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# Ready for Measuring Up!

**Performance Measurement Resources for Economic Development**

Ontario East Municipal Conference  
Ambassador Hotel, September 11-13 2013  
Kingston Ontario

# Purpose of the Session:

1. Introduce new performance measurement resources for economic development and how to access them.
2. Hear from peer economic development practitioners from Eastern Ontario about their experience with the resources.
3. Discuss the value of using the resources based on the training participants' evaluation.

# Is there need...? Can we address it...?

We have an EcDev strategic plan – do we have a performance measurement framework?

- What are the outcomes we are trying to affect? How do we measure if we achieved them partially or completely?
- How to measure and report on “how much we achieved” rather than “how hard and efficient we worked”?



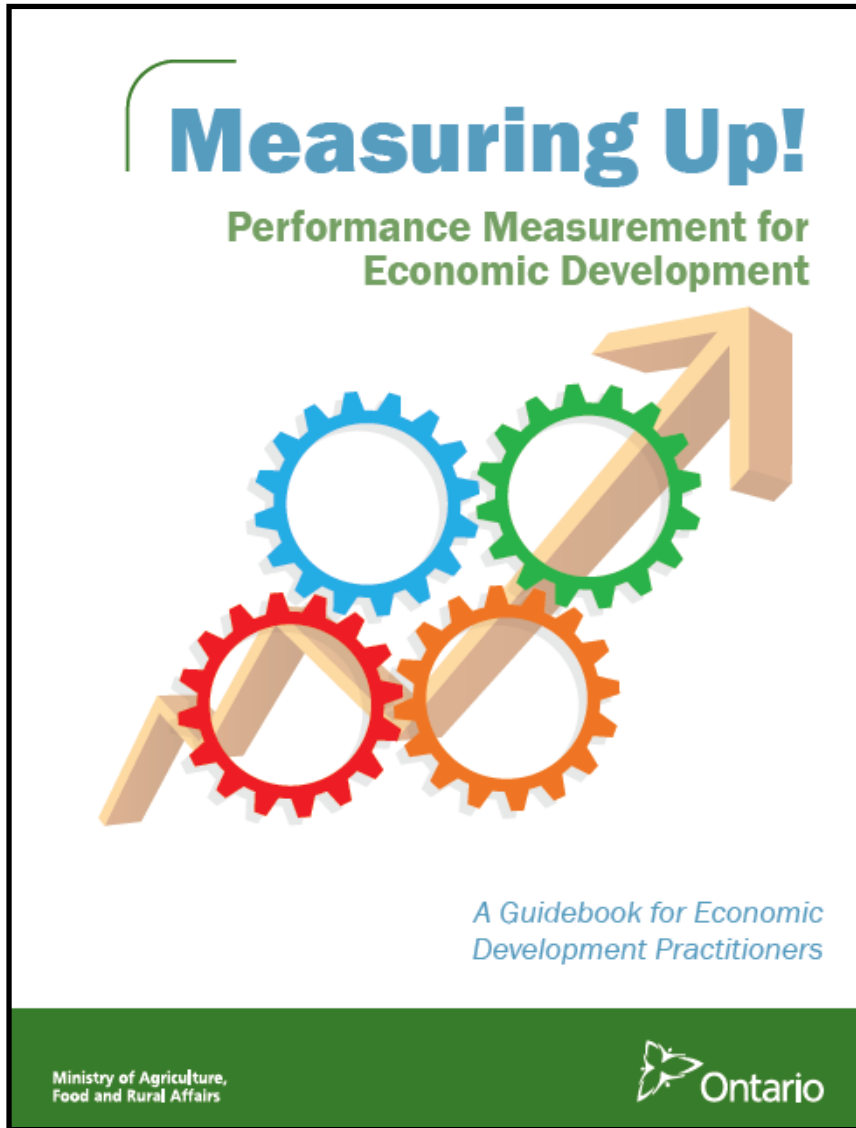
## **Challenges related to effectively measuring grant performance:**

A lack of appropriate performance measures and accurate data can limit agencies' ability to effectively measure grant program performance. This can affect the ability of federal agencies to ensure that grant funds are effectively spent.

*US Government Accountability Officer GAO and federal inspectors general (IG) of the US September 2012)*

# Performance Measurement Resources:





## Performance Measurement Resources: **Measuring Up!**

Awareness and common terminology.

A step-by-step systematic process supported by scenarios and templates.

# Table of Contents:

*Awareness and common terminology*

Preface .....

Introduction.....

## Section 1: Performance Measurements: An Overview.....

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

Who is using performance measurement? .....

The four steps to developing a performance measurement framework.....

More about outputs and outcomes.....

Performance measurement: An exercise in storytelling.....

Performance measurement in Ontario.....

## Section 2: The Changing Face of Economic Development.....

Towards a more innovative approach.....

Towards a collaborative, regional approach.....

Regional economic development in Ontario.....

Local and regional economies as part of the global economy.....

Using performance measurement in regional economic development.....





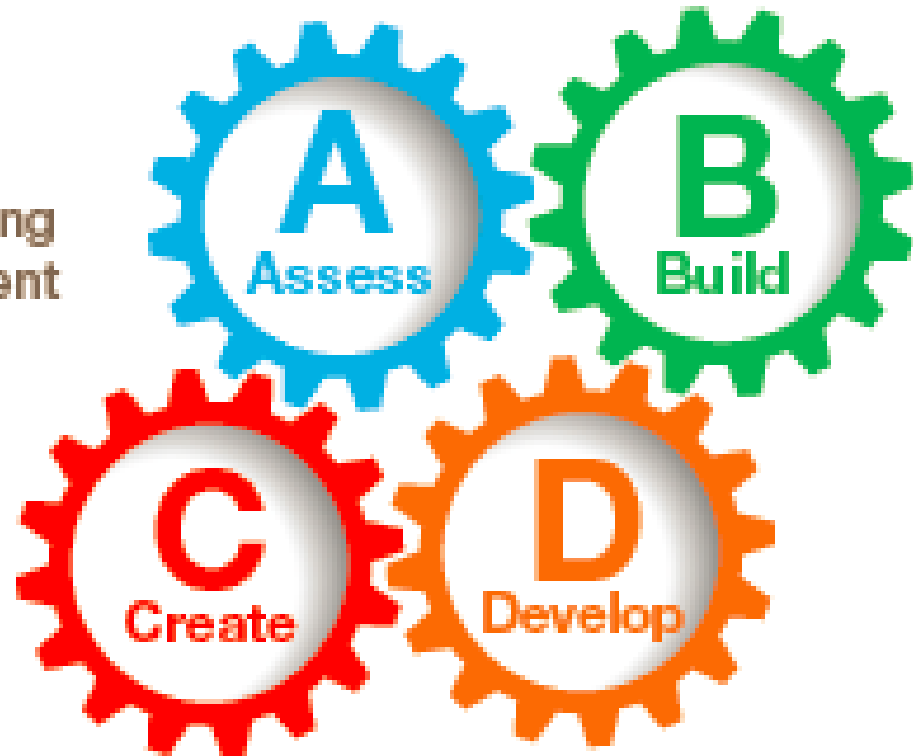
# Table of Contents: Cont.

