



## Caribbean Local Economic Development Project (CARILED) March 2016 Update

### Local Engagement needed for Ease of Doing Business



Belize City, Belize

Over the last 18 months, CARILED provided technical assistance to local authorities in Belize and Jamaica, to conduct assessments, consult local businesses and jointly identify, prioritize and act on recommendations to make communities more business-friendly. The activities were focused on understanding and supporting “Ease of Doing Business” within the local economies.

One such recommendation led to The Belize Mayor’s Association (BMA), in partnership with CARILED, initiating Trade License Reform dialogue in Belize. Task forces from municipalities around Belize held peer to peer discussions on several occasions to facilitate the establishment of a more equitable and just trade license regime. The Belize Chamber of Commerce and Industry also engaged in the process, representing the needs of the private sector during the dialogue. This accomplishment is one of the activities undertaken by the municipalities to facilitate increased trade and economic prosperity. Related results included enabling the formation of a business association, and carrying out internal process mapping for city departments that interact with businesses.



Kingston, Jamaica

CARILED also engaged in preliminary discussions in Guyana, Saint Lucia and Trinidad and Tobago related to Ease of Doing Business and will continue to work closely with the respective ministries and participating local authorities in these countries to support more effective ease-of-doing business frameworks and systems.

For more information on the Ease of Doing Business support provided by CARILED, check out The Federation of Canadian Municipalities webinar recording available [here](#).

### Local Economic Development Planning on track in the Caribbean



Woodford Hill, Dominica

CARILED continues to support the creation and implementation of Local Economic Development Strategic Plans (LSPs) in its countries of focus.

The City of Belmopan, Belize will launch its public awareness campaign for its LED Strategic Plan in Q1 of FY 2016 – 2017, using tools developed in partnership with CARILED.

In the Organization of Eastern Caribbean States, CARILED supported the development and revision of LED Strategic Plans in Laborie and Vieux Fort in Saint Lucia. In addition, CARILED supported the development of communications strategies and documents for the March 2016 launch of the Woodford Hill and Soufriere, Scotts Head and Gallion LED strategies.



Mocha, Guyana

In Q4, the Ministry of Communities of Guyana, in collaboration with CARILED, facilitated the preparation of LSPs for several Neighbourhood Democratic Councils (NDCs), as an element of Phase 2 community engagement for CARILED support. Local Economic Development (LED) Workshops were held in two communities, Mocha and Plaisance. One of the workshops titled “Mocha-Arcadia Neighbourhood Democratic Council Community Development Profile” was facilitated by Ms Nicola Johnson, Local Resource Person and Ms Alix Yule, a Federation of Canadian Municipalities Consultant.

The LED planning workshops provided residents with a greater understanding of community strengths and weaknesses, as well as the threats, opportunities and strategic action needed to bring about community prosperity. CARILED also supported the creation of a local area economic profile for the NDC of Port Mourant – John , Hague – Blankenburg. Local area economic profiles feed directly into the development of LED strategic plans for local communities.



Presentation of draft MDP and consultation session in the town of Linden

The support in Guyana is part of a larger initiative to update Municipal Development Plans and develop plans of action for the six municipalities – Georgetown, New Amsterdam, Rose Hall Linden, Anna Regina and Corriverton. Stakeholder consultations involved councilors, Chamber of Commerce, Civil Society Groups, public agencies and residents within each municipality. Retired Prince Edward County volunteer Mr. Merlin Dewing, supported the drafting activity in this period. CARILED will continue to support the completion of LED plans in Region 4 and Region 6.

## Guyana and Jamaica return from the polls



Jamaica held its National General Elections on February 25, 2016, and welcomed a new administration under the Jamaica Labour Party. CARILED looks forward to continued partnership with the Ministry of Local Government and Community Development, and welcomes on board the newly appointed Minister, the Honorable Desmond McKenzie. Jamaica is currently the Chair of the Caribbean Forum for Local Government Ministers (CFLGM).



The Government of Guyana held local government elections on March 18, 2016. The last local government election took place 22 years before in 1994. CARILED congratulates the Government of Guyana on their commitment to elected democratic governance at the local level. Our team and partners look forward to the announcement of the election results and continued positive collaboration with the Ministry of Communities.

In support of the newly elected local government officials, CARILED, in collaboration with the Ministry of Communities will publish a guide for elected officials, and support a series of orientation sessions for municipal and neighbourhood democratic council officials.

