

NEWFOUNDLAND
AND LABRADOR
REGIONAL ECONOMIC
DEVELOPMENT
ASSOCIATION



Regional
Economic
Development
Boards

Professional Municipal Administrators

Gander, April 8, 2011



Building Partnerships.
Strengthening Regions.



Overview

1. The Municipal Role in Economic Development
2. Project Management
3. Other Points of Interest

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The Municipal Role in Economic Development



Why are we doing this?

Capacity Building: Any activities / initiatives that increases the ability or the desire of individuals, groups, municipalities and/or organizations within the region to effectively participate in economic development activities.



Background

- In 1995 the **Community Taskforce on CED** recommended legislative changes to grant municipalities a mandate to engage in CED consistent with the role of REDBs
- In 1999 municipalities were given that role via legislation.



Background

- In 2005 the a Ministerial Committee on CED, chaired by MNL, recommended that municipalities be more fully engaged in the REDB planning process to better address municipal priorities, that REDBs include more municipal seats of their boards, and that mechanisms be explored for municipalities to contribute financially to the REDB process.



Municipal Role in CED

- Participation in REDB process
- Land use planning / zoning
- Infrastructure planning
- Business taxation levels
- Newcomer recruitment
- Investment attraction
- Social enterprise / municipal entrepreneurship
- Permits / fees



Reality

- Municipal staff and counselors are busy and the provision of basic services consumes much of their time
- Economic development is as essential to a vibrant community as water and sewer
- We need to work with municipal staff because of their existing skill sets and experience to build capacity

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Project Management



Course Deliverables:

- Provide municipal administrators with a understanding of basic PM concepts
- Facilitate the sharing of experiences and best practices in the management of municipal projects
- Provide PM tools and techniques which can be applied by municipal administrators



What is a project?

“A project is a temporary endeavor undertaken to create a unique product or service”

Project Management Institute



Five Stages of the Project Life Cycle Stages

1. **Initiation:** Committing the municipality to begin project planning.
2. **Developing the Plan:** Defining scope, developing schedule, budgeting, risk planning, procurement planning, etc.
3. **Implementing the Plan:** Allocating resources, contract administration, distributing information, directing, delegating, etc.



Five Stages of the Project Life Cycle Stages

4. **Controlling:** Measuring performance to identify variances from the plan, taking corrective actions, controlling change, etc.
5. **Closing Out the Project:** Setting contracts, post-mortem meeting / lessons learned, filing project records / records management, etc.



Initiation

- Commitment to undertake the project
- Many rationales
- An action item flowing from the municipal plan / strategic plan / ICSP
- A decision by the Council
- A new infrastructure need
- Change in legislation (WHSCC, Municipal, Environmental)
- New funding program



Initiation: Projects should be undertaken only if:

- The project is consistent with the municipality's strategic focus
- It successfully passes requirements of opportunity management process
- It has the support of the key stakeholders
- You have the resources (time, people, funds) to successfully complete the project.
- Undertaking the project will not prevent you from undertaking more important projects.
- The project is economically feasible.