<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? .....	
The three phases of performance measurement .....	
Planning for success.....	
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

*Apply a step-by-step systematic process*

# Measuring Up! Features

The four steps to developing  
a performance measurement  
framework





# Performance Measurement in Strategic Planning

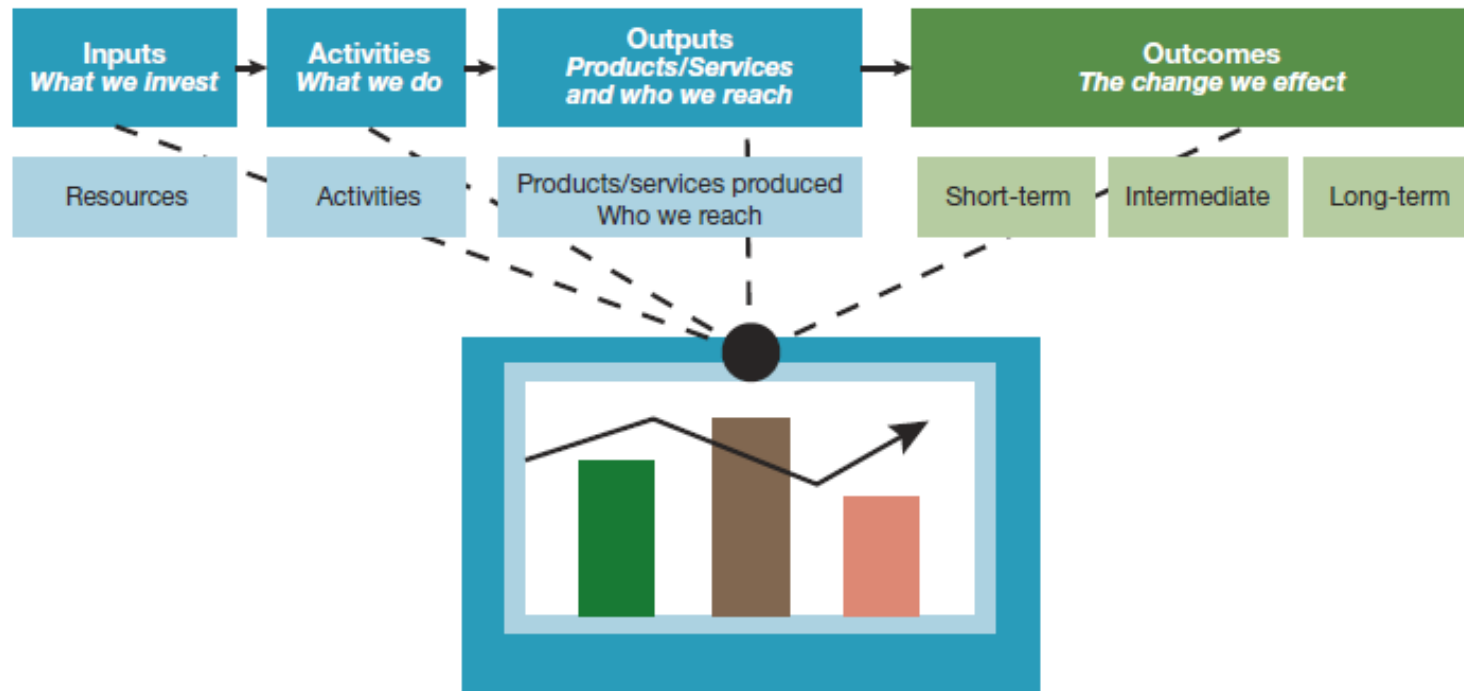


# Logic Model: Linking Inputs and Activities to Outcomes

Performance Measures Should Help Us Decide:

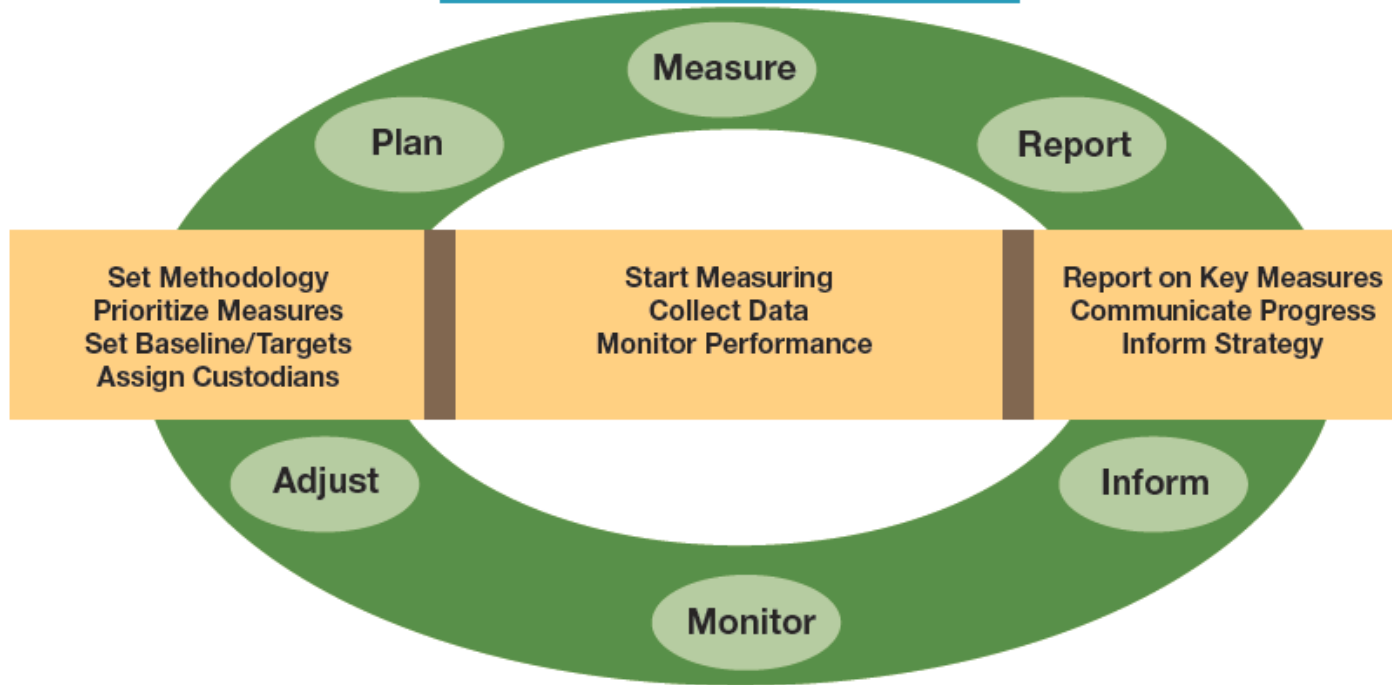
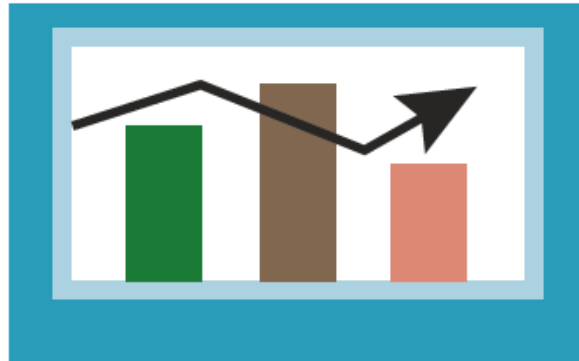
*Are We Doing Things Right?*  
Program Management and Planning (How?)

*Are We Doing The Right Things ?*  
Strategic Planning (What?)

