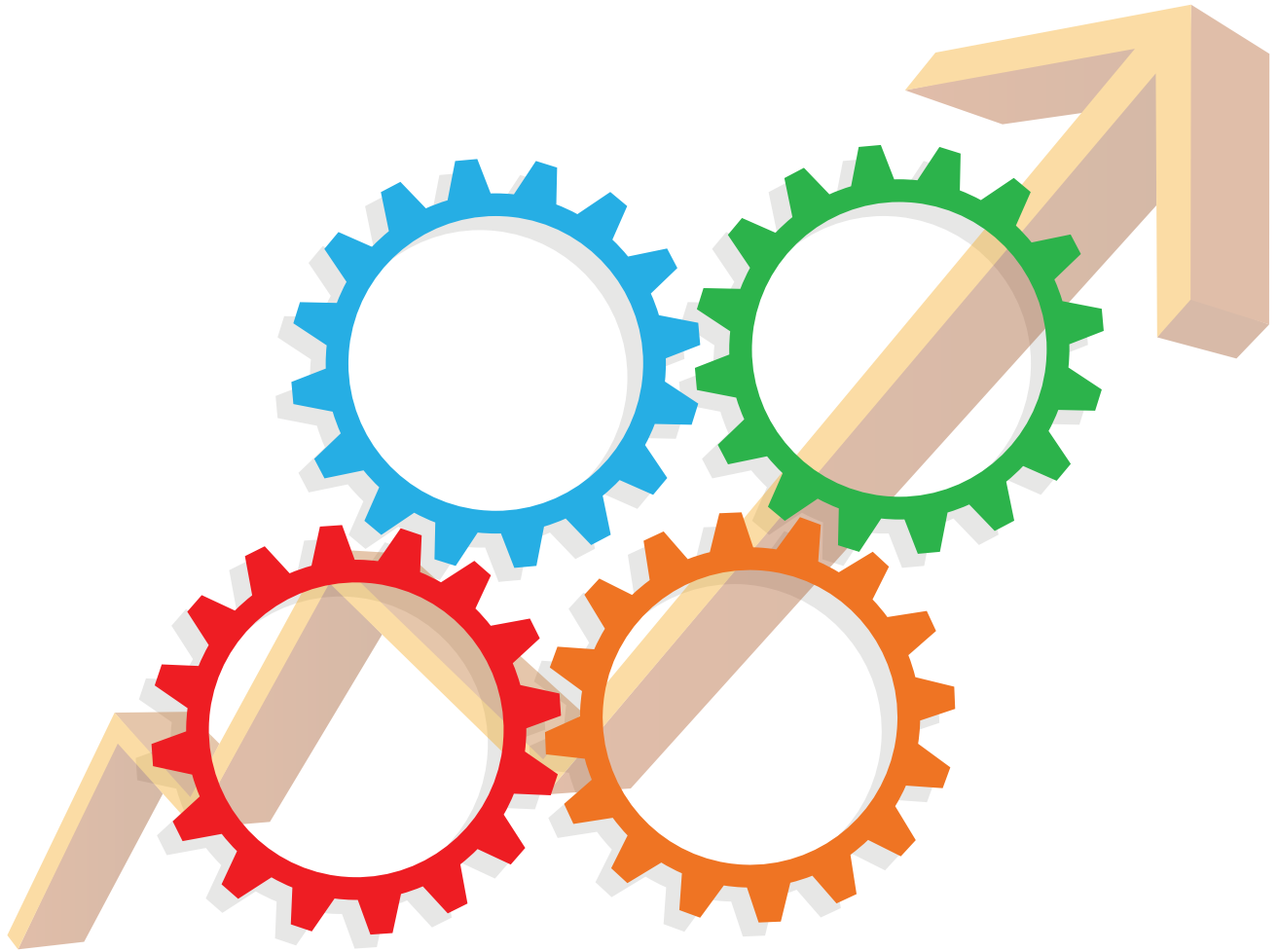


# Measuring Up!

## Performance Measurement for Economic Development



*A Guidebook for Economic  
Development Practitioners*

First Edition

© Queen's Printer for Ontario, 2013

Please do not reproduce this document without the permission of the Queen's Printer for Ontario

### **For inquiries:**

Ontario Ministry of Agriculture, Food and Rural Affairs  
Regional Economic Development Branch  
Economic Development Programs Unit

Email: [Performance.resources@ontario.ca](mailto:Performance.resources@ontario.ca)  
Phone: 1-877-424-1300

### **Acknowledgements**

The foundation piece of this work included a local, national and international literature review on performance measurement in economic development; a jurisdictional scan in Ontario for local and regional economic development strategies; a web survey of economic development officers who identified the need for resources; one-on-one and phone interviews; and focus groups with economic development officers in Eastern, South-western and Northern Ontario. This work, undertaken primarily by Hart & Associates, provided valuable material for this guidebook. Much of the information provided aligns with the findings and the feedback from economic development professionals.

We thank all economic development professionals who volunteered for participation in the focus groups. They provided valuable feedback and insight from across the province. Their names and the locations of the focus groups are in Appendix 1.

This guidebook is a result of cross collaboration between several provincial ministries including Economic Development and Innovation; Municipal Affairs and Housing; Aboriginal Affairs; Northern Development and Mines; Citizenship and Immigration; Tourism and Culture; and Agriculture, Food and Rural Affairs (OMAFRA). Representatives from these ministries, led by OMAFRA, contributed to the guidebook either as members of the project working group or the advisory team.

# Table of Contents

<b>Preface .....</b>	<b>i</b>
<b>Introduction.....</b>	<b>1</b>
<b>Section 1: Performance Measurements: An Overview.....</b>	<b>2</b>
What is performance measurement and why is it important?.....	2
Who is using performance measurement? .....	2
The four steps to developing a performance measurement framework.....	3
More about outputs and outcomes.....	5
Performance measurement: An exercise in storytelling.....	5
Performance measurement in Ontario.....	6
<b>Section 2: The Changing Face of Economic Development.....</b>	<b>7</b>
Towards a more innovative approach.....	7
Towards a collaborative, regional approach.....	7
Regional economic development in Ontario.....	9
Local and regional economies as part of the global economy.....	9
Using performance measurement in regional economic development.....	10
<b>Section 3: Putting Performance Measurement into Action.....</b>	<b>11</b>
Assess the current status of your economic development strategic plan .....	11
Build consensus and maximize engagement.....	12
Create your logic model .....	13
What is a logic model? .....	13
Performance measurement and the logic model .....	13
Develop your performance measurement framework.....	15
What is a performance measurement framework?.....	15
The three phases of performance measurement .....	16
Planning for success.....	18
Measuring economic development performance.....	20
Reporting on performance.....	26
Communicate your successes .....	27
<b>Section 4: Performance measurement scenarios .....</b>	<b>29</b>
<b>Appendices .....</b>	<b>43</b>
Appendix 1: List of Participants in Focus Groups .....	44
Appendix 2: Glossary of Terms.....	45
Appendix 3: Economic Development Activity Matrix .....	49
Appendix 4: Sample Logic Model, with details .....	53
Appendix 5: Sample Measures and Indicators.....	55
Appendix 6: How to Develop Measures .....	58
Appendix 7.1: Logic Model Template - Local Economic Development Strategy.....	63
Appendix 7.2: Logic Model Template - Regional Economic Development Strategy.....	64
Appendix 7.3: Short Listing Measure Template.....	65
Appendix 7.4: Example of a Measurement Matrix.....	66
Appendix 8: Additional Resources.....	67

# PREFACE

## Measuring Up!

### A New Resource from the Ontario Ministry of Agriculture, Food and Rural Affairs

The Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) has a rich history of working with communities and organizations to strengthen Ontario's regional economies and create an enabling environment for our clients to attract jobs and investments.

Within OMAFRA, the Regional Economic Development Branch is a leading source for economic development resources and tools. Our economic development resources and tools are well known, highly recognized and extensively utilized across Ontario and Canada. The Business Retention and Expansion (BR+E) and the First Impressions Community Exchanges (FICE) programs are just a couple of examples.

The Measuring Up Guidebook provides a step-by-step systematic approach to understanding, designing, communicating and measuring the performance of economic development activities. It was developed to enhance a common understanding about performance measurement by building consistency in terminology, agreed-upon process requirements and clear guidelines. The Guidebook introduces both concepts and technicalities of performance measurement. It also provides the user with a case scenario and templates to support the development of a performance measurement framework.

Performance measurement is a challenge for all of us. The shift from reporting on activities to reporting on outcomes is a journey that requires time and effort; however, it can pay off in a big way. The ability to speak to outcomes better positions economic development practitioners and organizations to secure the resources to continue to deliver and meet their goals. On behalf of OMAFRA, I hope the Measuring Up Guidebook will contribute to the efficiency and effectiveness of your economic development endeavors by supporting your outcome-oriented performance measurement.

### **Brent Kennedy**

Director, Regional Economic Development Branch  
Ontario Ministry of Agriculture, Food and Rural Affairs  
January, 2013

---

The measurement of economic development initiatives is paramount to communities in Ontario. This Guidebook will support economic development practitioners. It highlights why performance measurement is becoming more important in the current economic development climate and describes how performance measurement can improve economic development strategies. The information will build common terminology amongst economic development professionals in order to facilitate conversations about performance measurements and streamline collaboration in measuring regional economic development outcomes.

This Guidebook also provides a step-by-step systematic approach, supported by templates, to performance measurement in local and regional economic development to help you no matter where your organization is focused in the spectrum of economic development activities.

Although performance measurement concepts and terms are similar across broad organizational, business and sectors, this Guidebook devotes most of its attention to these measures for economic development.

**Heather Lalonde, Ec.D.**

CEO

Economic Developers Council of Ontario – EDCO

---

*“Measuring Up! Performance Measurement for Economic Development”* Guidebook is a very important and timely resource. Several years ago, the Economic Developers’ Council of Canada (EDAC) Board of Directors, through consultation with EDAC’s 1000+ professional economic developer members across Canada, identified the development of performance measures as one of the key components of the economic development process that required more study, guidance and resources. This led to the EDAC report published in 2011 *“Performance Measurement in Economic Development - Development of Performance Measurement Systems for Local and Regional Economic Development Organizations”*.

We are very pleased to support OMAFRAs’ important initiative to build on this by developing a comprehensive framework and training tools for performance measurement that will be of great value to economic development practitioners in Ontario, and across Canada.

As we learned at the EDAC Annual Professional Development Conference held in Iqaluit, Nunavut in October 2012, where the details of this initiative were presented, effective and meaningful performance measurement is a much needed and critical component in the professional economic developers’ suite of resources. This guidebook, and the training OMAFRA provides to clients, serves the economic development profession well and also supports our mutual goals of ensuring the implementation of effective performance measurement standards in economic development. EDAC looks forward to continuing to support and partner with this and other leading-edge initiatives.

Sincerely,

**Penny A. Gardiner, Ec.D.**

CEO

Economic Developers Association of Canada

---

Accurately measuring the success and effectiveness of economic development initiatives has never been more important than in the aftermath of the recent economic downturn. Investors - whether public, private, or non-profit - are becoming more concerned with their return on investment and with holding economic development organizations (EDOs) accountable for results. In order to report definitive results, EDOs must utilize consistent and widely accepted standards to measure their progress.

The objectives and strategies laid out in *Measuring Up! Performance Measurement for Economic Development* will help economic development practitioners better evaluate the effectiveness of their programs. The guide offers not only a common terminology for performance measurement in economic development and benchmarks that can be used across the country, but it also provides a framework that EDOs can utilize to evaluate their performance. It explains how the inputs and activities of EDOs are linked to their outputs and outcomes. Understanding this correlation can help EDOs better manage inputs and activities to ensure better results, thereby creating a virtuous cycle of not only performance measurement, but performance management and improvement. The various templates and the measurement matrix provided in the appendices further offer practitioners useful real-world examples.

I firmly believe that “what gets measured gets managed.” Once we have organizations utilizing more accurate and reliable performance metrics, economic developers can provide a more comprehensive overview of their organizational successes. Stakeholders can be more confident in their investments and perhaps be more willing to invest additional funds. As the global economy continues to rebound, both public- and private-sector investors need to be regularly reminded of the benefits that local EDOs bring to their communities. *Measuring Up! Performance Measurement for Economic Development* provides the tools, strategies, and resources that will enable local economic developers to continue affecting positive change in the communities they serve.

**Jeff Finkle**

President & CEO

International Economic Developers Council - IEDC

# INTRODUCTION

For years, local and regional economic development organizations have invested resources to spur economic growth and competitiveness. Many of these organizations have tracked the success of their efforts using output measures such as the number of industrial contacts made or assisted, the number of meetings held or presentations made, the number of information packets or brochures distributed, the number of trade shows attended and similar measures of activity.

More recently, economic development organizations and officials have turned their attention to measuring outcomes to demonstrate accountability. For example, has the economic development plan broadened the industrial or commercial base? Has it increased the number of jobs in the region? Has it had the desired effect?

Increasingly, economic development officials are using a performance measurement framework to monitor and assess the results of their economic development plans.

**Performance measurement is the process of monitoring, assessing and reporting on data to evaluate the progress that a program, such as an economic development plan, is making toward a desired outcome or goal.**

The purpose of this guidebook is to introduce the concept and use of a performance measurement framework. It is a tool to help economic development officers to improve the effectiveness and efficiency of their economic development plans. It also helps to inform decision-making and to demonstrate accountability for the money and time invested in the plans.

This guidebook is designed for those who are involved in local and/or regional economic development, for example:

- Economic development practitioners
- Municipal councillors and/or staff
- Volunteer committee members who are charged with the responsibility of economic development
- Local business people who are involved and interested in economic development.

The guidebook is also intended to help build a common set of performance measurement terms among those responsible for economic development in Ontario. Speaking the same language will make conversations and discussions easier and will help to create a common understanding particularly in collaborative situations such as assessing regional economic development performance.

**There are four main sections to the guidebook.**

**Section 1** — Describes what performance measurement is and why it is important.

**Section 2** — Discusses briefly the shifting focus of economic development and gives a context to performance measurement in economic development.

**Section 3** — Provides a step-by-step systematic approach to putting performance measurement into action.

**Section 4** — Gives examples that illustrate how performance measurement in economic development can be implemented in local and regional areas.

# SECTION 1

## PERFORMANCE MEASUREMENT – AN OVERVIEW

### What is performance measurement and why is it important?

Performance measurement is the process used to assess the efficiency and effectiveness of projects, programs and initiatives.

It is a systematic approach to evaluating how “on track” you are in achieving your desired outcomes, goals and objectives. A performance measurement framework employs appropriate measures to monitor and assess your particular context or plan. It is not an approach that prescribes what must be measured; you will need to develop your own performance measures based on your own plan and setting.

#### Performance management is not the same as performance measurement

**Performance management** refers to the day-to-day business processes and actions that lead to meeting an organization’s strategic goals.

**Performance measurement** is the process of collecting, assessing and reporting on data in order to evaluate progress towards a desired outcome or objective. This process is orchestrated by a **performance measurement framework** that details methodology, frequency, data source, roles and responsibilities etc.

Performance measurement should be treated as an integral part of any economic development planning process from the outset. However, performance measurement can be built into economic development plans that are already in progress and have clear, desired outcomes. Whatever stage your economic development plan is in, you should make performance measurement an integral part of it.

Performance measurement:

- Allows you to assess the effectiveness of your strategies and gain insight on how to improve your organization’s practices
- Enables you to make the case for your strategies and activities to maximize scarce resources/dollars for economic development in a more systematic way
- Increases accountability by demonstrating the effectiveness and value of plans and activities in achieving desired outcomes
- Informs decision-making including budgeting and resource allocation in an environment where there may be competition over limited resources
- Helps demonstrate and document changes over time
- Supports informed and evidence-based decision-making
- Helps to tell the story and build momentum and buy-in among stakeholders.

*“However beautiful the strategy, you should occasionally look at the results”.*

Sir Winston Churchill

### Who is using performance measurement?

Many economic development practitioners are turning to performance measurement because of the need to produce evidence of what they have accomplished. They understand the value of measuring performance as a way to create buy-in, leverage resources and demonstrate success.

Some economic development practitioners, however, have reservations about performance measurement. For example, some say it is a burdensome process imposed by funding agencies and governments or that it is a costly undertaking



for which few, if any, resources are allocated. Others may think it is either a process that fails to accurately capture the broad set of outcomes being achieved in a community or region, or that it is an exercise that because of a number of uncontrollable factors, yields little helpful information.

Although their concerns are valid, a growing number of economic development practitioners are employing performance measurement because it produces important results-based information that could lead to tangible benefits. For example, performance measurement helps practitioners monitor, analyse and assess their economic development plans while they are still on the ground. This means, practitioners have a better sense in the early stages of the plan's life cycle what is working and what is not working.

Performance measurement information can be used by different stakeholders for different purposes, including:

- Economic development practitioners to support continuous improvement of economic development activities and for resource allocation decisions
- Internal users such as economic development committee members, municipal staff and/or elected officials to assist in making decisions on strategic plan priorities and budgeting
- External users like businesses, funders and citizens who might use performance information to better understand economic development accomplishments and as a way to be more involved in the democratic process.

## Intangible benefits of performance measurement

Aside from allowing practitioners to monitor the performance of their plans, tweaking elements midstream or changing tactics completely, there are intangible benefits to performance measurement.

For example, the process of creating and using a performance measurement framework helps to develop relationships and communication amongst the various stakeholders involved in the economic development field. These include citizens, business people, the staff of non-profit organizations, municipal staff and council members and First Nations staff and council members. Engaging stakeholders creates common language and helps them build common understanding of the processes, terminologies and expectations from measuring performance of economic development strategies.

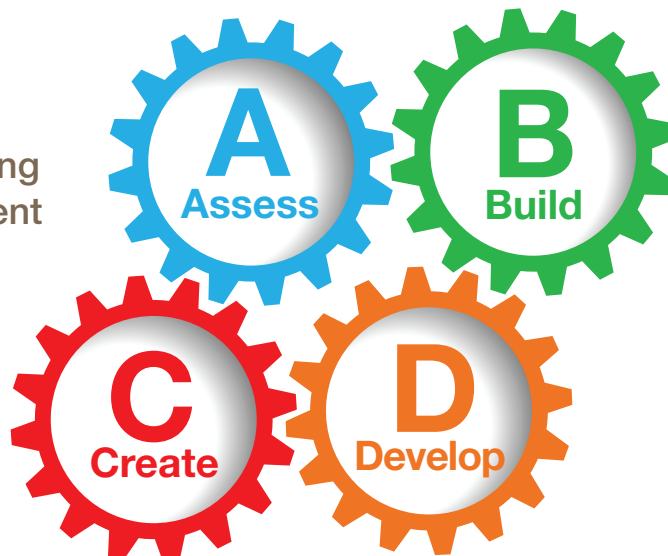
*If language is not correct, then what is said is not what it meant; if what is said is not what is meant, then what ought to be done remains undone.*

(Confucius)

In addition, it can help all the stakeholders of an economic development strategy set targets and goals together — thus creating buy-in — by using performance measures to check progress and maintain traction.

Bringing together representatives of a community can aid the process and stimulate creativity to help develop new ways to achieve collective goals.

## The four steps to developing a performance measurement framework



- A. Assess, revisit or initiate your economic development strategic plan
- B. Build consensus and maximize engagement
- C. Create a logic model
- D. Develop your performance measurement framework



## Create your logic model

*“If you don’t know where you are going, you might not get there.” Yogi Berra*

A logic model is a planning tool that shows graphically the links between the inputs, outputs and results (outcomes) of economic development plans.

The performance measurement logic model allows you to test and see if you are allocating the right resources and taking the right actions to reach your short to long-term objectives.



## Assess the current status of your economic development strategic plan

The first step in developing a performance measurement framework is to review your economic development strategic plan. Analyze it and check the logic between its components, e.g., vision, goals and desired outcomes. Are the desired outcomes realistic when the municipality’s or region’s existing assets and the available resources are taken into account? Are the plans and activities aligned with the desired outcomes?



## Build consensus and maximize engagement

It’s important that all the stakeholders involved in your economic development plan are on the same page. They need to agree on the desired outcomes, the actions that will be taken to get there and the time and resources to be invested in both.

Stakeholder engagement should not be done in isolation, or be limited to one time only. It has to be part of all the steps in developing your framework to make sure you have the buy in, the support and the accountability of stakeholders throughout the process.

You also need to decide who is going to be responsible for the different parts of the economic development plan including the performance measurement framework. For example, who is going to be responsible for collecting and analyzing performance data? Who is accountable for reporting on performance?

### Don’t skip steps A, B and C!

The first impulse of some people when given the job of developing a performance measurement framework is to start working on a set of performance measures. This explains the desire for toolkits and oftentimes for a list of economic development measures.

Developing performance measures should be an integral part of the process of building a performance measurement framework.

When performance measurement is done properly, the hardest work is the initial analytical stage. Once that is done, you are well prepared to craft a set of performance measures.

## Develop your performance measurement framework



A performance measurement framework is an iterative and continuous process. Your framework should include data collection tools and processes that enable you to test, measure and adjust as you proceed to put your economic development plan into place. Performance measurement is not static. It is a process that includes planning, measuring, reporting and adjusting if needed.

## Key terminology

**Inputs** – Are the resources such as human, financial, organizational and community resources the economic development plan needs to work.

**Activities** – Are what is done with the resources, the processes, tools and technology. They include things like events, brochures, websites and meetings. In simple words, activities is the work you do behind the stage and before you roll it out to target client.

