

June 29, 2017

Kate Graham,
Manager, Corporate Initiatives
City of London
CC: Councillor Harold Usher, City of London

Dear Kate,

On behalf of the Federation of Canadian Municipalities and the staff of the Caribbean Local Economic Development Project (CARILED) I would like to acknowledge the outstanding contribution that the City of London has made to the successful achievement of our efforts to build stronger more inclusive communities in the Caribbean.

Thanks to your leadership and the outstanding individual contributions of members of your team, the City of London has been a very strong supporter of CARILED's efforts. Key partners of FCM International for many years (actively participated in MLED and Sri Lanka project activities), London has been a strong contributor to CARILED since its earliest days in 2012. Your contributions include:

- Led by Councillor Harold Usher London and Grant Hopcroft, Director of Intergovernmental and Community Liaison (2003 to 2015), London hosted a key Study Program early in the project that enabled rapid uptake of understanding and buy-in of LED in the initial stages of the project;
- Councillor Harold Usher, a long standing support of FCM and FCM International, has played a key role representing CARILED's interests through his role on the Standing Committee on International Relations, and was key presenter at a travelling symposium on LED that delivered guidance and best practices on LED in Jamaica and Belize;
- Grant Hopcroft, in addition to his overall stewardship of our partnership, conducted two key missions; one to Belize where he helped developed a policy framework for public private partnerships and then to Saint Lucia where he helped to develop enabling environments for small businesses to start-up and grow;
- Volunteer Award winner Christie Cogghe, Manager, Client Services Information Technology Services, City of London, conducted two intensive missions to the region - first to Jamaica and then to Carriacou, Petite Martinique, Grenada – to establish effective Help Desk operations in each;
- Andrea Halwa, Executive Director, London Arts Council, conducted a demanding mission to Trinidad early on in the project, assisting in the development of major heritage tourism projects and going above and beyond the call of duty to finalize her contribution;
- Heather McNeely, Senior Planner, City of London and Sean Galloway, Manager of Urban Design and GIS, conducted a joint mission to Belize where they helped the cities of San Ignacio/Santa Elena and Belize City develop Downtown Improvement strategies;

London also introduced CARILED to other resource persons in London who added invaluable to our efforts. These include:

- Sarah Merritt, Manager, Old East Village Business Improvement Area, hosted the study program for an exciting and very enlightening tour of the East Village and then later delivered key LED introductory information as well as BIA guidance to the region;
- Hans Shreff, Senior Manager of Conservation and Demand Management Department, London Hydro, worked closely with former employee Kadie Ward, to deliver operational guidance to our first major demonstration project in Belize City – The BTL Park project - which has since become a stellar example of successful PPP project implementation and urban beautification in Belize.

We are immensely grateful for these efforts which have truly helped us to develop local government capacity to deliver LED in the Caribbean.

We wish you much success in the ongoing delivery of quality services to your community and look forward to the next opportunity for us to work together.

Yours sincerely,



Marion Villanueva
Program Director