and the Alberni Clayoquot Regional District to the west. The RDN was created in 1967 and currently consists of the cities of Nanaimo and Parksville, the Town of Qualicum Beach, the District of Lantzville and the Electoral Areas of 'A', 'B', 'C', 'E', 'F', 'G' and 'H'. 17 members directly elected from the unincorporated Electoral Areas and appointed from the elected Councils of the municipalities represent the broad regional community at the Board table.

The RDN provides a wide range of services to the Electoral Areas ranging from planning and building inspection to mapping and administration. In addition to services for the local areas the RDN is also responsible for a number of broader and region wide services including liquid waste management, solid waste management, transit and growth management (regional growth strategy) services. The organization of the RDN is based on a Chief Administrative Officer (CAO) governance model where the CAO reports directly to the Board of Directors and the full complement of RDN staff members, under five General Managers and one Senior Manager, report to the CAO

### **The Project**

The goal of this project is two-fold. To review the existing performance measurement framework at the Regional District and determine whether the existing measures are useful to Staff and Elected Officials in assessing progress on stated goals and priorities. Secondly the project will propose a logic model and set of performance measures and framework for the Board of the Regional District of Nanaimo. This framework will be based on the Board's Strategic Plan document *Integrated Solutions for a Sustainable Future (Strategic Plan)*.

### **The Rationale**

The literature and discourse on performance measurement suggests that there are substantial benefits in terms of accountability, efficiency and effectiveness that can accrue to local government from the implementation of a framework for measuring and reporting on performance – particularly when employed as part of a broad strategic planning process. Recent completion of the Board's *Strategic Plan* presents this as an opportune time to investigate and establish a performance measurement framework based on the priorities established by the plan.

The Regional District of Nanaimo has placed a strong emphasis on sustainability and the protection of the environment since the early 1990's. It is the Board's *Strategic Plan* that gives over-arching guidance to policy development and major planning and programs in the region. One can argue, based on a wide range of indicators, that the strategy represented in policy and plans established by the Board has not been fully (or in some cases at all) successful in meeting the established goals of the *Strategic Plan*. Notable and significant successes have been achieved in particular service areas, however broad accomplishments in the policy areas of sustainability, environmental protection, focused development and other areas have been buffered from full potential by a corresponding limited success at the implementation stage.

At the same time (following Provincial legislation) the RDN, with input from the individual departments, produces an annual report intended on providing the general public and elected officials an understanding of the 'performance' of the RDN as an organization. The Annual Report outlines the goals of the RDN Board (the *Strategic Plan*) and the accomplishments (measures) of individual departments – ostensibly towards meeting those goals. In addition, annual Departmental business plans outline measures that report on performance within service areas. By and large the performance measures employed by the RDN to date have focused on output measures (how much, how many, how few...) to judge performance without any overt linkage the broader outcome goals of the Region. The result is that a necessary 'feedback loop' for the Regional District Board and staff is missing, or not fully developed; such that decision-making often continues to have a narrow issue based focus. Without the contextual and 'implications' information that outcome-based performance measurements provide, staff are challenged to provide adequate support to the Board in the implementation steps and decisions necessary to move forward on the broader established goals of the region.

This project is intended to begin to address this gap by establishing a comprehensive performance measure program/framework for the RDN that will focus on reorienting performance measurement towards indicators that more directly measure progress on the broad sustainability goals of the region – outcome measurement. This new direction is intended to build upon, and is in addition, to the existing measures already provided that relate more directly to performance on customer service and service delivery – output measurement.

The next section provides a review of performance measurement that is aimed at providing a historical and contextual background for this project as provided by the academic literature and discourse on the subject.

## **BACKGROUND**

**This section provides an understanding of the background and history of performance measurement and includes an overview of performance measurement practice including the benefits, challenges and limitations of performance measurement as a tool for improving organizational performance. The literature review undertaken is focused on performance measurement in the context of local government and the Regional District of Nanaimo and forms the basis for the investigations undertaken for this project.**

### **Literature Review**

#### **A Definition of Performance Measurement**

Since the early 20<sup>th</sup> Century performance measurement and related schemes have played an important role in the management of local governments and public organizations. Through a series of reform movements over time, most recently exemplified by the new public management movement, performance measurement has shown itself to be a resilient methodology for local government wishing to implement systems for identifying goals, tracking progress and reporting to the community – making productivity and accountability improvements. For the purposes of this project the following definition provides the point of departure for subsequent work on a performance measurement system for the RDN:

*“Performance measurement...defined as the regular generation, collection, analysis, reporting and utilization of a range of data related to the operation of public organizations and public programs, including data on inputs, outputs and outcomes” (Thomas, 2004, p. 1).*

It is important to recognize that within this definition performance measurement is established as a rational management technique or system. As Thomas (2004) points out, one must not lose sight that the rationality of performance measurement operates within “political reality” contexts where other rationalities, based often on short-term circumstances, often prevail. While developing, implementing and using a performance measurement system this context remains an important consideration.

#### **A Brief History of Performance Measurement in Local Government**

The measurement of public organization’s activities is not a new phenomenon. The origin of performance measurement can be traced back to the end of the 19<sup>th</sup> Century. Following the end of the civil war in the United States municipal reform became a reoccurring and popular theme in popular and academic discussions (Williams, 2003). At the time governments were widely viewed as corrupt entities requiring dramatic change. The literature suggests that initially reform pressures came from the perspective of simply the replacement and “moral betterment” of

existing government officials and later changed to focus on the reform of government processes (Lee, 2006; Williams, 2003).

Reforms through the end of the 1800's focused on the concentration of government power, shifting by the early 1900's from the focus on competent executive control to one of a competent organization (Williams, 2003). Incorporated in 1907 the New York Bureau of Municipal Research is often cited as the most organized and effective foray into maintaining this newly competent organization, and is recognized as forming the conceptual basis of performance measurement recognized today (deLancer Julnes and Holzer 2008; Lee, 2006; Williams, 2003). The focus of work at the Bureau was on two areas: the collection of data through accounting, record keeping and needs assessment, and the conversion of this data into useful information used in reporting, budgeting and productivity improvement (Williams, 2003).

The National Committee on Municipal Reporting established the definitive codification of municipal reporting in 1931. This group, formed by the American Municipal Association, the Governmental Research Association, and the National Municipal League undertook a two year long project to prepare recommendations for a standard municipal report format (Lee, 2006). The use of performance measurement in U.S. cities during this time grew very quickly. Lee (2006) reports that surveying of municipalities undertaken by the International City Management Association (ICMA) noted 12 cities submitting reporting material in 1927, a number that had grown to 188 by 1953. By the middle of the 20<sup>th</sup> Century measuring efficiency and government activities were clearly entrenched within the scientific management approach (Poister and Streib, 1999).

In the 1960's and 1970's the use and interest in performance measurement continued to expand with a growing interest in program budgeting and evaluation. Promoters of performance management in the literature during this time focused on the processes necessary to develop and use performance measures (see for example Hatry and Fisk, 1971; Hatry et. al., 1977).

The literature suggests that interest in the use performance measurement waned in the 1980's. Despite the enthusiasm and interest in academic circles there was a growing sense that the potential of performance measurement was exceeding its usefulness in actual practice (Poister, 2003). The reasons for performance measurement not living up to its promise are attributed to two concerns: the failure of responsible managers to make strong and overt linkages between measures and decision making, and a lack of political will in committing to the monitoring and utilization of performance data over time (Poister, 2003). At the same time the discourse continued with a renewed focus on integrating performance measurement practices into broader management and budgeting processes with a view to closing the gap on promise v. practice (see for example Epstein, 1985; Grizzle, 1985, 1987; Wholey, 1983).

In the 1990's a number of internal and external pressures renewed interest in performance management for local governments. Internally, "managerial" concerns, including the idealized notion that private management techniques were applicable to public management, drove interest in internal process evaluation and change. Performance measurement was viewed (perhaps mistakenly) as a viable solution to political problems (Thomas, 2004). Externally, local governments were faced with pressures arising from tax payer revolts, privatization pressures, and "down-loading" of responsibilities from higher order governments and general concerns regarding financial controls and over spending. These concerns lead to growing interest and calls for increased accountability and reporting on where and how public funds were being spent (Poister, 2003). Thomas attributes the rise of interest in performance measurement during this time to the existence of four "deficits" in the public sector:

"Financial deficit" – limited financial resources available for necessary programs and/or over spending to support programs and activities

"Social deficit" – unmet social need resulting from repeated budgetary cuts

"Performance deficit" – gap between public perception of value received from programs and government activity v. taxes paid and,

"Democratic deficit" – declining legitimacy of government agencies and falling public confidence in political institutions (Thomas, 2004).

These challenges applied intense pressure to government officials (elected or otherwise) to improve process, practice and performance within the organizations they operated (Thomas, 2004). Various results oriented management programs have been introduced and promoted in response to the deficits and pressure for improvement including strategic planning, quality improvement, benchmarking and budget reform. These and other new public management (NPM) tools and schemes refocused the importance of performance measurement in the management cycle as central to the acquisition of the data and information required to support these new initiatives (Poister, 2003).

The more recent discourse in the literature has moved far beyond the "case making" discussion of performance measurement to focus more directly on critical analyses of the use of performance measurement schemes in local government (see for example Chan, 2004; Melkers and Willoughby, 2005; Poister and Streib, 2005; Pollanen, 2005), the successes (and failures) of adopted measurement and reporting schemes (see deLancer Julnes 2006; Poister and Streib, 1999; Schatteman, 2010), the relevant and important factors affecting adoption (see for example Ammons and Rivenbank, 2008; Behn, 2003; deLancer Julnes and Holzer, 2001; Holzer and Kloby, 2005b; Plant, Agocs, Brunet-Jailly and Douglas, 2005; Yang and Holzer, 2006) and most recently the

importance of participation by all stakeholders (citizens, elected officials, staff) in the development of performance measurement systems and the selection of measures deployed (see for example Callahan, 2000; Ho and Coates, 2002; Holzer and Kloby, 2005b). The following sections will examine some of these issues described in the literature in more detail.

**Why Measure Performance?**

The simple answer to the question is that local government undertakes performance measurement to improve the performance of the organization. The actual reasons for considering and introducing performance measurement into an organization are of course much more varied and organization specific. At the highest level measurement produces objective, relevant information on program or organizational performance that can be used to inform decision making, achieve results, improve performance and increase accountability (Poister, 2003). The literature provides two primary streams of discussion on why to measure performance (Holzer and Kloby, 2005a). The first approach places the emphasis on the investigation of the utility of performance measurement as a tool for increasing productivity and the benefits that accrue to the organization through better decision-making (see for example Behn, 2003; Halamachi, 2002; Hatry, 1999). The second stream of literature focuses on the importance performance measurement plays in improving government accountability to the community and citizenry (see for example Callahan, 2000; deLancer Julnes, 2009; Holzer and Kloby 2005a; Yang and Holzer, 2006).

From the perspective of improving performance and decision making Behn (2003) provides a list of eight reasons why performance measurement is undertaken:

Figure 1 – Eight Purposes Managers Have for Measuring Performance

The Purpose	The Manager’s Question Performance Measurement can Answer
Evaluate	How well is my public agency performing?
Control	How can I ensure my subordinates are doing the right thing?
Budget	On what programs, people, or projects should my agency spend the public’s money?
Motivate	How can I motivate line staff, middle managers, collaborators, stakeholders and citizens to do the things necessary to improve performance?
Promote	How can I convince political superiors, legislators, stakeholders, journalists and citizens that my agency is doing a good job?
Celebrate	What accomplishments are worthy of the important organizational ritual of celebrating success?
Learn	Why is what working or not working?
Improve	What exactly should who do differently to improve performance?

Source: Behn, 2003

This listing is drawn purely from the perspective of the manager though one can imagine with relatively few simple wording changes the same list could be easily applicable to other views, that is, those of citizens, elected officials and other

stakeholders. The important underlying argument for this list is that the only 'real' purpose for performance measurement is to improve performance. Behn argues that to 'Evaluate' is primary and the other seven reasons on the list are the means for achieving that objective. This simple list has held significant influence over contemporary thought on performance measurement and interest in using performance measurement in the public sector. This is in no small part a result of its comprehensiveness. Performance measurement can be used for any number of purposes, however any carefully and explicitly chosen purpose is, more likely than not, simply a sub-purpose of one or more of the basic eight (Behn, 2003).

The second broad category of 'reason' for measuring performance is accountability. Accountability is a fundamental aspect of democracy and has been an active area of discussion in the literature in terms of the contribution performance measurement can make to improve local government accountability to its citizens. In this context accountability is taken to mean more than the traditional view of democracy that elected officials are accountable to a community at the ballot box where past decisions, actions and activities are judged. Here, accountability is understood in a broader context of the democratic deficit facing government.

As discussed previously performance measurement has been promoted as a solution for four 'deficits' that have faced government agencies in recent decades. As a tool for improving performance, measurement has had some success in addressing the first three of the deficits – financial, social and performance. Each of these deficits has an aspect of accountability built into them; however in recent years the literature has turned to the potential for performance measurement to address the final deficit, the democratic deficit, through citizen participation in local government processes (Brunet-Jailly, 2005; Holzer and Kloby 2005b).

Concerns have been raised that the widespread implementation and use of performance measurement, and a focus on efficiency and effectiveness (the first three deficits), has displaced attention from important democratic values related to accountability such as due process, equity and transparency (Moynihan, Fernandes, Kim, LeRoux, Piotrowski, Wright and Yang, 2011; Radin, 2006). The consensus of critics in this area is not that performance measurement is an invalid tool for public organizations, but that the focus on performance improvement over democratic values (accountability) lessens overall success (or the possibility for success). Performance measurement is seen as an important ally of accountability and supports the public trust when it is properly implemented - with all the inherent complexity and multiple variables that exist within government operations (Radin, 2006). Further, it is suggested that performance measurement can be the powerful tool that public organizations use to reopen the "shared space" of democratic governance (Moynihan et al., 2011). Some commentators point to the necessity of reframing assumptions to ensure

equity values are accounted for in performance measurement (Radin, 2006; Thomas, 2004). Others specifically point to the importance of using logic modeling (inputs, outputs and outcomes) to account for and reintroduce democratic values into the process:

*By incorporating more democratic values, measurement can track how citizens experience the state (Moynihan et al., 2011, p. i143).*

Citizen and elected official participation in the development, implementation and maintenance of performance measurement systems has come to be recognized as important in establishing viable and sustainable systems that support accountability. The literature indicates that there are additional significant and real benefits that accrue to organizations that include citizens in the performance measurement process (Holzer and Kloby, 2005b) including; increased elected official interest (Brunet-Jailly, 2005; Agocs and Brunet-Jailly, 2010), support for adequate resourcing of measurement initiatives (Yang, 2008); and that relevant and meaningful measures are developed that meet the needs of stakeholders (Ho and Coates, 2002; Yang and Holzer, 2006). The key in realizing the promise of performance measurement in relation to accountability is highly dependent on ensuring the design, implementation and maintenance of the measurement system meets the specific needs of the organization (deLancer Julnes and Holzer, 2001).

This lineage of discourse is important and fundamental to this project. The literature on the use of performance measurement related to stakeholders participation has informed the project particularly through its influence on the selection of survey questions that target a fuller understanding of the views of stakeholders (within the organization) on the established strategic planning goals and performance measurement and how these tools can be linked together, inform each other and produce better results. In addition, the literature has also informed survey questions aimed at understanding the priorities for performance measurement in this organization.

### **Use of Performance Measurement in Local Government**

With all of the barriers and limitations that have been experienced, and that face contemporary practice, interest in performance measurement in local governments remains high. In the reviews of existing organizations there is a range of functions within government organizations that have been identified as benefiting, or potentially benefiting from the deployment of a performance measurement system. The literature suggests performance measurement systems are used in the support of the following management functions:

- Monitoring and reporting
- Strategic planning
- Budgeting and financial management
- Program management

- Program evaluation
- Performance management
- Quality/project improvement
- Contract management
- External benchmarking
- Communication with the public (Poster, 2003).

In the literature, reviews of the use of performance measurement by local governments describes varying degrees of success in the functions described above (see for example Chan, 2004; deLancer Julnes and Holzer, 2001; Fischer, 2007; Svec, 2005; Pollanen, 2005; Poister and Streib, 1999). In the Canadian context the reviews indicated that there is a higher proportion of use of input, output and efficiency measures as compared to outcome measures used in local governments (Pollanen, 2005). This is also representative of the current situation at the RDN. As discussed previously, the organization has a well-developed system of input and output measures that are used in the annual business planning process and forms a key aspect of annual budgeting for the organization.

The literature has suggested that the uptake and implementation of performance measurement in Canadian local governments has lagged that in other countries (Chan, 2004). In this light it is useful examine the deployment of performance measurement in local governments in British Columbia and in the other Canadian provinces.

Local government performance measurement in British Columbia has been mandated since the *Community Charter* came into effect in 2004. Section 98 of the Charter requires local governments to produce annual reports outlining financial and operational results related to the respective community. Within this reporting framework local governments are also required to report on the progress on objectives established in the previous year and measures used to track progress year over year (Ministry of Community, Aboriginal and Women's Services (MCAWS), 2003).

Given the statutory requirement for measures and reporting, as one would expect the deployment of performance measurement and reporting is high in British Columbia. The statutory requirement has provided significant impetus to local governments of all sizes to undertake the establishment of objectives and use measures to describe performance. The use of performance measurement has, to a large extent, been driven in British Columbia by requirement rather than interest. The vast majority of small local governments (>80%) and 50% of medium and large local governments did not have established measurement and reporting systems in place prior to 2004 (Fischer, 2007).

The underlying philosophy of the *Community Charter* is that local governments are accountable to its citizens rather than the Province. As such, the

requirements on local governments establish a flexible framework for local governments in setting objectives establishing appropriate measures and reporting on progress (MCAWS, 2003). Some literature suggests that within this flexibility it is apparent that, in general, local governments are only doing what is required under the legislation resulting in approaches that:

- are lacking in ensuring measures remain relevant
- use a narrow approach to performance measurement (focus on input and output measures exclusively)
- are limited in the level of citizen and elected official participation in the process, and
- generally lack connection between performance measures and any strategic planning process (Fischer, 2007).

It appears that though performance measurement and reporting is widely employed in local governments in British Columbia it is done primarily to comply with statutory requirements, in a relatively limited way and has not generally been undertaken with a view and interest in the potential for improving performance and governance at the local level.

In contrast to the very flexible requirements in British Columbia the framework in other jurisdictions is significantly more structured. The provinces of Alberta, Nova Scotia, Ontario and Quebec have introduced measurement and reporting requirements at the provincial level that focus on 'social indicators' (Thomas, 2004). Like the British Columbia case, requirements for measurement and reporting in local governments have 'trickled down' from their respective provincial government. Most notable, and different from British Columbia, is the case of Ontario.

In 2000 the Ontario Ministry of Municipal Affairs and Housing established the Municipal Performance Measurement Program (MPMP). Under the requirements of the MPMP municipalities were required to report both financial and non-financial information on 35 performance measures from nine core service areas (Chan, 2004). Since its introduction the MPMP has expanded the number of required measures and service areas that municipalities are required to collect and report on. Following on the MPMP Ontario initiated the Ontario Municipal Benchmarking Initiative (OMBI). The OMBI initiative is aimed at developing a central repository for performance measurement information and best practices for participating municipalities. The OMBI focuses on a balanced scorecard approach to benchmarking allowing member municipalities to measure and compare progress on the targeted service areas (OMBI, 2009). Though originally focused on benchmarking Ontario municipalities, interestingly, the OMBI was recently joined by two western Canadian major cities – Calgary and Winnipeg (OMBI, 2009).

A recent review of Ontario municipalities' performance reporting indicates that, based on the perceptions of top municipal officials, most municipalities are not producing reporting information that is particularly informative or useful in providing or promoting accountability to anyone other than the Province of Ontario (Schatteman, 2010). These findings are similar to the British Columbia experience described previously – few municipalities appear to be working beyond the minimum established provincial requirements.

In light of what appear to be limits to reaching the full potential of performance measurement experienced in Canadian local governments, and having examined the 'why' and 'how' of performance measurement, it is instructive to consider and understand the barriers and limitations that exist in developing an approach to measurement in the organization.

### **Limitations and Barriers to Performance Measurement**

With all its possibility and promise it is clear from the literature that performance measurement is not the panacea for all that ails or challenges local government. The expectations of performance measurement can be high. It is important to temper those expectations with the realities that the work of local government is not straightforward. Decision-making occurs in a milieu of conflicting priorities, competing interests, forceful personalities, and politicized environments and often a focus on compromise over principle (Poister, 2003). The literature on the obstacles and barriers (organizational and otherwise) to performance measurement is well-trod ground (see for example Behn, 2002; Berman and Wang, 2000; deLancer Julnes and Holzer, 2001; Yang and Holzer, 2004; Poister and Streib, 1999; Thomas, 2004; Brunet-Jailly and Martin, 2010)

Grenier (1996) established that there were four major classifications of obstacles (barriers) to the use of performance measurement in public institutions. These barriers focused primarily on what were believed to be the barriers preventing local governments from considering performance measurement systems and include the categories of institutional, pragmatic, technical and financial barriers. Similarly, Behn (2002) offers the three categories of practical, political and managerial barriers to the use of performance measurement. Of course performance measurement is now widespread amongst local governments and the impediments to consideration of performance measurement are no longer as significant. The categories of barriers are still relevant, but the focus of much of the literature on barriers has shifted towards understanding how to improve the success and implementation of measurement systems.

A number of commentators have focused on an additional category of barriers - psychological barriers to performance measurement. These barriers affect local government managers and employees as well as elected officials. This line of discourse emphasizes the fear of punishment or criticism that can result (or perceived that will result) from measuring and reporting results. The repercussions of measurement efforts are not necessarily positive for both

individuals within the measured organization and the organization itself (Behn, 2002). As a result, local government managers and employees can have significant concerns about measurement and reporting and be fearful and resistant to proposed systems (deLancer Julnes and Holzer, 2001). Behn (2002) expanded the psychological barriers discussion by introducing the concept that the introduction of performance measurement requires manager, elected officials and citizens to think differently about:

- The overall responsibilities of government
- The responsibilities of individual public employees and
- The responsibilities of citizens

Behn expanded on the three categories to describe seven 'ways of thinking' that pose barriers to performance measurement and pointed to the importance of leadership in overcoming these psychological barriers:

*That is why we need more than performance measurement. That is why we need performance leadership (Behn, 2002, p.20).*

Once consideration of performance measurement is no longer a significant issue the literature turns to examining the differences between adoption and implementation. The Review of the use of performance measurement in organizations points to a significant division between the large numbers of organizations that claim to have adopted performance measurement to those that actually implement the programs and make use of the information (deLancer Julnes and Holzer, 2008; Poister and Streib, 1999). This literature suggests that though barriers like 'resources' and 'know-how' remain important in the adoption phase of performance measurement, successful implementation and use requires the external support of elected officials and citizens. Citizen and elected official engagement is seen a particularly important and largely missing in the Canadian local government context (see Agocs and Brunet-Jailly, 2010)

In a study examining the factors that affect adoption and implementation of performance measure deLancer Julnes and Holzer summarized the requirements and barriers to adoption versus implementation as follows (barriers in bold text have greater influence):

Figure 2 – Barriers to Adoption and Implementation

	Adoption	Implementation
Rational/ Technocratic	External requirements <b>International requirements</b> <b>Resources</b> <b>Goal orientation</b> <b>Information</b>	<b>Resources</b> <b>Information</b>
Political/ Cultural	<b>Internal interest groups</b>	<b>External interest groups</b> Unionization Risk taking

		Attitudes
--	--	-----------

Source: deLancer Julnes and Holzer (2001, p. 14)

Following these results it is suggested that organizations can improve the utilization (implementation) of performance measures by:

- Determining the organizations 'readiness' and interest in developing and implementing performance measures – level of internal support, organizational culture related to performance, resources and expertise
- Identify and involve both internal and external interest groups
- Involve unions
- Support the adoption of measures even when full implementation is not presently possible – start the process and follow up to create awareness and ease later implementation
- Emphasize the development of a performance improvement culture (deLancer Julnes and Holzer, 2001)

There are important lessons to be learned from reviewing existing performance measurement frameworks for those interested in perusing its use in any organization. The previous discussion outlines a variety of pitfalls that exist in the path to measuring performance. The literature on barriers to the use and implementation of performance measurement systems has played an important role in this project in directing the line of questions deployed in the survey to garner an understanding of the existing concerns regarding barriers that exist in the organization. The information collected is expected to aid in developing and introducing a robust performance measurement framework for the organization that has a higher likelihood of successful implementation. Perhaps the most significant overall lesson is to insure that in the development of a measurement framework that there is a close link between what information stakeholders want and what management through the reporting framework chooses to provide (Leighton, 2008). With this understanding the next section briefly overviews the criteria involved in developing well-functioning performance measurement.

### **Criteria for Developing a Successful Performance Measurement System**

There has been a tendency in performance measurement practice in local governments to follow a 'best practices' approach to the design and implementation of performance measurement. Local governments are particularly imitative when it comes to innovation and will tend to look to examples from other organizations to pattern their own approach. There is significant risk to this approach. Following on the previous discussion, with respect to barriers, the 'best practice' approach ignores and takes inadequate account of the particular circumstances of the organization (Thomas, 2004). It is reasonable to conclude that some of the unfulfilled promise of performance measurement in local governments has resulted from a lack of specificity in adopted measure schemes.

As the discussion on barriers pointed out successful implementation depends upon the proposed performance measurement system addressing the particular requirements of the organization including both internal and external priorities. A number of commentators in the literature have established lists and criteria necessary for developing successful performance measurement - see for example the 'baker's dozen hints' for better performance measurement by Thomas (2004) and the twelve criteria for developing performance measurement systems by McDavid and Hawthorn (2006). McDavid recognizes that not all of the twelve criteria may be applicable or possible to address in all organizational situations. In light of this, six criteria are identified as essential for successful design, implementation and sustainability:

- Sustained leadership – without it, the process will drift and eventually halt
- Communications – essential to developing a common understanding of the process and increasing the likelihood of buy-in
- Clear expectations for the system – be open and honest about the purposes behind the process so that stakeholders and problems can be dealt with directly
- Resources sufficient to free up the time and expertise needed – by taking resources from other programs to measure and report performance, the process is viewed as a competitor and is often given short shrift
- Logic models that identify the key program and organizational constructs - the process of logic modeling disciplines the selection of constructs and performance measures
- A measurement process that succeeds in producing valid measures in which stakeholders have confidence – too few performance measurement systems pay attention to measurement criteria that ultimately determine the perceived usefulness of the system (McDavid and Hawthorn, 2006, p. 331)

This project focuses on the last two criteria and uses the information collected by the survey questions to provide the basis for a robust and comprehensive logic model that overtly makes the connections between input, activities, outputs and outcomes. The survey is also employed to evaluate and rationalize a set of appropriate measures that, with the logic model in place, will establish a measurement system that represents the priorities of the organization and stakeholders.

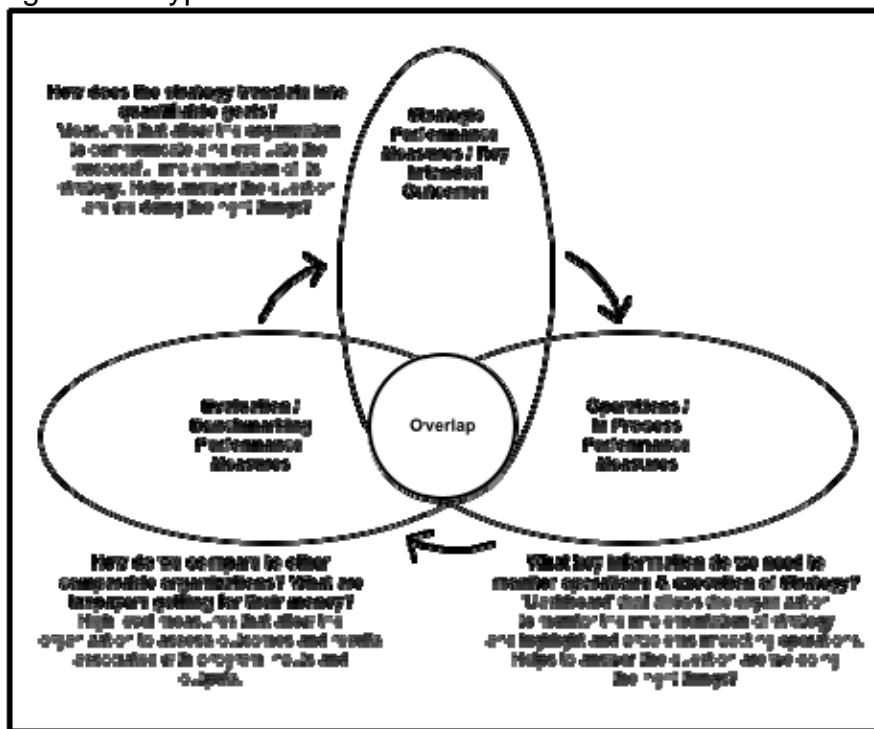
Though the project focuses on the last two 'McDavid' criteria it is important to recognize the importance of the first four criteria. As is often described in the literature performance measurement implementation in local government is more of an evolutionary than revolutionary process (Bernstein, 2001). The leadership, communications, expectations and resources criteria represent the work that will

need to continue in the organization to insure that the framework developed by this project is supported and implemented fully and successfully. The next section will briefly review the literature on the types of performance measures used in a well performing system.

### Kinds of Performance Measures

The literature describes the importance of including a mix of measures specifically selected to suit the managerial purposes and objectives that have been established by the organization (Plant and Douglas, 2005). There are no one-size-fits-all measures that public managers can employ for their diverse (and often contradictory) set of demands (Behn, 2003). The literature has established some useful parameters for those who are considering the adoption of performance measurement in their organization. As a general classification Plant and Douglas (2005) suggest 3 types of measures are appropriate; strategic, operational and evaluative. Figure 3 provides a graphic representation of these types of measures.

Figure 3 – Types of Performance Measures



Source: Plant et. al., 2005, p. 23.

Following on this description, though there are not one-size-fits-all measures that can address all issues, many single measures can meet multiple purposes – described in this model as the overlap between measure types. A more specific listing of types of performance measures is included in the literature that describes the types of measures to be included in a well-functioning performance measurement system:

- Resource measures  
investment into programs, numbers of staff, facilities
- Workload measures  
volume of work – number of customers, number of applications
- Output measures  
direct products of activities – volume, number of programs, 'how many, how few'
- Productivity measures  
rate of production of some unit of resource or input – number of inspections/inspection staff member
- Efficiency measures  
service production – outputs/cost of providing
- Service quality measures  
turnaround time, accuracy, convenience
- Effectiveness measures  
degree to which programs produce intended outcomes
- Cost effectiveness  
relates the costs of a program to the benefit of the resultant outcome
- Customer satisfaction measures  
data from client evaluations, tracking of complaints (Poister, 2003).

This line of information from the literature will influence and inform the selection of appropriate measures for the RDN. With an understanding of the range of measure types it is important to understand how a performance measure system integrates into the management processes of an organization. The next section will explore how performance measurement differs from performance management and fits into the broader cycle of performance in organizations.

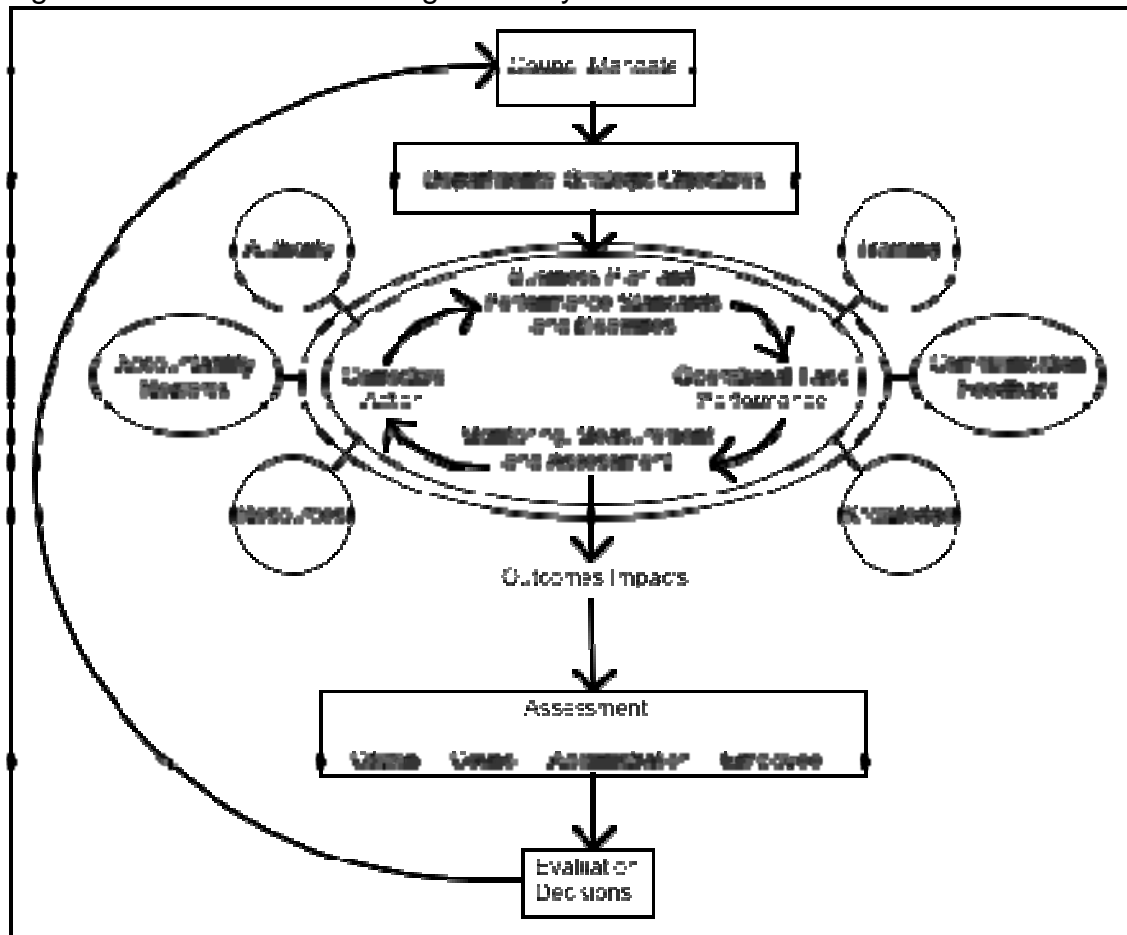
### **Performance Measurement v. Performance Management**

Performance measurement is recognized as a process of monitoring an organization's activities on a regular basis through the use of established indicators. It is important to recognize the role that performance measurement plays in the broader process of performance management. Performance measurement is one part of a comprehensive management process and plays an essential role in supporting and operationalizing other management decision making processes (Poister, 2003). Performance measurement is part of:

- strategic planning
- budgeting
- benchmarking and
- performance management (Poister, 2003)

To distinguish performance measurement from these broader processes it is best to understand performance measurement as a process that takes place and supports the broader performance management cycle in the organization. Performance measurement is not capable, on its own, of affecting tangible results within an organization if not undertaken within a management system such as that shown in figure 4.

Figure 4 - Performance Management Cycle



Source: Plant, 2006, p.19.

This model of performance management describes three integrated elements: the macro-level performance evaluation and decision making (the outer circle); the operational performance implementation and improvement (the inner oval); and the enabling conditions (the smaller circles) (Plant, 2006). Within this model framework performance measurement is a key part of the iterative management cycle aiding the organization in communicating objectives and expectations; improving the alignment between strategies and operations; and improving employee involvement and motivation (Plant and Douglas, 2005). The general consensus of the literature is that performance measurement should not be considered only as a stand-alone method for improving organizational

performance. The collection of data alone by no means assures the improvement of performance (Halmachi, 2005). Again the literature reinforces the importance of integrating performance measurement into the organization for success (see also Agocs and Brunet Jailly, 2010). As has been discussed previously, the integration of performance measurement is closely tied to understanding the interrelated inputs, actions, outputs, strategic goals and outcomes. The literature suggests a comprehensive logic model for the program or organization best provides this understanding. The next section discusses the importance of developing a logic model in considering performance measurement.

### **Performance Measurement and the Importance of Logic Modeling**

Current discourse and practice in performance measurement emphasizes the importance of the use of logic models in developing a performance measurement systems for both programs and organizations (McDavid and Hawthorn, 2006; Poister, 2003). In addition, the failure of implementation can often in part be traced back to a lack of organizational understanding. Developing a program of performance measurement requires a clear understanding of both what the organization does and the intended/desired results of the organization's activities. The importance of understanding the linking of inputs, activities, outputs and outcomes is well summed up by Grenier as quoted in Thomas (2004):

*Public sector performance measurement is, in effect, like putting a meter on a black box: we have little knowledge of the mechanism inside and no theory linking inputs, processes, outputs and outcomes to explain why a particular result occurred or to prescribe what management or organizational adjustments are needed to improve performance (Grenier, 1996, p. 25).*

The logic model is specifically directed at opening the box and exposing the workings of local government for measurement. The logic model represents, often in a graphical form, what a program or the organization does. More explicitly, the logic model describes how resources (inputs) are used to deliver programs (activities) and how those programs produce the results intended by the organization (McDavid and Hawthorn, 2006). By doing so, a well-developed logic model identifies for the organization the key constructs in a program or organization that are best suited for translation into performance measures (McDavid and Hawthorn, 2006). Once the logic of an organization's activities and intended results is understood the relevant performance measures can be identified systematically and confidently (Poister, 2003). In addition to these benefits logic modeling has also been attributed other organizational benefits including:

- Builds common understanding within and outside of the organization

- Identifies the key constructs (activities, outputs, intermediate outcomes) important to achieving establish outcomes and organizational priorities
- Communicates departmental roles and responsibilities within the organization linked to priorities
- Improves the collection and focus of data collection in the organization (McDavid and Hawthorn, 2006)

In addition to the benefits of using logic modeling it is important to recognize that there can be some limitations of models as well. Logic models, like many aspects of performance measurement, are 'snapshots' in time that should be expected to change. If this is not recognized a static model can become out of date and get in the way rather than facilitate an understanding the organization (McDavid and Hawthorn, 2006). If this happens a performance measurement system based on the dated logic can quickly lose relevance for the organization.

### **Summary of the Literature on Performance Measurement**

The literature reviewed here plays an important role in establishing an understanding of performance measurement as a tool for improving organizational performance. The literature provides a number of key themes that are useful in the evaluation of current processes at the RDN and in directing the investigation of new ways forward. The following table (Figure 5) summarizes how the key themes of the Literature have directed the investigations undertaken in this project in linking the key themes of the literature to the research questions and the general themes of the survey:

## Performance Measurement at the Regional District of Nanaimo

Figure 5 – Literature/Research Question/Survey Themes Linkage

Theme from the Literature	Relates to the Research Question(s)	Question Theme in the Survey
<b>There is a long history and experience with performance measurement in local government that can be drawn upon</b>	<p>How is performance currently measured and reported in the Regional District of Nanaimo?</p> <p>How do elected officials and staff at the RDN use the current performance measurement information?</p>	<p>Awareness / Relevance / Importance Well Defined / Clear Accuracy / Believability</p> <p>Strategic Planning Operational Review Resource Allocation Driver for Change Departmental Performance / Organizational Performance External Reporting Financial Performance</p>
<b>There are strong management reasons for considering measuring performance particularly in the areas of evaluation and accountability</b>	<p>How is performance currently measured and reported in the Regional District of Nanaimo?</p> <p>How do elected officials and staff at the RDN use the current performance measurement information?</p> <p>How do existing performance measures relate to the established <i>Strategic Plan</i>?</p>	<p>Awareness / Relevance / Importance Well Defined / Clear Accuracy / Believability</p> <p>Strategic Planning Operational Review Resource Allocation Driver for Change Departmental Performance / Organizational Performance External Reporting Financial Performance</p>
<b>Strong potential for performance measurement to play an important role for citizen engagement</b>	<p>How is performance currently measured and reported in the Regional District of Nanaimo?</p> <p>How do existing performance measures relate to the established <i>Strategic Plan</i>?</p>	<p>Awareness / Relevance / Importance Well Defined / Clear Accuracy / Believability</p> <p>Awareness of the Strategic Plan Importance of the Strategic Plan Role of Performance Measures with and in the Strategic Plan</p>
<b>Successful performance measurement conversely requires citizen engagement and participation</b>	<p>What kinds of performance measurement data would aid elected officials, staff and residents in understanding progress on strategic priorities?</p> <p>What improvements can/should be made to existing performance reporting?</p>	<p>Understanding the Aims of a Performance Measurement Framework</p> <p>Importance / Benefit of a Performance Measurement Framework Are Some Measures More Important? Types of New Measures Needed Areas of Focus for new Measures</p> <p>Improvements</p>
<b>There are a wide range of potential uses of performance measures – should be developed specifically for the particular organization</b>	<p>What kinds of performance measurement data would aid elected officials, staff and residents in understanding progress on strategic priorities?</p>	<p>Understanding the Aims of a Performance Measurement Framework Importance / Benefit of a Performance Measurement</p>

## Performance Measurement at the Regional District of Nanaimo

		<p>Framework</p> <p>Are Some Measures More Important?</p> <p>Types of New Measures Needed</p> <p>Areas of Focus for new Measures</p>
<p><b>In general full implementation and use of performance measures in local government has been limited to output/efficiency measures – represents opportunity</b></p>	<p>What improvements can/should be made to existing performance reporting?</p>	<p>Understanding the Aims of a Performance Measurement Framework</p> <p>Importance / Benefit of a Performance Measurement Framework</p> <p>Are Some Measures More Important?</p> <p>Types of New Measures Needed</p> <p>Areas of Focus for new Measures</p>
<p><b>There are institutional, pragmatic, technical and psychological barriers to the implementation and use of performance measurement</b></p>	<p>What are the barriers to performance measurement?</p>	<p>Barriers to performance measurement</p>
<p><b>Performance measurement is not singularly capable of improving performance – needs to be implemented and used within a broader management framework</b></p>	<p>What improvements can/should be made to existing performance reporting?</p>	<p>Understanding the Aims of a Performance Measurement Framework</p> <p>Importance / Benefit of a Performance Measurement Framework</p> <p>Are Some Measures More Important?</p> <p>Types of New Measures Needed</p> <p>Areas of Focus for new Measures</p>
<p><b>The importance of logic modeling for successful design and implementation cannot be understated.</b></p>	<p>What improvements can/should be made to existing performance reporting?</p>	<p>Understanding the Aims of a Performance Measurement Framework</p> <p>Importance / Benefit of a Performance Measurement Framework</p> <p>Are Some Measures More Important?</p> <p>Types of New Measures Needed</p> <p>Areas of Focus for new Measures</p>

These key themes in the literature have played an equally important role in developing the research questions posed for the project as they have in directing the questions used in the survey. Together this information is used to gain understanding of the organizational information and priorities needed to develop a logic model for the organization. The following section outlines the methodology for the project that has been informed by this review of the literature.

## **METHODOLOGY**

**This section outlines the methodology used in collecting information to address the research questions posed and aim of the project, including the selected research questions, the research design employed, sources of data, analysis of collected information and any limitations of the methodology identified during the project.**

This project is aimed at developing a performance measurement framework for the RDN based upon the current Board Strategic Plan and existing measurement schemes, indicators and practice. Ultimately the goal in addressing the selected research questions is to develop an improved framework for performance measurement in the organization that is directly linked to established strategic goals.

### **Research Questions**

Six questions relating to performance measurement at the Regional District of Nanaimo were selected to focus and guide this project:

1. How performance currently is measured and reported in the Regional District of Nanaimo?
2. How do elected officials and staff at the RDN use the current performance measurement information?
3. How do existing performance measures relate to established strategic priorities?
4. What are the barriers to performance measurement?
5. What kinds of performance measurement data would aid elected officials, staff and residents in understanding progress on strategic priorities?
6. What improvements can/should be made to existing performance reporting?

### **Research Design Model – Case Study**

The Case Study approach can be both a qualitative and quantitative research methodology that draws on multiple sources of information and data to build understanding. The use of multiple sources of information is a hallmark and particular strength of the Case Study approach, whereby information gathered provides both a more complete understanding of the situation and the potential for corroboration between information sources – often cited as “triangulation” (O’Sullivan, Russell, and Bernier 2003). The Case Study is applicable to studies of ‘real-life’ situations and is a preferred strategy for determining how and why something happened (O’Sullivan, et al., 2003). Given the goals of this project and the existing information available the Case Study approach is particularly applicable here.

