

# EXCHANGE

LOCAL ECONOMIC DEVELOPMENT

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## Message from the Director

Welcome to FCM International's new quarterly newsletter on local economic development. Created in the wake of our highly successful LED Forum, held in Ottawa from October 29th to November 2<sup>nd</sup>, 2012, this newsletter will serve as a knowledge hub for our LED-focused program partners and stakeholders.



**Sébastien Hamel**  
Director, FCM International

The LED Forum was an incredible opportunity for more than 90 local government representatives from 11 countries where FCM International is active to reflect on the critical role local governments play in promoting economic growth in their community.

Throughout the Forum, participants from Canada, Africa, Asia, Eastern Europe, Latin America and the Caribbean shared how they help create conditions in which both businesses and citizens thrive. The Forum focused on the importance of building relationships around a common vision of economic growth and of telling a community's story in a way that attracts investment and partnerships.

The presentations and tools developed for the LED forum are now available on our [website](#).

We're hoping to continue the conversation we began at the Forum, to help you find solutions to the day-to-day challenges you face trying to promote economic growth within your communities. We also want to hear about your interesting and innovative LED projects and approaches.

Please [send](#) us your ideas, article proposals or questions on which you would like other FCMI partners' point of view. The LED Exchange is our virtual meeting space. We look forward to getting to know you even better.

### WHY LED?

The financial crisis of 2007-2008 led to a global recession that negatively affected local governments worldwide. Around that time, FCM's partners told us very clearly that economic development was a critical issue.

Five years later, three of FCM International's four flagship programs focus on local economic development. The Municipal Partners for Economic Development program (MPED) provides Canadian municipal expertise to projects in Burkina Faso, Mali, Tanzania, Vietnam, Cambodia, Nicaragua and Bolivia. In addition, the Municipal Local Economic Development program (MLED) offers Canadian municipalities the opportunity to partner with 12 cities in 2 Ukrainian oblasts to help put in place local economic development initiatives. And our new Caribbean Local Economic Development Program (CARILED) supports local government authorities as they work to support existing micro, small and medium-sized businesses and attract new ventures.

*Learn more about our programs at [FCM.ca/international](http://FCM.ca/international).*

FCM International programs are undertaken with the financial support of the Government of Canada provided through the Canadian International Development Agency (CIDA).



Canadian International Development Agency

Agence canadienne de développement international

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MPED-PMDE

CARILED



UKRAINE MUNICIPAL LOCAL ECONOMIC DEVELOPMENT

**INTERVIEW**

# Kadie Ward, economic developer

As Director of Marketing and Communications for the London Economic Development Corporation, Kadie Ward works to enhance the economic prosperity of her city.

Passionate about urban economic development, Ward is one of the municipal experts participating in the Municipal Local Economic Development program, creating and delivering workshops on economic development and place branding for her Ukrainian counterparts. LED Exchange asked Kadie to share her views on effective LED marketing.

**Why should cities invest in LED marketing?**

KW: Supply chains are global and cities need to market themselves and their strengths in order to be a part of that global supply chain. Cities across the world are competing for investment, talent, and tourism. As such, cities need to differentiate themselves and demonstrate their assets.

**What are the top three things cities need to do to make themselves more attractive to businesses?**

KW: First, cities need to understand themselves, their local capabilities and strengths. Too often cities will make generic statements like “number one place to invest”. Really? You must be ready to answer why!

Second, cities need to understand what their citizens and key audiences think of them. Many times city officials and economic developers will create their branding and messaging without understanding what impression their key audience has about their city.

Third, cities need to be realistic with their aspirations and economic plans. This is related to really understanding your assets so you can position them properly to potential investors.

**What trends in LED marketing in Canada are adaptable to other countries where FCM is working?**



*Kadie Ward works with cities such as Lviv, Ukraine, on place branding and LED marketing.*

KW: Social media is emerging as a strong platform for communication and relationship-building in Foreign Direct Investment. It's a great tool for cities to market their assets, communicate with their audiences and increase investment potential.

**What do you get out of participating in FCMI programming?**

KW: I've been involved with MLED since February 2012. I'm interested in international economic development and as an instructor with our local university, I welcomed the opportunity to work with and teach my peers from around the world our best-practices.

Participating in FCMI programming has broadened my perspective on international economic development. It's been rewarding to work with professionals from around the world to share challenges and similarities and find common ground to learn from one another.

Want to learn more about branding your city? Watch Greater Halifax Partnership Executive VP and Chief Economist Fred Morley speak about transforming his city's image.