**Outputs** – Are the direct products of the plan's activities when it reaches the target client such as the number of people who received training, number of hits to the website, number of brochures distributed, number of participants at events, etc. Outputs do not measure the quality of the results (e.g. if they are good).

**Outcomes** – Are the specific changes in behaviours, knowledge, skills, status, level of understanding and functioning. They are often classified as short, intermediate and long-term outcomes.

## More about outputs and outcomes

### Output measures

Simple outputs, such as raw counts of the number of meetings attended, contacts made and website hits are easy to compile and report on. You have more control over outputs than outcomes, which depend on, and can be affected by, external events. Output measures are important for measuring efficiency or the cost effectiveness of using inputs to implement activities and influence outputs. They do not help measure the effectiveness of your strategy in delivering the desired outcomes.

### Outcome measures

Today, economic development practitioners are expected to move beyond raw counts of outputs and report on outcomes - at least intermediate outcomes - including those over which they have limited control. There is a growing trend to demonstrate evidence or results for public dollars invested. Some examples of outcome-based

measures of local/regional economic development might include the following:

- Amount of new investment created as a result of economic development efforts
- Number of new jobs created or retained through economic development efforts
- Survival rate for new businesses
- Number of business licenses issued
- Number of patents applied for

Outcomes can be difficult to measure as they are often influenced by external events. The economy is complex, multi-faceted, and is influenced by a broad range of factors. Changes at the global level affect the local economy.

The national unemployment rate is one example. There are many factors that influence the unemployment rate. Although it is beyond local control, economic development practitioners are often expected to oversee initiatives that create the conditions for employment success in their communities.

The complexity of measuring outcomes raises the concept of attribution which is the assertion that a direct/indirect connection can be made between an outcome and your actions. The concept of attribution is discussed further in section 3.

## Performance measurement: An exercise in storytelling

A well-developed performance measurement framework allows you to tell a convincing narrative, backed by credible evidence, both hard and soft, about the outcomes of your strategic plan. A good performance measurement framework should conform and align with these three elements.

1. What do you want to achieve through your economic development plan in this area, where do you want to make a difference, and what are your desired outcomes?
2. What steps do you expect to take as part of your plan to achieve your objectives?
3. How will you know that your plan is on track to achieve its objectives and reach its desired outcomes?

If the narrative you create is well written, well-reasoned and backed by hard and soft evidence and plausible assumptions, then it will allow you to make a strong case that your economic development plan is worthwhile because it is working towards outcomes that matter to your community and/or region and that it is well managed because its progress is being carefully monitored.

## Performance measurement in Ontario

Establishing a relationship between and the use of goals, measures and data to assess performance is not a new concept. There has been growing interest worldwide to assess and improve the quality of products and services provided by the different levels of governments and organizations.

Municipalities in Ontario have incrementally developed the processes and the frameworks to measure and to assess the performance of service delivery to citizens. This is transforming Ontario into a progressive performance measurement jurisdiction.

The comparison of results internally, over time (e.g., between current and previous years), or externally, between municipalities with similar attributes, helps start a dialogue and advance government priorities, including accountability to the public.

The Ontario Municipal Benchmarking Initiative (OMBI) and the province-wide Municipal Performance Measurement Program (MPMP) have been leaders in this area.

The OMBI is a partnership of 16 municipalities, of which 14 are in Ontario representing the majority of the Ontario population. Each member municipality assigns a municipal lead for each service area. MPMP measures are part of the OMBI measures, serving as a starting point. The purpose of OMBI is to foster and support a culture of service excellence in municipal government by creating new ways to measure, share and compare performance data and operational practices. OMBI acts as a source of credible information to assist council, senior management, staff and citizens to understand how their municipality is performing over time and in relation to others.

Source: <http://www.ombi.ca>

The Municipal Performance Measurement Program (MPMP) is a performance measurement and reporting system that promotes local government transparency and accountability. It provides municipalities with standardized and universal data to make informed municipal service level decisions while optimizing available resources. All Ontario municipalities are required to report MPMP efficiency and effectiveness measures for services provided by their municipalities. Some of the 13 service areas included in 2012 program are roads, drinking water, wastewater, fire services, local government, police, libraries, transit, and building services.

Municipalities are required to report MPMP results to the Province through the Financial Information Return by May 31st following each reporting year. Municipalities must also publish results for local taxpayers by September 30th in a format of their choosing. A template, however, is provided.

Source: [www.mah.gov.on.ca/Page297.aspx](http://www.mah.gov.on.ca/Page297.aspx)

The Financial Information Return (FIR) for each municipality, along with their MPMP schedules, are available through the following link: <http://cscconramp.mah.gov.on.ca/fir/Welcome.htm>

The Municipal Information Data and Analysis System (MIDAS), the Association of Municipalities of Ontario's web-based software tool for the municipal sector, provides municipalities free access to MPMP and FIR data to enable year-over-year comparisons of data and generate comparisons with other municipalities of one's choice.

## SECTION 2

# THE CHANGING FACE OF ECONOMIC DEVELOPMENT

In many jurisdictions in North America, including Ontario, the nature of economic development is changing, and as a result, economic development practitioners are shifting their focus.

### Towards a more innovative approach

The more traditional approaches to economic development, which are based on activities that attract investment by enticing and recruiting outside industry, are gradually being supplemented and/or replaced. Many communities are focusing on innovation, and are identifying and fostering new sources of local and regional competitive advantage.

Economic development efforts are becoming more directed towards developing entrepreneurial skills, attracting value-added industries, creating niche tourism and encouraging creativity and talent.

In Ontario, the changing economic landscape has furthered this process. Less than 50 years ago, the province's economy was powered by the production of goods and commodities. Today, it depends increasingly on the information and service economies and more recently the knowledge and creative economies. Innovation is a key component of this new world, which embraces entrepreneurs and innovators.

In addition, there is more global competition than ever before. This has resulted in industry restructuring and opportunities emerging for innovation, for instance, in the production of energy and the agriculture and food business.

### Towards a collaborative, regional approach

As the economic landscape shifts, regions are becoming more prominent as the key economic unit in which effective economic development will take place.

Figure 1: Economic Development Strategy Typology (on the following page) – shows the diversity within local economies and how once a small community might focus on attracting one industry to the town

With the move to a regional approach, today that same small town could be one of several partners of a regional committee to expand their collective commercial base by bringing more tourists and visitors to the whole area. The goal is to use all of the area's competitive advantages to ensure that local communities are viable and healthy places to live and work while enabling the region as a whole to succeed.

As a region working together towards common desired outcomes, local communities can expand their opportunities and strengthen their local economies while at the same time boosting the competitiveness of the region.



**Figure 1: Economic Development Strategy Typology<sup>1</sup>**

Local assets/characteristics	Local economic development plan	Approach
Communities with low-cost, low-skilled labour force and convenient transport to sources of resources and markets	Industrial attraction	Attract traditional export-based industry
Communities with business visitation programs, business networking opportunities and targeted support	Business retention and expansion	Support local businesses to stay and potentially expand within the community
Communities with access to education and training centres	Workforce development (human capital)	Encourage workforce development and/or training to prepare individuals for specific jobs or industries
Centrally located communities in rural regions and small communities with transportation access to the rest of region where there is the presence of a downtown retail area	Retail and service centre focus	Expand retail and service sectors to attract workers and consumers from nearby towns
Communities located near large and growing cities with good transportation to the cities and where communities have zoned land and growth areas to expand	Resident attraction	Provide school and residential amenities for commuters to larger cities
Communities with natural and/or cultural amenities and with transportation connections with population centres	Amenity-based (tourism development)	Provide services desired by tourists, seasonal migrants, retirees
Communities with access to small business education, training, and technical assistance providers, presence of innovators	Small business entrepreneurship	Provide training, loan and technical assistance to small businesses entrepreneurs, use entrepreneur development system to establish entrepreneurial culture and flourishing self-starting businesses
Communities with a concentration or cluster of similar firms with growth potential or that have properties that could help establish such a cluster	Cluster-based (sector focus)	Target the growth and retention of a specific sector that is particularly important to the local economy or where the community perceives that it has a competitive advantage in that sector
Communities with convenient access to higher education or technology resources	Innovation and knowledge	Promote increased use of local educational and technological resources by local businesses
Communities with amenities, close to cities, with a concentration of small businesses/self-employed working population and offer a high quality of life	Creative class	Attract well-educated or creative people with goods and services they like, add amenities sought by well-educated or artistic people, assist their starting or growing of local business and contribution to increased traffic of visitors

<sup>1</sup> Modified from: *Rural Wealth Creation: Concepts, Strategies and Measures / ERR-131*  
Economic Research Service/USDA, March 2012

## Regional economic development in Ontario

Regional economic development is growing in Ontario. More and more small towns are cooperating in delivering services to their residents and in their economic development plans. These communities and regions are capitalizing on economies of scale to improve their competitiveness in provincial, national and global markets.

Many regional organizations are collaborating with their local economic development organizations. Some examples include the following organizations:

- Ontario East Economic Development Commission (OEEDC)
- South Western Economic Alliance (SWEA)
- South Central Ontario Region (SCOR)
- Regional Economic Development Area in Northern Ontario (REDA)
- Ontario First Nations Economic Developers Association (OFNEDA)

In most cases, economic development practitioners recognize that the old way of developing local economies is not effective when carried out in isolation from larger regional efforts. These practitioners see that different and more innovative approaches are needed.



## Local and regional economies part of the global economy

Every community in Ontario is a part of a regional economy. Each regional economy is a component of the provincial and national economies. These in turn are part of the global economy. Communities that share boundaries and economic realities and that build social capital amongst themselves can benefit from what is called 'co-opetition' or 'collaborating to compete'.

These collaborative efforts offer advantages. For example, they enable several communities to undertake initiatives that would be impossible for one community to do alone. By collaborating, communities speak with one voice for economic development plans. They are also able to compete more effectively in the global marketplace for new investment. Collaboration among communities in a region offers more opportunities for every community to share and to prosper.

Sharing economic development resources can also increase the effect and reach of those resources. By focusing on regional assets and strengths, a region can be more competitive and prosperous. The effects of economic development are not constrained by jurisdictional boundaries and there is no reason why human, financial, or physical resources should be either. It is important to understand that shared economic development efforts among economic competitors requires a clear understanding and commitment to the mutual benefit of all the parties in the partnership. Mutual benefit can be reached only when each party knows what it wants, the reason it wants it and can measure its contribution to the desired outcomes when compared to what it invested in time, money and other resources.

This is not to say that communities should stop engaging in local economic development activities, but that there is an opportunity to align local strategies with regional strategies.

Furthermore, regional strategies need to take into account the efforts and activities of neighbouring communities.

## Using performance measurement in regional economic development

Many who are involved in economic development are becoming increasingly interested in the difference such approaches and activities could make to their community and region.

Some practitioners call for new measurements that are better aligned with the dynamics of a knowledge-based, global economy and operate within the reality of existing regional economies, not political jurisdictions.

The move to regional economic development is highlighting the importance of measuring outcomes – or performance measurement.

Regional economic development requires a performance measurement framework that streamlines the desired outcomes and finds a way to effectively evaluate and then articulate those outcomes to all parties involved. A well-developed performance measurement framework also helps to clarify roles, responsibilities and resources throughout the process.

Regional economic initiatives benefit from a scan of all local economic development activities in its area. Similarly, local economic development organizations benefit from understanding regional initiatives and by anchoring part or most of their economic development activities to regional activities. An economic development activity matrix like the one provided in Appendix 3 could help local and regional economic development organizations assess the breadth and width of their economic activities and the level of their engagement in local/regional activities either in leading or in a supporting roles to the economic development plans.



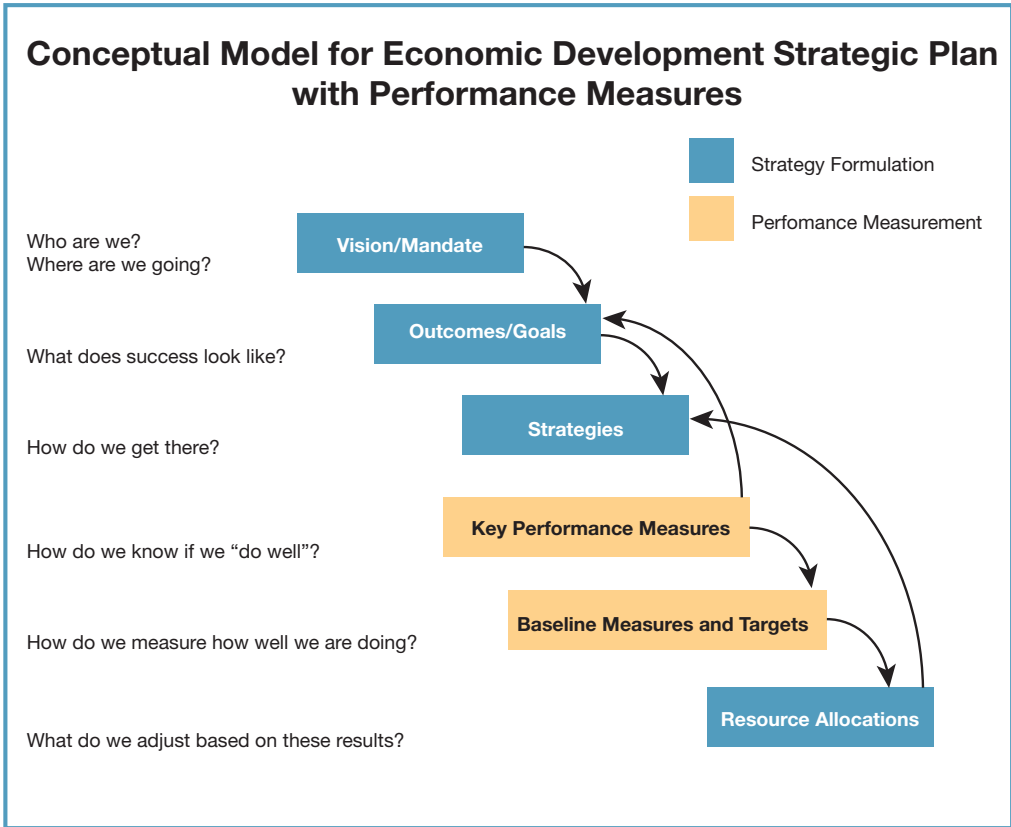


## SECTION 3 PUTTING PERFORMANCE MEASUREMENT INTO ACTION

As briefly mentioned in section 1, the four basic and interconnecting steps to putting performance measurement into action are assessing the current status of your economic development plan; building consensus and maximizing engagement; creating a logic model; and developing your performance measurement framework. These four steps – ABCD – will be discussed with more detail in this section.

A logic model is a graphic illustration of the logical relationships between or among the resources, activities, inputs, outputs and outcomes of a strategic plan.

This guidebook is about performance measurement. Strategic planning and identifying clear outcomes is not its focus but they are important. They are an integral part of developing a performance measurement framework, which should be based on outcomes.



A performance measurement framework brings together all the elements of the performance plan such as inputs, outputs and outcomes with the methods used to measure and report on the outputs and the outcomes.

A performance measurement framework details and puts into action all the cogs in the performance measurement wheel including planning, measuring, reporting and adjusting, if necessary.



### Assess the current status of your economic development plan

As you begin to think about performance measurement within the economic development context, it is important to assess your current state in a systematic way.

This involves identifying your desired outcomes, linking your activities to those outcomes and

deciding on the measures that will tell you if those outcomes have been reached. You will then be in a better position to apply performance measurement in an effective way.

Do you have an economic development plan? If so, this is the place to start. It will allow you to think about performance measurement in a logical way. Chances are your plan lists some desired outcomes or goals and that there has been some planning around the activities needed to achieve those outcomes.



## **Build consensus and maximize engagement – decide on roles and responsibilities**

Stakeholder engagement is an important aspect to developing a performance measurement framework. It is included here as one of the steps. However, it is essential at each point of the process.

There are many topics to discuss and many people involved in creating a long-term economic development plan with a vision, clear goals and expectations.

You will need to engage local leadership, develop partnerships and gain a deep understanding of your local and regional advantages and disadvantages in a global marketplace. You will also need to decide who is responsible for each part of the plan.

### **Importance of local leadership and partnerships**

Local leadership is frequently the starting point for positive change and development within a community, a municipality or an economic development region. Having a strong local champion can be a major factor for success.

Developing partnerships and collaborating regionally across a wide range of stakeholder groups including business, local government, educational institutions and citizens is also a key to success. These partnerships often play an important role in community transformation.

### **Identify your assets and attributes, understand the links and interdependencies**

It is also important to understand how the businesses, industries and institutions in your area are linked, how they depend on one another and how they compete in a global market. By identifying community or regional assets and the unique attributes of your area you will know how to use them to your best advantage for economic development purposes.

### **Roles and responsibilities**

It is important to be clear about the roles and responsibilities from the outset.

Who is responsible for collecting and analyzing performance data? Who is accountable for reporting on performance? Who will use the information to inform decision making?

In most cases, the economic development practitioner will develop the economic development performance measures. In communities without one, the chief administrative officer, an elected official who carries the economic development portfolio or a business leader could take on the job.

For regions and communities that have established economic development committees, it is important to engage them early in the process. These committees could be instrumental in planning, measuring and reporting on outcome performance.

When developing the measures it is good to secure buy-in from other stakeholders regarding the desired outcomes and the measurement framework by educating them on what performance measurement is and how economic development achieves results. Their engagement builds relationships not only for promoting success, but also for securing more support based on the performance data.

### **Consult the experts**

It is important to engage an analyst or involve a staff member who is familiar with the process of designing indicators and systems for collecting and reporting performance data. Without this expertise there is the risk of choosing indicators that are irrelevant, difficult or costly to collect or indicators that are not well understood.

### **Bring together a team**

It is critical that the responsibility for the entire process not be placed solely on the shoulders of the economic development practitioner. The economic development practitioner will most likely be accountable for the collecting, analyzing and reporting on the performance measures. It is recommended that the practitioner or person responsible for developing the performance measurements create a team to assist with this process. If there is an economic development committee or a larger but similar group in the area, it will likely be the body to deliver and to report on outcomes.

## The bottom line

Elected officials and economic development board members are the ultimate client for receiving your performance report. It is critical to engage representatives from this group in developing realistic performance measures. They should be made aware of performance measurement opportunities, efforts, challenges and benefits. Their engagement helps in promoting success and gaining their buy-in for securing more support.



## Create your logic model

### What is a logic model?

A logic model is a graphic illustration that shows the connections between the results you want to achieve, how you plan to achieve them and how you will validate them.

### How does it work?

A logic model is used to evaluate different types of programs including economic development plans. The development of a logic model is a process that allows you to assess your progress towards specific goals and objectives – your outcomes.

A logic model allows you to see the logical connection and progression between inputs, outputs and the measurement of outcomes.

#### Key points to remember when creating a logic model

- Developing a logic model is a multi-staged process that involves many people working together rather than a product that one person produces.
- The information entered into the logic model at the early stages may need to be revised as new information is entered.
- It is not just the information in the boxes that counts, but the relationships between the boxes.
- It is important to articulate assumptions and external factors that may influence your model.

Although these relationships are structured as cause and effect links, the logic model is not a linear process and is not set in stone.

## What the logic model defines and clarifies

The logic model provides a foundation for developing performance measures that will support decision-making.

A logic model can help you define strategies and activities in relation to your local and/or regional economic development priorities. It clearly shows the relationships among economic development priorities, local and/or regional strategic objectives, and the economic development activities that contribute to achieving these objectives and priorities through their expected outcomes.

The process of creating a logic model and making the links among inputs, outputs and outcomes can help you build a common understanding of what is expected. The process will also help you to set priorities and identify appropriate performance measures.

Your understanding of the economic development goals and how you aim to achieve them should be clearly captured in the logic model. The model provides a basis for developing a set of performance measures. As a result, performance measurement is not built in isolation or separate from the strategic plan.

