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Cdn Rural Revitalization Foundation & Rural Policy Learning Commons

Including “Regional” in Local Economic Development: a Rural Manitoba Case

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Warning

- Reporting on a thought experiment
 - More strategic level ideas
 - What are the big pieces?
 - What are the right pieces?
- Local = municipal
- Regional = 2+ municipalities



Big Pieces of Local to Regional



- **Governance** – multi-municipal, multi-stakeholder
- **Practices** – municipal & planning legislative
- **Relations** – municipally speaking
- **Geography** – economic region

Context - Manitoba



Context - Manitoba

- 2012-2015 municipal amalgamations – rural
- 107 municipalities formed 47 new ones
- 94 >1000 pop., 24 towns, 18 villages, 52 RM
- Now 137 municipalities
- Municipalities Act
- Planning Act



Context Manitoba

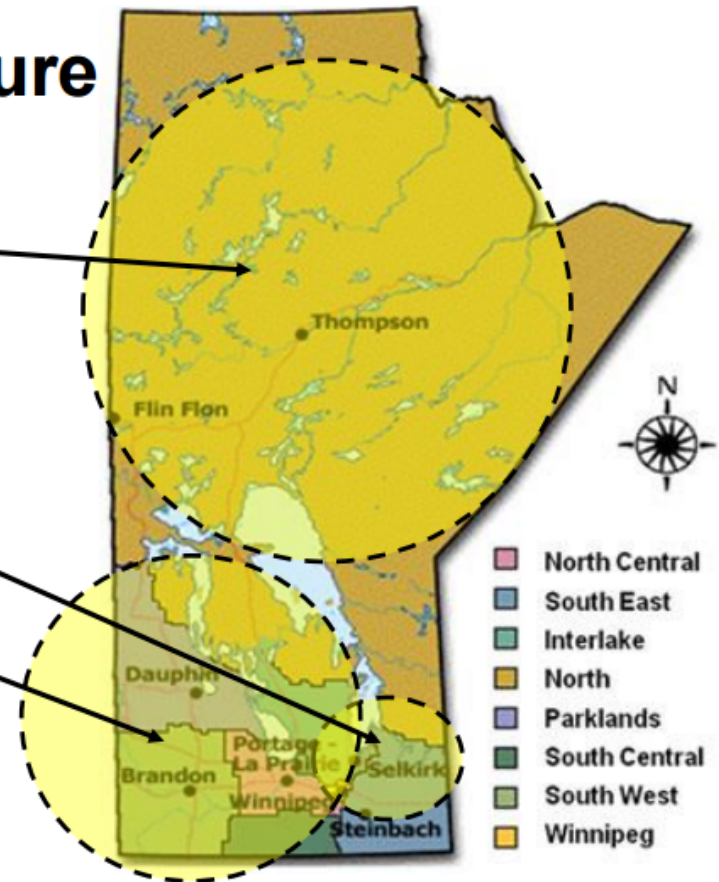
Rural, more than Agriculture

Non-metro pop. growing since 1996

Northern & remote

Metro rural

Prairie rural



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Reality Check

Sectoral Responsibilities of Municipal Governments in Canada

[illegible]

https://www.fcm.ca/Documents/tools/International/Your_Guide_to_Municipal_Institutions_in_Canada_EN.pdf



