

# EXCHANGE

FEDERATION OF CANADIAN MUNICIPALITIES - INTERNATIONAL

SPRING 2016 | VOLUME 1 | NUMBER 4

## SPOTLIGHT ON INTERNATIONAL DEVELOPMENT

FCM once again partnered with Global Affairs Canada to highlight International Development Week, which took place February 7-13, 2016. This week aims to encourage Canadian women and men—especially youth—to learn more about and contribute actively to international development. As part of our International Development Week celebrations, FCM recognized six municipal experts from communities across Canada who made outstanding contributions to our work overseas.

Each year, more than 100 municipal experts from across Canada travel to our partner countries in Africa, Asia, Eastern Europe, the Caribbean and Latin America to share their expertise with their local government counterparts. These partnerships promote economic development and gender equality and advance the opportunities that flow from effective democratic governance. Watch this short video to learn more.



Award winner Jonathan Palardy, of MRC d'Argenteuil, with FCM 3rd vice-president Sylvie Goneau

## MULTI-SECTOR COORDINATION BENEFITS LATIN AMERICA



In February, the Sustainable and Inclusive Communities in Latin America (CISAL) program held a seminar in Medellin, Colombia, that brought together for the first time local government partners, private sector representatives, and Canadian municipal experts. The seminar, titled Sustainable Local Development and Mining was an opportunity to create a network of mining communities and discuss strategic development planning in Latin America.

Watch Ken Wildeman, Councillor from Elkford, BC, talk about the experience.

In the coming year, CISAL will build on this collaboration and contribute to better planning, economic development and multi-sector dialogue for mining regions in Colombia and Peru. Local governments will strengthen their community development plans and priorities with technical assistance from Canadian planners on the road to opening a dialogue with mining companies about these priorities.

To identify opportunities for local businesses to enter the mining companies' supply chain or to strengthen other economic sectors, local area economic profiles will be developed for Cusco and Ancash, Peru, and La Guajira and Antioquia, Colombia. CISAL will support innovative community-led initiatives that contribute to social and economic development.

Local government representatives from each region will participate in a study tour to Thompson and Teulon, MB, and Red Lake, ON, to see how Canadian municipalities promote economic development and coordinate with mining companies at a local level.

Don't miss updates on this mission on [Facebook](#) and [Twitter](#)!

FCM International programs are undertaken with the financial support of the Government of Canada through Global Affairs Canada.



Global Affairs  
Canada

Affaires mondiales  
Canada

Canada

Want to be added to the FCM Exchange distribution list? Email us at [international@fcm.ca](mailto:international@fcm.ca)



[www.fcm.ca/international](http://www.fcm.ca/international)

FCM  
FEDERATION OF CANADIAN MUNICIPALITIES  
FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Program  
Kooperasyon  
Munisipal  
Ayiti-Kanada  
PCM  
Programme  
de coopération  
munisipale  
Haiti-Canada

CARILED

Programme  
de coopération  
munisipale  
NPMIC  
PLEDDG  
Partnership  
for Local Economic  
Development and Democratic Governance

PMI  
Partnership  
for Municipal  
Innovation  
and  
Leadership

CISAL  
SUSTAINABLE  
AND INCLUSIVE  
COMMUNITIES IN  
LATIN AMERICA



## RAISING REVENUES AND INCREASING AUTONOMY IN HAITI

During its third year, the Haiti-Canada Municipal Cooperation Program—Phase 2 (MCP2) will focus on tax mobilization with its partner communes of Port-au-Prince, Gressier, Léogâne, Petit-Goâve and Grand-Goâve. The goal: increase tax revenues for communes by helping them better organize and effectively manage the collection of property tax for developed properties.

Much work has already been done:

- Registration of developed properties in certain communes
- Establishment of a calculation method for determining the tax roll
- Development of a management process in partnership with stakeholders
- Creation of a database for compiling and managing information
- Delimitation of socioeconomic zones
- Training communes' management, especially general managers and tax specialists
- Establishment of citizen-run monitoring committees

- Adoption of rules of good governance
- Establishment of accountability for municipal councils
- Agreement with the Haitian government's Directorate General of Taxes

By helping Haiti's municipalities increase their revenues, MCP2 helps them gain autonomy and set up public services that improve quality of life for thousands of people.

**Property registration work continues this spring in Port-au-Prince, Gressier and Léogâne, with public awareness campaigns aimed at ensuring citizens understand that paying taxes is important and that checks and balances exist to ensure they reap the benefits of public funds in the form of services such as:**

- Street naming and house numbering
- Establishment of cemetery and burial vault management systems
- Improvements to public market infrastructures and roads leading to rural areas
- Installation of public health and hygiene infrastructures
- Refurbishment of public spaces

**FCM International programs are undertaken with the financial support of the Government of Canada through Global Affairs Canada.**



Global Affairs Canada

Affaires mondiales Canada



Want to be added to the FCM Exchange distribution list? Email us at [international@fcm.ca](mailto:international@fcm.ca)



[www.fcm.ca/international](http://www.fcm.ca/international)



SUSTAINABLE AND INCLUSIVE COMMUNITIES IN LATIN AMERICA

## THE EASE OF DOING BUSINESS

The *Ease of Doing Business* within a local economy captures the efficiency and effectiveness of services that facilitate the attraction, start-up, growth and expansion of businesses of all sizes.

