

# BUILDING THE PROJECT TEAM

## DESCRIPTION

The project team or committee is the core group of people who plan and direct each stage of the strategic process. There should be one project lead who coordinates and organizes the efforts, and then a few other members who communicate regularly.

## RATIONALE

- Provides focus, direction and consistency to the efforts
- Allows for diverse opinions to be represented and work to be distributed
- Generates buy-in and advocacy from the outset

## LOGISTICS

- Duration:** 20-30 minutes (may be somewhat longer if discussion)
- Format:** individual self-assessment, or brief conversation
- Key Players:** project lead, with one or two additional key players if necessary
- Resources:** historical understanding of LED in the community, as well as the dynamics at play in similar past initiatives

## OUTPUT

Project team established, with roles and responsibilities clearly outlined in a simple Terms of Reference.

## PROCESS

1. From the initial discussions, the project lead should have a good idea of who should comprise the project team. This could include a local government task force, elected officials, a key member of the local business community, NGOs, major employers and/or a private citizen representative.
2. Establish who will comprise the project team, based on the approach that makes sense for your community. For example, it could be arranged internally, a committee could be appointed or recruited for, or you could host a general meeting to gauge interest and discuss as a group.
3. Draft a Terms of Reference for the group (see following page) so that potential members are clear on what the process and their role may entail. Adjust based on feedback, and finalize project team members once everyone is clear on general expectations of participation.
4. Hold the first project team meeting; discuss draft terms of reference. Go through the [Self-Assessment](#) process and determine the scope of the planning process you plan to undertake.





## TERMS OF REFERENCE - OVERVIEW OF SECTIONS

---

A Terms of Reference document can be very helpful when establishing a committee or project group to ensure that all members are aware of the scope of their participation in the group, what will be required and how it will operate. The following list provides an overview of suggested sections for the Terms of Reference; see [Word Template](#) for an easily fillable version. Potential sections include:

### Purpose of group

What is the broad purpose or role of the group? Who was it established by – when and why? What are the overall aims of the group?

### Responsibilities

Broadly, what is the role of the group? Begin with “The Committee will...” and list the function the committee will serve, including the actions and deliverables that will be produced (generally). Also provide some context as to who will be overseeing or funding the group, and what their role is.

### Membership

Describe the types of members that the group will consist of, with a rationale for their inclusion. Describe the ways in which members are committing to participate. Is it voluntary? Compensated? Address whether membership is open/closed, or if there are any restrictions on composition; also briefly describe how members were recruited. Indicate the overall term of membership, and if the group has a definitive cycle or end period.

### Governance

Describe who will oversee and chair the group/committee, and what decision-making techniques will be employed (such as voting, chair’s authority, council approval, etc.).

### Meetings

Describe expected meeting frequency and location, and approximate duration. What will the format(s) of the meetings be (e.g., in-person, virtual, teleconference)? Who will organize, chair and set the agenda for the meetings? Will minutes be kept? By whom? Will they be made public?

### Resources

What resources or support will the group have access to? Will the supporting organization cover costs associated with travel, meeting space, accommodation, food, etc.? Are members accountable for reporting back to or consulting their respective organizations?

### Conflict of Interest and Confidentiality

If applicable, directly address how potential conflicts of interest will be handled, and confidential materials and matters dealt with.

## TIPS

---

### Questions to address at the first meeting:

- What economic development work has been done already?
- Are there other plans that address economic development (e.g., OCP)?
- Are there past or current economic development plans? Are they in use?
- How much time, funding and capacity is available to invest in this process?
- What external support is needed, if any (e.g., consultant, regional manager)?
- What has worked well, or not, in the past for planning or executing economic development?