### Performance measurement and the logic model

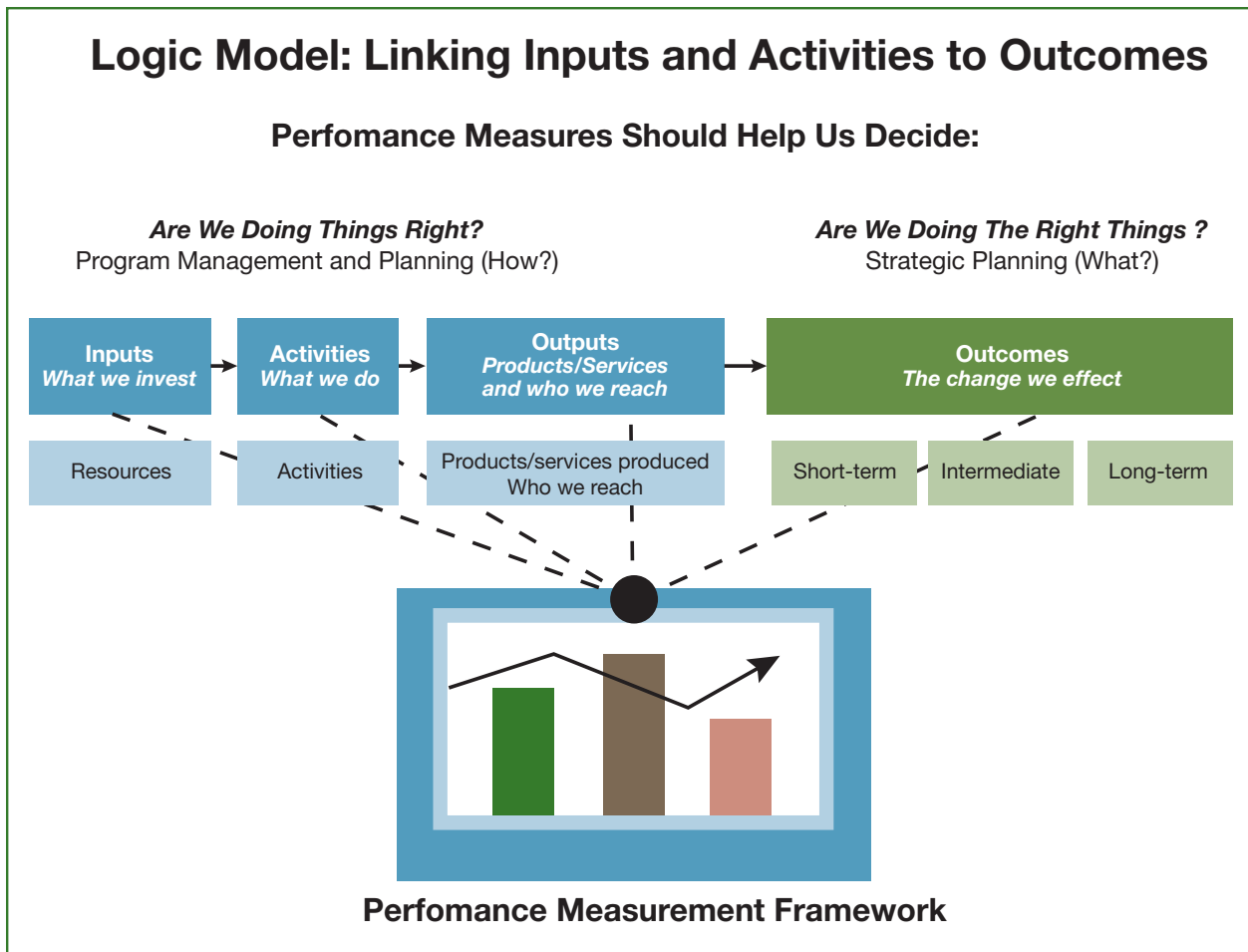
Performance measurement is an organic component of strategic planning processes. Performance measurement needs to stem from the desired outcomes of the strategic plan and align with the plan's logic model. For example, the cost and time needed for measuring the outcomes should be factored in when budgeting for implementing your plan. These costs could include those for purchasing data, conducting a survey or paying for a data analyst's time.

Many people are familiar with program logic models and adjust them to meet their own purposes. A logic model can be built in different formats. You may build your logic model in the form of a table or a diagram. It may read left to right or bottom up. No matter what format, all logic models should show clearly the 'if – then' logical relationship between inputs/activities/outputs and outcomes. This means if the inputs invested in the correct activities and produced the appropriate outputs then would the outcomes be reached?

## Logic model – linking activities to outcomes

Performance measures will help you determine whether the activities in your strategic plan will achieve your desired outcomes. The information you glean will help refine your activities and steer your decision making.

**Figure 3: Logic Model: Linking Inputs and Activities to Outcomes** – illustrates the important role a logic model plays in understanding the connection between what we do and what we achieve. Consequently, it helps practitioners to set their measures and design their measurement framework.



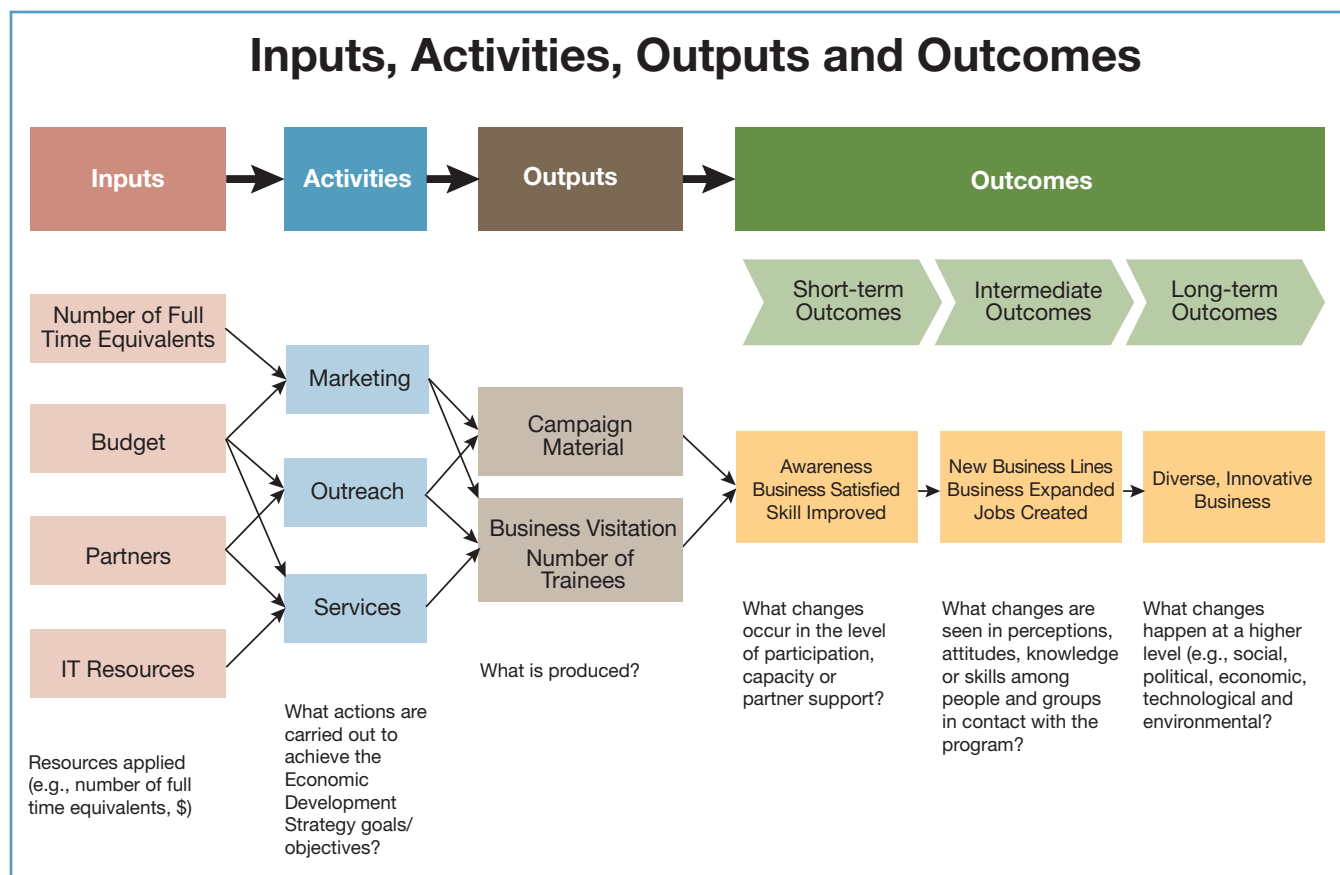
### The relationship between inputs, activities, outputs and outcomes

The logic model also allows you to see if you are allocating the right resources and inputs and implementing the right activities to reach your desired outcomes.

Activities are the actions you take. The products of these activities are called outputs. For example, you deliver training (activity) for 20 new entrepreneurs. This leads to 20 trained entrepreneurs (output).

Performance measurement helps you to determine if these components are aligned, and if there is a clear link between inputs, outputs and outcomes. It also allows practitioners to know whether or not short-term, intermediate-term, and long-term outcomes are being realized.

**Figure 4: Inputs, Activities, Outputs and Outcomes** – shows the relationships among inputs (resources), activities, outputs (products) and outcomes.



## Develop your performance measurement framework

### What is a performance measurement framework?

The performance measurement framework brings everything together including the planning, measuring and reporting in a way that allows the results to inform the current and future activities and outcomes of your strategic plan.

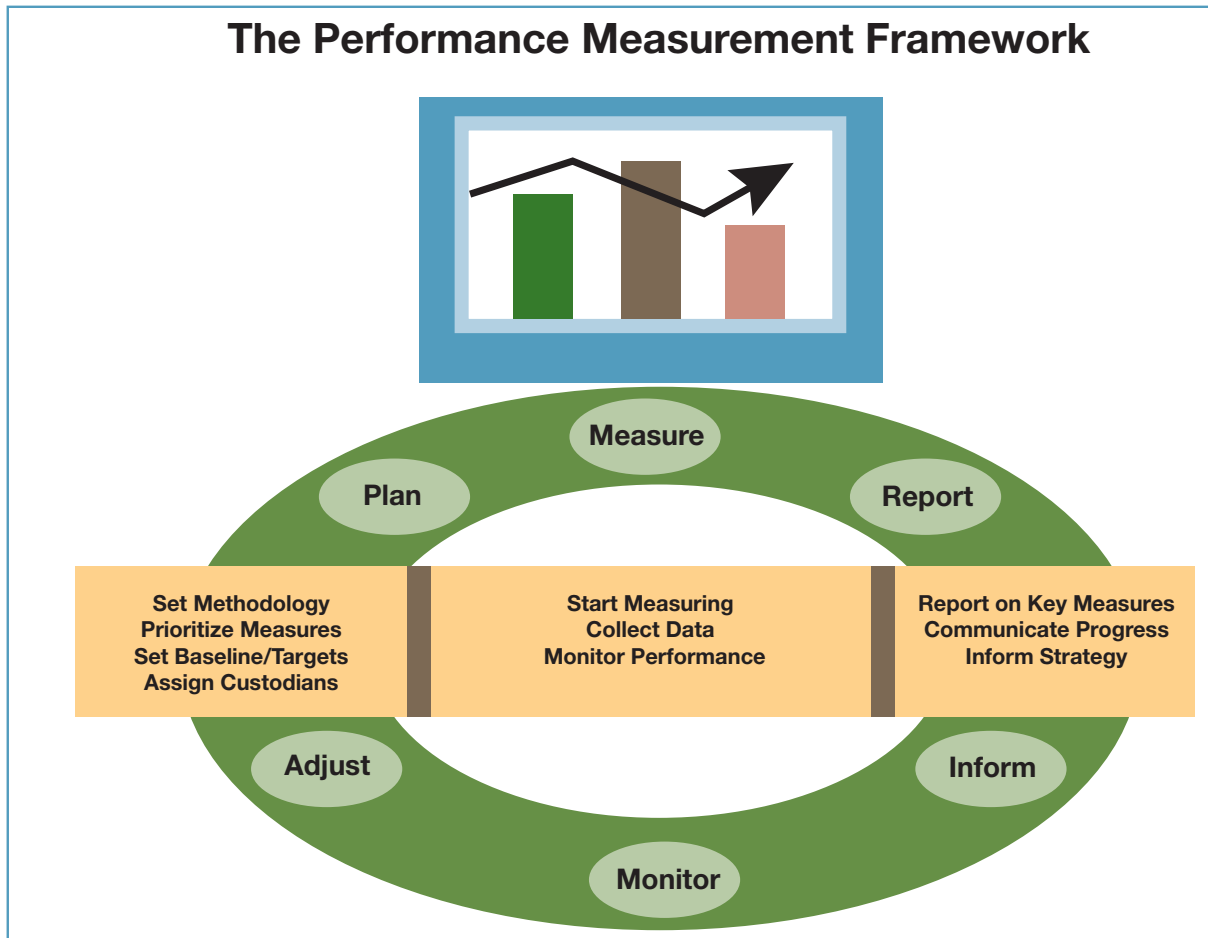
### Performance measurement framework as a continuous process

The performance measurement framework is a dynamic process with a good deal of interplay among the planning, measuring and reporting phases. The back loop phases – inform, monitor

and adjust – are as critical as the front loop phases. The data obtained for reporting is important for informing your future strategies, monitoring the framework’s viability and improving the measurement process.

The performance measurement framework is a continuous process that has planning, measuring and reporting components as well as a feedback loop that carries this information back to help inform, monitor and develop your current and future strategies.

**Figure 5: The Performance Measurement Framework** – illustrates the cyclic nature of the framework.



### The three phases to a performance measurement framework

*Remember to engage your stakeholders!*

#### 1. The planning phase

- Engage an analyst or a staff member who is familiar with the process in the design of indicators and the development of systems for collecting and reporting performance data.
- Decide on the methodology for measuring performance. You may want to measure inputs for efficiency and outcomes for effectiveness.
- Identify the measures for the desired outcomes. These measures could be efficiency (outputs) and/or effectiveness (outcomes). You need to decide and prioritize only a few measures. In the beginning you should engage stakeholders in generating a long list of measures that can be used to track outcome performance. The next step is to prioritize a few measures by using an effort/ impact analysis.

**Figure 6: Short-listing Measures** – illustrates how you can map and decide on which measures to use. It shows how you select the measures of the highest impact and lowest effort/cost to track. The measures that are expensive to track and do not have high value in reporting are automatically dropped.



- Identify who is measuring, what sources of data you will use, how frequently you will report the results and how you will report the results and to whom.
- Set your baseline either from previous records or from comparative data with other plans.
- Decide on your targets.
- Identify the individuals who will be accountable for measuring and/or reporting the measures – measures custodians.

**Note:** It is important to balance the desire for information about performance with your organization's ability to collect and use it. Many economic development organizations can conceptualize a very large number of performance indicators quite readily. The problem is that too many performance measures increase the cost and complexity of measuring performance, often to the point where the entire process can become paralyzed. It is much more profitable to brainstorm a large list of performance measures, but then select a critical few for ongoing collection and analysis. That number is usually between six and 12 per program area. Moreover, the critical few performance measures ought to address strategic outcomes and client benefits, not just outputs.

## 2. The measuring phase

- Start measuring and collecting performance data in the implementation phase and continue through to and beyond the results phase. The closest performance data related to and reflecting implementation are usually the immediate outcomes. As the measurement process goes further from the implementation, mid-term and long-term outcomes are captured.
- Check and monitor the performance against the targets. Take corrective action to stay on track if needed.

## 3. The reporting phase

- Employ the performance data to monitor your strategic plan and to see if it is achieving the desired outcomes.
- Use the performance data to rethink some activities or to change tactics if the desired outcomes are not being achieved or if different but favourable outcomes are reached.

**NOTE:** It is important to remember that you are measuring the successful implementation and the performance of your specific plan.

- Collect data regularly – monthly, quarterly, semi-annually or annually. Performance reports are very important.
- Tailor your performance report to different audiences such as funders, stakeholders, senior management, elected officials, etc.
- Communicate your progress and success in reaching outcomes. This is an essential component in the performance measurement framework. It builds trust in your economic development activities, helps secure future support and strengthens partnerships with stakeholders. In communicating your successes, remember to have clear messages directed to your different audiences. Use various channels to get your message out, including social media.

Remember the cyclic nature of a performance measurement framework and continue to monitor and adjust as necessary.

## 1. Planning for success

### Outcomes

Defining the desired outcomes is critical to a successful strategic planning process. It connects your strategy to implementation.

As part of the strategic planning process, once your goals have been identified, you need to agree on clear, desired outcomes. Outcomes are what you see on the ground as a result of implementing the activities or programs. Defining outcomes provides the basis for which you allocate resources, design activities and identify target audiences.

### Performance measures and outcomes

Outcomes should be measurable. A few key performance measures should be identified to track the outcomes and determine whether they have been reached, partially reached or not reached at all.

#### Outcomes – an example

A community may establish an economic development plan with the goal of boosting the local tax base with the following two desired outcomes to that goal.

- Growth in assessed/appraised value of properties in a target area
- Percentage increase in the business tax base.



The following table provides examples of economic development measures and outcomes that cover broad aspects of the changing economy.

Outcomes	Measures
Job creation	Increased employment in certain occupations or industries
Enhancement of human capital	Improvement in educational attainment among working age adults
Global competitiveness	Increased export and trade activity
Economic dynamism	Number of new business starts New product and/or production lines Expansion of creative class businesses
Innovation capacity	Level of patenting, new product development or new product introductions

The key performance measures are outcome measures that convert raw improvement into percentage improvement or, better yet, into measures that reflect conditions of economic development vitality. For example, if investment attraction is one of your performance measures, a key performance measure could be economic growth. Percentage increase in economic growth is the longterm outcome from all intermediate investment attraction outcomes.

For example, a good sign of economic vitality is a high occupancy or low vacancy rate for existing office, retail and industrial buildings. Achieving a low vacancy rate is likely to spur new construction, which in turn creates new vacancies, perhaps causing the vacancy rate to edge upwards. The tax base will still get a boost. Here are some sample performance measures:

- Change in downtown vacancy rate
- Change in retail occupancy rate
- Increase in available market-ready industrial space
- Increase in the number of new businesses opened

Other measures focus on different aspects of economic development success and provide an indicator of quality or results. Here are some examples of these measures:

- Number of new jobs created by existing businesses
- Annual hotel occupancy rate
- Percentage of jobs at risk that are retained
- Average hourly wage of jobs created through economic development efforts
- Ratio of outside funds to municipal funds for development initiatives
- New business start-ups as a percentage of all the businesses in the area
- Percentage of active business leads that choose to locate in the area
- Number of client success stories from participants in mentoring programs for micro-enterprise
- Percentage survival for new businesses one or two years from start-up.

Economic development outcomes can also be measured by more general indicators of wealth creation, such as unemployment rate, percentage of residents below the poverty line and median household income.

## Short-term, medium-term and long-term outcomes

Outcomes can be realized at any point in the implementation phase of the economic development strategy. They are usually divided into short-term, medium-term and long-term outcomes. What follows are some examples of each:

### Short-term

- Meetings held with potential investors from website introduction
- Project files opened
- Corporate calls made
- Positive feedback from business owners attending a workshop

### Medium-term

- New investments by existing employer
- Investor decision to build a new plant
- Number of new visitors to community
- Increased tourism spending per visit

### Long-term

- New investment creates 50 jobs
- Unemployment rate decreases
- Commercial tax assessment increases

## Identifying inputs, outputs and activities

An activity is an action item that requires resources such as people, money or technology. These resources are called inputs.

Activities are the actions you take as part of your strategy to achieve your outcomes.

As mentioned earlier, outputs are the products of these activities when they have reached the clients. For example, you provide training (an activity) for 20 new entrepreneurs (reach), which leads to 20 trained entrepreneurs (outputs).

The activities of an economic development strategy could include the following programs, surveys and projects.

- Creating a business mentorship program
- Developing a tourism marketing strategy
- Preparing a survey
- Designing a website
- Conducting workshops
- Delivering training

These are action steps. They are not evidence of either the successful completion of action (outputs) or the success of a plan (reaching outcomes).

## 2. Measuring economic development performance

Economic development performance can be measured in several ways – amount of inputs (budget and number of staff) and outputs (activities), degree of efficiency and type of outcomes.

- Input measures describe the amount of human or financial resources used to perform a service
- Output or workload measures refer to the amount of work performed
- Outcome or effectiveness measures show the degree to which service goals and objectives are reached.

The ratio of inputs or outputs to outcomes provides a measure of efficiency.

Performance measurement tracking should be ongoing and depending on the audience, reported on a quarterly, semi-annually, or annual basis. Consistency is the key when reporting results whether or not outcomes have been attained.

## Selecting performance measures

It is not enough to define outcomes. Outcomes must be measurable. Measures are used to assess whether or not outcomes are being achieved and what kinds of changes have occurred. What you measure is determined after you have chosen the outcomes.

If you measure regularly, you can use the information to determine whether your economic development strategic plan is on track or not. Subsequently, if needed, you can change your policies or activities to adjust the direction.

Indicators can be measures, numbers, facts, opinions, or perceptions that help measure progress towards change.

Indicators can be qualitative or quantitative.

- Qualitative indicators are judgements and perceptions expressed as non-numerical values, such as behaviours, processes and institutional changes.

- Quantitative indicators are measures of quantity expressed as a numerical value such as a percentage or size of investment or number of jobs retained.
  - Increase in...
  - Decrease in....
  - Number of...
  - Percentage of ...

In a report released by the Economic Developers Association of Canada (EDAC)<sup>2</sup>, the most common measures reported by economic development practitioners are listed in Figure 7. New businesses, jobs, investment, and skilled workforce are seen as the most prevalent measures. The same report has indicated that the vast majority of surveyed EDAC members concentrate on business attraction, business retention and expansion and small business development, see Figure 8.