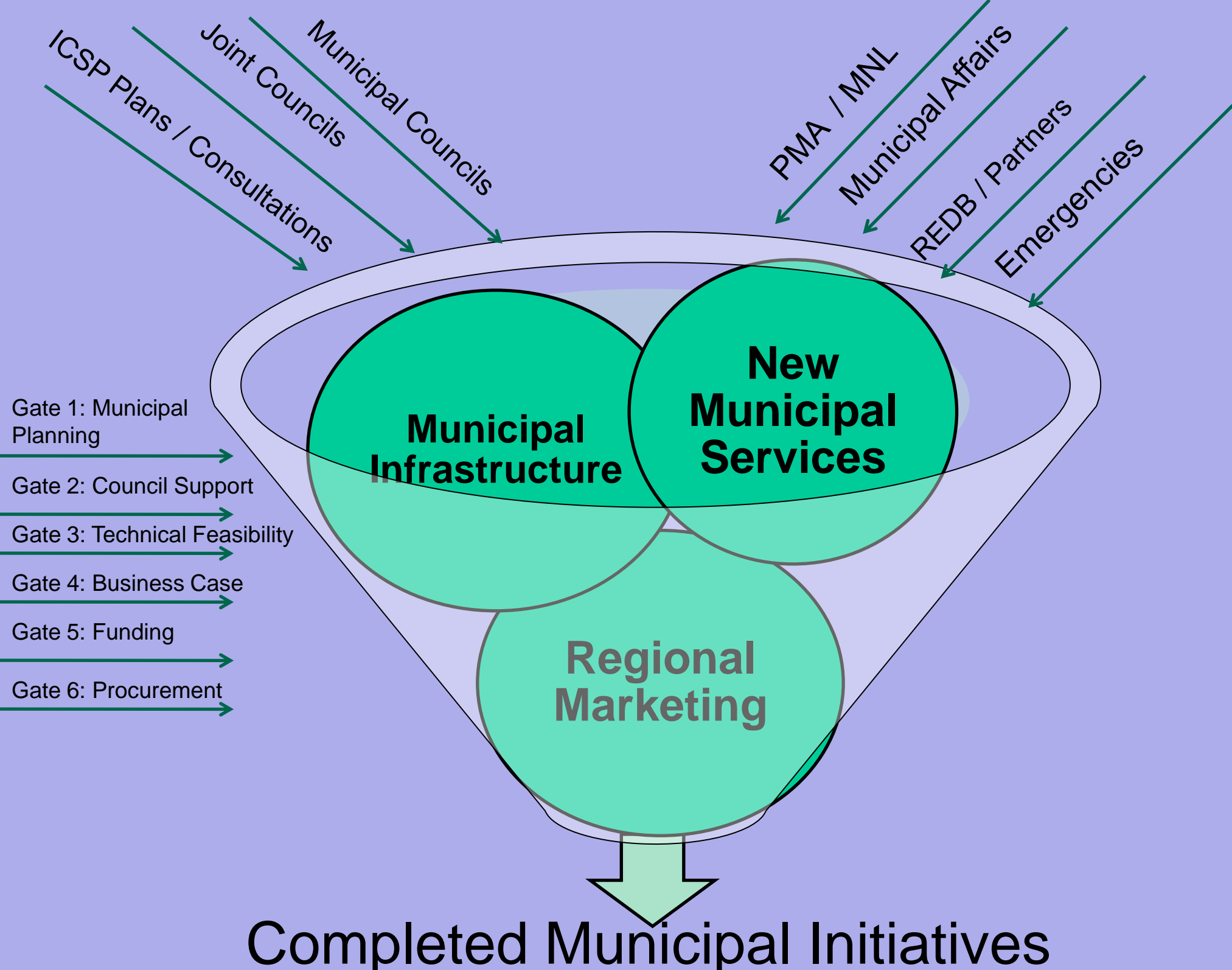
Initiation: Content covered:

- Cost benefit analysis
- Linkages to strategic planning
- Linkages to opportunity management



Key Elements of Opportunity Management

1. Identifying Opportunities
2. Evaluating & Prioritizing Opportunities
 - Developing criteria, deliberating & ranking
3. Driving Opportunities
 - Project management, assigning leads, accountability & action plans
4. Constant Monitoring
 - Advance: Commit additional resources to move the idea forward
 - Rework: More investigation / rethinking
 - Kill: Stop working on idea & move on





Planning

- Preparing a written plan which outlines project stages and activities.
- Starts with desired project outcomes and defines what you want to achieve (high level)
- Describes the major project elements (pieces of work) which need to be completed to achieve your outcomes.
- Breaks major elements down into smaller pieces. Lends to scheduling, costing, risk analysis, procurement planning, etc.



Planning: Content Covered

- Stakeholder Identification & Management
- Work Breakdown Structure
- Project Constraints
- Scope Definition
- Scheduling / Critical Path
- Budgeting / Cash Flow
- Project Charter
- Project Management Plan



Implementation

- Management of activities and resources to execute plan
- Includes allocating resources, contract administration, distributing information, delegation, motivation and communicating the project plan to stakeholders and your project team.
- Ensuring things get done!



Implementation: Content Covered

- Management Style
- Project Teams
- Delegation
- Motivation
- Managing Contractors
- Project Communications
- Responsibility Assignment



Control

- Overlaps with implementation
- Monitoring & evaluating project progress
- Involves measuring performance, identifying variances between planned and actual results, and taking corrective actions



Control: Content Covered

- Targeting SMART & Stretch
- Milestones and Benchmarking
- Scope Management
- Quality Control
- Schedule Crashing
- Resource Leveling
- Fast Tracking
- Risk Response
- Tracking Codes



Project Closing

- Effective and efficient wind-up
- Includes Final Performance Evaluation: How the project performed in terms of its deliverables, schedule, and budget.
- Information management: The collection and storage of project records for use by auditors / future project teams.
- Lessons Learned: Documentation of lessons learned noting successes, mistakes, and things that could have been done better.