Reality Check

<div> <div>ALL JURISDICTIONS</div> <div>NOT APPLICABLE or NOT AVAILABLE</div> </div>			Bri	Col	Yuk	Nw	Ter	Alb	Sask	Nu	Man	Ont	Que	Nfld	Br	Nb	PE	Ed	Ni	ant
Social Development	Health	Hospital/Health Care										*								
		Hospital Capital										*								
		Public Health										*								
	Social Services	Social Assistance										*								
		Social Housing Assistance										*								
		Immigrant Settlement										*								
	Housing	Regulations																		
		Public Consultation and Equity																		
		Managing Local Elections																		
	Local Democracy	Police																		
		Fire Protection																		
		Ambulance Services																		
		Emergency Response																		
Environmental Sustainability	Transportation	Highways, Primary Road Systems																		
		Urban Streets																		
		Rural Roads																		
		Urban Public Transit																		
		Road System Lighting																		
		Airports																		
		Harbours																		
	Environment	Air Quality																		
		Drinking Water Quality Standards																		
		Water Supplies																		
		Sewers and Storm Drains																		
		Wastewater Treatment																		
		Garbage Removal and Disposal																		
	Land Use Planning and Development	Planning and Zoning By-Laws																		
		Preservation of Agricultural Land																		
Economic Well-Being	Finances and Taxation	Property Assessment																		
		Preparation, Approval and Auditing of Budgets																		
		Borrowing Approval																		
	Local Economic Development	Economic Development																		
		Community Income Generation																		
		Poverty Reduction Programs																		

* provincial but municipalities are mandated to finance all or portion of provincial programs
 ** municipal, but through the Ontario Municipal Board
 *** several communities contracted by Health Canada to provide health services
 **** provincial approval required
 ***** norms established by province

Including “regional” in local economic development: a r

Reality Check

- Preserve local!
- Why multi-municipal?



Manitoba sued by municipalities over forced amalgamation

STEVE LAMBERT

WINNIPEG — The Canadian Press

Published Wednesday, Dec. 11, 2013 8:41PM EST



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Reality Check!

Preserve local

- Local autonomy
- Closest to the people
- Solving problems that matter
- Limited resources, can not do more

Not regional

- Loss of independence
- Different needs than neighbours
- Unwanted govt/admin
- Workable regions 'no silver bullet'



Reality Check!

Why multi-municipal

- Many already doing it
- Connect with those we work best with
- Cost effective
- Achieve more together

Why regional

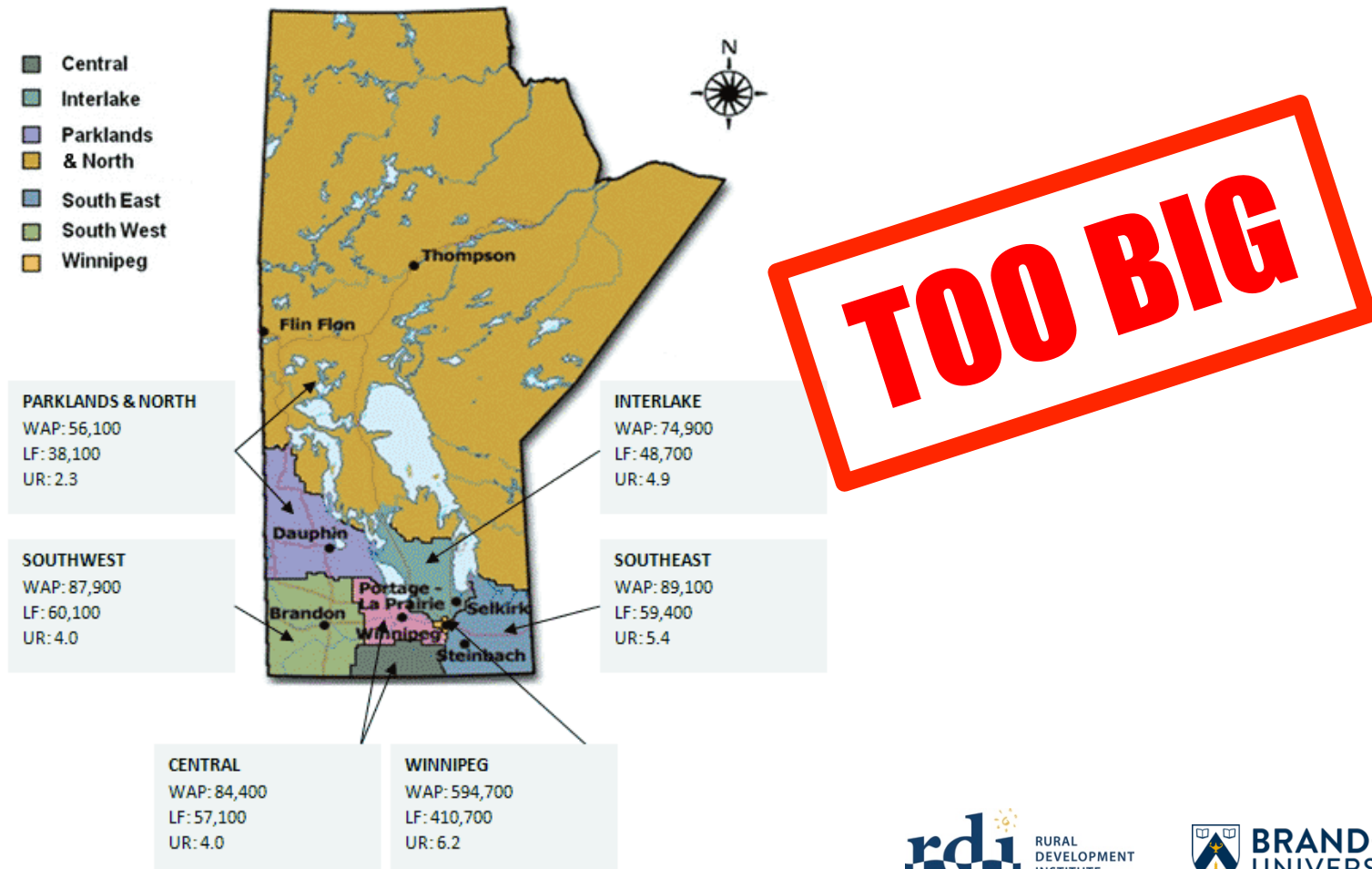
- Reflect service area
- Strengthen Live-Work
- Larger 'asset' pool
- Reach minimum thresholds – pop, assessment
- More relations -Informal & formal



