The City of
BARRIE

STAFF REPORT CAO001-13
February 4, 2013

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TO:	**GENERAL COMMITTEE**
SUBJECT:	**FCM – CARIBBEAN LOCAL ECONOMIC DEVELOPMENT PROGRAM (CARILED)**
PREPARED BY AND KEY CONTACT:	**CARLA LADD, CAO X4368**
SUBMITTED BY:	**CARLA LADD, CAO**
NOTED:	**ED ARCHER, GM CORPORATE SERVICES**
	RICHARD FORWARD, GM COMMUNITY OPERATIONS

RECOMMENDED MOTION

1. That the City of Barrie's participation in the Caribbean Local Economic Development Program (CARILED), co-ordinated and operated by the Federation of Canadian Municipalities (FCM) as described in CAO001-13, be approved.

PURPOSE & BACKGROUND

2. The purpose of this report is to recommend the City of Barrie's participation in an economic development program co-ordinated and operated by FCM. If approved, the City of Barrie would contribute staff time and expertise in exchange for professional development opportunities that further enhance staff's experience and networking opportunities.

3. Among their many other functions, FCM has been actively involved in providing international aid to municipalities in developing countries for over 25 years. FCM's objective through this program is to assist developing countries with building sustainable practices in local governance to support improved provision of essential municipal services, increased participation in civic life, expanded economic development and generally an enhanced quality of life.

4. FCM has been involved in projects and partnerships in Africa, Asia, Latin America, Eastern Europe, the Middle East and most recently the Caribbean.

5. Examples of some of the sustainable practices that have been implemented through FCM's long history of programs include:
    a) Safe drinking water – testing, treating and distribution;
    b) Staff development – training programs, equity practices, human resource policy development;
    c) Planning – land settlements, co-operative housing, legislation development;
    d) Economic development – community based markets, small business development, export programs;
    e) Governance – strategic and operational planning, financial policies and practices, Council policies and practices;
    f) Community health – handwashing programs, community education initiatives.

6. FCM, in partnership with the Caribbean Forum of Local Government Ministers (CFLGM), the Caribbean Association of Local Government Authorities (CALGA) and the Commonwealth Local

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Government Forum (CLGF), is implementing a five-year project to stimulate sustainable local economic development in the Caribbean Region. This program will support nearly 50 local governments and agencies in their Local Economic Development initiatives targeting more than 500 small and medium size enterprises (MSME) throughout the Caribbean. CARILED is funded by the Canadian International Development Agency (CIDA).

7.   The City of Barrie responded to a call for expressions of interest to participate in CARILED, were subsequently selected for an interview and ultimately were successful in our bid to participate in this new program. As indicated later in this report there are no costs associated with this participation other than a limited amount of staff time.

ANALYSIS

8.   Through a large municipal resource pool from across the country, FCM will be using the expertise of Canadian municipal participants to support the evolution of local economic development activities in 14 Caribbean countries. These include the Caribbean Commonwealth member countries of Guyana, Jamaica, Trinidad, Belize, Dominica, Grenanda and St. Lucia and the Eastern Caribbean States.

9.   CARILED is a five year program which can include a number of activities such as participation in missions to a participating Caribbean country (generally two per year which would be 2-3 weeks in length), hosting incoming study tours, conducting workshops, developing materials and knowledge sharing networks.

10.   The program approach can be characterized as a 'train the trainer' model, where Canadian municipalities with expertise in identified areas of need are matched with a municipality in a developing country. Participants from the two countries are teamed up and together a program is developed, implemented and importantly, institutionalized, meaning the knowledge or program can be further shared or transferred within or among municipalities so the benefits can be expanded.

11.   Some examples of local economic development initiatives may include:

a)   Connecting educational institutions with local municipal governments to undertake the development of economic profiles and other research to support economic program development;
b)   Identifying business opportunities based on local economies;
c)   Establishing small business programs to assist in new business development such as business case development, financial management, marketing and workshops on how to run a business;
d)   Connecting businesses with tourism;
e)   Development of community based markets;
f)   Development of local economic development functions.

12.   A wide range of participants may be involved including municipal staff, Council members, local community business members and educational institutions. Expertise required to support the program includes those with expertise in municipal economic development strategy, policy and delivery as well as related support functions such as municipal finance, communications, community and cultural development and administration. Involvement may include individuals being asked to participate as part of a larger Canadian team or may consist of a full team from a one municipality.

13. While the benefit to the recipient municipality is obvious, there is also a significant benefit to the participating Canadian municipality. Some of the benefits identified by FCM are as follows:

   a) Improve services by sharing and learning innovative practices abroad;
   b) Expands the reputation of the City abroad;
   c) Creates trade opportunities and linkages for the city and its businesses and institutions at a global level;
   d) Promotes staff development by working in difficult circumstances and builds interpersonal communication and project management skills;
   e) Increase networks by connecting Canadian Municipalities sharing in the global workplace;
   f) Fosters community engagement by developing friendships, cultural understanding and instilling a sense of community pride.

14. There are many compelling reasons to support participation in FCM's international program however the two most important are the opportunity to make a difference in the lives of many who are less fortunate and the incredible learning opportunity and life changing experience and perspective for the participants.

IMPLEMENTATION

15. In order to become part of the CARILED team, City Council must endorse the City's participation. Upon confirmation of a municipality's participation, FCM will contact a municipality well in advance of an outgoing or incoming mission to allow time for preparation.

16. FCM also offers cultural training to ensure participants are apprised of cultural norms and traditions of the partner country. This training also prepares participants for general mission work.

17. There is also an opportunity to engage the broader community in the program through connecting businesses, community cultural groups or simply charitable initiatives such as providing much needed resources such as educational materials, clothing, or sporting goods as examples.

ENVIRONMENTAL MATTERS

18. There are no environmental matters related to the recommendation.

ALTERNATIVES

19. There is one alternative available for consideration by General Committee:

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Alternative #1   General Committee could choose not to support the City's participation in CARILED.

FINANCIAL

20.   There are no direct financial implications associated with the City of Barrie's participation in CARILED. FCM covers all preparatory, participant travel, accommodation and meal expenses related to the program. Indirectly, the City is responsible for funding the salaries and benefits of its participating staff. These are funded in the 2013 Business Plan.