NOTICE OF REGULAR MEETING
INTERGOVERNMENTAL AND ADMINISTRATION COMMITTEE NAME

2:00 p.m.
Friday, January 18, 2013
Translink Boardroom – 12th Fl, Suite 1220 - 4720 Kingsway, Burnaby

A G E N D A

Note: Recommendation is shown under each item, where applicable.

1. ADOPTION OF THE AGENDA

1.1 January 18, 2013 Regular Meeting Agenda
That the Intergovernmental and Administration Committee adopt the agenda for its regular meeting scheduled for January 18, 2013 as circulated.

2. ADOPTION OF THE MINUTES

2.1 November 21, 2012 Regular Meeting Minutes
That the Intergovernmental and Administration Committee adopt the minutes of its regular meeting held November 21, 2012 as circulated.

3. DELEGATIONS
No items presented.

4. INVITED PRESENTATIONS
No items presented.

5. REPORTS FROM COMMITTEE OR STAFF

5.1 2013 Action Plan
Designated Speaker: Carol Mason, Commissioner/Chief Administrative Officer
That the Board endorse the 2013 Action Plan.

5.2 Metro Vancouver International Engagement Program: Participation in the 2012 IRBC Design Driven Cities Conference, ICLEI/Metropolis Thriving Neighbourhoods Conference and UCLG World Council Meeting
Designated Speakers:
Carol Mason, Commissioner/Chief Administrative Officer
Heather Schoemaker, Department Manager, Corporation Relations
Simon So, Deputy Manager, Engineering and Construction Department
That the Intergovernmental and Administration Committee direct staff to develop a strategy and options for Metro Vancouver’s International Engagement Program.
6. **INFORMATION ITEMS**
No items presented.

7. **OTHER BUSINESS**
No items presented.

8. **RESOLUTION TO CLOSE MEETING**
   That the Intergovernmental and Administration Committee close its regular meeting scheduled for January 18, 2013 pursuant to the *Community Charter* provisions, Section 90 (1) (a) and 90 (1) (g) as follows:
   “90 (1) A part of a board meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:
   (a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the regional district or another position appointed by the regional district;
   (g) litigation or potential litigation affecting the regional district.

9. **ADJOURNMENT/TERMINATION**
   That the Intergovernmental and Administration Committee adjourn/coordinate its regular meeting of January 18, 2013.
GREATER VANCOUVER REGIONAL DISTRICT
INTERGOVERNMENTAL AND ADMINISTRATION COMMITTEE

Minutes of the Regular Meeting of the Greater Vancouver Regional District (GVRD) Intergovernmental and Administration Committee held at 9:06 a.m. on Wednesday, November 21, 2012 in the 2nd Floor Boardroom, 4330 Kingsway, Burnaby, British Columbia.

PRESENT:
Vice Chair, Director Greg Moore, Port Coquitlam
Director Malcolm Brodie, Richmond
Director, Derek Corrigan, Burnaby
Director Ernie Daykin, Maple Ridge
Director Lois Jackson, Delta
Director Darrell Mussatto, North Vancouver City
Director Richard Walton, North Vancouver District

ABSENT:
Chair, Director Raymond Louie, Vancouver
Director Heather Deal, Vancouver
Director Dianne Watts, Surrey
Director Wayne Wright, New Westminster

STAFF:
Carol Mason, Commissioner/Chief Administrative Officer, Chief Administrative Officer's Department
Klara Kutakova, Assistant to Regional Committees, Board Secretariat and Corporate Information Department

1. ADOPTION OF THE AGENDA

1.1 November 21, 2012 Regular Meeting Agenda

It was MOVED and SECONDED
That the Intergovernmental and Administration Committee:
   a) amend the agenda for its regular meeting scheduled for November 21, 2012, in Section 8 Resolution to Close Meeting, by replacing the phrase “Board” with the phrase “Committee” and by adding Section 90 (1) (g) of the Community Charter (litigation or potential litigation affecting the regional district); and
   b) adopt the agenda as amended.

CARRIED

2. ADOPTION OF THE MINUTES

2.1 October 17, 2012 Regular Meeting Minutes

It was MOVED and SECONDED
That the Intergovernmental and Administration Committee adopt the minutes of its regular meeting held October 17, 2012 as circulated.

CARRIED
2.2 October 26, 2012 Special Meeting Minutes

It was MOVED and SECONDED
That the Intergovernmental and Administration Committee adopt the minutes of its special meeting held October 26, 2012 as circulated.