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NEW APPROACHES TO LOCAL ECONOMIC DEVELOPMENT

# Is change management the key?



While demonstration projects are usually productive in building new knowledge and skills among officials and staff, bringing sustainable change in municipal organizations can be daunting. How do Canadian municipalities approach change?

During the LED Forum, Marten Krussse, Manager of Strategic Economic Initiatives at District of North Vancouver, and George Matteotti, Director of Project and Business Liaison Office at the City of Edmonton, invited participants to reflect on “change management”, an approach widely used in Canada to implement reforms in municipal, private and not-for-profit organizations.

Krussse suggested steps to deal with change: develop the story, engage key players, create an organization alignment, and build employee

commitment. Coaching, he said, is another great tool for decision-makers and managers to strengthen the change process within their organization. Finally, “continuous process improvement” can be implemented when organizations want to become better at making the best out of ever-present change opportunities.

The most powerful idea brought forward by Krussse and Matteotti is the notion that developing a “client-focused” perspective is the best way to be effective and efficient in implementing change.

Numerous participants commented that the session was a highlight of the LED Forum, providing them practical tools to successfully address change. Is change manage-

ment the key you’re looking for to unlock the potential of your LED project? [Watch](#) this short video and [let us know](#) what you think.

### THE VOICE OF PARTNERS

During the Forum, several partners shared their LED projects and spoke about the benefits of participating in FCM’s international programs. Lorna Bayres, member of the technical team of the municipality of Somoto, Nicaragua, presented her community’s initiative to transform waste into finished, marketable products. The demonstration project helps women and other local stakeholders in Somoto contribute to the local economy.

Visit [FCM.ca](http://FCM.ca) during Canada’s International Development Week (Feb. 3-9), to find out more about MPED and view more interviews with overseas and Canadian partners.

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**LED FORUM POSTER SESSIONS**

# Spotlight on Cambodia

As FCM’s lead national partner for Cambodia in the Municipal Partners for Economic Development Program, the National League of Communes/ Sangkats (NLC/S) reported on lessons learned after one year of designing and implementing demonstration projects:

**Alignment by Design**

The LED strategic planning exercise aligned with the existing master plan of each local government, their five-year strategic plan, relevant plans of local developers/investors, and the government’s clean city award program.

**Participatory Planning**

Strategic planning involved a wide cross-section of local stakeholders. In addition, every step ensured that there was good representation of women and youth.

**Grounded in Local Potential**

Through their collaboration with Canadian municipalities and municipal experts, Cambodian partners improved their understanding of local development opportunities, such as existing infrastructure, available resources and potential collaboration with local stakeholders.

**Find out more about our demonstration projects at [www.fcm.ca/home/programs/international.htm](http://www.fcm.ca/home/programs/international.htm)**



**MLED UKRAINE: 2ND ANNUAL LOCAL GOVERNMENT FORUM ON EQUAL RIGHTS AND OPPORTUNITIES FOR WOMEN**

FCM’s MLED program and the Association of Ukrainian cities recently held a forum to identify specific measures local governments can implement to increase women’s participation in the political and economic life of their community. Find out about the Forum and MLED’s activities at <http://www.mled.org.ua>.

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**PARTNER PERSPECTIVES**

# Banfora, Burkina Faso

Banfora, a city of a little over 65,000 inhabitants, has been working to improve its economic potential within the framework of the Municipal Partners for Economic Development (MPED) program since 2010. During the Local Economic Development Forum, former Banfora mayor Souleymane Soulama was keen to emphasize the remarkable progress made by his commune in terms of LED since it became involved with the MPED program.

Thanks to its partnership with the city of Beloeil, Québec, Banfora mobilized economic environment players. Together, they identified three priority areas for local economic development. The first involves the development of its agro-industrial sector and small-scale businesses. Mr. Soulama stressed that tangible progress is already apparent, thanks to the program and the support given to various initiatives. For example, a group of women working in small-scale mango processing are receiving support to improve their production methods so that they may meet export standards. The second priority area involves developing the commune's tourism potential, and the third involves developing the retail and service sectors, including artisanal activities.

Mr. Soulama is very proud of having contributed to the creation of an economic development structure for Banfora: "It's a very innovative approach that

is wholeheartedly supported by the communal council! Moreover, the council is committed to allocating a budget for hiring a director for our new

economic development structure." Banfora could soon be offering support services to economic players in the commune's three priority areas.

*Canadian municipal experts tour a market in Banfora, Burkina Faso*



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