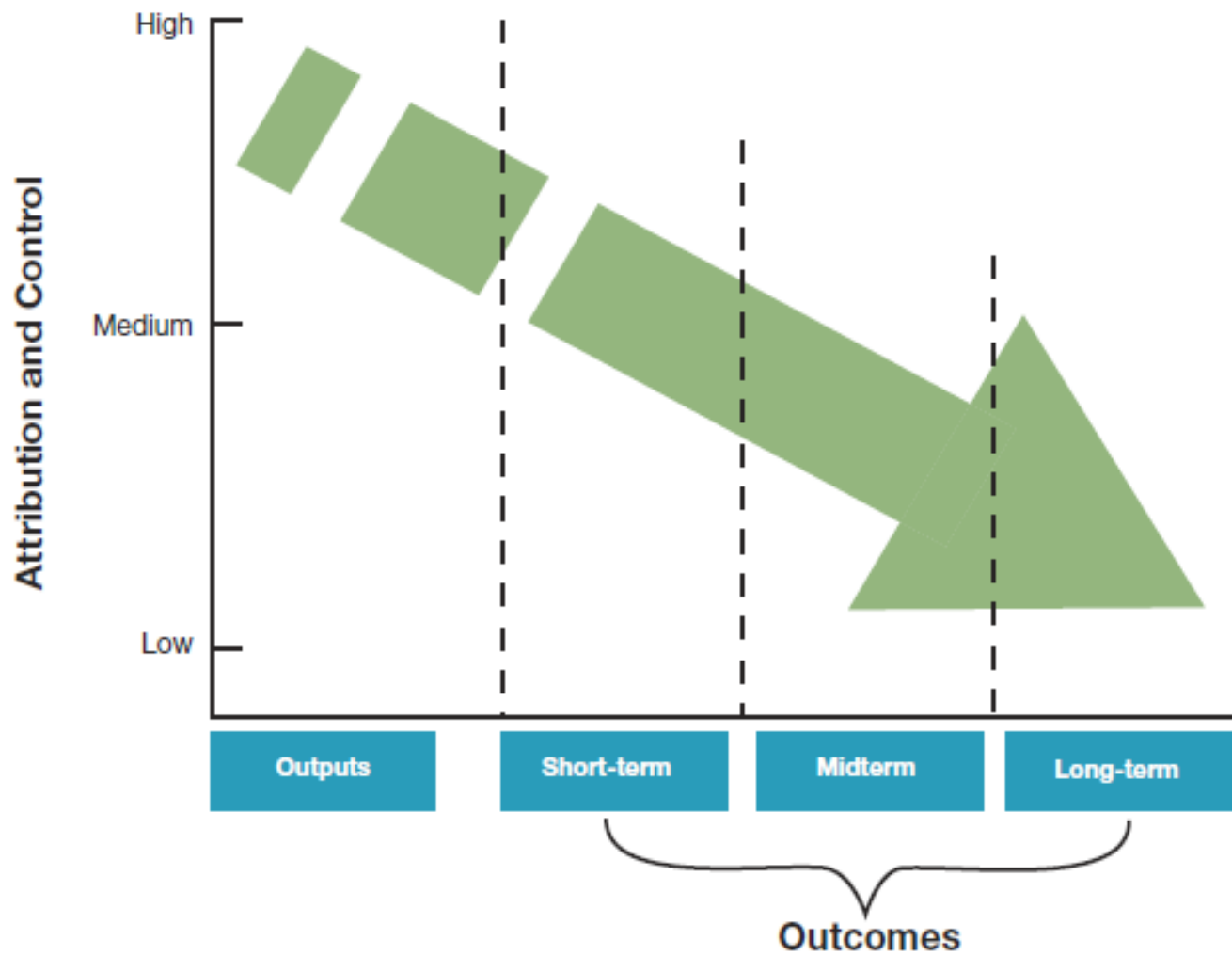


Performance Measurement Framework

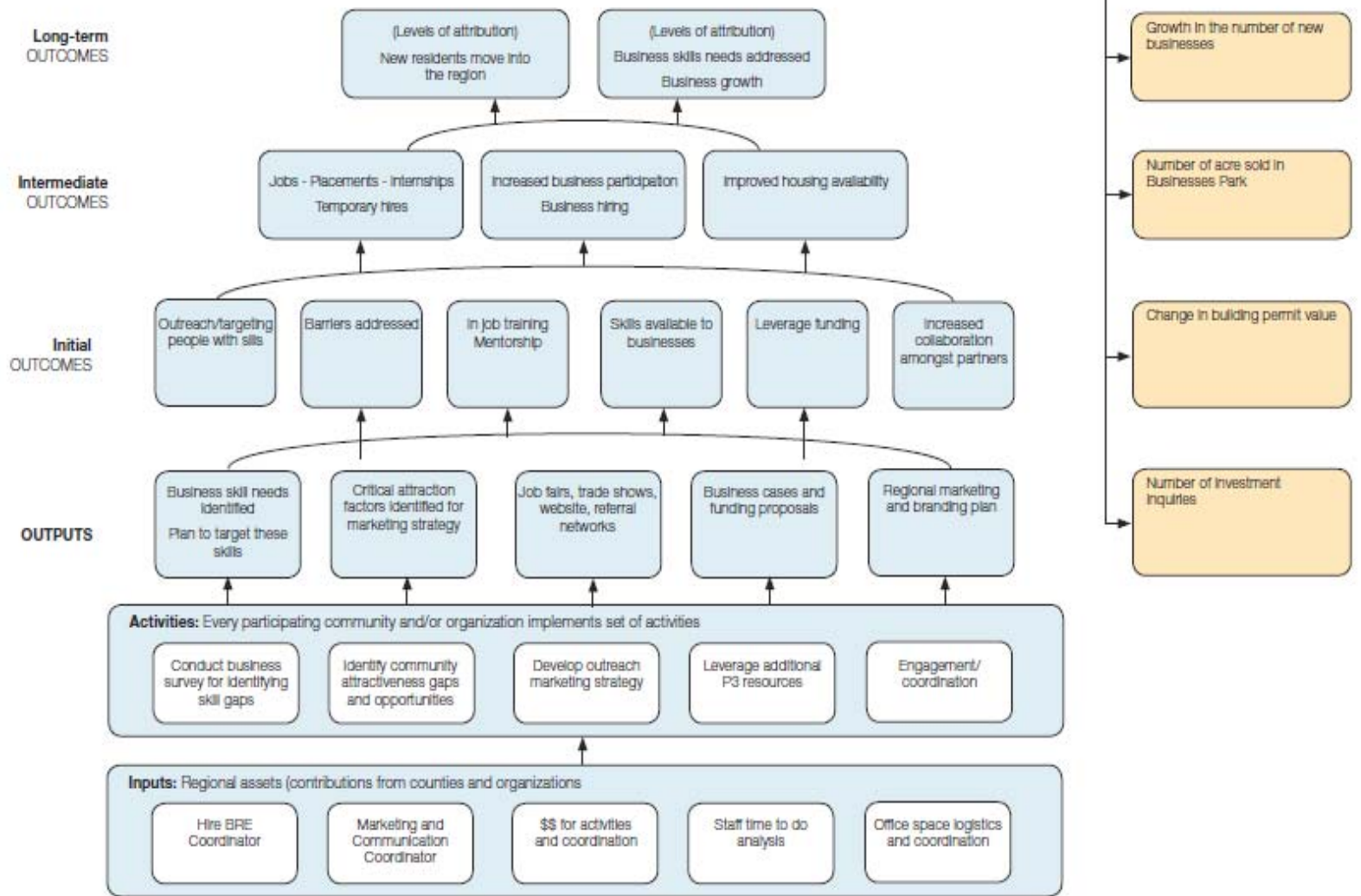
# The Performance Measurement Framework



## Attribution in Relation to Outputs and Outcomes

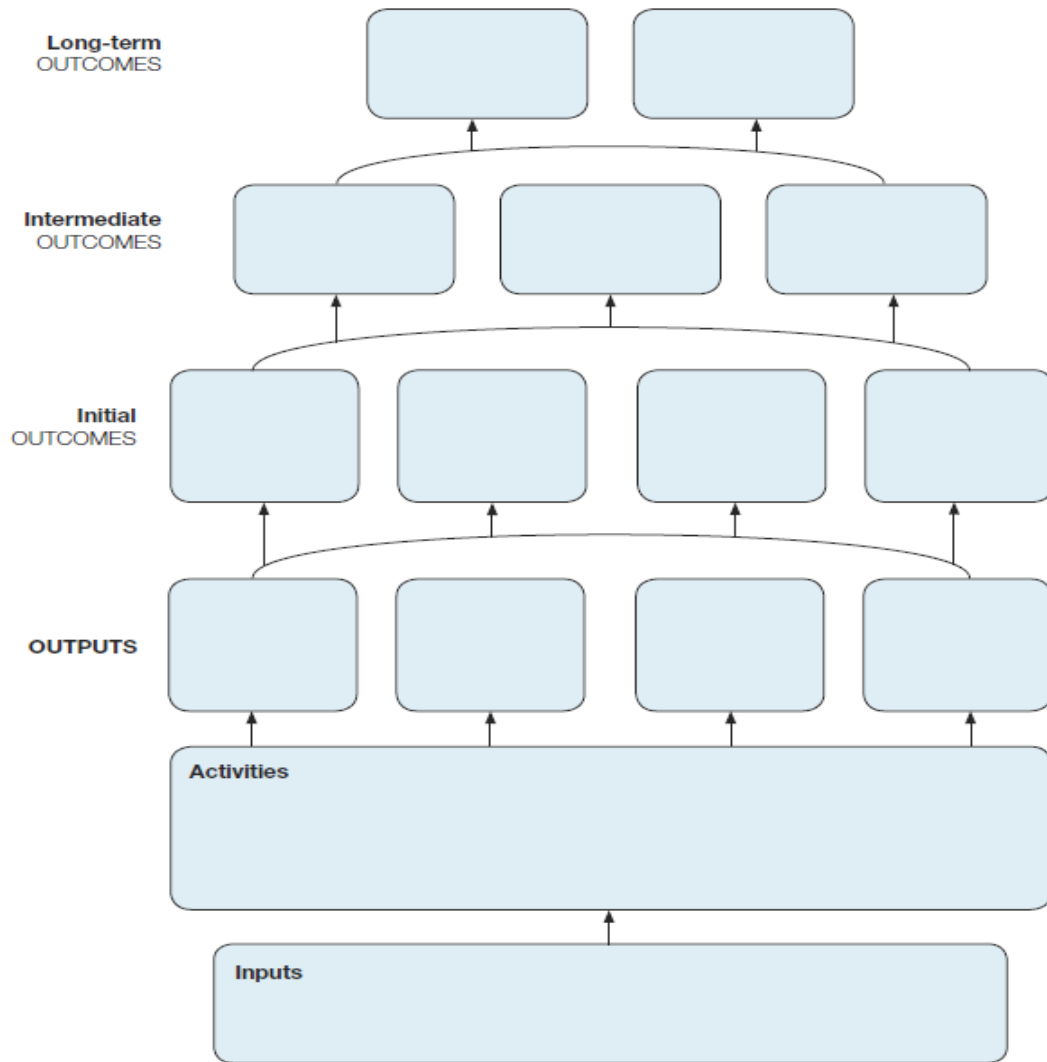


# Ex. Regional Plan Logic Model and Associated Measures



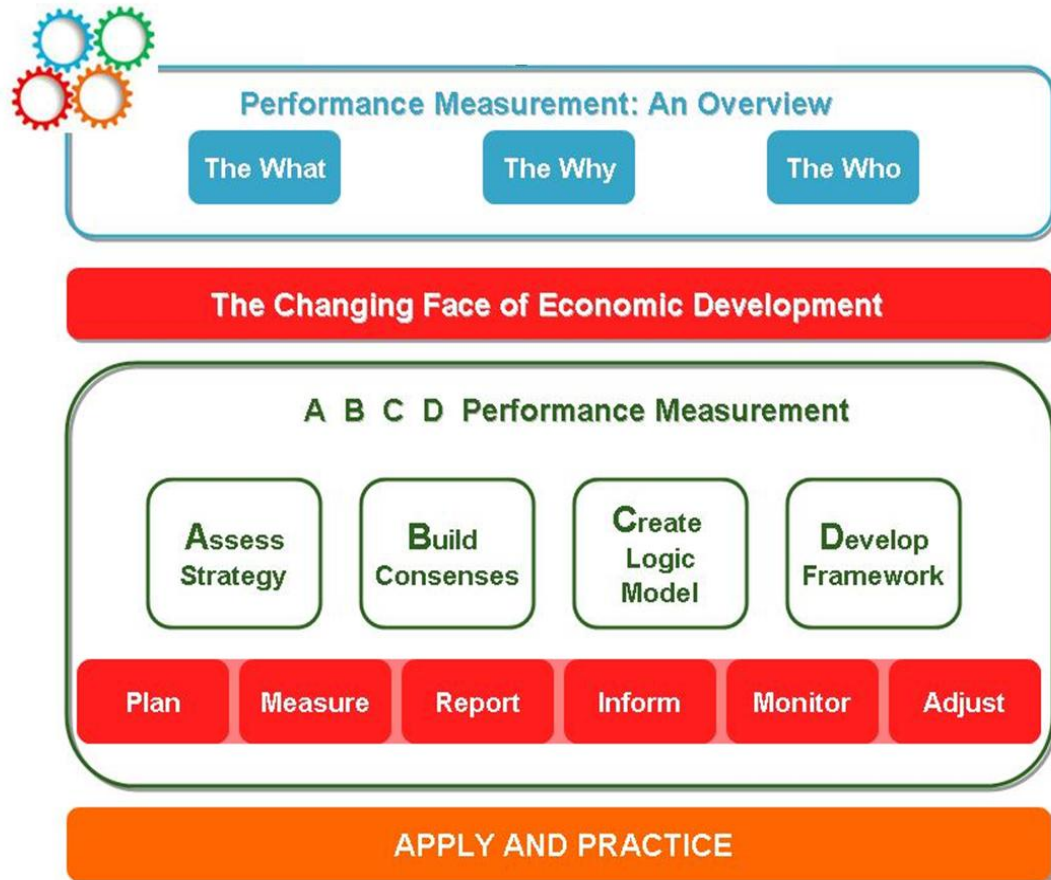
**LOGIC MODEL TEMPLATE – LOCAL EXAMPLE**

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



# Performance Measurement Resources: Training/Objectives

1. Explain performance measurement terms
2. Discuss the shifting focus of economic development and performance measurement