Data collection and analysis in the Case Study is often guided by, and builds upon, previous research, analysis and theoretical positions that have gone before (O’Sullivan, et al., 2003). In this Single-Case project, for example, the review of

contemporary literature and discourse formed a background understanding of local government performance measurement and informed the survey questions employed to gain particular understanding of the RDN case. Similarly, and for this project perhaps more importantly, the review of existing RDN documents relating to policies, business plans, strategic planning and existing measurement/reporting activities enriched the understanding of the RDN case.

This Case Study approach provides quantitative and qualitative information for analysis leading to a strong understanding of performance measurement at the RDN and basis for a revised framework and recommendations for the future.

### **Data Sources**

For this project, data was collected from three main sources - the review of existing academic research and discussion on performance measurement, reviews of existing RDN documentation and current practices relating to performance measurement and a survey of RDN elected officials, managers and staff.

### **Literature Review**

The review of the academic literature on performance measurement formed the initial source for data for this project. Library, Internet, and database searches were undertaken using the terms 'performance measurement' and 'local government' both singly and in combination. The investigator reviewed the retrieved documents and studies for two main purposes. Firstly, the review was undertaken to gain a broad knowledge of the history, development and current understanding of performance measurement as it is applied in local government. Much of this information collected forms the basis of the literature review section of this report. The second purpose of the literature review was in developing the questions to be deployed in the survey of elected officials, managers and staff of the RDN. As described in summary form in Figure 5 above, for this purpose the key themes identified in the literature provided direction to this project's research questions and subsequently in developing a survey instrument that is well focused and best able to address those questions. The survey questions and the gross response data collected are included in Appendix 2 and 3 to this report.

### **RDN Document Review**

The second source of data for this project was collected through the review of existing reports, studies and plans prepared by the RDN. This project makes use of three main documents from the RDN:

- "2010-2012 Strategic Plan - Integrated Solutions for a Sustainable Future". This is a recently completed document that outlines the base strategic goals, broad targets and actions for the RDN. The Strategic Plan is used as the basis for the logic model for the performance measurement framework developed in this project.
- "Prospering Today, Protecting Tomorrow – Recommendations for a Sustainable Future" (PTPT). This document, published in 2007, is

the final report of the RDN Regional Growth Monitoring Advisory Committee (RGMAC). The report represents nearly 4 years of work by the community focused RGMAC and presents an extensive evaluation of the Region's sustainability. The project researched and established a set of indicators that can be used to measure progress in the areas of Environment, Social and Economic capital. Many of these measures established through the community based RGMAC project have been brought forward a base outcome measures for the performance measurement framework developed through this project.

These two documents are the fundamental basis for the proposed performance measurement framework. Further elaboration on the information gathered from these documents and the input into the framework they have provided is presented in other sections of this report.

Finally, each service area within the RDN organization develops business plans on an annual basis that are currently used during the budgeting process to inform the Board of the annual performance of the respective area.

- Twenty-nine business plans from the 2010 budget process were reviewed and analyzed to ascertain the current status of performance measurement and reporting at the RDN. The business plans are presently the only documents routinely developed and updated by individual service areas to describe current performance and targets. As such they present a rich understanding of current performance measurement practice.

### **Survey**

The final source of data is the survey that was undertaken for this project. The survey was developed using background information collected from the review of RDN documents and the current literature on performance measurement. A total of 66 questions were administered to staff, managers and elected officials in the spring/summer of 2010.

An invitation letter outlining the purposes of the project and the survey was sent via email to 148 staff members, 34 managers and 17 elected officials. These groups represent the full population of RDN employees and elected officials that have direct access to the corporate email system. The invitation included both the description of the project and explanation of informed consent by the participants along with a brief message from the Chief Administrative Officer of the RDN, outlining the intent and importance of the project to the organization. The emails to the survey groups included all necessary directions needed for the participants to access and complete the survey via the online survey tool SurveyMonkey.

Participation in the survey was entirely voluntary and the three groups were administered separate, but identical, sets of questions such that comparison results between groups could be obtained. The survey period opened May 11, 2010 and continued for 6 weeks. During the survey period two reminder emails were sent to the participant groups reminding them of the project and the process for participating in the survey. A total of 62 individuals completed the survey out of a total number of potential participants (total population contacted with the invitation) of 199. This represents an overall participation rate of 31.2%. The participation rate varied widely amongst the three groups of respondents. The breakdown of participation by group was as follows:

Figure 6 – Group Participation in Survey

	INVITED	COMPLETED	PARTICIPATION RATE
Staff	148	30	20.3%
Managers	34	25	73.5%
Elected Officials	17	7	41.1%
Totals	199	62	31.2%

The interest in obtaining some comparison between survey groups resulted in segmenting the groups as indicated above. The response rates were relatively strong from Managers and Elected Officials, while comparatively low at 20% for RDN Staff. See the commentary provided in the Limitations discussion below regarding the implications of the response rate of Staff to the survey.

The survey questions included a combination of open and closed-ended questions. The questions posed to all three groups were identical in every way including both the content of the questions and the order in which they were presented to respondents. The results of the survey including both open and closed-ended questions are included in Appendix 3 to this report.

### **Data Analysis**

The information collected from the survey and the review of RDN documents provided an excellent mix of qualitative and quantitative data regarding performance measurement at the RDN. Quantitative data retrieved from the surveys and the review of existing RDN business plans was collated into Excel based spreadsheets upon which basic descriptive statistical analysis could be performed.

### **Business Plans**

The Business Plans from the 2010 budget process were reviewed to gain understanding of the current status of how performance measurement is undertaken at the RDN. The Business Plans are presently the only and most overt collection and presentation of performance measurement information. The Business Plans were reviewed for the following information:

- Type of measures collected/reported
- Service Areas providing measures

In addition, some questions included in the surveys were aimed at gaining additional understanding on how performance measures in business plans are currently used, understood, reported and perceived. Again multiple data sources collected using the case study methodology provides a 'triangulating' approach to the research questions.

The review and analysis of information from the 2010 RDN Business Plans was a combination of performing simple counts on Plans with reported measures, types of measures used and questions included in the survey. On the former, the data collected was summarized in Excel spreadsheets and analyzed by determining the relative frequency. This information is presented in the Findings section of this report. On the later, data was analyzed on Business Plan related questions (both open and closed ended) as described in the following discussion of the survey. Again, these analyses are reported in the Findings section of this report.

### Surveys

As discussed previously the surveys consisted of both open and closed-ended questions. The close-ended questions produced the bulk of the quantitative results that are discussed in the Findings section of this report. Many of the questions posed were summarized using simple counts of responses. In these cases the simple counts (yes/no responses for example) were expressed as percentages to make inferences regarding the opinion of respondents with respect to the research questions. These analyses are discussed in the Findings section of this report.

As the survey was aimed at judging respondents opinion on performance measurement related issues a number of the posed questions were also developed using a Likert scale for weighing responses. For these questions the most negative response was assigned the lowest score. Three different Likert scales were used to judge respondent's opinion on a range of performance measurement related issues:

Figure 7 – Likert Scales

RESPONSE	RESPONSE	RESPONSE	SCORE
Strongly Disagree	Not at All	Not at All	1
Disagree	Hardly at All	A Little Concerned	2
Neutral	A Little	Mod. Concerned	3
Agree	To a Moderate Degree	Concerned	4
Strongly Agree	To a Great Degree	Very Concerned	5

Mean scores for each question were calculated following the respective Likert scale. Results are reported in the Findings section and used to make inferences regarding the applicable research question. Given that the three groups were surveyed separately some comparison of opinion between the groups is also

made possible with the collected data. This is also discussed in the Findings section.

The survey questions also included a number of open-ended questions and opportunities for comments from respondents. This information is invaluable in gaining further understanding and refinement of the quantitative information and opinion gathered. Where appropriate some of this qualitative information was quantified when obvious 'themes' in responses received revealed themselves. In general the qualitative information has been used in the Discussion section of this report to elaborate on the information presented in the Findings section. The qualitative data was also useful in supporting and expanding upon the opinions provided by respondents and has been included where appropriate in the respective Findings discussion.

### **Limitations**

The research portion of this project is focused on the current status and development of a renewed performance measurement framework at the RDN. The scope of the project and resources available has necessarily focused collection and analysis of data from existing sources within the organization. The discourse on performance measurement stresses the importance of the involvement of all stakeholders in the establishment and ongoing maintenance of any performance measurement scheme. As such, one limitation of this research is its lack of direct involvement of RDN residents.

This project has attempted to address this limitation through the use of existing RDN documents and research that has had significant public participation and direction in their development. Most significantly, and as outlined, one of the primary data sources for this project is the RDN document *Prospering Today Protecting Tomorrow: The State of Sustainability of the Regional District of Nanaimo* (PTPT). This document is the culmination of a 2 year public process to define sustainability for the region and amass measures that describe progress on sustainability and related goals. This document has acted as a reasonable surrogate for direct public participation in this project and has reduced the potential impact of this limitation on the project. It is important to note that the information for the PTPT document has been instrumental in the measures selected for the performance measurement framework proposed.

Other potential limitations to this project relate to the issues of validity and reliability. In general validity refers to the extent to which the selected measures or indicators in a study reflect the concept(s) under investigation – are the indicators measuring what we want/expect them to (Manheim, Rich, Willnat and Brians, 2008). Validity limitations can be separated into two categories, internal – are we measuring what we think we are measuring? and external - the generalizability of the results to other situations. The latter, external validity is of little concern here as this study is exploratory in nature and not focused on the testing of hypotheses for application elsewhere. On the former, internal validity,

the study has attempted to address potential limitations arising from construct validity and investigator bias/control through the use of multiple measures/indicators in the case study approach to the research questions. This is often referred to as convergent validation and for this study is most overtly apparent in the multiple sources of data and the use of several measures of the same concept in the survey tool.

Reliability refers to the repeatability of results from a particular measure or set of measures – are consistent results obtained when a particular measure is used repeatedly (Manheim, Rich, Willnat and Brians, 2008). In this project an identical set of questions was used in the survey and applied to all participants at the same time using the same online survey delivery methods. This methodology was used largely to control for reliability concerns and eliminate the potential for error as the result of investigator influence/bias, changing conditions or reaction to being surveyed.

Finally, the selection of participants in the survey for this project was entirely voluntary which introduces a potential self-selection bias to the research that is largely uncontrolled for. In part, the survey and the response rate for two of the three survey groups (31% overall, 74% Managers, 41% Elected Officials, 20% Staff) ensures that no one individual is able to influence or skew the results obtained.

The relatively low response rate from the Staff group suggests some under-representation of opinion from that group remains a potential limitation for this work. In light of this potential it is suggested that the RDN ensure that participation in organizational performance measurement, implementation and maintenance going forward include a concerted effort to engage participation at the staff level. In addition, the relatively low participation of staff in the survey is aligned with some of the survey findings suggest that interest, importance and relevance of performance measurement at the staff level is comparatively low as compared to the other survey groups. Further investigation of this issue is warranted as the organization moves forward with performance measurement.

## FINDINGS

**This section of the report provides the results of the research undertaken against the framework provided by the research questions. The Findings are primarily reported from the results obtained through the survey tool and augmented where appropriate by data obtained through the review of existing RDN documents.**

### **How is performance currently measured and reported in the Regional District of Nanaimo?**

At the present time the Regional District of Nanaimo complies with the statutory annual reporting requirements for local governments established through the governing provincial legislation. Primarily this consists of the reporting of financial information and limited “accomplishment” information in an annually published report. Internally, the annual budgeting process includes the preparation of Business Plans that are presented to, and evaluated by, the RDN Board during the budgeting process. The performance indicators reported in Business Plans include identification of particular measurement indicators, ‘benchmark’ targets for each indicator, and the current performance of the service area and performance objectives for the subsequent year. Examples of a selection of 2010 Business Plans is included in Appendix 1 and collected information on indicators from the 2010 Business Plans is included in Table 1.

Table 1 – Indicators included in Business Plans

Plan Indicators - Type	Count	%
Service Areas with Business Plans	29	100
Business Plans Reporting Service Delivery Measures (Qualitative)	14	48.3
Business Plans Reporting Service Delivery Measures (Quantitative)	22	75.9
Business Plans Reporting Benchmarking Measures	8	27.6
Business Plans Reporting Statutory or Regulatory Required Measures	6	20.7
Business Plans Reporting Workload Measures	6	20.7
Business Plans Including Outcome Measures linked to Strategic Plan Goals	1	3.4

The majority of Business Plans prepared for the budgeting process include combinations of quantitative and qualitative measures that primarily focus on service delivery indicators / output measures. Comparatively fewer Business Plans provide benchmarking, statutory, or workload indicators. Only one business plan, in any overt way, currently attempts to report measures related to established strategic goals.

## Performance Measurement at the Regional District of Nanaimo

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The Survey asked respondents a large number of questions aimed at gaining understanding of current performance measurement and reporting in the organization and the views of respondents on the importance and usefulness of current practice in describing the performance of RDN programs, services and progress on established goals.

### **Awareness / Relevance / Importance**

Initial questions were aimed at understanding the awareness of current performance measures; importance in the organization and whether current measures data and reporting were regularly referred to.

As indicated below in Table 2 the data obtained through the survey suggests that organization-wide there is a high level of awareness of business plans and respondents are well aware of the of performance measurement data and reporting currently underway.

Table 2 - Question 1

I am aware that performance measurement data are collected and reported in Business Plans for Departments and in the RDN Annual Report.				
Response	Overall	Elected Officials	Staff	Managers
yes	51 (82.3%)	7 (100%)	19 (63.3%)	25 (100%)
no	11 (7.7%)	0	11 (36.7%)	0
answered question	62	7	30	25
skipped question	0	0	0	0

Results obtained from the individual groups reveals some separation in awareness between the surveyed groups. Elected Officials and Managers are very aware (100% of respondents) of the current data and reporting while more the 1/3 of staff (36.7%) responded indicated that they were not aware of current performance measurement information and reporting.

This same separation of opinion between the survey groups is apparent when survey participants were asked if the review the performance information contained within Business Plans. As the data reported in Table 3 indicates the review (and one would expect the use) of performance measurement data and reporting in Business Plans is primarily a tool used by Elected Officials and Managers relative to Staff.

Table 3 - Question 2

Do you review this information?				
Response	Overall	Elected Officials	Staff	Managers
yes	36 (58.1%)	5 (71.4%)	7 (23.3%)	24 (96.0%)
no	26 (41.9%)	2 (28.6%)	23 (76.7%)	1 (4.0%)

## Performance Measurement at the Regional District of Nanaimo

answered question	62	7	30	25
skipped question	0	0	0	0

There is a similar division of opinion of respondents regarding both the importance of performance measurement information within the organization and the relevance of the information to the respondent's particular work or function. Table 4 below provides the result data regarding importance and relevancy.

Table 4 - Questions 3-4

Information on the performance of programs and initiatives is highly valued at the RDN	Overall	Elected Officials	Staff	Managers
agree to strongly agree	36 (58.1%)	6 (85.7%)	14 (46.7%)	16 (64.0%)
mean rating	3.65	3.86	3.50	3.76
answered question	62	7	30	25
skipped question	0	0	0	0
Information reported in Business Plans is relevant to you and your work at the RDN	Overall	Elected Officials	Staff	Managers
agree to strongly agree	42 (67.7%)	6 (85.7%)	19 (63.3%)	18 (72.0%)
mean rating	3.71	4.00	3.43	3.96
answered question	62	7	30	25
skipped question	0	0	0	0

As in the case of awareness there is differing opinion on importance and relevancy between survey groups although the difference between groups is less for relevancy compared to importance. Elected Officials and Managers both perceived performance measurement information as both important to the organization and relevant to their work, while Staff was comparatively more neutral on the importance aspect.

### Well Defined / Clear

The survey also attempted to gauge respondent's opinion on how clearly existing performance measures are understood both in the organization and for external users. Table 5 outlines the data acquired by the respective survey questions.

In the case of how well-defined and understood existing performance measures are within the organization respondents were overall near neutral on the question neither strongly agreeing nor disagreeing with the survey statement though the mean rating trended more towards negative (less than 3.00) both overall and for Staff and Managers. Elected Officials' mean rating was a slightly more positive 3.14. Some clarity to the general neutral opinion is evident in the open-ended comments (n=16) provided to this question where two main themes are evident:

- Measures are difficult to define in some service areas (n=6)
- Limited involvement at the staff level (n=5)

## Performance Measurement at the Regional District of Nanaimo

Table 5 - Questions 5-6

Measures of performance are clearly defined and easily understood in each Department or Operational area.	Overall	Elected Officials	Staff	Managers
neutral	26 (41.9%)	4 (57.1%)	12 (40.0%)	10 (10.0%)
mean rating	2.92	3.14	2.87	2.92
answered question	62	7	30	25
skipped question	0	0	0	0
Measures that are collected are reported for external users in clear and understandable ways.	Overall	Elected Officials	Staff	Managers
Agree to strongly agree	25 (40.3%)	3 (42.9%)	11 (36.7%)	11 (44.0%)
mean rating	3.23	3.14	3.17	3.32
answered question	62	7	30	25
skipped question	0	0	0	0

The overall response on the clarity of measures for external users was more to the positive side of neutral and is relatively similar for all three surveyed groups. The open-ended comments (n=15) provided to this question had a single primary theme (n=9) centred on the current limitations of external reporting. For example:

- Very few people outside the organization look at financial plans and annual report or understand them
- I don't believe that is being done.
- I don't know how it is communicated externally.
- The information could be presented in a more accessible format for the public (i.e. may be difficult to find reports online).
- How are external users defined? If this constitutes the public, have little way of understanding some of the performance measures that are established inter-departmentally. Many performance indicators in my area are written in the jargon or measurement language of my professional area and are unintelligible for the average RDN ratepayer.

### Accuracy / Believability

Notwithstanding the overall neutral opinion on the clarity of current performance measures respondent's opinion on the accuracy and believability of current performance information at the RDN is comparatively positive as outlined in Table 6 below.

Table 6 - Question 12

Measures of performance currently collected and reported are accurate and believable	Overall	Elected Officials	Staff	Managers
agree to strongly agree	35 (56.5%)	3 (42.9%)	12 (40.0%)	20 (80.0%)
mean rating	3.58	3.57	3.37	3.84
answered question	62	7	30	25
skipped question	0	0	0	0

Finally, on the question of how performance is currently measured the survey provided the opportunity for general open-ended comment from respondents (Question 17). Comments collected by the survey (n=26) revealed three main themes:

- More work / attention needed to select the 'right' measures (n=4)
- More overall attention to performance measurement is required (n=5)
- Greater involvement at the staff level needed (n=8)

### How do elected officials and staff at the RDN use the current performance measurement information?

A series of questions were asked of participants aimed at gauging opinion on how performance measurement information is currently used in the organization. The questions and uses of performance measurement information were based on the literature review of performance measurement in local government (See pages 5-22 in the literature review of the Background Section of this report). The use of performance measurement information at the RDN was tested in the following nine areas.

#### Program Management and Monitoring

On the question of using performance measures for program management respondents were asked to provide their opinion on how useful performance measures are in understanding how individual programs are operating. The response data is provided in Table 7.

Table 7 - Question 7

Measures of performance are used for program management and monitoring - that is, these measures are useful in understanding how well a program or service is operating during the year, or over time.	Overall	Elected Officials	Staff	Managers
agree to strongly agree	36 (58.1%)	6 (85.7%)	17 (56.7%)	13 (52.0%)
mean rating	3.47	4.00	3.50	3.28
answered question	62	7	30	25
skipped question	0	0	0	0

Overall opinion provided in the survey supports the notion that performance measures are useful in understanding program and service delivery operations. It is worth noting that while the majority of respondents in all three surveyed groups agreed or strongly agreed with this proposition, nearly 1/3 of Managers responding disagreed.

The open-ended comments (n=17) provided to this question had a two primary themes centred on the need to improve current RDN system(s) (n=5) and that current measures in the organization are not closely monitored (n=3). For example:

- Agree for the most part, but the system could be more effective, just needs some work, someone with time to direct and make work for everyone. This may be the very opportunity necessary, hoping it helps to pave the way.
- It would seem that they disappear into the ether once written and submitted: in my professional area they are a work task that mirrors an abstract understanding of our projects.
- See answer to Q#3 more time is spent mining for the measurement data than actually analyzing and acting of [on] it.
- Measures of performance do not feel like they are closely monitored.

### Strategic Planning

The RDN has over time worked diligently on strategic planning at the Board level to establish priorities and direct action for the organization. When questioned in the survey regarding their opinion on the use of performance measures in the strategic planning process at the RDN almost equal numbers of respondents responded with opinion of neutral or agree to the question (with only 11% disagreeing or strongly disagreeing). Table 8 below outlines the responses of survey participants.

Table 8 - Question 8

Measures of performance are used for strategic planning at the RDN - that is, measurement data is considered during the establishment of strategic goals for individual Departments and the RDN as a whole.	Overall	Elected Officials	Staff	Managers
agree	27 (43.5%)	4 (57.1%)	12 (40.0%)	11 (44.0%)
mean rating	3.29	3.14	3.33	3.28
answered question	62	7	30	25
skipped question	0	0	0	0

In the individual group data, Elected Officials were in greatest agreement while Staff were the most neutral (16/30, 53.3%). Managers were equally split between neutral and agreement on the question statement.

### Operational Review

On the use of performance measures in understanding and communicating operational performance the majority of respondents were neutral in their opinion with similar numbers of respondents on either side of neutral with almost identical numbers of respondents agreeing as disagreed with the survey statement.

Table 9 - Question 9

Measures of performance are used for regular management reviews - that is, measurement data is useful to managers and supervisors in understanding and regularly communicating, "how things are	Overall	Elected Officials	Staff	Managers

## Performance Measurement at the Regional District of Nanaimo

going”.				
neutral	25 (40.3%)	3 (42.9%)	15 (50.0%)	7 (28.0%)
mean rating	3.18	3.86	3.27	2.88
answered question	62	7	30	25
skipped question	0	0	0	0

While the overall response data has a mean rating near neutral the survey data by group reveals more variation between respondents. Elected officials and Staff tended towards agree with mean ratings of 3.86 and 3.27 respectively. Managers responded more negatively to the statement with 44% disagreeing with the survey statement and a mean rating of 2.88 suggesting that managers are less convinced of the utility of performance measures at the RDN in understanding and communicating, “how things are going”.

### Resource Allocation

On the issue of using performance measures for determining the allocation of resources in the organization respondents were asked to provide their opinion on whether or not higher performing programs receive more attention from a perspective of resource allocation and support. The response data is provided in Table 10.

Table 10 - Question 10

Measures of performance are used for resource allocation - that is, higher performing programs and services are recognized and receive additional staff, budget allocation...etc. as required.	Overall	Elected Officials	Staff	Managers
Disagree or strongly disagree	25 (40.3%)	3 (42.9%)	8 (26.7%)	14 (56.0%)
mean rating	2.77	2.86	2.90	2.60
answered question	62	7	30	25
skipped question	0	0	0	0

The predominance of opinion on the role of performance measures and the allocation of resources at the RDN was negative with the largest number of both Elected Officials and Managers disagreeing or strongly disagreeing with the survey statement. Staff was substantially less ‘negative’ with the majority of respondents (17/30, 56.7%) rating themselves as neutral in opinion on the survey statement.

The open-ended comments (n=19) provided to this question had a two main themes centred on the politics of budget allocations / priorities (n=4) and that respondents had not experienced resource allocation in this way (n=3). For example:

- still largely political and squeaky wheel drives budgeting
- I believe it is more about politics than performance but that is the nature of gov't

- Agree in principle, based on existence of department, however experience too limited to offer strong opinion. Observations of other departments suggest that allocation of resources is dictated by availability of resources and appetite of the Board rather than performance.
- The funding and political model we live under tends to be the driver of resource allocations.
- Not in my experience
- This has not been my experience

**Driver for Change**

Survey respondents were, in terms of the overall responses, generally ambivalent toward the use of performance measurement information to drive change in the organization. Table 11 below outlines the responses of survey participants.

Table 11 - Question 11

Measures of performance are used for strategic planning at the RDN - that is, measurement data is considered during the establishment of strategic goals for individual Departments and the RDN as a whole.	Overall	Elected Officials	Staff	Managers
neutral	29 (46.8%)	2 (28.6%)	17 (56.7%)	10 (40.0%)
mean rating	3.13	3.43	3.10	3.08
answered question	62	7	30	25
skipped question	0	0	0	0

Staff and Managers provided near identical neutral mean responses on the survey statement (3.10 and 3.08 respectively) and both groups also had equal (or very near equal) numbers of respondents who agreed as disagreed with the survey statement. The Elected Official group was comparatively more positive of opinion with a mean rating of 3.43.

**Departmental Performance / Organizational Performance**

Respondents to the survey were overall also similarly ambivalent with respect to the role performance measurement has in describing both departmental and organizational performance in the organization. Table 12 below outlines the responses of survey participants.

Table 12 - Questions 13-14

The current measures of performance that are regularly collected and reported provide an adequate 'picture' of performance at the departmental level (where applicable focus your response on your particular experience /Department/work/service area)	Overall	Elected Officials	Staff	Managers

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neutral	25 (40.3%)	4 (57.1%)	15 (50.0%)	6 (24.0%)
mean rating	3.00	3.14	2.87	3.12
answered question	62	7	30	25
skipped question	0	0	0	0
The current measures of performance that are regularly collected and reported provide an adequate 'picture' of performance at the RDN at the organizational level				
	Overall	Elected Officials	Staff	Managers
neutral	30 (48.4%)	3 (42.9%)	15 (50.0%)	12 (48.0%)
mean rating	2.94	3.29	2.90	2.88
answered question	62	7	30	25
skipped question	0	0	0	0

In the case of Departmental Performance the overall opinion of the role of performance measures in understanding performance at the departmental level was neutral with a mean rating of 3.00. In examining the individual group data reveals some variability amongst the surveyed groups. Elected Officials and Managers trended towards agreement with the survey statement while Staff respondents trended in the opposite direction towards disagreeing.

The open-ended comments received (n=15) from respondents to this question were significantly less ambivalent with two strong themes centred on the need for better and/or new measures (n=8) and the necessity to improve the reporting system / process (n=5). For example:

- Somewhat, once again depending on what is measured, some measurements make sense, others do not. Needs work.
- Business plans and performance measurements do not necessarily recognize all the activities that are undertaken. Considerable effort and time (and performance) may be expended on initiatives that are not included in Business Plans or Strategic Plans established at the start of each year (i.e. new tasks, new initiatives, new directives (without new resources) may not be effectively recognized).
- I would suggest that measures of performance are not regularly collected and reported.
- I find they focus more on facilities, not on the entire department.
- If so, the 'picture' is not shared with staff.
- No idea. No report on measures of performance has ever been put before me.

On Organizational Performance the largest response in the overall data was also neutral with a resulting mean response to the survey statement of 2.94. In the individual group data Managers and Staff trended slightly towards the negative with mean ratings of 2.88 and 2.90 respectively while Elected Officials trended more towards agreement with a mean rating of 3.29.

### External Reporting

On the utility of performance measures for residents of the RDN the largest portion of respondents overall agreed or strongly agreed with the survey statement with a mean rating of 3.08. Table 13 below outlines the responses of survey participants.

Table 13 - Question 15

The reporting that is annually produced from the current measures is useful and valuable to residents of the RDN in understanding how the organization is performing	Overall	Elected Officials	Staff	Managers
Agree or strongly agree	23 (37.1%)	3 (42.9%)	11 (36.7%)	9 (36.0%)
mean rating	3.08	3.43	3.13	2.96
answered question	62	7	30	25
skipped question	0	0	0	0

In examining the individual group survey data Staff and Elected Officials both trended towards the agree side of neutral with mean ratings of the survey statement of 3.13 and 3.29 respectively. In contrast Managers were more ambivalent regarding current public reporting with equal numbers of respondents in agreement as disagreed with the survey statement resulting in a mean response of 2.96.

### Financial Performance

Local governments are responsible for the provision of services and activities to the community, which are funded through the collection of fees, charges and taxation. As such local governments have an obligation to the community to manage the financial affairs of the organization as efficiently and effectively as possible. A number of survey questions were aimed at understanding respondents' opinion regarding the use of performance measurement information in financial decision making and budgeting in the organization. In all cases the largest portion of respondents agreed or strongly agreed with the survey statement. It is worthy of note that the number of respondents began skipping questions in the survey at this point and as a result the sample sizes for all survey groups was accordingly adjusted in the data reported.

For the initial two questions relating to the importance and utility of performance measures in budgeting and financial management at the RDN the majority of respondents overall agreed or strongly agreed with the survey statement. Table 14 below outlines the responses of survey participants.

Table 14 - Questions 42-43

The link of activities and services (program performance) to budgeting and financial management is the most important function that performance measurement data collection and	Overall	Elected Officials	Staff	Managers

## Performance Measurement at the Regional District of Nanaimo

reporting can provide				
Agree or strongly agree	23 (45.1%)	3 (60.0%)	7 (31.8%)	13 (54.2%)
mean rating	3.25	3.40	3.09	3.38
answered question	51	5	22	24
skipped question	11	2	8	1
The current measures of performance that are regularly collected and reported are useful and valuable to staff and elected officials of the RDN in planning and establishing annual budgets				
	Overall	Elected Officials	Staff	Managers
Agree or strongly agree	27 (52.9%)	3 (60.0%)	12 (54.5%)	12 (50.0%)
mean rating	3.43	3.60	3.50	3.33
answered question	51	5	22	24
skipped question	11	2	8	1

On importance, while Staff responded neutrally on the statement (mean rating 3.09) both Elected Officials and Managers were more strongly in agreement that financial management is the most important function performance measurement can provide (mean ratings of 3.40 and 3.38 respectively). On the utility of performance measures in understanding and supporting budget decisions all three groups were similarly in agreement with the survey statement providing mean ratings of 3.60, 3.50 and 3.33 for Elected Officials, Staff and Managers respectively.

The next question was aimed at gauging opinion in the organization related to the use of performance measures in the financial planning process. Table 15 outlines the responses of survey participants. On the overall the largest respondent group was agreed or strongly agreed with the survey statement.

Table 15 - Question 44

The reporting that is annually produced from the current measures is useful and valuable to residents of the RDN in understanding how the organization is performing	Overall	Elected Officials	Staff	Managers
Agree or strongly agree	24 (47.1%)	2 (40.0%)	11 (50.0%)	11 (45.8%)
mean rating	3.31	3.20	3.36	3.29
answered question	51	5	22	24
skipped question	11	2	8	1

On the utility of performance measures for the monitoring of financial performance of individual departments the largest number of respondents in the overall data agreed or strongly agreed with the survey statement with mean response of 3.25. Table 16 below outlines the responses of survey participants.

Table 16 - Question 45

The current measures of performance that are regularly collected and reported	Overall	Elected Officials	Staff	Managers
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## Performance Measurement at the Regional District of Nanaimo

are useful and valuable to staff and elected officials of the RDN in monitoring the financial performance of individual Departments or service areas				
Agree or strongly agree	23 (45.1%)	2 (40.0%)	12 (54.5%)	9 (37.5%)
mean rating	3.25	3.20	3.32	3.21
answered question	51	5	22	24
skipped question	11	2	8	1

The final question relating to Financial Performance was aimed at gauging opinion in the organization with respect to the utility of performance measurement and reporting on financial matters to residents of the RDN. Table 17 outlines the responses of survey participants. While with this question again the largest overall response was agree or strongly agree the mean response 3.08 was close to neutral.

Table 17 - Question 46

The reporting that is annually produced from the current measures is useful and valuable to residents of the RDN in understanding how the organization is performing	Overall	Elected Officials	Staff	Managers
Agree or strongly agree	20 (39.2%)	3 (60.0%)	8 (36.4%)	9 (37.5%)
mean rating	3.08	3.20	3.09	3.04
answered question	51	5	22	24
skipped question	11	2	8	1

The individual group response data supports the overall ambivalence towards the survey statement indicated in the overall mean response. The responses of both Staff and Manager respondents were spread very similarly across the response spectrum with resulting mean responses of 3.09 and 3.04 respectively.

The open-ended comments received (n=5) from respondents to this question were significantly less ambivalent with one strong theme centred on the need to improve the understanding of residents in the process (n=4). For example:

- Maybe to a very informed resident
- I agree that it can be useful for those that know how to interpret the information
- While I agree, it is rarely understood by the average person.

### How do existing performance measures relate to established strategic priorities?

The Strategic Plan outlines four (4) strategic priorities (Climate and Energy, Watershed Health, Economic Resilience, Monitoring and Adaption) and a range of goals under these priorities that are divided amongst the operational areas (Departments) of the RDN. Elected Officials, Staff and Managers of the RDN

were asked to respond to a series of questions aimed at gauging the current relationship between performance measurement and strategic priorities, and the role and importance the Board's Strategic Plan plays in decision making at the RDN. In addition, the survey also elicited some response from participants regarding potential improvements to the performance measure – strategic plan linkage.

### Awareness of the Strategic Plan

Three questions in the survey focused on the organizational awareness of the Strategic Plan document. The responses collected provide a strong sense that the awareness of the document in the organization is high while it is not necessarily used as a reference document in day-to-day work. Table 18 outlines the responses of survey participants.

Table 18 - Questions 18-20

I am aware of the Strategic Plan document Integrated Solutions for a Sustainable Future.				
Response	Overall	Elected Officials	Staff	Managers
yes	49 (79.0%)	7 (100.0%)	18 (60.0%)	24 (96.0%)
no	13 (21.0%)	0 (0.0%)	12 (40.0%)	1 (4.0%)
Have you read the document? (n=62)				
Response	Overall	Elected Officials	Staff	Managers
yes	38 (61.3%)	6 (84.7%)	13 (43.3%)	19 (76.0%)
no	24 (38.7%)	1 (14.3%)	17 (56.7%)	6 (24.0%)
Do you regularly refer to the Strategic Plan in your work at the RDN as a reference document? (n=62)				
Response	Overall	Elected Officials	Staff	Managers
yes	21 (33.9%)	4 (57.1%)	6 (20.0%)	11 (44.0%)
no	41 (66.1%)	3 (42.9%)	24 (80.0%)	14 (56.0%)

Overall responses indicate that the majority of the respondents were both aware of the Strategic Plan document and had read the document – 79% of respondents indicate that they are aware of the document and 61.3% have read it. The strongest response on both of these aspects was from Elected Officials and Managers in which case nearly all respondents (100% and 96% respectively) were aware of the Plan document and the vast majority (84.7% and 76% respectively) had read the document. The Staff group of respondents appears both less strongly aware of the document and significantly less likely to have read the plan.

On the regular use of the Strategic Plan as a reference document only 1/3 of respondents indicated that they regularly referred to the document in their work. The majority Elected Officials responded as using the Plan as a reference in their work while the majority of Managers and Staff (56% and 80% respectively) responded that they do not regularly refer to the Strategic Plan.

### Importance of the Strategic Plan

Survey respondents were asked to respond to two questions aimed at gauging opinion regarding the importance of the Strategic Plan in the RDN organization. The questions posed focus on the two aspects of; the influence or strategic priorities' in decision-making, and if that importance / influence should play a stronger role in decisions made. Table 19 outlines the responses of survey participants.

Table 19 - Questions 26-27

The priorities and actions of the strategic plan are important factors in influencing and/or directing the decisions that are made by the RDN Board.	Overall	Elected Officials	Staff	Managers
Agree or strongly agree	41 (75.9%)	3 (60.0%)	20 (80.0%)	18 (75.0%)
mean rating	3.87	3.20	3.92	3.96
answered question	54	5	25	24
skipped question	8	2	5	1
The priorities and actions of the strategic plan should be more important in influencing and or directing the decisions that are made by the RDN Board.	Overall	Elected Officials	Staff	Managers
Agree or strongly agree	38 (70.4%)	2 (40.0%)	16 (64.0%)	20 (83.3%)
mean rating	3.81	3.20	3.76	4.00
answered question	51	5	25	24
skipped question	11	2	5	1

The overall responses to both questions' statements are strongly positive with more that 70% of respondents agreeing or strongly agreeing with the respective statements. Both questions had mean response ratings greater than 3.80 (3.87 for 'are important', and 3.81 for 'should be more important').

When examined by respondent group, the results reveal some difference of opinion within the organization. Both Staff and Managers were positive towards both statements with mean ratings of 3.76 and 4.00 respectively. In contrast Elected Officials responded to the survey statements much less positively with mean response rating of 3.20 (nearer to neutral) for both questions. This is an interesting finding that warrants consideration at more depth.

### Role of Performance Measures with and in the Strategic Plan

In examining the linkage between performance measures and the established goals, priorities and actions of the organization the survey asked respondents to

## Performance Measurement at the Regional District of Nanaimo

respond to three questions regarding the current roles of performance measures. Table 20 outlines the responses of survey participants. In all three questions the largest portion of respondents in the overall data was neutral with the respective connection, with nearly equal respondents in agreement as disagreed.

Table 20 - Questions 28-30

The current measures of performance that are regularly collected and reported play an important role in the development of the priorities and action areas of the Strategic Plan	Overall	Elected Officials	Staff	Managers
Neutral	26 (48.1%)	2 (40.0%)	14 (56.0%)	10 (41.7%)
mean rating	3.15	2.80	3.20	3.17
answered question	54	5	25	24
skipped question	8	2	5	1
The current measures of performance that are regularly collected and reported provide an adequate 'picture' of progress toward the established Strategic Plan priorities	Overall	Elected Officials	Staff	Managers
neutral	24 (44.4%)	3 (60.0%)	13 (52.0%)	8 (33.3%)
mean rating	3.02	3.00	2.96	3.08
answered question	54	5	25	24
skipped question	8	2	5	1
The current measures of performance that are regularly collected and reported are closely linked with the Board's goals and priorities as expressed in the Strategic Plan	Overall	Elected Officials	Staff	Managers
neutral	29 (53.7%)	1 (20.0%)	18 (72.0%)	10 (41.7%)
mean rating	3.20	3.00	3.08	3.29
answered question	54	5	25	24
skipped question	8	2	5	1

There is little variation between respondent groups on these questions.

Finally, on the question of how performance measurement relates to strategic planning the survey provided the opportunity for general open-ended comment from respondents (Question 31). Comments collected by the survey (n=11) revealed three main themes:

- More work / improvement needed to make the connection clear (n=4)
- Currently the linkages between performance measurement and strategic planning are not clear (n=4)
- Political aspect to decision making is not necessarily aligned with performance measurement (n=1)

**What are the barriers to performance measurement?**

The academic literature on performance measurement in local government outlines the challenges that are presented by the collection, use and interpretation of performance data within organizations. Respondents to the survey were asked to provide their opinion on the significance of a number of potential barriers to performance measurement that might limit performance in RDN organization. Table 21 outlines the responses of survey participants.

The statements used in the survey questions to elicit opinion were based on the most well-known organizational barriers to performance measurement schemes discussed in the research and literature on performance measurement in local government. See pages 13-15 in the literature review of the Background Section of this report.

Table 21 - Questions 32-39

Concerns regarding the reliability or accuracy of available data (n=53)	Overall	Elected Officials	Staff	Managers
<b>A little</b>	20 (37.7%)	2 (40.0%)	7 (29.2%)	11 (45.8%)
Mean response	3.06	3.80	3.00	2.96
<hr/>				
Limited time or resources available to collect data (n=53)	Overall	Elected Officials	Staff	Managers
<b>To a moderate / great degree</b>	34 (64.2%)	3 (60.0%)	12 (50.0%)	19 (79.2%)
Mean response	3.70	3.60	3.54	3.88
<hr/>				
Fundamental absence or lack of data (appropriate measures are not available) (n=53)	Overall	Elected Officials	Staff	Managers
<b>To a moderate / great degree</b>	20 (37.7%)	4 (80.0%)	13 (54.2%)	10 (41.7%)
Mean response	3.06	3.80	3.33	3.29
<hr/>				
Staff does not have the capacity to collect or interpret data (n=53)	Overall	Elected Officials	Staff	Managers
<b>A little</b>	10 (18.9%)	1 (20.0%)	4 (16.7%)	10 (41.7%)
Mean response	3.04	3.00	3.08	3.04
<hr/>				
Costs associated with data collection / maintenance are too great ('not in the budget') (n=53)	Overall	Elected Officials	Staff	Managers
<b>A little</b>	18 (34.0%)	3 (60.0%)	7 (29.2%)	8 (33.3%)
Mean response	3.23	3.40	3.21	3.21
<hr/>				
Concerns regarding repercussions for 'negative' performance (n=53)	Overall	Elected Officials	Staff	Managers

## Performance Measurement at the Regional District of Nanaimo

<b>To a moderate / great degree</b>	19 (35.8%)	2 (40.0%)	12 (50.0%)	5 (20.8%)
Mean response	2.94	3.00	3.25	2.63
Performance measurement just doesn't really matter because decisions get made anyway (the information is not considered in the decision making process) (n=53)				
	Overall	Elected Officials	Staff	Managers
<b>To a moderate / great degree</b>	22 (41.5%)	3 (60.0%)	13 (54.2%)	6 (25.0%)
Mean response	3.13	3.60	3.46	2.71
The performance objectives to be measured against are unclear (n=53)				
	Overall	Elected Officials	Staff	Managers
<b>A little</b>	27 (50.9%)	3 (60.0%)	10 (41.7%)	14 (58.3%)
Mean response	3.25	3.40	3.38	3.08

Overall the opinion of respondents on barriers to performance measurement at the RDN indicates that there are a limited number of concerns of significance. Most survey statements received an overall mean response rating near the neutral 3.00 value though there is some variability between survey groups. It is of note the survey results do point to four areas that need be considered in this project:

- Availability of adequate resources (mean rating of 3.70)
- Costs associated with data collection (mean rating of 3.23)
- Performance measures not considered in decision-making (mean rating of 3.13)
- Performance objectives are not clear (mean rating of 3.25)

The survey also provided the opportunity for general open-ended comment from respondents on the issue of barriers to performance measurement at the RDN through two additional questions. The first (Question 40), asked respondents to describe particular difficulties faced by the collection of performance data in their own particular area of work. Comments collected by the survey on this question (n=29) revealed four main themes:

- Lack of adequate resources (cost and time) provides a challenge for data collection (n=9)
- Data for some service areas is lacking or missing (n=4)
- Data for some service areas is difficult to obtain (n=4)
- Collection / analysis of data is not a priority (n=2)

The next question (Question 41), asked respondents to provide comments on any additional barriers to adopting, using and reporting performance measures faced by the RDN. Comments collected by the survey on this question (n=12)

focused on the importance of improving performance measurement. For example comments included:

- Whatever may be adopted, there needs to be some clear understanding of what is desired, why so (value), and how best to do so to ensure it is done each year as a priority and the most effective and efficient manner as possible. There needs to be buy in from staff to do so.
- Available time to do it right
- I think there might be improvements if one person or department was responsible for overseeing the collection of data to improve consistency, regularity and timeliness
- By measuring and managing performance, in a framework, we can build a high performance culture, and enhance opportunities.
- Public consultation is an extremely important step in setting policy and decision-making.
- making the information useful and available to staff to work with it on a regular basis

### **What kinds of performance measurement data would aid elected officials, staff and residents in understanding progress on strategic priorities?**

The RDN Board undertakes a strategic planning process that establishes a wide range of priorities and action areas for the organization and the community. Elected Officials, Staff and Managers of the RDN were asked to respond to a series of questions aimed at gauging what performance measurement information, if available, would aid the organization in better understanding progress on the established strategic priorities, goals and action areas.

#### **Understanding the Aims of a Performance Measurement Framework**

Initially the survey asked respondents to comment on the appropriate aims of a performance measurement framework in the RDN organization. Participants were presented with a list of aims of performance measurement taken from the academic discourse reviewed in the Literature Review included in this report (see pages 8-10 in the Background Section). Table 22 outlines the aims that respondent felt best described their ideal performance measurement system for the RDN. The priorities established by respondents in Question 60 will be informative in the development of renewed performance measurement framework.