Over the past 18 months, Caribbean Local Economic Development Program (CARILED) provided technical assistance to three local authorities in Belize and six in Jamaica to conduct assessments that would determine which local legislation, regulations, policies and practices influence services offered particularly to MSMEs. Local authorities consulted their local business communities to jointly identify, prioritize and act on recommendations to make their communities more business-friendly.

Some examples of recommendations being implemented in Belize and Jamaica include:

- Improving or establishing help desk systems to deliver efficient “one-stop” information and referral services, including training and ICT upgrades for small businesses as well as information on MSME financing



- Reforming municipal-level transportation and trade licencing mechanisms
- Establishing a revolving fund in partnership with a local credit union especially for micro and small businesses

CARILED is working closely with the respective ministries and participating local authorities in Guyana, the Organization of Eastern Caribbean States (OECS), and Trinidad and Tobago to support similar initiatives that address country-specific issues affecting the ease of doing business in their communities.

## PLEDDG ACTIVITY HIGHLIGHTS FOR 2015/16

Partnership for Local Economic Development and Democratic Governance (PLEDDG) first year saw the development of program strategies, goals and partner selection in both Ukraine and Canada. Negotiations on cooperation with the selected 16 Ukrainian cities in the four target regions (Poltava, Ivano-Frankivsk, Zaporizhia, and Vinnytsia) were capped off by signing Memoranda of Understanding. PLEDDG then worked with councils and administrations of partner cities to identify specific reforms to implement.

PLEDDG also selected 12 Canadian partners—10 municipalities and two municipal associations—that will, over the next six years, help strengthen democratic governance, develop the SME sector and improve intergovernmental dialogue and cooperation in Ukraine.

In cooperation with Ukraine’s National Academy for Public Administration, PLEDDG staff designed and delivered a training program on:

- Democratic governance
- LED financing
- Marketing and branding
- Business development support
- Workforce development and investment



The training was delivered by Ukrainian experts and seasoned practitioners from Canadian partner municipalities of the City of London, Edmonton, Strathcona County, Abbotsford and Sunshine Coast Regional District. Participants included deputy mayors as well as heads or deputy heads of economic development departments.

### Canadian-Polish technical assistance

Another dimension of PLEDDG is its coordinated Canadian-Polish technical assistance to partner cities in Ukraine, which capitalizes on the Polish decentralization reform implemented in a similar context and on historical links with many Ukrainian regions and cities. On February 8, 2016, PLEDDG Director Alexander Kucherenko met with Andrew Porawski and Tomas Potkanski from the Association of Polish Cities to negotiate a trilateral partnership between Canadian, Ukrainian and Polish cities within the PLEDDG Project.

**FCM International programs are undertaken with the financial support of the Government of Canada through Global Affairs Canada.**



Global Affairs Canada

Affaires mondiales Canada



Want to be added to the FCM Exchange distribution list? Email us at [international@fcm.ca](mailto:international@fcm.ca)



[www.fcm.ca/international](http://www.fcm.ca/international)



**PLEDDG PRIORITIES FOR 2016/17**

PLEDDG has much planned for the coming year:

- Assist partners with drafting regions' development strategies and implementation plans that include Environmental Sustainability Assessment and Gender Equality analysis
- Develop new stakeholder engagement and feedback mechanisms and tools
- Collect and analyze data on the needs of women, youth and internally displaced persons
- Assist in improving municipal administrative service delivery in partner cities
- Assist in developing city marketing and branding strategies and implementing territorial marketing and branding tools to improve city attractiveness
- Support entrepreneurship with a focus on women entrepreneurs
- Deliver training for partner cities on how to look for new financing sources for LED
- Upgrade the [Interactive Investment Map of Ukraine](#)



- Analyze the challenges that local mass media face and identify their needs, with an emphasis on coverage of environmental and gender equality issues

PLEDDG will support the operation of the City Advisory Committees in each partner city. An open government model will be developed and presented during City Advisory Committee meetings. PLEDDG will also develop procedures for transparent participatory budgeting and will train partner cities on these procedures.

**CANADIAN EXPERTS DISCUSS THEIR EXPERIENCE**

Over 300 Canadian and overseas participants have tuned in to FCM's 2015-2016 webinar series. Were you one of them? If you missed one, there's still time to listen to the stories and experiences shared by our municipal experts. Access recordings of all FCMI webinars [here](#).

Our webinar series this year aimed to:

- Showcase Canadian municipal engagement in development cooperation
- Promote good practices emerging from our international programs
- Encourage sharing of ideas among partners in Canada and overseas

The webinars cover a range of topics, from branding to gender equality to tourism and many other topics.



FCM International programs are undertaken with the financial support of the Government of Canada through Global Affairs Canada.



Global Affairs Canada

Affaires mondiales Canada



Want to be added to the FCMI Exchange distribution list? Email us at [international@fcm.ca](mailto:international@fcm.ca)



[www.fcm.ca/international](http://www.fcm.ca/international)