3. Provide a step-by-step systematic process
4. Practice performance measurement in local and regional economic development
5. Share experiences amongst participants





## How do you access the resources?

Client visits OMAFRA webpage

<http://www.omafra.gov.on.ca/english/rural/edr/index.html>

<http://www.omafra.gov.on.ca/english/rural/edr/pmr/index.html>

Client completes the PMR information request form to:

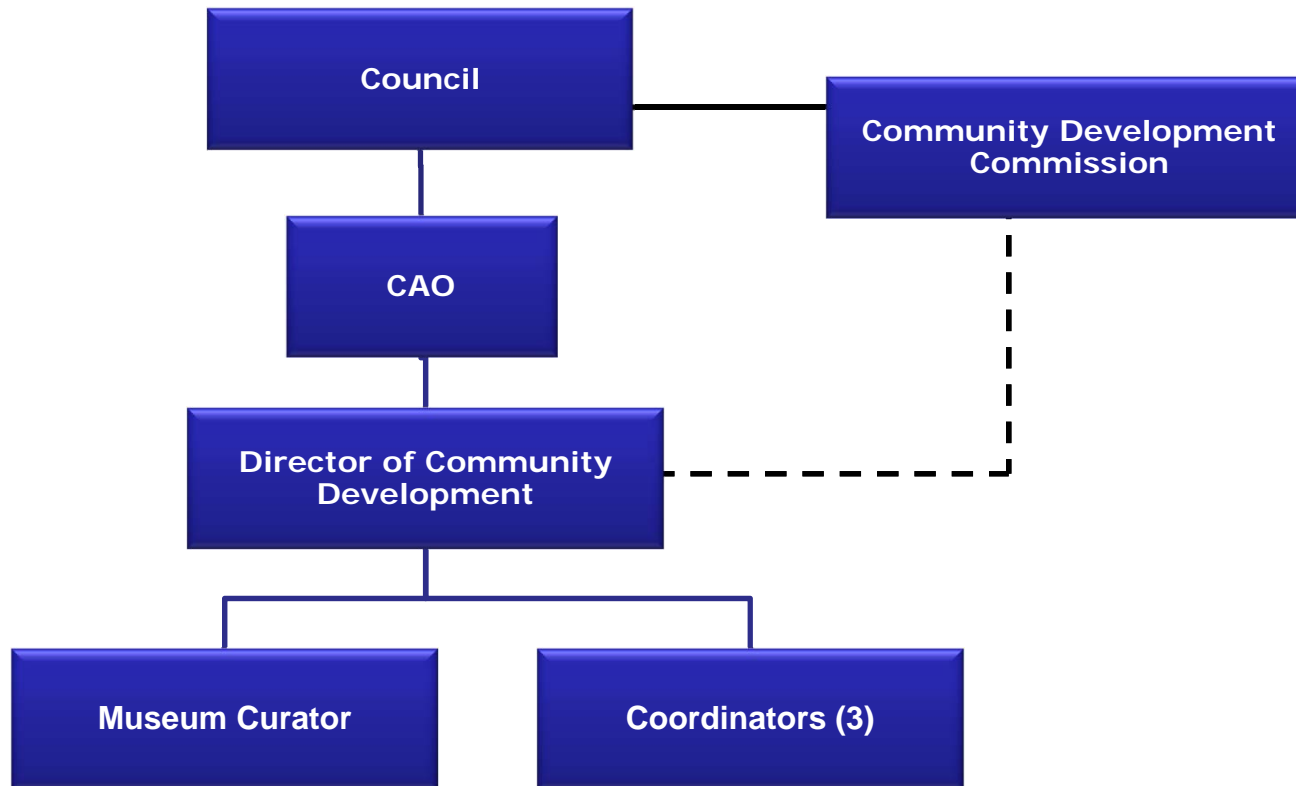
- Get more information (English or French)
- Request a PDF copy of the Guidebook
- Get information about training sessions