## Caribbean Events and Conferences



Port of Spain, Trinidad and Tobago. Photo courtesy  
Ministry of Local Government, Trinidad and Tobago

The Commonwealth Local Government Forum launched its Caribbean office and Regional Programme under the CLGF-EC Grant Agreement on “Strengthening local government’s role as a partner in development” from March 21-22, 2016 in Port of Spain, Trinidad and Tobago. The launch was attended by local government association delegates from 8 Caribbean countries, representatives from Ministries with responsibility for Local Government from 3 countries and partner organizations such as the University of the West Indies (Mona and St. Augustine Campuses), the Caribbean Network for Urban and Land Management (CNULM), the European Union and Global Affairs Canada. Coverage on the event can be found at the Ministry of Local Government, Trinidad and Tobago’s [website](#) and [Facebook page](#).

CARILED was invited to facilitate a session on the Role of Local Economic Development in achieving the Sustainable Development Goals. The CARILED presentation from this session can be viewed [here](#). Delegates also took part in a one day session on March 23, 2016, hosted by the Government of Trinidad and Tobago, on local government reform, lessons learned and good practices. For more information on the work of the CLGF, visit [www.clgf.org.uk](http://www.clgf.org.uk)



Municipality of Portmore, Jamaica

CARILED hosted a regional workshop for Local Economic Development Officers (LEDOs) in Jamaica from March 29 – April 2, 2016. The workshop acted primarily as a community of practice, to allow for peer-to-peer learning between new and experienced LEDOs. A site visit to the Municipality of Portmore to observe LED initiatives was also part of the workshop.

LEDOs also learned techniques for developing a supportive relationship with the local business sector, providing effective support for Micro-Small and Medium Enterprises, and moving LED Strategic Plans from idea to action, including the identification and sourcing of funds, and building local multi-stakeholder committees to implement LED strategies. For coverage on the workshop, visit our [Facebook](#) or Twitter pages.

In April 2016, CARILED will host the Fourth Meeting of the CARILED Technical Working Group. The working group, made up of local government practitioners from seven Caribbean countries, will meet in Paramaribo Suriname, on April 27. Technical Working Group delegates will then attend the Caribbean Urban Forum 2016 at the same venue from April 27-29, 2016.

CARILED continues to be a partner organization for the three day conference, with this year’s theme entitled “Sustainable Urban Development? The Gap between Rhetoric and Reality”. Tracks this year include ‘Local Government and Decentralization’, and ‘Local Economic Development’. CARILED will also facilitate a policy dialogue on the third day of the conference, to explore the role of local government in the achievement of sustainable economic goals for local communities.

In addition to the Working Group, CARILED will sponsor the participation of 18 delegates from The Bahamas, Belize, Canada, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, Suriname and Trinidad and Tobago, including 8 presenters. Visit the [Caribbean Urban Forum 2016 website](#) for more information on CUF 6.



## International Events and Conferences



CARILED will support the participation of LED champions and key project stakeholders at the FCM Annual Conference and General Meeting in Winnipeg, Manitoba from June 2 – 4, 2016. [Click here](#) to learn more about the conference.

Caribbean delegates will also take part in a CARILED study program to the municipality of Lethbridge, Alberta, immediately following the FCM Annual Conference. Delegates will learn about the implementation of LED partnerships with private and community stakeholders, and engage with peers while examining LED good practices in the field.

## Local Development Project (LDP) Updates

### Agro-Processing and Agribusiness



Region 3, Guyana

The Mainstay Organic Revitalization for Exports (MORE) in **Region 2, Guyana** has advanced with the completion of a draft operational manual and fee base system document. The Canal Polder Green Initiative Project in **Region 3, Guyana** has shown significant improvements in production, with the introduction of remedial designs of the greenhouse to increase output levels. Finally, the Mara Farmers Association in **Region 6, Guyana** is preparing a strategic business plan with expected finalization by March 2016.



Region 2, Guyana

The Soufriere Agro-Processing Centre in **Soufriere, Saint Lucia** will refurbish a former school to establish an agro-processing centre for the community of Fond St. Jacques. The building will also be furnished with the necessary tools and equipment for operation. In an effort to strengthen the capacity of the community to sustainably manage this new facility capacity building workshops on operations management will be delivered. The beneficiaries (RainForest Foods Group, BelleVue Farmers' Cooperative & Fruitage Jeunesse) of this project will also benefit from product branding and sales initiatives.