WHAT Geography?

Manitoba Labour Market Information (LMI) by Region

Manitoba, with an area of 649,950 square kilometres (250,900 sq mi) includes six economic regions:

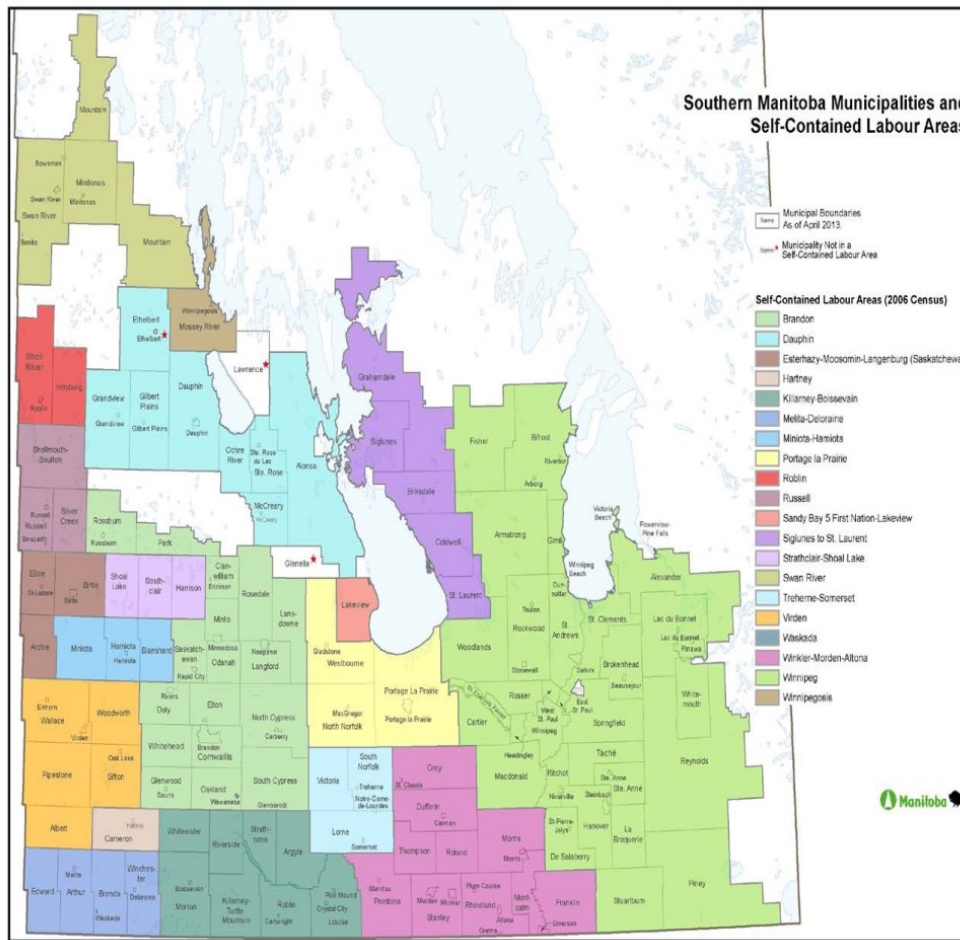