# Town of Cobourg

- Background – can Cobourg do a better job of measuring performance?
- Research and best practices
- Introduction of a new model
- Putting what we learned into practice
- Next steps



# Community Development





# Community Development

- Economic Development
- Land Management
- The Development Process
- Grant Management
- Business Facilitation
- Museums and Heritage



# Performance Measurement Challenges

- Capacity building mode
- Relationship building initiatives
- Attribution of jobs and new business
- Long-term efforts with few near-term results



## Community Development

# Not just a Corporate Strategic Plan

- Destination Marketing
- Community Group Activities
- Brand Adoption
- Customer Service



# How PMR can address those challenges?

- Standardized Tool
  - Promotes adoption; consistent *types* of measures
- “Selling” the Vision
  - Promotes acceptance of longer-term goals

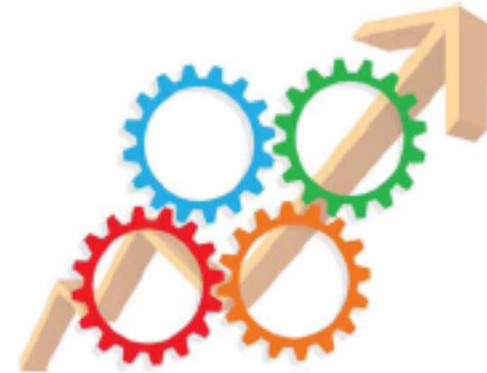




## Community Development

# How PMR can address those challenges?

- Inspires Confidence
  - Process/Practitioners
- Establishes Timelines / Critical Paths
- Purpose of Resource Allocation
  - Department and Fee for Services



# Ready for Measuring Up!

OEMC

September 11, 2013

Anne Leduc

Participated in the Brockville Training in  
June 2013



## What stood out during training

Challenges meeting stakeholder expectations  
(council, co-workers, community, etc.);

Ec Dev often a moving target;

It is difficult to identify what should or could be  
measured;

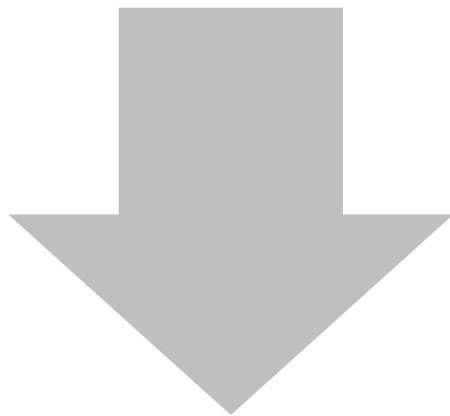
Performance measurements are not a “one-  
size fits all”.



# Today's Ec Dev reality



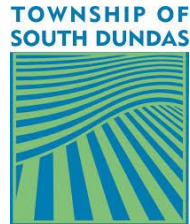
Emphasis on  
ROIs



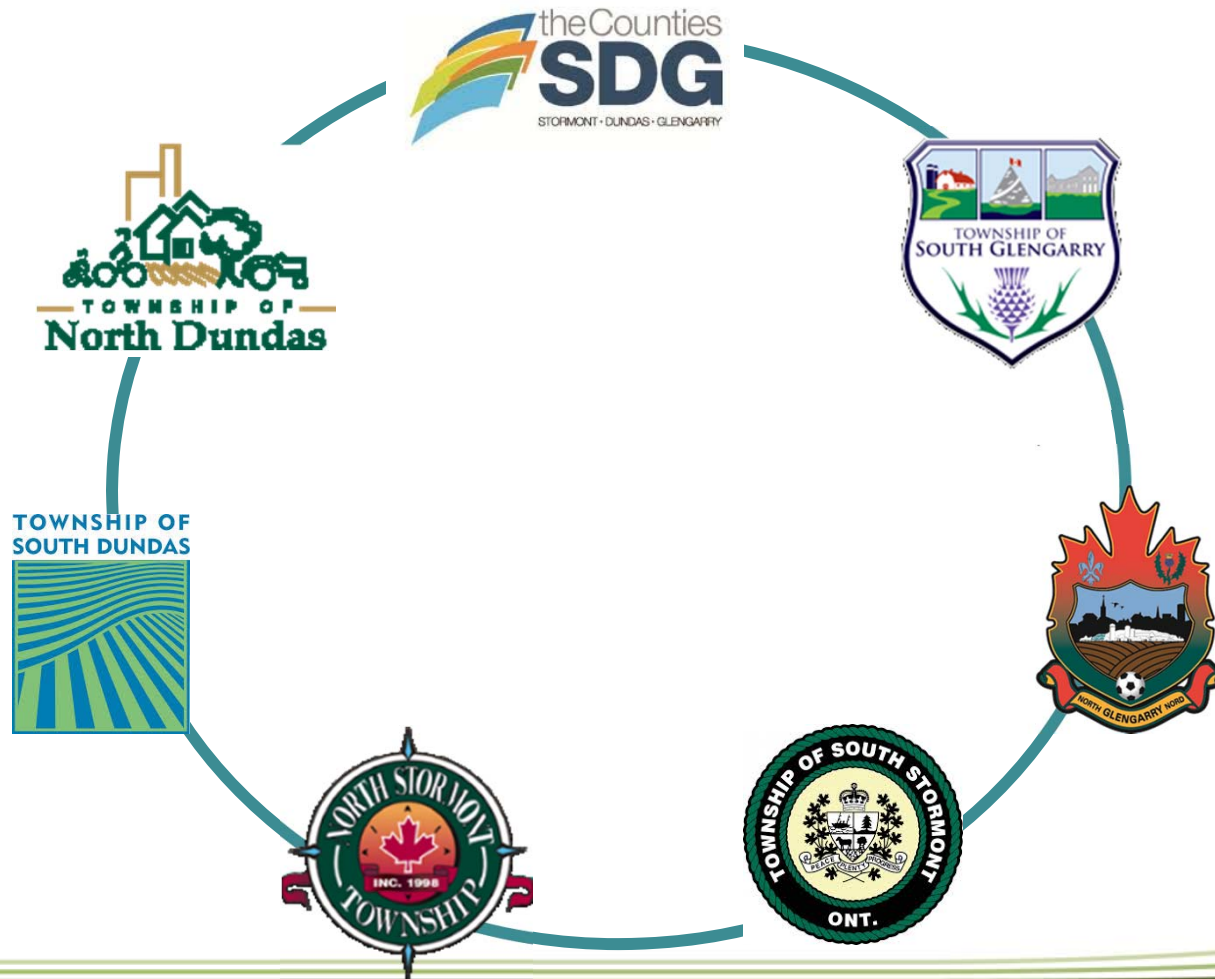
\$ and human  
resources at  
all levels