Project Closing: Content Covered

- Post-mortems
- Knowledge Mobilization
- Revision of Tendering / RFP Process
- Project Files

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Performance-based Funding



- REDB funding tied to performance
- Requires a documented Opportunity Management process that includes municipalities
- Requires a minimum of three (3) collaborative REDB / Municipal initiatives per year
- Promotes meaningful municipal collaboration and engagement in the REDB process

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Municipal Match Funds



- The financial contribution of the program is not as important as the partnerships it builds.
- Each REDB receives up to \$15,000 per year from INTRD & ACOA to match contributions made by local municipal governments towards REDB operations
 - not intended for as a source of project funds
 - REDBs may agree to specific deliverables in their work plans as part of these
- Some municipalities already partner / contribute financially to REDB activities

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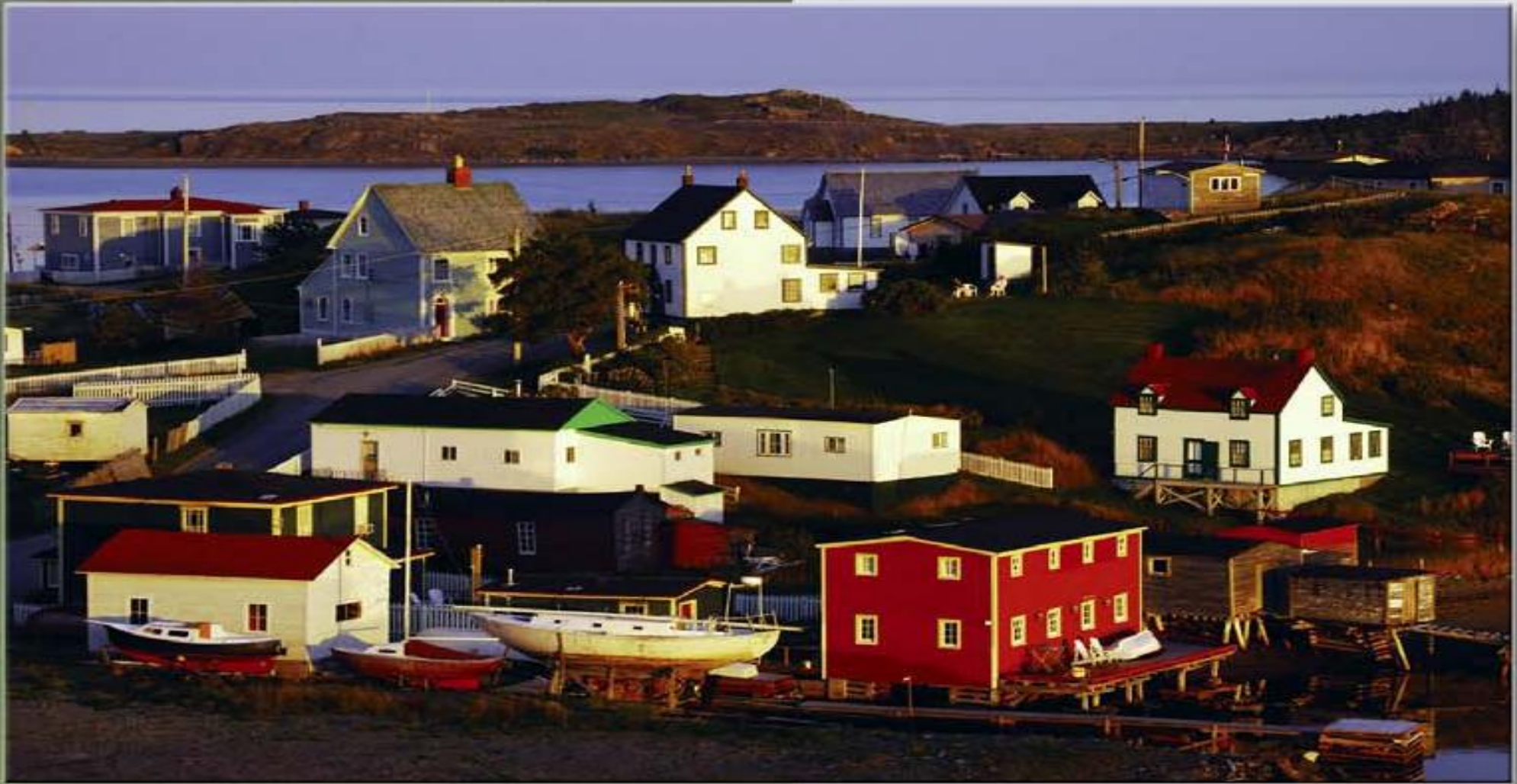