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WHAT Geography?

Live & Work



Functional economics

Self-contained areas #34

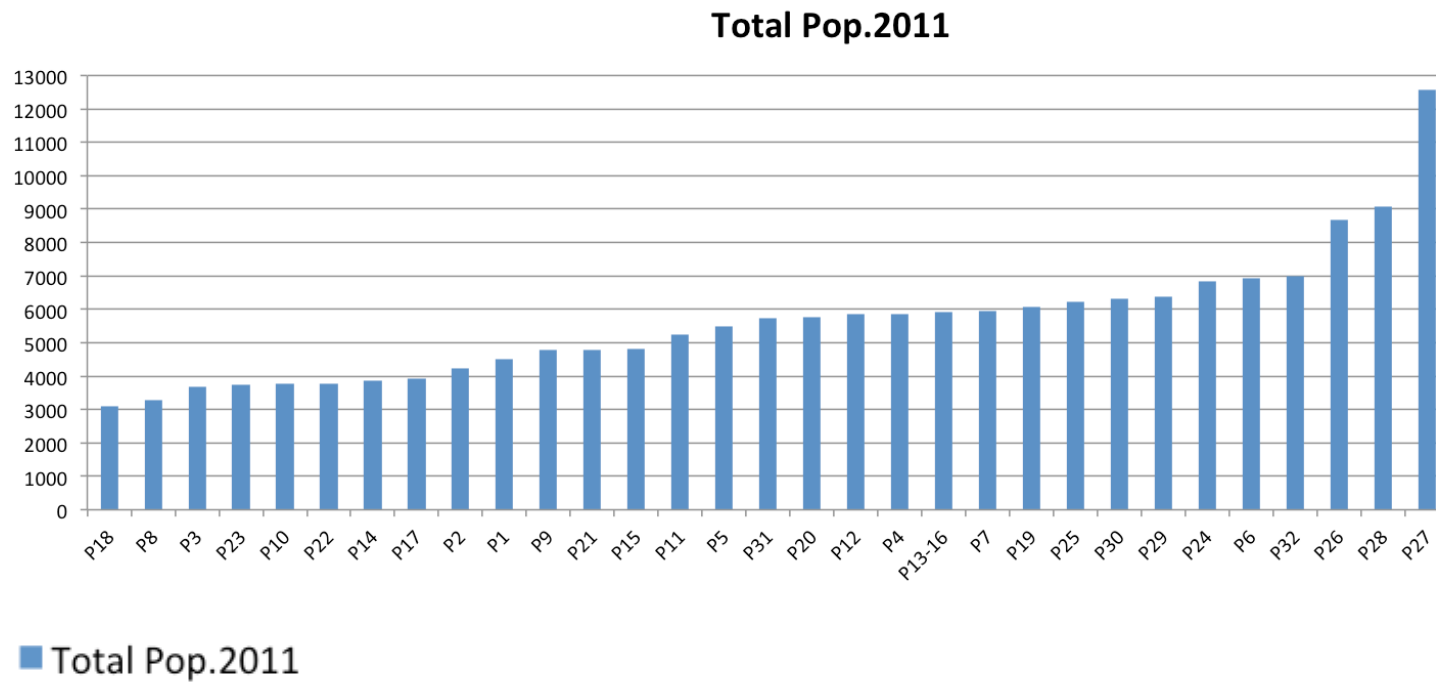
880 Hartney population to 800,000 (Winnipeg)



