

Follow two fictional communities who went through the process of developing a performance measurement plan. These case studies give good insights into performance measurement used in practice.

Fictional Community 1: Fraser City, B.C.

SNAPSHOT

- Population: 40,000 in B.C. Interior
- Strong forest industry with relatively diverse economic base (mining, agriculture, tourism, construction, health, recent entrant to technology sector)
- Threats include aging population, stagnating household income levels, low employment growth in traditional primary industries, and limited supply of residential and industrial lands
- Opportunities include healthy and diverse service and resource-based economy, location

ECONOMIC DEVELOPMENT

- Full time EDO, as well as an Economic Development Working Group (EDWG), made up of two councillors, two staff and six community leaders
- Economic development strategy was out of date, recently drafted a new one with the following prioritized goals:
 - Diversified economic base with emerging, non-traditional industries
 - Improved business climate that will attract new investment
 - Increased number of tourists and visitors to the community

PERFORMANCE MEASUREMENT

- EDO has been asked to align the economic development strategy with a performance measurement plan and integrate current annual reporting. Concerns have been raised about the administrative burden, as well as the focus of the outcomes themselves.
- Some community profile information is being maintained on the website as a result of the Foreign Direct Investment (FDI) program. In addition, the local Visitor Centre was tracking attendance and other visitor information. Several other indicators are currently being tracked at the municipal level.

RESULTS

- [Fraser City Excel Workbook](#)
- [Fraser City Annual Report](#)
- [Fraser City Dashboard Example](#)



Fictional Community 2: Milldale, B.C.

SNAPSHOT

- Population: 4,000 in Bulkley-Nechako region
- Highly dependent on forest industry, with considerable contraction in recent decades. A local mine also closed five years ago due to high operating costs, low-grade deposits and stagnant metal prices
- Threats: declining population, declining primary resource industries
- Opportunities: some tourism opportunities (though attracts mostly residents); very low housing and land costs; enough infrastructure to accommodate three times current population; two vacant mill properties, one of which was given to Town by the Province

ECONOMIC DEVELOPMENT

- Municipal planner handles economic development file under the direction of the Economic Revitalization Committee (ERC), a committee of Council
- Advisory Committee has recently been struck, with representation from local businesses, community groups and local First Nations with the objective of creating a community transition plan
- Committee decided to focus on building community wealth through new business development as an overarching goal, supported by three outcomes: two new export businesses; three expanded businesses in export or supply industries; population growth above the regional average

PERFORMANCE MEASUREMENT

- Limited administrative resources and will be relying on voluntary partners. Mixed success with similar approaches in the past, although it is believed a performance measurement framework can help provide some momentum for implementation and community support.
- Challenges include absence of baseline data, lack of economic profile and rudimentary website. Currently collected information includes in-house municipal data on services, industrial land and business licenses.

DOWNLOAD RESULTS

- [Milldale Excel Workbook](#)
- [Milldale Quarterly Report](#)
- [Milldale Dashboard Example](#)