# Result is shift from traditional upper tier – lower tier structure



# Shift to pooling of resources – SDG EDO Working Group





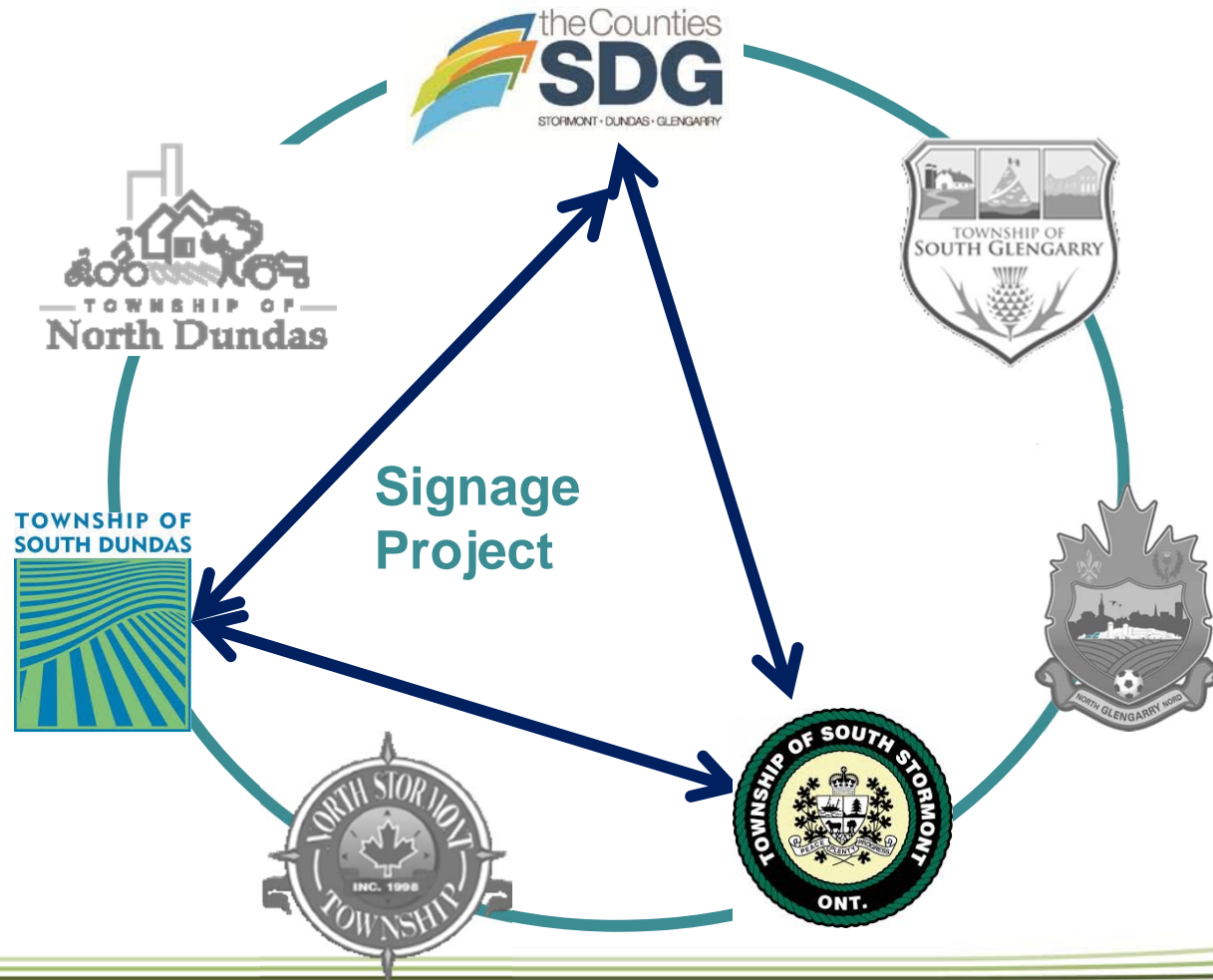
# SDG EDO Working Group – One owner projects



# SDG EDO Working Group – Collaborative projects between Townships



# SDG EDO Working Group – Collaborative projects with upper tier



# SDG EDO Working Group – Regional Projects



# Reporting to Stakeholders on SDG EDO Working Group activities

## Advantages:

- Able to accomplish more with pooled resources / achieve better outcomes;

## Challenges:

- Potential loss of focus on local priorities;
- Stakeholders asking “why don’t we do that also” possibly resulting in shift in stakeholder’s Ec Dev targets/priorities.



# Reporting to Stakeholders on SDG EDO Working Group activities

Information from PM logic model – identifies owners and their respective activities all the way through to the outcomes/benefits to the stakeholders;

Information collated in logic model can easily be communicated to stakeholders (buy-in).



# Logic Model for E-Biz Seminars

Inputs – Resources from North and South Glengarry in partnership with Cornwall Business Enterprise Centre – IT Equipment – Venue - \$;

Activities – Surveys – Advertising / Marketing;

Outputs – Collateral materials / reporting to Council;

Outcomes –

- Short term – power of broadband / increase use of E-Biz tools by businesses / access to larger or alternative markets with possibility of more \$;
- Mid term – increasing participation by business community / sustain or increase jobs / businesses make more \$;
- Long term – Economic growth - Happy businesses attract other businesses.



# Performance Measurements

Useful at many levels:

Exercise assists with prioritizing of projects:

- Do the outcomes fit with stakeholder's priorities?
- Do we have the resources?
- If not, should we allocate additional resources (ask is supported by logic model)?

Information can be used:

- For strategic planning purposes or in support of Ec Dev Plan;
- Budget exercises;
- Communicating success stories.





# Benefits of PMs

Aligns expectations of stakeholders with resources reality;

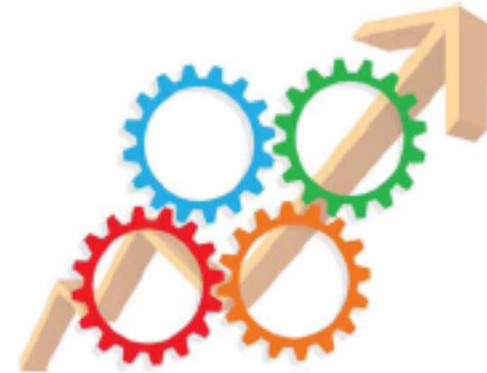
Stabilizes/solidifies your Ec Dev planning (less of a moving target);

Identifies what should or can be measured;

Performance measurements are tailored to your specific needs/projects;

Ultimate goal is for projects to be successful.





Anne Leduc

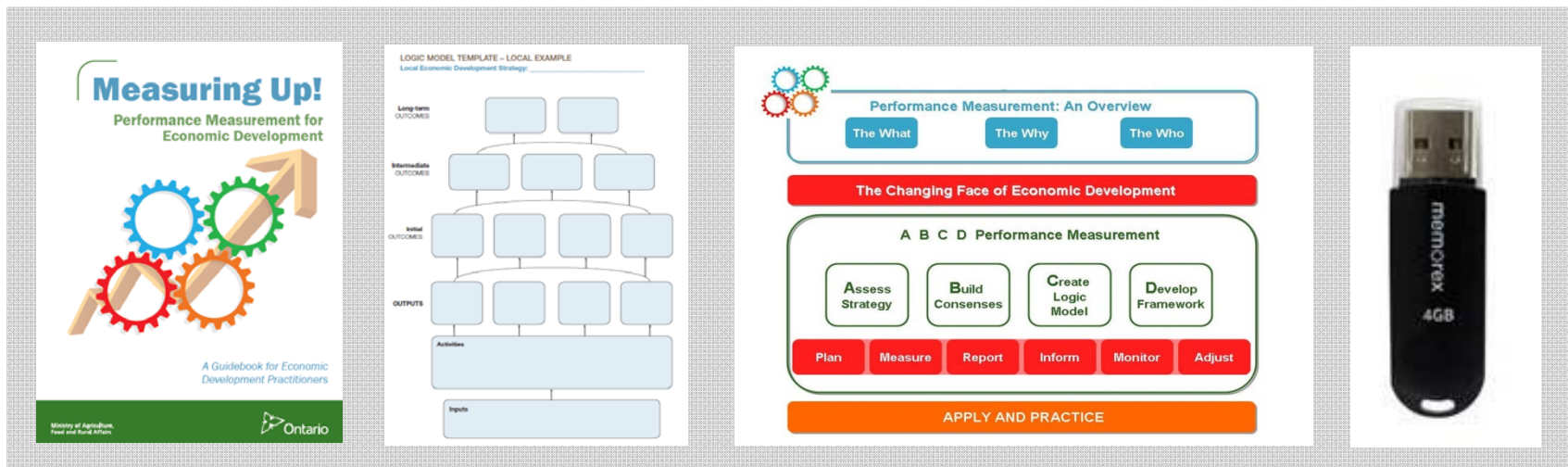
Director of Economic Development

Town of Hawkesbury

[aleduc@hawkesbury.ca](mailto:aleduc@hawkesbury.ca) or 613-632-0106 x 2288

# Why Should You be Interested?

- Program uptake
- Guidebook evaluation
- Training evaluation



# PMR Rolled-out at EDCO 2013



- marketed program
- targeted niche clients
- requests and sign-up online

# Requests and Sign-up Online

## PMR Guidebook Requests

# of Guidebook Requests for PDF Version:	<b>266</b>
# of Guidebook Requests for Hardcopy Version (still to mail):	<b>0</b>
# of Guidebooks Mailed:	<b>112</b>
# of Clients Requesting More Information on Performance Measurement:	<b>181</b>