Table 22 - Question 60

	Response Count
to help clarify the RDN's goals, directions and expectations	31 (64.6%)
to help the RDN learn how to accomplish goals more effectively	19 (39.6%)
to communicate the priorities of the RDN	22 (45.8%)

## Performance Measurement at the Regional District of Nanaimo

to support planning at the departmental level by linking broad statements of direction to specific operational outputs and outcomes	26 (54.2%)
to support budgetary planning and resource allocation at the RDN	24 (50.0%)
to monitor RDN programs and services to make continuous improvements	31 (64.6%)
to assess whether the RDN is achieving and/or moving forward on established goals and priorities	28 (58.3%)
to strengthen internal and external accountability at the RDN	22 (45.8%)
answered question	48
skipped question	14

### Importance / Benefit of a Performance Measurement Framework

Participants in the survey were asked to provide their views on how important performance measurement is with respect to their work at the RDN and how a revised measurement framework could benefit their particular service area or role in the organization. The majority of respondents indicated that performance measurement collection; review and reporting were important or very important. Table 23 outlines the responses of survey participants.

Table 23 - Question 57

How important is the collection, review and reporting of performance measurement data at the RDN to you?	Overall	Elected Officials	Staff	Managers
Important or Very Important	24 (50.0%)	1 (25.0%)	6 (28.6%)	17 (73.9%)
mean rating	3.48	3.00	3.14	3.87
answered question	48	4	21	23
skipped question	14	3	9	2

While the overall results from the survey were positive on the survey statement with a mean rating of 3.48 there was some dramatic variance between survey groups. Both Elected Officials and Staff were much more ambivalent to the statement with mean response ratings near neutral. In comparison Managers rated performance measurement as much more important to them with a mean response of 3.84.

On the question of how performance measurement could benefit respondent's work and / or role at the RDN the survey provided the opportunity for general open-ended comment from respondents (Question 59). Comments collected by the survey (n=30) revealed three main themes and benefits that respondents felt could accrue to the organization with a renewed performance measurement framework in place:

- Improved clarity on priorities / connection to goals (n=7)
- Better (truer) picture of performance (n=4)
- Improved staff morale / motivation (n=3)
- More / better accountability (to Board and residents) (n=2)
- Improved allocation on where / how to focus resources (

**Are Some Measures More Important?**

Respondents were initially asked two questions on this issue. In the first, participants were asked a simple yes-no question to identify if some measures were more important than others. Table 24 outlines the responses of survey participants.

Table 24 - Question 48

Are there some measures for some Departments or Service Areas that are more important than others?				
Response	Overall	Elected Officials	Staff	Managers
Yes	35 (71.4%)	3 (75.0%)	16 (72.7%)	16 (69.6%)
No	14 (28.6%)	1 (25.0%)	6 (27.3%)	7 (30.4%)
answered question	49	4	22	23
skipped question	13	3	8	2

The majority of respondents both overall (71%) and in each of the survey groups (75%, 73%, 70%) agreed that there are some measures that are more important than others.

The survey also asked respondents to provide comments regarding what the 'more important measures' are. Comments collected by the survey (n=32) focused on the importance of four main types of performance measures; those that measure progress on sustainability / quality of life aspects (n=8); those that are benchmarks or standards that make comparison to other local governments feasible (n=5); those that include / provide public feedback (n=3); and those that record staff satisfaction / morale (n=2). For example comments included:

- I don't think its [it's] a case of more important than they need to be reported differently. I think its a case of one measure fits all, I like the bechmarking [benchmarking] and performance indicators [indicators] that are based on the industry standards against other similar operations so you have an idea where you stand.
- financial health in terms of revenue levels and the costs of providing the service.
- Partipation [Participation] rates. Land protection rates. Subsidy levels.
- Select indicators that highlight movement toward or away from the Board's vision for a sustainable region
- quality of life measures
- GHG reduction
- statutory permit requirements have to be met ie. wastewater effluent measures

- Indicators that can relate directly back to the measurement of environmental or financial benefits are the most important measures
- Region Sustainability
- public feed back

### Types of New Measures Needed

The survey attempted to further refine respondent's opinion regarding improvements to performance measurement at the RDN through an open-ended question (Question 52) that asked participants to identify performance measures not currently used that in their opinion would benefit service or program performance in the RDN. Comments collected by the survey on this question (n=17) focused on two types of performance measures; those that measure staff morale / union relationship (n=3); and those that are descriptive of organizational progress on strategic plan priorities (n=2).

### Areas of Focus for new Measures

The Strategic Plan outlines four (4) strategic priorities (Climate and Energy, Watershed Health, Economic Resilience, Monitoring and Adaption) and a range of goals under these priorities that are divided amongst the operational areas (Departments) of the RDN. Participants in the survey were asked to identify which goals taken from plan they felt should receive priority in developing a renewed performance measurement framework at the RDN. Table 25 outlines the strategic plan goals that were given the highest priority by respondents. The priorities established by respondents in Questions 21-26 will be informative in the development of renewed performance measurement framework.

Table 25 - Questions 21-26

<b>Regional Federation (n=56)</b>	
To be one of the most cooperative, well-managed and visionary regional districts in the province.	23 (41.1%)
To strengthen the working relationship between municipalities and electoral areas as regional federation partners, and increase effectiveness through cooperation.	33 (58.9%)
To enhance the reputation and recognition of the RDN as a valuable and effective level of government in creating and delivering services, as well as conducting research and creating opportunities for dialogue with its residents	24 (42.9%)
<b>Sustainable Communities (n=55)</b>	
Promote sustainable development initiatives and policies throughout the region	23 (41.8%)
Increase understanding in the public, the media and the development industry of the importance of growth management and sustainable development.	33 (60.0%)
<b>Transportation and Solid Waste (n=55)</b>	
Continue to enhance transit service in the RDN in consultation with BC Transit, municipalities and other stakeholders.	39 (70.9%)
Promote the development of pedestrian oriented and ecologically friendly streets and parking areas in the region.	28 (50.9%)
<b>Regional and Community Utilities (n=54)</b>	
Continue to improve the quality of treated wastewater in the region to reduce	24

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risks and impacts.	(44.4%)
Continue to develop progressive and efficient water management systems across the region.	37 (68.5%)
Ensure water is used in the most efficient manner possible in homes and businesses.	33 (61.1%)
<b>Recreation and Parks (n=53)</b>	
Continue to promote innovative park plans and management practices for RDN parks.	29 (54.7%)
Increase public understanding of parks opportunities and the desire for environmental protection.	22 (41.5%)

In addition to the Strategic Plan the RDN has also completed the *Prospering Today, Protecting Tomorrow: The State of Sustainability of the Regional District of Nanaimo* (PTPT) document. This document represents the culmination of a lengthy project examining the characteristics (performance measures) of the RDN in three categories – Environmental Capital, Social Capital and Economic Capital. The survey asked respondents to prioritize those indicators that respondents consider most appropriate as measures of performance at the RDN. Table 26 outlines the ‘characteristics’ that were given the highest priority by respondents. These priorities established by respondents in Question 65 will be informative in the development of the complement of measures included in a renewed performance measurement framework.

Table 26 - Question 65

<b>The PTPT document examined performance indicators (measures) in 22 ‘characteristics’. Of the following ‘characteristics’ please indicate, in your view, which you feel are appropriate measures of performance at the RDN: (select as many as you wish)</b>	
Safe sufficient supply of drinking water	37 (86.0%)
Important ecosystems and ecological features are protected	33 (76.7%)
Clean safe air quality	24 (55.8%)
Natural resources are conserved and renewable resources are promoted	23 (53.5%)
Energy use is minimized or reduced and obtained in ways that minimize environmental impacts	24 (55.8%)
The production/emission of green house gases is minimized	25 (58.1%)
Land is efficiently used and the negative impacts of development are minimized	35 (81.4%)
Waste is minimized and treated/disposed using environmentally sound methods	34 (79.1%)
A broad variety of housing options are available and affordable.	23 (53.5%)
Travel by private automobile is minimized	18 (41.9%)
There are a number of opportunities for residents to interact with each other and nature	24 (55.8%)
The economy is diverse – wide range of business types and sizes	17 (39.5%)
Urban core areas are recognized in their vitality	24 (55.8%)

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The survey also collected some additional data on the awareness and use of the PTPT document by Elected Officials, Staff and Managers in the RDN. The following Table 27 outlines responses from two survey questions aimed at gauging awareness and use of the PTPT document.

Table 27 - Questions 62-63

<b>Are you aware of the PTPT document?</b>				
Response	Overall	Elected Officials	Staff	Managers
yes	26 (54.2%)	2 (50.0%)	8 (38.1%)	16 (69.6%)
no	22 (45.8%)	2 (50.0%)	13 (61.9%)	7 (30.4%)
answered question	48	4	21	23
skipped question	14	3	9	2
<b>Have you reviewed the information contained in the PTPT?</b>				
Response	Overall	Elected Officials	Staff	Managers
yes	18 (37.5%)	2 (50.0%)	5 (23.8%)	11 (47.8%)
no	30 (62.5%)	2 (50.0%)	16 (76.2%)	12 (52.2%)
answered question	49	4	22	23
skipped question	13	3	8	2

The data collected from these two questions indicates that while the majority of respondents are aware of the document this is not the case for RDN Staff. More than 60% of Staff members responding to the question were not aware of the document. On the issue of referring to or reviewing the document the majority of all survey groups responding indicated that they had not reviewed the information contained in the PTPT document.

### **What improvements can/should be made to existing performance reporting?**

Participants in the survey were asked to provide their opinion on a number of particular changes that could be made to the current performance measurement system to make the information available more useful and valuable to residents, elected officials and RDN staff.

The survey provided the opportunity for general open-ended comment from respondents (Question 50) regarding suggestions for change. Comments collected by the survey (n=26) revealed two main themes; the necessity for meaningful engagement and involvement of Staff in measurement and reporting (n=4); and a stronger connection of measures collected and reported to strategic goals, plans and vision (n=2).

## Performance Measurement at the Regional District of Nanaimo

In addition the survey queried participants on the potential for specific changes to the reporting of performance measures that is currently undertaken at the RDN. Table 28 outlines the responses received from participants.

Table 28 - Questions 54-56

The review of performance measurement data collected at the RDN should occur on an annual basis – as it is currently in the budgeting process (Business Plans) and the annual report, for example.	Overall	Elected Officials	Staff	Managers
Agree to strongly agree	35 (72.9%)	3 (75%)	15 (71.4%)	17 (73.9%)
mean rating	3.69	3.50	3.62	3.78
answered question	48	4	21	23
skipped question	14	3	9	2
The review of performance measurement data collected at the RDN should occur on a more frequent basis – on a bi-annual or quarterly basis in addition to during the budgeting and annual reporting periods, for example.	Overall	Elected Officials	Staff	Managers
Agree to strongly agree	17 (35.4%)	0 (0.0%)	6 (28.6%)	11 (47.8%)
mean rating	2.92	2.25	2.71	3.22
answered question	48	4	21	23
skipped question	14	3	9	2

The overall response indicates that respondents were more strongly in favour of annual reporting of performance information (mean response rating of 3.69) than more frequent reporting (mean response rating of 2.92). In general the data from the individual survey groups was similar to the overall results except that nearly half of Managers agreed or strongly agreed (mean response rating of 3.22) that more frequent review of performance data should occur.

The next section provides a discussion and brief summary of the survey results against each of the research questions and the key themes of the literature review.

## **DISCUSSION AND SUMMARY OF FINDINGS**

**This section of the report briefly summarizes the findings of the research undertaken against the posed research questions and the key themes from the literature. The discussion of the research results is used in the subsequent sections to direct the development of both the logic model and a related set of performance measures for the RDN organization.**

As described previously, the literature review, and the key themes on performance measurement drawn from the review, was instrumental in the development of the research questions for this project and in directing the investigation carried out through the survey. The following discussion under each research question briefly describes the findings from the survey and relates those findings to the key themes.

### **How is performance currently measured and reported in the Regional District of Nanaimo?**

#### **Questions 1-6, 12, and 17**

The review of the existing measurement system of the organization indicates that the majority of service areas report combinations of quantitative and qualitative measures that primarily focus on service delivery indicators / output measures. This is generally aligned with the history of performance measurement described in the literature review.

The survey results indicate that the organizational awareness and current use of business planning and associated performance measures is high in the organization and that this information is highly valued and relevant to elected officials and managers. In general, staff respondent's opinion on the current measures was neutral.

All respondent groups generally support the accuracy of the measures information. The survey results also support the undertaking of improvements to external reporting of measure information and suggest that more attention needs to be paid to performance measurement in the organization and greater involvement at the staff level in performance measurement is needed.

### **How do elected officials and staff at the RDN use the current performance measurement information?**

#### **Questions 7-11, 13, 15, 42-46.**

The survey indicated that performance measures at the RDN are useful in program management and monitoring. Opinion was neutral on the use of performance measurement in strategic planning, operational reviews, driving change in the organization, monitoring departmental performance and external reporting. The survey opinion also indicated that performance measures at the RDN are less important in the allocating of resources to programs.

The strongest role for performance measurement at the RDN is understood from the survey to be in the financial planning processes where measures are widely used in business planning and budgeting. Though one of the key themes from the literature indicates there is a 'wide range of uses for of performance measures' the survey results suggest that the current performance measurement system at the RDN is not taking full advantage of the potential for performance measurement.

### **How do existing performance measures relate to the established *Strategic Plan*?**

#### **Questions 18-20, 26-31.**

The survey results indicate that the awareness and importance of the *Strategic Plan* is high within the organization and that the *Strategic Plan* priorities are important in decision-making in the RDN. Interestingly, both staff and managers rated the influence and importance of strategic priorities on decision-making as more important than elected officials.

While awareness is high the connection of performance measures with the *Strategic Plan* priorities is not well established in the organization. This presents a significant opportunity for this project. In addition, there is also strong interest identified through the survey in making the connections between the work of the organization and the priorities of the *Strategic Plan*.

These findings from the survey reinforce the importance of connecting actions and priorities and are very consistent with the theme from the literature identifying the 'importance that performance measurement operates within a broad management framework'. In this organization, based on the findings, that means specifically relating measurement to the significant strategic planning and objective setting work that has already been undertaken. In addition, these findings relate to the theme from the literature that emphasizes 'the importance of logic modeling' in designing a performance measurement framework. The logic model is an important and viable method to make the connections between strategy and decision-making seen as so important by the organization.

### **What are the barriers to performance measurement?**

#### **Questions 32-41.**

Of a selection of known barriers to performance measurement the survey results indicate that there are four main barriers to performance measurement at the RDN (those that were considered barriers to 'moderate' or 'great' degrees):

- Availability of resources
- Costs associated with obtaining measure data
- That measures are not currently considered in decision making
- That the objectives of performance are not clear

The first two of the identified barriers (resources and costs) will be ongoing issues for consideration as the organization moves forward with performance measurement activities in the future. The other two identified barriers will be addressed through the logic model framework to be developed and the selection of appropriate measures that follow this framework.

It is worth noting that these findings from respondents at the RDN are consistent with a number of barriers to performance measurement described in the literature and the identified 'institutional, pragmatic, technical and psychological barriers' theme.

### **What kinds of performance measurement data would aid elected officials, staff and residents in understanding progress on strategic priorities?**

**Questions 21-26, 48, 52, 57, 59-60, 62-63, and 65.**

The collection, review and reporting of performance measurement data are important to the RDN organization. This view is more strongly held by managers than it is by elected officials and staff. Respondents indicated that the organization could benefit from renewed performance measurement in the organization through:

- Improved clarity on priorities/connection to goals
- Better (truer) picture of performance
- Improved staff morale
- More/better accountability (to Board and residents)
- Improved allocation on where/how to focus resources

It is expected that the framework that is developed here will move the organization forward toward achieving some of those identified benefits. These findings are consistent with the themes of 'strong management reasons for undertaking performance measurement' and 'the wide potential uses for performance measurement' that were identified in the literature review. The findings from the survey confirm the applicability of those themes to this organization.

Some measures in the organization are considered more important than others. A focus on four general types of measures is evident from the survey including: those that measure progress on sustainability / quality of life aspects; those that are benchmarks or standards that make comparison to other local governments feasible; those that include / provide public feedback; and those that record staff satisfaction / morale. Survey participants also identified the types of new measures that are needed for the RDN to improve performance measurement in the organization. Examples provided include:

- Quality of life measures
- GHG reduction

- Statutory permit requirements have to be met i.e. wastewater effluent measures
- Indicators that can relate directly back to the measurement of environmental or financial benefits are the most important measures
- Region Sustainability
- Public feed back

These findings in the survey emphasize the importance of specificity in designing a performance measurement system for an organization and also point to the themes from the literature regarding the ‘importance and potential for performance measurement in citizen engagement’.

In addition, the survey also identifies the priority areas of the *Strategic Plan* for measurement and the key characteristics and indicators (measures) that were developed by the RDN and the community through the Prospering Today, Protecting Tomorrow project. Following the establishment of a logic model framework for the RDN organization the information collected under this research question will provide the primary direction on selecting and establishing an appropriate set of performance measures for the organization.

These findings are well aligned with the theme from the literature regarding the importance that ‘performance measures be developed specifically for the organization’. In addition, the responses to these survey questions provide quite specific direction on the particular measures needed for this organization and will play an important role in the next stages of this project.

### **What improvements can/should be made to existing performance reporting?**

#### **Questions 50, 54-56.**

Finally, it is suggested that there are two main themes for required changes that should be made to the organization’s performance measurement activities: that there is a necessity for meaningful engagement and involvement of Staff in measurement and reporting; and that a stronger connection of measures collected and reported to strategic goals, plans and vision of the organization is required. Some examples of specific improvements suggested include:

- More meaningful measures should be developed that are available to staff
- A stronger link to the staff that builds and monitors department budgets and delivers the services to residents.
- Stronger connection of measures to vision, strategic priorities. Departmental strategic planning sessions that enable focused discussion on priorities for each department.

- Clarify link between performance measures with community, corporate and sustainability objectives.

The findings from this research question are particularly significant in the next stages of this investigation. As noted above, there is a strong interest in the RDN organization in establishing better connections between actions and established goals. This was identified at the outset of the project as an observed shortcoming in the organization wherein progress on important policy goals has been limited by this gap. Furthermore, the literature suggests that it is fundamental in undertaking performance measurement that a complete understanding of the program or organization being measured is developed. As noted in the discussion of the literature one of the key themes that can be taken from the discourse on performance measurement is the importance of logic modeling in providing that 'organizational understanding'. As such the development of a logic model for the organization is a key next step arising from the investigations carried out.

With the understanding of performance measurement as it presently exists in the organization, in the context of the key themes from the literature on performance measurement, and with priorities for performance measurement established through the survey findings this project now turns to the development of a renewed measurement framework and set of measures for the organization.

The first step in that process is the development of a framework representation of the work of the organization that responds to the findings from the survey. In particular the process now moves to addressing the interest in the RDN organization to improve the connections between actions and intended objectives. As described in the literature review the logic model is understood as the most direct and important method of providing this understanding. The next section begins the design of a renewed performance measurement framework by proposing a logic model of the organization based on the current performance measures of the RDN, the findings from the survey, and in the context of the key performance measurement themes identified in the literature.

## **LOGIC MODEL**

**This section describes a logic model for the RDN organization as a synthesis of the existing business and strategic planning work undertaken by the RDN. The information on inputs, actions, outputs and outcomes has been filtered and evaluated through the research undertaken in this project to establish a viable framework that can then be used to establish an appropriate system of performance measurement.**

The survey findings emphasize importance of the organization's strategic plan and a strong interest in providing better connection between the actions of the organization and the objectives established by the plan. This appears well suited to performance measurement. An important first step is developing a framework that describes these underlying interconnections between resources, actions, outputs and desired outcomes. This is best described by a logic model.

The importance of a logic model in designing and implementing a performance measurement system is one of the key themes identified in the review of the relevant literature. In the simplest way the logic model is aimed at telling the story of how actions undertaken in the organization or program result in the desired changes/outcomes or progress towards those specified goals. As outlined in the literature review (see pages 23-24) the logic model provides the clearest representation of the work of an organization and establishes the connections inherent between resources, inputs, actions, output and outcomes.

Aligned with this key theme in the literature, in this project the important and fundamental role of the logic model is also emphasized in the findings from the survey. Although discussed in summary form above it is worth noting the particular emphasis the survey findings had in this area.

The survey results obtained from Questions 28-31 and Question 50 revealed an interest and emphasis in the RDN organization for enhanced connection between actions (and measures) and the strategic goals of individual departments and of the organization as a whole. Similarly, the responses to Questions 26-27 stressed the importance of the strategic plan priorities in decision-making. These questions revealed both that priorities and actions are important in decision-making and, in addition, that they should play an even more influential role than they do currently (though this last opinion was not fully shared by elected officials that participated in the survey).

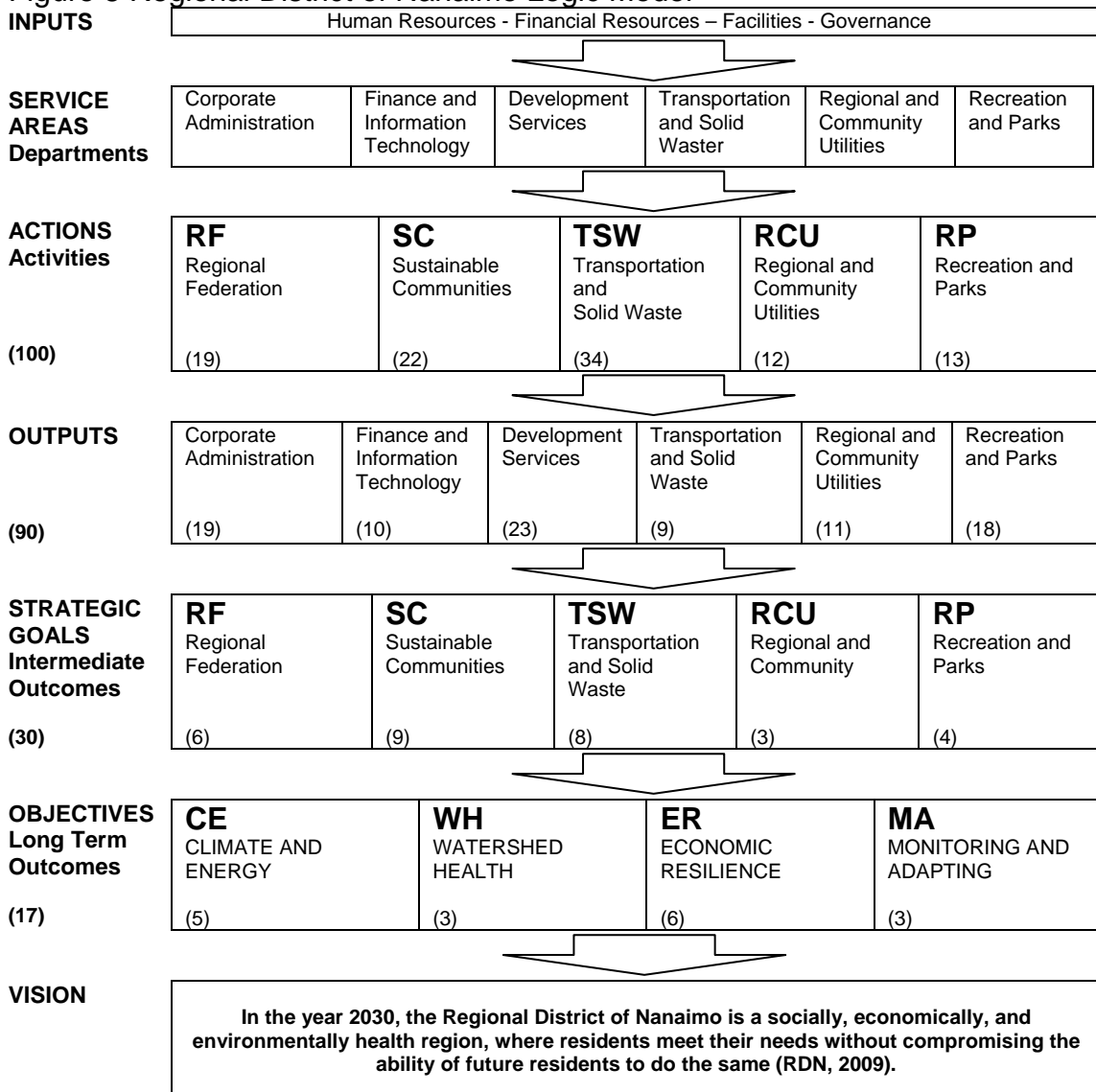
The findings from the survey reemphasize the observation made at the outset of the project that progress on established priorities at RDN has been stifled in some areas due to the lack of understanding of the connection between decision-making and objectives. The collected responses reveal a priority to insure that the connections between priorities and actions are made overt for the RDN organization. This is approached here through careful consideration of a

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comprehensive logic model that combines the existing understanding of priorities and actions from the *Strategic Plan* with the outputs of the business plans and organizational inputs. That is, the logic model of this project introduces a framework that links the work of the organization from inputs through to outcomes.

Figure 8 describes a generalized logic model for the RDN with the fully populated model (including the activities, outputs, intermediate outcomes and long-term outcomes) outlined in Appendix 4 to this report. The detailed information and descriptions of actions, strategic goals (intermediate outcomes) and objectives (long-term outcomes) are included in Appendix 5 to this report.

Figure 8 Regional District of Nanaimo Logic Model

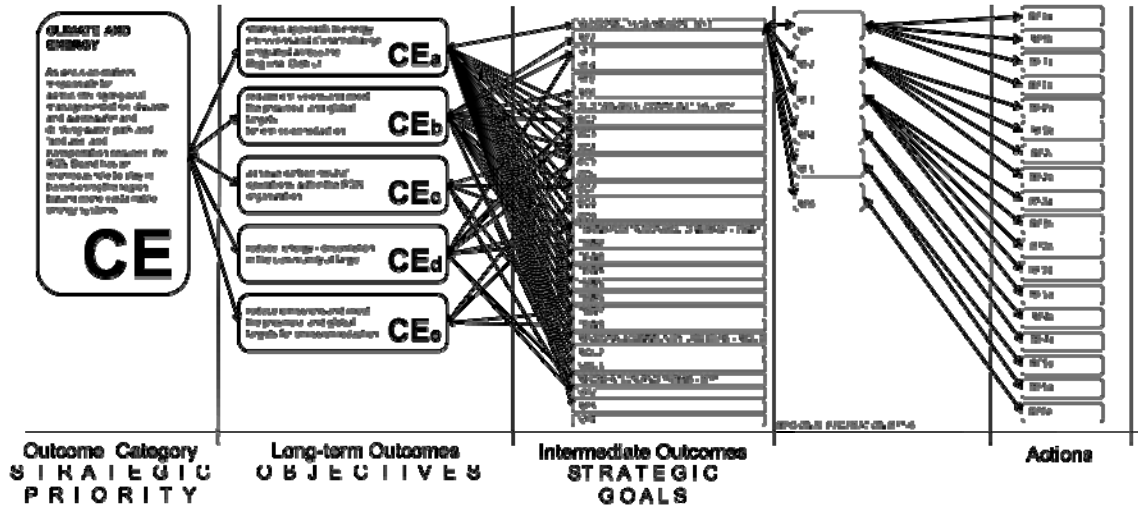


The logic model described here combines the existing business plan work of the organization (the annual work plans - outputs) with the actions (activities), strategic goals (intermediate outcomes) and objectives (long-term outcomes) of the Board's *Strategic Plan*. As detailed in Appendix 4 the logic model identifies 100 actions in five categories that result in 90 outputs across the six departments of the RDN. The model connects these actions and outputs to 30 intermediate outcomes and 17 long-term outcomes established as priorities for the organization through the *Strategic Plan*.

With the logic model framework established a set of performance measures could be confidently identified for each of the levels of the model - for the inputs activities, outputs and outcomes of the organization. The RDN has well developed input, workload and output measures that are used internally as part of the business planning and budgeting process. The results obtained from the survey indicate that the performance measurement data collected and used in the business plans is well regarded in the organization (see survey questions 1-6, 12). This is also well aligned with expectations as expressed in the literature that suggests that local governments in general have more developed measurement systems in place for input and outputs (see Literature Review p.12, and Pollanen, 2005). In light of this, the measures introduced in this project focus on performance measurement related to the tracking of progress on the intermediate and long-term outcome levels of the model. This is not to diminish the importance of those existing measures, nor to suggest that further work on input, output and efficiency measures would not benefit the organization.

The simplicity of the logic model belies the actual complexity of the interconnectedness of actions with priorities and objectives (outcomes). A singular Action, for example, often contributes to more than one Outcome and similarly Long-term Outcomes can often be linked to multiple Intermediate Outcomes and Actions. The graphic included in Figure 9 provides one example, for one line of strategic priority, of the cascading and interconnected nature of the work and outcomes of the organization.

Figure 9 Sample Cascades of Actions/Intermediate Outcomes/Long-term Outcomes



The graphic describes how progress on selected Long-term Outcomes (in this example the established Climate and Energy Outcomes CEa through CEe) is achieved through the influence of a range of Intermediate Outcomes and associated/linked Actions (note, the cascading is shown above for one group of Intermediate Outcomes (RF1-RF6) only). Similar cascades can be produced for each Outcome Category and set of Long-term Outcomes. The complicated interconnections are simplified and summarized in tabular form in Appendix 6 which provides the final compilation of Outcome Categories, Long-term Outcomes, Intermediate Outcomes and Measures for the RDN organization.

The logic model describes a central structure for understanding the work of the organization and provides the framework that establishes the desired connection of actions through to the strategic objectives - a framework that can be used to organize performance measures for the RDN. With this framework in place and the priorities for measurement developed through the survey, this project now turns to the determination of appropriate measures. The next section develops and recommends a set of performance measures for the organization specifically aimed at linking the existing measures and processes to the outcome priorities of the organization's *Strategic Plan*.

## **MEASURES**

**This section outlines the selection of a set of measures for the RDN organization. The measures are established based on the logic model, previous work with the community on performance measurement by the RDN and the information gathered through the research undertaken in this project.**

In establishing a set of measures for this project there are two sources of information that have been drawn upon:

- The measures developed by the Community with the RDN for the *Prospering Today Protecting Tomorrow* project.
- Additional (new) measures suggested through the research undertaken for this project and the logic model.

### **Prospering Today, Protecting Tomorrow project.**

The RDN has a well-developed *Regional Growth Strategy* in place for the region that is aimed at managing development and growth in more sustainable ways. In 2003, the RDN formed a committee of citizens to identify what the characteristics of a sustainable region were, and to propose indicators that would provide for measuring the region's progress toward sustainability (Westland, 2004). The initial work on establishing sustainability measures identified 213 potential measures for the RDN. The PTPT project set about a process of screening and evaluating this large set of indicators against the following characteristics:

- Relevant. The indicator reflects the sustainability topic of interest.
- Linked to Action. The indicator supports change in behavior 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 (Westland, 2004).

In addition to the screening characteristics the review of the proposed PTPT sustainability indicators also evaluated the indicators based on the following criteria related to the underlying data for indicators:

- 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 (Westland, 2004).

Appendix 7 outlines the measure selection process used in the PTPT process. The 'unshaded' portion of the graphic follows the processes of narrowing the indicators from the original 213 through to the final 'optimum' set of 41, and 'suitable' set of 14 that were included in the final PTPT report. The 'optimum' indicators are well-developed measures that have been both evaluated against relevant selection criteria as well as developed with the participation of the community through the PTPT process. Similarly, the set of 'suitable' indicators are equally well developed following the processes undertaken in the PTPT project. These two sets of indicators form the basis for the measures proposed by this project.

### **Further evaluating and refining the PTPT measures**

One of the criticisms of the PTPT indicators was that in its focus on providing broad comprehensive understanding of 'sustainability' the resulting measures were too broad and included many that focus on attributes that measure performance and progress in areas that are not under the jurisdiction and/or responsibility of the RDN.

The survey tested this concern (Question 64) and revealed that within the organization there is a strongly held position that performance measures collected and reported by the RDN be directly relevant to the organization's work and operational areas. Using this direction from the survey results the established indicators of the PTPT project were rationalized by the investigator to better represent the performance measurement goals of the RDN organization. As indicated in the graphic of Appendix 7 ('shaded' portion) this rationalization process resulted in the elimination of 11 'optimum' indicators and the addition of

seven 'suitable' indicators into the mix, resulting in a set of 37 outcome measures.

### **New proposed measures**

In addition to this set of measures based on the PTPT project the *Strategic Plan* (through the logic model) points to a number of additional outcomes that are in need of appropriate measures. The survey (Question 52) also provides guidance from respondents with regard to what new measures should be incorporated into a renewed performance measurement framework for the RDN organization. General categories of suggested new measures were collected from the survey responses and combined with the organization priorities from the *Strategic Plan* and logic model to develop 23 additional measures for inclusion (see Appendix 7- Measure Selection Process). These measures were evaluated using the same criteria as was established in the PTPT in terms of determining their appropriateness as measures for the organization and to ensure that the data necessary was available and met the established requirements of the RDN.

Together the 37 'rationalized' PTPT indicators and the 23 developed measures combine to form the set of 60 measures for the RDN organization proposed by this project as outlined in Appendix 8. The details of the proposed measures are provided in Appendix 9 to this report and the finalized compilation of Outcome Categories, Long-term Outcomes, Intermediate Outcomes and Measures for the RDN organization is provided in Appendix 6.

The set of 60 proposed measures for the RDN appears daunting from the perspective of implementing a viable performance measurement system that is sustainable over time. It is however, important to note that what is proposed here is a measurement framework for the entire organization, based on the entirety of services provided and the priorities established by the organization as a whole.

This larger group of selected measures can be easily broken down by Department, Service Area or other organizational metric that makes the 60 measures more manageable. As one example, the survey tool (Questions 21-26) was used to determine from respondents which of the priorities expressed in the *Strategic Plan* were of highest priority. Respondents narrowed the 30 intermediate outcome priorities from the *Strategic Plan* to 12 priority areas. Using these 12 priority areas as a 'filter' for appropriate measures would result in 25 or 26 measures being selected from the 60 of the full framework set. A similar 'focusing' of measures could be deployed at the sub-organizational level to filter those measures that most directly relate to the specific work of a department or service area.

The proposed set of performance measures provides the base set of data on the performance of the RDN on its expressed priorities. It is expected, and recommended, that the framework established by this project is open to additional refinement and specific use within the organization.

## **CONCLUSION / RECOMMENDATIONS**

**This section provides a summary of the final product of the project and outlines a number of recommendations for further work at the RDN.**

This project has been undertaken to gain a fuller understanding of the current use of performance measures in the Regional District of Nanaimo and, following on that understanding, to develop and propose a renewed performance measurement framework and set of performance measures for the organization.

### **Project Results**

#### **Literature Review**

The project began with a review of the literature on performance measurement with a focus on the use of performance measurement in local government. The review of the literature revealed a number of key themes in the discourse including:

- There is a long history and experience with performance measurement in local government that can be drawn upon
- There are strong management reasons for considering measuring performance particularly in the areas of evaluation and accountability
- Strong potential for performance measurement to play an important role for citizen engagement
- Successful performance measurement conversely requires citizen engagement and participation
- There are a wide range of potential uses of performance measures – should be developed specifically for the particular organization
- In general full implementation and use of performance measures in local government has been limited to output/efficiency measures – represents opportunity
- There are institutional, pragmatic, technical and psychological barriers to the implementation and use of performance measurement
- Performance measurement is not singularly capable of improving performance – needs to be implemented and used within a broader management framework
- The importance of logic modeling for successful design and implementation cannot be understated.

These key themes played central roles in the development of the research questions for the project and relate directly to the survey questions used in the investigation of performance measurement in the RDN.

### **Survey Findings**

The main investigation for the project was the survey of Elected Officials, Managers and Staff of the organization. The Findings of the survey provided the desired overall understanding of the views of internal stakeholders of the current state of performance measurement in the organization. In addition, the survey findings also provided direction to the project on how performance measurement can be improved in the RDN. The survey findings include:

- Aligned with the literature on performance measurement, current measurement at the RDN is primarily focused on service delivery/output measures with little attention paid to measuring progress on outcomes or established objectives.
- Interest in measuring performance is high in the organization and based on the key themes of the literature it appears that the RDN is not taking full advantage of the potential for performance measurement in the organization.
- Findings from the survey reinforce the importance of connecting actions and priorities and are very consistent with the literature that also has a focus on the importance that performance measurement operates within a broad performance management framework.
- The organization recognizes that there are barriers to performance measurement and identified potential barriers in this project that are consistent with the performance measurement literature. Some barriers have been addressed through the project others are addressed through the additional recommendations.
- The findings of the survey support the key theme in the literature that stresses the importance of organizational specificity in developing measures. The findings on new measures for the organization provided direction for the recommended set of measures for the RDN.
- The survey findings emphasized a desire in the organization for the development of clear links between actions and objectives. This is perhaps the most significant finding and leads to the departure point in the project from a focus on research and understanding of performance measurement to policy direction and recommendations for the organization. The first step in this direction is developing a framework that describes these underlying interconnections between resources, actions, outputs and desired outcomes. This is best described by a logic model.

### **Logic Model**

The logic model developed for the organization provides an expression of the linkage between Actions, Outputs, Intermediate Outcomes and Long-term Outcomes. The logic model provides the organization a clearer understanding of the connection between day-to-day activities in a particular service area to the

broader priorities established by the RDN Board's *Strategic Plan*. The detailed logic model for the RDN is presented in Appendix 4 in this report.

### **Recommended Performance Measures**

With that logic in place, a set of performance measures has been proposed based on previous work undertaken by the organization with the community, information gathered through this project and the Board's *Strategic Plan*, to track the progress of the RDN on the established priorities. Detailed descriptions of the proposed measures are provided in Appendix 9. With this information now made available this project has successfully achieved its stated purpose.

It is important to recognize that performance measurement is not an end in itself. Performance measurement must be viewed as a means to the end of progress on established priorities. Performance measurement is but one, albeit potentially powerful, tool available to local governments to support the creation, operation and evaluation of better public programs that make positive contributions to the lives of citizens at the local level. As such, though the stated goal of this project has been achieved, the work undertaken here has also revealed additional recommendations for the RDN as the organization moves forward on implementing performance measurement in the future.

### **Additional Recommendations**

#### **Stakeholder Involvement**

The literature reviewed through this project places a strong emphasis on the importance of the participation of all stakeholders in making performance measurement a success. The RDN has undertaken significant work with the community in developing a set of indicators of sustainability in the Prospering Today, Protecting Tomorrow project that have been fundamental to the measures established here. This is laudable work, and as discussed previously, has acted as a proxy for the direct involvement of residents of the RDN in this project. Building on this, it is recommended that the RDN consider undertaking opinion surveys of the residents of the Region on a periodic basis to ensure that priorities continue to be confirmed and that future measures and reporting of measurement data is meeting the needs of the community.

Along the same lines, this project also reveals the importance of additional participation and awareness of performance measurement at the staff level. The framework of logic model and measures developed here provides a significant opportunity to engage the internal community of the organization in a discussion about the priorities of the organization, and how the work of particular service areas relate and contribute to progress towards those goals. The literature suggests that this kind of engagement within the organization will result in a more committed and satisfied workforce better able to move the organization forward resulting in significant performance gains.

### **Tracking and Reporting on Progress**

This project is in fact a developmental step in implementing a high functioning performance measurement system at the RDN – albeit a significant first step. It is of course important to go beyond the collection of measurement data to introduce reporting on how progress is being made in the organization. Resources have been committed in the current annual budget for subsequent work that will be aimed at establishing a reporting structure. In addition, the survey data collected suggested an interest in the organization in ensuring that there was a stronger connection between decision-making in the RDN and the priorities of the Strategic Plan. The logic model proposed begins to establish those connections. It is noted that the report template for information presented to the Board has within it a section to provide comments on the Sustainability Implications of the issue and recommendations being made in the report. In light of the interest of stronger connection to strategic priorities (outcomes) it is recommended that the RDN consider the introduction of a Strategic Plan Implications section to the report template. Doing so will provide an opportunity to discuss the implications of the matter under consideration by the Board such that decision-making occurs in light of the prospective impact(s) (both positive and negative) to the priorities of the organization.

### **Need for Leadership**

Finally, a sustainable measurement system in the organization will require consistent leadership and support at the level of senior management and Board. By supporting this project, the organization has taken an important step towards performance measurement. The benefits of performance measurement are realizable over the long-term; however long-term sustainability of a performance measurement system will require long-term support and resourcing for success.