This project is being supported by the Fond St. Jacques Development Committee, the Soufriere Constituency Council, the Fond St. Jacques Catholic Church, the Ministry of Agriculture, Food Production, Fisheries and Rural Development, the Saint Lucia Social Development Fund, the Soufriere Region Development Foundation, the German Development Agency, FSJ Credit Cooperative and CARILED.



Soufriere, Saint Lucia

The Fruitage Jeunesse Smoothie Project in **Soufriere, Saint Lucia** will assist the Fruitage Jeunesse youth entrepreneurs group to develop an agro-processing business centred around the production of smoothies using locally grown fruits. The project will provide the necessary smoothie making equipment and assistance to develop and test a range of smoothies. The Fruitage Jeunesse group will also have access to the Soufriere Agro-Processing facility being developed as another CARILED supported initiative.

This project is supported by the Soufriere Constituency Council, the Ministry of Agriculture, Food Production, Fisheries and Rural Development, the Soufriere Region Development Foundation, BelleVue Farmers' Cooperative, FSJ Credit Cooperative, the German Development Agency and CARILED.



Belmopan, Belize

### Urban Revitalization/Retail Enhancement

The Independence Park Enhancement Project in **Belmopan, Belize** will support the transformation of Independence Park as a business and entertainment hub encouraging leisure, cultural presentations, art appreciation, etc. Increased traffic in the Park will offer entrepreneurs a space to operate and thrive in Belmopan. The project will provide the design and construction of stalls and remodelling of the existing bandstand. Business management training will be provided and a Park Operations Guide will be developed.

This project is supported by the Belmopan City Council, the Belmopan LED Core Team, the Caribbean Community Climate Change Centre, a local credit union, private and corporate sponsors, embassies located in Belmopan and CARILED.



Belize City, Belize

The Fort Street Arts & Craft Market Project of **Belize City, Belize** will improve the efficiency and effectiveness of operations of the Fort George Tourism Zone, located in Belize City, with a view towards enhancing the experience of vendors and patrons of the Tourism Zone. The project will also aim to increase the number of MSMEs operating within the area, and the number of visitors, thereby increasing the revenue stream of the Belize City Council. The project will provide training in business management, marketing and branding, as well as physical improvements such as kiosks and stalls.

The project is being supported by the Belize City Council, the Fort George Tourism Zone Committee, the Belize Tourism Board, SBDC/Beltraide, the management of the Fort George Tourism Village and CARILED.



Gros Islet, Saint Lucia

### Tourism

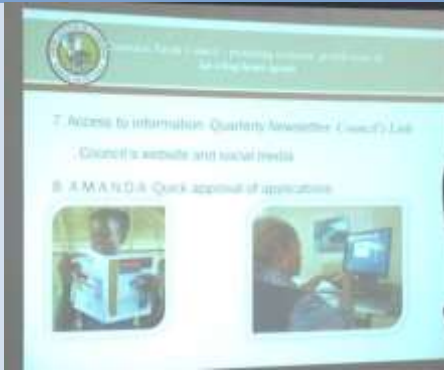
The Implementation of Action Items emanating from the Gros Islet LED Strategic Plan of **Gros Islet, Saint Lucia** will assist the Gros Islet Constituency Council and the Gros Islet Development Partnership to implement its LED Strategy, and other related plans, with special emphasis on providing key infrastructure within the town centre and establishing viable Micro and Small Enterprises on the beachfront. Focus will be placed on the intricate development of the 'Gros Islet Town Tour' inclusive of branding and signage, as well as the installation of kiosks for MSEs. Training and capacity building will also be given to the Gros Islet Waterfront Group, Business Directory and tour guides.

This project is supported by the Gros Islet Constituency Council, the Gros Islet Development Partnership, the Government of Saint Lucia through the Ministry of Tourism's Heritage Development Program, Saint Lucia Hotel and Tourism Association, Saint Lucia National Trust, Gros Islet Vendors Association, Saint Lucia Tourist Board and CARILED.



Clarendon, Jamaica. *Photo courtesy Clarendon Parish Council*

Ottawa, Ontario volunteer Mr. Ted Robinson engaged in a number of meetings with corporation staff, Council, private and tourism stakeholders in the **Borough of Point Fortin, Trinidad and Tobago** from March 8-11, 2016. This support will lead to the creation of a Tourism Implementation Plan for the municipality. Similar technical assistance was provided by City of Calgary volunteer Kim McCulley to the **Parish of Clarendon in Jamaica**, who will develop a marketing and branding strategy for tourism growth.