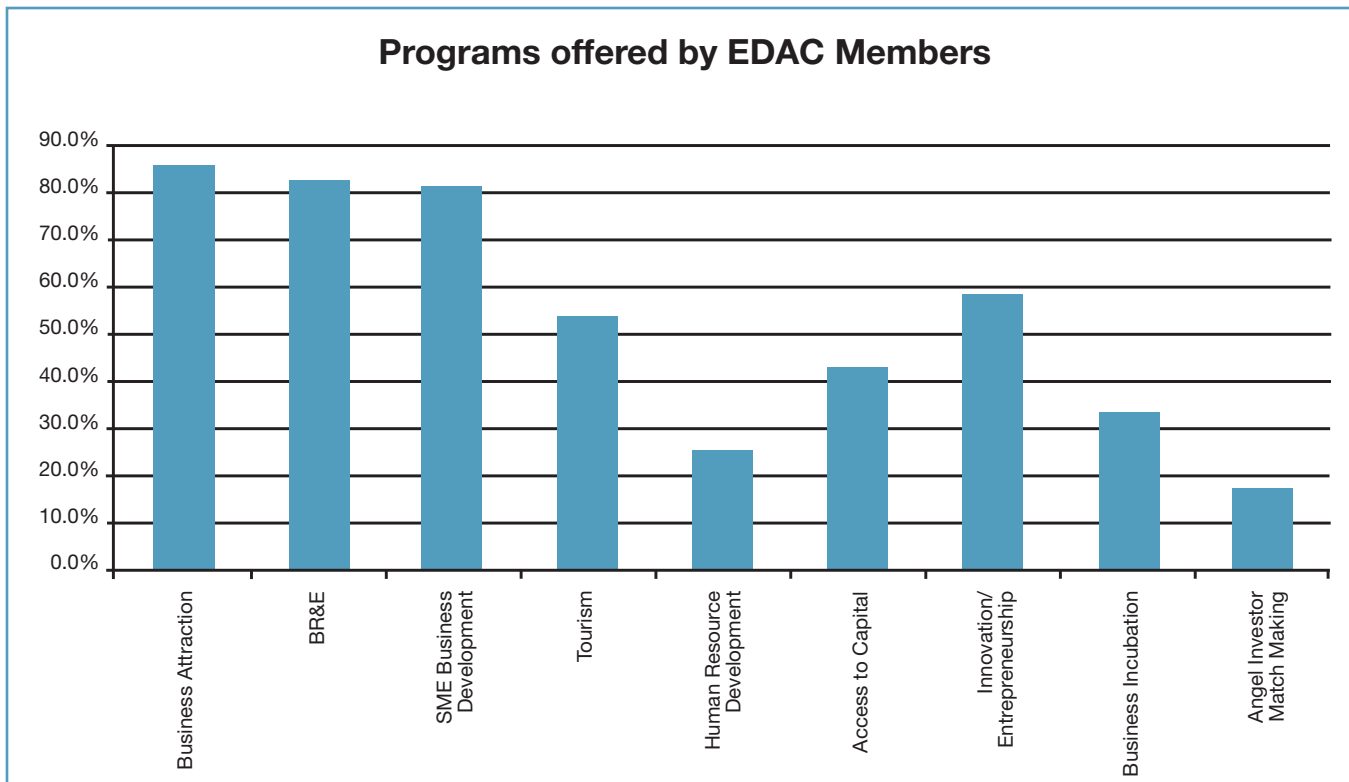
**Figure 7: Top Ten Measures used in Canadian Economic Development** – shows the response to a survey of the EDAC membership to determine the measures currently being used by economic development offices across the country. One of the most interesting results of the survey is that no single Indicator was cited by all 99 respondents.

### Top Ten Measures used in Canadian Economic Development<sup>2</sup>

Answer Options	Response Per cent	Response Count
New Businesses opened	73.4%	69
Population	67.0%	63
Jobs created full time	60.6%	57
Workforce	60.6%	57
Inquiries received	59.6%	56
New Business investment attracted	58.5%	55
Building permits - Commercial	53.2%	50
Building permits - Institutional	51.1%	48
Business closures	48.9%	46
Unemployment rate	47.9%	45

<sup>2</sup> Performance Measurement in Economic Development: Development of Performance Measurement Systems for Local and Regional Economic Development Organizations, EDAC, September 2011

**Figure 8: Programs Offered by EDAC Members** – shows the results of another survey of the EDAC members to determine what economic development programs are most often delivered by members. It indicates that the vast majority of members concentrate on the core programs of business attraction, business retention and expansion and small business development.



## The SMART model

SMART is a popular acronym for choosing the right indicators. SMART stands for Specific, Measurable, Attainable, Relevant and Timely.

- **Specific** – The indicators have a much greater chance of being measured, accomplished and can be tracked without high level of ambiguity.
- **Measurable** – The indicators have concrete criteria for measuring and tracking including reliable data and methodology.
- **Attainable** – The indicators are within your capacity to reach. This includes your financial and non-financial resources, skills, team capacity, timeframe, etc.
- **Realistic** – The indicators not only relate to the outcome you are working to achieve but also to your ability to achieve these outcomes.
- **Timely** – The indicators are grounded within a timeframe. With no timeframe for them there is no level or sense of urgency.

## Proxy indicators

There will be instances when a direct indicator will not be available or will be too difficult to measure and so a proxy indicator must be used. A proxy indicator should only be used in the instance where a direct indicator is not available either because it is difficult to measure or it is too costly. Exercise caution when using proxy indicators. They will not measure the outcome precisely, and you must use other factors in addition to the proxy indicators.

## Setting targets and baseline

Performance measures must be set with both baselines for the current or starting value and targets. The difference between the baseline and the target is the actual value resulting from implementing the activities. Establishing a baseline will allow you to determine what targets have been achieved within a certain period of time. A target value should begin by acknowledging baseline and setting future achievable targets by keeping in mind the available funding and resources as well as the time period.

The majority of targets are established annually; however they may also be set for a shorter or longer period of time. It is not advised that the time period exceed three to five years because there are too many uncertainties around resources, inputs and leadership. Interim targets can be useful to establish as landmark achievements between baseline and targeted outcomes. One further point about targets: they do not have to encompass a single numerical value, but can be a range.

Baselines and targets should be of the same genre of the performance indicator, either qualitative or quantitative.

### Measurement frequency

Collecting data for outcome measures is an ongoing process. The data should help you to monitor and see if the strategic plan is on track or if a change in tactics is required. You can report monthly, quarterly, semi-annually or annually.

Below are some key points with respect to frequency:

- Measure on an on-going basis if possible. A data collection format (score card or a dashboard) can help with building consistency in data collection and in reporting frequency.
- Some of your measures will depend on data sets that are generated or updated less regularly, such as census data. In this case, you may have to monitor at the time the new data is available, or collect your own data or make attribution to the already available national/provincial data sets.
- Report annually when tied to budget requests/updates.
- Start with one or two measures until your process is established.

## Allocating and collecting data

**Baseline data** — to build indicators, data must be collected. It is difficult, if not impossible, to measure change over time without baseline data. Baseline data provide an established line of information from which to measure progress. In practice, your performance measures and the sources of information for those measures depend on the outcome or goals of your economic development plan such as attracting new business or developing the tourist industry.

### Key data sources

#### Economic development organization records

This is the information your organization collects on its own. After determining what you need to measure, the first place to look for performance indicators is among the data that your organization currently collects. Sometimes, such data may be explicitly performance related and sometimes are collected for other purposes and may require repackaging. Often, the performance data you need are already collected in some form or another.

If some required performance data are not currently collected, then an option is to have it collected in-house. To be effective, clear and consistent definitions and procedures must be developed and tested with staff. Training must be provided, an audit routine established and findings reported back to staff. If possible, performance data should be incorporated into records that are routinely kept, such as activity reports and cost records.

#### Information from other organizations

Data that you need and which are collected by others is attractive because such data can cost little or nothing. The drawbacks are that you have no control over what is collected or how long it will be collected, the frequency and timing of collection and the accuracy of the data.

There are many sources of such information.

- Statistics Canada
- Ontario Ministry of Agriculture, Food and Rural Affairs Economic Development Analysis Tool
- Government of Canada's Community Information Database
- Federal, provincial or municipal studies
- Program evaluations
- Community Attractiveness Indicators for Newcomers
- Audits, e.g., audited municipal financial statements
- Federation of Canadian Municipalities Quality of Life Measures
- Municipal Performance Measurement

### Program and the Financial Information Returns Surveys

If you want to know whether clients are satisfied, or you want to follow up on information reported by them that is not available from other sources, then ask them.

Surveys allow you to sample the opinions, perceptions or satisfaction of a representative group of your clients or other interested parties about your plans. Surveys are best suited for strategic planning or annual evaluations because they typically do not provide information in a short timeframe. A survey can be designed and administered in-house. The findings of a simple survey can be reviewed without complex statistical analyses.

There are several online survey sites. They provide an inexpensive and popular way to ask several questions and gather data for several indicators at the same time.

A truly accurate sample may require surveys to be administered in person at the door, by telephone or at an event so that you do not have to rely on your website or an existing contact list.

### Attribution

There are always numerous partners involved in any economic development initiative/strategy. It can be a significant challenge to develop performance measures in economic development that acknowledge the real contributions of the many stakeholders such as the provincial partners, local champions, business owners, chambers of commerce, tourism organizations and volunteers in an economic development project.

*“Outcome measurement does not always prove a direct cause effect relationship. And when it comes to economic development the actions of one individual or one organization are not likely to be entirely responsible for results within a region. The board and staff should be comfortable with the idea that success is shared, but agree upon how they are going to measure that success.”*

[www.uwex.edu/ces/cced/economies/developmentorganizations/econdev\\_performance.cfm](http://www.uwex.edu/ces/cced/economies/developmentorganizations/econdev_performance.cfm)

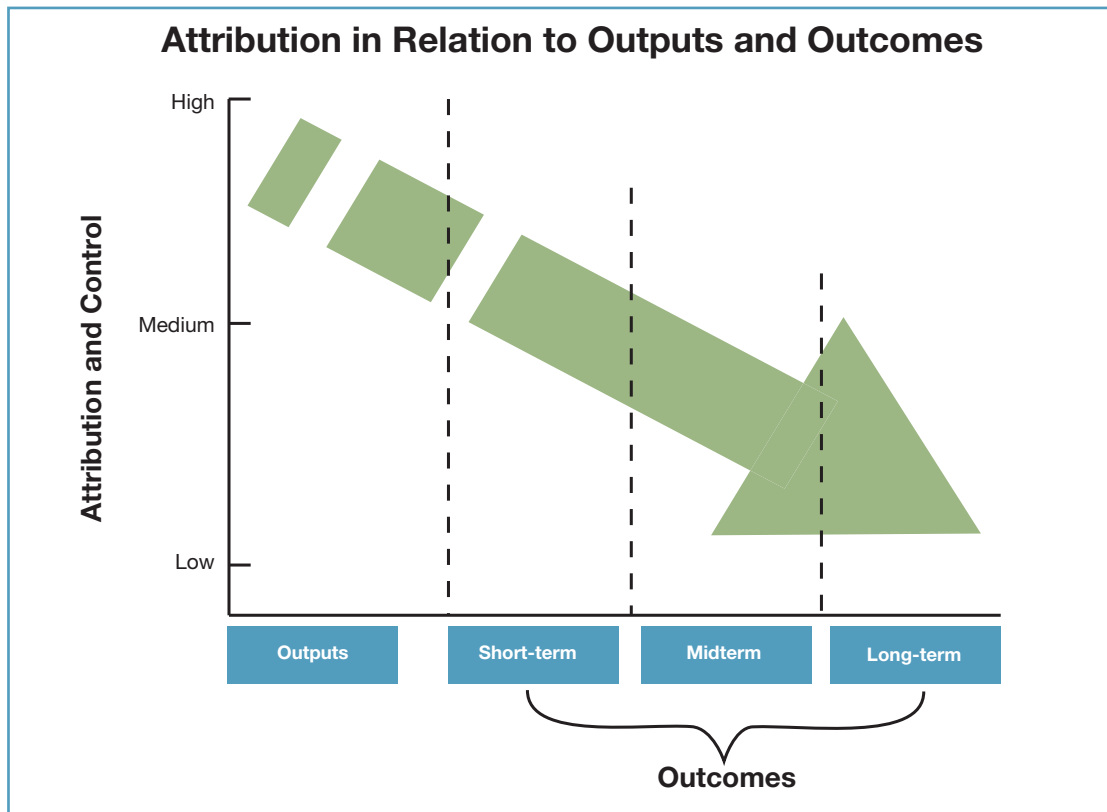
In addition to acknowledging that “no man is an island” and that it takes a community to develop the local economy, performance measures must also take into account the fact that external forces over which local or regional economic development committees have no control such as economic cycles, exchange rates, trade policies and global supply chains will have an effect on the health of local economies. (Economic Developers Association of Canada, 2011)

Economic development organizations need to look at the level of attribution of influence when assessing the value of their different economic development activities.

#### Attribution – what it is

Attribution can be described as without the involvement of the economic development organization(s) the outcome would most likely not have occurred as quickly, effectively efficiently or have been as positive for the client.

**Figure 9: Attribution and Control** – highlights how economic development organizations have a higher level of control and greater ability to link the activities of their strategic plans with the outputs and the short-term outcomes than with the long-term outcomes. It is more difficult to attribute the longer-term outcomes to their efforts because of external forces and events which are beyond the control of local committees.



### Degree of attribution

The degree of attribution or influence that an economic development organization has had on the outcome of a strategic plan can be classified using the simple scale of high/direct, medium/indirect, and low/influence.

**High or direct** — means that the organization played a key role in the project such as providing funding or staffing support.

For example, an economic development officer made a company aware of a funding program and coached the staff in the writing of the application. The company received the funding and was able to add a new product line worth \$1 million. In this case, the economic development officer could attribute 100 per cent of the \$1 million investment as an outcome, as it probably would not have occurred without the officer's help.

**Medium or indirect** — means that the organization played a supporting role in the project

such as providing information or contacts that resulted in a project with a positive outcome for the region.

For example, an economic development officer met several times with a small business that was looking for the financing to expand. The officer connected it with the local Community Futures Development Corporation. After several meetings with the funding organization, the small business was approved for a loan and purchased a \$50,000 piece of equipment. In this case, the economic development organization could attribute part of the new investment as an outcome, usually set between 33 per cent and 66 per cent. Without the officer's connection and guidance, the business might have spent a great deal of time looking for financing and may have been unsuccessful.

**Low or influence** — means that the economic development organization is aware of the project but had limited involvement with the client organization as it moved forward with its project.

For example, a company requests a copy of the market analysis that the economic development organization conducted for the downtown area. The company had no other direct interaction with the economic development organization as it was able to find the information required on the organization's website. In this case the economic development officer could attribute a low level of influence usually set from zero to 33 per cent. Without the market analysis the company might not have invested in the downtown area.

Another example of low level of attribution could be a company that decided to invest in the community but needed help from the economic development organization with planning approvals. In this case the clients experience may not have been as positive without the involvement of the economic development organization.

A good rule of thumb with the level of attribution is to think about what the staff members of the company or institution you assisted would say if they were asked directly. If you are not sure, take a lower level of attribution and be conservative rather than over-reporting.

### 3. Reporting on performance

Reporting on the performance of economic development should take into account the report's end user. Effective performance reports are tailored to provide a level of information, detail and data suitable for the targeted reader.

#### Main or internal report

The main report is an internal document. It should be detailed, technical and structured so that it can be used for future plans and for follow-up. A report for the chief executive officer or elected officials will require more evidence and more data than a report for the public.

#### Public and stakeholder report

Preparing a performance report for the public and stakeholders is easier to do when your economic development strategy is well-supported by a clear performance measurement framework – measuring, monitoring and assessing performance, learning

and adjusting throughout the period and reporting on progress.

Having a good understanding of the perspectives of the report's users will contribute to the usefulness of these reports.

For example, a report can be communicated to funders to show how donated resources were used in an efficient way to achieve the outcomes stated in the funding proposal and perhaps to justify an extension or a request for additional funding to follow up on success. This report can be technical and delve into details of efficiency and effectiveness.

The same report can be communicated to partners to demonstrate how working together has achieved common outcomes and to show the roles each organization played in reaching them. The report can be communicated to citizens to show community success, growth or resilience

When reporting to the public or stakeholders on performance, your report should be in plain language, to the point and free of technical jargon. Definitions should be provided for unfamiliar concepts as well as for each outcome indicator. Your main points should be summarized.

A one or two page summary with highlights written with the interests of the targeted reader in mind is a useful way to help you get the right message to the right audience.

Be sure your key messages are clear and consistent. Sometimes a picture is worth a thousand words, so use graphs and illustrations to help tell your story.

All charts and graphs should be properly labelled and data should be sourced.

It is also a good idea to add context to the public report such as a brief history of the region or the reason for the report, as well as a comparison with other communities. This additional information will allow readers to better understand the importance and goals of reporting on outcome performance.



## Guidelines for performance reports

Before you finalize your report, ask yourself the following questions. This will help ensure you are effectively reporting on the progress that has been made in your economic development plans.

- Is the report easily accessible?
- Is the purpose and intended audience clearly stated?
- Does it provide information that appears reliable and valid?
- Does it connect performance results to the strategy outcomes?
- Is the performance information comparable with previous reports for the same strategy?
- Is the report understandable? Does it focus on the few critical aspects of performance?
- Does it explain actual results for the reporting period and compare them with planned results, explaining any significant variances?
- Does the report provide comparative information about trends, benchmarks, baseline data or the performance of other similar organizations?
- Does the report describe lessons learned and key factors influencing performance and results?
- Does the report link the plan/strategy with financial and non-financial performance information?
- Is the report heavy on outputs and activities (how much work done) and light on outcomes (how many outcomes reached)?

## Communicate your successes

### Reporting and communication are intertwined

Your report is an excellent way to let people know about your achievements and to build trust in your economic development activities. Keeping stakeholders and the public informed of your progress will help to secure future support and strengthen stakeholder partnerships.

As mentioned above, the report can be communicated to different audiences and for different purposes.

There are many ways to reach your targeted audiences. Use all communication channels.

- Think beyond your own website. Are there associations and partners who might be willing to post your report or provide a link to the report from their websites?
- Use various media channels. This might include social media (Linked-In, Facebook, Twitter), your local and regional newspapers and radio and television stations.
- Talk about your success. Encourage your senior management and council members to include information in their speeches about the report and your successes.
- Attend public and stakeholder events. Talk to those attending about your progress and make the report or a highlights document available.

Successful communication is two-way communication, so be sure you can respond and answer any questions from a member of the public or a stakeholder.





# SECTION 4

## PERFORMANCE MEASUREMENT SCENARIOS

The following scenarios are designed to review the ABCD process based on economic development plans for a local community and for that community as one of several communities contributing to a regional economic development strategy. The scenarios demonstrate the systematic approach required in developing a performance measurement framework.

At the same time, the scenarios illustrate how strategic planning and stakeholder engagement must flow through the whole process from beginning to end and onwards through the next generation of considerations.

These scenarios will shed the light on a single outcome or a single measure only. Your actual performance measurement framework would involve several outcomes and their related measures.

This section includes seven attachments which are templates and tables to help you as you work through the process. Not all templates have been filled out for all scenarios. For example, when reading Scenario 2 – Regional Economic Strategy, you will be referred to the Farmville measurement methodology table for illustration purposes.

Here is a list of the attachments.

- Attachment 1: Farmville logic model table
- Attachment 2: Farmville logic model template
- Attachment 3: Farmville short-listing measures
- Attachment 4: Farmville measurement methodology
- Attachment 5: Farmville logic model and selected measures
- Attachment 6: Regional strategy logic model and potential measures
- Attachment 7: ABC Mining Company and First Nations logic model table

### Scenario 1: Farmville

Farmville is a town with a population of 8,000 people. The once thriving downtown has been hurt by the growth in malls and superstores in the surrounding cities. Its industrial base has suffered as well as several of its older and larger industries either have gone bankrupt or moved their factories

to other countries. Further, after five years, only 50 acres of the 150 acre business park have been serviced. The rest lie fallow.

Today, about 10 per cent of the stores in the downtown are vacant with 200 businesses continuing to operate in Farmville.



### Revisit economic development strategy

The Town's economic development officer and municipal officials realized they needed to rejuvenate the town. They formed an economic development committee made up of municipal staff, council members, local business representatives and volunteers from the community. Together, they reviewed the existing economic development strategy. It had two goals.

- Encourage business growth
- Increase the number of tourists and visitors to the community.



### Build consensus among the stakeholders and partners

After several meetings, including meetings with the local chamber of commerce and a town hall meeting, the committee decided to focus on the first goal — encourage the growth of business.

The committee members revised the economic development strategy. It now had one goal, to encourage the growth of business in the area, and two outcomes — attraction and retention.

- Bring new businesses to the community (attraction)
- Help struggling businesses to stay open (retention)

As the committee members discussed the new economic development strategy they decided to refine the two outcomes using the acronym SMART

— specific, measurable, attainable, realistic and timely and came up with these desired outcomes:

- Four new businesses would open and move into the downtown or the business park.
- Three of the town's businesses would turn a corner and remain open because of the help they received through the economic development strategy's business consultation program.

However, some of the municipal staff members and council members were still sceptical about the new strategy. They were not sure it would work.

In response, committee members decided to use performance measurement to identify how they would know if the strategy was successful.



### Logic model

Farmville's economic development committee set up meeting with all the partners and stakeholders of the revised strategy. These included members of business community, the local workforce planning board and the local community college. Using the goal and two desired outcomes, the committee members, partners and stakeholders developed a logic model. (See Attachments 1 and 2: Logic Model Table and Logic Model Template)

**NOTE:** A logic model can be built in different formats. This scenario has provided a logic model in the form of a table and a logic model in the form of a template. A summary logic model with outcomes and measures is in Attachment 5. This one page can be used as a communication piece. It can help the various stakeholders understand the logic of their plan, the agreed upon outcomes and the measures that will be tracked to assess these outcomes achieved.



### Performance measurement

The economic development committee then met to develop a list of indicators to measure the performance of the strategy in reaching its goal of encouraging the growth of businesses in Farmville.

They listed all the indicators they could think of that could measure the success or performance of their business growth plan. They came up with nine viable indicators.