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**APPENDICIES**

Appendix 1 – Sample RDN Business Plans

Appendix 2 – Survey Questions

Appendix 3 – Raw Survey Response Data

Appendix 4 – Logic Model Graphic Representation

Appendix 5 – Logic Model Detailed Strategic Goals/Actions/

Appendix 6 – Outcomes and Measures

Appendix 7 – PTPT / Measure Selection Process – Graphic Representation

Appendix 8 – Proposed Performance Measures for the RDN

Appendix 9 – Measures Detailed Descriptions

## Performance Measurement at the Regional District of Nanaimo

### Appendix 1 –Sample RDN Business Plans

<b>AREA</b>	<b>TRANSPORTATION &amp; SOLID WASTE SERVICES</b>		
<b>SERVICE</b>	<b>SOLID WASTE MANAGEMENT – PLANNING</b>		
<b>SERVICE LEVEL</b>	As part of the Solid Waste Management Service, staff develops and implements plans and policies to minimize the need for regional waste disposal capacity by investigating residual disposal options, delivering Zero Waste programs and coordinating actions related to illegal dumping enforcement.		
<b>PERFORMANCE INDICATORS</b>			
<b>MEASUREMENT INDICATOR</b>	<b>BENCHMARK</b>	<b>CURRENT PERFORMANCE</b>	<b>2010 PERFORMANCE OBJECTIVE</b>
Region-wide diversion Rate	50% Provincial	2009 - 64%	2010 68% 2011 70%
Region -wide per capita waste disposal	2006 CDN 835 kg/c/yr 2006 BC 675 kg/c/yr 2006 RDN 527 kg/c/yr	457 kg/c/yr	414 kg/c/yr
<b>KEY ACTIONS TO ACHIEVE 2010 PERFORMANCE OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>◆ Review demand and service options for region-wide residential yard waste collection program based on results of competitive tender process. (Carry forward 2009)</li> <li>◆ Implement Multi- Family Diversion Strategy through expanded disposal bans at RDN facilities as well as education and promotional support to haulers and building owners. (Carry forward 2009)</li> <li>◆ Ensure that private and non-profit waste management and recycling facilities licensed under Bylaw 1386 are operating in compliance with approved site operating plans.</li> <li>◆ Collaborate with Development Services to undertake public consultation on the Integrated Community Energy, GHG and Air Quality Plan.</li> </ul>			
<b>BUDGET</b>	\$ 422,000		

## Performance Measurement at the Regional District of Nanaimo

### REGIONAL DISTRICT OF NANAIMO BUSINESS PLAN - 2010

AREA	TRANSPORTATION SERVICES		
SERVICE	CONVENTIONAL BUS SERVICE – District 68 & 69		
<b>CURRENT SERVICE LEVEL</b>	<p>The Regional District operates and maintains a fleet of 41 conventional buses. The vehicles are equipped with bicycle racks and are accessible to persons with limited mobility (i.e. wheelchairs, small scooters, child strollers).</p> <p>RDN transit is an integrated transit service connecting communities from Qualicum Beach to Electoral Area A (Cedar) south of the City of Nanaimo. The amount of service varies between two primary service areas in District 69 (Qualicum, Parksville, Electoral Area G (French Creek), Electoral Area E (Nanoose)) and District 68 (Nanaimo), with approximately 90% of the service hours occurring in District 68.</p> <p>Generally service is provided between 6:20 am and 11:30 pm Monday to Saturday. (District 69 is more limited). Service levels vary, ranging from 15 minute service to every hour, with additional peak time service on weekdays. Expansions of service began in 2009 and are anticipated to continue as outlined in the Transit Business Plan. Regional District transit services are cost shared with BC Transit and expansions will be implemented as BC Transit cost sharing is confirmed.</p> <p>Transportation Services provides fleet maintenance services for administrative vehicles and assists other departments in preparing and managing vehicle tenders.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATORS *	BENCHMARK	CURRENT PERFORMANCE	2010 PERFORMANCE OBJECTIVE
Cost Recovery (%)	31.4%	38%	40%
Rides Per Hour	27.4	25.2	27
Total Cost Per Hour	\$95	\$92	\$92
*Based upon the Annual Operating Agreements with BC Transit – April 1-March 31 each year			
KEY ACTIONS TO ACHIEVE 2010 PERFORMANCE OBJECTIVES			
<ul style="list-style-type: none"> <li>▪ Continue to promote U-PASS to Vancouver Island University's Administration and Student Union</li> <li>▪ Continue to develop community partnerships that assist promote ridership growth (i.e. Pacific Coach Lines, Downtown Business Partnership with the Cruise ships).</li> <li>▪ Continue developing marketing strategies with a focus on increasing the commuter market (i.e. Employer Pass)</li> <li>▪ Continue educating the public on the Transit Business plan by initiating contact and making presentations to community groups.</li> <li>▪ Continuously improve information at bus stops and work to align bus stops to meet 400 metre distance as outlined in the Transit Business Plan.</li> <li>▪ Use Gas Tax funds to improve transit experience by installing new bus shelters, constructing and improving new exchange facilities Vancouver Island University, Woodgrove and Prideaux Street)</li> <li>▪ Use Gas Tax Funds to implement Traffic Signal Priority project with target completion fall 2010</li> </ul>			
<b>BUDGET</b>	\$15 million		

## Performance Measurement at the Regional District of Nanaimo

### REGIONAL DISTRICT OF NANAIMO BUSINESS PLAN – 2010

AREA	DEVELOPMENT SERVICES		
SERVICE	BUILDING INSPECTION		
<b>CURRENT SERVICE LEVEL</b>	Responsible for providing building inspection services to Electoral Areas 'B', 'E' and 'G' and parts of Electoral Areas 'A', 'C', 'F' and 'H'		
<b>ACTIVITY LEVELS</b>	2006 - 883 permits – construction value: \$96.4 million 2007 - 758 permits – construction value: \$89.6 million 2008 - 721 permits – construction value: \$82.0 million 2009 - 550 permits – construction value: \$63.0 million (est.)		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2010 PERFORMANCE OBJECTIVE
<b>SERVICE</b> <ul style="list-style-type: none"> <li>Building Permit processing time.</li> <li>Information requests processing time.</li> </ul>	<ul style="list-style-type: none"> <li>Process and issue building permits within three weeks 90% of time.</li> <li>Information reply within 48 hours.</li> </ul>	<ul style="list-style-type: none"> <li>Fell short of benchmark issuing within a 5 to 8 week turnaround.</li> <li>Information reply within 48 hours.</li> </ul>	<ul style="list-style-type: none"> <li>Develop new approaches for reducing the permit wait time to three weeks, 90% of the time.</li> <li>Information reply within 48 hours.</li> </ul>
<b>COMMUNICATION</b> <ul style="list-style-type: none"> <li>Easy access to basic information on building permit process.</li> <li>Public education on regulatory changes.</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive published materials including website access.</li> <li>Modernization of Building Bylaw to incorporate energy efficiency and code changes.</li> </ul>	<ul style="list-style-type: none"> <li>Website re-designed and new information posted including statistical information.</li> <li>New Building Bylaw being developed.</li> </ul>	<ul style="list-style-type: none"> <li>Utilization of website and printed material for updates on regulatory and policy changes.</li> <li>Foster greater communication with development community on common issues.</li> <li>Complete and introduce a new Building Bylaw.</li> </ul>
<b>COMPLIANCE</b> <ul style="list-style-type: none"> <li>Voluntary compliance with regulations.</li> <li>Number of infraction title filings.</li> </ul>	<ul style="list-style-type: none"> <li>Public awareness and compliance.</li> <li>90% of infractions resolved prior to title registration.</li> </ul>	<ul style="list-style-type: none"> <li>General awareness where inspection services are provided.</li> <li>Met benchmark</li> </ul>	<ul style="list-style-type: none"> <li>Continue follow-up on outstanding infractions to improve compliance.</li> <li>Maintain benchmark</li> </ul>
KEY ACTIONS TO ACHIEVE 2010 PERFORMANCE OBJECTIVES			
<ul style="list-style-type: none"> <li>Continue focus on resolving outstanding infractions by voluntary compliance or enforcement.</li> <li>Undertake review of plan check/permit processing system.</li> <li>Continue development of new Building Bylaw.</li> <li>Consult with stakeholders on the formulation of new approaches to reduce waiting times and the introduction of a new Building Bylaw.</li> </ul>			
<b>BUDGET</b>	\$1,095,000		

## Performance Measurement at the Regional District of Nanaimo

### REGIONAL DISTRICT OF NANAIMO BUSINESS PLAN - 2010

AREA	REGIONAL AND COMMUNITY UTILITIES		
SERVICE	WASTEWATER MANAGEMENT – NANOOSE BAY		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>A primary treatment facility located within the Fairwinds development on the Nanoose Bay Peninsula. The plant currently serves a population of approximately 1,000 persons and treats 80,000 m<sup>3</sup> of liquid waste per year. The plant is operated by staff located at the French Creek treatment plant. Sludge from this facility is transported to the French Creek treatment plant for additional treatment.</p> <p>The plant processes the following annual volumes:</p> <p style="text-align: center;">118,000 m<sup>3</sup> of sewage per year 1,600 m<sup>3</sup> of sludge per year</p>		
<b>PERFORMANCE INDICATORS</b>			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2010 PERFORMANCE OBJECTIVE
Effluent Quality	Ministry permit levels BOD 100 mg/l, TSS 100 mg/l	2008: 56% met permit levels	100% of samples meet permit levels
Equipment Reliability	Unplanned emergency maintenance hours	2008: 57 hours (call outs)	Reduce by 5%
Odour complaints	No odour complaints	2008: 2 odour complaints	0 odour complaints
<b>KEY ACTIONS TO ACHIEVE 2010 PERFORMANCE OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>▪ Improve chemically enhanced primary treatment to ensure effluent quality meets Ministry permit requirements and improve recent past performance.</li> <li>▪ Continue developing the Asset Management/Preventative Maintenance Plan to monitor equipment failure and repair costs and prioritize asset replacement.</li> <li>▪ Quantify maintenance and repair costs to determine the annual cost of maintaining “problem” assets versus replacement.</li> <li>▪ Respond to odour complaints within 24 hours.</li> </ul>			
BUDGET	\$490,000		

## Appendix 2 –Survey Questions

### **SECTION – 1**

**The Regional District of Nanaimo (RDN) currently collects and reports performance related data in the Departmental Business Plans used during the annual budgeting process and in the Annual Report issued to the public. The following questions relate to these current performance measures and their usefulness in describing the performance of RDN programs, services and progress on established goals. Please respond to the questions in terms of your experience in your particular service/operational area or role at the RDN.**

1.1 I am aware that performance measurement data are collected and reported in Business Plans for Departments and in the RDN Annual Report. yes/no

1.2 Do you review this information? – yes/no

Comments -

**For the following series of questions indicate the degree to which you agree with the particular statement**

1.3 The information reported in Business Plans is relevant to you and your work at the RDN

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments -

1.4 Information on the performance of programs and initiatives is highly valued at the RDN

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments -

1.5 Measures of performance are clearly defined and easily understood in each Department or Operational area.

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments -

1.6 Measures that are collected are reported for external users in clear and understandable ways.

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments -

1.7 Measures of performance are used for program management and monitoring - that is, these measures are useful in understanding how well a program or service is operating during the year, or over time.

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments -

1.8 Measures of performance are used for strategic planning at the RDN - that is, measurement data is considered during the establishment of strategic goals for individual Departments and the RDN as a whole.

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

## Performance Measurement at the Regional District of Nanaimo

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Comments -

1.9 Measures of performance are used for regular management reviews - that is, measurement data is useful to managers and supervisors in understanding and regularly communicating, "how things are going".

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments -

1.10 Measures of performance are used for resource allocation - that is, higher performing programs and services are recognized and receive additional staff, budget allocation...etc. as required.

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments –

1.11 Measures of performance are used to drive change within the RDN organization.

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments –

1.12 Measures of performance currently collected and reported are accurate and believable

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments –

1.13 The current measures of performance that are regularly collected and reported provide an adequate 'picture' of performance at the departmental level (where applicable focus your response on your particular experience/Department/work/service area)

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments -

1.14 The current measures of performance that are regularly collected and reported provide an adequate 'picture' of performance at the RDN at the organizational level

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments –

1.15 The reporting that is annually produced from the current measures is useful and valuable to residents of the RDN in understanding how the organization is performing

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments –

1.16 If you were asked to describe what the product(s) of your service area are, how would you describe them?

Comments -

## Performance Measurement at the Regional District of Nanaimo

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1.17 Are there any other comments you would like provide in relation to the current collection and reporting of performance measures at the RDN?

Comments -

### SECTION - 2

**The RDN Board undertakes a strategic planning process that establishes a wide range of priorities and action areas for the organization and the community. This work is made available to the public both in a published document and through the organization's website.**

**The most recent version of the Board's strategic plan is titled *Integrated Solutions for a Sustainable Future – Board Strategic Plan 2009-2012*. The following questions relate to the link between performance measurement/reporting and the strategic plan of the RDN.**

2.1 I am aware of the Strategic Plan document *Integrated Solutions for a Sustainable Future*. yes/no

2.2 Have you read the document? – yes/no

2.3 Do you regularly refer to the Strategic Plan in your work at the RDN as a reference document? - yes/no

Comments –

**The Strategic Plan outlines four (4) strategic priorities (Climate and Energy, Watershed Health, Economic Resilience, Monitoring and Adaption) and a range of goals under these priorities that are divided amongst the operational areas (Departments) of the RDN. Of the following goals taken from the plan indicate which you feel should receive priority in developing a performance measurement framework at the RDN**

#### 2.4 Regional Federation

- To be one of the most cooperative, well-managed and visionary regional districts in the province.
- To strengthen the working relationship between municipalities and electoral areas as regional federation partners, and increase effectiveness through cooperation.
- To enhance the reputation and recognition of the RDN as a valuable and effective level of government in creating and delivering services, as well as conducting research and creating opportunities for dialogue with its residents.
- To enhance the Board's ability to have open, frank, balanced and objective discussions on complex issues prior to making decisions.
- To achieve increased clarity on future expansion of municipalities and incorporation of electoral areas.
- To enhance relationships between the RDN and adjacent regional districts, and between the RDN and other orders of government.

#### 2.5 Sustainable Communities

- Finalize and begin implementing the revised Regional Growth Strategy.
- Promote sustainable development initiatives and policies throughout the region.
- Increase understanding in the public, the media and the development industry of the importance of growth management and sustainable development.
- Implement the Corporate Energy and Emissions Plan for the RDN, and achieve carbon neutral operations by 2012.
- Complete the Community Energy and Emissions Plan.
- Increase affordable housing and housing choices that support "ageing in place".
- Develop a strategy to implement building inspection across all electoral areas over time.
- Promote approaches to resource and industrial development that minimize negative impacts on communities and watersheds and support sustainable communities.
- Minimize nuisances that negatively impact the quality of life in the region.

#### 2.6 Transportation and Solid Waste

- Continue to enhance transit service in the RDN in consultation with BC Transit, municipalities and other stakeholders.
- Continue to encourage residents to use transit and non-automobile forms of transportation.
- Promote the development of pedestrian oriented and ecologically friendly streets and parking areas in the region.
- Reduce road trips associated with schools.
- Continue to support a vision for how the E&N railway corridor could support the region's sustainability goals.
- Support increased marine and air transportation options linking the region with other areas,
- Continue to work to achieve the region's zero waste goals.
- Develop a broader understanding of and commitment to progressive waste management measures in residential, commercial and industrial sectors.

#### 2.7 Regional and Community Utilities

## Performance Measurement at the Regional District of Nanaimo

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- Continue to improve the quality of treated wastewater in the region to reduce risks and impacts.
- Continue to develop progressive and efficient water management systems across the region.
- Ensure water is used in the most efficient manner possible in homes and businesses.

### 2.8 Recreation and Parks

- Continue to pursue the acquisition of additional parkland in the region.
- Continue to promote innovative park plans and management practices for RDN parks.
- Increase public understanding of parks opportunities and the desire for environmental protection.
- Review and implement recommendations from recreation service master plans.

### **For the following series of questions indicate the degree to which you agree with the particular statement**

2.9 The priorities and actions of the strategic plan are important factors in influencing and/or directing the decisions that are made by the RDN Board.

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments –

2.10 The priorities and actions of the strategic plan should be more important in influencing and or directing the decisions that are made by the RDN Board.

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments –

2.11 The current measures of performance that are regularly collected and reported play an important role in the development of the priorities and action areas of the Strategic Plan

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments -

2.12 The current measures of performance that are regularly collected and reported provide an adequate 'picture' of progress toward the established Strategic Plan priorities

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments -

2.13 The current measures of performance that are regularly collected and reported are closely linked with the Board's goals and priorities as expressed in the Strategic Plan

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments -

2.14 Are there any other comments you would like provide regarding performance measurement at the RDN in relation to the Strategic Plan?

Comments -

### **SECTION - 3**

**The academic literature on performance measurement in local government outlines the challenges that are presented by the collection, use and interpretation of performance data within organizations. From your perspective, for each of the following 'barriers to performance measurement', indicate the degree to which you agree that the described barrier limits performance measurement at the RDN**

3.1 Concerns regarding the reliability or accuracy of available data

## Performance Measurement at the Regional District of Nanaimo

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- 1 –not at all
- 2 –hardly at all
- 3 –a little
- 4 –to a moderate degree
- 5 –to a great degree

Comments –

3.2 Limited time or resources available to collect data

- 1 –not at all
- 2 –hardly at all
- 3 –a little
- 4 –to a moderate degree
- 5 –to a great degree

Comments –

3.3 Fundamental absence or lack of data (appropriate measures are not available)

- 1 –not at all
- 2 –hardly at all
- 3 –a little
- 4 –to a moderate degree
- 5 –to a great degree

Comments –

3.4 Staff does not have the capacity to collect or interpret data

- 1 –not at all
- 2 –hardly at all
- 3 –a little
- 4 –to a moderate degree
- 5 –to a great degree

Comments –

3.5 Costs associated with data collection/maintenance are too great ('not in the budget')

- 1 –not at all
- 2 –hardly at all
- 3 –a little
- 4 –to a moderate degree
- 5 –to a great degree

Comments –

3.6 Concerns regarding repercussions for 'negative' performance

- 1 –not at all
- 2 –hardly at all
- 3 –a little
- 4 –to a moderate degree
- 5 –to a great degree

Comments –

3.7 Performance measurement just doesn't really matter because decisions get made anyway (the information is not considered in the decision making process)

- 1 –not at all
- 2 –hardly at all
- 3 –a little
- 4 –to a moderate degree
- 5 –to a great degree

Comments –

3.8 The performance objectives to be measured against are unclear

- 1 –not at all
- 2 –hardly at all
- 3 –a little
- 4 –to a moderate degree
- 5 –to a great degree

Comments –

3.9 Are there any particular difficulties to be faced by the collecting of performance data in your service area?

Comments –

3.10 Are there any other comments you would like provide in relation to any barriers to adopting, using and reporting performance measures at the RDN?

## Performance Measurement at the Regional District of Nanaimo

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Comments –

### SECTION - 4

**Local governments are responsible for the provision of services and activities to the community, which are funded through the collection of fees, charges and taxation. As such local governments have an obligation to the community to manage the financial affairs of the organization as efficiently and effectively as possible. The following questions relate to the link between financial management, budgeting and performance measurement.**

**For the following series of questions indicate the degree to which you agree with the particular statement**

4.1 The link of activities and services (program performance) to budgeting and financial management is the most important function that performance measurement data collection and reporting can provide

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments –

4.2 The current measures of performance that are regularly collected and reported are useful and valuable to staff and elected officials of the RDN in understanding and supporting current budget decisions

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments –

4.3 The current measures of performance that are regularly collected and reported are useful and valuable to staff and elected officials of the RDN in planning and establishing annual budgets

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments –

4.4 The current measures of performance that are regularly collected and reported are useful and valuable to staff and elected officials of the RDN in monitoring the financial performance of individual Departments or service areas

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments –

4.5 The reporting that is annually produced from the current measures is useful and valuable to residents of the RDN in understanding and supporting budget decisions

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments –

4.6 Is there anything else on this topic you would like to add?

Comments -

### SECTION - 5

**This section of the survey focuses primarily on questions that relate to the establishment of new performance measures at the RDN. Please respond to the following questions in the context of your work or role at the RDN.**

5.1 Are there some measures for some Departments or Service Areas that are more important than others?

Yes/no

5.2 If so what do you think those more important measures are?

Comments –

## Performance Measurement at the Regional District of Nanaimo

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5.3 What changes could be made to the current measures and annual reporting that would make the information more useful and valuable to residents, elected officials and RDN staff?

Comments -

5.4 Do you use the performance measures that are currently collected and reported at the RDN for any other purposes?

Comments –

5.6 Is there other performance data related to your particular area of work or role at the RDN that are not currently reported that would better describe program or service performance? If so, what are they?

Comments –

5.7 Are there any limitations to the collection of this information at the RDN? (financial or time costs of accessing/collecting the data, for example)

Comments –

**For the following series of questions indicate the degree to which you agree with the particular statement**

5.8 The review of performance measurement data collected at the RDN should occur on an annual basis – as it is currently in the budgeting process (Business Plans) and the annual report, for example.

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments –

5.9 Measures of performance that are regularly collected and reported are important because they provide an opportunity to compare performance at the RDN to that in other jurisdictions

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments -

5.10 The review of performance measurement data collected at the RDN should occur on a more frequent basis – on a bi-annual or quarterly basis in addition to during the budgeting and annual reporting periods, for example.

- 1 -strongly disagree
- 2 -disagree
- 3 -neutral
- 4 -agree
- 5 -strongly agree

Comments –

5.11 How important is the collection, review and reporting of performance measurement data at the RDN to you?

- 1 –not at all important
- 2 –of little importance
- 3 –moderately important
- 4 -important
- 5 –very important

Comments –

5.12 In local government decisions are made in a political environment that is often changing. How concerned are you regarding the reporting of performance measures that are not positive in this environment?

- 1 –not at all concerned
- 2 –a little concerned
- 3 –moderately concerned
- 4 -concerned
- 5 –very concerned

Comments –

5.13 How do you think a revised performance measurement framework or system at the RDN could benefit your service area or role?

Comments –

## Performance Measurement at the Regional District of Nanaimo

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5.14 Are there any other comments you would like provide in relation to the development of new or revised performance measures and reporting at the RDN?

Comments -

### SECTION - 6

**In September 2006 the RDN published the document “Prospering Today, Protecting Tomorrow: The State of Sustainability of the Regional District of Nanaimo” (PTPT). This document represents the culmination of a lengthy project examining the characteristics (performance measures) of the RDN in three categories – Environmental Capital, Social Capital and Economic Capital. The following questions relate to your experience with this document.**

6.1 Are you aware of the PTPT document? yes/no

6.2 Have you reviewed the information contained in the PTPT? – yes/no

Comments –

6.3 One of the criticisms of the PTPT document was that in its quest for comprehensiveness it included performance data (indicators) that were too broad, that is, that measure performance and progress in areas that are not under the jurisdiction and/or responsibility of the RDN. How important is it to you that performance measures collected and reported by the RDN be directly relevant to the RDN's work and operational areas?

- o 1 –not at all important
- o 2 –of little importance
- o 3 –moderately important
- o 4 -important
- o 5 –very important

Comments –

6.4 The PTPT document examined performance indicators (measures) in 22 ‘characteristics’. Of the following ‘characteristics’ please indicate, in your view, which you feel are appropriate measures of performance at the RDN:

- o Safe sufficient supply of drinking water
- o Important ecosystems and ecological features are protected
- o Clean safe air quality
- o Natural resources are conserved and renewable resources are promoted
- o Energy use is minimized or reduced and obtained in ways that minimize environmental impacts
- o The production/emission of greenhouse gases is minimized
- o Land is efficiently used and the negative impacts of development are minimized
- o Waste is minimized and treated/disposed using environmentally sound methods
- o Healthcare and healthcare facilities are available when needed
- o Residents have access to a variety of employment options
- o Education and training is available to residents
- o Poverty is minimized
- o A broad variety of housing options are available and affordable.
- o Travel by private automobile is minimized
- o Residents care and respect each other and our communities are safe
- o There are a number of opportunities for residents to interact with each other and nature
- o There is positive economic growth in the region
- o Environmentally responsible economic activities are supported by the tax system
- o The economy is diverse – wide range of business types and sizes
- o A wide variety of employment options exist
- o Training is available that qualifies residents for employment
- o Urban core areas are recognized in their vitality
- o Consumption of regionally produced products is maximized

6.5 Are there any other additional comments you would like provide in relation to the PTPT and the collection and reporting of performance measures at the RDN?

Comments -

## Appendix 3 – Raw Survey Data

### Question 1

<b>I am aware that performance measurement data are collected and reported in Business Plans for Departments and in the RDN Annual Report.</b>		
	<b>Response Percent</b>	<b>Response Count</b>
yes	82.3%	51
no	17.7%	11
<b>answered question</b>		<b>62</b>
<b>skipped question</b>		<b>0</b>

### Question 2

<b>Do you review this information?</b>		
	<b>Response Percent</b>	<b>Response Count</b>
yes	58.1%	36
no	41.9%	26
comments		14
<b>answered question</b>		<b>62</b>
<b>skipped question</b>		<b>0</b>

1. More often than not on an annual basis rather than monthly or quarterly.
2. I am involved in developing BPs
3. Primarily this document is produced as part of the annual budgeting program and is infrequently visited after that process is complete.
4. Business Plans provide a concise snapshot of service activities, recent performance and performance goals
5. this information is generally quite subjective and not what would be considered objective data
6. the annual report does not include specific performance measurement areas, more as part of other things
7. Yes, but only for my department.
8. Very limited experience. Have only reviewed this information once.
9. mostly at budget time, then it is largely rolled over, quite static
10. It is included in financial review but given short shift from an elected official perspective. Staff do review data in Seminar with Board Members.
11. I find this information very interesting and gives a better understanding
12. Staff
13. I feel strongly that it should be reviewed by all, but often the information is not shared or easy to locate.
14. The information is not reviewed or shared with staff in a consistent way. Reviews are sporadic with non-management staff.

### Question 3

<b>The information reported in Business Plans is relevant to you and your work at the RDN</b>							
<b>Answer Options</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>	<b>mean</b>	<b>Response Count</b>
	1	6	13	32	10	3.71	62
comments							15
<b>answered question</b>							<b>62</b>

## Performance Measurement at the Regional District of Nanaimo

<i>skipped question</i>	<b>0</b>
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1. definitely relevant information, but the format and types of information are not necessarily well understood or can be confusing in how to organize, and what should or should not be measured is an ongoing issue.
2. as a manager, my departmental goals and objectives are guided by business plans
3. The information in the BPs only partially represents what our department does and the BPs are not review as frequently as they should be.
4. not really data but rather statements that are hard to measure
5. business measurement concept is relevant but we are looking at more relevant usable metrics
6. More detailed business plans could be beneficial to other depts. More details in business plans helps I/T allocate resources more effectively and not get last minute, critical date requests that create strain on existing resources.
7. Mostly relevant around budget time, not so relevant for the rest of the year.
8. Assuming I am thinking of the correct information, the Business Plans report very precisely the work completed in the relevant department, as well as the work anticipated for the coming year.
9. yes its related, but not strategic or inspiring, just workplans, action, due dates.
10. Although I agree, I suspect it depends of the background of the Elected Official. Without previous knowledge of the importance of a business plan it would be difficult to grasp the intend business plan input and it's relationship to the work of the elected official.
11. There is no link made between the Business Plan and workplans set out at the operational level.
12. There should be greater importance placed on having all department members understand the goals of the Organization, the goals of their Department, and their role in acheiving the results
13. Not a document or reporting process that is discussed with staff at my level.
14. Business Plans are a tool to be used for the planning of yearly programming, etc.
15. I would imagine so

### Question 4

Information on the performance of programs and initiatives is highly valued at the RDN							
Answer Options	strongly disagree	disagree	neutral	agree	strongly agree	mean	Response Count
	1	4	21	26	10	3.65	62
comments							14
<i>answered question</i>							<b>62</b>
<i>skipped question</i>							<b>0</b>

1. Depending on the who administers and who does the work, what is compiled, what is not, there is a considerable disagreement about what is of value and what works and what doesn't.
2. employees (excluding managers) as a rule are not generally engaged in the performance measurement of programs and initiatives. I believe that the RDN management team places high value of the measurement of the performance of programs and initiatives.
3. I think it is valuable as a planning tool but not as a performance measurement process.
4. performance evaluation has not been a priority
5. staff don't have time to do much analysis of these types of measures
6. Highly valued but I wouldn't say its achieved through the business plans alone.
7. Successful projects seem very widely reported.
8. A strategic plan with outcomes tied to SP would be more beneficial. The budget really is our plan, rather than a strategic, long term effort focused on community benefits.
9. We report to the Board regularly on the status of programs and initiatives.
10. No idea.
11. Not so you would notice.
12. I have never been told if we are doing well or not. I value it personally but do not know if the RDN values the work that goes into meeting the objectives as set out in the Business Plans
13. Whether it is highly valued by those outside of performance measure authors is unknown to me: it is rare to receive feedback on those measures, or the implications of the measures on current/future projects.
14. don't know

## Performance Measurement at the Regional District of Nanaimo

### Question 5

<b>Measures of performance are clearly defined and easily understood in each Department or Operational area.</b>							
<b>Answer Options</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>	<b>mean</b>	<b>Response Count</b>
	1	20	26	13	2	2.92	62
comments							16
<b>answered question</b>							<b>62</b>
<b>skipped question</b>							<b>0</b>

1. This is where the breakdown is, there has been no real direction or training, assistance in terms of how this system works, it just gets done each year, in some departments it may work, in others it is a challenge each year.
2. as a manager, I involve my staff in the establishment of annual business plans and the means by which those goals are measured but again, (union) staff are generally not interested in measuring performance.
3. I can only comment on my department. I think we do a good job on defining our measures of performance however there is room for improvement.
4. not all measures are clearly defined, easily measured or necessarily meaningful. Sometimes difficult to incorporate certain activities and performance standards into our BP format
5. agree they are understood at the GM and Manager level but not at the other levels of the organization that too build and manage budgets.
6. can't speak for other areas, mine only
7. Solid waste is easy to define however other departments have a challenge.
8. Some department roles lend themselves to measurement and others are more difficult to quantify and track.
9. Performance measures are defined by the respective manager. As such they are easily understood by the manager.
10. They are in most but some areas seem hard to measure
11. As is typical for many, we're pretty good in those areas where we are measured against an external benchmark. Soft services, such as planning and administration are very difficult. Should we continue to try to report on every department?
12. Measurements may be clearly defined but not always communicated to staff.
13. Are we customer service or revenue based? In recreation, I am unsure of our performance objectives
14. There does seem to be an awareness of performance, but maybe not that there are performance goals.
15. I would agree, but I am not sure how this is reported out.
16. never seen performance measures

### Question 6

<b>Measures that are collected are reported for external users in clear and understandable ways.</b>							
<b>Answer Options</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>	<b>mean</b>	<b>Response Count</b>
	1	10	26	24	1	3.23	62
comments							15
<b>answered question</b>							<b>62</b>
<b>skipped question</b>							<b>0</b>

1. Cannot comment on what the external users believe or feel.
2. Annual reports
3. Aside from the Board I don't believe the measurements are provided to external users.
4. reporting generally limited to which projects have been started/finished
5. Very few people outside the organization look at financial plans and annual report or understand them
6. I don't believe that is being done.
7. I don't know how it is communicated externally.

## Performance Measurement at the Regional District of Nanaimo

8. The annual financial report publishes some information but it is intended to be "information" as opposed to "measurement"
9. Neutral response indicates I don't know.
10. Easy to read and interesting. But they wouldn't necessarily know what is missing.
11. No idea.
12. No idea.
13. The information could be presented in a more accessible format for the public (i.e. may be difficult to find reports online).
14. I am not sure that external stakeholders are aware how the results are reported out. What are the targets. For waste management we have targets through goals we set through specific policies.
15. How are external users defined? If this constitutes the public, have little way of understanding some of the performance measures that are established inter-departmentally. Many performance indicators in my area are written in the jargon or measurement language of my professional area and are unintelligible for the average RDN ratepayer.

### Question 7

<b>Measures of performance are used for program management and monitoring - that is, these measures are useful in understanding how well a program or service is operating during the year, or over time.</b>							
<b>Answer Options</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>	<b>mean</b>	<b>Response Count</b>
	0	11	15	32	4	3.47	62
comments							17
<b><i>answered question</i></b>							<b>62</b>
<b><i>skipped question</i></b>							<b>0</b>

1. Agree for the most part, but the system could be more effective, just needs some work, someone with time to direct and make work for everyone. This may be the very opportunity necessary, hoping it helps to pave the way.
2. statistical driven measurements are easy to define how well a program/initiative is working. Some initiatives however are not so clearly measured, i.e.: the establishment of a new bylaw for instance is either done or isn't. On the surface, this seems "black and white" however the factors attributable to non-performance are more difficult to understand without a "report" at the end of the term as opposed to ongoing reporting.
3. My department yes unsure about other departments
4. Not referred to during the course of the year.
5. Generally, but not necessarily for all activities
6. See answer to Q#3 more time is spent mining for the measurement data than actually analyzing and acting of it.
7. For my department
8. I agree only in that the measures can be used year over year to measure progress. They are not generally used during the year to track progress.
9. Measures of performance do not feel like they are closely monitored.
10. Lacking
11. Not sure we think about measurement before we begin in most cases. Getting to the end is the biggest measurement of all!
12. Today this is more important for the CAO, Gen Managers and Managers in assessing how they are doing.
13. These measurements are potentially useful, but this potential is not realized.
14. Measures of performance being unclear, it's hard to say how useful they are.
15. If so, not shared with staff.
16. It would depend on the dept. and the specific goal and objective. Must of performance and program management depends on desired outcomes and if this is stated up front it is easier to measure.
17. It would seem that they disappear into the ether once written and submitted: in my professional area they are a work task that mirrors an abstract understanding of our projects.

## Performance Measurement at the Regional District of Nanaimo

### Question 8

<b>Measures of performance are used for strategic planning at the RDN - that is, measurement data is considered during the establishment of strategic goals for individual Departments and the RDN as a whole.</b>							
<b>Answer Options</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>		<b>Response Count</b>
	2	5	28	27	0	3.29	62
comments							13
<b>answered question</b>							<b>62</b>
<b>skipped question</b>							<b>0</b>

1. To a point, depending on what is being measured and the resources available to complete.
2. measures of performance are relevant to strategic planning, however the establishment of a goal can sometimes be related to other issues that are not based on the measuring of performance within, but rather on the advancement of a goal from an external agency that could have an affect on the organization, i.e.: emergency preparedness.
3. As noted above, the information is considered during the budget process.
4. not clear on question
5. not aware of this being used for goal setting
6. I agree they are used, but again, only during the budget process.
7. I haven't seen this used/implemented.
8. It's not clear this is happening.
9. Never considered that I'm aware of
10. No idea.
11. No idea.
12. We do not have performance evaluations and individual goals are nto set for employees.
13. Although I understand the orientation of the performance measures, shortly after being written that are forgotten... this is simply because my professional area re-orientes itself fairly continuously as deadlines and priorities shift.

### Question 9

<b>Measures of performance are used for regular management reviews - that is, measurement data is useful to managers and supervisors in understanding and regularly communicating, "how things are going".</b>							
<b>Answer Options</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>	<b>mean</b>	<b>Response Count</b>
	0	15	25	18	4	3.18	62
comments							13
<b>answered question</b>							<b>62</b>
<b>skipped question</b>							<b>0</b>

1. Could be, but not done in this area of the RDN system - needs work.
2. tools such as database systems (CityView, Vadim) make the measurement of data very efficient and highly useful in determining "how things are going."
3. Business plans are reviewed periodically with individual departmental management staff
4. more focus on timelines rather than performance
5. Not at all
6. Formalized management reviews would be advantageous.
7. Regular as in annually
8. Because we don't identify this as a requirement or objective, I doubt this is happening.
9. Quarterly financial updates yes. Other departments, no, unless you call the annual list of accomplishments a measure of performance.
10. i don't believe we get much feedback on how things are going in the departments I have worked in. Would be valuable to receive this information.

## Performance Measurement at the Regional District of Nanaimo

11. Have never seen any regular (or irregular) communication about how things are going, just what got done with the game plan shifting regularly. In general, "how are things going" is not a phrase one hears from RDN management.
12. Not involved.
13. Maybe programs that are suffering and overburdened should have specific performance reviewed and resources allocated accordingly. Higher performing programs are usually those tied to revenue generation and provide direct services to the region such as parks and rec, utilities and solid waste. Other areas may provide lots of assistance but have a high legislative requirements.

### Question 10

<b>Measures of performance are used for resource allocation - that is, higher performing programs and services are recognized and receive additional staff, budget allocation...etc. as required.</b>								
<b>Answer Options</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>	<b>mean</b>	<b>Response Count</b>	
	5	20	24	10	3	2.77	62	
comments								19
<b>answered question</b>							<b>62</b>	
<b>skipped question</b>							<b>0</b>	

1. Cannot say one way or the other on this statement whether this is past practice or currently happening; however, not sure that I would agree this should be the manner in which resource allocation is approached. One key question is: How effective are we at measuring accurately what is more effective or higher performing than other programs and services when each is measured so differently and each area has various challenges and needs. It could be argued that those that are performing higher do not need additional resources, whereas those areas that are not performing so high may do much better if additional resources were allocated to these areas.
2. absolutely
3. still largely political and squeaky wheel drives budgeting
4. I believe it is more about politics than performance but that is the nature of gov't
5. Not in my experience
6. This has not been my experience
7. Agree in principle, based on existence of department, however experience too limited to offer strong opinion. Observations of other departments suggest that allocation of resources is dictated by availability of resources and appetite of the Board rather than performance.
8. I don't know
9. Under-performance may be a result of not having enough staff so the opposite may be true
10. The funding and political model we live under tends to be the driver of resource allocations.
11. Agree somewhat.
12. Given last years budget discussions, from an elected officials perspective it was who on staff presented his or her case the best.
13. Some of our highest performing programs receive fewer resources.
14. No idea.
15. No idea.
16. Personally, I have not seen this
17. It may be a consideration in budgeting, but it would need to be considered in context.
18. In government using performance to allocate financial resources does not always address the issues. If a department is stretched due to a controversial issue then resources should be allocated to ensure that meaningful public consultation can be conducted demonstrating transparency and accountability. Allocating resources based on performance may work in the private sector that is profit driven but does not always work in the public sector.
19. Budgets, in my view, are more a reflection of external economic forces and priorities that are generally unrelated to the performance measure.

### Question 11

<b>Measures of performance are used to drive change within the RDN organization.</b>							
<b>Answer Options</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>	<b>mean</b>	<b>Response Count</b>
	0	13	29	19	1	3.13	62

## Performance Measurement at the Regional District of Nanaimo

comments	14
<b>answered question</b>	<b>62</b>
<b>skipped question</b>	<b>0</b>

- Once again, to a degree depending on what is being measured and how it impacts the service area. It makes sense that such performance measures should be used to monitor performance and change should occur if performance is not at a bench mark or higher standard.
- there is a distinct difference between "perceived need" and "actual need" when it comes to issues such as staffing levels, new positions and JEs. Performance measurement is critical in advancing a case for new staff, position re-classification, service levels or even the acquisition of assets such as vehicles.
- Again, in the context of their use, i.e. during the budgeting process, they do relate back to the RDN Strategic plan and therefor are useful in promoting change.
- flavour of the month is more likely to drive change
- Maybe they are, but I haven't seen that
- Can be but not generally seen as the tool of choice for change. Change within the organization is much more complex than using a simple measuring tool (and thats a good thing).
- Not always for changes.
- Not that I'm aware of. Perhaps at the CAO and Gen Manager level but certainly not by the elected officials.
- No idea.
- No idea.
- Again, something I have not personally seen.
- Could be useful if it is communicated within departments to improve performance
- In a politically based organization change is usually slow and tends to be reactionary. Where there is leadership from higher levels of government then change usually occurs or in the political realm.
- It would seem that they serve to validate pre-existing ideals, rather than drive change.

### Question 12

Measures of performance currently collected and reported are accurate and believable							
Answer Options	strongly disagree	disagree	neutral	agree	strongly agree	mean	Response Count
	0	3	24	31	4	3.58	62
comments							14
<b>answered question</b>							<b>62</b>
<b>skipped question</b>							<b>0</b>

- For the most part, the information seems relevant and as accurate as possible, although some information compiled requires onerous processes to complete. Need to look at the value of time versus output and value of information and possibly find other methods that may not be so onerous for compiling information.
- performance measures are largely subjective so hard to measure
- but not timely which is a significant concern. Used more to report where we were rather than where we are going.
- I know the info in the annual report and financial plan is pretty accurate
- While reporting of performance measures seem realistic and believable, I have not noticed any verification of claims
- Tied to budget, revenues/expenses and usage numbers. Statistical, not qualitative.
- We would hope so. Sometimes confusing as to whether we are measuring from outside sources or internally.
- It's hard to agree or disagree. How do you know?
- I believe the information is accurate and collected appropriately, but it may not necessarily be the most important.
- No idea.
- Accurate and believable by whom?
- No idea.
- In our department, yes.
- They seem to reflect the reality of the daily departmental operations

## Performance Measurement at the Regional District of Nanaimo

### Question 13

The current measures of performance that are regularly collected and reported provide an adequate 'picture' of performance at the departmental level (where applicable focus your response on your particular experience/Department/work/service area)							
Answer Options	strongly disagree	disagree	neutral	agree	strongly agree	mean	Response Count
	1	17	25	19	0	3.00	62
comments							15
<b>answered question</b>							<b>62</b>
<b>skipped question</b>							<b>0</b>

- Somewhat, once again depending on what is measured, some measurements make sense, others do not. Needs work.
- the use of statistically generated reports in my work areas provide an adequate picture of performance however, the collection of some data can be tedious therefore, an examination of current performance measures would be valuable. I should note however that the systems used in the past 1 to 2 years has dramatically improved my ability to monitor and measure performance of two of my work areas by generating statistical reports using internal database systems. Other performance measurement such as program success tends to be less tangible in terms of statistical information however, the measure of success is based on an analysis at the end of the programs that often includes a wide range of information gathering from a variety of sources, i.e.: outside agencies, general public and contract employees.
- Business plans and performance measurements do not necessarily recognize all the activities that are undertaken. Considerable effort and time (and performance) may be expended on initiatives that are not included in Business Plans or Strategic Plans established at the start of each year (i.e. new tasks, new initiatives, new directives (without new resources) may not be effectively recognized).
- largely measures whether projects have been completed
- data not timely as too cumbersome to collect and could be more relevant if broken down into smaller units.
- We don't have overt performance measurements in our area, we have lots of deadlines and statutory requirements that generate performance.
- They only capture portions (albeit important ones) of the work in any department. Can't provide a picture of the overall department's performance.
- I would suggest that measures of performance are not regularly collected and reported.
- Its functional but certainly could be improved for better picture. Staff don't know what is evaluated or why.
- A little more difficult in Administration and HR. Eg. Having a lot of interviews in a year only shows how busy, or not, the department is but doesn't always reflect performance.
- I find they focus more on facilities, not on the entire department.
- If so, the 'picture' is not shared with staff.
- No idea. No report on measures of performance has ever been put before me.
- In Recreation, not all measures of performance are reviewed on a regular basis.
- Solid Waste is very goal oriented and we have specific goals outlined in the dept. business plan. These are closely adhered to and programs and measures are implemented to achieve the Dept's goals.

### Question 14

The current measures of performance that are regularly collected and reported provide an adequate 'picture' of performance at the RDN at the organizational level							
Answer Options	strongly disagree	disagree	neutral	agree	strongly agree	mean	Response Count
	0	18	30	14	0	2.94	62
comments							13
<b>answered question</b>							<b>62</b>

## Performance Measurement at the Regional District of Nanaimo

<i>skipped question</i>	<b>0</b>
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1. More focused on departmental level and not sure that it provides an accurate picture at the organizational level?
2. see comments question 13.
3. see Q13 comments
4. To some degree, but info is not generally reported or evaluated
5. See above
6. From my limited experience, they more closely provide a picture of ideal/ aspirational performance more than actual performance.
7. The only organizational performance levels that I can think of are financial in nature.
8. I disagree only in the sense that we do not compile all the data into a single report with comments. Our budget presentation is factured in that sense.
9. Somewhat agree.
10. not sure. Maybe and maybe not.
11. No idea.
12. No idea.
13. See above

### Question 15

<b>The reporting that is annually produced from the current measures is useful and valuable to residents of the RDN in understanding how the organization is performing</b>							
<b>Answer Options</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>	<b>mean</b>	<b>Response Count</b>
	1	17	21	22	1	3.08	62
comments							14
<b><i>answered question</i></b>							<b>62</b>
<b><i>skipped question</i></b>							<b>0</b>

1. Not sure the public (residents) care too much about the information compiled, do not believe they see the detail, it is more valuable internally, would need considerable work to be valued externally.
2. in terms of statistical data (number of permits, enforcement statistics), these measures are useful and valuable to residents of the RDN.
3. Very few residents look closely at annual report or business plans and may not understand if they do.
4. I believe the metric of primary concern in the minds of residents is amount of tax dollars collected. Interest in actual projects is limited. In fact, a lengthy list of projects is likely to be perceived as a waste of tax dollars.
5. Our recreational facilities are busy and serve a huge number of residents, yet receive little recognition in reporting to RDN for regular operations. Instead, new projects etc seem to receive kudos. In reality the pool needs an expansion for the community, but this has not been identified to the board, Needs a strategic plan for expansion to pool and a wellness centre, to further improve health of residents, therapy, increase fitness levels allowing seniors to ben in their home longer, and more self-sufficient and less costs to the very limited health care system here.
6. As far as I know, we don't do any coordinated annual reporting.
7. Agree somewhat.
8. Don't know if it is available or not
9. I don't think most residents of the RDN are even aware of the measurements or reporting structure.
10. As a resident of the RDN, I have no idea how this local government performs relative to others or to whatever standards, internal or otherwise, that might be in place. That plans and initiatives exist is communicated but "how are we doing" does not appear to be part of the communication with perhaps the exception of garbage.
11. Hard to say. Have no sense of a 'report card' on performance issued to residents by the Region.
12. Seems fairly understandable, but not sure if public is aware of the information.
13. The main tool for reporting performance is the RDN's perspectives and this reports the RDN's decision making process on many issues currently being reviewed.
14. The public have little way of understanding some of the performance measures that are established inter-departmentally. Many performance indicators in my area are written in the jargon or measurement language of my professional area and are unintelligible for the average RDN ratepayer.

## Question 16

If you were asked to describe what the product(s) of your service area are, how would you describe them?	
	Response Count
	62
<b><i>answered question</i></b>	<b>62</b>
<b><i>skipped question</i></b>	<b>0</b>

1. "individually and family based health and wellness, active and healthy lifestyles
2. customer service oriented
3. community enhancement and enrichment"
4. range of services to the community - building inspection, planning bylaw enforcement, policy development
5. Emergency planning, response, recovery, mitigation
6. "customer service reliability"
7. "Community based services:
8. 1). building permits
9. 2). bylaw enforcement services
10. 3). emergency preparedness"
11. Wastewater Treatment, Planning and Education
12. Clean, sustainable water delivery systems well supported financialy (Dito for sewer collection and streetl lighting)
13. Not clear on this Q but likely providing a variety of cost effective and efficient services to residents to enhance livestyle, protect the environment and strive for a sustainable region.
14. Provision of parks, recreation and culture services. Community development services. Park land and natural area protection.
15. projects
16. providing facilitating servcies for area residnets.
17. "-Application Processing
18. -Development/amendment of bylaws,procedures and policies in compliance with the goals and objectives of the Board."
19. Support department for other areas, processing thousands of receivables and payables, meeting statutory reporting deadlines and other local gov't act requirements, ensuring accuracy of financial records of RDN, obtaining clean audit opinion, etc.
20. To provide cost-effective, reliable solid waste management services that promote and support the goal of zero waste.
21. Support and development of the District's information and geographical systems infrastructure
22. Water - clean, efficiently provided and costed to reflect the long term health of the system and supply.
23. Primarily information, and ideally Board decisions based on good information. More specifically: research results, plans, implementation tools, communication materials.
24. Community-based recreational activities, services, community development/partnerships to all ages of D69 community. Quality but limited aquatic facility and services to D69.
25. Satisfied customers
26. Experiences, facilities, land conservation
27. "processing documents
28. responding to questions
29. preparing reports on new and existing initiatives
30. perparing, reviewing and monitoring financial performance"
31. Provide customer service at solid waste facilities.
32. Oversee the organization
33. Administrative/HR/ & Communication support,
34. Elected
35. Service to the community and better communicaton
36. Court of public opinion on how well you are doing your job.