Clarendon, Jamaica

## Business Support, ICT & Other Services

The Automation of Revenue & Commercial Services for Local Authorities Project will automate two revenue permit/licence workflows in the local authorities using the AMANDA software during the 2016/2017 fiscal year, thereby improving the ease by which MSMEs transact business with the local authorities. The project will contribute toward the cost of the local authorities' acquiring the AMANDA software and associated licences, and will also host user development and training sessions for officers within the local authorities. The project is being implemented in the **Parishes of Kingston and St. Andrew, St. Catherine, Clarendon, Manchester and Westmoreland**, and the **Municipality of Portmore in Jamaica**. It is supported by the Revenue Enhancement Unit of the Ministry of Local Government and Community Development and CARILED.

## Thank You to Our Canadian Partners!

Volunteers who gave support to CARILED initiatives in the Caribbean swept the [FCM Awards of Excellence for International Programs](#) in February, 2016. The awards program, held during International Development Week, showcases the work of Canadians around the globe in support of development.

The Caribbean Local Economic Development Project wishes to thank the following volunteers and consultants from its Canadian partner municipalities for their ongoing support over FY 2015 – 2016.

- *Heather McNeely, Volunteer, City of London*
- *Sean Galloway, Volunteer, City of London*
- *Andrea Steenbakkers, Volunteer, Barrhaven*
- *Marc Carrière, Volunteer, MRC d'Argenteuil*
- *Megan Dykeman, Volunteer, Langley*
- *Philip Powell, (Retired) Volunteer, City of Ottawa*
- *Merlin Dewing, (Retired) Volunteer, Prince Edward County*
- *Neil Carbone, Volunteer, Prince Edward County*
- *Tom Coke, Volunteer, Prince Edward County*
- *Jamie McEwan, Volunteer, District of Lake Country*
- *Heather McIntosh-Rivera, Volunteer, Lethbridge*
- *Jason Fox, Volunteer, Town of Truro*
- *Marilyn MacArthur, Volunteer, Vulcan*
- *Charles Roberts, Volunteer, Town of Truro*
- *Deborah Kulchiski, Volunteer, Langley*
- *Christie Cogghe, Volunteer, City of London*
- *Kym McCulley, Consultant, City of Calgary*
- *Grant Hopcorft, Volunteer, City of London*
- *Veronique Gagne, Associate Volunteer, MRC Argenteuil*
- *Jonathan Palardy, Volunteer, MRC d'Argenteuil*
- *Mark Koch, Volunteer, District of Lake Country*
- *Rob McLennan, Volunteer, Stella's Circle*
- *Erin Crane, Volunteer, Lethbridge*
- *Gordon McIntosh, Volunteer, City of Ottawa*
- *Trevor Lewington, Volunteer, Lethbridge*
- *Manu Sharma, Consultant, City of Ottawa*
- *Mike Major, Volunteer, City of Toronto*
- *Tina Perreault, Volunteer, Sunshine Coast Regional District*
- *Maurice Hladik, Volunteer, City of Ottawa*
- *Stephen Feist, Volunteer, Town of Antigonish*

## CARILED Staff Updates

CARILED welcomes the hiring of new Local Economic Development Officers in Belize and Guyana!

Ms. Jasmin Swan of Belize City, Belize, Mr. Kenny Chan of San Ignacio/Santa Elena, Belize and Mr. Stephen Kisson of Region 3, Guyana are now on board and will lead local economic development initiatives in their communities of focus.

## Upcoming Activities

Activity	Location	Date(s)
Ease of Doing Business Engagement	Dominica & Saint Lucia	April 4-8
Ease of Doing Business Engagement	Guyana	April 11-15
CARILED Leadership Team Meetings	Suriname	April 26 & 30
Technical Working Group Meeting	Suriname	April 27
Caribbean Urban Forum 6	Suriname	April 27-29
Project Steering Committee Meeting	Guyana	May 4
Ease of Doing Business Consultations	Tobago	May 2-5
FCM Annual General Meeting	Winnipeg, Canada	June 2-4
City of Lethbridge Study Tour	Lethbridge, Canada	June 5-11
Ease of Doing Business Consultations	Guyana	June 20-July 1
FCM Knowledge Summit	Ottawa, Canada	June 21-23