- The number of jobs created because new businesses opened in Farmville
- The overall employment growth in the community over a five year period
- The overall growth in the number of businesses within the community
- The average wage of the new jobs
- The number of acres sold in the business park or properties rented
- The number of visits to the new business attraction pages on the municipal website
- The number of investment inquiries received each quarter
- The increase in building permit value for the commercial and industrial sectors
- The number of new construction or renovation building permits issued in the previous year to compare to the current year(s).

The committee members then filtered the measures by looking at the importance of the measure and the amount of work involved in collecting the data. Then using a rating system came up with a list of five indicators that the committee would use to measure the performance of the strategy. (See Short-listing measures, Attachment 3).

- Growth in the number of businesses in the community over five years
- Number of acres sold in the business park or properties rented
- Number of investment inquiries received each quarter
- Increase in the value of building permits for commercial and industrial sectors
- Number of new construction or renovation building permits issued in the previous year to compare to the current year(s).

The Farmville municipal staff were then asked by the municipal leadership to develop a performance measurement framework with a detailed methodology for the collecting, tracking and reporting of these five measures.

Attachment 4 is a sample methodology for one of the indicators or measures that Farmville's economic development committee is tracking. This table shows who is responsible for tracking this indicator, where the data will come from and how this indicator will be tracked. Note: You will need a separate measurement methodology for each indicator or measure.

**Section 4**  
**Attachment 1: Performance Measurement Scenarios**  
**Farmville Logic Model Table Attract, Retain and Expand Businesses**

Inputs		Activities – What are we planning to do	Outputs – Expected results from activities	Short-term Outcomes (Immediate)	Intermediate Outcomes (Medium)	Long-term Outcomes
Organizations	Resources					
Town of Farmville (Lead)	staff time and budget	<ul style="list-style-type: none"> <li>Develop a new section of the website with information required by site selectors</li> <li>Conduct research on the area competitive advantages.</li> <li>Develop a social media campaign targeting businesses in the key sector</li> </ul>	<ul style="list-style-type: none"> <li>Competitive advantages of the area identified</li> <li>Website updated with targeted information</li> <li>Social media campaign launched on twitter</li> </ul>	<ul style="list-style-type: none"> <li>Site selectors and businesses able to find required location information</li> </ul>	<ul style="list-style-type: none"> <li>Businesses make direct inquiries about the community and business park</li> <li>Business decided to purchase land and build in the business park</li> </ul>	<ul style="list-style-type: none"> <li>New business opens in the business park</li> </ul>
Municipal Economic Development Committee	staff time and budget	<ul style="list-style-type: none"> <li>Create a leadership team</li> <li>Hire a coordinator</li> <li>Develop questionnaire for businesses</li> <li>Conduct interviews with businesses to identify local labour market needs</li> <li>Develop a strategy to retain businesses</li> <li>Work with community college to develop specific training programs</li> </ul>	<ul style="list-style-type: none"> <li>Number of business interviews conducted</li> <li>Number of immediate business concerns identified</li> <li>New training programs delivered to workers</li> <li>Number of current employees trained</li> </ul>	<ul style="list-style-type: none"> <li>Immediate business concerns addressed</li> <li>Business training and skills needs identified</li> </ul>	<ul style="list-style-type: none"> <li>Business closure alternatives created and pursued</li> <li>Barriers to business re- allocation removed</li> <li>Trained workforce for new business needs</li> </ul>	<ul style="list-style-type: none"> <li>Local businesses are retained and expanded</li> <li>New businesses attracted</li> <li>Increased job creation</li> <li>Jobs retained</li> </ul>
Local workforce planning board	staff time and budget					
Local community college	staff time					
Business community	volunteer time					
Chamber of Commerce	volunteer time					

What outputs and outcomes should be tracked to measure the performance towards the goal?

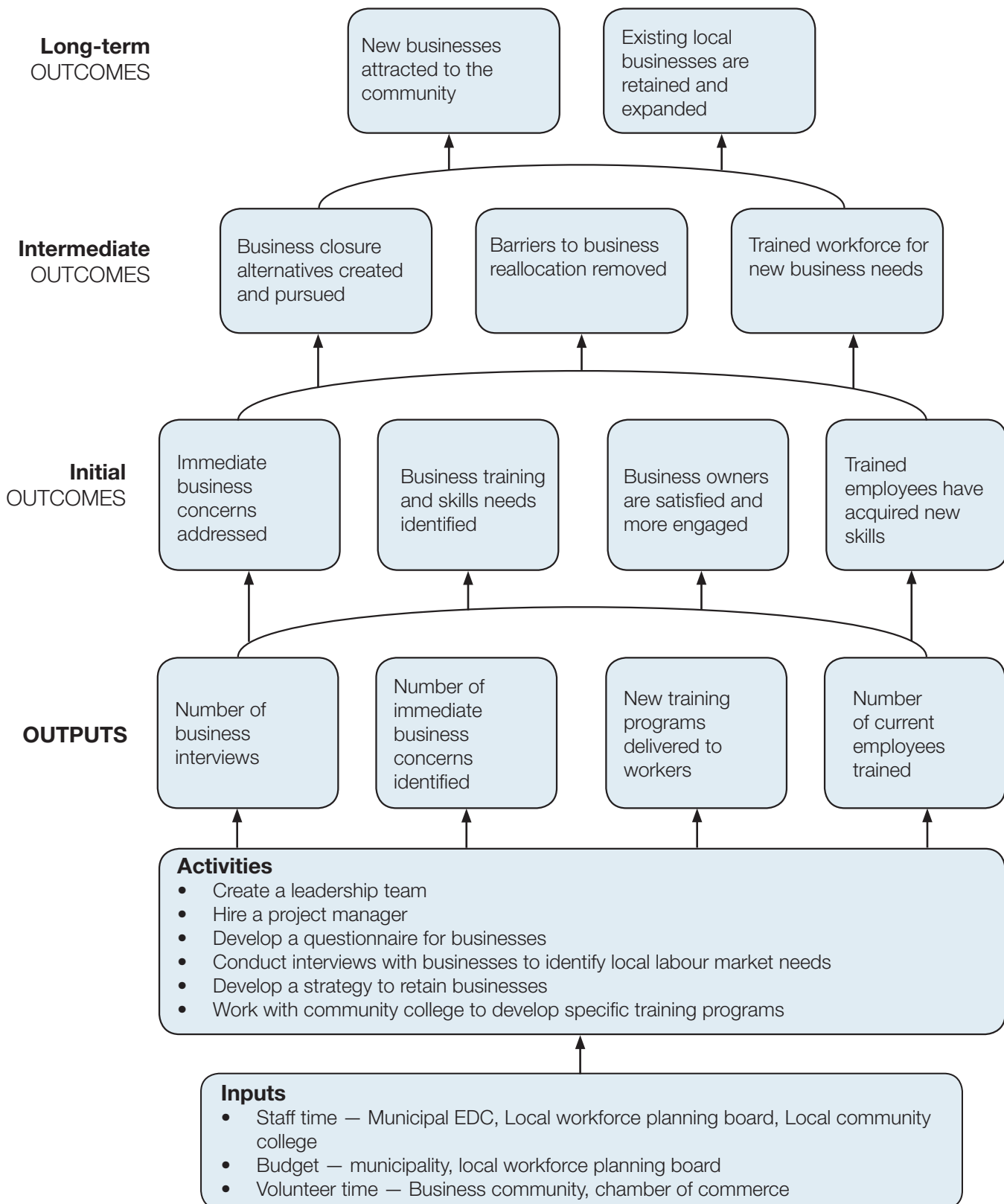
## Section 4

### Attachment 2: Performance Measurement Scenarios

#### Farmville Logic Model Template

#### Local Economic Development Plan:

Farmville: Attract, Retain and Expand Businesses



## Section 4

### Attachment 3: Performance Measurement Scenarios

#### Farmville Short-listing Measures

Goal: Business Growth

Outcome: New businesses locate in the community

Long list of all potential measures	(A) Importance for accountability and decision making 5 – critical measure 4 – important measure 3 – nice to have 2 – not very useful 1 – not at all useful	(B) Work involved in measuring, monitoring and reporting 5 – already doing it 4 – simple to do 3 – some work, but feasible 2- a lot of work 1 – almost impossible	Total score (A) + (B)	Short listing of measures Potential rating: 8 and higher - recommended 5 to 7 - potential 4 or less - not recommended	Notes
Number of jobs created due to the new businesses opening in the municipality;	3	3	6	Potential	Outcome measure but business growth might not lead to significant job growth especially in knowledge-based businesses.
Overall employment growth in the community overall over a five year period;	4	4	8	Potential	A good long-term outcome measure, but challenge to monitor due to timeliness of the data
Growth in the number of businesses within the community	5	4	9	Recommended	Outcome measure of the overall growth in businesses.
Average wage of the new jobs;	3	2	5	Not recommended	Difficult to obtain data and not directly related to goal or objective
Number of acres sold in the business park or properties rented;	4	4	8	Recommended	Outcome measure of investment in community.
Number of websites visits to the new business attraction pages on the municipal website;	3	4	7	Potential	Output measure of interest and organizations marketing efforts
Number of investment inquiries received each quarter;	4	4	8	Recommended	Output measure
Increase in building permit value for the commercial and industrial sectors;	3	5	8	Recommended	Outcome measure of investment in the community by businesses.
Number of new construction or renovation building permits issued in the previous year to compare to the current year(s).	3	2	5	Not recommended	Difficult to tabulate the data based on this breakdown.

## Section 4

### Attachment 4: Performance Measurement Scenarios

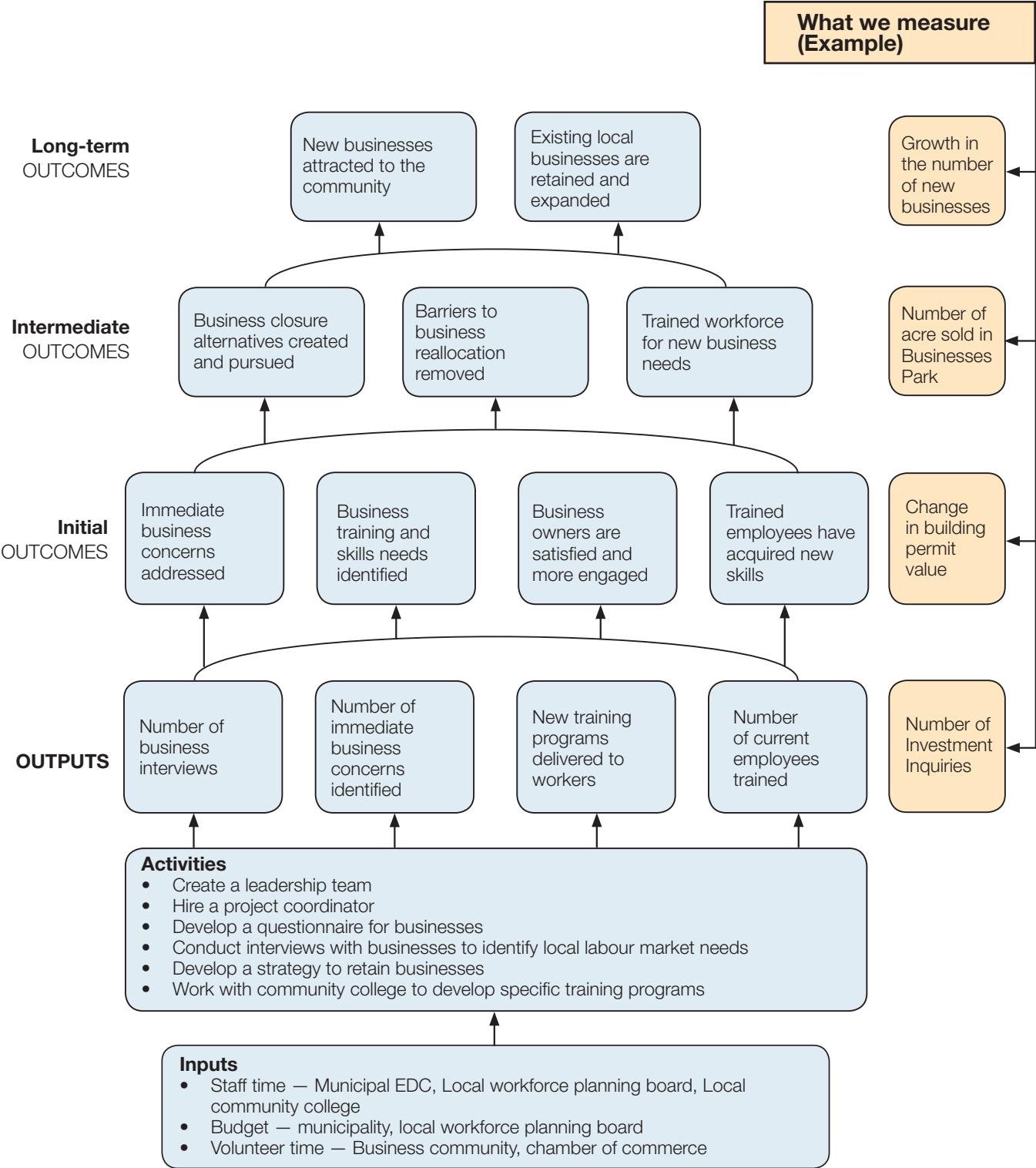
#### Sample of a measurement methodology for one indicator – growth in the number of businesses

Desired Outcome	Encourage business growth																																				
What is the Measure	Growth in the number of businesses within the community																																				
<b>Rationale</b> The purpose of this section is to explain why this is the best information to measure achievement and/or progress related to the outcome. It explains what it is measuring and why it is important to measure this information.	Tracking the overall growth in the number of businesses will help the community to know if we have created an environment to foster business growth through attraction, start-ups and retention of existing businesses.  A limitation of this measure is that it does not account for the size of the businesses.																																				
<b>Measurement Owner</b> The owner “owns” the measure being reported. The owner is accountable for ensuring accurate and timely data is being collected and for the results that are reported.	Economic development officer																																				
<b>Data Collector(s)</b> The data collector(s) are responsible for ensuring the data is being collected, obtaining the data, analyzing/calculating the data as required.	Economic development officer																																				
<b>Methodology</b> This section provides a narrative explanation of the measure, how it will be collected and calculated. This section should address how the level of attribution for the measure will be calculated	The calculation will be based on the change in the total number of businesses with employees in the community according to the Canadian Business Patterns data. The base will always be the previous year’s data.																																				
<b>Data Source</b> <ul style="list-style-type: none"> <li>How will the data for this be collected (e.g. organizations client relationship management system, surveys, Statistics Canada data),</li> <li>Is this data available in a timely manner?</li> <li>Is the data accurate, reliable and verifiable?</li> </ul>	Canadian Business Patterns data, which is available twice per year from Statistics Canada  This measure will potentially require data to be purchased in order to monitor this measure.																																				
<b>Who is the audience and what is the reporting frequency?</b>	<table border="0"> <thead> <tr> <th></th> <th>Monthly</th> <th>Quarterly</th> <th>Semi-Annual</th> <th>Annual</th> <th>Other</th> </tr> </thead> <tbody> <tr> <td>Internal</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td>_____</td> </tr> <tr> <td>Partners</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td>_____</td> </tr> <tr> <td>Leadership Team</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>_____</td> </tr> <tr> <td>Public</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td>_____</td> </tr> <tr> <td>Other</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>_____</td> </tr> </tbody> </table>		Monthly	Quarterly	Semi-Annual	Annual	Other	Internal	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	Partners	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	Leadership Team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	Public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
	Monthly	Quarterly	Semi-Annual	Annual	Other																																
Internal	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____																																
Partners	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____																																
Leadership Team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____																																
Public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____																																
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____																																
<b>Baseline</b> A baseline is a level of results at a given point in time that provides a starting point for assessing performance.	As of December 2012, there were 200 businesses in the community.																																				
<b>Target</b> Targets are set based upon the baseline.	To increase the number of businesses by two per cent a year																																				



**Section 4**  
**Attachment 5: Performance Measurement Scenarios**  
**Farmville Logic Model and Performance measures:**

Farmville: Attract, Retain, and Expand Businesses



## Scenario 2: Regional Economic Development Plan

To support their goal related to encouraging business growth, Farmville and economic development officers from five neighbouring counties decided see if they could work together to market their region.



### Review county economic development strategies

They set up a meeting with their workforce planning boards and the regional economic development organization to share their economic development strategies and discover what they had in common.

The group's members noted that all five counties had identified attracting more residents as one of the main goals in each of their economic development strategies.



### Build consensus

The group's members felt they could market the region more effectively if they worked together rather than competing against each other. They decided to pool their resources, which they felt improved the effect the spending might have on attracting new residents to the area.

The group's members worked together and wrote a strategic plan with the goals of attracting new residents to the area and building up the skilled workforce needed to support the changing needs of the business community.

The group identified two outcomes for achieving this goal.

- New residents move into the region
- A skilled workforce enables business to grow and expand

To reach the two outcomes and achieve their goal, the regional partners worked together to decide what each would contribute by way of resources or inputs and what activities the partners would work together on or take responsibility for their completion.

The identification and clarification of roles and responsibilities, combined with dedicated resources, enabled all partners to understand and see what they were accountable for, and helped to create an environment of shared ownership and dedication to achieving the plan's outcomes.



### Create a logic model

Based on the results of their meetings, the regional partners built the logic model. This logic model when combined with measures can provide a visual summary to communicate to each of the local councils and community organizations, their collaborative activities, outcomes and performance measures (See Attachment 6: Regional Plan Logic Model Template with measures). Although they could have used a table when creating their logic model, this group opted for a template.

As the logic model shows, some of the activities could be taken on by one county or organization. Other activities required a collaborative effort involving several partners. However, reaching the immediate or intermediate outcomes required the collective inputs/ activities and outputs of several counties. Meeting the long- term outcomes required the combined inputs, activities and outputs from all the five counties and partner organizations.



### Build a performance measurement framework

Increasing financial pressures on the municipalities meant the economic development officers had to justify their plans and spending. Further, they had to be able to show the results of their strategic plan. They decided to design a performance measurement framework. First, the officers came up with the following long list of measures to track their progress:

- Number of new residents moving into region
- Percentage of new residents with required skills
- Number of new business to region
- Number of skilled positions filled
- Number of new jobs created and/or retained
- Percentage of businesses participating in skills strategy
- Occupancy rate

- Value and ratio of funding leveraged
- Number of new training and mentorship program created
- Number of events (job fairs & trade shows) attended
- Number of businesses that post positions on the website
- Number of skilled professionals who registered on the website
- Number of website visits
- Number of referrals
- Number of funding proposals developed

Then they reduced the list down by looking at the importance for accountability and decision making for each one as well as the work involved in measuring, monitoring and reporting the data. The process of short-listing the regional measures was the same as completed by the Farmville scenario (see Attachment 3: Farmville Short-listing Measures).

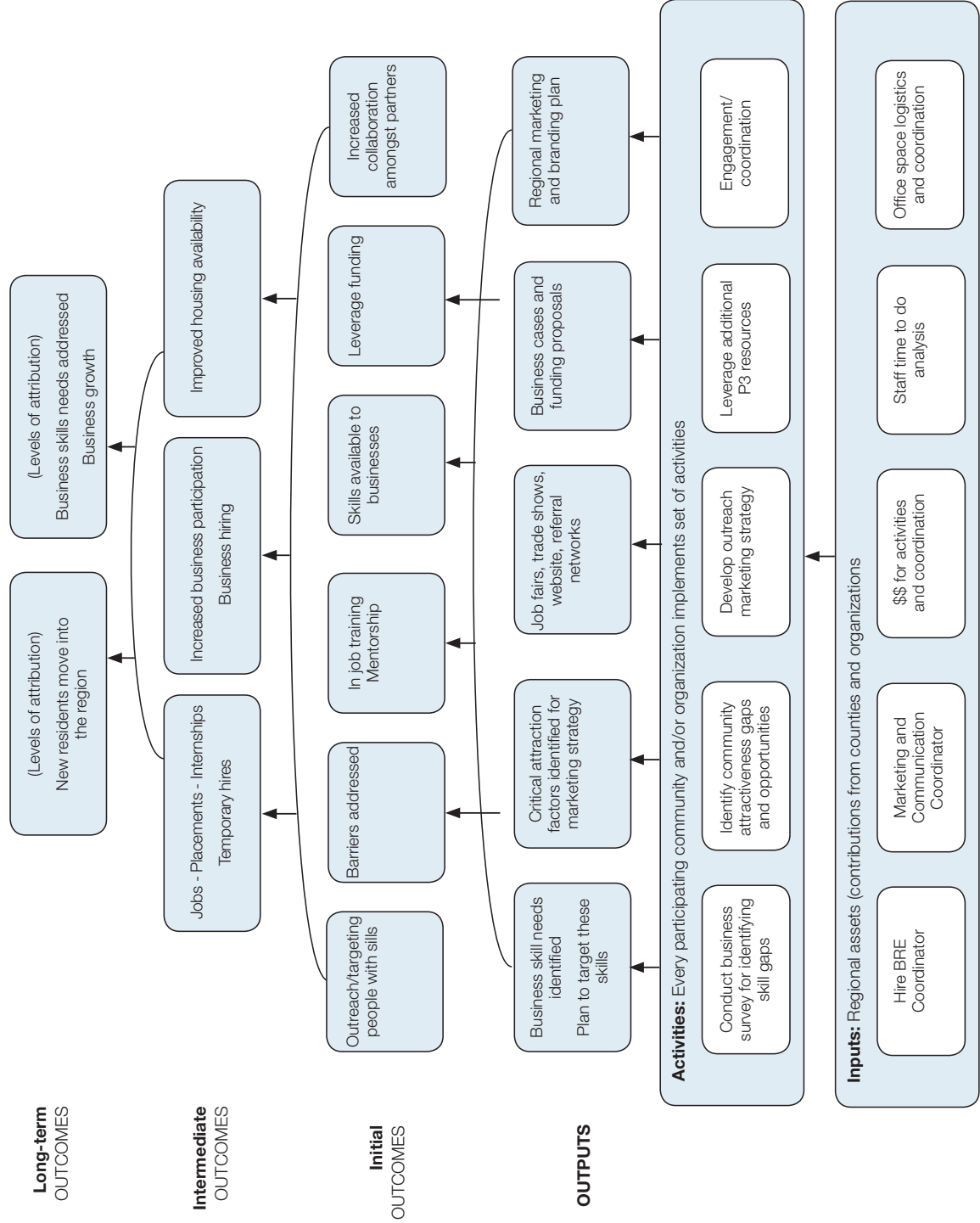
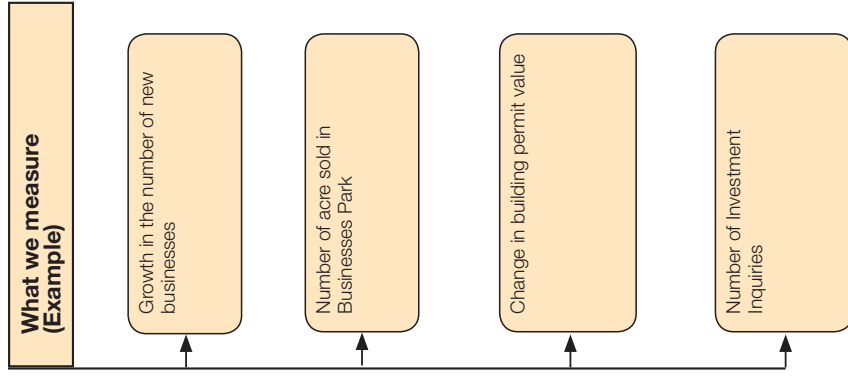
The regional partners looked at the importance of the possible measures to decision making, and the amount of work involved in collecting the data for the long-term outcome of 'new residents in the region'. Using a rating system they ended up with a short list of two, specific and easy-to-track measures with which they could illustrate the success of the strategic plan:

- Number of new residents moving into region
- Number of skilled professionals who registered on the website

They also created a matrix for each of the selected measures - refer to the Attachment 4: Farmville Measurement Methodology - so they would know who would ensure the indicator was tracked and collect the data required for it. Through this process they discussed the levels of attribution each partner was able to take for each outcome. They aligned the attribution levels with the inputs (resources) they had put into their activities and the outputs, and immediate outcomes resulting from these activities.