## Performance Measurement at the Regional District of Nanaimo

37. Better understanding of level of Service and the Cost of Service
38. Plans
39. Stress reduction and well being
40. Community and Regional Planning, Development Services
41. Ravensong Aquatic centre: education
42. We provide Recreation services to all residents of district 69. We offer opportunities within our two facilities (Ravensong Aquatic Centre and Oceanside Place) and throughout the community in areas E, F, G, H, Parksville and Qualicum Beach.
43. Recreation and Parks- I don't want to specify
44. recreation
45. Resolving complaints regarding properties in the RDN as they relate to various Bylaws.
46. A safer, cleaner environment.
47. Customer Service
48. Service to residents
49. The product of my service area is stewardship of lands, along with safe public access to parks.
50. We provide services and programs to enhance the health and quality of life of the general population.
51. Provide and maintain community utilities and educate public on better management practices (source control, water conservation, protecting drinking water, septic system education).
52. water supply, water quality
53. community and regional planning
54. unknown
55. Solid Waste dept.
56. To provide recreation opportunities to all residents that are affordable and accessible.
57. personal well being
58. accounting for revenue & expenses
59. Education, communication, infrastructure.
60. Aquatic program and services
61. Brown, liquidy, smelly...
62. good and efficient customer service

### Question 17

<b>Are there any other comments you would like provide in relation to the current collection and reporting of performance measures at the RDN?</b>	
	<b>Response Count</b>
	26
<b><i>answered question</i></b>	<b>26</b>
<b><i>skipped question</i></b>	<b>36</b>

1. Needs more work and more time to focus on the work needed - needs to become a priority, would like some assistance in changing and developing from top down, looking forward to this opportunity for future consideration and positive change. Thanks...
2. "I think its important to have the right performance indicators in place that tell the real story.
3. I also like the bench marking against other comparable size operations."
4. We need to make sure that we are using the right performance measures and that we clearly understand the objects, targets and actions related to these measures.
5. no
6. Usually done once a year during the budget development process. In the service sector, some measurement indicators are challenging to quantify. Health promotion, disease prevention as an example. Quality of life etc.
7. No
8. Need a strategic approach to planning in our department with a clear vision, purpose, goals.
9. The challenge with the current collection and reporting is that the measurement indicators are limited in scope, and for some departments, difficult to use as a 'measurement' instrument.
10. Benchmarks in Administration/HR area are sometimes hard to quantify.

## Performance Measurement at the Regional District of Nanaimo

11. Performance Measurement is a management tool that is not understood by the elected official or the taxpayer as to its importance of the effectiveness and efficiency of the RDN.
12. no
13. High performance is no guarantee of increases in budget -- budget is usually driven by policy priorities.
14. base on service model with priority client identified as public
15. At the staff level, involvement in performance measurement and monitoring is lacking.
16. I have no idea what they are
17. no
18. I would like to see the information shared more regularly. In another municipality I had attended a meeting where all members of the organization were invited to hear a presentation on the strategic plan and the outcomes. This happened once every year or couple of years and really helped to get everyone on board.
19. No
20. If performance measures are deemed so important, then their role in management and operations should be clarified with staff.
21. It would be interesting to have a survey of all employees to see what they think about the way their department run. What they think is positive and what they think could be done to improve the operation. Not all employees have email access.
22. While they probably have value, the whole concept doesn't seem to trickle down to the front line.
23. As per comment attached to Question 3, I would like to have more input and feedback on my Departments Performance.
24. Needs some work.
25. Very difficult to report out on the performance of other departments as there is limited interaction between other departments, or this survey should have been directed to managers only.
26. would like to see these presented to staff

### Question 18

<b>I am aware of the Strategic Plan document Integrated Solutions for a Sustainable Future .</b>		
	<b>Response Percent</b>	<b>Response Count</b>
yes	79.0%	49
no	21.0%	13
<b>answered question</b>		<b>62</b>
<b>skipped question</b>		<b>0</b>

### Question 19

<b>Have you read the document?</b>		
	<b>Response Percent</b>	<b>Response Count</b>
yes	61.3%	38
no	38.7%	24
<b>answered question</b>		<b>62</b>
<b>skipped question</b>		<b>0</b>

### Question 20

<b>Do you regularly refer to the Strategic Plan in your work at the RDN as a reference document?</b>		
	<b>Response Percent</b>	<b>Response Count</b>
yes	33.9%	21
no	66.1%	41
comments		12
<b>answered question</b>		<b>62</b>

## Performance Measurement at the Regional District of Nanaimo

<i>skipped question</i>	<b>0</b>
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1. Not every day but at least every other month.
2. but refer to it periodically
3. but not that regularly
4. it can be difficult to relate daily routine tasks to the strategic plan
5. Probably a few times a year to help with budgeting, reports (background) and in answering questions the public or staff may have on our direction.
6. Regularly is relative to the issue at hand.
7. Excellent document and guide for decisions and action.
8. Key document to Long Range Planning Projects
9. I refer to the Recreation Master Plan
10. I have looked at it but not read totally
11. The Strategic Plan has never been presented to my unit and certainly has never been identified as a document of operational relevance. I've looked at it out of personal interest.
12. Solid Waste Management is an integral part of any sustainability plan as methane gas from landfills is a major contributor of GHG's. The RDN has been instrumental in developing relationships with industry to help to reduce GHG's and to create a beneficial use for the methane gas. This is done by using the gas to generate electricity. In addition, the roll out of the new Green Bin Program will make the region more sustainable by diverting approximately 6,000 tonnes of food waste from the landfill. The RDN will have the highest diversion rate in the country once this program is implemented.

### Question 21

<b>Regional Federation</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
To be one of the most cooperative, well-managed and visionary regional districts in the province.	41.1%	23
To strengthen the working relationship between municipalities and electoral areas as regional federation partners, and increase effectiveness through cooperation.	58.9%	33
To enhance the reputation and recognition of the RDN as a valuable and effective level of government in creating and delivering services, as well as conducting research and creating opportunities for dialogue with its residents.	42.9%	24
To enhance the Board's ability to have open, frank, balanced and objective discussions on complex issues prior to making decisions.	28.6%	16
To achieve increased clarity on future expansion of municipalities and incorporation of electoral areas.	12.5%	7

## Performance Measurement at the Regional District of Nanaimo

To enhance relationships between the RDN and adjacent regional districts, and between the RDN and other orders of government.	19.6%	11
<b>answered question</b>		<b>56</b>
<b>skipped question</b>		<b>6</b>

### Question 22

<b>Sustainable Communities</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Finalize and begin implementing the revised Regional Growth Strategy.	30.9%	17
Promote sustainable development initiatives and policies throughout the region.	41.8%	23
Increase understanding in the public, the media and the development industry of the importance of growth management and sustainable development.	60.0%	33
Implement the Corporate Energy and Emissions Plan for the RDN, and achieve carbon neutral operations by 2012.	21.8%	12
Complete the Community Energy and Emissions Plan.	10.9%	6
Increase affordable housing and housing choices that support "ageing in place".	32.7%	18
Develop a strategy to implement building inspection across all electoral areas over time.	27.3%	15
Promote approaches to resource and industrial development that minimize negative impacts on communities and watersheds and support sustainable communities.	34.5%	19
Minimize nuisances that negatively impact the quality of life in the region.	14.5%	8
<b>answered question</b>		<b>55</b>
<b>skipped question</b>		<b>7</b>

### Question 23

<b>Transportation and Solid Waste</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>

## Performance Measurement at the Regional District of Nanaimo

Continue to enhance transit service in the RDN in consultation with BC Transit, municipalities and other stakeholders.	70.9%	39
Continue to encourage residents to use transit and non-automobile forms of transportation.	36.4%	20
Promote the development of pedestrian oriented and ecologically friendly streets and parking areas in the region.	50.9%	28
Reduce road trips associated with schools.	12.7%	7
Continue to support a vision for how the E&N railway corridor could support the region's sustainability goals.	32.7%	18
Support increased marine and air transportation options linking the region with other areas,	20.0%	11
Continue to work to achieve the region's zero waste goals.	38.2%	21
Develop a broader understanding of and commitment to progressive waste management measures in residential, commercial and industrial sectors.	23.6%	13
<b>answered question</b>		<b>55</b>
<b>skipped question</b>		<b>7</b>

### Question 24

<b>Regional and Community Utilities</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Continue to improve the quality of treated wastewater in the region to reduce risks and impacts.	44.4%	24
Continue to develop progressive and efficient water management systems across the region.	68.5%	37
Ensure water is used in the most efficient manner possible in homes and businesses.	61.1%	33
<b>answered question</b>		<b>54</b>
<b>skipped question</b>		<b>8</b>

### Question 25

<b>Recreation and Parks</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>

## Performance Measurement at the Regional District of Nanaimo

Continue to pursue the acquisition of additional parkland in the region.	39.6%	21
Continue to promote innovative park plans and management practices for RDN parks.	54.7%	29
Increase public understanding of parks opportunities and the desire for environmental protection.	41.5%	22
Review and implement recommendations from recreation service master plans.	35.8%	19
<b>answered question</b>		<b>53</b>
<b>skipped question</b>		<b>9</b>

### Question 26

<b>The priorities and actions of the strategic plan are important factors in influencing and/or directing the decisions that are made by the RDN Board.</b>							
Answer Options	strongly disagree	disagree	neutral	agree	strongly agree	mean	Response Count
	1	2	10	31	10	3.87	54
comments							7
<b>answered question</b>							<b>54</b>
<b>skipped question</b>							<b>8</b>

1. Very important but the SP may not play a significant enough role in decision making
2. that's the point of a strategic plan
3. The strategic priorities provide an important framework for Board discussions, however the influence over decision making is not always apparent.
4. The Strat Plan is done without public consultation so that is the caveat.
5. They should be important factors - are they though when directors face massed opposition to something?
6. No idea. Pretty varied set of priorities and actions, with silo approach to the business of local government. Hazard a guess political flexibility remains paramount.
7. Yes, Board direction provides the necessary resources for staff to plan and implement new programs based on board priorities.

### Question 27

<b>The priorities and actions of the strategic plan should be more important in influencing and or directing the decisions that are made by the RDN Board.</b>							
Answer Options	strongly disagree	disagree	neutral	agree	strongly agree	mean	Response Count
	0	2	14	30	8	3.81	54
comments							7
<b>answered question</b>							<b>54</b>
<b>skipped question</b>							<b>8</b>

1. Is this not the case? It should be as noted in 1.
2. Sometimes we don't follow our own advice.
3. altho would agree some flexibility is necessary to accommodate changing situations and priorities
4. Politics makes this difficult to achieve
5. public view needs to be involved
6. A better set of priorities and actions would be required in order to obtain consistent buy-in by the politicians.

## Performance Measurement at the Regional District of Nanaimo

- These priorities and actions should adopted by the board in order for staff to carry out the board's direction.

### Question 28

The current measures of performance that are regularly collected and reported play an important role in the development of the priorities and action areas of the Strategic Plan							
Answer Options	strongly disagree	disagree	neutral	agree	strongly agree	mean	Response Count
	0	10	26	18	0	3.15	54
comments							8
<b>answered question</b>							<b>54</b>
<b>skipped question</b>							<b>8</b>

- Not the case for this area. Certainly in some other areas this seems to be the case.
- Not sure the performance measurement information is considered during the development of the strategic plan. May be wrong.
- there is some link between statistical information and strategic plan, but not an extensive one
- I don't know current measures collected.
- Somewhat agree.
- not from an elected official perspective but that doesn't mean they should be.
- No idea.
- I think the intent is there. It is difficult to comment when the results are not as clearly articulated as the original strategic planning document.

### Question 29

The current measures of performance that are regularly collected and reported provide an adequate 'picture' of progress toward the established Strategic Plan priorities							
Answer Options	strongly disagree	disagree	neutral	agree	strongly agree	mean	Response Count
	0	15	24	14	1	3.02	54
comments							7
<b>answered question</b>							<b>54</b>
<b>skipped question</b>							<b>8</b>

- Based on the SP priorities, this is the case, but not well established at the Board level other than in a very broad scope.
- The provision of an adequate picture of progress toward priorities does not seem to figure prominently in measures of performance.
- Not completely sure of all the data that is being collected
- No idea.
- Not sure how these are reported out
- There seems to be a disconnect between the strategic plan, regional growth strategy, and the operational/implementation plans.
- don't know

### Question 30

The current measures of performance that are regularly collected and reported are closely linked with the Board's goals and priorities as expressed in the Strategic Plan							
Answer Options	strongly disagree	disagree	neutral	agree	strongly agree	mean	Response Count
	0	10	29	14	2	3.20	54
comments							8
<b>answered question</b>							<b>54</b>
<b>skipped question</b>							<b>8</b>

## Performance Measurement at the Regional District of Nanaimo

1. Arguable, there is a relationship, but cannot agree it is closely linked like other goals and priorities in other departmental areas.
2. But you have to look for the information - there is no obvious performance reporting in any of the documents I've seen.
3. I believe this is true, though not overtly stated.
4. Somewhat agree. They seem to be good at writing down the big goal but not so good at the day to day activities.
5. I suspect they are but have never been exposed to the linkage.
6. No idea.
7. I do not know the board well enough to comment!
8. I presume that the department business plans are a reflection upon the progress of the measures that are implemented.

### Question 31

<b>Are there any other comments you would like provide regarding performance measurement at the RDN in relation to the Strategic Plan?</b>	
	<b>Response Count</b>
	11
<b><i>answered question</i></b>	<b>11</b>
<b><i>skipped question</i></b>	<b>51</b>

1. Area needs to be more recognized, does not seem to be valued at the Board level like so many other areas, even less represented in its own department in relation to other service area. Have you guessed yet? (Recreation and Parks).
2. no
3. Strategic plan goals are so broad in nature that it is very difficult for staff at an operation level to relate them to their work or embrace them.
4. If I understand the performance measurement correctly, it does not seem closely connected to the Strategic Plan specifically.
5. Pretty limited and uninspiring for Recreation department....considering we are one of the largest departments there needs to be more concrete goals and strategies... improve community health,
6. Not necessarily a clear linkage between the Strategic Plan priorities and the measurement indicators in the Business Plans
7. There is a political aspect to elected official decision making which does not fit easily into the round holes of Performance Measurement Management.
8. I have no idea how it is relevant to me and what I do on a daily basis
9. no
10. I sometimes question the accuracy of the information provided to create these measures of performance.
11. Is there a Strategic communications plan and ongoing steering committee to report progress and initiatives. Do you provide regular status reports to the RDN Board?

### Question 32

<b>Concerns regarding the reliability or accuracy of available data</b>								
<b>Answer Options</b>	<b>not at all</b>	<b>hardly at all</b>	<b>a little</b>	<b>to a moderate degree</b>	<b>to a great degree</b>	<b>mean</b>	<b>Response Count</b>	
	3	13	20	12	5	3.06	53	
comments								0
	<b><i>answered question</i></b>							<b>53</b>
	<b><i>skipped question</i></b>							<b>9</b>

## Performance Measurement at the Regional District of Nanaimo

### Question 33

Limited time or resources available to collect data							
Answer Options	not at all	hardly at all	a little	to a moderate degree	to a great degree	mean	Response Count
	0	6	13	25	9	3.70	53
comments							4
<b>answered question</b>							<b>53</b>
<b>skipped question</b>							<b>9</b>

1. Not a priority during the operational year, although should be as it is written as part of the annual business plan.
2. spending additional time connecting one's activities to priorities outlined in the Strategic Plan may present a challenge.
3. May keep it simple and use what we have available.
4. It is up to staff to identify priorities in the Strategic plan and approach change by implementing the those measures that have the largest impact on improving environmental quality in the RDN.

### Question 34

Fundamental absence or lack of data (appropriate measures are not available)							
Answer Options	not at all	hardly at all	a little	to a moderate degree	to a great degree	mean	Response Count
	3	15	15	16	4	3.06	53
comments							5
<b>answered question</b>							<b>53</b>
<b>skipped question</b>							<b>9</b>

1. believe data needs to be easily accessible and relevant. Purchasing high end benchmarking Cognos like software should be considered but carefully thought out before committing to.
2. The strategic priorities are not data driven. Measurement could in many circumstances be qualitative.
3. It is always possible to develop measures. The quality may not be the best to start with, but that can be resolved over the mid-term. There's nothing about local government that cannot be measured.
4. May be some intangibles that cannot be measured, but should be considered.
5. The data is available and by collaborating with other agencies working as partners is always an option.

### Question 35

Staff does not have the capacity to collect or interpret data							
Answer Options	not at all	hardly at all	a little	to a moderate degree	to a great degree	mean	Response Count
	1	5	10	8	0	3.04	24
comments							4
<b>answered question</b>							<b>24</b>
<b>skipped question</b>							<b>1</b>

1. This is a perceived barrier more than an actual barrier.
2. Depends on what is being measured, but staff is often already dealing with the information on a daily basis.

## Performance Measurement at the Regional District of Nanaimo

3. There are many consultants that specialize in Sustainability and can assist staff in achieving the region's goals.
4. Would be happy to get training for this.

### Question 36

<b>Costs associated with data collection/maintenance are too great ('not in the budget')</b>							
Answer Options	not at all	hardly at all	a little	to a moderate degree	to a great degree	mean	Response Count
	1	13	18	15	6	3.23	53
comments							0
<b>answered question</b>							<b>53</b>
<b>skipped question</b>							<b>9</b>

### Question 37

<b>Concerns regarding repercussions for 'negative' performance</b>							
Answer Options	not at all	hardly at all	a little	to a moderate degree	to a great degree	mean	Response Count
	4	15	15	18	1	2.94	53
comments							5
<b>answered question</b>							<b>53</b>
<b>skipped question</b>							<b>9</b>

1. Service provision and annual operations remain key to success of service area, measurements flow up or down and are considered if too concerning.
2. I think there is a general desire to cast performance in a positive light, regardless of outcomes. The issue is more that there is an inherent unwillingness to acknowledge when success is limited, which can be as important as a success. You often learn more when performance does not meet expectations, and staff should be encouraged to recognize this rather than cast mediocrity in a positive light.
3. No question: the organizational culture is not prepared for dealing with declarations of winning and losing efforts.
4. Does not seem like an effective approach to improve overall performance.
5. It is important to include communications and public consultation in any plan to get buy in from the community.

### Question 38

<b>Performance measurement just doesn't really matter because decisions get made anyway (the information is not considered in the decision making process)</b>							
Answer Options	not at all	hardly at all	a little	to a moderate degree	to a great degree	mean	Response Count
	5	10	16	17	5	3.13	53
comments							6
<b>answered question</b>							<b>53</b>
<b>skipped question</b>							<b>9</b>

1. Service provision continues and day to day priority operations are maintained, which each year may mean particular measurements are not achieved, but these do not necessarily have a negative impact overall.
2. Depends on who's involved in the decision making process

## Performance Measurement at the Regional District of Nanaimo

3. Doesn't mean we can't change.
4. Not Sure
5. A little concern that the outcome is not being used in future decisions.
6. This is why PUBLIC CONSULTATION is extremely important. With the age of the internet and the ability of community groups to express their views it is essential that govt officials demonstrate ability for two way communication, transparency and accountability with respect to decision making in the public process.

### Question 39

The performance objectives to be measured against are unclear							
Answer Options	not at all	hardly at all	a little	to a moderate degree	to a great degree	mean	Response Count
	2	5	27	16	3	3.25	53
comments							0
<b>answered question</b>							<b>53</b>
<b>skipped question</b>							<b>9</b>

### Question 40

Are there any particular difficulties to be faced by the collecting of performance data in your service area?	
	Response Count
	29
<b>answered question</b>	<b>29</b>
<b>skipped question</b>	<b>33</b>

1. Some of the data collection can be very onerous and challenging and ensuring some of the key priorities are prioritized and achieved is not always the case during the year due to other workload responsibilities
2. not always quantitative
3. resources
4. the current systems are useful and adequate for the collection of performance data.
5. Same as the "to a moderate degree" responses above.
6. meaningful and accurate data collection is costly and time consuming
7. not a priority to establish objective performance data
8. The time commitment needs to be made. Time to collect, time to analyze, time to strategize and time to implement.
9. no time to collect data and haven't clearly identified what performance measures are
10. Much of the work is not amenable to data collection, is qualitative in nature, or requires fundamentally new ways of thinking about problems before on-the-ground results can be realized (structural/ legal barriers to implementation).
11. Adequate staffing
12. we don't have time or a way to measure what we do
13. Not always easy to interpret the performance data
14. Performance Measurement will eventually tell you how well an organization is doing towards it's goals, however it ultimately tells you personnel and personal performance. How do you measure a politicians performance?
15. Resources and time
16. People who are not connected to company email make up the majority of employees in my service area and therefore will not get this survey and the resulting data will be inaccurate
17. We don't have a "standard" for collection.
18. impact to children and youth and life long learning, participation and inclusion. Numbers are limited and do not gauge well being, community spirit
19. Reliance to collect the data by employees that don't really understand the importance of accuracy.
20. Yes.

## Performance Measurement at the Regional District of Nanaimo

21. Not that I'm aware of
22. No.
23. Available staff time
24. Having a solid waste management plan and clear business plans helps to achieve goals and objectives that are tied directly to a service.
25. Evaluation survey numbers can be limited.
26. Peoples goals for participating in recreation are diverse and hard to define as data
27. n/a
28. No: but the data is not used. Alternately, it is difficult to generate data without a strategic direction.
29. time and training

### Question 41

<b>Are there any other comments you would like provide in relation to any barriers to adopting, using and reporting performance measures at the RDN?</b>	
	<b>Response Count</b>
	12
<b><i>answered question</i></b>	<b>12</b>
<b><i>skipped question</i></b>	<b>50</b>

1. Whatever may be adopted, there needs to be some clear understanding of what is desired, why so (value), and how best to do so to ensure it is done each year as a priority and the most effective and efficient manner as possible. There needs to be buy in from staff to do so.
2. no
3. Available time to do it right
4. I think there might be improvements if one person or department was responsible for overseeing the collection of data to improve consistency, regularity and timeliness
5. Union environment
6. recreation needs diversity, investment, public events can build capacity and positive relationships for the RDN
7. No
8. By measuring and managing performance, in a framework, we can build a high performance culture, and enhance oppourtunities.
9. No.
10. Public consultation is an extremely important step in setting policy and decision making.
11. I would like to see a balance between seniority and performance within the Union environment
12. making the information useful and available to staff to work with it on a regular basis

### Question 42

<b>The link of activities and services (program performance) to budgeting and financial management is the most important function that performance measurement data collection and reporting can provide</b>							
<b>Answer Options</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>	<b>mean</b>	<b>Response Count</b>
	1	11	16	20	3	3.25	51
comments							7
<b><i>answered question</i></b>							<b>51</b>
<b><i>skipped question</i></b>							<b>11</b>

1. That may be the intent and sounds great, and may likely be the way it should be, but certainly not the case.
2. more accurate comparison should be inputs vs. outputs and effective vs. efficient
3. yes it is important, but the link to improving public perception is as important
4. Not all taxpayers will recognize the value of work, and the results of some work may only be evident years after the project is complete. In these situations, over-emphasis on the link between activity and money may cloud this.

## Performance Measurement at the Regional District of Nanaimo

5. face to face time has value in positive PR and representation of the RDN
6. A grammatical check might be useful in the above introductory paragraph: "...community to manage the financial affairs". I don't think Nancy wants "manage" in our financial affairs.
7. There are other benefits of the monitoring

### Question 43

<b>The current measures of performance that are regularly collected and reported are useful and valuable to staff and elected officials of the RDN in understanding and supporting current budget decisions</b>							
<b>Answer Options</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>	<b>mean</b>	<b>Response Count</b>
	0	9	15	23	4	3.43	51
comments							3
<b><i>answered question</i></b>							<b>51</b>
<b><i>skipped question</i></b>							<b>11</b>

1. There is a disconnect, not necessarily related to budget decisions.
2. We do not have a good analytical review of the cost of achieving targets
3. CAO, Gen Managers and Managers. Don't think elected officials pay that much attention.

### Question 44

<b>The current measures of performance that are regularly collected and reported are useful and valuable to staff and elected officials of the RDN in planning and establishing annual budgets</b>							
<b>Answer Options</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>	<b>mean</b>	<b>Response Count</b>
	0	11	16	21	3	3.31	51
comments							4
<b><i>answered question</i></b>							<b>51</b>
<b><i>skipped question</i></b>							<b>11</b>

1. same as 2.
2. There are likely many more measures that would be helpful as well.
3. The link is there but not really the focus of attention. We could do better in this regard.
4. Same comment as above.

### Question 45

<b>The current measures of performance that are regularly collected and reported are useful and valuable to staff and elected officials of the RDN in monitoring the financial performance of individual Departments or service areas</b>							
<b>Answer Options</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>	<b>mean</b>	<b>Response Count</b>
	1	12	15	19	4	3.25	51
comments							5
<b><i>answered question</i></b>							<b>51</b>
<b><i>skipped question</i></b>							<b>11</b>

1. not sure how well they are linked to financial performance
2. same as above. Once a budget is established, we monitor against budget. But the budget isn't necessarily established based on performance objectives.
3. in some departments that have meaningful measurement indicators
4. somewhat
5. Same comment as above

### Question 46

## Performance Measurement at the Regional District of Nanaimo

The reporting that is annually produced from the current measures is useful and valuable to residents of the RDN in understanding and supporting budget decisions							
Answer Options	strongly disagree	disagree	neutral	agree	strongly agree	mean	Response Count
	1	16	14	18	2	3.08	51
comments							5
<b>answered question</b>							<b>51</b>
<b>skipped question</b>							<b>11</b>

1. too subjective, nothing is being measured
2. Maybe to a very informed resident
3. I agree that it can be useful for those that know how to interpret the information
4. While I agree, it is rarely understood by the average person.
5. I agree the data provided is useful to those wanting to develop certain area within their department

### Question 47

Is there anything else on this topic you would like to add?	
	Response Count
	0
<b>answered question</b>	<b>0</b>
<b>skipped question</b>	<b>62</b>

### Question 48

Are there some measures for some Departments or Service Areas that are more important than others?		
	Response Percent	Response Count
yes	71.4%	35
no	28.6%	14
<b>answered question</b>		<b>49</b>
<b>skipped question</b>		<b>13</b>

### Question 49

If so, what do you think those more important measures are?	
	Response Count
	32
<b>answered question</b>	<b>32</b>
<b>skipped question</b>	<b>30</b>

1. Areas that are politically charged or trendy.
2. Areas that specifically relate to each other regarding performance and budgets and decision making.
3. Numbers that can be specifically and objectively measured that pertain to annual production and goals and strategies."
4. I don't think its a case of more important than they need to be reported differently. I think its a case of one measure fits all, I like the bechmarking and performance indicators that are based on the industry standards against other similar operations so you have an idea where you stand.

## Performance Measurement at the Regional District of Nanaimo

5. financial health in terms of revenue levels and the costs of providing the service.
6. Health and safety of the public, employees and the environment
7. "unit costs legislative compliance"
8. Participation rates. Land protection rates. Subsidy levels.
9. would be somewhat department specific, eg, budget utilization, achieving departmental goals, improving staff morale/staff understanding of their role
10. I'm thinking of importance being tied to "impacts" of a performance measure not being met. Some departments have general performance goals while others may be more specific and incur a greater impact if not met.
11. Select indicators that highlight movement toward or away from the Board's vision for a sustainable region
12. "quality of life measures improving health of citizens enhancing info technology
13. develop and retain skills workforce, succession planning for staff and information (not lost when people retire) build new partnerships"
14. GHG reduction
15. statutory permit requirements have to be met i.e.. wastewater effluent measures
16. Indicators that can relate directly back to the measurement of environmental or financial benefits are the most important measures
17. Where you can compare apples to apples.
18. Region Sustainability
19. "Level of Service Area affected"
20. public feed back
21. Collection of local data on matters addressed in the Strategic Plan and RGS.
22. "Cost of paper for photocopying is very easy to track.
23. Watershed sustainability is not.
24. Impact more important to measure than cost efficiency"
25. what is the number of participants in the area, forecast for future years, % of involvement, setting benchmarks
26. Pleasing the board and upper management.
27. Staffing productivity; range of landscapes protected thru parkland acquisition; satisfaction levels of staff and customers
28. "Fiscal responsibility
29. Achieving objectives"
30. They are specific, measurable in terms of product instead of just opinion which cannot in any case be reasonably garnered, and incremental.
31. Measures taken to work towards or achieve the sustainable region initiative.
32. Some are more important only when

### Question 50

<b>What changes could be made to the current measures and annual reporting that would make the information more useful and valuable to residents, elected officials and RDN staff?</b>	
	<b>Response Count</b>
	26
<b><i>answered question</i></b>	<b>26</b>
<b><i>skipped question</i></b>	<b>36</b>

1. Clear understanding by all involved as to how the process works, what is expected, determining and assessing what are the important and valuable aspects that need to be measured, and ensuring there are efficient ways to do the job and to ensure it is followed up throughout the year. Clean and simple.
2. more meaningful measures that would be more available to the staff
3. the current measures are a drastic improvement over this time a year and a half ago. I can't think of ways to improve on it at this time.
4. Annual reporting of performance

## Performance Measurement at the Regional District of Nanaimo

5. Standardization. The measures shift every year so difficult to compare one year to the next.
6. objective, relevant and transparent reporting system
7. stronger link to the actual staff that build and monitor department budgets and deliver the services to residents.
8. Needs to be clear, concise, correct and understandable to all which is easier with things like volume of water used and achievement of gov't mandated levels of pollution in wastewater, etc than it is with things like reducing carbon emissions or achieving park management plans.
9. I'm not sure if performance measurement on its own is going to provide what the public and politicians want. It is good for managers to understand if they are meeting their goals and objectives but the public just generally wants to know if such and such is being done, not if we are meeting a timeline and our project objectives are being met. To a degree the politicians want to know a bit more but they too just want reassurance that a project or priority is moving forward, they don't generally want details or measurement info. Managers want to make sure they are on schedule and meeting the rdn goals whether it is being measured corporately or not.
10. stronger connection to vision, strategic priorities. departmental strategic planning sessions that enable focused discussion on priorities for each department.
11. easily accessible measures, quarterly reports
12. n
13. More realistic targets set up front and clear goals set at the outset.
14. can we find a set of measures in broader categories that deal with "operational" performance as well as "strategic" performance - and put that into a formal annual report. To start with - no more than 6 - 10 in each category.
15. See above.
16. We appear to spend alot of time creating our business plans but don't seem to look at it until we have to update for the next year's budget
17. Communications format that is easily understood by the layman, afterall it is the taxpayers who pay the bill.
18. Compare of year to year costs and services
19. The use of an online 'live' or quarterly snapshot of progress towards or away from the RDN Boards stated goals. I.e. GHG emissions, VMT's, land fragmentation, farm receipts, etc.... Viewable on line at any time by residents and elected officials.
20. At this time, there is not a lot on Community Recreation. That would be helpful.
21. state partnerships in the community
22. Unknown
23. Tell staff about it. Involve staff - communicate in clear and concise ways.
24. Clarify link between performance measures with community, corporate and sustainability objectives.
25. Quantitative (fiscal) data is important but so too is qualitative program measurement.
26. ALL staff presentation and follow up information given to staff by management

### Question 51

<b>Do you use the performance measures that are currently collected and reported at the RDN for any other purposes?</b>	
	<b>Response Count</b>
	30
<b><i>answered question</i></b>	<b>30</b>
<b><i>skipped question</i></b>	<b>32</b>

1. No.
2. no
3. providing statistical information to outside agencies and groups
4. Use for operational purposes
5. no
6. no
7. Yes we have recently started to expand and add to them for our staff to build their own that link to the larger corporate and help them create objectives and strategies.
8. no

## Performance Measurement at the Regional District of Nanaimo

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9. When talking to taxpayers and trying to explain what is on tax bill.
10. Not really.
11. No.
12. writing funding/grant applications
13. no
14. No
15. No
16. No
17. Some performance measures are referenced throughout the year to track trends/variances.
18. no, not really
19. Only reviewed for elected officials at budget time. For Taxpayers, never other than financial updates which are not easily understood by layman. Most people can't understand a financial statement.
20. Yes Compare year to year
21. Yes
22. No
23. no
24. yes
25. No
26. No
27. No
28. No
29. No.
30. no

### Question 52

<b>Is there other performance data related to your particular area of work or role at the RDN that are not currently reported that would better describe program or service performance? If so, what are they?</b>	
	<b>Response Count</b>
	17
<b><i>answered question</i></b>	<b>17</b>
<b><i>skipped question</i></b>	<b>45</b>

1. Not had time to deal with. Always on mind each year we do business plans.
2. Operation and maintenance, preventative maintenance, reliability performance...
3. should undertake an exercise to determine what the best objective performance measures are and then establish an open transparent reporting system
4. Not sure that anything I do is reported as performance data, but that is nature of being a support department
5. Select indicators that highlight movement toward or away from the Board's vision for a sustainable region - far too many to list.
6. "learning and growth of workforce
7. relationship with CUPE/union at times really inhibits progress of department areas.... some measurement tool on working with union. No progress yet on collective bargaining for CA which is 1.5 past due. I find this bizarre - certainly not a futuristic, best place to work scenario. Why is the union 'seemingly' in charge of this lack of progress?"
8. no
9. No
10. If we knew, we would use them ...
11. n/a
12. There is a need to collect and report on growth management performance data. I.e subdivision in the rural areas. Track board decisions based on their consistency with the strategic plan, RGS, and OCP.
13. building relationships within the community to provide service
14. Employee moral

## Performance Measurement at the Regional District of Nanaimo

15. not sure
16. No
17. I don't know... and the survey has become very long.

### Question 53

<b>Are there any limitations to the collection of this information at the RDN? (financial or time costs of accessing/collecting the data, for example)</b>	
	<b>Response Count</b>
	23
<b><i>answered question</i></b>	<b>23</b>
<b><i>skipped question</i></b>	<b>39</b>

1. As previously mentioned, time is a factor, especially if there are other key priorities and the compilation of information is onerous.
2. older systems still present challenges in terms of staff time but overall, the limitations on the collection of information using the newer systems is negligible.
3. Staff to maintain data base and the collect of the data.
4. time costs of accessing/collecting the data
5. financial and time are two biggest, collecting this data is not part of work program
6. mostly time and introducing the concept and practice to staff for buy in.
7. Yes, lack of staff time and financial costs prevent some of this from happening.
8. Time is always a factor
9. I don't think the limitations are significant for the most part.
10. Depends on the extent of indicators to be collected, though time and cost are definitely strong limits. Full range of indicators must be judiciously selected, based in part on availability of data and general relevance.
11. lack of tools for collection, need to review information technology sources
12. Adequate staffing
13. Time
14. Both time and financial implications on data collection do have an impact on how we collect and report on data.
15. Yes, probably. The ability to come up with meaningful performance measures is not always easy.
16. No
17. Resources and time
18. Long term data to support overall health and well being initiatives like zero waste and diverting harmful chemicals from landfills to recreation spending and how it saves health care costs long and how it makes people happier = better society
19. RDN image,
20. No
21. who does the collecting?
22. Political.. financial...
23. costs and training

### Question 54

<b>The review of performance measurement data collected at the RDN should occur on an annual basis – as it is currently in the budgeting process (Business Plans) and the annual report, for example.</b>							
<b>Answer Options</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>	<b>mean</b>	<b>Response Count</b>
	1	9	3	26	9	3.69	48
comments							6
	<b><i>answered question</i></b>						<b>48</b>
	<b><i>skipped question</i></b>						<b>14</b>

1. Some time after the end of the year

## Performance Measurement at the Regional District of Nanaimo

2. plus quarterly at the department level.
3. If possible, should be quarterly. Would be more on top of progress, more responsive if this were the case.
4. quarterly or semi annually for connections to SP, annually has little meaning/accountability
5. could have more check points in the year
6. I assume it does anyway.

### Question 55

<b>Measures of performance that are regularly collected and reported are important because they provide an opportunity to compare performance at the RDN to that in other jurisdictions</b>							
<b>Answer Options</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>	<b>mean</b>	<b>Response Count</b>
	2	6	13	26	1	3.38	48
comments							12
<b><i>answered question</i></b>							<b>48</b>
<b><i>skipped question</i></b>							<b>14</b>

1. Should be, but not so. Time and other priorities a factor. Would disagree if the statement is meant to represent current situation in the department - not quite clear in the intro to this section.
2. Comparing to other jurisdiction can provide us with a benchmark as to where we need to improve
3. Agree, although depending on the indicator and method and accuracy of data collection and analysis, interjurisdictional comparison of performance data may not be conclusive. Standardization of the information may be required.
4. with a word of caution, only if the other RD uses same standard of collection
5. but also the results need to be acted on via strategy. More focus on acting on the data for the future rather than the need to spend so much time collecting historic data and explaining why things have happend.
6. Could be true however it is not clear that measures of performance are used as a comparative tool.
7. but we don't do much of that because it takes so much time! And you always wonder if it's really a perfect comparison. I think we might do better to establish 3-5 year targets and measure against those.
8. somewhat agree. Will use provincial/federal information as opposed to other jurisdictions
9. accountability
10. Isn't that the purpose?
11. To the extent that the measures are consistent across the jurisdictions.
12. cognisant of regional difference and their impact on data

### Question 56

<b>The review of performance measurement data collected at the RDN should occur on a more frequent basis – on a bi-annual or quarterly basis in addition to during the budgeting and annual reporting periods, for example.</b>							
<b>Answer Options</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>	<b>mean</b>	<b>Response Count</b>
	4	14	13	16	1	2.92	48
comments							10
<b><i>answered question</i></b>							<b>48</b>
<b><i>skipped question</i></b>							<b>14</b>

1. Definitely agree, but not a priority in terms of resources, especially time.
2. The more regularly the data is review the sooner action can be taken if a problem is identified
3. annual should be sufficient to establish performance measurement. More frequent review would take too much time.
4. quarterly or bi-annual within departments for working meetings.
5. too much work to collect more often and budget performance data is available more than annually other performance measurement data should be collected on a what makes sense basis, depends on the type of performance and whether it should be annual or more often

## Performance Measurement at the Regional District of Nanaimo

6. I feel annual should be adequate because we are dealing with long term trends.
7. Though subject to time & resources.
8. First you need to educate on what Performance Measurement does before encreasing frequency and cost. Not sure a cost/benefit analysis would justify encreased collection.
9. In-house monitoring, yes, but not for reporting to the public.
10. that is done informally by recreation staff already

### Question 57

How important is the collection, review and reporting of performance measurement data at the RDN to you?							
Answer Options	not at all important	of little importance	moderately important	important	very important	mean	Response Count
	2	9	13	12	12	3.48	48
comments							7
<b>answered question</b>							<b>48</b>
<b>skipped question</b>							<b>14</b>

1. Should be, but in some circumstances not the case due to process, time, other priorities. Use of other data is used regularly and is helpful with budgets, planning, etc., but this type of data not necessarily business plan material.
2. Provides sense of accomplishment, identifies areas where performance is lacking.
3. In theory it is important, but often we don't get the opportunity to really evaluate what the data means and make changes as a result.
4. It is important in terms of identifying key goals for the year and in making sure those goals are aligned with the Strategic Plan. For that purpose alone I think the BP's are a good thing. I don't think we have to elevate their purpose beyond that.
5. important if there's a purpose.... we need a more liveable strategic plan for the Rec and Parks division
6. The collection and reporting of data has little effect on my day to day work, however I recognize the importance of information in managing the Organization
7. In theory. In practice, it doesn't figure anywhere in my work life.

### Question 58

In local government decisions are made in a political environment that is often changing. How concerned are you regarding the reporting of performance measures that are not positive in this environment?							
Answer Options	not at all	a little concerned	moderately concerned	concerned	very concerned	mean	Response Count
	9	18	13	6	2	2.46	48
comments							8
<b>answered question</b>							<b>48</b>
<b>skipped question</b>							<b>14</b>

1. negative information can often be a "snapshot" of the moment and not necessarily a reflection of the bigger picture.
2. Negative performance measures can highlight the need for change. (i.e. increased resources)
3. As long as there is rationale for negative performance and a strategy for addressing it.
4. more of one or two being taken out of context or isolated from the series or dashboard of measurements that should be used.

## Performance Measurement at the Regional District of Nanaimo

5. If Business plans are aligned with the Strategic Plan then those negative measures are supported by the Board (at least at the plan stage). If they take a different tack when issues come up then that is their prerogative.
6. not a concern when there is support of superiors. These are important opportunities to reflect and refocus on priorities, not to blame staff for shortcomings.
7. We have to ensure our political representatives are well informed to ensure good decisions
8. The challenge, not the excuse.

### Question 59

<b>How do you think a revised performance measurement framework or system at the RDN could benefit your service area or role?</b>	
	<b>Response Count</b>
	30
<b><i>answered question</i></b>	<b>30</b>
<b><i>skipped question</i></b>	<b>32</b>

1. Needed and would likely be well received depending on the format, focus and process.
2. "possible resources
3. updated long term plan"
4. yes
5. A comprehensive performance measurement framework could provide me with information on where I need to focus my afford/resources
6. Helps to establish clear priorities and goals
7. would get a truer picture of performance
8. Better understanding of what organization is trying to achieve and how to help achieve goals.
9. Would allow I/T and GIS to allocate resources and request additional resources in order to assist other departments to attain their goals and objectives more effectively
10. By providing a clearer set of targets toward which departmental actions should aim, and clearer connections between projects that are undertaken and board priorities.
11. strategic planning for our department would be more beneficial than PMF. So, at this point, needs a variety of measurements to accurately give a full picture of what work and benefits are occurring
12. Will make the whole department more accountable
13. Would give more direction and focus to yearly and monthly work program.
14. I think performance measurement can be a motivational tool if targets are realistic. People like to be recognized for achieving objectives.
15. More accountability for staff in assisting the Board achieve the strategic priorities.
16. not sure that it would
17. It's hard to say given the familiarity with the current model.
18. It would help rationalize and visualize the difficult decisions that need to be made.
19. It would allow us to look at the bigger picture. It can allow us to plan for the future especially in regards to facilities for recreation. It can allow us to work more closely with other departments in the RDN to achieve some of the goals together: Eg. Sustainability; working on programs designed around sustainability. Park Planning; working on developing parks that can be used for different types of recreation "Nature facilities".
20. Adding new views/measures can only improve
21. Unknown
22. If it is more relevant and understood then it will be of value.
23. "Better communications.
24. More concise objectives.
25. Improved appreciation of objectives across the RDN
26. Improved employee satisfaction."
27. In the end, helps to improve the dialogue between staff and the public because we start to speak a common language and come to follow a common thread or argument about what's being done, why and how well.
28. I think it would change very little the scope or way in which the time of my day is filled
29. It would enhance communication of success in my professional area.
30. more informed employees are better employees

## Performance Measurement at the Regional District of Nanaimo

### Question 60

<p><b>The academic literature on performance measurement indicates the importance of obtaining a full understanding of the aims an organization has for a performance measurement system prior to attempting to implement any such program. The following list provides a range of goals or aims for a performance measurement system at the RDN. Select those aims that you feel would best describe your ideal system of performance measurement for this organization.</b></p>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
to help clarify the RDN's goals, directions and expectations	64.6%	31
to help the RDN learn how to accomplish goals more effectively	39.6%	19
to communicate the priorities of the RDN	45.8%	22
to support planning at the departmental level by linking broad statements of direction to specific operational outputs and outcomes	54.2%	26
to support budgetary planning and resource allocation at the RDN	50.0%	24
to monitor RDN programs and services to make continuous improvements	64.6%	31
to motivate RDN staff and elected officials	37.5%	18
to restore and/or enhance public confidence in the programs and services provided by the RDN	35.4%	17
to enable residents to make better informed decisions in the use of public programs	27.1%	13
to restore and/or enhance public confidence that they are receiving value for money in public spending at the RDN	37.5%	18
to assess whether the RDN is achieving and/or moving forward on established goals and priorities	58.3%	28
to strengthen internal and external accountability at the RDN	45.8%	22
others?		4
<b>answered question</b>		<b>48</b>
<b>skipped question</b>		<b>14</b>

1. all the above are applicable

## Performance Measurement at the Regional District of Nanaimo

2. Related to some of the above: to provide residents with a clear rationale for work undertaken by the RDN
3. They are all important.
4. Performance measures should be communicated outwardly to ratepayers. Ratepayers then can provide comment and, in turn, participate (at least optically) in the allocation of tax money in the RDN.