## CARILED Staff and Local Economic Development Officer Listing

### CARILED Headquarters

Ms. Marion Villanueva, Program Director

#### *Programs*

Ms. Sheena Balkaran, Program and Administrative Assistant

Ms. Kizzann Lee Sam, Regional Program Manager (Knowledge & Communications)

Ms. Natalia Ramdoo, Project Officer

Ms. Shivdi Singh, National CARILED Coordinator, Trinidad and Tobago

Ms. Noris Tochon-Farah, Program and Administrative Assistant

Mr. Olaf Fontenelle, Regional Program Manager *(Based in Jamaica Country Office)*

#### *Finance & Operations*

Ms. Susan Andrews-Kent, Administrative Assistant and Receptionist

Ms. Rachel Hunte, Finance Officer

Ms. Patrice Stephen, Accountant and Operations Coordinator



### **Ottawa Office**

Mr. Philip Kelly, Program Manager  
Ms. Huguette Labrosse, Senior Financial Analyst  
Ms. Natalie Johnson, Program Assistant

### **CARILED OECS Sub-Regional Office**

Mr. Felix Finisterre, CARILED OECS Sub-Regional Office Coordinator  
Ms. Dolores Hunt, Accounts and Administrative Assistant

### **Country Staff**

#### **Belize**

Ms. Leidi Urbina, National CARILED Coordinator  
Ms. Jasmin Peralta, Accounts and Administrative Assistant

#### **Guyana**

Mr. Roger Rogers, National CARILED Coordinator  
Ms. Charishma Persaud, Accounts and Administrative Assistant

#### **Jamaica**

Ms. Stephannie Hutchinson, National CARILED Coordinator  
Ms. Hannah Wright, Accounts and Administrative Assistant

### **Local Economic Development Representatives**

#### **Belize**

Ms. Barbara Elrington, Local Economic Development Manager, Belize City  
Ms. Jasmin Swan, Local Economic Development Officer, Belize City  
Ms. Keyla Magaña, Local Economic Development Officer, Belmopan  
Mr. Kenny Chan, Local Economic Development Officer, San Ignacio Santa Elena  
Mr. Jorge Aldaña, Local Economic Development Officer, San Pedro

#### **Dominica**

Ms. Vincienne George, Local Economic Development Officer, (Soufriere-Scott's Head-Gallion and Woodford Hill)

#### **Grenada**

Ms. Vinisha Cudjoe, Local Economic Development Officer, Carriacou and Petite Martinique

#### **Guyana**

Mr. Vrishaal Garbaran, Local Economic Development Officer, Region 2  
Mr. Stephen Kisson, Local Economic Development Officer, Region 3  
Mr. Satya Dayaram, Local Economic Development Officer, Region 6

#### **Jamaica**

Mr. Damion Young, Local Economic Development Officer, Clarendon  
Mr. Dominic Cobran, Local Economic Development Officer, Kingston and St. Andrew  
Ms. Angella Edwards, Local Economic Development Officer, Manchester  
Ms. Nicole Condappa - Director of Planning / Local Economic Development Officer, Portland  
Mr. Sean Jarrette, Local Economic Development Officer / Urban Planner, Portmore  
Ms. Stephanie Cameron, Local Economic Development Officer / Project Manager LSDP, St Catherine  
Ms. Christina Francis Lowe, Local Economic Development Officer / Project Coordinator, St. Elizabeth  
Ms. Rolecia Kennedy, Local Economic Development Officer Mayor's Assistant,, Westmoreland





**Saint Lucia**

Mr. Miguel Trim, Local Economic Development Officer, Gros Islet  
Ms. Darnally Estava, Social Transformation Officer, Soufriere/Fond St. Jacques

**Trinidad and Tobago**

Ms. Ana-Regina Soochit, Local Economic Development Officer, Chaguanas  
Mr. Ernest Tambie, Ag. Local Economic Development Officer, Couva –Tabaquite - Talparo  
Ms. Jillian Quashie, Local Economic Development Officer, Point Fortin  
Mr. Hans Paul, Local Economic Development Officer, Princes Town  
Ms. Stacy Ramroop, Ag. Local Economic Development Officer, Sangre Grande  
Mr. Roshan Rambaran, Local Economic Development Officer, Siparia

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