Overview of Regional Plan Logic Model Template and Associated Performance Measures



## Scenario 3: ABC Mining Company and First Nations

The ABC Mining Company discovered gold in Northern Ontario. The company staked the find, completed advanced exploration and was planning the construction of the mine.

The company and the First Nations communities of that area met early and often to discuss the possibilities that the mine opened up for the communities and to build consensus on how best to realise them. As there was no existing economic development strategy in place, representatives from the interested parties met to build consensus and encourage engagement in the project.

### Impact Benefit Agreement

The company and a number of First Nations signed an Impact Benefit Agreement to ensure that the communities closest to the project would benefit from it. The outcomes identified in the agreement included jobs in the mine and the opportunity to bid on some of the ancillary businesses such as security, catering, cleaning, materials and supplies, and servicing the equipment. In addition, the First Nations wanted to measure the outcomes agreed on in the Impact Benefit Agreement at the community level.

During the discussions, representatives from the First Nations and ABC Mines saw a number of challenges that needed to be overcome before the outcomes of the agreement could be reached and the region could take advantage of the economic opportunities offered by the new mine site. The representatives identified several barriers that First Nation men and women might face before they were able to pursue jobs and business opportunities at or around the mine, including the following obstacles.

- lack of job readiness
- inadequate training and development programs
- lack of local resource people able to assist in business development
- limited capacity for investment in business development

There were other obstacles that could prevent the communities closest to the mine from realizing the full economic benefit of the project. For instance,

there was little of the infrastructure required to support the development of new businesses and there was a limited capacity for investment.



### Initiate an economic development strategic plan

Based on this early research, the representatives of the First Nations and the ABC Mines decided to develop a multi-stage, regional economic development strategic plan that involved all First Nations in the area. Such a plan, they decided would be a good way to address these problems and take advantage of the opportunities the new mine site would offer.

The goal of the strategic plan was to create a competitive regional business climate by building the business and skills capacity of the region. There were two outcomes identified.

- First Nations people developed successful local businesses in their communities.
- Community residents increased the level of their skills to take full advantage of jobs and business opportunities that were directly and indirectly linked to the mine.



### Build consensus: an ongoing activity

Discussions continued with the representatives of the First Nations and ABC Mine short-listing other potential activities including the following projects.

- Pre-employment counselling and training
- Business skills development (e.g. financial and technical expertise)
- On-the-job training plan
- Career development
- Development of a business centre
- Establishment of a loan fund for business start-ups

The Chiefs and the First Nations council members and representatives from ABC Mines wanted to make sure that their plans would be implemented. The First Nations wanted to make sure that the two outcomes were possible and that every partner — including ABC Mines — was accountable for the outcomes.

In response to these discussions, the group decided to use performance measurement to identify how they would know if the economic development strategic program was on track and was achieving its desired outcomes.

## Establishing roles and responsibilities

An economic development leadership team made up of representatives from the First Nations Councils and communities and an ABC Company senior executive was established.

The leadership team set up a working group which included economic development officers from the First Nations communities, a business representative from the company and a government representative.

Based on endorsement from the leadership team, the working group was asked to do the following:

- Finalize the economic development strategy
- Create the logic model
- Design a performance measurement framework that would identify measures, targets, accountability and reporting.



### Create a logic model

With input from the local partners including community members and representatives from the business and educational communities, the working group created the logic model. It showed inputs, activities/outputs and short-term, intermediate-term and long-term outcomes. (See Attachment 7: ABC Mining Company and First Nations Logic Model Table).

Note that a logic model can be built in different formats including a table as the one for this scenario is or as a template, see attachments 2 and 5.

- The number of residents who attend training
- The number of residents who completed training successfully
- The number of trainees who found jobs after the training
- The number of jobs created because of the ABC Mines/First Nations project
- The overall growth in employment in the community over a five-year period
- The average wage of the new jobs
- Number of training courses offered
- Number of trainees who successfully applied to the start-up business loan fund
- Number of beneficiaries of the loan fund
- Number of new business start-ups
- The ratio of new businesses that are operating two years after opening to the number that opened
- Number of services offered by the business center
- Number of visitors to the business center
- Number of businesses supported by the business center

Based on their long list of measures they filtered the measures into a short list of six measures that they decided to track. To do this they used two criteria: the importance of the indicator for accountability and decision making and the amount of work involved in measuring, monitoring and reporting. For more information, please refer to Attachment 3: Farmville Short-listing Measures.

After agreement from the leadership team, the working group developed a detailed performance measurement framework showing the methodology for the collecting, tracking and reporting of the indicators.

For an example of the methodology used to track one indicator or measure, please refer to Attachment 4: Farmville Measurement Methodology.



### Build a performance measurement framework

Once the working group had created the logic model, the group listed all the performance measures that could be used for outputs and for outcomes to indicate an increase in the skills level of community residents.

**Section 4**  
**Attachment 1: Performance Measurement Scenarios**  
**Farmville Logic Model Table Attract, Retain and Expand Businesses**

Inputs		Activities – What are we planning to do	Outputs – Expected results from activities	Short-term Outcomes (Immediate)	Intermediate Outcomes (Medium)	Long-term Outcomes
Organizations	Resources					
First Nations	staff time and budget	<ul style="list-style-type: none"> <li>Inventory existing local businesses</li> <li>Create a 'business development team' that will identify current and future business needs in the region</li> <li>Create a Business Centre</li> <li>Hire a Business Resource Coordinator</li> <li>Establish a loan fund for business start-ups</li> </ul>	<ul style="list-style-type: none"> <li>Existing businesses in the area identified</li> <li>Registry of local businesses created</li> <li>Current and future business needs identified</li> <li>Business Centre created</li> <li>Business Resource Coordinator Hired</li> <li>Training programs delivered</li> <li>Number of loan applicants</li> </ul>	<ul style="list-style-type: none"> <li>Existing and potential businesses able to access information and resources</li> <li>Regional capacity to foster business development improved</li> <li>Partnerships and joint-ventures fostered</li> </ul>	<ul style="list-style-type: none"> <li>Business able to compete for opportunities associated with the mine</li> <li>Barriers to business start-ups removed</li> </ul>	<ul style="list-style-type: none"> <li>New viable businesses open in the region</li> <li>Local businesses retained and expanded</li> <li>Job creation</li> </ul>
ABC Mine	staff time					
Local businesses	volunteer time					
First Nations	staff time	<ul style="list-style-type: none"> <li>Create a labour force development plan</li> <li>Deliver training focused on business skills development (financial, business planning, technical)</li> <li>Conduct interviews with businesses to identify local labour market needs</li> <li>Work with educational partners (including ABC, schools, colleges, business centre) to develop specific/ focused training programs, including pre-employment counselling and training</li> </ul>	<ul style="list-style-type: none"> <li>Number of business interviews conducted</li> <li>Number of immediate business labour force concerns identified</li> <li>New training programs delivered to workers</li> <li>Number of current employees trained</li> <li>Pre-employment counselling uptake through business centre</li> <li>Future business training and skills needs identified</li> </ul>	<ul style="list-style-type: none"> <li>Immediate labour concerns addressed</li> <li>New training curriculum based on future needs developed and delivered</li> </ul>	<ul style="list-style-type: none"> <li>Trained workforce for existing and new business needs</li> <li>Improved skills level of local residents</li> </ul>	<ul style="list-style-type: none"> <li>Jobs retained</li> <li>Skilled First Nations workforce</li> <li>Business needs for skills secured</li> </ul>
ABC Mine	staff time and budget					
Business community	volunteer time					
Educational partners	Staff time and budget					

What outputs and outcomes should be tracked to measure the performance towards the goal?





# APPENDICES

# APPENDIX 1

## INTERVIEWEES AND FOCUS GROUP PARTICIPANTS

**Eastern Ontario** February 10, 2012 (Belleville, ON)

**Wendy Gibson**, Economic Development Officer, Town of Cobourg  
**Chris King**, CEO, Quinte Economic Development Commission  
**Karen Poste**, Manager, Economic Development, City of Belleville  
**Kari Spry**, BR+E Consultant, Northumberland County  
**Jackie St. Pierre**, Executive Director, Ontario East Economic Development Commission

**Eastern Ontario** March 1, 2012 (Cobourg, Ontario)

**Wendy Gibson**, Economic Development Officer, Town of Cobourg  
**Craig Kelly**, Business Development Officer, County of Renfrew  
**Dave Paul**, Director, Economic Development, City of Brockville  
**Judy Selvig**, Director, Economic Development, Municipality of Port Hope  
**Bob Smith**, Director, Economic Development, Haliburton County  
**Jackie St. Pierre**, Executive Director, Ontario East Economic Development Commission

**Southwest Ontario** March 7, 2012 (Burford, Ontario) and March 8, 2012 (Teleconference)

**Michael Buryani**, Business Development Officer, County of Brant  
**Robert Brindley**, CEO, Town of St. Marys  
**Christine Carrington**, Economic Development Research Analyst, Halton Region  
**Clark Hoskin**, Manager Tourism & Economic Development, County of Norfolk  
**David Johnson**, General Manager, County of Brant  
**Robert Lamb**, Manager of Economic Development, County of Simcoe  
**Art Lawson**, General Manager, South Central Ontario Region  
**Norm Lingard**, Manager of Economic Development, Town of Caledon  
**Len Magyar**, Development Commissioner, City of Woodstock  
**Paisley McKenzie**, Senior Development Officer, Economic Development, City of Brantford  
**Aileen Murray**, Economic Development Manager, County of Middlesex  
**Cephas Panchow**, Development Commissioner, Town of Tillsburg  
**John Regan**, General Manager, Elgin County Future Development Corporation  
**Jennifer Reynaert**, Administrator, Town of Aylmer  
**Allan Smith**, General Manager, Community Economic Development, Elgin County

**Northern Ontario** March 12, 2012 (Teleconference)

**Florence Bailey**, Economic Development Officer, Sioux Lookout  
**Jennifer Findlay**, Economic Development Officer, Town of Kenora  
**Nicole Gale**, Business Administrator, Dryden Economic Development  
**Bill Greenway**, Economic Development Officer, Red Lake  
**Richard Pohler**, Senior Economic Development Officer, Thunder Bay  
**John Santarossa**, Economic Development Officer, Municipality of Temagami  
**Daryl Skworchinski**, Community Services & Economic Development Manager, Town of Marathon  
**Ian Wood**, Director of Economic Development, Greater Sudbury

## APPENDIX 2

### GLOSSARY OF TERMS USED IN THIS GUIDE TO PERFORMANCE MANAGEMENT

**Accountability** – refers to the obligation to answer for results and the manner in which you discharged your responsibilities. Accountability cannot be delegated. Accountability is the obligation to take responsibility for an action.

**Activity** – refers to the work performed by organizations to implement the strategies, programs and/or projects of the economic development plan. All activities use resources and produce products and/or services. One or more activities will be critical to the achievement of the plan's goals. Economic development organizations should be able to demonstrate a link – direct, indirect or low – between the activity and the outcome or outcomes. (See attribution).

**Assumptions** – refers to the act or instance of taking something as true without proof. This may include the beliefs committee members have about a problem or situation and the resources required to intervene or resolve it.

**Attribution** – refers to the connection that can be made between the specific actions or outputs of an economic development plan and its outcomes. In performance measurement there are degrees of attribution.

- High – means that the link is direct. For example, the economic development organization hosted a green business seminar and afterwards two companies invested \$20,000 in new lighting to lower their long-term costs and increase the competitiveness.
- Medium – means that the organization played a supporting role.
- Low – means the organization played a small or limited role.

**Baseline** – refers to the starting point for assessing changes in performance and for establishing objectives or targets for future performance. For instance, one baseline for measuring the effect of an economic development plan with the goal of increasing commercial and retail base of the region might be that in 2010 there were 100 storefronts in the downtown and 10 were vacant.

**Benchmarking** – refers to the process of measuring and comparing the products and, services of your community against those of similar communities in order to improve your community's products and services. Benchmarking also entails comparing performance over period of time.

**Core purpose or mandate** – defines what an organization is tasked with doing and why that is important. For example, the mandate may be found in legislation, or defined within a municipal government program or a regional organization's mandate.

**Cost benefit analysis** – refers to the process that assesses the relation between the cost of an undertaking and the value of the resulting benefits.

**Cost effectiveness** – refers to the extent to which an organization, program or service is achieving its goals or outcomes in relation to the resources or inputs used.

**Customer/client** – refers to the person or organization, to which services or products are delivered. A client may be internal, that is part of or a member of the organization, or external to the organization. Customer satisfaction—refers to the degree to which the intended recipients or beneficiaries of a product or service indicate it meets their needs and expectations for quality and efficiency.

**Effectiveness** – refers to the extent to which an organization, policy, program or initiative meets intended objectives and is producing its planned outcomes.

**Efficiency** – refers to the extent to which an organization, policy, program or initiative is producing its planned outputs in relation to the costs of the resources used.

**Evaluation** – refers to the systematic collection and analysis of information on the performance of a policy, program or initiative to make judgments about its relevance, progress and cost-effectiveness. This information is then used to make decisions about future programs.

**Goal (higher level objective)** – refers to the achievable and realistic expression of a desired result. A goal can be divided into a number of more specific objectives. Most organizations set goals for the long term.

**High-level indicator** – refers to a measure of changes in social, environmental or economic conditions. High-level Indicators measure large scale changes such as those in the national Gross Domestic Product (GDP) or life expectancy.

**Indicator** – refers to a value used to signal and indirectly measure the performance over time. The change in population of a region over the life span of an economic development plan may be an indicator.

**Inputs** – refers to the resources (human, material or financial) that are allocated to carry out activities, produce outputs and/or accomplish results.

**Logic model** – refers to the depiction of programs and processes that shows what they will do and the anticipated results. The logic model is a series of “if-then” relationships. For instance, if a process is implemented as intended then it will lead to the desired outcomes. A logic model is the core of program planning and evaluation.

**Mission statement** – describes the purpose of the organization and the goals or tasks it has set itself. A mission articulates the reason why the organization exists and who it serves. A mission statement guides the actions of the organization.

**Monitoring** – refers to the process of collecting and analyzing information to track program outputs and progress towards desired outcomes.

**Objective** – refers to the achievable and realistic expression of a desired result. An objective is usually a lower level goal but can act as a substitute goal in specific strategic actions and in operational plans. An objective is more specific when it comes under a goal in the same strategic hierarchy.

**Outcome** – refers to the actual effects or results of the outputs or the products or services that result from the activities of an economic development plan. The plan may include short-term, intermediate or medium-term and long-term outcomes.

- Short-term outcomes are the first level effects of, or immediate response to the outputs. Short-term outcomes may include changes in compliance rates or degree of customer satisfaction.
- Intermediate or medium-term outcomes are the benefits and changes in behaviours, decisions, policies and social action that are attributable to outputs of an economic development plan. These outcomes demonstrate that its objectives are being met. An increase in tourists over the season or a new business interested in moving to the area are examples of a medium-term outcome.
- Long-term outcomes are the ultimate or long-term consequences for human, economic, civic or environmental benefit to which an economic development plan or government program has contributed. These may include an expanded tax base for a region or higher rates of life expectancy for a country.

**Output** – refers to the products or services that result from the activities of an economic development plan. An output is the result when an activity reaches the intended clients. For example, if the activity was to create a gateway website for the region, the output would be the website itself, after it has been tested and was up and being used by the public.

**Performance management** – refers to the day to-day business processes and actions that help an organization meet its strategic goals.

**Performance measure** – refers to the quantifiable information that provides a reliable basis for directly assessing achievement, change or performance over time.

**Performance measurement** – refers to the process of assessing results or the degree to which the objectives of an economic development plan are being achieved.

**Priority** – refers to something that is given special attention or considered important by an organization, company or government. For example, the priorities or higher-order goals of an economic development organization may include creating more jobs while protecting the natural environment of the region. Higher order goals of a government, organization or company may reflect its commitment to citizens/clients and contribute to enduring human, economic, civic and environmental benefits.

**Qualitative data** – refers to the non-numeric information collected through interviews, focus groups, observation and the analysis of written documents. One example of qualitative data may be an overall increase in satisfaction with the way a region delivers its services to children and to seniors. Qualitative data can be quantified to establish patterns or trends.

**Quantitative data** – refers to information that is counted or compared on a scale. One example of quantitative data may be the results of a survey showing that 86 per cent of the children in the region passed the grade 6 reading test.

**Regional measure** – refers to a measure that is based on a defined geographic area which typically includes more than one local area. The data may be available at the regional level, or they may be collected by aggregating local data.

**Reliability** – refers to the extent to which measurements are repeatable and consistent under the same conditions each time. For example, an economic development organization may survey the participants of events it has organized using the same method each time.

**Result** – refers to a product or output or condition or outcome that exists because of an activity.

**Results-based management** – refers to a comprehensive approach that informs results-based decision-making and ensures that all the activities of an organization, company or institution are aligned with the strategies that contribute to meeting its business priorities or to serving its clients' interests.

**Risk** – refers to the chance of something happening that will affect the chances of an economic development organization achieving the goals and objectives of its plan. For example, if the national economy falters and the country's unemployment rate climbs that may affect a goal of increasing the number of jobs in the region.

**Risk management** – refers to the active process of identifying, assessing, communicating and managing the risks facing an organization to ensure that it meets its objectives. Risk management includes re-visiting goals and objectives and possibly modifying or changing tactics when needed.

**Standards** – refers to the levels of performance that are agreed on and commonly understood. These levels of performance or standards serve as the basis for judging or comparing actual performance. A region, for instance, may set a customer service standard of responding to all email inquiries within one business day of receiving them.

**Strategy** – refers to a plan that outlines how specified economic development activities and programs contribute to the goals and objectives of an organization or community.

**Target** – refers to a clearly stated objective or planned result which may include outputs and/or outcomes to be achieved within a stated time. The actual result will then be compared to the target. For instance, an economic development organization may launch an online marketing campaign with the target of 1,000 information inquiries through the gateway website.

**Validity** – refers to the extent to which a measurement instrument accurately measures what it is supposed to measure. For example, a reading test may be a valid measure of an individual's reading skills but it is not a valid measure of person's competency in the language.

**Vision statement** – outlines what an organization, government, company or institution wants to be. A vision statement can be emotive and is usually far reaching and oriented to the future.

## APPENDIX 3

### LOCAL ECONOMIC DEVELOPMENT ACTIVITY MATRIX

Name of community:	
Completed by:	
Affiliation and Role:	Date:

#### Using the Activity Matrix

The activity matrix is very easy to use and can be applied in two ways. The first involves the user considering activities of a single organization, while the second involves the user considering the activities of multiple organizations at the same time. In either case, the act of completing the matrix follows the same basic process.

**The first column** of the matrix lists the various activities which make up the spectrum of economic development activities. A brief description of each activity is available in the “Community Economic Development Activity Matrix Quick Reference Guide.”