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Training Opportunities

Certificate Program in Regional Policy and Development





The program will provide you with skills in:

- policy analysis & development;
- community engagement & local democracy;
- strategic planning & thinking;
- opportunity management systems;
- business retention & expansion;
- new venture creation & investment attraction;
- cooperative & social enterprise development;
- proposal writing & project management;
- spatial planning & more

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NLREDA WEBSITE

www.nlreda.ca

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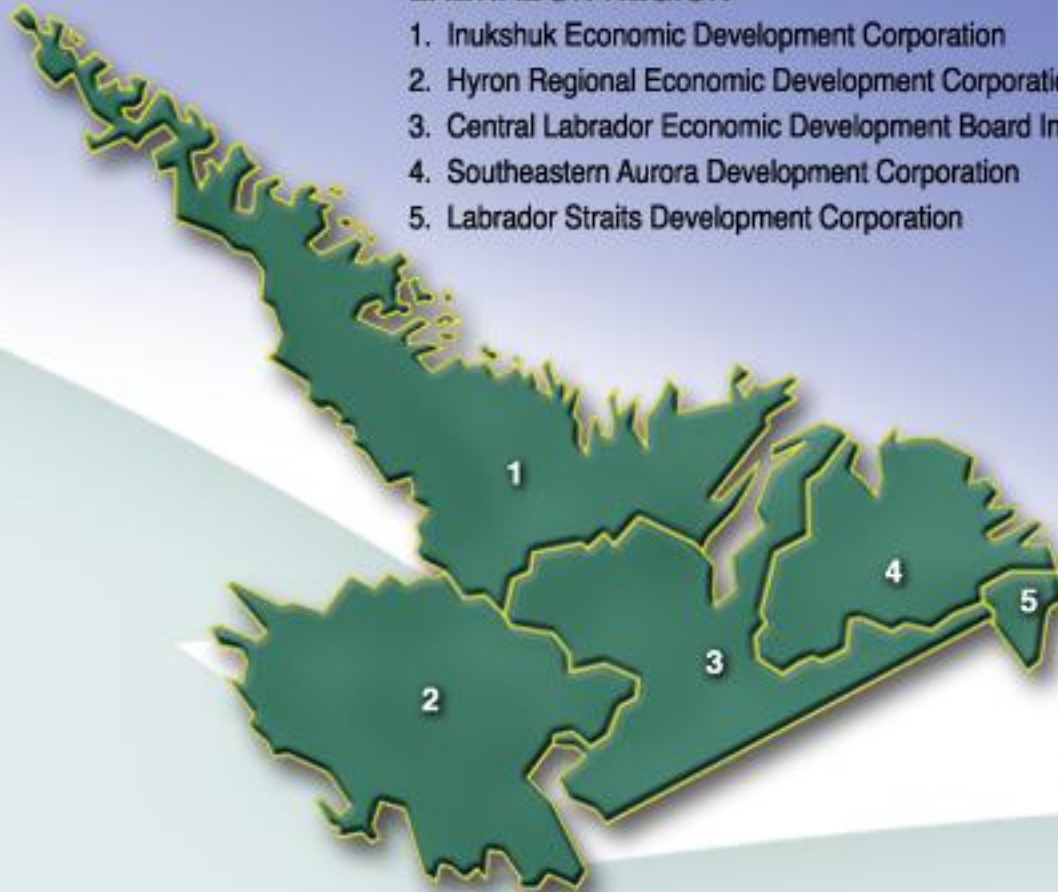
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Thank You!

LABRADOR REGION

1. Inukshuk Economic Development Corporation
2. Hyron Regional Economic Development Corporation
3. Central Labrador Economic Development Board Inc.
4. Southeastern Aurora Development Corporation
5. Labrador Straits Development Corporation



CENTRAL REGION

11. Emerald Zone Corporation
12. Exploits Valley Economic Development Corporation
13. Coast of Bays Corporation
14. Kittiwake Economic Development Corporation
15. Discovery Regional Development Board
16. Schooner Regional Development Corporation



WESTERN REGION

6. Nordic Economic Development Corporation
7. RED Ochre Regional Board Inc.
8. Humber Economic Development Board Inc.
9. Long Range Regional Economic Development Board
10. Marine and Mountain Zone Corporation

AVALON REGION

17. Mariner Resource Opportunities Network Inc.
18. Avalon Gateway Regional Economic Development Inc.
19. Capital Coast Development Alliance
20. Irish Loop Development Board



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