### Question 61

<b>Are there any other comments you would like provide in relation to the development of new or revised performance measures and reporting at the RDN?</b>	
	<b>Response Count</b>
	0
<b><i>answered question</i></b>	<b>0</b>
<b><i>skipped question</i></b>	<b>62</b>

### Question 62

<b>Are you aware of the PTPT document?</b>		
	<b>Response Percent</b>	<b>Response Count</b>
yes	54.2%	26
no	45.8%	22
<b><i>answered question</i></b>		<b>48</b>
<b><i>skipped question</i></b>		<b>14</b>

### Question 63

<b>Have you reviewed the information contained in the PTPT?</b>		
	<b>Response Percent</b>	<b>Response Count</b>
yes	37.5%	18
no	62.5%	30
comments		5
<b><i>answered question</i></b>		<b>48</b>
<b><i>skipped question</i></b>		<b>14</b>

1. Reviewed quickly, not thoroughly.
2. Have very little knowledge of PTPT
3. Mostly those related to my department
4. There is no shortage of information there. Much of it is repetitive.
5. not since I started work. I did review in preparation for my interview.

### Questions 64

**One of the criticisms of the PTPT document was that in its quest for comprehensiveness it included performance data (indicators) that were too broad, that is, that measure performance and progress in areas that are not under the jurisdiction and/or responsibility of the RDN. How important is it to you that performance measures collected and reported by the RDN be directly relevant to the RDN's work and operational areas?**

## Performance Measurement at the Regional District of Nanaimo

Answer Options	not at all important	of little importance	moderately important	important	very important	mean	Response Count
	1	3	8	13	23	4.13	48
comments							6
<b>answered question</b>							<b>48</b>
<b>skipped question</b>							<b>14</b>

1. We have to be careful that we do not give the faults expectation that we can address issues that we have not authority to do so
2. although we may have the ability to influence progress in other jurisdictional areas.
3. We cover quite a few services in the region but many more are required to complete a community. Sustainable indicators should cover the broad needs of a community, not just our services.
4. More important is the accuracy and relevance of the information
5. though we may not directly address a problem we influence greatly the environment in which it gets addressed
6. but should sufficiently allow for innovation.

### Questions 65

The PTPT document examined performance indicators (measures) in 22 'characteristics'. Of the following 'characteristics' please indicate, in your view, which you feel are appropriate measures of performance at the RDN: (select as many as you wish)		
Answer Options	Response Percent	Response Count
Safe sufficient supply of drinking water	86.0%	37
Important ecosystems and ecological features are protected	76.7%	33
Clean safe air quality	55.8%	24
Natural resources are conserved and renewable resources are promoted	53.5%	23
Energy use is minimized or reduced and obtained in ways that minimize environmental impacts	55.8%	24
The production/emission of green house gases is minimized	58.1%	25
Land is efficiently used and the negative impacts of development are minimized	81.4%	35
Waste is minimized and treated/disposed using environmentally sound methods	79.1%	34

## Performance Measurement at the Regional District of Nanaimo

Healthcare and healthcare facilities are available when needed	32.6%	14
Residents have access to a variety of employment options	18.6%	8
Education and training is available to residents	20.9%	9
Poverty is minimized	32.6%	14
A broad variety of housing options are available and affordable.	53.5%	23
Travel by private automobile is minimized	41.9%	18
Residents care and respect each other and our communities are safe	34.9%	15
There are a number of opportunities for residents to interact with each other and nature	55.8%	24
There is positive economic growth in the region	37.2%	16
Environmentally responsible economic activities are supported by the tax system	34.9%	15
The economy is diverse – wide range of business types and sizes	39.5%	17
A wide variety of employment options exist	27.9%	12
Training is available that qualifies residents for employment	14.0%	6
Urban core areas are recognized in their vitality	55.8%	24
Consumption of regionally produced products is maximized	34.9%	15
<b><i>answered question</i></b>		<b>43</b>
<b><i>skipped question</i></b>		<b>19</b>

### Question 66

<b>Are there any other additional comments you would like provide in relation to the PTPT and the collection and reporting of performance measures at the RDN?</b>	
	<b>Response Count</b>
	8
<b><i>answered question</i></b>	<b>8</b>
<b><i>skipped question</i></b>	<b>54</b>

1. Re Q4: All of the characteristics could apply but to be meaningful "measures of performance", they should be activities over which we have jurisdiction or at least have significant ability to control or influence.

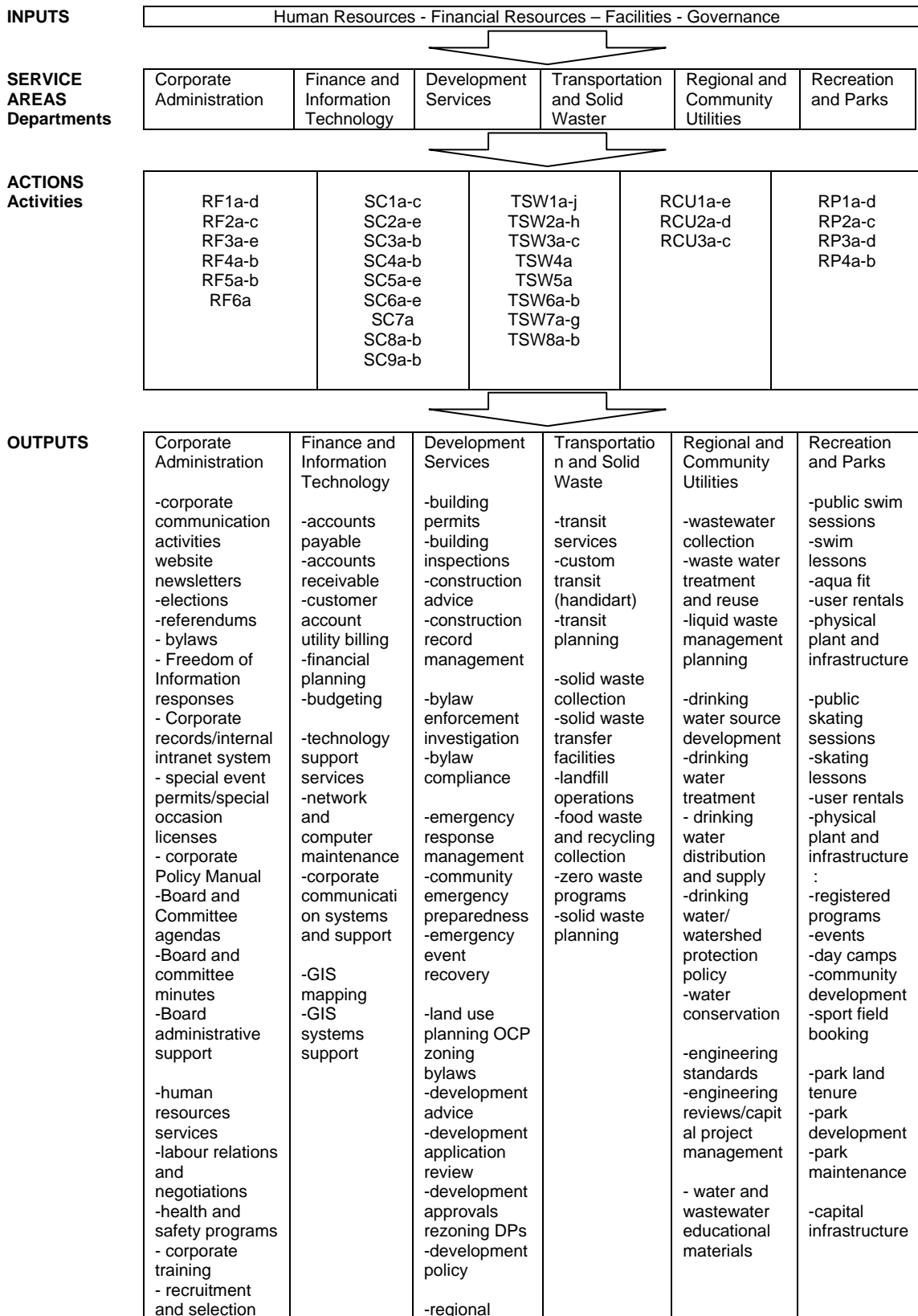
## Performance Measurement at the Regional District of Nanaimo

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2. most of the measures are not relevant and hard to relate to the performance of RDN programs and initiatives. also not easy to collect on a regular basis
3. Some of this seems to be WAY beyond the scope of that the RDN can control and relate to provincial and federal responsibilities more than a regional distirct could possible achieve with current funding
4. Some of the PTPT content is too specific. Some is too broad. Some data is easy to get. Some is hard to get. A comprehensive review is necessary to determine which indicators should be collected and which should be dropped, and how to connect PTPT indicators to more general performance measures at the RDN.
5. The title and these characteristics provide no / minimal direction to the Recreation side of our department. We are a major source of employment, revenue and expenses and there is nothing inspriation or connected to improving the health, connectedness or wellness of our citizens. Why are we providing recreation if there is no connection to the strategic plan? There is no motivation or direction for our dept.
6. This looks like a long list of provincial and federal responsibilities.
7. none
8. I am unsure how much direct control the RDN can exert on the options above.

# Performance Measurement at the Regional District of Nanaimo

## Appendix 4 – Logic Model Graphic Representation



# Performance Measurement at the Regional District of Nanaimo

-personnel records management -job evaluation system management -benefit plans management		growth strategy policy development -RGS conflict resolution -RGS inter-governmental liaison  -corporate energy conservation -community energy management climate action -corporate and community emissions reduction -carbon neutral operations planning -green building policy promotion -climate action planning			
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<b>STRATEGIC GOALS</b>	<b>RF</b> Regional Federation	<b>SC</b> Sustainable Communities	<b>TSW</b> Transportation and Solid Waste	<b>RCU</b> Regional and Community Utilities	<b>RP</b> Recreation and Parks
<b>Intermediate Outcomes</b>	RF1 RF2 RF3 RF4 RF5 RF6	SC1 SC2 SC3 SC4 SC5 SC6 SC7 SC8 SC9	TSW1 TSW2 TSW3 TSW4 TSW5 TSW6 TSW7 TSW8	RCU1 RCU2 RCU3	RP1 RP2 RP3 RP4



<b>OBJECTIVES</b>	<b>CE</b> CLIMATE AND ENERGY	<b>WH</b> WATERSHED HEALTH	<b>ER</b> ECONOMIC RESILIENCE	<b>MA</b> MONITORING AND ADAPTING
<b>Long Term Outcomes</b>	CEa CEb CEc CEd CEe	WHa WHb WHc	ERa ERb ERc ERd ERe ERf	MAa MAb MAC



**VISION** In the year 2030, the Regional District of Nanaimo is a socially, economically, and

environmentally health region, where residents meet their needs without compromising the ability of future residents to do the same.

## Appendix 5 – Logic Model Detailed Intermediate Outcomes/Actions

### **REGIONAL FEDERATION**

**RF1** - To be one of the most cooperative, well-managed and visionary regional districts in the province.

**RF2** - To strengthen the working relationship between municipalities and electoral areas as regional federation partners, and increase effectiveness through cooperation.

**RF3** - To enhance the reputation and recognition of the RDN as a valuable and effective level of government in creating and delivering services, as well as conducting research and creating opportunities for dialogue with its residents.

**RF4** - To enhance the Board's ability to have open, frank, balanced and objective discussions on complex issues prior to making decisions.

**RF5** - To achieve increased clarity on future expansion of municipalities and incorporation of electoral areas.

**RF6** - To enhance relationships between the RDN and adjacent regional districts, and between the RDN and other orders of government.

#### Actions – Regional Federation

**RF1a** Work together to implement the sustainability-oriented goals and innovative initiatives in the region.

**RF1b** Continue to develop ways for the region's municipalities, electoral areas and other key stakeholders to work collaboratively.

**RF1c** Promote the importance of leadership in sustainability initiatives.

**RF1d** Continue to foster protocol agreements with the First Nations in the region using the Snuneymuxw First Nation model to involve them productively in land use and other decisions.

**RF2a** Continue to enhance cooperation between municipalities and electoral areas through the regional district model by supporting regional functions and service agreements.

**RF2b** Acknowledge the diversity within the region in lifestyles, needs, expectations and priorities and work together to find creative ways to achieve goals while respecting the needs of a local area.

**RF2c** Create venues for meaningful dialogue between municipalities and electoral areas on land-use and planning issues that have mutual implications.

**RF2d** Continue to foster cooperation between staff at the Regional District and those of the municipalities within the region.

**RF3a** Continue to reinforce recognition of the Regional District of Nanaimo in communications.

**RF3b** Work to increase public awareness and engagement on sustainability issues and the impact of regional district decisions.

**RF3c** Develop a public consultation strategy to ensure fair and objective input from the full diversity of residents.

**RF3d** Review current communication initiatives to ensure communication priorities are aligned with this Strategic Plan's purpose and direction.

**RF3e** Inform our residents and stakeholders about RDN accomplishments and progress toward our goals and objectives.

**RF4a** Continue to provide opportunities to discuss complex issues and explore the full range of opportunities for solutions that may exist.

**RF4b** Consider using committees and task forces to confront difficult issues, and to more fully explore options connected to policy and decision-making. Involve experts and the public as necessary in these discussions.

**RF5a** Undertake discussions with the electoral areas about the costs, benefits and challenges of incorporation over time.

**RF5b** Examine the relationship between incorporation and factors such as growing rural village centres, infrastructure expectations, and the population and density thresholds that will support various services.

**RF6a** Review and explore opportunities to facilitate more effective dialogue about matters of mutual interest between the RDN and adjacent regional districts, and between the RDN and other orders of government.

### **SUSTAINABLE COMMUNITIES**

**SC1** - Finalize and begin implementing the revised Regional Growth Strategy.

**SC2** - Promote sustainable development initiatives and policies throughout the region.

## Performance Measurement at the Regional District of Nanaimo

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**SC3** - Increase understanding in the public, the media and the development industry of the importance of growth management and sustainable development.

**SC4** - Implement the Corporate Energy and Emissions Plan for the RDN, and achieve carbon neutral operations by 2012.

**SC5** - Complete the Community Energy and Emissions Plan.

**SC6** - Increase affordable housing and housing choices that support “ageing in place”.

**SC7** - Develop a strategy to implement building inspection across all electoral areas over time.

**SC8** - Promote approaches to resource and industrial development that minimize negative impacts on communities and watersheds and support sustainable communities.

**SC9** - Minimize nuisances that negatively impact the quality of life in the region.

### Actions – Sustainable Communities

**SC1a** Complete the review of the Regional Growth Strategy.

**SC1b** Continue to work with municipalities and electoral areas to incorporate the Regional Growth Strategy vision and principles into official community plans, including recognizing the importance of containing growth effectively.

**SC1c** Explore performance targets as a means of focusing on options for development across the region including the importance of current and future transit connections.

**SC2a** Continue to implement the Green Building Action Plan.

**SC2b** Consider the development of design guidelines to encourage enhanced stewardship of ecosystem health in new developments.

**SC2c** Build on the expanded authorities provided by the Province through Bill 27, Green Statutes Amendment Act (2008) to address affordability, water conservation, energy and emissions reduction through development permit areas and other means.

**SC2d** Encourage neighbourhood development projects within the growth containment boundary to become models for more sustainable, urban village developments.

**SC2e** Develop and implement a program to recognize examples of excellence in sustainable community development.

**SC3a** Continue communications initiatives to increase understanding of growth management issues and sustainable community development policies and practices.

**SC3b** Establish a system for monitoring and reporting on sustainability performance across the region.

**SC4a** Investigate the impact of carbon neutrality targets on RDN services, assets and infrastructure, and prepare appropriate plans for adaptation.

**SC4b** Explore interdepartmental opportunities to increase efficiencies, find synergies and reduce the need for offsets.

**SC5a** Engage the public in the development of the Community Energy and Emissions Plan and undertake ongoing communications and public education on the issues of climate change, energy management and air quality.

**SC5b** Identify potential clean and renewable power supply sources, ways to increase overall energy efficiency and ways to reduce air quality, particulates and greenhouse gas emissions.

**SC5c** Look for partnerships and funding from the federal government, BC Hydro, non-profit agencies and others to support the development and implementation of the community energy and climate change plan and associated innovative projects.

**SC5d** Explore opportunities to require larger new developments in electoral areas to generate a portion of their own energy.

**SC5e** Investigate options for the RDN to develop an energy utility to harness alternative energy opportunities in the region.

**SC6a** Build on the Regional Housing Affordability Study to develop strategies that promote the development of affordable housing and housing that supports “ageing in place”.

**SC6b** Develop region-wide strategies, incentives and options for increasing density in current and planned neighbourhoods to increase the cost-effectiveness of infrastructure, services and transit.

**SC6c** Explore ways to encourage higher density development on land inside the Growth Containment Boundary.

**SC6d** Ensure future costs of infrastructure are allocated fairly.

**SC6e** Lobby senior governments to provide resources and support for affordable and seniors' housing.

## Performance Measurement at the Regional District of Nanaimo

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**SC7a** Develop strategies to encourage residents to support building inspections in areas not currently required to have inspections.

**SC8a** In consultation with the municipalities, electoral areas, industry, senior governments and other stakeholders, develop strategies to effectively manage the growth, and the impacts of industry on communities, watersheds, and economic development in the region.

**SC8b** Continue to work to preserve forest cover and watershed integrity in large-lot rural areas.

**SC9a** Identify noise nuisances in the region and develop a strategy to minimize these impacts.

**SC9b** Consider air quality controls to minimize negative impacts of burning, smoke and odours.

### TRANSPORTATION AND SOLID WASTE

#### TRANSPORTATION

**TSW1** - Continue to enhance transit service in the RDN in consultation with BC Transit, municipalities and other stakeholders.

**TSW2** - Continue to encourage residents to use transit and non-automobile forms of transportation.

**TSW3** - Promote the development of pedestrian oriented and ecologically friendly streets and parking areas in the region.

**TSW4** - Reduce road trips associated with schools.

**TSW5** - Continue to support a vision for how the E&N railway corridor could support the region's sustainability goals.

**TSW6** - Support increased marine and air transportation options linking the region with other areas.

#### SOLID WASTE

**TSW7** - Continue to work to achieve the region's zero waste goals.

**TSW8** - Develop a broader understanding of and commitment to progressive waste management measures in residential, commercial and industrial sectors.

#### Actions – Transportation and Solid Waste

**TSW1a** Pursue opportunities to increase non-local funding for transit, including strategies to access federal gas-tax transfers.

**TSW1b** Improve the accessibility of the bus fleet for people with disabilities.

**TSW1c** Continue to promote the U-PASS program at Vancouver Island University.

**TSW1d** Continue to promote the PROPASS Program with large employers in the Region.

**TSW1e** Explore the feasibility of expanding transit service in rural areas, including identifying population and density thresholds that can support cost-effective transit service.

**TSW1f** Encourage BC Transit to increase vehicle fleet efficiency and performance through consideration of new technology, a diversity of vehicle sizes, and the use of clean or renewable fuels.

**TSW1g** Continue to purchase fuel efficient vehicles for all departments of the Regional District wherever practical and affordable.

Consider the costs of more efficient vehicles against the cost of fuel and emission offsets necessary to meet RDN's commitment to carbon neutral operations by 2012.

**TSW1h** Identify transportation options and the level of transit service required to meet emissions reduction goals; link these with the Regional Growth Strategy and land use planning processes to support the required level of transit use.

**TSW1i** Increase the comfort and convenience of public transit through enhancements to bus shelters and other transit infrastructure.

**TSW1j** Explore opportunities for smaller, flexible neighbourhood-scale shuttle buses as part of the regional fleet.

**TSW2a** Encourage increased transit ridership by continuously improving route design and timing to increase convenience and efficiency of the transit system.

**TSW2b** Address the need for a central transit exchange in downtown Nanaimo.

**TSW2c** Where cost effective, continue to explore specialized services that connect residents to key destinations, such as the "movie bus", the ferry connector, and others.

**TSW2d** Undertake initiatives to reduce automobile use through transportation demand management (TDM) programs, promoting car co-ops / shared cars in new and existing developments, and promoting carpooling programs.

## Performance Measurement at the Regional District of Nanaimo

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**TSW2e** Promote public education about the environmental and health benefits of walking, cycling and taking transit.

**TSW2f** Pursue opportunities to develop park and ride facilities in strategic areas throughout the region.

**TSW2g** Explore strategies to promote the use of low emission vehicles in the region, such as reduced parking charges for Super Ultra Low Emission Vehicles (SULEVs).

**TSW2h** Support efforts to allow electric vehicles in the region, including regulatory reform, policy development, transportation planning and infrastructure design.

**TSW3a** Undertake an initiative to explore road and parking area design standards that could be applied across the region to support pedestrians and non-automobile uses, and encourage ecologically friendly rain water management.

**TSW3b** Review parking requirements during zoning reviews to identify opportunities to limit reliance on automobiles.

**TSW3c** Engage in a discussion with the Provincial Ministry of Transportation to encourage their support of more sustainable street design standards, including sidewalks, bike lanes, narrower travel lanes and green infrastructure.

**TSW4a** Work with schools and municipalities to reduce school-related vehicle trips, including identifying opportunities to promote walking, cycling, transit and school buses as primary ways for students to get to and from school.

**TSW5a** Protect the E&N Corridor for transportation and utility uses, possibly including commuter rail, through the Regional Growth Strategy, OCPs and zoning bylaws.

**TSW6a** Ensure coordination between the region's transportation and transit systems, BC Ferries, local airports/airplane services and other options linking the region to Vancouver and other areas.

**TSW6b** Support the expansion of air travel options in the region, including the Nanaimo Airport and the Qualicum Beach Airport.

**TSW7a** Continue to implement the Zero Waste Initiative including waste reduction, recycling, composting, and the Waste Stream Management Licensing Bylaw (WSML).

**TSW7b** Continue to support provincial product stewardship programs for electronics and other hard-to-recycle material.

**TSW7c** Work with large commercial and retail stakeholders to further Zero Waste initiatives.

**TSW7d** Support implementation of the Organics Waste Diversion Strategy for the region.

**TSW7e** Assess new treatment technologies for residual wastes that save landfill capacity and produce energy, including various wastes to energy technologies.

**TSW7f** Collaborate with other Regional Districts in their waste management efforts.

**TSW7g** Continue with landfill gas collection and energy distribution initiatives.

**TSW8a** Enhance communications and public education on waste management, composting and recycling.

**TSW8b** Explore opportunities to encourage industry, municipalities and stakeholders to develop a regional eco-industrial network pilot project, to reduce waste and increase economic performance by turning waste into resources.

### REGIONAL AND COMMUNITY UTILITIES

#### WASTEWATER

**RCU1** - Continue to improve the quality of treated wastewater in the region to reduce risks and impacts.

#### WATER

**RCU2** - Continue to develop progressive and efficient water management systems across the region.

**RCU3** - Ensure water is used in the most efficient manner possible in homes and businesses.

#### Actions – Regional and Community Utilities

**RCU1a** Pursue secondary treatment at all community facilities, and where necessary for environmental reasons or reuse opportunities, examine the implications of tertiary treatment.

**RCU1b** Explore options to maximize the effective re-use of treated wastewater and biosolids.

**RCU1c** Develop effective options for wastewater treatment for Rural Village Centres, including consideration of smaller decentralized facilities.

## Performance Measurement at the Regional District of Nanaimo

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**RCU1d** Continue to explore resource recovery opportunities from wastewater systems as well as ways to reduce or eliminate emissions from wastewater operations.

**RCU1e** Work with VIHA and the Ministry of Environment to explore opportunities for composting toilets, greywater reuse, and natural treatment systems.

**RCU2a** Develop clarity on the region's water supply capacity and its ability to accommodate growth. Study the water resources in the region in association with the Regional Growth Strategy, with special attention to areas under significant development pressure.

**RCU2b** Implement the Drinking Water / Watershed Protection Program in the electoral areas. Promote a watershed based approach to community planning.

**RCU2c** Implement the Innovative Options and Opportunities for Sustainable Water Use plan.

**RCU2d** Consider opportunities to establish Development Permit areas for the purpose of water conservation, as permitted through Bill 27.

**RCU3a** Continue education programs jointly with the municipalities on using water wisely. Continue the Team WaterSmart education program and build support region wide for these programs.

**RCU3b** Review the effectiveness of water use restrictions to decrease use during seasons when water supply is limited.

**RCU3c** Consider innovative options and opportunities for sustainable water use, including recycling and re-use where appropriate, and identify options for federal and provincial funding to support innovation.

### RECREATION AND PARKS

**RP1** - Continue to pursue the acquisition of additional parkland in the region.

**RP2** - Continue to promote innovative park plans and management practices for RDN parks.

**RP3** - Increase public understanding of parks opportunities and the desire for environmental protection.

**RP4** - Review and implement recommendations from recreation service master plans.

#### Actions – Recreation and Parks

**RP1a** Continue to harmonize the RDN's parks strategies and plans with the Regional Growth Strategy, official community plans, development permit areas, conservation areas, and zoning.

**RP1b** Continue to implement the Regional Park and Trails Plan to respond to new park and trail needs and opportunities.

**RP1c** Continue to implement the park land acquisition strategy seeking opportunities for funding support and key partnerships to acquire identified high priority areas for parks. Integrate watershed protection objectives into this process.

**RP1d** Building on the success of the 707 lands on Gabriola Island, continue to implement a strategy of density bonusing, transfers and/ or other tools to support the provision of park and open space amenities.

**RP2a** Continue to incorporate leading edge practices in parks management, such as integrating climate goals into the acquisition, planning and operations of parks, including carbon sequestration, low emission management practices, pilot projects for off-grid infrastructure and others.

**RP2b** Continue to ensure a diversity of parks to meet recreational as well as conservation objectives.

**RP2c** Develop a parks programming strategy to enhance the recreational experience and opportunities for the region's increasingly diverse population, including youth, ethnic cultures, and others.

**RP3a** Continue education and communication programs on parks and protected areas to enhance public knowledge and an ethic of stewardship of our shared natural resources.

**RP3b** Continue to promote the ParksGo Website and distribution of the Regional Parks and Trails Brochure.

**RP3c** Promote parks and other regional amenities as an asset to the tourism industry in the RDN.

**RP3d** Implement the Parks Signage program in partnership with UBCM Tourism Funding.

**RP4a** Continue to implement the Electoral Area 'A' Recreation and Culture Service Master Plan.

**RP4b** Monitor the implementation of key recommendations in the Recreation Services Master Plan for the Oceanside Area.

Appendix 6 – Outcomes and Measures

# CE CLIMATE AND ENERGY

Greenhouse gases will continue to increase in the atmosphere, even after emissions have been brought under control. At the same time, dwindling sources of conventional energy will eventually constrain supply, causing prices to rise. The resulting environmental changes and potential economic instability present significant challenges. However, with these challenges come opportunities, particularly as global investment in alternative energy and carbon management grows. As decision-makers responsible for administering regional management of solid waste and wastewater and drinking water, parkland, land use, and transportation services, the RDN Board has an enormous role to play in transitioning the region toward more sustainable energy systems.

**CEa – take a strategic approach to energy, emissions and climate change integrated across the Regional District as a whole**

Supporting Strategic Goals/Action Areas

See Appendix for detail on strategic goals and action areas listed in table below:

Strategic Goal	Action Area								
	1	2	3	4	5	6	7	8	9
Regional Federation <b>RF</b>	RF1								
Sustainable Communities <b>SC</b>	SC1	SC2	SC3	SC4	SC5		SC7	SC8	SC9
Transportation and Solid Waste <b>TSW</b>	TSW1	TSW2	TSW3				TSW7	TSW8	
Regional and Community Utilities <b>RCU</b>	RCU1	RCU2	RCU3						
Recreation and Parks <b>RP</b>	RP1	RP2	RP3						

**Measures**

**CEa1** - Population growth, density, and amount of land in areas designated for growth and not designated for growth

**CEa2** - Proportion of new residential units within growth containment areas

**CEa3** - Amount of waste to landfill per capita, amount of waste diverted from landfill in tonnes and amount recycled per resident

**CEa4** - Number of residents inside urban boundaries living within 400 m of a bus route

**CEa5** - Value of building permits in cores versus other areas

**CEb – work with each local government and electoral area to reduce emissions and meet the provincial and global targets for emission reduction**

Supporting Strategic Goals/Action Areas

See Appendix for detail on strategic goals and action areas listed in table below:

Strategic Goal	Action Area								
	1	2	3	4	5	6	7	8	9
Regional Federation <b>RF</b>		RF2	RF3			RF6			
Sustainable Communities <b>SC</b>	SC1	SC2		SC4	SC5		SC7		
Transportation and Solid Waste <b>TSW</b>	TSW1		TSW3	TSW4	TSW5	TSW6	TSW7		
Regional and Community Utilities <b>RCU</b>									
Recreation and Parks <b>RP</b>	RP1	RP2							

## Performance Measurement at the Regional District of Nanaimo

### Measures

- CEb1** - GHG emissions – inventory breakdown by electoral area and region
- CEb2** - GHG emissions – trends and targets by electoral area and region
- CEb3** - Vehicle ownership (total and per household)
- CEb4** - Mode of transportation to work (and location of work)
- CEb5** - Transit rides per capita per year
- CEb6** - Population served by transit as proportion of total population
- CEb7** - Hours of transit service per capita

**CEc – support energy efficiency measures within the RDN that will lead to carbon neutral operations, and to assist member municipalities in their efforts to do the same**

### Supporting Strategic Goals/Action Areas

See Appendix for detail on strategic goals and action areas listed in table below:

Strategic Goal	Action Area									
	1	2	3	4	5	6	7	8	9	
Regional Federation <b>RF</b>										
Sustainable Communities <b>SC</b>				SC4				SC7		
Transportation and Solid Waste <b>TSW</b>	TSW1									
Regional and Community Utilities <b>RCU</b>	RCU1									
Recreation and Parks <b>RP</b>	RP1									

### Measures

- CEc1** - Corporate GHG emissions – inventory breakdown
- CEc2** - Cost of GHG offset required to meet carbon neutral operations
- CEc3** - Corporate consumption of electricity, natural gas and vehicle fuels
- CEc4** - Energy generated from Liquid and Solid Waste operations

**CEd – support energy efficiency measures that reduce energy consumption and emissions in the community at large**

### Supporting Strategic Goals/Action Areas

See Appendix for detail on strategic goals and action areas listed in table below:

Strategic Goal	Action Area									
	1	2	3	4	5	6	7	8	9	
Regional Federation <b>RF</b>			RF3							
Sustainable Communities <b>SC</b>			SC2	SC3			SC5			
Transportation and Solid Waste <b>TSW</b>	TSW1	TSW2								
Regional and Community Utilities <b>RCU</b>										
Recreation and Parks <b>RP</b>	RP1	RP2								

### Measures

- CEd1** - Number of certified green buildings in the region
- CEd2** - Number of alternative fuel vehicles in Region
- CEd3** - Energy use in the Region, total and per capita
- CEd4** - Inventory of energy used in the Region – renewable v. non-renewable sources

## Performance Measurement at the Regional District of Nanaimo

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### **CEe – explore, invest in and develop innovative clean and renewable energy supplies throughout the region**

#### Supporting Strategic Goals/Action Areas

See Appendix for detail on strategic goals and action areas listed in table below:

Strategic Goal	Action Area								
	1	2	3	4	5	6	7	8	9
Regional Federation <b>RF</b>									
Sustainable Communities <b>SC</b>					SC5			SC8	
Transportation and Solid Waste <b>TSW</b>							TSW7	TSW8	
Regional and Community Utilities <b>RCU</b>									
Recreation and Parks <b>RP</b>									

#### Measures

**CEe1** - Amount of energy generated from renewable sources in the Region

# WH

## WATERSHED HEALTH

Healthy watersheds comprised of functioning forests and diverse ecosystems provide vital support systems for our society. Being proactive about protecting watershed health requires a coordinated approach to land use planning and development, infrastructure development, and park and protected areas planning that prioritizes the health of forests, ecosystems and watersheds. Equally important are communication and education to raise awareness of the importance of watersheds.

**WHa – protect the ecological health of the region’s forests and support their use as a sustainable resource**

Supporting Strategic Goals/Action Areas

See Appendix for detail on strategic goals and action areas listed in table below:

Strategic Goal	Action Area								
	1	2	3	4	5	6	7	8	9
Regional Federation <b>RF</b>	RF1								
Sustainable Communities <b>SC</b>	SC1	SC2				SC6	SC7	SC8	
Transportation and Solid Waste <b>TSW</b>									
Regional and Community Utilities <b>RCU</b>		RCU2							
Recreation and Parks <b>RP</b>	RP1	RP2	RP3						

Measures

**WHa1** - Current and projected age class distribution for Arrowsmith Timber Supply Area

**WHa2** - Amount of land protected (nature park or DPA designation) by type

**WHa3** - Amount of land outside of urban boundaries or designated industrial areas that permit subdivision minimum lot area of less than 4 (or 10) ha

**WHa4** - Area of private and Crown forestry land

**WHb - protect and enhance the bio-diversity and overall health of the region’s ecosystem and support improvements in the efficient use of water**

Supporting Strategic Goals/Action Areas

See Appendix for detail on strategic goals and action areas listed in table below:

Strategic Goal	Action Area								
	1	2	3	4	5	6	7	8	9
Regional Federation <b>RF</b>	RF1								
Sustainable Communities <b>SC</b>	SC1	SC2				SC6	SC7	SC8	SC9
Transportation and Solid Waste <b>TSW</b>	TSW1								
Regional and Community Utilities <b>RCU</b>	RCU1	RCU2	RCU3						
Recreation and Parks <b>RP</b>	RP1	RP2	RP3						

Measures

**WHb1** - Amount of designated watershed lands under protection (nature park or DPA designation or other)

**WHb2** - Water quality in selected lakes and rivers

**WHb3** - Domestic water consumption (total and per capita) and peak daily water flows by area

**WHb4** - Change in groundwater levels in selected sample of observation wells

## Performance Measurement at the Regional District of Nanaimo

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### **WHc - direct the responsible management of wastewater, implementing innovative solutions where appropriate**

#### Supporting Strategic Goals/Action Areas

See Appendix for detail on strategic goals and action areas listed in table below:

Strategic Goal	Action Area								
	1	2	3	4	5	6	7	8	9
Regional Federation <b>RF</b>	RF1				RF5				
Sustainable Communities <b>SC</b>		SC2				SC6		SC8	
Transportation and Solid Waste <b>TSW</b>			TSW3						
Regional and Community Utilities <b>RCU</b>	RCU1	RCU2							
Recreation and Parks <b>RP</b>									

#### Measures

**WHc1** - Quality of biosolids from wastewater treatment plants

**WHc2** - Quality of treated effluent from wastewater treatment plants

**WHc3** - Amount of liquid waste generated per capita

**WHc4** - Energy recovered through generation on site

**WHc5** - Number of shellfish harvesting closures due to sanitary contamination

# ER

## ECONOMIC RESILIENCE

To foster economic resilience, the RDN will seek out opportunities to advance sustainable approaches to the traditional sectors that built the regional economy, notably resource development and agriculture, while strengthening tourism and other emerging sectors. In addition, whenever possible, the RDN will build local capacity to capitalize on the transition to a greener, more efficient economy by engaging local people in projects that demand creative and innovative approaches to planning, design and development.

### ERa - support the development of an economy that meets the needs of a diverse population at different stages of life

#### Supporting Strategic Goals/Action Areas

See Appendix for detail on strategic goals and action areas listed in table below:

Strategic Goal	Action Area								
	1	2	3	4	5	6	7	8	9
Regional Federation <b>RF</b>	RF1								
Sustainable Communities <b>SC</b>						SC6		SC8	SC9
Transportation and Solid Waste <b>TSW</b>	TSW1	TSW2	TSW3	TSW4	TSW5	TSW6			
Regional and Community Utilities <b>RCU</b>									
Recreation and Parks <b>RP</b>	RP1	RP2	RP3	RP4					

#### Measures

**ERa1** - Personal income from top three industries as a proportion of total personal income in region, and personal income by type of industry

**ERa2** - Number of, and participation in, recreational and cultural programs offered by local government

**ERa3** - Area of active and nature parkland for every 1000 residents

**ERa4** - Change in number of households below low income cut off

### ERb - build on the existing competitive advantages of the region to increase the stability of the regional economy

#### Supporting Strategic Goals/Action Areas

See Appendix for detail on strategic goals and action areas listed in table below:

Strategic Goal	Action Area								
	1	2	3	4	5	6	7	8	9
Regional Federation <b>RF</b>		RF2		RF4	RF5	RF6			
Sustainable Communities <b>SC</b>			SC3	SC4	SC5			SC8	
Transportation and Solid Waste <b>TSW</b>	TSW1	TSW2	TSW3	TSW4	TSW5	TSW6	TSW7	TSW8	
Regional and Community Utilities <b>RCU</b>	RCU1	RCU2	RCU3						
Recreation and Parks <b>RP</b>	RP1	RP2	RP3	RP4					

#### Measures

**ERb1** - Education attainment levels

**ERb2** - Unemployment rate and duration

**ERb3** - Employment by class of occupation

## Performance Measurement at the Regional District of Nanaimo

**ERb4** - Population and median age in the RDN  
**ERb5** - Average annual income compared to cost of living

### **ERc - strive for low per capita costs of supplying public facilities and programs**

#### Supporting Strategic Goals/Action Areas

See Appendix for detail on strategic goals and action areas listed in table below:

Strategic Goal	Action Area								
	1	2	3	4	5	6	7	8	9
Regional Federation <b>RF</b>					RF5				
Sustainable Communities <b>SC</b>						SC6	SC7		
Transportation and Solid Waste <b>TSW</b>	TSW1	TSW2	TSW3	TSW4	TSW5	TSW6	TSW7		
Regional and Community Utilities <b>RCU</b>	RCU1	RCU2	RCU3						
Recreation and Parks <b>RP</b>	RP1								

#### Measures

**ERc1** - RDN cost impact on average household for services – Transit, Liquid Waste, Solid Waste, Drinking Water, Development Services, Parks and Recreation, Other

**ERc2** - Total RDN expenditures per household, total regional expenditures per household and % of median income

### **ERd - strengthen the local agricultural economy so that local food systems are productive and viable, and contribute to cultural vitality of the region**

#### Supporting Strategic Goals/Action Areas

See Appendix for detail on strategic goals and action areas listed in table below:

Strategic Goal	Action Area								
	1	2	3	4	5	6	7	8	9
Regional Federation <b>RF</b>									
Sustainable Communities <b>SC</b>	SC1								
Transportation and Solid Waste <b>TSW</b>									
Regional and Community Utilities <b>RCU</b>									
Recreation and Parks <b>RP</b>									

#### Measures

**ERd1** - Change in amount of ALR land

**ERd2** - Proportion of farmland in crops

**ERd3** - Number of farms reporting sale of organic products

**ERd4** - Economic health of agriculture

### **ERe - promote high quality housing that is affordable to residents**

#### Supporting Strategic Goals/Action Areas

See Appendix for detail on strategic goals and action areas listed in table below:

Strategic Goal	Action Area

## Performance Measurement at the Regional District of Nanaimo

	1	2	3	4	5	6	7	8	9
Regional Federation <b>RF</b>									
Sustainable Communities <b>SC</b>	SC1	SC2			SC5	SC6			
Transportation and Solid Waste <b>TSW</b>									
Regional and Community Utilities <b>RCU</b>									
Recreation and Parks <b>RP</b>									

### Measures

**ERe1** - Housing affordability index – home ownership cost as a % of household income

**ERe2** - Percent of residents in core housing need

**ERe3** - Composition of new housing completed – Electoral Areas and Region

**ERe4** - Vacancy rates for rental accommodation – Electoral Areas and Region

**ERe5** - Number of applicants on wait list for subsidized housing compared to number of housing units available

### **ERf - build local expertise in green building and renewable energy technologies, materials and processes**

#### Supporting Strategic Goals/Action Areas

See Appendix for detail on strategic goals and action areas listed in table below:

Strategic Goal	Action Area								
	1	2	3	4	5	6	7	8	9
Regional Federation <b>RF</b>	RF1								
Sustainable Communities <b>SC</b>	SC1	SC2	SC3		SC5		SC7		
Transportation and Solid Waste <b>TSW</b>							TSW7	TSW8	
Regional and Community Utilities <b>RCU</b>									
Recreation and Parks <b>RP</b>		RP2							

### Measures

**ERf1** - Number of green building and energy related workshops and educational programs presented in the region

# MA MONITORING AND ADAPTING

To verify the effectiveness of project implementation, and in response to the need to demonstrate progress in moving toward a more sustainable future, it will be increasingly important to establish processes for monitoring the results of activities undertaken by the RDN. The natural corollary to monitoring is the need for adaptability: changing tack when it is clear that anticipated results are not occurring, or expanding work that shows promising results. Together, monitoring and adaptation ensures that decision-making occurs with the best information available and is based on an understanding of implications for established priorities.