## PMR Training Requests

Performance Measurement Training Requests - Pilot Guelph:	<b>1</b>
Performance Measurement Training - Cobourg - April 4, 2013 - Full March 22:	<b>22</b>
Performance Measurement Training - Tillsonburg - May 2, 2013- Full March 14:	<b>25</b>
Performance Measurement Training - Timmins - May 23, 2013 - Full March 14:	<b>24</b>
Performance Measurement Training - Brockville - June 6, 2013 - Full May 16:	<b>29</b>
Performance Measurement Training - Goderich - June 13, 2013 - Full June 7:	<b>36</b>
Performance Measurement Training - Kenora - June 20, 2013 - Full May 13:	<b>34</b>
Performance Measurement Training - Bracebridge - July 11, 2013 - Full June 10:	<b>35</b>
Performance Measurement Training - Waiting List:	<b>9</b>

## PMR Training Requests



- automatic reporting
- seamless resource distribution
- potential for future follow up with leads

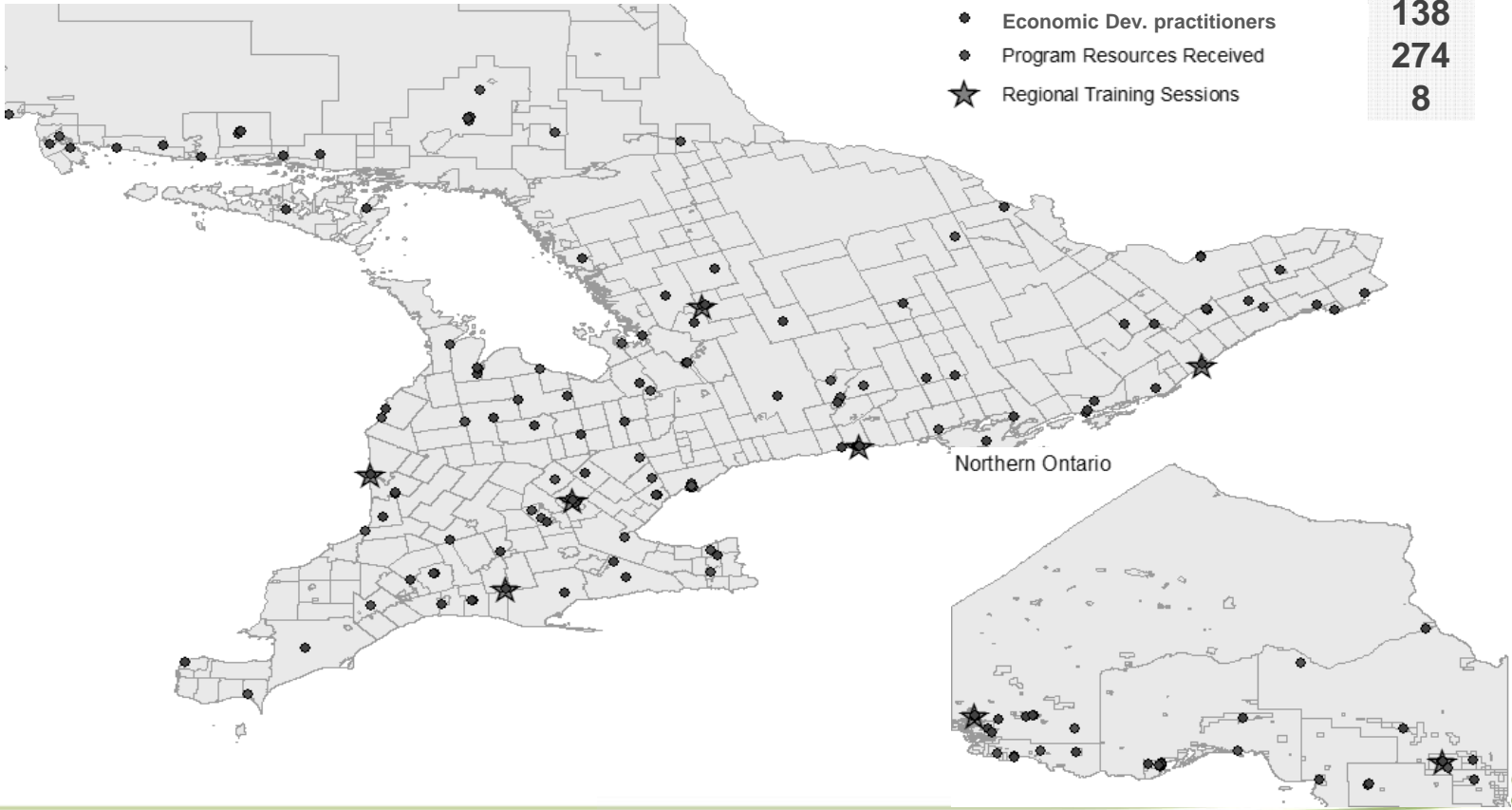
# Eight Regional Training Sessions Delivered



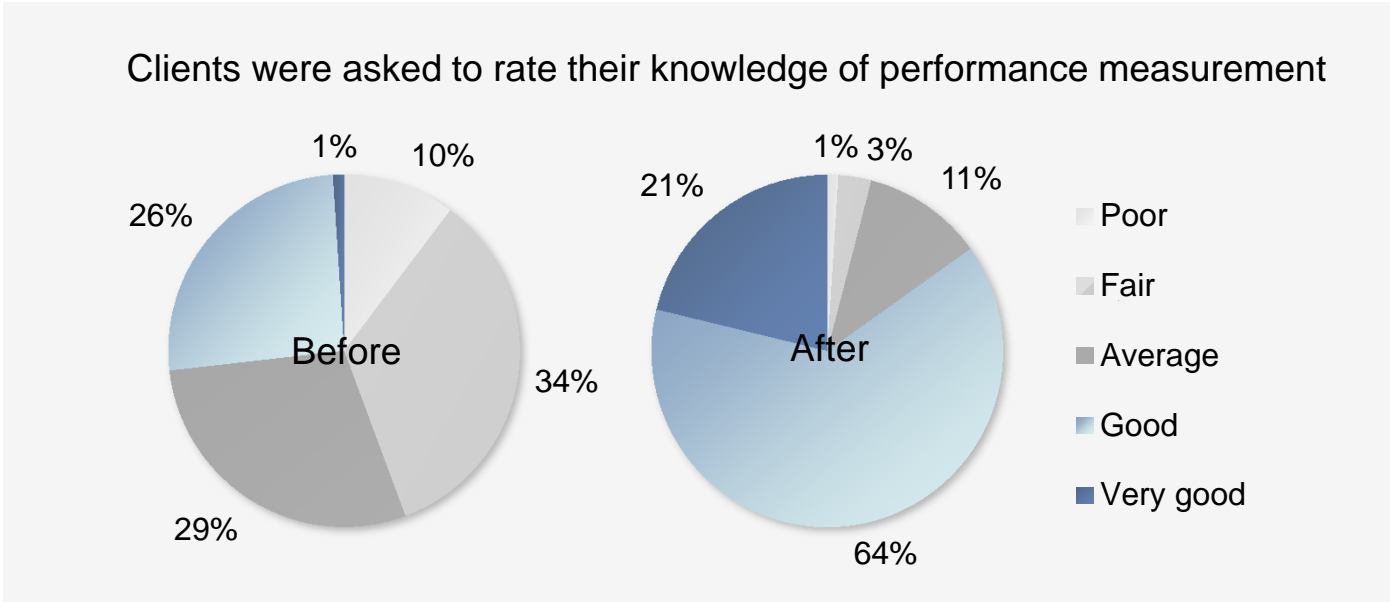
- transferred knowledge
- supplied resources
- provided experience