This guide can be requested by email: [performance.resources@ontario.ca](mailto:performance.resources@ontario.ca)  
Example: Business Networking and Recognition

Note that the various activities listed are not necessarily mutually exclusive. Efforts in one activity might complement or benefit work in another area. For example, the creation of an up-to-date land inventory (Section 8d) would be useful in responding to site selector inquiries (4b), and would be an important addition to an economic development website (6c).

**The second column** invites the user to identify the organization(s) engaged in the activity. Note that if no organization is identified as being actively engaged in the activity, the row should be left blank.

Example: Municipality

**The third column** asks the user to indicate whether the organization identified is playing a leading (L) or supporting (S) role. In the context of this matrix, playing a leading or supporting role requires the organization be able to demonstrate, in a tangible way, that they have allocated resources to the activity in question (financial commitment in budget, staff time allocated in work plan, etc.)

Example: S

**The fourth column** asks the user to comment on the precise nature of the activity in which the organization is engaged. Strive to be as specific as possible.

Example: Contributed \$1,000 to Chamber of Commerce recognition event

Activities	Organization(s)	Role Leading/Supporting	Comment Nature of Activity
1. Business Development			
a) Business Retention and Expansion			
b) Entrepreneurship Development			
i) Business Counselling			
ii) Business Incubators			
iii) Mentorship Programs			
iv) Professional Development Workshops			
c) Access to Capital			
d) Buy Local Initiatives (including Local Food)			
e) Export/Trade Development Services			
f) Business Networking & Recognition			
2. Community Revitalization			
a) Downtown Revitalization (DR)			
i) Physical Improvement			
ii) Promotion & Events			
iii) Business Recruitment			
iv) Management/ Coordination of DR Process			
b) Health Care Services			
i) Recruitment & Retention			
ii) Infrastructure			
c) Education Services			
d) Recreation Infrastructure/ Programs			
e) Environmental / Greening Activities			
3. Human Capital/Workforce Development			
a) Job Fairs			
b) Training/ Education Programs/ Apprenticeships			
c) Newcomer Attraction/ Retention			
d) Youth Engagement/ Retention			
e) Creative Economy			

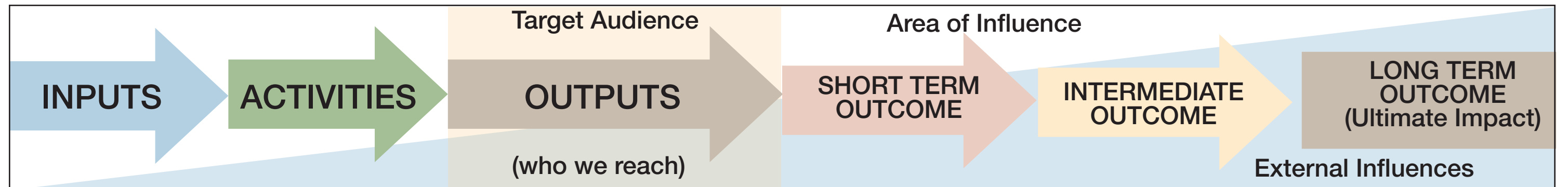


Activities	Organization(s)	Role Leading/Supporting	Comment Nature of Activity
4. Investment Attraction			
a) Lead Generation Activities			
i) Cold Calls			
ii) Participating in Trade Shows			
iii) Connecting with Business Development Staff			
b) Responding to Site Selector Inquiries			
c) Hosting Familiarization Tours/Investors			
5. Marketing and Communications			
a) Community Image and Brand Development/ Management			
b) Marketing Material Development			
c) Website			
d) Social Media			
e) Media Relegations			
6. Planning & Infrastructure			
a) Land Use Planning – Industrial/Commercial Growth			
b) Brownfield Redevelopment			
c) Community Improvement Plans			
d) Sustainable Development			
e) Business Park Development/ Ownership			
f) IT Infrastructure			
g) Residential Development			
h) Open for Business Approach			
i) Municipal Cultural Planning			

Activities	Organization(s)	Role Leading/Supporting	Comment Nature of Activity
7. Research and Information			
a) Economic Analysis			
i) Socio-economic			
ii) Labour Flow			
iii) Competitive Advantage			
b) Community Profile			
c) Business Directory			
d) Land /Property Inventory			
e) Tracking Progress			
8. Focus Sector Development			
a) Tourism			
i) Product Development			
ii) Marketing			
iii) Visitors Services			
iv) Festivals & Events			
b) Other: _____			
9) Involvement in Regional/ Provincial/National Economic Development Activities			
a) Example: _____			
b) Example: _____			
10. Miscellaneous Activities			
a) Grant Writing			
b) Advocacy			
c) Other: _____			

## APPENDIX 4

Logic Model Development – Understanding the benefits, impacts and consequences of the strategy we intend to implement is the first step in developing performance measures



“INPUTS”		“OUTPUTS”		RESULTS		
INPUTS/ RESOURCES What we invest	PROCESSES/ ACTIVITIES What we do	DELIVERABLES: What we provide/ produce	PARTICIPANTS or BENEFICIARIES	INITIAL OUTCOMES	INTERMEDIATE OUTCOMES	LONG TERM OUTCOMES (ultimate goal or impact)
<ul style="list-style-type: none"> <li>Financial resources \$\$</li> <li>Staff (#FTE/PTE)</li> <li>Scientific &amp; technical competency of staff</li> <li>Advisory &amp; facilitation skill of staff</li> <li>Leadership</li> <li>Administrative support</li> <li>Time and budget</li> <li>Equipment/technology</li> <li>Internal supporters/partners/stakeholders</li> <li>Service provider management</li> <li>Legislation and regulations</li> <li>Other certification programs</li> </ul>	<ul style="list-style-type: none"> <li>Advice &amp; assistance</li> <li>Education or training</li> <li>Cost share funding programs</li> <li>Inspection and enforcement</li> <li>Awareness campaigns/marketing and communications</li> <li>Certification options</li> <li>Facilitation/events</li> <li>Stakeholder engagement</li> <li>Transfer payment/third party delivery)</li> <li>Industry/community partnership/engagement</li> <li>Federal/ provincial/ municipal partnerships</li> </ul>	<p>“Implementation” data about what the program does.</p> <ul style="list-style-type: none"> <li>Materials distributed</li> <li>Services provided</li> <li>Events held</li> <li>Funding provided</li> <li>Knowledge transferred</li> <li>Policies/regulations created</li> </ul>	<ul style="list-style-type: none"> <li>Clients</li> <li>Stakeholders (internal/ external)</li> <li>Associations (industry groups)</li> <li>Internal clients/ partners</li> <li>Other government agencies</li> <li>Decision-makers</li> <li>Public</li> </ul>	<p>Impact of the activities</p> <p>“Expect to see” changes in learning:</p> <ul style="list-style-type: none"> <li>Awareness</li> <li>Knowledge/skills</li> <li>Attitude/values</li> <li>Perception/opinions</li> <li>Aspirations/intentions</li> <li>Motivation/readiness</li> </ul>	<p>Meeting objectives</p> <p>“Want to see” taking action:</p> <ul style="list-style-type: none"> <li>Adoption of new practices/ behaviour over time</li> <li>Business innovations</li> <li>Developed skills</li> <li>Business start-ups</li> <li>Diverse businesses</li> <li>Jobs</li> <li>Brand recognition</li> <li>Advocacy</li> </ul>	<p>Longer term consequence</p> <p>“Hope to See” i.e., long term impact or benefits for the community/region</p> <p>Public Value - captured as fundamental changes in condition:</p> <ul style="list-style-type: none"> <li>Economic (growth/sustainability)</li> <li>Prosperity (improved income/capita)</li> <li>Social/Human (healthy/skilled workforce)</li> <li>Environmental (greener businesses)</li> </ul> <p>What you work towards but don't achieve on your own</p>
<p>What resources are needed to support the program?</p> <p>What amount of work is coming in (i.e., # complaints to investigate)?</p>	<p>What are the main things the program will do/provide?</p> <p>How well are we using resources in relation to outputs/outcomes achieved? (Efficiency)</p>	<p>How many and what sort of observable/ tangible results will be achieved?</p>	<p>What is the quality of our service from the client perspective?</p>	<p>What will occur as a direct result of the activities &amp; outputs?</p>	<p>What results should follow from the initial outcomes?</p>	<p>What results should follow the intermediate outcomes?</p>

In a typical logic model, outputs are about the economic strategy (ies). Outcomes are about the beneficiaries/client(s). Also consider for performance measures, the contributors to service delivery such as program development, organizational capacity (knowledge and innovation), staff learning and growth, strategic and operational planning, improvement projects etc.



# APPENDIX 5

## SAMPLE LIST OF INDICATORS/MEASURES

### Jobs

- Jobs created (fulltime, part-time, contract, seasonal)
  - Due to new businesses - start-ups
  - Due to businesses relocating there
  - Due to existing businesses expanding
- Jobs retained (fulltime, part-time, contract, seasonal)
- Percentage of jobs at risk retained
- Changes in average wages or salaries
- Change in mean/average hourly wage of jobs
- Jobs in specific sectors, i.e., creative class sector

### Business

- Change in the number of businesses in a community, a region or in specific sector
- Number of business registrations or business related licenses issued
- New business start-ups as percentage of all businesses in the community
- New business investment attracted – dollars and number of businesses
- Per cent of business leads that choose to locate in community/region
- Increased diversity of businesses (number of sectors, number per sector)
- Change in the numbers of entrepreneurs in the community
- Available capital for business development
- Successful succession planning, transfers to new owners
- Average business size changed over time
- Employment levels – by sector, i.e., employment in manufacturing
- Reports on increases or decreases in sales volume (as percentage of total)
- Increased profitability, efficiencies, productivity
- Number of new products and/or production lines, new services
- Number of patents, trademarks, new innovative product/services developed
- Amount of exports and trade activity
- More breakouts to new markets and growth
- Increased competitiveness of businesses
- Higher survival rates
- Number and/or per cent of business program participants still in business 1 - 5 years after start-up
- Number of business survey (BR+E) projects
- Number of businesses surveyed, numbers in target sectors
- Number of business issues addressed
- Number of businesses retained

### Investment

- Total amount of investment
- Total number of new development projects
- Average investment per project
- Dollar value of public investment in development projects
- Percentage of total costs for public investment
- Dollar value of private investment in development projects
- Percentage of total costs for private investment
- Total number of private investors
- Average investment per partner
- Private investment leveraged from public investment
- The public investment that was leveraged

## **Housing / real-estate**

- Housing availability
- Average housing size
- Housing pricing – rental and ownership
- Housing condition
- Value of new housing construction (in targeted area)
- Existing and available industrial space
- Existing and available retail space
- Growth in assessed/appraised value of properties in a target area
- Changes in the vacancy rates for leased space (number spaces, square feet)
- Percentage of developed property in industrial/business park
- Percentage of leased property in industrial/business park
- Building permits – commercial/residential/institutional
- Value of new construction – per area, per sector

## **Occupancy and vacancy rate**

- Industrial
- Retail
- Offices
- Residential
- Hotels
- Commercial
- Downtown

## **Taxes**

- Change in municipal's business tax base – total \$, percentage of total
- Change in municipal's residential tax base – totals, percentage of total
- Change in BIA levies

## **Expenditures**

- Total expenditures on economic development activities
- Total capital expenditure or investments
- Percentage of total municipal budget towards economic development
- Funding leveraged through expenditures or investments
- Larger budgets

## **Tourism**

- Number of tourists/visitors
- Tourists/visitor total spending
- Tourist/visitor average spending
- Tourist/visitor length of stay
- Number of accommodations – hotels, motels, bed and breakfasts
- Number of total beds from accommodations
- Accommodation's average occupancy rate
- Number of businesses in the tourism sector
- Number of tourism packages developed

## **Human capital**

- Number of workers, numbers in selected industry/sector/occupation
- Percentage of residents locally employed, in specific sectors, i.e., creative class
- Proportion of total employment in targeted sector/ all sectors
- Number of people trained/engaged in economic development, i.e., BR+E
- Number and percentage of youth who return to work at home after post secondary education
- Population – changes in numbers, changes per age categories

- Number of residents in workforce
- Improvement in educational attainment among working age adults
- Number of qualified staff for specific jobs and sectors
- Number of staff development or training days
- Dollars invested in training and education by employers
- Number of volunteers
- Number of new residents
- Number of new landed immigrants/business immigrants
- Population with postgraduate education, level of education
- Broader career options

### **Quality of life**

- Improved quality of life elements (parks, recreation, churches, schools, medical)
- Increased assets per household
- More equitable distribution of assets
- Presence of community endowments and philanthropic giving
- Increased local ownership
- Sustained development - development that fits the scale of the community
- Ranking amongst peers and to the provincial average
- Number of hospitals and hospital beds
- Number of people under LICO
- Morbidity, mortality rates
- Utilization of housing
- Water quality and availability
- Population employed
- Percentage of owner-occupied households
- Median/average household/family incomes
- Ranking of the community/county in leading indicator reports
- Increased give-back to communities

### **Engagement**

- Increased business engagement – number of businesses, number of people
- Increased resident engagement – number of households, number of people
- Increased visitor engagement – attendance, participation, input
- Increased volunteer contributions – in-kind or financial
- Community engagement – quality of ideas generated or implemented
- Local regional partnerships – number of partnerships, size of partnerships, type of partnerships
- Number of new community organizations
- Private and public contributions accessed or leveraged through initiative
- Expanded program team
- Stronger development organization

### **Output indicators**

- Total number of businesses assisted
- Inquiries received
- Funding granted
- Total number of partners
- Total number of projects
- Number of economic development inquiries received
- Number of referrals
- Numbers receiving coaching
- Numbers trained, number of participants
- Number of entrepreneurs assisted through the economic development department

## APPENDIX 6

### EXAMPLE: IDENTIFYING PERFORMANCE MEASURES AND DATA SOURCES FOR BUSINESS ATTRACTION

In practice your performance measures and the sources of information for those measures depend on the economic development tactics used in your community.

The purpose of this appendix is to focus on some economic development programs and the measurements being used to assess their performance to help you with the identification of performance measures for your community.

The four economic development programs covered in this appendix are business attraction, business retention and expansion, new business development and export assistance.

#### Business Attraction Strategies

Economic development organizations employ a variety of methods to evaluate and monitor their business attraction programs.

Communities that receive investments typically want to know if they are better off as a result of the economic development organization's effort and they must look at measures that capture economic benefit.

At the same time, the funding source wants to know if money is being spent wisely by economic development staff. Therefore, they tend to look at measurements of organizational efficiency or productivity.

Finally, the business itself, which is the target of all the effort, evaluates an economic development organization on the quality and utility of services offered to assist it.

#### Economic benefits

Most economic development organizations try to determine if they are achieving their main goal of improving the economic vitality of their area. Measures these organizations use to try to capture the economic benefit of their work include number of businesses, number of jobs, and investment in the community.

**Number of businesses** — Most economic development organizations appear to use this basic measure to evaluate their performance. When evaluating their performance, some count the total number of businesses in their areas, while others only count new businesses in an area. A smaller number have an organized system to determine which businesses they contributed to bringing to the community. Organizations also usually compare the type of jobs attracted to the type of jobs the community wants to ensure overall economic goals are met.

**Number of jobs** — Many economic development groups also track the number of jobs to evaluate their performance. Most of these organizations track new jobs or jobs created. But it appears that relatively few measure jobs created as a result of the group's direct involvement.

**Investment** — Some organizations use dollars invested in the community to evaluate their performance.

#### Organizational efficiency

Organizations are increasingly called upon to justify their budgets by reporting on staff efficiency and productivity. Government and private investors want to know more than the economic impact of a program. They want to understand if the dollars allocated are spent in a wise manner. Fewer organizations



measure their internal processes than measure economic benefits. Measures typically used to evaluate organizational efficiency include the number of presentations made, the number of leads developed and pursued and the number of active prospects.

**Number of presentations** — Many business attraction programs use company presentations as a means of promoting their areas. These presentations may be at the request of an interested business, as a cold call to a potential customer, or as part of a broader marketing effort at a trade show or other event. There is insufficient data to suggest an appropriate number of presentations per person for various organizations.

**Number of leads** — This measure may be considered more relevant than the number of presentations, which helps account for staff time but does not measure the effectiveness of outreach efforts. The number of leads presumably focuses on firms that have a real interest in locating in an area and is a better indicator of a successful promotion program. Again, there is not sufficient information to determine what is considered an appropriate number of leads to develop.

**Number of qualified prospects** — This measure takes the number of leads a step further. The number of qualified prospects generally includes businesses that fit well with the community's business attraction strategy and are seriously considering relocating in the area.

### Customer-based performance measures

A third way to measure the performance of business attraction initiatives is to determine customer satisfaction. To be successful in the future, economic development organizations will need to measure performance based on what their business customers require.

Businesses considering relocating or expanding operations examine a wide variety of factors. The efforts economic development organizations make to attract businesses is one of the key resources businesses have for determining if an area meets their needs. Economic development organizations can start to determine how well they serve their business customers by learning if they offer the assistance businesses want and then evaluating the quality of those services.

The first step in this process is to determine if the economic development organization's programs address business requirements. Are businesses receiving the assistance they need?

Below are some issues that businesses often would like to be addressed by the attraction effort.

- Does the business attraction program offer up-to-date, accurate information on the area and sites?
- How well does the business attraction effort facilitate cooperation among government agencies and other local governments?
- Does the business attraction program offer direct, easy-to-use assistance for site visits?
- Is the business attraction effort flexible? Can programs be adapted to individual business needs?
- In what ways does the business attraction effort help facilitate business climate improvements. These might include taxes, regulatory issues, infrastructure quality, labour training, quality of life, etc.
- Does the business attraction effort involve established, local businesses? If so, what are their opinions about the area? If not, why not?

Not every economic development organization will be able to (or want to) meet every possible business demand under each issue. Each organization should focus on the issues that are most important to its business customers and best match the goals of the community and funding source.

**Surveys** — The most direct method of evaluating performance based on customer needs is to ask the customer, probably through a survey. To be effective these surveys should go beyond measuring overall customer satisfaction. The objective should be to determine which services customers use, if they are happy or unhappy with them, and why. The survey should be seen as an instrument for helping the organization constantly improve its services, not as an exercise in self-congratulation.

**Surveys** — The most direct method of evaluating performance based on customer needs is to ask the customer, probably through a survey. To be effective these surveys should go beyond measuring overall customer satisfaction. The objective should be to determine which services customers use, if they are happy or unhappy with them, and why. The survey should be seen as an instrument for helping the organization constantly improve its services, not as an exercise in self-congratulation.

Survey questions should be directed toward customers. The questions should break out the organization's different services for performance measurement, should try to focus specifically on the organization's effort (separating out other factors if possible), and should contain a scale that is easily understood and comparable among questions.

For each business attraction service, the organization may want to determine the level of utility of the service, the quality of the service, the timelines of the service, and, if possible, the impact of the service on the final decision. The survey may ask the respondent to rate the service on a scale, and ask specific questions about quality of the service such as professionalism, accuracy, value, etc.

## Business Retention and Expansion (BR+E) Strategies

### Economic benefits

Similar to the performance measures often used by business attraction strategies, economic development organizations use broad economic figures to determine how well their communities are faring in business retention and expansion. Typical measures include the number of new business licenses, number of companies that have expanded, number of retained companies, number of jobs, and total investment in the community. Additional factors that economic development organizations measure in their BR+E programs include number of business loans, tax base, square feet of development, and number/value of permits.

### Organizational efficiency (output measures)

Evaluating organizational efficiency is an important step in the business retention and expansion process. While the ultimate objective is to solve problems for companies, it is first necessary to meet with those firms to develop a relationship and understand the issues they face before developing programs to address those issues or problems. Additionally, most organizations need to justify their budgets by reporting on productivity. Measures of organizational efficiency satisfy both requirements by evaluating the extent to which staff members are reaching out to the business community. Measures typically used to evaluate organizational efficiency in BR+E programs include number of business visits or contacts, number of companies assisted, and number of interviews and surveys conducted.

### Customer-based performance measures (outcomes measures)

The best business retention and expansion programs start by determining if their initiatives address business requirements. Are businesses receiving the assistance they need? Following are some business issues that should be addressed by the BR+E effort:

- To what extent does the organization reach out/be proactive toward businesses?
- Does it have a cooperative attitude? Is it responsive?
- How well does the business retention and expansion effort help businesses cut through red tape?
- Does it work with other organizations to reduce red tape?
- What mechanisms exist to help identify potential problems for business?
- Does the effort help build relationships geared toward long-term business solutions?

**Surveys** — The most direct method of measuring performance in these program areas is to ask the customers, probably through a survey. Through the business retention and expansion program, staff members likely already have established relationships with many business customers and receiving regular feedback on programs, in addition to formal surveys. The objective should be to understand specifically which services customers use, their level of satisfaction, and reasons for their satisfaction or dissatisfaction. The survey should be seen as an instrument for helping the organization constantly improve its services.

Survey questions should be directed toward customers and should break out the organization's different services for evaluation. The questions also should try to focus specifically on the organization's effort, and should contain a scale that is easily understood and comparable among questions.

For each BR+E service the organization may want to determine the level of utility of the service, the quality of the service, the timelines of the service, and, if possible, the effect of the service on a business decision. The survey may ask respondents to rate the service on another specified scale, as well as request ratings for specific aspects of each service such as professionalism, accuracy, etc.