## MAa - Set disciplined targets for our work, and to monitor and report on progress in meeting those target

### Supporting Strategic Goals/Action Areas

See Appendix for detail on strategic goals and action areas listed in table below:

Strategic Goal	Action Area								
	1	2	3	4	5	6	7	8	9
Regional Federation <b>RF</b>	RF1		RF3						
Sustainable Communities <b>SC</b>	SC1		SC3						
Transportation and Solid Waste <b>TSW</b>							TSW8		
Regional and Community Utilities <b>RCU</b>									
Recreation and Parks <b>RP</b>				RP4					

### Measures

**MAa1** - Participation in federal, provincial, and local elections

**MAa2** - Number of measures indicating meeting/progress towards established targets, number of measures indicating lack of progress - as reported in public reporting materials

## MAb - Generate awareness about the good work being done by the RDN, and encourage others jurisdictions to build on successes

### Supporting Strategic Goals/Action Areas

See Appendix for detail on strategic goals and action areas listed in table below:

Strategic Goal	Action Area								
	1	2	3	4	5	6	7	8	9
Regional Federation <b>RF</b>			RF3			RF6			
Sustainable Communities <b>SC</b>			SC3						
Transportation and Solid Waste <b>TSW</b>							TSW7	TSW8	
Regional and Community Utilities <b>RCU</b>			RCU3						
Recreation and Parks <b>RP</b>			RP3	RP4					

### Measures

**MAb1** - Number of newsletters and published updates provided to the public on RDN activities

**MAb2** - Data on social media and website activity by RDN

## Performance Measurement at the Regional District of Nanaimo

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**MAc - ensure resources are dedicated to those efforts that offer the greatest promise in bringing together human development and environmental systems in mutually supportive ways**

Supporting Strategic Goals/Action Areas

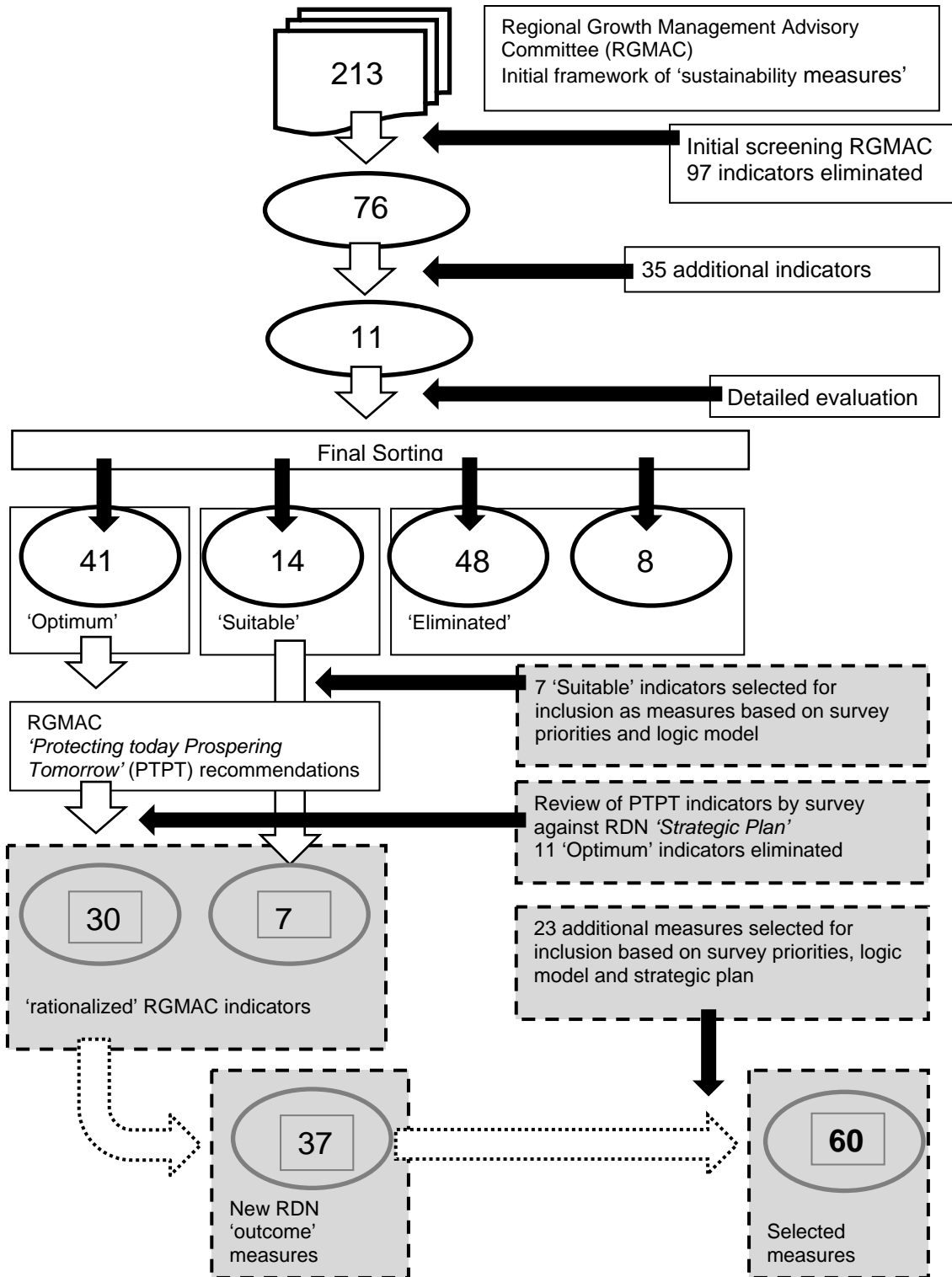
See Appendix for detail on strategic goals and action areas listed in table below:

Strategic Goal	Action Area								
	1	2	3	4	5	6	7	8	9
Regional Federation <b>RF</b>			RF3			RF6			
Sustainable Communities <b>SC</b>	SC1	SC2	SC3	SC4	SC5	SC6	SC7	SC8	SC9
Transportation and Solid Waste <b>TSW</b>	TSW1	TSW2	TSW3	TSW4	TSW5	TSW6	TSW7	TSW8	
Regional and Community Utilities <b>RCU</b>	RCU1	RCU2	RCU3						
Recreation and Parks <b>RP</b>	RP1	RP2	RP3	RP4					

Measures

**MAc1** - Community sustainability survey

Appendix 7 – PTPT Measure Selection Process – Graphic Representation



Appendix 8 – Proposed Performance Measures for the RDN

Category	Outcome	Measure	Type
<p><b>CE</b></p> <p><b>CLIMATE AND ENERGY</b></p> <p>Greenhouse gases will continue to increase in the atmosphere, even after emissions have been brought under control. At the same time, dwindling sources of conventional energy will eventually constrain supply, causing prices to rise. The resulting environmental changes and potential economic instability present significant challenges. However, with these challenges come opportunities, particularly as global investment in alternative energy and carbon management grows. As decision-makers responsible for administering regional management of solid waste and wastewater and drinking water, parkland, land use, and transportation services, the RDN Board has an enormous role to play in transitioning the region toward more sustainable energy systems.</p>	<p><b>CEa</b> – take a strategic approach to energy, emissions and climate change integrated across the Regional District as a whole</p>	<p><b>CEa1</b> - Population growth, density, and amount of land in areas designated for growth and not designated for growth</p>	Effectiveness
		<p><b>CEa2</b> - Proportion of new residential units within growth containment areas</p>	Effectiveness
		<p><b>CEa3</b> - Amount of waste to landfill per capita, amount of waste diverted from landfill in tonnes and amount recycled per resident</p>	Effectiveness
		<p><b>CEa4</b> - Number of residents inside urban boundaries living within 400 m of a bus route</p>	Effectiveness
		<p><b>CEa5</b> - Value of building permits in cores versus other areas</p>	Effectiveness/ Workload
	<p><b>CEb</b> – work with each local government and electoral area to reduce emissions and meet the provincial and global targets for emission reduction</p>	<p><b>CEb1</b> - GHG emissions – inventory breakdown by electoral area and region</p>	Effectiveness
		<p><b>CEb2</b> - GHG emissions – trends and targets by electoral area and region</p>	Effectiveness
		<p><b>CEb3</b> - Vehicle ownership (total and per household)</p>	Effectiveness
		<p><b>CEb4</b> - Mode of transportation to work (and location of work)</p>	Effectiveness
		<p><b>CEb5</b> - Transit rides per capita per year</p>	Effectiveness /Workload
		<p><b>CEb6</b> - Population served by transit as proportion of total population</p>	Effectiveness

## Performance Measurement at the Regional District of Nanaimo

		<b>CEb7</b> - Hours of transit service per capita	<b>Effectiveness /Workload</b>
	<b>CEc</b> – support energy efficiency measures within the RDN that will lead to carbon neutral operations, and to assist member municipalities in their efforts to do the same	<b>CEc1</b> - Corporate GHG emissions – inventory breakdown	<b>Effectiveness</b>
		<b>CEc2</b> - Cost of GHG offset required to meet carbon neutral operations	<b>Effectiveness /Resource</b>
		<b>CEc3</b> - Corporate consumption of electricity, natural gas and vehicle fuels	<b>Effectiveness</b>
		<b>CEc4</b> - Energy generated from Liquid and Solid Waste operations	<b>Effectiveness /Output</b>
	<b>CEd</b> – support energy efficiency measures that reduce energy consumption and emissions in the community at large	<b>CEd1</b> - Number of certified green buildings in the region	<b>Effectiveness</b>
		<b>CEd2</b> - Number of alternative fuel vehicles in Region	<b>Effectiveness</b>
		<b>CEd3</b> - Energy use in the Region, total and per capita	<b>Effectiveness /Efficiency</b>
		<b>CEd4</b> - Inventory of energy used in the Region – renewable v. non-renewable sources	<b>Effectiveness</b>
	<b>CEe</b> – explore, invest in and develop innovative clean and renewable energy supplies throughout the region	<b>CEe1</b> - Amount of energy generated from renewable sources in the Region	<b>Effectiveness</b>

## Performance Measurement at the Regional District of Nanaimo

Category	Outcome	Measure	Type
<p><b>WH</b></p> <p><b>WATERSHED HEALTH</b>            Healthy watersheds comprised of functioning forests and diverse ecosystems provide vital support systems for our society. Being proactive about protecting watershed health requires a coordinated approach to land use planning and development, infrastructure development, and park and protected areas planning that prioritizes the health of forests, ecosystems and watersheds. Equally important are communication and education to raise awareness of the importance of watersheds.</p>	<p><b>WHa</b> – protect the ecological health of the region's forests and support their use as a sustainable resource</p>	<p><b>WHa1</b> - Current and projected age class distribution for Arrowsmith Timber Supply Area</p>	Effectiveness
		<p><b>WHa2</b> - Amount of land protected (nature park or DPA designation) by type</p>	Effectiveness
		<p><b>WHa3</b> - Amount of land outside of urban boundaries or designated industrial areas that permit subdivision minima of less than 4 (or 10) ha</p>	Effectiveness
		<p><b>WHa4</b> - Area of private and Crown forestry land</p>	Effectiveness
	<p><b>WHb</b> - protect and enhance the bio-diversity and overall health of the region's ecosystem and support improvements in the efficient use of water</p>	<p><b>WHb1</b> - Amount of designated watershed lands under protection (nature park or DPA designation or other)</p>	Effectiveness
		<p><b>WHb2</b> - Water quality in selected lakes and rivers</p>	Effectiveness
		<p><b>WHb3</b> - Domestic water consumption (total and per capita) and peak daily water flows by area</p>	Effectiveness /Output
		<p><b>WHb4</b> - Change in groundwater levels in selected sample of observation wells</p>	Effectiveness
	<p><b>WHc</b> - direct the responsible management of wastewater, implementing innovative solutions where appropriate</p>	<p><b>WHc1</b> - Quality of biosolids from wastewater treatment plants</p>	Effectiveness
		<p><b>WHc2</b> - Quality of treated effluent from wastewater treatment plants</p>	Effectiveness
		<p><b>WHc3</b> - Amount of liquid waste generated per capita</p>	Effectiveness /Output

## Performance Measurement at the Regional District of Nanaimo

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		<b>WHc4</b> - Energy recovered through generation on site	<b>Effectiveness /Output</b>
		<b>WHc5</b> - Number of shellfish harvesting closures due to sanitary contamination	<b>Effectiveness</b>

## Performance Measurement at the Regional District of Nanaimo

Category	Outcome	Measure	Type
<p><b>ER</b></p> <p><b>ECONOMIC RESILIENCE</b> To foster economic resilience, the RDN will seek out opportunities to advance sustainable approaches to the traditional sectors that built the regional economy, notably resource development and agriculture, while strengthening tourism and other emerging sectors. In addition, whenever possible, the RDN will build local capacity to capitalize on the transition to a greener, more efficient economy by engaging local people in projects that demand creative and innovative approaches to planning, design and development.</p>	<p><b>ERa</b> - support the development of an economy that meets the needs of a diverse population at different stages of life</p>	<p><b>ERa1</b> - Personal income from top three industries as a proportion of total personal income in region, and personal income by type of industry</p>	<p><b>Effectiveness</b></p>
		<p><b>ERa2</b> - Number of, and participation in, recreational and cultural programs offered by local government</p>	<p><b>Effectiveness /Output</b></p>
		<p><b>ERa3</b> - Area of active and nature parkland for every 1000 residents</p>	<p><b>Effectiveness</b></p>
		<p><b>ERa4</b> - Change in number of households below low income cut off</p>	<p><b>Effectiveness</b></p>
	<p><b>ERb</b> - build on the existing competitive advantages of the region to increase the stability of the regional economy</p>	<p><b>ERb1</b> - Education attainment levels</p>	<p><b>Effectiveness /Resource</b></p>
		<p><b>ERb2</b> - Unemployment rate and duration</p>	<p><b>Effectiveness</b></p>
		<p><b>ERb3</b> - Employment by class of occupation</p>	<p><b>Effectiveness</b></p>
		<p><b>ERb4</b> - Population and median age in the RDN</p>	<p><b>Effectiveness</b></p>
		<p><b>ERb5</b> - Average annual income compared to cost of living</p>	<p><b>Effectiveness</b></p>
	<p><b>ERc</b> - strive for low per capita costs of supplying public facilities and programs</p>	<p><b>ERc1</b> - RDN cost impact on average household for services – Transit, Liquid Waste, Solid Waste, Drinking Water, Development Services, Parks and Recreation, Other</p>	<p><b>Effectiveness /Efficiency/ Cost Effectiveness</b></p>

## Performance Measurement at the Regional District of Nanaimo

		<b>ERc2</b> - Total RDN expenditures per household, total regional expenditures per household and % of median income	<b>Effectiveness /Cost Effectiveness</b>
	<b>ERd</b> - strengthen the local agricultural economy so that local food systems are productive and viable, and contribute to cultural vitality of the region	<b>ERd1</b> - Change in amount of ALR land	<b>Effectiveness</b>
		<b>ERd2</b> - Proportion of farmland in crops	<b>Effectiveness</b>
		<b>ERd3</b> - Number of farms reporting sale of organic products	<b>Effectiveness</b>
		<b>ERd4</b> - Economic health of agriculture	<b>Effectiveness</b>
	<b>ERe</b> - promote high quality housing that is affordable to residents	<b>ERe1</b> - Housing affordability index – home ownership cost as a % of household income	<b>Effectiveness</b>
		<b>ERe2</b> - Percent of residents in core housing need	<b>Effectiveness</b>
		<b>ERe3</b> - Composition of new housing completed – Electoral Areas and Region	<b>Effectiveness</b>
		<b>ERe4</b> - Vacancy rates for rental accommodation – Electoral Areas and Region	<b>Effectiveness</b>
		<b>ERe5</b> - Number of applicants on wait list for subsidized housing compared to number of housing units available	<b>Effectiveness</b>
	<b>ERf</b> - build local expertise in green building and renewable energy technologies, materials and processes	<b>ERf1</b> - Number of green building and energy related workshops and educational programs presented in the region	<b>Effectiveness /Output</b>

Category	Outcome	Measure	Type
<p><b>MA</b></p> <p><b>MONITORING AND ADAPTING</b>                      To verify the effectiveness of project implementation, and in response to the need to demonstrate progress in moving toward a more sustainable future, it will be increasingly important to establish processes for monitoring the results of activities undertaken by the RDN. The natural corollary to monitoring is the need for adaptability: changing tack when it is clear that anticipated results are not occurring, or expanding work that shows promising results. Together, monitoring and adaptation ensures that decision-making occurs with the best information available and is based on an understanding of implications for established priorities.</p>	<p><b>MAa</b> - Set disciplined targets for our work, and to monitor and report on progress in meeting those target</p>	<p><b>MAa1</b> - Participation in federal, provincial, and local elections</p>	<p><b>Effectiveness</b></p>
		<p><b>MAa2</b> - Number of measures indicating meeting/progress towards established targets, number of measures indicating lack of progress - as reported in public reporting materials</p>	<p><b>Effectiveness</b></p>
	<p><b>MAb</b> - Generate awareness about the good work being done by the RDN, and encourage others jurisdictions to build on successes</p>	<p><b>MAb1</b> - Number of newsletters and published updates provided to the public on RDN activities</p>	<p><b>Effectiveness /Output/ Workload</b></p>
		<p><b>MAb2</b> - Data on social media and website activity by RDN</p>	<p><b>Effectiveness /Output/ Workload</b></p>
	<p><b>MAc</b> - ensure resources are dedicated to those efforts that offer the greatest promise in bringing together human development and environmental systems in mutually supportive ways</p>	<p><b>MAc1</b> Community sustainability survey</p>	<p><b>Effectiveness /Customer Satisfaction</b></p>

Appendix 9 – Measures - Detailed Descriptions

### CEa1

#### Population growth, density, and amount of land in areas designated for growth and not designated for growth

<b>Name of dataset:</b>	To be developed by the RDN GIS department, based on designated growth area boundaries, rural-resource area boundaries, and census population data
<b>Data source:</b>	RDN GIS department Regional District of Nanaimo 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2
<b>Scale of data collection:</b>	Individual zones
<b>Scale of data reporting:</b>	RDN
<b>Date of first collection:</b>	Not collected previously
<b>Frequency of updating:</b>	As required
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	High – GIS results can be provided in spreadsheet format
<b>Cost of obtaining dataset:</b>	Assuming all required boundaries are digitized, 2 days of GIS staff time will be needed.
<b>Cost of processing:</b>	Included in above
<b>Other considerations:</b>	Population data are also required for this indicator.

### CEa2

#### Proportion of new residential units within growth containment areas

<b>Name of dataset:</b>	To be developed by the RDN GIS department, based on designated growth area boundaries and building permit data
<b>Data source:</b>	RDN GIS department Regional District of Nanaimo 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2
<b>Scale of data collection:</b>	Individual zones
<b>Scale of data reporting:</b>	RDN
<b>Date of first collection:</b>	Not collected previously
<b>Frequency of updating:</b>	As required
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	High – GIS results can be provided in spreadsheet format
<b>Cost of obtaining dataset:</b>	Assuming all required boundaries are digitized, 2 days of GIS staff time will be needed.
<b>Cost of processing:</b>	Included in above
<b>Other considerations:</b>	

### CEa3

#### Amount of waste to landfill per capita, amount of waste diverted from landfill in tonnes and amount recycled per resident

<b>Name of dataset:</b>	Landfill data and recycling data.
<b>Data source:</b>	Ms. Carey McIver Regional District of Nanaimo, Solid Waste 6300 Hammond Bay Rd

## Performance Measurement at the Regional District of Nanaimo

	Nanaimo, BC V9T 6N2 Tel: 1-877-607-4111 Fax: 250-390-7511 Email: cmciver@rdn.bc.ca
<b>Scale of data collection:</b>	Entire RDN - member municipalities and electoral districts.
<b>Scale of data reporting:</b>	Entire RDN - member municipalities and electoral districts.
<b>Date of first collection:</b>	Data are available annually from 1998. Although data does exist from 1994 onwards, collection and calculation methods differ and so the data are not comparable.
<b>Frequency of updating:</b>	Tracked monthly and reported annually. 2004 Solid Waste Management Plan posted on RDN website. Contains all relevant statistics for this indicator.
<b>Accuracy and precision:</b>	High - weights of materials are reported from the landfill and at the transfer station.
<b>Compatibility with RDN system:</b>	High – spreadsheet.
<b>Cost of obtaining dataset:</b>	None – internal monitoring program already established.
<b>Cost of processing:</b>	Low – data for diversion are reported in total tonnes diverted and diversion rate and would have to be converted to per capita results
<b>Other considerations:</b>	

### CEa4

#### Number of residents inside urban boundaries living within 400 m of a bus route

<b>Name of dataset:</b>	Residents living within 400 m of a bus route, and population of portions of the region inside urban boundaries
<b>Data source:</b>	BC Transit /RDN Transit Service for residents living near bus routes, and Statistics Canada for population. Regional District of Nanaimo 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2
<b>Scale of data collection:</b>	400 m buffer of bus routes
<b>Scale of data reporting:</b>	Transit service area
<b>Date of first collection:</b>	Unknown for transit ridership. Long time series for population.
<b>Frequency of updating:</b>	BC Transit updates its figures (using population growth estimates) between five year Census interval
<b>Accuracy and precision:</b>	Good
<b>Compatibility with RDN system:</b>	Good
<b>Cost of obtaining dataset:</b>	No cost for residents near bus routes. Special run for population inside urban boundaries may entail costs.
<b>Cost of processing:</b>	Labour for presenting and interpreting results.
<b>Other considerations:</b>	None

### CEa5

#### Value of building permits in cores versus other areas

<b>Name of dataset:</b>	Building permit values in designated nodes, inside urban boundaries, and elsewhere.
<b>Data source:</b>	Municipalities and the RDN Regional District of Nanaimo 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2

## Performance Measurement at the Regional District of Nanaimo

<b>Scale of data collection:</b>	Aggregated from individual building permits
<b>Scale of data reporting:</b>	Typically only reported by jurisdiction. This indicator will require reporting on the basis of nodes and urban boundaries.
<b>Date of first collection:</b>	Unknown
<b>Frequency of updating:</b>	Annually
<b>Accuracy and precision:</b>	Good
<b>Compatibility with RDN system:</b>	Good
<b>Cost of obtaining dataset:</b>	Labour associated with processing data to reflect nodes and urban boundaries
<b>Cost of processing:</b>	Labour for integrating, presenting, and interpreting results
<b>Other considerations:</b>	Reporting of permit values in nodal areas will require analysis.

### CEb1

#### GHG emissions – inventory breakdown by electoral area and region

<b>Name of dataset:</b>	GHG emission inventory breakdown by electoral area Annual incremental reduction Reduction necessary to meet target(s) Achieved reductions
<b>Data source:</b>	RDN Chris Midgley Manager Energy and Sustainability Regional District of Nanaimo, 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: cmidgley@rdn.bc.ca
<b>Scale of data collection:</b>	Electoral Area
<b>Scale of data reporting:</b>	Electoral Area
<b>Date of first collection:</b>	200?
<b>Frequency of updating:</b>	As required
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	None – internal monitoring program already established.
<b>Cost of processing:</b>	Low – labour for presenting and interpreting results.
<b>Other considerations:</b>	None

### CEb2

#### GHG emissions – trends and targets by electoral area and region

<b>Name of dataset:</b>	GHG emissions trends and targets by electoral area
<b>Data source:</b>	RDN Chris Midgley Manager Energy and Sustainability Regional District of Nanaimo, 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: cmidgley@rdn.bc.ca
<b>Scale of data collection:</b>	Electoral Area
<b>Scale of data reporting:</b>	Electoral Area

## Performance Measurement at the Regional District of Nanaimo

<b>Date of first collection:</b>	200?
<b>Frequency of updating:</b>	As required
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	None – internal monitoring program already established.
<b>Cost of processing:</b>	Low – labour for presenting and interpreting results.
<b>Other considerations:</b>	None

### CEb3

#### Vehicle ownership (total and per household)

<b>Name of dataset:</b>	Vehicle ownership
<b>Data source:</b>	ICBC
<b>Scale of data collection:</b>	By postal code of registration
<b>Scale of data reporting:</b>	Same, or aggregated postal codes
<b>Date of first collection:</b>	1974
<b>Frequency of updating:</b>	Annual
<b>Accuracy and precision:</b>	Very good
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	Low or no cost
<b>Cost of processing:</b>	Labour cost for limited amount of processing needed
<b>Other considerations:</b>	None.

### CEb4

#### Mode of transportation to work (and location of work)

<b>Name of dataset:</b>	Total employed labour force by mode of transportation (passenger or driver of car, truck, or van; public transit; walk; bicycle; taxi; other)
<b>Data source:</b>	Statistics Canada Derek Adams (Derek.Adams@statcan.ca)
<b>Scale of data collection:</b>	20% population sample
<b>Scale of data reporting:</b>	As requested, down to census subdivisions (15 in the RDN)
<b>Date of first collection:</b>	1996
<b>Frequency of updating:</b>	Census years
<b>Accuracy and precision:</b>	20% sample
<b>Compatibility with RDN system:</b>	Provided as a spreadsheet
<b>Cost of obtaining dataset:</b>	\$80.70 for the RDN, CSR, CRD, GVRD, NORD, and BC, for each census year (1991, 1996, 2001 = \$240). Data for other indicators are also included in this price.
<b>Cost of processing:</b>	Low – may have to enter data into RDN system
<b>Other considerations:</b>	These data do not capture location of work specifically

<b>Name of dataset:</b>	Total employed labour force by place of work (in CSD of residence, in other CSD)
<b>Data source:</b>	Statistics Canada Derek Adams (Derek.Adams@statcan.ca)
<b>Scale of data collection:</b>	20% population sample
<b>Scale of data reporting:</b>	As requested, down to census subdivisions (15 in the RDN)
<b>Date of first collection:</b>	1991 (previous years may also be available)
<b>Frequency of updating:</b>	Census years
<b>Accuracy and precision:</b>	20% sample
<b>Compatibility with RDN system:</b>	Provided as a spreadsheet
<b>Cost of obtaining dataset:</b>	\$80.70 for the RDN, CSR, CRD, GVRD, NORD, and BC, for each census year (1991, 1996, 2001 = \$240). Data for other indicators are also included in this price.
<b>Cost of processing:</b>	Low – may have to enter data into RDN system

## Performance Measurement at the Regional District of Nanaimo

<b>Other considerations:</b>	These data do not capture mode of transportation, but give an indication of length of commute
<b>Name of dataset:</b>	Special cross-tabulation: Total employed labour force by place of work (in CSD of residence, in other CSD) and mode of transportation
<b>Data source:</b>	Statistics Canada Derek Adams (Derek.Adams@statcan.ca)
<b>Scale of data collection:</b>	20% population sample
<b>Scale of data reporting:</b>	As requested, down to census subdivisions (15 in the RDN)
<b>Date of first collection:</b>	1996
<b>Frequency of updating:</b>	Census years
<b>Accuracy and precision:</b>	20% sample
<b>Compatibility with RDN system:</b>	Provided as a spreadsheet
<b>Cost of obtaining dataset:</b>	\$1,000 per year for special cross tabulation of labour force by mode of transportation by place of work. \$2,000 plus taxes for 1996, 2001 for data on the RDN, CSRD, CRD, GVRD, NORD, and BC.
<b>Cost of processing:</b>	Low – may have to enter data into RDN system
<b>Other considerations:</b>	

### CEb5

#### Transit rides per capita per year

<b>Name of dataset:</b>	Bus ridership (annual total) and population of portions of the region inside urban boundaries
<b>Data source:</b>	BC Transit/RDN Transit Services for ridership and Statistics Canada for population. Regional District of Nanaimo 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2
<b>Scale of data collection:</b>	Transit service area
<b>Scale of data reporting:</b>	Transit service area
<b>Date of first collection:</b>	Unknown for transit ridership. Long time series for population.
<b>Frequency of updating:</b>	Every five years
<b>Accuracy and precision:</b>	Good
<b>Compatibility with RDN system:</b>	Good
<b>Cost of obtaining dataset:</b>	No cost for ridership. Special run for population inside urban boundaries may entail costs.
<b>Cost of processing:</b>	Labour for presenting and interpreting results.
<b>Other considerations:</b>	None

### CEb6

#### Population served by transit as proportion of total population

<b>Name of dataset:</b>	Population served by transit, regional district population
<b>Data source:</b>	Population served by transit is provided by BC Transit/RDN Transit Service. Regional District population is from Statistics Canada. Regional District of Nanaimo 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2
<b>Scale of data collection:</b>	Regional district
<b>Scale of data reporting:</b>	Regional district
<b>Date of first collection:</b>	Unknown

## Performance Measurement at the Regional District of Nanaimo

<b>Frequency of updating:</b>	Every five years
<b>Accuracy and precision:</b>	Good
<b>Compatibility with RDN system:</b>	Good
<b>Cost of obtaining dataset:</b>	No cost
<b>Cost of processing:</b>	Labour for obtaining, presenting, and interpreting results.
<b>Other considerations:</b>	Ensure presentation includes a definition of transit service.

### CEb7

#### Hours of transit service per capita

<b>Name of dataset:</b>	Hours of transit service, and regional population.
<b>Data source:</b>	BC Transit/RDN Transit Service for hours of the transit service and Statistics Canada for population. Regional District of Nanaimo 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2
<b>Scale of data collection:</b>	Regional district
<b>Scale of data reporting:</b>	Regional district
<b>Date of first collection:</b>	Unknown for hours of transit service. Long time series for population.
<b>Frequency of updating:</b>	Every five years
<b>Accuracy and precision:</b>	Good
<b>Compatibility with RDN system:</b>	Good
<b>Cost of obtaining dataset:</b>	No cost
<b>Cost of processing:</b>	Labour for presenting and interpreting results.
<b>Other considerations:</b>	None

### CEc1

#### Corporate GHG emissions – inventory breakdown

<b>Name of dataset:</b>	Corporate GHG emissions inventory breakdown
<b>Data source:</b>	RDN Chris Midgley Manager Energy and Sustainability Regional District of Nanaimo, 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: cmidgley@rdn.bc.ca
<b>Scale of data collection:</b>	RDN - corporate
<b>Scale of data reporting:</b>	RDN - corporate
<b>Date of first collection:</b>	2009
<b>Frequency of updating:</b>	As required
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	None – internal monitoring program already established.
<b>Cost of processing:</b>	Low – labour for presenting and interpreting results.
<b>Other considerations:</b>	None

## CEc2

### Cost of GHG offset required to meet carbon neutral operations

<b>Name of dataset:</b>	Cost of GHG offset required to meet carbon neutral operations Actual quantity of offsets purchased
<b>Data source:</b>	RDN Chris Midgley Manager Energy and Sustainability Regional District of Nanaimo, 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: cmidgley@rdn.bc.ca
<b>Scale of data collection:</b>	RDN - corporate
<b>Scale of data reporting:</b>	RDN - corporate
<b>Date of first collection:</b>	200?
<b>Frequency of updating:</b>	As required
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	None – internal monitoring program already established.
<b>Cost of processing:</b>	Low – labour for presenting and interpreting results.
<b>Other considerations:</b>	None

## CEc3

### Corporate consumption of electricity, natural gas and vehicle fuels

<b>Name of dataset:</b>	Corporate consumption of electricity, natural gas and vehicle fuels
<b>Data source:</b>	RDN Chris Midgley Manager Energy and Sustainability Regional District of Nanaimo, 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: cmidgley@rdn.bc.ca
<b>Scale of data collection:</b>	RDN - corporate
<b>Scale of data reporting:</b>	RDN - corporate
<b>Date of first collection:</b>	200?
<b>Frequency of updating:</b>	As required
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	None – internal monitoring program already established.
<b>Cost of processing:</b>	Low – labour for presenting and interpreting results.
<b>Other considerations:</b>	None

## CEc4

### Energy generated from Liquid and Solid Waste operations

<b>Name of dataset:</b>	Energy generated from Liquid and Solid Waste operations
<b>Data source:</b>	RDN Chris Midgley Manager Energy and Sustainability Regional District of Nanaimo, 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: cmidgley@rdn.bc.ca
<b>Scale of data collection:</b>	RDN - corporate
<b>Scale of data reporting:</b>	RDN - corporate
<b>Date of first collection:</b>	200?
<b>Frequency of updating:</b>	As required
<b>Accuracy and precision:</b>	Good
<b>Compatibility with RDN system:</b>	Good
<b>Cost of obtaining dataset:</b>	None – collection of data not yet undertaken. Requires data from liquid and solid waste facilities.
<b>Cost of processing:</b>	Low – labour for presenting and interpreting results.
<b>Other considerations:</b>	None

## CEd1

### Number of certified green buildings in the region

<b>Name of dataset:</b>	Number of certified green buildings in the region  LEED Energy Star R-2000 Built-Green EnerGuide rated houses BOMA Best (Green-Globes) Passivhaus Living Buildings
<b>Data source:</b>	RDN Chris Midgley Manager Energy and Sustainability Regional District of Nanaimo, 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: cmidgley@rdn.bc.ca
<b>Scale of data collection:</b>	RDN - corporate
<b>Scale of data reporting:</b>	RDN - corporate
<b>Date of first collection:</b>	200?
<b>Frequency of updating:</b>	As required
<b>Accuracy and precision:</b>	Good
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	None – Data is available from certifying agencies will need to be analyzed for extracting projects in the Regional District

## Performance Measurement at the Regional District of Nanaimo

<b>Cost of processing:</b>	Low – labour for presenting and interpreting results.
<b>Other considerations:</b>	None

### CEd2

#### Number of alternative fuel vehicles in Region

<b>Name of dataset:</b>	Vehicle ownership
<b>Data source:</b>	ICBC
<b>Scale of data collection:</b>	By postal code of registration
<b>Scale of data reporting:</b>	Same, or aggregated postal codes
<b>Date of first collection:</b>	200?
<b>Frequency of updating:</b>	Annual
<b>Accuracy and precision:</b>	Very good
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	no cost
<b>Cost of processing:</b>	Labour cost for limited amount of processing needed
<b>Other considerations:</b>	None.

### CEd3

#### Energy use in the Region, total and per capita

<b>Name of dataset:</b>	Electricity consumption in the RDN, total and per capita.
<b>Data source:</b>	BC Hydro Market Forecast Department 333 Dunsmuir Street Vancouver, BC  Tel: 604-623-4304 Fax: 604-623-3855
<b>Scale of data collection:</b>	Data are collected for the province.
<b>Scale of data reporting:</b>	Data are reported only BC Hydro districts. BC Hydro staff suggests that the entire Qualicum Beach District and part of the Nanaimo district match the RDN boundary fairly well.
<b>Date of first collection:</b>	Can provide data for the previous three years.
<b>Frequency of updating:</b>	Annual (fiscal year).
<b>Accuracy and precision:</b>	High – meter readings and billings.
<b>Compatibility with RDN system:</b>	High – Excel spreadsheets.
<b>Cost of obtaining dataset:</b>	None.
<b>Cost of processing:</b>	Low – some labour costs associated with preparing the data in Excel spreadsheets.
<b>Other considerations:</b>	BC Hydro's Nanaimo District includes: Cassidy, Cedar, Chase River, Chemainus, Departure Bay, Extension, Gabriola Island, Harewood, Kuper Island, Ladysmith, Lantzville, Mudge Island, Nanaimo City, Newcastle Island, Northfield, Protection Island, Saltair, South Wellington, Thetis Island, Tugboat Island, Wellington, and Yellowpoint.

<b>Name of dataset:</b>	Natural gas consumption in the RDN, total and per capita.
<b>Data source:</b>	Terasen Gas Energy Forecasting  Tel: 604-592-7753 Fax: 604-592-7670
<b>Scale of data collection:</b>	Nanaimo Service Region (just north of the Malahat to Port

## Performance Measurement at the Regional District of Nanaimo

	Alberni).
<b>Scale of data reporting:</b>	Data for RDN customers can be extracted from the Nanaimo Service Region data.
<b>Date of first collection:</b>	Early 90's.
<b>Frequency of updating:</b>	Annual (or more frequent if required by the RDN).
<b>Accuracy and precision:</b>	Will be a challenge to match customers to the RDN; should be able to get fairly close but the final numbers will not be based on a 100% match.
<b>Compatibility with RDN system:</b>	High – Excel spreadsheet.
<b>Cost of obtaining dataset:</b>	None.
<b>Cost of processing:</b>	Moderate labour costs associated with extracting data for the RDN from the Nanaimo Service region data.
<b>Other considerations:</b>	None.

### CEd4

#### Inventory of energy used in the Region – renewable v. non-renewable sources

<b>Name of dataset:</b>	Inventory of energy used in the Region – renewable v. non-renewable sources
<b>Data source:</b>	Uses energy use data from energy providers Chris Midgley Manager Energy and Sustainability Regional District of Nanaimo, 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: cmidgley@rdn.bc.ca
<b>Scale of data collection:</b>	Region
<b>Scale of data reporting:</b>	Region
<b>Date of first collection:</b>	Data from energy providers available for past 3-5 years
<b>Frequency of updating:</b>	As required
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	None – Data is available from providers
<b>Cost of processing:</b>	Low – labour for necessary to manipulate energy use data and
<b>Other considerations:</b>	None

### CEe1

#### Amount of energy generated from renewable sources in the Region

<b>Name of dataset:</b>	Amount of energy generated from renewable sources in the Region
<b>Data source:</b>	Uses energy use data from energy providers Chris Midgley Manager Energy and Sustainability Regional District of Nanaimo, 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: cmidgley@rdn.bc.ca

## Performance Measurement at the Regional District of Nanaimo

<b>Scale of data collection:</b>	Region
<b>Scale of data reporting:</b>	Region
<b>Date of first collection:</b>	Data from energy providers available for past 3-5 years
<b>Frequency of updating:</b>	As required
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	None – Data is available from providers
<b>Cost of processing:</b>	Low – labour for necessary to manipulate energy use data
<b>Other considerations:</b>	None

### WHa1

#### Current and projected age class distribution for Arrowsmith Timber Supply Area

<b>Name of dataset:</b>	Age class distribution in Arrowsmith Timber Supply Area (TSA).
<b>Data source:</b>	Mr. Christine Fletcher Forest Analysis Branch BC Ministry of Forests Victoria, BC V8W9C2  Tel: 250-356-5959 Fax: 250-953-3838
<b>Scale of data collection:</b>	Arrowsmith TSA (includes the communities in four regional districts: the Alberni Clayoquot, Cowichan Valley, Nanaimo, and Capital regional districts).
<b>Scale of data reporting:</b>	Arrowsmith TSA (includes the communities in four regional districts: the Alberni Clayoquot, Cowichan Valley, Nanaimo, and Capital regional districts)
<b>Date of first collection:</b>	Latest analysis reports completed in 1995 and 2001.
<b>Frequency of updating:</b>	Approximately every 5 years.
<b>Accuracy and precision:</b>	The data are collected as part of the British Columbia Forest Service forest inventory. The inventory includes computerized maps, a database describing the location and nature of forest cover, and a description of other forest values, including recreation and visual quality.
<b>Compatibility with RDN system:</b>	Data is in SAS datasets, but MOF will translate to a format compatible with RDN system (CSV format). Excel files are available for changes in age composition on the productive land base over time. Analysis reports are available in hard copy or digitally from website.
<b>Cost of obtaining dataset:</b>	None.
<b>Cost of processing:</b>	Moderate labour costs for MOF staff to extract data for the RDN from the entire Arrowsmith TSA and to translate the data to format compatible with RDN system.
<b>Other considerations:</b>	MOF is able to interpret data by regional district by cross-referencing maps.

### WHa2

#### Amount of land protected (nature park or DPA designation) by type

<b>Name of dataset:</b>	Development permit area boundaries, SEI data
<b>Data source:</b>	RDN GIS department, based on park and development permit boundaries and the Sensitive Ecosystem Atlas. Regional District of Nanaimo 6300 Hammond Bay Rd

## Performance Measurement at the Regional District of Nanaimo

	Nanaimo, BC V9T 6N2
<b>Scale of data collection:</b>	Individual park and permit areas
<b>Scale of data reporting:</b>	Individual permit areas
<b>Date of first collection:</b>	This indicator was calculated in 1999/2000 for the RDN
<b>Frequency of updating:</b>	As required
<b>Accuracy and precision:</b>	Moderate, DPA data high but SEI data may not be complete
<b>Compatibility with RDN system:</b>	High – GIS analysis results can be provided in spreadsheet format
<b>Cost of obtaining dataset:</b>	RDN GIS staff time – estimate 4 days
<b>Cost of processing:</b>	Included in above
<b>Other considerations:</b>	None.

### WHa3

#### Amount of land outside of urban boundaries or designated industrial areas that permit subdivision minima of less than 4 (or 10) ha

<b>Name of dataset:</b>	Zoning and subdivision information for the RDN
<b>Data source:</b>	RDN (though municipal land use information also will be needed) Regional District of Nanaimo 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2
<b>Scale of data collection:</b>	Individual zone districts
<b>Scale of data reporting:</b>	Can be as small as electoral area or municipality, up to regional district
<b>Date of first collection:</b>	unknown
<b>Frequency of updating:</b>	unknown
<b>Accuracy and precision:</b>	Reflects accuracy of plans and zoning bylaws
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	None
<b>Cost of processing:</b>	Labour cost of extracting and interpreting the data
<b>Other considerations:</b>	None

### WHa4

#### Area of private and Crown forestry land

<b>Name of dataset:</b>	Assessment Authority managed forest land classification
<b>Data source:</b>	British Columbia Assessment Authority Tel: 1-800-661-2116
<b>Scale of data collection:</b>	Parcel.
<b>Scale of data reporting:</b>	Local area.
<b>Date of first collection:</b>	Unknown.
<b>Frequency of updating:</b>	Annual.
<b>Accuracy and precision:</b>	Good.
<b>Compatibility with RDN system:</b>	RDN holds the BCAA database.
<b>Cost of obtaining dataset:</b>	No cost.
<b>Cost of processing:</b>	Labour costs for extracting and analyzing data.
<b>Other considerations:</b>	Unmanaged forest land is not tracked by BC Assessment Authority and could be converted to other uses subject to rezoning.

<b>Name of dataset:</b>	Land and Water BC Crown Land Applications and Sales
<b>Data source:</b>	Land and Water BC Nanaimo Office

## Performance Measurement at the Regional District of Nanaimo

<b>Scale of data collection:</b>	Individual properties
<b>Scale of data reporting:</b>	Individual properties
<b>Date of first collection:</b>	Applications for crown land from April 2002 available on-line, sales of crown land current information available only.
<b>Frequency of updating:</b>	Weekly.
<b>Accuracy and precision:</b>	High.
<b>Compatibility with RDN system:</b>	Moderate.
<b>Cost of obtaining dataset:</b>	None - data are free from the website. Check with LWBC for more complex data requests.
<b>Cost of processing:</b>	Moderate labour costs – each individual record must be queried to find use, date, and area.
<b>Other considerations:</b>	

### WHb1

#### Amount of designated watershed lands under protection (nature park or DPA designation or other)

<b>Name of dataset:</b>	Development permit area boundaries, SEI data, watershed data from DWWP
<b>Data source:</b>	RDN GIS department, based on park and development permit boundaries and the watershed data under development Regional District of Nanaimo 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2
<b>Scale of data collection:</b>	Individual park and permit areas
<b>Scale of data reporting:</b>	-
<b>Date of first collection:</b>	New indicator
<b>Frequency of updating:</b>	As required
<b>Accuracy and precision:</b>	Moderate, DPA data high but watershed data may not be complete – will increase in completion over time
<b>Compatibility with RDN system:</b>	High – GIS analysis results can be provided in spreadsheet format
<b>Cost of obtaining dataset:</b>	RDN GIS staff time
<b>Cost of processing:</b>	Included in above
<b>Other considerations:</b>	None.

### WHb2

#### Water quality in selected lakes and rivers

<b>Name of dataset:</b>	Water quality data for selected lakes and rivers in the RDN.
<b>Data source:</b>	Ministry of Water, Land and Air Protection 2080-A Labieux Road Nanaimo, BC V9T 6J9  Tel: 250 751-3184 Fax: 250 751-3103
<b>Scale of data collection:</b>	Englishman River, Little Qualicum River, Holland Creek, Stocking Lake, Brannon Lake, Green Lake, Long Lake (MWALP does not collect data at Horne Lake).
<b>Scale of data reporting:</b>	Englishman River, Little Qualicum River, Holland Creek, Stocking Lake, Brannon Lake, Green Lake, Long Lake (MWALP does not collect data at Horne Lake).
<b>Date of first collection:</b>	Number of years of data on record depends on sampling site.

## Performance Measurement at the Regional District of Nanaimo

	Lakes are only sampled once per year, in the Spring.
<b>Frequency of updating:</b>	3 – 5 years.
<b>Accuracy and precision:</b>	High – standard sampling techniques and equipment used.
<b>Compatibility with RDN system:</b>	High - results entered into provincial database but can be converted to Excel files. Hard copy reports also available.
<b>Cost of obtaining dataset:</b>	None.
<b>Cost of processing:</b>	Low – some labour costs associated with putting the data into Excel spreadsheets.
<b>Other considerations:</b>	

### WHb3

#### Domestic water consumption (total and per capita) and peak daily water flows by area

<b>Name of dataset:</b>	Water consumption in the City of Nanaimo.
<b>Data source:</b>	Engineering and Public Works Department City of Nanaimo 455 Wallace Street Nanaimo, BC V9R 5J6  Tel (250) 755-4409 Local 272 Fax (250) 755-4403
<b>Scale of data collection:</b>	City of Nanaimo municipality.
<b>Scale of data reporting:</b>	City of Nanaimo municipality.
<b>Date of first collection:</b>	Data available since 1977.
<b>Frequency of updating:</b>	Meters are read three times per year. One three month block is estimated since water bills are sent four times per year.
<b>Accuracy and precision:</b>	High – standard meter readings.
<b>Compatibility with RDN system:</b>	Data are entered into a Tempest database. Data can be provided in a format compatible with the RDN system.
<b>Cost of obtaining dataset:</b>	None.
<b>Cost of processing:</b>	Moderate, City of Nanaimo staff will have to take data from Tempest database and translate into a form compatible with the RDN system if RDN requires digital data. If not, a hard copy print out can be provided quite quickly.
<b>Other considerations:</b>	None.

<b>Name of dataset:</b>	Water consumption in Regional District of Nanaimo.
<b>Data source:</b>	Regional District of Nanaimo, Water Utilities 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511
<b>Scale of data collection:</b>	12 residential water systems (6 with commercial water hook-ups as well as residential) within the RDN. Number of hook-ups on each system varies from 1 to 805.
<b>Scale of data reporting:</b>	12 residential water systems (6 with commercial water hook-ups as well as residential) within the RDN. Number of hook-ups on each system varies from 1 to 805.
<b>Date of first collection:</b>	Computerized records are available from 2001. Hand written records are available for prior years.
<b>Frequency of updating:</b>	Commercial meters are read four times per year. Residential meters are read twice per year.
<b>Accuracy and precision:</b>	High – standard meter readings.
<b>Compatibility with RDN system:</b>	High – Excel spreadsheets.