# Resources and Training Outreach

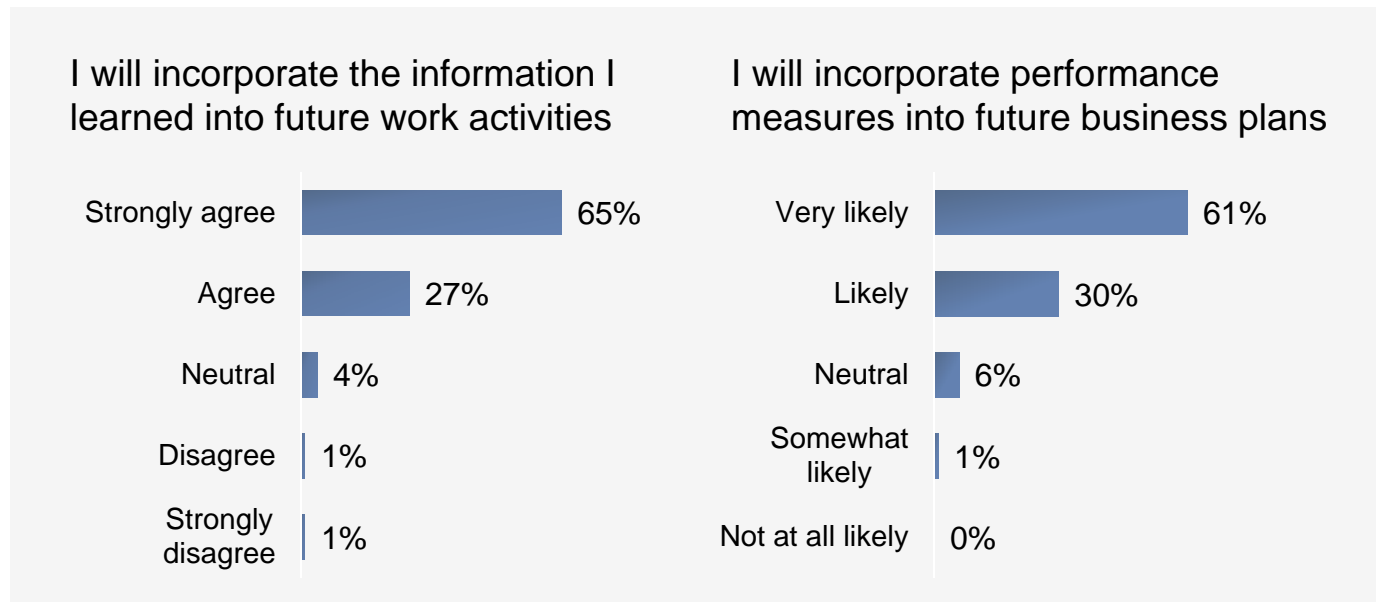


# Outcome 1: Significant Increase in Knowledge



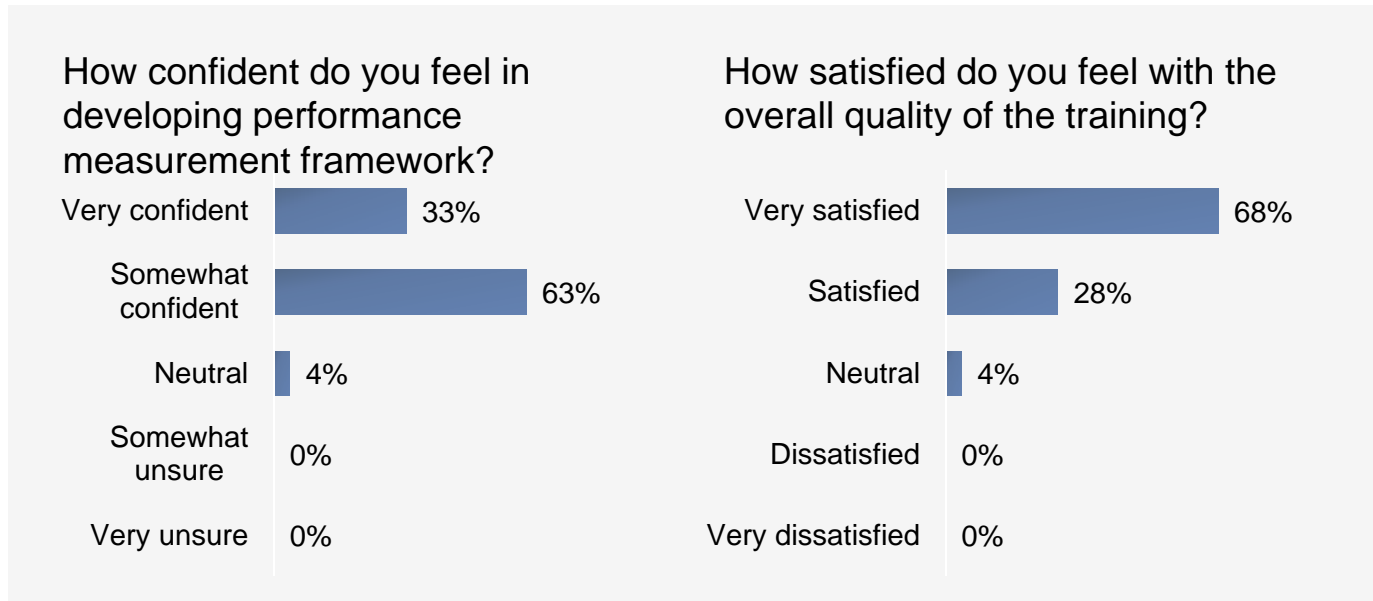


# Outcome 2: Intent to Adopt PM Practices



- 93% are likely to incorporate performance measures
- 94% believe they have the required resources to do so

# Outcome 3: Confidence and Satisfaction



- 96% are at least somewhat confident to implement PM
- the overall satisfaction score for the training was 93%

# Clients appreciate what they learned

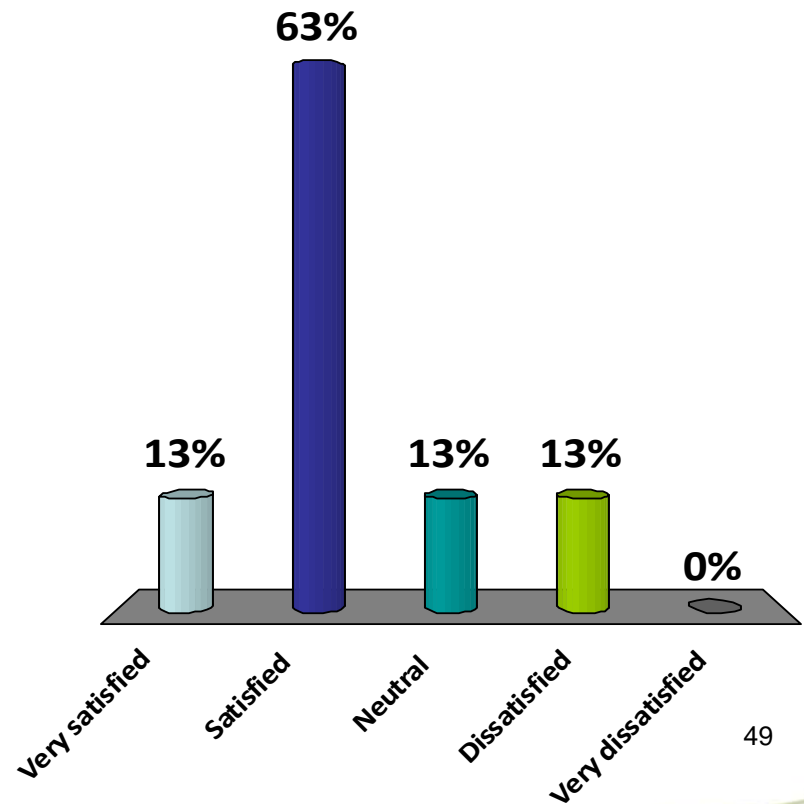
“Excellent program! We would love to repeat this for our region.”



“Great session and thank you for developing this material. One of the most useful workshops I have attended.”

# How satisfied were you with the overall quality of this session?

- A. Very satisfied
- B. Satisfied
- C. Neutral
- D. Dissatisfied
- E. Very dissatisfied



# More Information

Visit: <http://www.omafra.gov.on.ca/english/rural/edr/pmr/index.html>

Email: [Performance.resources@ontario.ca](mailto:Performance.resources@ontario.ca)

Call: 1-877-424-1300

Did Read the Guidebook, Attended the Training? Stay Connected...

- Share information
- Discuss ideas
- Share success
- Collaborate
- Stay connected

**Linked in** Community of Practice  
Performance Measurement Resources