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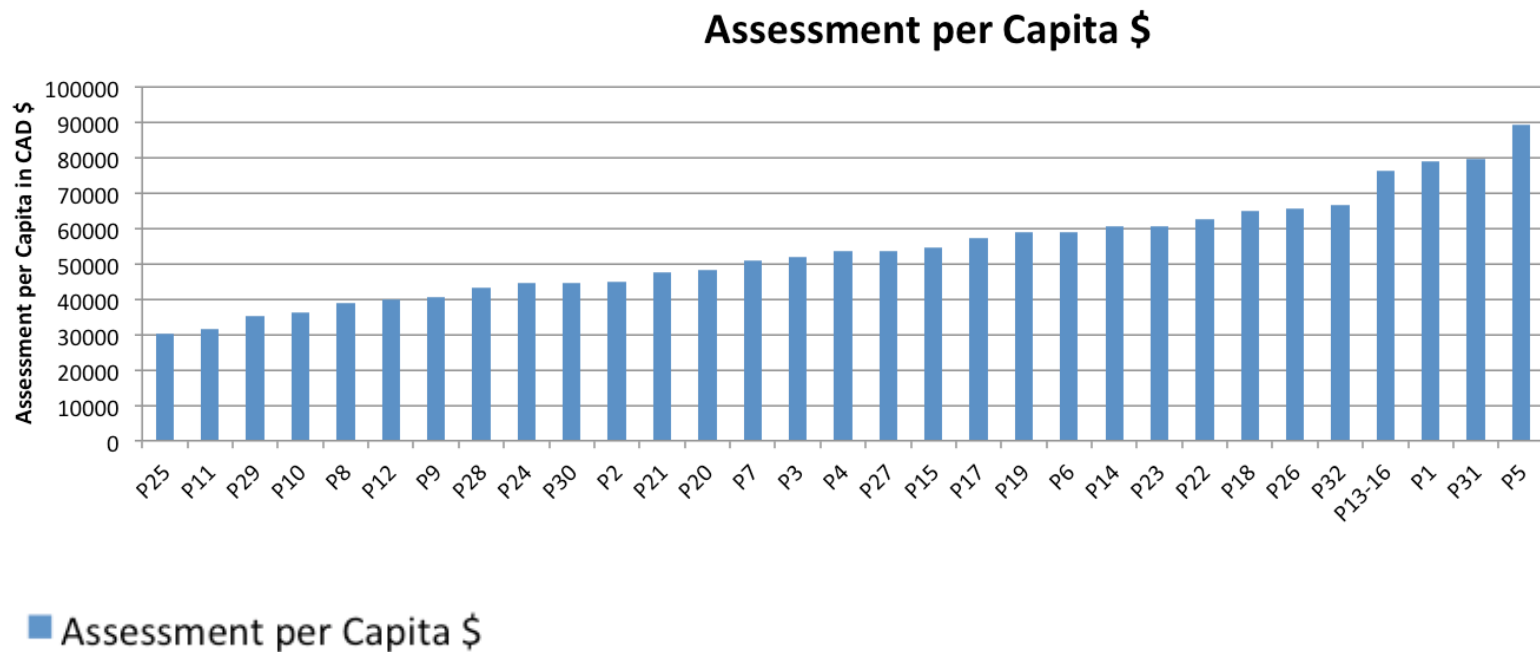
WHAT Geography?