## Performance Measurement at the Regional District of Nanaimo

<b>Cost of obtaining dataset:</b>	None.
<b>Cost of processing:</b>	None.
<b>Other considerations:</b>	

<b>Name of dataset:</b>	Water consumption in the Town of Qualicum Beach.
<b>Data source:</b>	Town of Qualicum Beach #201-Primrose Street P.O. Box 130 Qualicum Beach, BC V9K 1S7  Tel: 250-752-6921 Fax: 250-752-1243 Email: bobweir@qualicumbeach.com
<b>Scale of data collection:</b>	Town of Qualicum Beach municipality.
<b>Scale of data reporting:</b>	Town of Qualicum Beach municipality.
<b>Date of first collection:</b>	Data collected with electronic meters since 2002, prior to that it was collected manually.
<b>Frequency of updating:</b>	Meters are read twice per year.
<b>Accuracy and precision:</b>	High – standard meter readings.
<b>Compatibility with RDN system:</b>	Data is downloaded into MAIS database. Data can be provided in a format compatible with the RDN system.
<b>Cost of obtaining dataset:</b>	None.
<b>Cost of processing:</b>	Moderate – labour costs associated with transferring the data from the MAIS database into Excel spreadsheets.
<b>Other considerations:</b>	None.

<b>Name of dataset:</b>	Water consumption in the City of Parksville.
<b>Data source:</b>	City of Parksville 1116 Herring Gull Way P.O. Box 1370 Parksville BC V9P 2H3  Tel: 250-954-4665 Fax: 250-248-6140
<b>Scale of data collection:</b>	City of Parksville municipality.
<b>Scale of data reporting:</b>	City of Parksville municipality.
<b>Date of first collection:</b>	Data collected with electronic meters since 1999, prior to that it was collected manually.
<b>Frequency of updating:</b>	Meters are read once per year.
<b>Accuracy and precision:</b>	High – standard meter readings.
<b>Compatibility with RDN system:</b>	High – Excel spreadsheets.
<b>Cost of obtaining dataset:</b>	None.
<b>Cost of processing:</b>	None. Data are already available in Excel spreadsheets
<b>Other considerations:</b>	None.

<b>Name of dataset:</b>	Water consumption in the District of Lantzville.
<b>Data source:</b>	7192 Lantzville Road P.O. Box 100 Lantzville, BC V0R 2H0  Tel: 250-390-4006 Fax: 250-390-5188 Email:
<b>Scale of data collection:</b>	District of Lantzville municipality.
<b>Scale of data reporting:</b>	District of Lantzville municipality.
<b>Date of first collection:</b>	Approximately 10 years of data.
<b>Frequency of updating:</b>	Five wells with meters that are checked every day and data

## Performance Measurement at the Regional District of Nanaimo

	entered into Excel spreadsheets once a week. Meters at houses are checked four times per year and data entered into database.
<b>Accuracy and precision:</b>	High – standard meter readings.
<b>Compatibility with RDN system:</b>	High.
<b>Cost of obtaining dataset:</b>	None.
<b>Cost of processing:</b>	Low – labour costs associated with collecting and entering the data into databases.
<b>Other considerations:</b>	None.

<b>Name of dataset:</b>	Water consumption in Improvement Districts in the RDN.
<b>Data source:</b>	<p>Deep Bay Waterworks District Tel: 250-757-9312</p> <p>Bowser Waterworks District Tel: 250-757-8363</p> <p>Qualicum/Horne Lake Waterworks District Tel: 250-757-8509</p> <p>Little Qualicum Waterworks District Tel: 250-752-2687</p> <p>William Springs Improvement District Tel: 250-468-1409</p> <p>North Cedar Improvement District Tel: 250-722-3252</p>
<b>Scale of data collection:</b>	Improvement Districts.
<b>Scale of data reporting:</b>	Improvement Districts.
<b>Date of first collection:</b>	Varies depending on Improvement District.
<b>Frequency of updating:</b>	Varies depending on Improvement District. Most report annually.
<b>Accuracy and precision:</b>	High – most Improvement Districts use meters.
<b>Compatibility with RDN system:</b>	High.
<b>Cost of obtaining dataset:</b>	None.
<b>Cost of processing:</b>	Low – labour costs associated with collecting and entering the data into databases.
<b>Other considerations:</b>	None.

## WHb4

### Change in groundwater levels in selected sample of observation wells

<b>Name of dataset:</b>	Groundwater quantity data for water systems operated by the RDN.
<b>Data source:</b>	<p>Regional District of Nanaimo, Water Utilities 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2</p> <p>Tel: 1-877-607-4111 Fax: 250-390-7511</p>
<b>Scale of data collection:</b>	RDN water systems.
<b>Scale of data reporting:</b>	RDN water systems.

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<b>Date of first collection:</b>	Automatic data collectors were installed four years ago. Prior to that data was collected manually on a weekly basis.
<b>Frequency of updating:</b>	Automatic data collectors measure temperature and height of water every half hour. The data is downloaded monthly and summarized. Annual trend reports are produced.
<b>Accuracy and precision:</b>	High – computerized data collectors.
<b>Compatibility with RDN system:</b>	High – excel spreadsheets and hard copy reports.
<b>Cost of obtaining dataset:</b>	None.
<b>Cost of processing:</b>	None.
<b>Other considerations:</b>	The data are difficult to interpret. There are many factors involved in determining the quantity of groundwater available at a well.

<b>Name of dataset:</b>	Groundwater quantity data for 4 groundwater wells in the North Cedar Improvement District.
<b>Data source:</b>	North Cedar Improvement District P.O. Box 210 Cedar, BC V9X 1W1  Tel: 250-722-3711 Fax: 250-722-3252
<b>Scale of data collection:</b>	4 groundwater wells in the North Cedar Improvement District.
<b>Scale of data reporting:</b>	4 groundwater wells in the North Cedar Improvement District.
<b>Date of first collection:</b>	At least 10 years.
<b>Frequency of updating:</b>	Monthly.
<b>Accuracy and precision:</b>	High – computerized data collectors.
<b>Compatibility with RDN system:</b>	High – hard copy reports.
<b>Cost of obtaining dataset:</b>	None.
<b>Cost of processing:</b>	None.
<b>Other considerations:</b>	The data are difficult to interpret. There are many factors involved in determining the quantity of groundwater available at a well.

<b>Name of dataset:</b>	Groundwater quantity data for 13 wells in the RDN that are operated by MWLAP.
<b>Data source:</b>	Environmental Quality Section Ministry of Water, Land and Air Protection 2080-A Labieux Road Nanaimo, BC V9T 6J9  Tel: 250-751-3141 Fax: 250-751-3103
<b>Scale of data collection:</b>	13 wells in the RDN (see notes).
<b>Scale of data reporting:</b>	13 wells in the RDN (see notes).
<b>Date of first collection:</b>	3 years ago. Before that data collected using a different method and not considered reliable.
<b>Frequency of updating:</b>	Continuous monitoring of levels. Data downloaded 3-4 times per year and graphed using Excel.
<b>Accuracy and precision:</b>	High – digital monitor.
<b>Compatibility with RDN system:</b>	High – Excel spreadsheets.
<b>Cost of obtaining dataset:</b>	None.
<b>Cost of processing:</b>	Moderate – some labour costs involved with downloading the data, putting it into Excel and producing graphs.
<b>Other considerations:</b>	MWLAP operates the following wells in the RDN: 310–Deep Bay, North; 331–Deep Bay, South; 295–Town of Qualicum Beach, Berwick Rd.; 303–French Creek, Yambury Rd.; 321–French Creek, Oceanside; 304–Town of Parksville, Despard Ave.; 287–Coombs, Burgoyne Rd.; 232–Lantzville, Harby Rd.; 340–Lantzville, Valmar Rd.; 228–Cassidy, Timberlands Rd.; 312–Cassidy, Haslam Creek; 330–Cassidy, Nanaimo River Hatchery;

## Performance Measurement at the Regional District of Nanaimo

	315–Cassidy, Yellow Point. Historical information to 2002 can be found at <a href="http://wlapwww.gov.bc.ca/wat/gws/obswell">http://wlapwww.gov.bc.ca/wat/gws/obswell</a> . The database is currently being upgraded in order to provide a more up to date report of groundwater levels with the capability to compare existing water levels to maximums, minimums and average water levels. The database also includes links to the original well record, which provides technical details regarding the well construction and well location information.
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<b>Name of dataset:</b>	Groundwater quantity in Improvement Districts (ID) in the RDN.
<b>Data source:</b>	Deep Bay Waterworks District Tel: 250-757-9312  Bowser Waterworks District Tel: 250-757-8363  Qualicum/Horne Lake Waterworks District Tel: 250-757-8509  Little Qualicum Waterworks District Tel: 250-752-2687  William Springs Improvement District Tel: 250-468-1409  North Cedar Improvement District Tel: 250-722-3252
<b>Scale of data collection:</b>	Improvement Districts.
<b>Scale of data reporting:</b>	Improvement Districts.
<b>Date of first collection:</b>	Varies depending on ID.
<b>Frequency of updating:</b>	Varies depending on ID.
<b>Accuracy and precision:</b>	Varies depending on ID.
<b>Compatibility with RDN system:</b>	High.
<b>Cost of obtaining dataset:</b>	None.
<b>Cost of processing:</b>	Low – labour costs associated with collecting and entering the data into databases.
<b>Other considerations:</b>	Not all IDs collect data on groundwater quantity. Some rely on the data collected at nearby provincial monitoring wells.

## WHc1

### Quality of biosolids from wastewater treatment plants

<b>Name of dataset:</b>	Quality of biosolids from wastewater treatment facilities.
<b>Data source:</b>	Mr. Sean De Pol Regional District of Nanaimo, Liquid Waste 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: sdepol@rdn.bc.ca
<b>Scale of data collection:</b>	Regional (4 treatment plants – Greater Nanaimo, French Creek, Nanoose, and Duke Point).
<b>Scale of data reporting:</b>	Regional (4 treatment plants – Greater Nanaimo, French Creek, Nanoose, and Duke Point).
<b>Date of first collection:</b>	Data is available for approximately 10 years.
<b>Frequency of updating:</b>	Data is collected per load of biosolids and summarized on a monthly basis. It is also included in the annual report.
<b>Accuracy and precision:</b>	High.

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<b>Compatibility with RDN system:</b>	High – excel spreadsheets and hard copy or digital (last 5 years) annual reports.
<b>Cost of obtaining dataset:</b>	None.
<b>Cost of processing:</b>	None.
<b>Other considerations:</b>	None.

### WHc2

#### Quality of treated effluent from wastewater treatment plants

<b>Name of dataset:</b>	Water quality data from RDN wastewater treatment plants.
<b>Data source:</b>	Mr. Sean De Pol Regional District of Nanaimo, Liquid Waste 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: sdepol@rdn.bc.ca
<b>Scale of data collection:</b>	Regional (4 treatment plants – Greater Nanaimo, French Creek, Nanoose, and Duke Point). Captures 98% of the population.
<b>Scale of data reporting:</b>	Regional (4 treatment plants – Greater Nanaimo, French Creek, Nanoose, and Duke Point). Captures 98% of the population.
<b>Date of first collection:</b>	Data are available annually from 1996 onward for average concentration. Data for number of permit exceedences is available for Greater Nanaimo from 1996 and from French Creek, Nanoose, and Duke Point from 2000.
<b>Frequency of updating:</b>	Water quality is sampled daily at the treatment plants and summarized. An annual report is produced.
<b>Accuracy and precision:</b>	High- standard measures used.
<b>Compatibility with RDN system:</b>	High – excel spreadsheets and hard copy or digital (last 5 years) annual reports.
<b>Cost of obtaining dataset:</b>	None. The province requires ongoing existing monitoring programs.
<b>Cost of processing:</b>	None.
<b>Other considerations:</b>	Both average concentration and annual number of exceedences are available for each treatment facility for TSS, BOD, and toxicity.

### WHc3

#### Amount of liquid waste generated per capita

<b>Name of dataset:</b>	Average daily flow at RDN wastewater treatment plants.
<b>Data source:</b>	Mr. Sean De Pol Regional District of Nanaimo, Liquid Waste 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: sdepol@rdn.bc.ca
<b>Scale of data collection:</b>	Regional (4 treatment plants – Greater Nanaimo, French Creek, Nanoose, and Duke Point). Captures 98% of the population.
<b>Scale of data reporting:</b>	Regional (4 treatment plants – Greater Nanaimo, French Creek, Nanoose, and Duke Point). Captures 98% of the population.
<b>Date of first collection:</b>	A complete data set is available from 1997 onward.
<b>Frequency of updating:</b>	Continuous monitoring by meters at the wastewater treatment plants. Daily averages available.

## Performance Measurement at the Regional District of Nanaimo

<b>Accuracy and precision:</b>	High- standard measures used.
<b>Compatibility with RDN system:</b>	High – excel spreadsheets and hard copy or digital (last 5 years) annual reports.
<b>Cost of obtaining dataset:</b>	None. The province requires ongoing existing monitoring programs.
<b>Cost of processing:</b>	None.
<b>Other considerations:</b>	Estimate of population served is also required, and can be obtained from the RDN. Credibility is high but may be affected by the link between volume and rainfall events. Large rainfall events contribute significant volumes of storm water that would be included in the volume measurement. It was suggested that only data for the summer months be used, as this is a more accurate representation of human liquid waste generation. Note that smaller sewer systems are not covered, but the RDN system serves approximately 98% of all serviced lots. Therefore, omitting smaller systems will not obscure trends.

### WHc4

#### Energy recovered through generation on site

<b>Name of dataset:</b>	Energy recovered through generation on site
<b>Data source:</b>	Uses energy generation data from liquid waste facilities Chris Midgley Manager Energy and Sustainability  Mr. Sean De Pol Manager, Liquid Waste  Regional District of Nanaimo 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: cmidgley@rdn.bc.ca
<b>Scale of data collection:</b>	Region
<b>Scale of data reporting:</b>	Region
<b>Date of first collection:</b>	Data from energy providers available for past 3-5 years
<b>Frequency of updating:</b>	As required
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	None – Data is available from providers
<b>Cost of processing:</b>	Low – labour for necessary to manipulate energy use data and
<b>Other considerations:</b>	None

### WHc5

#### Number of shellfish harvesting closures due to sanitary contamination

<b>Name of dataset:</b>	Shellfish sanitary closures on the BC coast.
<b>Data source:</b>	Environment Canada #201-401 Burrard Street Vancouver, BC V6C 3S5  Tel: 604-666-2947 Fax: 604-666-9107
<b>Scale of data collection:</b>	Variable - based on the scale of vector or raster charts from which

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	the closures are digitized.
<b>Scale of data reporting:</b>	As above.
<b>Date of first collection:</b>	1994
<b>Frequency of updating:</b>	Approximately every 6 months.
<b>Accuracy and precision:</b>	Based on digitizing scale.
<b>Compatibility with RDN system:</b>	Polygon data of closures in shapefile format.
<b>Cost of obtaining dataset:</b>	Unknown.
<b>Cost of processing:</b>	Unknown.
<b>Other considerations:</b>	Work in progress, only the current year's dataset is publicly available. Data will be available through the Georgia Basin Puget Sound Action Plan and Provincial State of the Environment Coastal and Marine Indicator websites.

<b>Name of dataset:</b>	Shellfish sanitary closures on the BC coast.
<b>Data source:</b>	Fisheries and Oceans Canada website.
<b>Scale of data collection:</b>	Provincial.
<b>Scale of data reporting:</b>	Reported for each shellfish sanitary closure area. Can be easily accessed for the RDN.
<b>Date of first collection:</b>	1994.
<b>Frequency of updating:</b>	Unknown.
<b>Accuracy and precision:</b>	Unknown.
<b>Compatibility with RDN system:</b>	High – require Internet Explorer or Netscape.
<b>Cost of obtaining dataset:</b>	None.
<b>Cost of processing:</b>	None.
<b>Other considerations:</b>	The DFO mandate is to notify the public and patrol closed areas. They do not collect the data.

## ERa1

### Personal income from top three industries as a proportion of total personal income in region, and personal income by type of industry

<b>Name of dataset:</b>	Special cross-tabulation of total personal income earned by industry type
<b>Data source:</b>	Statistics Canada Derek Adams (Derek.Adams@statcan.ca)
<b>Scale of data collection:</b>	Data are derived from personal tax returns and so may be reported for a wide variety of jurisdictions
<b>Scale of data reporting:</b>	Regional districts (among others)
<b>Date of first collection:</b>	1991, 1996, 2001 (previous years may also be available)
<b>Frequency of updating:</b>	Annual tax return information, census year occupation information
<b>Accuracy and precision:</b>	High – assuming tax returns are accurate
<b>Compatibility with RDN system:</b>	Data will be provided in a spreadsheet format
<b>Cost of obtaining dataset:</b>	Additional costs applicable for updating existing PTPT data
<b>Cost of processing:</b>	Low – may require entry into RDN spreadsheet
<b>Other considerations:</b>	Statistics Canada also reports industry income, but only in ranges that are unsuitable for calculating the ratio between single industry income and total income.

## ERa2

### Number of, and participation in, recreational and cultural programs offered by local government

<b>Name of dataset:</b>	Recreation program registered attendance, ice time usage, and aquatic centre rentals and bookings for the City of Nanaimo and the RDN.
<b>Data source:</b>	Mr. Tom Osborne Regional District of Nanaimo, Recreation and Parks Oceanside Place 830 West Island Highway Parksville, BC V9P 2X4 Tel: 1-888-828-2069 Fax: 250-248-3159 E-mail: tosborne@rdn.bc.ca  City of Nanaimo, Recreation and Parks 2300 Bowen Road Nanaimo B.C. V9T 3K7 Tel: 250-756-5200 Fax: 250-758-8761
<b>Scale of data collection:</b>	Number, age grouping, and addresses of participants in registered programs for RDN and City of Nanaimo pools, arenas, and recreation programs.
<b>Scale of data reporting:</b>	Number, age grouping, and addresses of participants registered in RDN and City of Nanaimo programs.
<b>Date of first collection:</b>	Varies for each facility and program.
<b>Frequency of updating:</b>	Daily.
<b>Accuracy and precision:</b>	High.
<b>Compatibility with RDN system:</b>	High. CLASS database is used by both the RDN and the City of Nanaimo. Booking sheets also used.
<b>Cost of obtaining dataset:</b>	None.
<b>Cost of processing:</b>	Low – some labour costs associated with processing the data.
<b>Other considerations:</b>	RDN provides services in District 69 (Electoral Area E, Area F, Area G, and Area H, and Parksville and Qualicum Beach), and operates out of two main facilities; the Oceanside Place in Parksville and the Ravensong Aquatic Centre in Qualicum Beach. City of Nanaimo provides services in District 68 (Electoral Area A, Area B, Area C, Area D, and Lantzville) and operates out of three main facilities; Beban Park Recreation Centre, Bowen Park Recreation Centre, and Nanaimo Aquatic Centre.

<b>Name of dataset:</b>	Program drop-in attendance at recreation centres in the City of Nanaimo and the RDN.
<b>Data source:</b>	Same as above.
<b>Scale of data collection:</b>	Drop-in attendance in programs at RDN and City of Nanaimo recreation facilities.
<b>Scale of data reporting:</b>	Drop-in attendance in programs at RDN and City of Nanaimo recreation facilities.
<b>Date of first collection:</b>	2003.
<b>Frequency of updating:</b>	Monthly. POS and summarized in Commission Update reports.
<b>Accuracy and precision:</b>	High.
<b>Compatibility with RDN system:</b>	High.
<b>Cost of obtaining dataset:</b>	None.
<b>Cost of processing:</b>	None.
<b>Other considerations:</b>	None.

## ERa3

### Area of active and nature parkland for every 1000 residents

<b>Name of dataset:</b>	RDN GIS, based on park boundaries, total population, and municipal data as needed
<b>Data source:</b>	RDN GIS department, municipalities Regional District of Nanaimo 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2
<b>Scale of data collection:</b>	Individual parks
<b>Scale of data reporting:</b>	Regional district
<b>Date of first collection:</b>	1999/2000
<b>Frequency of updating:</b>	As required
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	High, GIS results can be provided in spreadsheet format
<b>Cost of obtaining dataset:</b>	Estimated 1 day of staff time, assuming all park boundaries are currently digitized.
<b>Cost of processing:</b>	Included above
<b>Other considerations:</b>	Population data are also required for this indicator. Length of trails is also available (recently updated by RDN).

## ERa4

### Change in number of households below low income cut off

<b>Name of dataset:</b>	Incidence of low income in economic families (proportion of economic families in a given classification below Statistics Canada's low income cut-off)
<b>Data source:</b>	Statistics Canada
<b>Scale of data collection:</b>	20% population sample
<b>Scale of data reporting:</b>	As requested, down to census subdivisions (15 in the RDN)
<b>Date of first collection:</b>	1991 (previous years may also be available)
<b>Frequency of updating:</b>	Census years
<b>Accuracy and precision:</b>	20% sample
<b>Compatibility with RDN system:</b>	Provided as a spreadsheet
<b>Cost of obtaining dataset:</b>	Additional costs for updating PTPT data
<b>Cost of processing:</b>	Low – may have to enter data into RDN system
<b>Other considerations:</b>	

## ERb1

### Education attainment levels

<b>Name of dataset:</b>	Post-Secondary Qualifications
<b>Data source:</b>	Statistics Canada
<b>Scale of data collection:</b>	20% population sample
<b>Scale of data reporting:</b>	As requested, down to census subdivisions (15 in the RDN)
<b>Date of first collection:</b>	1991 (previous years may also be available)
<b>Frequency of updating:</b>	Census years
<b>Accuracy and precision:</b>	20% sample
<b>Compatibility with RDN system:</b>	Provided as a spreadsheet
<b>Cost of obtaining dataset:</b>	Additional costs for updating PTPT data
<b>Cost of processing:</b>	Low – may have to enter data into RDN system
<b>Other considerations:</b>	None.

<b>Name of dataset:</b>	Percent of 18 year olds who did not graduate
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<b>Data source:</b>	BC Stats (based on data collected by Statistics Canada Census)
<b>Scale of data collection:</b>	Data are collected for dissemination areas, equivalent to one or two blocks in urban areas, and so can be reported for a wide variety of jurisdictional boundaries
<b>Scale of data reporting:</b>	Regional Districts (among others)
<b>Date of first collection:</b>	1998 – available as 2 year average
<b>Frequency of updating:</b>	Annually
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	Current data available as PDF report or CSV spreadsheet file, previous year's data available as PDF reports.
<b>Cost of obtaining dataset:</b>	Free from BC Stats Previous year's reports available upon request, check website for current contact person
<b>Cost of processing:</b>	Very low – will require entry into spreadsheet/database program
<b>Other considerations:</b>	None.

## ERb2

### Unemployment rate and duration

<b>Name of dataset:</b>	Unemployment rate, participation rate, percent employed, percent unemployed, percent not in labour force (for all 15 years of age and over, 15 to 24, and 25 years or older, the following categories are reported: male, female, with children at home, with children only under 6 years old, with children under 6 and 6 and older, with children only 6 year and older)
<b>Data source:</b>	Statistics Canada Derek Adams (Derek.Adams@statcan.ca)
<b>Scale of data collection:</b>	20% population sample
<b>Scale of data reporting:</b>	As requested, down to census subdivisions (15 in the RDN)
<b>Date of first collection:</b>	1991 (previous years may also be available)
<b>Frequency of updating:</b>	Census years
<b>Accuracy and precision:</b>	20% sample
<b>Compatibility with RDN system:</b>	Provided as a spreadsheet
<b>Cost of obtaining dataset:</b>	Additional costs for updating PTPT data
<b>Cost of processing:</b>	Low – may have to enter data into RDN system
<b>Other considerations:</b>	None.

<b>Name of dataset:</b>	Population on income assistance for less than 1 year and for more than 1 year
<b>Data source:</b>	BC Stats website
<b>Scale of data collection:</b>	derived from BC Benefits data maintained by BC Ministry
<b>Scale of data reporting:</b>	Regional Districts
<b>Date of first collection:</b>	1999
<b>Frequency of updating:</b>	Updated annually as part of the BC Stats regional statistical profile reports
<b>Accuracy and precision:</b>	High – derived from government social service records
<b>Compatibility with RDN system:</b>	Current data available as PDF report or CSV spreadsheet file, previous year's data available as PDF reports.
<b>Cost of obtaining dataset:</b>	Free for download, previous year's reports available upon request, check website for current contact person
<b>Cost of processing:</b>	Very low – will require entry into spreadsheet/database program
<b>Other considerations:</b>	None.

## ERb3

### Employment by class of occupation

<b>Name of dataset:</b>	Labour force occupational structure (percent of population employed in various occupation categories)
<b>Data source:</b>	Statistics Canada
<b>Scale of data collection:</b>	20% population sample
<b>Scale of data reporting:</b>	As requested, down to census subdivisions (15 in the RDN)
<b>Date of first collection:</b>	1991 (previous years may also be available)
<b>Frequency of updating:</b>	Census years
<b>Accuracy and precision:</b>	20% sample
<b>Compatibility with RDN system:</b>	Provided as a spreadsheet
<b>Cost of obtaining dataset:</b>	Additional costs for updating PTPT data
<b>Cost of processing:</b>	Low – may have to enter data into RDN system
<b>Other considerations:</b>	None.

## ERb4

### Population and median age in the RDN

<b>Name of dataset:</b>	Population and median age in the RDN
<b>Data source:</b>	Data available online from BC Statistics Chris Midgley Manager Energy and Sustainability Regional District of Nanaimo, Solid Waste 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: cmidgley@rdn.bc.ca
<b>Scale of data collection:</b>	Region
<b>Scale of data reporting:</b>	Region
<b>Date of first collection:</b>	-
<b>Frequency of updating:</b>	Updated with Federal Census
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	None – internal monitoring program already established.
<b>Cost of processing:</b>	Low – labour for presenting and interpreting results.
<b>Other considerations:</b>	None

## ERb5

### Average annual income compared to cost of living

<b>Name of dataset:</b>	Average annual income - census families (all, couples, single parent)
<b>Data source:</b>	Statistics Canada
<b>Scale of data collection:</b>	20% population sample
<b>Scale of data reporting:</b>	As requested, down to census subdivisions (15 in the RDN)
<b>Date of first collection:</b>	1991 (previous years may also be available)
<b>Frequency of updating:</b>	Census years
<b>Accuracy and precision:</b>	20% sample
<b>Compatibility with RDN system:</b>	Provided as a spreadsheet
<b>Cost of obtaining dataset:</b>	Additional costs for updating PTPT data
<b>Cost of processing:</b>	Low – these data will have to be entered into an RDN spreadsheet and converted into a rate of change. An alternate option would be to convert all income data to 1992 dollars using

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	the CPI, then compare income trends.
<b>Other considerations:</b>	These data will have to be used in conjunction with cost of living data.

<b>Name of dataset:</b>	Consumer Price Index (cost of living)
<b>Data source:</b>	Available at Stats Canada website
<b>Scale of data collection:</b>	British Columbia
<b>Scale of data reporting:</b>	British Columbia
<b>Date of first collection:</b>	1986
<b>Frequency of updating:</b>	Annual
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	High – will have to be entered into RDN spreadsheet
<b>Cost of obtaining dataset:</b>	Free to download
<b>Cost of processing:</b>	Low – will require entry into RDN spreadsheet, and conversion into a rate of change in order to compare with changing income. An alternate option would be to convert all income data to 1992 dollars using the CPI, then compare income trends.
<b>Other considerations:</b>	These data will have to be used in conjunction with income data. Reference year for CPI is 1992.

### ERC1

#### RDN cost impact on average household for services – Transit, Liquid Waste, Solid Waste, Drinking Water, Development Services, Parks and Recreation, Other

<b>Name of dataset:</b>	RDN cost impact on average household for services – Transit, Liquid Waste, Solid Waste, Drinking Water, Development Services, Parks and Recreation, Other
<b>Data source:</b>	Data available from RDN Financial Services  General Manager Finance, IT, GIS Regional District of Nanaimo, Solid Waste 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: navery@rdn.bc.ca
<b>Scale of data collection:</b>	Electoral Areas
<b>Scale of data reporting:</b>	Electoral Areas
<b>Date of first collection:</b>	Can be collected from past years as necessary
<b>Frequency of updating:</b>	Updated annually with budget
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	None – internal data readily available
<b>Cost of processing:</b>	Low – labour for presenting and interpreting results.
<b>Other considerations:</b>	Data collection and analysis has not been undertaken for this information to date.

### ERC2

#### Total RDN expenditures per household, total regional expenditures per household and % of median income

<b>Name of dataset:</b>	Total RDN expenditures per household, total regional expenditures per household and % of median income
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## Performance Measurement at the Regional District of Nanaimo

<b>Data source:</b>	Data available from RDN Financial Services, median income from Statistics Canada and BC Statistics  General Manager Finance, IT, GIS Regional District of Nanaimo, Solid Waste 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: navy@rdn.bc.ca
<b>Scale of data collection:</b>	Electoral Areas
<b>Scale of data reporting:</b>	Electoral Areas
<b>Date of first collection:</b>	Can be collected from past years as necessary
<b>Frequency of updating:</b>	Updated annually with budget
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	None – internal data readily available
<b>Cost of processing:</b>	Low – labour for presenting and interpreting results.
<b>Other considerations:</b>	Data collection and analysis has not been undertaken for this information to date.

### ERd1

#### Change in amount of ALR land

<b>Name of dataset:</b>	Agricultural Land Reserve area
<b>Data source:</b>	Land Reserve Commission, Burnaby
<b>Scale of data collection:</b>	Individual parcels
<b>Scale of data reporting:</b>	By political jurisdiction
<b>Date of first collection:</b>	1972, though digital representation started in 1990s
<b>Frequency of updating:</b>	Annual
<b>Accuracy and precision:</b>	Excellent
<b>Compatibility with RDN system:</b>	Hard copy or digital files are available
<b>Cost of obtaining dataset:</b>	No cost
<b>Cost of processing:</b>	Low
<b>Other considerations:</b>	None

### ERd2

#### Proportion of farmland in crops

<b>Name of dataset:</b>	Area of land in the Agricultural Land Reserve and the area of land in crops and improved land for pasture or grazing
<b>Data source:</b>	ALR land from the Land Reserve Commission, and area of land in crops from Statistics Canada, Census of Agriculture
<b>Scale of data collection:</b>	Farm
<b>Scale of data reporting:</b>	Local jurisdiction
<b>Date of first collection:</b>	1990s for digital ALR data; unknown for Census of Agriculture (predates 1971)
<b>Frequency of updating:</b>	Annual
<b>Accuracy and precision:</b>	Parcel
<b>Compatibility with RDN system:</b>	Digital or hard copy results available
<b>Cost of obtaining dataset:</b>	No cost
<b>Cost of processing:</b>	None
<b>Future reporting:</b>	Yes
<b>Other considerations:</b>	Some small areas of land may be farmed that are outside of the ALR, but nearly all of commercial farms in the RDN are on ALR

	land.
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## ERd3

### Number of farms reporting sale of organic products

<b>Name of dataset:</b>	Organic products—farms reporting. Details also available on kinds of organic products produced.
<b>Data source:</b>	Census of Agriculture, Statistics Canada
<b>Scale of data collection:</b>	Individual farms
<b>Scale of data reporting:</b>	Regional district
<b>Date of first collection:</b>	2001
<b>Frequency of updating:</b>	Every 5 years
<b>Accuracy and precision:</b>	Good
<b>Compatibility with RDN system:</b>	Good
<b>Cost of obtaining dataset:</b>	Special run needed for RDN
<b>Cost of processing:</b>	Labour for obtaining, presenting, and interpreting results
<b>Other considerations:</b>	Area under organic production is not known

## ERd4

### Economic health of agriculture

<b>Name of dataset:</b>	Gross farm receipts (below \$24,999, \$25,000 to 99,999, and \$100,000 and over; and total farm capital (land, buildings, machinery, equipment, livestock, and poultry)
<b>Data source:</b>	Statistics Canada, Census of Agriculture
<b>Scale of data collection:</b>	Farm unit
<b>Scale of data reporting:</b>	Regional District
<b>Date of first collection:</b>	Before 1971
<b>Frequency of updating:</b>	5 years
<b>Accuracy and precision:</b>	Good
<b>Compatibility with RDN system:</b>	Good
<b>Cost of obtaining dataset:</b>	May be a charge for a run of regional district results
<b>Cost of processing:</b>	Labour for presenting and interpreting results.
<b>Future reporting:</b>	Yes
<b>Other considerations:</b>	None.

## ERe1

### Housing affordability index – home ownership cost as a % of household income

<b>Name of dataset:</b>	Housing affordability index – home ownership cost as a % of household income
<b>Data source:</b>	Data available from BC Statistics, local Real Estate Board  Chris Midgley Manager Energy and Sustainability Regional District of Nanaimo 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: cmidgley@rdn.bc.ca
<b>Scale of data collection:</b>	Region

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<b>Scale of data reporting:</b>	Region
<b>Date of first collection:</b>	-
<b>Frequency of updating:</b>	-
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	Low - data is readily available from existing sources, BC statistics, local Real Estate Board
<b>Cost of processing:</b>	Med – labour for presenting and interpreting results.– measure has not been collected before. Will require staff time in collecting and analyzing data from other sources and combining data to establish affordability index
<b>Other considerations:</b>	Data collection and analysis has not been undertaken for this information to date.

### ERe2

#### Percent of residents in core housing need

<b>Name of dataset:</b>	Core housing need survey (based on census – special run for CMHC)
<b>Data source:</b>	CHMC, derived from census data
<b>Scale of data collection:</b>	Census areas
<b>Scale of data reporting:</b>	Census Metropolitan Area, other jurisdictions by request
<b>Date of first collection:</b>	1991 (previous census years may be available)
<b>Frequency of updating:</b>	With each census year, plans are to continue
<b>Accuracy and precision:</b>	Based on 20% sample
<b>Compatibility with RDN system:</b>	High – data will be provided as spreadsheet or simple report
<b>Cost of obtaining dataset:</b>	Published CMA (Census Metropolitan Areas with populations over 100,000) data are available at no cost. Additional costs for data for the RDN, CSRD, NORD, CRD, and GVRD
<b>Cost of processing:</b>	May have to type in to spreadsheet
<b>Other considerations:</b>	<p>CMHC considers a household to be in core housing need if its housing falls below at least one of the adequacy, suitability, or affordability standards, and it would have to spend 30% or more of its before-tax income to pay the median rent of alternative local housing that is acceptable (meets all three standards). Adequate dwellings are those that do not require any major repairs, suitable dwellings have enough bedrooms for the size and make-up of resident households according to National Occupancy Standards) (see note below) and affordable dwellings cost less than 30% of before-tax household income.</p> <p>National occupancy standards suggest one bedroom for each cohabitating adult couple, unattached household member 18 years of age and over, same-sex pair of children under age 18, and additional boy or girl in the family unless there are two opposite sex siblings under 5 years of age who can share a room. Data for regional districts would not include Aboriginal households</p>

### ERe3

#### Composition of new housing completed – Electoral Areas and Region

<b>Name of dataset:</b>	Composition of new housing completed – Electoral Areas and Region
<b>Data source:</b>	Data available from RDN and municipal Building Inspection Departments

## Performance Measurement at the Regional District of Nanaimo

	<p>Tom Armet            Manager, Building Inspection, Bylaw Enforcement and            Emergency Planning            Regional District of Nanaimo,            6300 Hammond Bay Rd            Nanaimo, BC V9T 6N2</p> <p>Tel: 1-877-607-4111            Fax: 250-390-7511            Email: tarmet@rdn.bc.ca</p>
<b>Scale of data collection:</b>	Region
<b>Scale of data reporting:</b>	Region
<b>Date of first collection:</b>	As needed
<b>Frequency of updating:</b>	As needed
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	Low - data is readily available from existing sources, RDN, City of Nanaimo, District of Lantzville, City of Parksville, Town of Qualicum Beach
<b>Cost of processing:</b>	Low – labour for presenting and interpreting results.– measure has not been collected before. Will require staff time in collecting and analyzing data from other sources and combining data to establish measure
<b>Other considerations:</b>	Data collection and analysis has not been undertaken for this information to date.

## ERe4

### Vacancy rates for rental accommodation – Electoral Areas and Region

<b>Name of dataset:</b>	Vacancy rates for rental accommodation – Electoral Areas and Region
<b>Data source:</b>	<p>Chris Midgley            Manager Energy and Sustainability            Regional District of Nanaimo            6300 Hammond Bay Rd            Nanaimo, BC V9T 6N2</p> <p>Tel: 1-877-607-4111            Fax: 250-390-7511            Email: cmidgley@rdn.bc.ca</p>
<b>Scale of data collection:</b>	Region
<b>Scale of data reporting:</b>	Region
<b>Date of first collection:</b>	As needed
<b>Frequency of updating:</b>	As needed
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	Low - data is readily available from existing sources, RDN, City of Nanaimo, District of Lantzville, City of Parksville, Town of Qualicum Beach
<b>Cost of processing:</b>	Med – labour for presenting and interpreting results.– measure has not been collected before. Will require staff time in collecting and analyzing data from other sources and combining data to establish measure
<b>Other considerations:</b>	Data collection and analysis has not been undertaken for this information to date.

## ERe5

### Number of applicants on wait list for subsidized housing compared to number of housing units available

<b>Name of dataset:</b>	Wait list numbers and housing unit numbers
<b>Data source:</b>	BC Housing
<b>Scale of data collection:</b>	Individual housing units
<b>Scale of data reporting:</b>	As required, Regional Districts
<b>Date of first collection:</b>	Historical data from 1997 onward
<b>Frequency of updating:</b>	Ongoing
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	Data can be provided as a spreadsheet
<b>Cost of obtaining dataset:</b>	Data are free upon request but will require about 3-4 weeks of lead time before delivery.
<b>Cost of processing:</b>	Low – may have to be entered in to RDN spreadsheet
<b>Other considerations:</b>	These are families and individuals who have applied for subsidized housing with BC Housing. This information can be provided in aggregated and/or grouped by geography and/or household type (family, senior, single parent family households). This information does not include the number of households that have applied with the individual non-profit and co-op housing providers across the Province (i.e. they each manage their own waiting lists/applicant registries).

## ERf1

### Number of green building and energy related workshops and educational programs presented in the region

<b>Name of dataset:</b>	Number of green building and energy related workshops and educational programs presented in the region
<b>Data source:</b>	RDN Chris Midgley Manager Energy and Sustainability Regional District of Nanaimo, 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: cmidgley@rdn.bc.ca
<b>Scale of data collection:</b>	RDN
<b>Scale of data reporting:</b>	RDN
<b>Date of first collection:</b>	2010
<b>Frequency of updating:</b>	As required
<b>Accuracy and precision:</b>	Good
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	None – Data is available from RDN programs
<b>Cost of processing:</b>	Low – labour for presenting and interpreting results.
<b>Other considerations:</b>	None

## MAa1

### Participation in federal, provincial, and local elections

<b>Name of dataset:</b>	Municipal election results
<b>Data source:</b>	Union of British Columbia Municipalities

## Performance Measurement at the Regional District of Nanaimo

<b>Scale of data collection:</b>	Municipalities
<b>Scale of data reporting:</b>	Municipalities
<b>Date of first collection:</b>	1999 report available
<b>Frequency of updating:</b>	Currently being updated
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	Data are available in hardcopy reports.
<b>Cost of obtaining dataset:</b>	Free
<b>Cost of processing:</b>	Low – data will have to be extracted and manually entered into RDN spreadsheet
<b>Other considerations:</b>	<p>About half of BC municipalities are able to calculate voter turnout. The remaining half do not use a voters list and so only count the number of people registered at the polls.</p> <p>UBCM staff member Frank Storey reports that participation rates have changed very little over time. Small communities tend to have better participation than larger communities.</p>

<b>Name of dataset:</b>	Provincial election results
<b>Data source:</b>	BC Elections Various reports – general election results
<b>Scale of data collection:</b>	Individual polling stations
<b>Scale of data reporting:</b>	Electoral areas:
<b>Date of first collection:</b>	1991
<b>Frequency of updating:</b>	Election years
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	Result reports available online for printing.
<b>Cost of obtaining dataset:</b>	Free to download
<b>Cost of processing:</b>	Low - Summary numbers will have to be extracted from reports and manually entered into RDN spreadsheet
<b>Other considerations:</b>	None.

<b>Name of dataset:</b>	Online query at website listed
<b>Data source:</b>	Elections Canada Use internet search functions to query
<b>Scale of data collection:</b>	Individual polling stations
<b>Scale of data reporting:</b>	Electoral Districts
<b>Date of first collection:</b>	1997, 2000, 2004 (previous years may be available on request)
<b>Frequency of updating:</b>	Election years
<b>Accuracy and precision:</b>	High
<b>Compatibility with RDN system:</b>	Result reports available online for printing.
<b>Cost of obtaining dataset:</b>	Free to download
<b>Cost of processing:</b>	Low - Summary numbers will have to be extracted from reports and manually entered into RDN spreadsheet
<b>Other considerations:</b>	None.

## MAa2

**Number of measures indicating meeting/progress towards established targets, number of measures indicating lack of progress - as reported in public reporting materials**

<b>Name of dataset:</b>	Number of measures indicating meeting/progress towards established targets, number of measures indicating lack of progress - as reported in public reporting materials
<b>Data source:</b>	RDN Regional District of Nanaimo, 6300 Hammond Bay Rd

	Nanaimo, BC V9T 6N2 Tel: 1-877-607-4111 Fax: 250-390-7511 Email:
<b>Scale of data collection:</b>	RDN
<b>Scale of data reporting:</b>	RDN
<b>Date of first collection:</b>	2010
<b>Frequency of updating:</b>	As required
<b>Accuracy and precision:</b>	Good
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	None – Data is available from RDN programs
<b>Cost of processing:</b>	Low – labour for presenting and interpreting results.
<b>Other considerations:</b>	New measure data not collected nor analyzed previously

## MAB1

### Number of newsletters and published updates provided to the public on RDN activities

<b>Name of dataset:</b>	Number of newsletters and published updates provided to the public on RDN activities
<b>Data source:</b>	RDN Maureen Pearse Senior Manager, Corporate Services Regional District of Nanaimo, 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: mpearse@rdn.bc.ca
<b>Scale of data collection:</b>	RDN
<b>Scale of data reporting:</b>	RDN
<b>Date of first collection:</b>	2010
<b>Frequency of updating:</b>	As required
<b>Accuracy and precision:</b>	Good
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	None – Data is available from RDN programs
<b>Cost of processing:</b>	Low – labour for presenting and interpreting results.
<b>Other considerations:</b>	New measure data not collected nor analyzed previously

## MAB2

### Data on social media and website activity by RDN

<b>Name of dataset:</b>	Data on social media and website activity by RDN
<b>Data source:</b>	RDN Maureen Pearse Senior Manager, Corporate Services Regional District of Nanaimo, 6300 Hammond Bay Rd Nanaimo, BC V9T 6N2  Tel: 1-877-607-4111 Fax: 250-390-7511 Email: mpearse@rdn.bc.ca

## Performance Measurement at the Regional District of Nanaimo

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<b>Scale of data collection:</b>	RDN
<b>Scale of data reporting:</b>	RDN
<b>Date of first collection:</b>	2010
<b>Frequency of updating:</b>	As required
<b>Accuracy and precision:</b>	unknown
<b>Compatibility with RDN system:</b>	High
<b>Cost of obtaining dataset:</b>	None – Data is available from RDN programs
<b>Cost of processing:</b>	Low – labour for presenting and interpreting results.
<b>Other considerations:</b>	New measure data not collected nor analyzed previously – measure requires development effort and definition.

## MAc1

### Community sustainability survey

<b>Name of dataset:</b>	Community telephone survey (to be designed and conducted)
<b>Data source:</b>	A survey firm of the RDN's choosing
<b>Scale of data collection:</b>	Seek reliable results at the sub-regional level
<b>Scale of data reporting:</b>	Sub-regions (e.g., nodes, urban boundary areas, rural RDN)
<b>Date of first collection:</b>	Future
<b>Frequency of updating:</b>	Before strategic planning discussions
<b>Accuracy and precision:</b>	To be determined
<b>Compatibility with RDN system:</b>	Good
<b>Cost of obtaining dataset:</b>	Depends on sample size and survey length. Likely range, \$10,000-\$30,000
<b>Cost of processing:</b>	Labour for presenting and interpreting results.
<b>Other considerations:</b>	None