In addition, a strong BR+E program may also want to evaluate its performance by measuring the number of problems identified, the number of regulatory barriers overcome on behalf of businesses, and the number and type of initiatives undertaken to improve the business climate.

## **New Business Development Programs**

An economic development organization's performance for creating new businesses and helping other businesses to grow can be measured by looking at the following elements.

- New business start-ups
- Expansions by existing businesses
- Area businesses assisted by facilities and resources
- Venture cap

### **Downtown development**

Many cities and towns have established strategic plans for developing their downtown so performance measures are needed to measure progress towards achieving the goals of such plans. Short-term milestones and long-term goals can be set relating to any number of issues that a community views as being important for measuring the progress of its downtown.

Typically, these measures are relative to employment, retail and office space, development of new facilities and infrastructure, entertainment, arts and culture, tourism, housing, safety and security, cleanliness, accessibility, amenities and pedestrian accommodation. What follows are some common performance measures for downtown development/revitalization programs.

### **Economic development**

- Number of downtown employees
- Downtown business opening and closings
- Number of downtown business expansions
- Number of vacant businesses
- Occupied office space by square foot
- Occupied retail space by square foot

### **Marketing promotions**

- Special events produced by the downtown organization/other major downtown events
- Attendance at special events
- Articles in the press/media related to downtown development/revitalization activities

### **Other programs**

- Physical/streetscape—physical/streetscape improvements
- Organization and collaboration—number and type of community organizations involved in the downtown development/revitalization program
- Crime—number of crimes committed

## **Export Assistance Programs**

Performance measures used for export assistance programs that economic development organizations can track relate to the inputs and outcomes of export assistance programs.

### **Inputs**

#### **External**

- Seminars conducted
- Seminar attendance
- Surveys conducted
- Trade fairs conducted
- Trade missions conducted
- Industry networks organized

#### **Internal**

- Staff time identifying and analyzing targeted markets
- Staff time counselling potential exporters
- Staff time counselling exporting companies
- Staff time working with business networks
- Staff effort in time working with allied agencies and organizations

#### **Outcomes**

- Attendance at seminars, trade fairs and trade missions
- Companies participating in industry networks
- Individual direct contacts made at seminars, trade fairs, trade missions, etc.
- Number of exporter-customers made
- Joint venture opportunities identified by networks
- Number of joint venture agreements
- Number of export transactions completed
- Increased export sales volume
- Increase in jobs related to export sales
- Jobs retained due to export sales

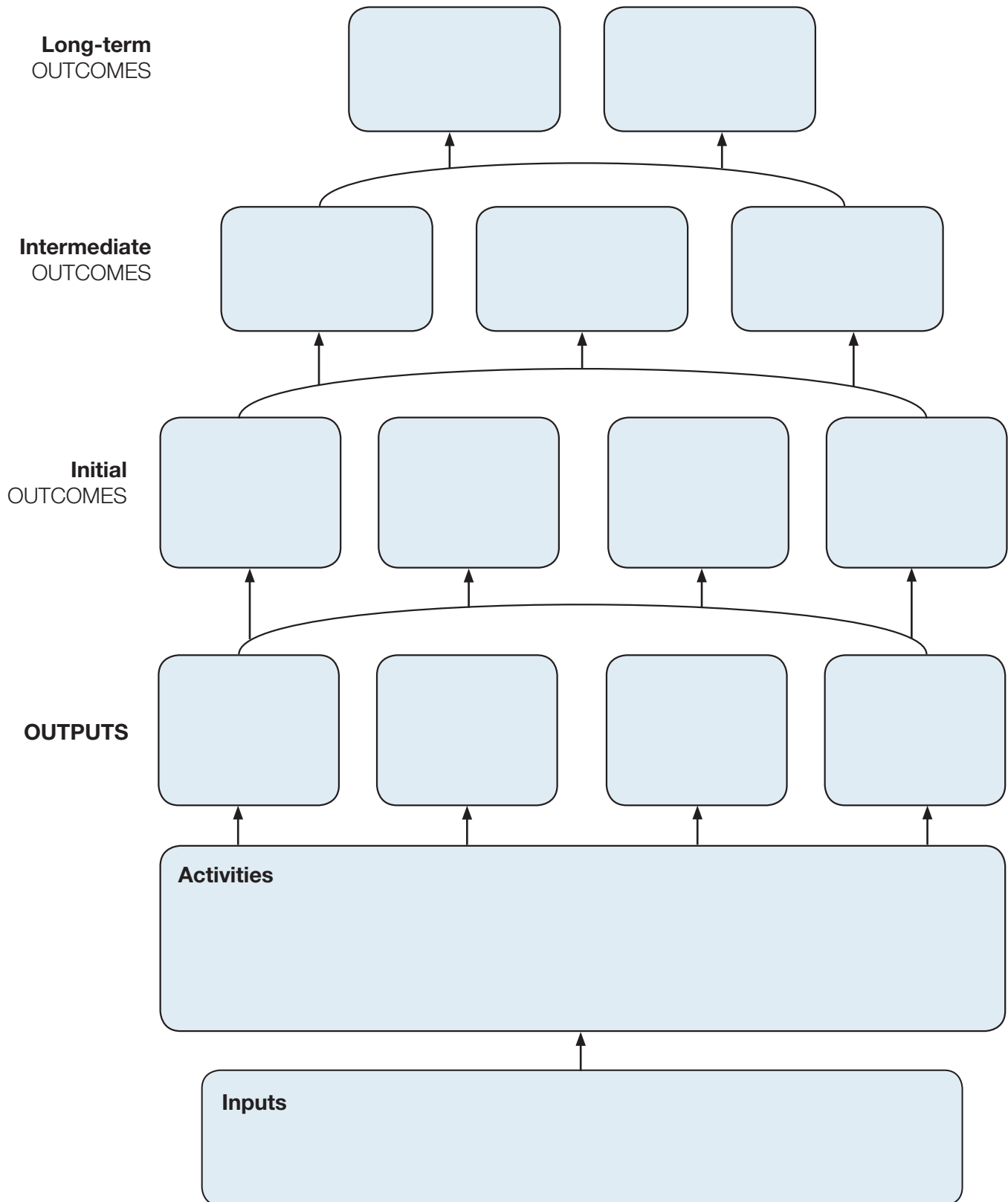
### **Summary**

In all of the economic development programs discussed in this section, performance measurement has been focused on the primary customer; the businesses that create jobs and help the local and regional economy grow. This is the case in business attraction, business retention and expansion, downtown development/revitalization and export assistance. The same is true for new business development programs.

# APPENDIX 7.1

## LOGIC MODEL TEMPLATE – LOCAL EXAMPLE

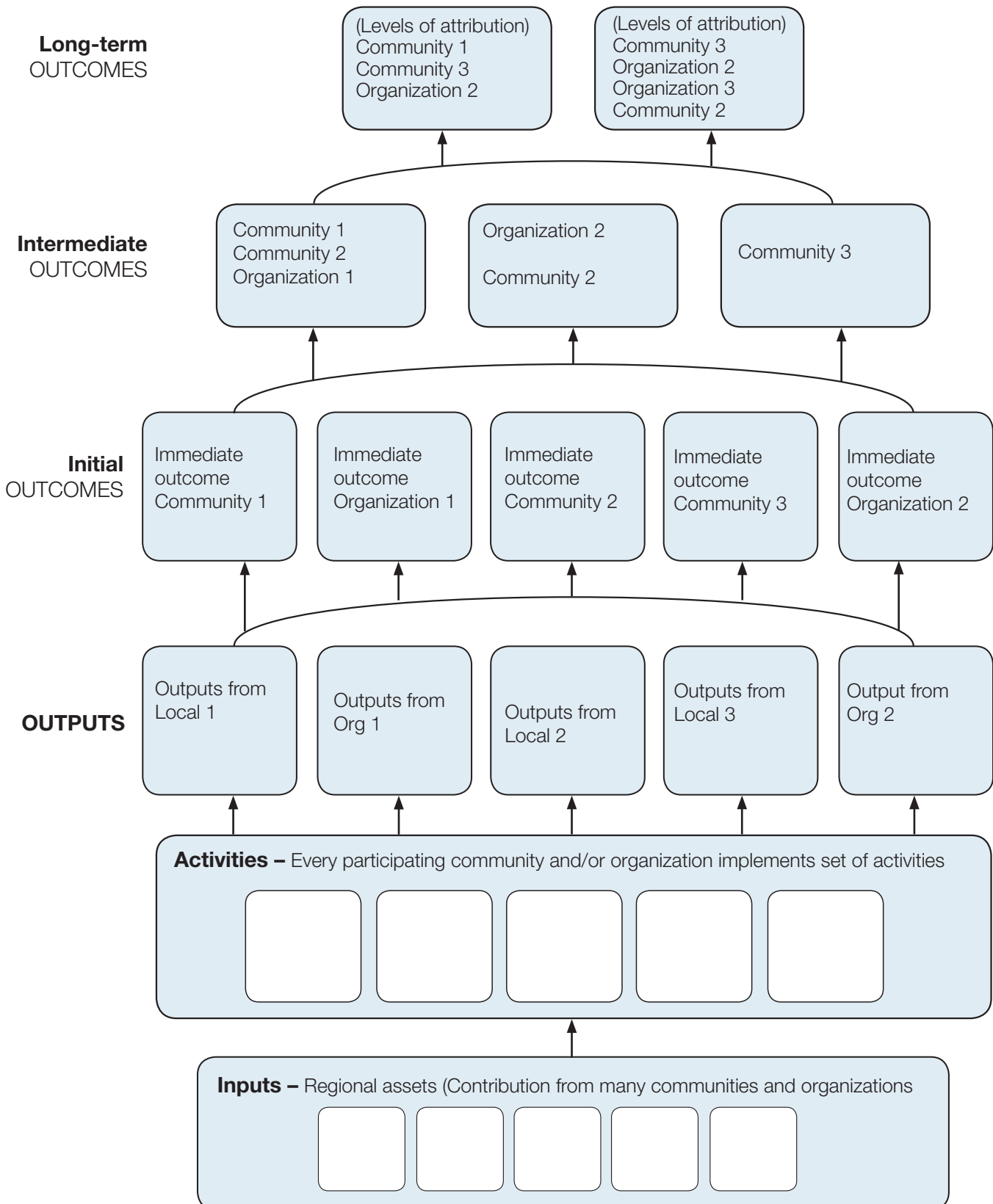
Local Economic Development Strategy: \_\_\_\_\_



# APPENDIX 7.2

## LOGIC MODEL TEMPLATE – REGIONAL EXAMPLE

Regional Economic Development Strategy: \_\_\_\_\_



# APPENDIX 7.3

## SHORT LISTING MEASURES TEMPLATE

**Goal / Outcome:**

Long list of all potential measures	(A) Importance for accountability and decision-making 5 – critical measure 4 – important measure 3 – nice to have 2 – not very useful 1 – not at all useful	(B) Work involved in measuring, monitoring and reporting 5 – already doing it 4 – simple to do 3 – some work, but feasible 2 – a lot of work 1 – almost impossible	Total score (A) + (B)	Short listing of measures Potential rating: 7 and higher - recommended 5 to 6 - potential 4 or less - not recommended	Notes

# APPENDIX 7.4

## EXAMPLE OF A MEASUREMENT MATRIX

Desired outcome																																					
What is the measure																																					
<b>Rationale</b> The purpose of this section is to explain why this is the best information to measure achievement and/ or progress related to the outcome. It explains what it is measuring and why it is important to measure this information.																																					
<b>Measurement Owner</b> The owner “owns” the measure being reported. The owner is accountable for ensuring accurate and timely data is being collected and for the results that are reported.																																					
<b>Data Collector(s)</b> The data collector(s) are responsible for ensuring the data is being collected, obtaining the data, analyzing/ calculating the data as required.																																					
<b>Methodology</b> This section provides a narrative explanation of the measure, how it will be collected and calculated. This section should address how the level of attribution for the measure will be calculated.																																					
<b>Data Source</b> <ul style="list-style-type: none"> <li>• How will the data for this be collected (e.g., organization’s client relationship management system, surveys, Statistics Canada data),</li> <li>• Is this data available in a timely manner?</li> <li>• Is the data accurate, reliable and verifiable?</li> </ul>																																					
<b>Who is the audience and what is the reporting frequency?</b>	<table border="1"> <thead> <tr> <th></th> <th>Monthly</th> <th>Quarterly</th> <th>Semi-Annual</th> <th>Annual</th> <th>Other</th> </tr> </thead> <tbody> <tr> <td>Internal</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>_____</td> </tr> <tr> <td>Partners</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>_____</td> </tr> <tr> <td>Leadership Team</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>_____</td> </tr> <tr> <td>Public</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>_____</td> </tr> <tr> <td>Other</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>_____</td> </tr> </tbody> </table>		Monthly	Quarterly	Semi-Annual	Annual	Other	Internal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	Partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	Leadership Team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	Public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
	Monthly	Quarterly	Semi-Annual	Annual	Other																																
Internal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____																																
Partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____																																
Leadership Team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____																																
Public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____																																
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____																																
<b>Baseline</b> A baseline is a level of results at a given point in time that provides a starting point for assessing performance.																																					
<b>Target</b> Targets are set based upon the baseline.																																					



## APPENDIX 8

### ADDITIONAL RESOURCES/REFERENCES

- Alliance for Innovation. (2012). City of Delray Beach, FL Establishes Delray Beach Economic Development  
<http://icma.org/en/Article/102043>
- Ammons, D., Morgan, J. (2011). State-of-the-Art Measures in Economic Development.  
Retrieved from <http://icma.org/en/Article/101720>
- Boumans, M. (2005). Measurement in Economic Systems. *Measurement* 38,275-284.
- Briguglio, L., Cordina, G., Farrugia, N., Vella, S. (2009). Economic Vulnerability and Resilience: Concepts and Measurements. *Oxford Development Studies* 37(3), 229-247.
- Bromberg, D. (2009). Performance Measurement: A System with a Purpose or a Purposeless System. *Public Performance & Management Review* 33(2), 214-221.
- Canadian Urban Institute. (2011). Municipal Cultural Planning Indicators and Performance Measures.  
Retrieved from  
<http://www.canurb.com/sites/default/files/FINAL%20MCP%20Indicators%20Guidebook.pdf>
- Citizenship and Immigration Canada. (2004). Contribution Accountability Framework: Performance Measurement and Evaluation.  
Retrieved from <http://integration-net.ca/english/ini/caf-cipc/doc/pdf/J03.pdf>
- City of Collinsville. (2011). Performance Measurement Yields Results and Transparency.  
Retrieved from <http://icma.org/en/icma/newsroom/highlights/Article/101629/>
- City of Hamilton. (2012). 2011 Annual Performance Measures (PED12056) (City Wide).  
Retrieved from [http://www.hamilton.ca/NR/rdonlyres/EE2342EF-3029-4C1C-8572-7DAB0AA81D8B/0/Apr18EDRMS\\_n293943\\_v1\\_5\\_5\\_\\_PED12056.pdf](http://www.hamilton.ca/NR/rdonlyres/EE2342EF-3029-4C1C-8572-7DAB0AA81D8B/0/Apr18EDRMS_n293943_v1_5_5__PED12056.pdf)
- Clements, P. (2001a). Getting at Impact: A Beginners Guide.  
Retrieved from <http://www.nhi.org/online/issues/119/Clements.html>
- Clements, P. (2001b). Some Tips on Collecting Data.  
Retrieved from <http://www.shelterforce.com/online/issues/119/CollectingData.html>  
Or <http://www.shelterforce.com/online/issues/119/CollectingData.html>
- DeGroff, A., Schooley, M., Chapel, T., Poister, T. (2010). Challenges and Strategies in Applying Performance Measurement to Federal Public Health Programs. *Evaluation and Program Planning* 33, 365-372.
- De Lombaerde, P. (2009). On the Dynamic Measurement of Economic Openness. *Journal of Policy Modeling* 31, 731-736.

- Economic Developers Association of Canada. (2011). Performance Measurement in Economic Development: Development Performance Measurement Systems for Local and Regional Economic Development Organizations. Retrieved from [http://www.edac.ca/system/resources/BAhbBlSHOgZmSSJdMjAxMS8xMC8wMy8xNI81NI8yMV81MTJfRmluYWxfUmVwb3J0X1BlcmZvcmlhbmNIX01lYXN1cmVtZW50X2luX0Vjb25vbWljX0RldmVsb3BtZW50LnBkZgY6BkVU/Final\\_Report\\_Performance\\_Measurement\\_in\\_Economic\\_Development.pdf](http://www.edac.ca/system/resources/BAhbBlSHOgZmSSJdMjAxMS8xMC8wMy8xNI81NI8yMV81MTJfRmluYWxfUmVwb3J0X1BlcmZvcmlhbmNIX01lYXN1cmVtZW50X2luX0Vjb25vbWljX0RldmVsb3BtZW50LnBkZgY6BkVU/Final_Report_Performance_Measurement_in_Economic_Development.pdf)
- Elg, M., Kollberg, B. (2009). Alternative Arguments and Directions for Studying Performance Measurement. *Total Quality Management* 20(4), 409-421.
- Erickcek, G. (2012). Indicators, Dashboards, Benchmarks, and Scorecards in Regional Economic Development: Lessons Learned. *Employment Research Newsletter* 19(1), article 1.
- Horváth, P., Seiter, M. (2009). Performance Measurement. *DBW* 69(3), 393-413.
- ICMA. (2012) Performance Matters: What Do You Do When There's No Support for Performance Measurement? Retrieved from [http://icma.org/en/Article/102110/Performance\\_Matters\\_What\\_Do\\_You\\_Do\\_When\\_Theres\\_No\\_Support\\_for\\_Performance\\_Measurement](http://icma.org/en/Article/102110/Performance_Matters_What_Do_You_Do_When_Theres_No_Support_for_Performance_Measurement)
- Industry Canada. (2011). Formative Evaluation of the Eastern Ontario Economic Development Fund (EODF). Retrieved from <http://www.ic.gc.ca/eic/site/aeve.nsf/eng/03167.html>
- International Economic Development Council. (2012). New Realities for Economic Development Organizations. Retrieved from [http://www.iedconline.org/Downloads/EDRP/IEDC\\_New\\_Realities.pdf](http://www.iedconline.org/Downloads/EDRP/IEDC_New_Realities.pdf)
- Koven, S., Lyons, T. (2010). Economic Development in Hard Times. Retrieved from [http://icma.org/en/Article/101721/Economic\\_Development\\_in\\_Hard\\_Times](http://icma.org/en/Article/101721/Economic_Development_in_Hard_Times)
- Kusek, J.Z., Rist, R. (2004). A Handbook for Development Practitioners: Ten Steps to a Result-Based Monitoring and Evaluation System. Retrieved from [http://www.wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2004/08/27/000160016\\_20040827154900/Rendered/PDF/296720PAPER0100steps.pdf](http://www.wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2004/08/27/000160016_20040827154900/Rendered/PDF/296720PAPER0100steps.pdf)
- Lindblad, M. (2006). Performance Measurement in Local Economic Development. *Urban Affairs Review* 41, 646-672.
- Madan, R. (2007). Demystifying Outcome Measurement in Community Development. Retrieved from <http://www.jchs.harvard.edu/sites/jchs.harvard.edu/files/w07-5.pdf>
- Mayne, J. (1999). Addressing Attribution Through Contribution Analysis: Using Performance Measures Sensibly. Retrieved from [http://www.oag-bvg.gc.ca/internet/docs/99dp1\\_e.pdf](http://www.oag-bvg.gc.ca/internet/docs/99dp1_e.pdf)
- Ministry of Municipal Affairs and Housing. (n.d.a.) Municipal Performance Measurement Program (MPMP). Retrieved from <http://www.mah.gov.on.ca/Page297.aspx>
- Mucha, M. (2012, February). Performance Management for Economic Development. *Government Finance Review*, 51-53.
- Muchiri, P., Pintelon, L., Gelders, L., Martin, H. (2011). Development of Maintenance Function Performance Measurement Framework and Indicators. *International Journal of Production Economics* 131, 295-302.

- Niagara Region. (2011). Economic Development Transition Plan (REVISED).  
Retrieved from <http://www.niagararegion.ca/government/council/agendas-minutes/2011/pdf/EDTF22011Revised20111006.pdf>.
- Ontario Ministry of Finance. (2007). Program Evaluation Reference & Resource Guide.  
Retrieved from <http://www.ontla.on.ca/library/repository/mon/20000/274278.pdf>.
- Ontario Municipal CAOs Benchmarking Initiative (n.d.a) Welcome to OMBI.  
Retrieved from <http://www.ombi.ca/>
- Ontario Trillium Foundation. (2011). Evaluation Plan.  
Retrieved from [http://www.trilliumfoundation.org/en/applyForaGrant/evaluation\\_plan.asp](http://www.trilliumfoundation.org/en/applyForaGrant/evaluation_plan.asp).
- Parmenter, D. (2007, February). Performance Measurement. Financial Management, 32-33.
- Pender, J., Marré, A., Reeder, R.. (2012). Rural Wealth Creation: Concepts, Strategies, and Measures.  
Retrieved from <http://www.rurdev.usda.gov/Reports/rd-ERR131.pdf>.
- Phusavat, K., Photaranon, W. (2006). Productivity/Performance Measurement: Case Application at the Government Pharmaceutical Organization. Industrial Management & Data Systems 106 (9), 1272,1287
- PMMI. (2006). Review of Performance Improvement Models and Tools.  
Retrieved from <http://www.idea.gov.uk/idk/aio/1551334>.