Assessment per Capita by SLAs



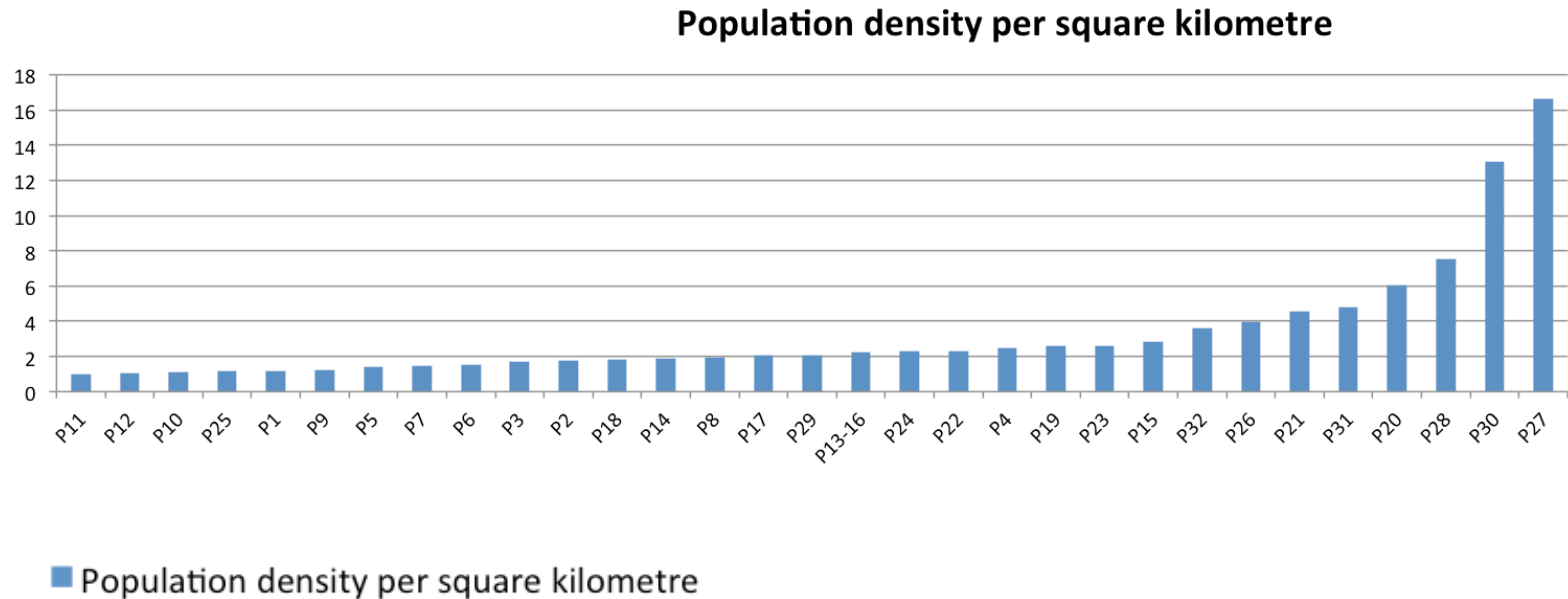
WHAT Geography?

Assessment per Capita by SLAs



WHAT Geography?

Population Density by SLA



WHAT Relations?

- Build on strength (n=64)
 - 34% Full time EDOs
 - 31% Part time EDOs
 - 35% No EDOs
- 46% w. regional activities
 - Informal
 - Formal

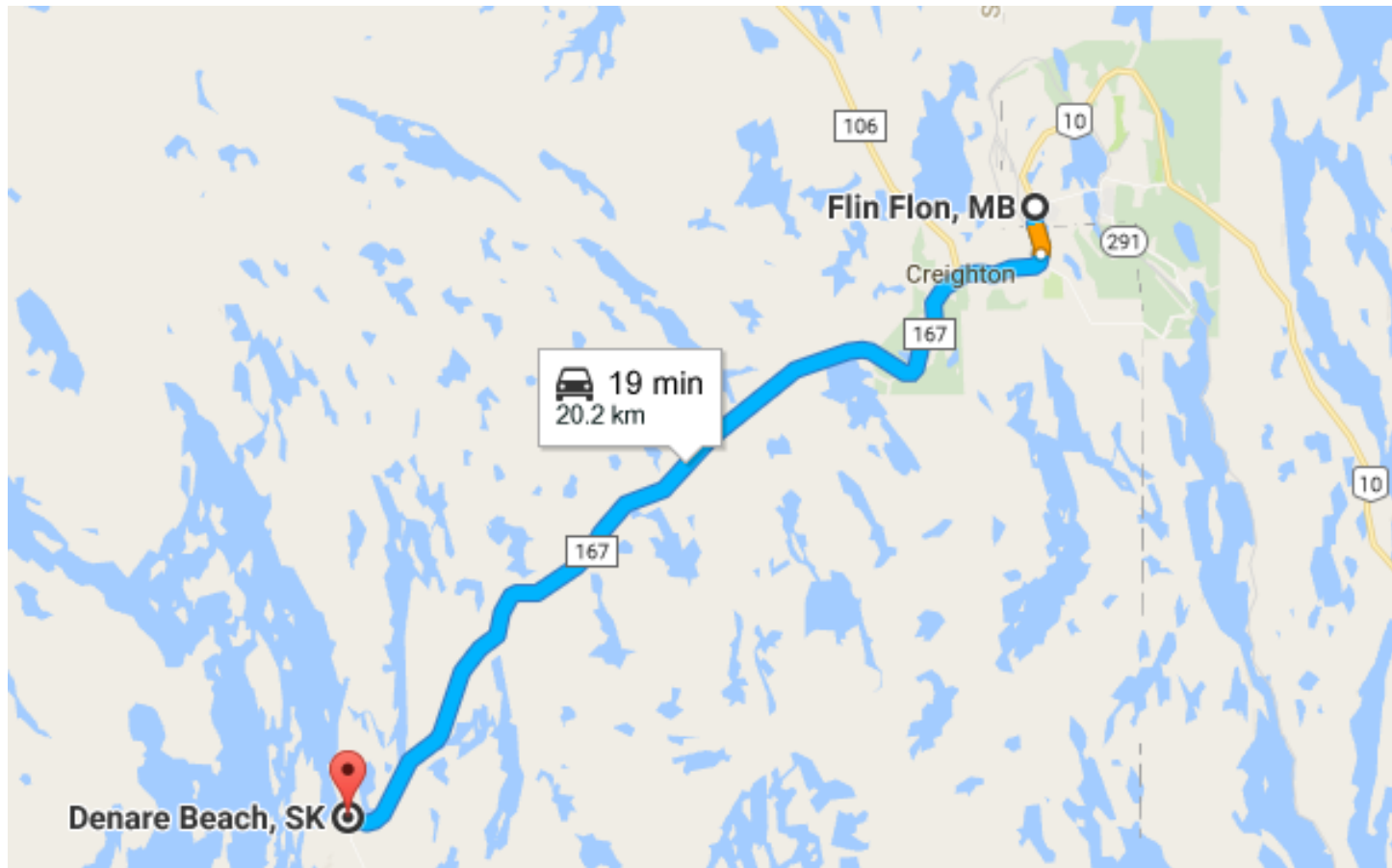
Regional activities

- Tourism marketing
- Capital projects
- Services to people, property
- Land planning, eng.
- Updates



WHAT Relations? – First Steps

Capacity - EDO position

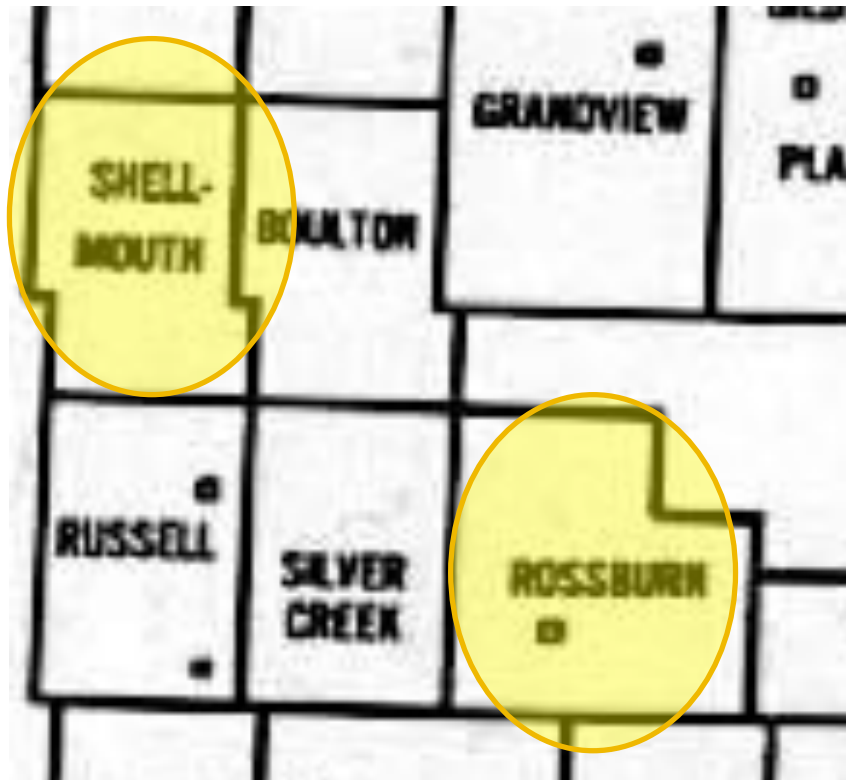


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WHAT Relations? – First Steps

Rural Tourism



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WHAT Relations? – First Steps

Rural Tourism

- Non-competitive regional partnership agreement
 - Tourism trout fishing – 2016-2020
 - Standard= Fly Fishing Canada
 - National competition, 5 yrs
 - 16 boats, equipped
- Infrastructure investment – docks, ramps, hazards



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WHAT Governance?

Function – what?

- Regional assets
 - Business, Pop. Growth
 - Poverty reduction
 - Protect envt
- Single/multi sector
- Minimize growth conflicts
- Involve Govt, Private, NGO sectors
- Prov policy compliance – greenfield, intensification, greenzone

Form – structures?

- Forum – municipal to public
- 3P Public, Private Partnership
- Regional level govt
- # services x # municipalities

Outcome – impact?

- Equalization b/n regions
- Effective public investments
- Consult/engage/shared
- Innovation, networking, social enterprise



WHAT Practices?

Conventional

- Retain & replace
- Expand
- Buz re-development
- Youth retention
- Tourism development
- Target pop – retirement
- Recruit previous residents
- Support innovation & exports

Somewhat unconventional

- Grow Home-based buz
- Co-operate w. neighbours
- New investors – govt, Fnds, Corps
- Conservation – re-invest
- More training & improve competitive edge
- Buz leader development
- Recruit higher paying jobs



Profit vs Wealth

Profit

- Net, gross profit
- More sales
- More market share
- Reduce losses, arrears
- Sustain corporation



Wealth

- Bring in outside money
- Increase capital, HR, env'al
- Support CED, lower poverty
- Life-cycle cost/benefits
- Sustain all in community



Including Regional in Local

Questions & Comments

Thank You