CARRIED

3. DELEGATIONS
No items presented.

4. INVITED PRESENTATIONS
No items presented.

5. REPORTS FROM COMMITTEE OR STAFF

5.1 Federation of Canadian Municipalities (FCM) 2013 Conference and Tradeshow: Metro Vancouver Sponsorship
Report dated November 15, 2012 from Heather Schoemaker, Manager, Corporate Relations Department, providing an update on a sponsorship opportunity to work in collaboration with the City of Vancouver and Federation of Canadian Municipalities (FCM) on the hosting of the 2013 FCM Annual Conference and Tradeshow to be hosted May 31 to June 3 in Vancouver.

It was MOVED and SECONDED
That the Board approve a $100,000 sponsorship agreement with the City of Vancouver to work in collaboration to host the 2013 Federation of Canadian Municipalities (FCM) Annual Conference and Tradeshow.

CARRIED

Concerns were expressed about the lack of a Metro Vancouver policy pertaining to municipal events sponsorships. Establishment of a reserve and a minimum balance was also considered by the Committee.

It was MOVED and SECONDED
That the Board direct staff to develop a policy for Metro Vancouver to fund or support municipally hosted events that have a regional benefit and report back to the Intergovernmental and Administration Committee.

CARRIED

Clarification was requested pertaining to the cost of the conference.

Request of Staff
Staff was requested to brief the Board about conference expenses covered by the City of Vancouver.

5.2 Board and Committee Remuneration Bylaw
Report dated November 5, 2012 from Paulette Vetleson, Corporate Secretary/Manager, Board Secretariat and Corporate Information Department, seeking direction on issues regarding the Board and Committee Remuneration Bylaw.
Discussion ensued regarding the flat rate proposed for attendance at events with consideration to effort of work involved in the event, covered under section b) of the report, and on the proposed amount. The Committee subsequently referred section b) back to staff for further information.

**It was MOVED and SECONDED**  
That the Board direct staff to bring forward an amending bylaw to Greater Vancouver Regional District Regional Board and Committee Remuneration Bylaw Number 1057, 2007 that reflects the changes proposed in sections 2 a) and 2 c) of the report dated November 5, 2012 titled “Board and Committee Remuneration Bylaw”.  
**CARRIED**

**It was MOVED and SECONDED**  
That the Intergovernmental and Administration Committee direct staff to provide further information on section 2 b) of the report dated November 5, 2012, titled “Board and Committee Remuneration Bylaw”.  
**CARRIED**

5.3 Greater Vancouver Regional District E-Comm Members’ Agreement Authorization Bylaw No. 1181, 2012  
Report dated November 7, 2012, from Greg Smith, Manager, Corporate Services Department, seeking adoption of the Greater Vancouver Regional District E-Comm Members’ Agreement Authorization Bylaw No. 1181, 2012 (the “Bylaw”). The Bylaw will authorize the subscription by GVRD for a Class B Share of E-Comm and entry into the E-Comm Emergency Communications for Southwest British Columbia Incorporated (“E-Comm”) members’ agreement.  

**It was MOVED and SECONDED**  
That the Board:  
a) introduce and give first, second and third reading to “Greater Vancouver Regional District E-Comm Members’ Agreement Authorization Bylaw No. 1181, 2012”; and  
b) reconsider, pass and finally adopt “Greater Vancouver Regional District E-Comm Members’ Agreement Authorization Bylaw No. 1181, 2012”.  
**CARRIED**  
Director Brodie absent at the vote.

5.4 Repeal of the Mosquito Control Administration and Coordination Service Establishment bylaw  
Report dated October 17, 2012, from Gaëtan Royer, Manager, Metropolitan Planning, Environment and Parks Department, seeking approval to discontinue the mosquito control administration and coordination (West Nile virus) service to the region.
It was MOVED and SECONDED
That the Board:

a) discontinue the mosquito control administration and coordination (West Nile virus) service to the region;

b) request that the Fraser Health Authority and Vancouver Coastal Health Authorities communicate directly with municipalities within their jurisdictions about West Nile virus risks and actions as necessary;

c) introduce and give first, second, and third reading to “Greater Vancouver Regional District Mosquito Control Administration and Coordination Service Repealing Bylaw No. 1179, 2012”;

d) direct staff to obtain the consent of at least two thirds of the participants to repeal “Greater Vancouver Regional District Mosquito Control Administration and Coordination Service Establishment Bylaw No. 1034, 2005” by adopting “Greater Vancouver Regional District Mosquito Control Administration and Coordination Service Repealing Bylaw No. 1179, 2012”; and

e) forward “Greater Vancouver Regional District Mosquito Control Administration and Coordination Service Repealing Bylaw No. 1179, 2012” to the Inspector of Municipalities for approval.

CARRIED

5.5 Attendance at the Federation of Canadian Municipalities (FCM) 2013 Sustainable Communities Conference and Trade Show
Report dated November 5, 2012, from Heather Schoemaker, Department Manager, Corporate Relations Department, seeking Board authorization for the Metro Vancouver Board Chair and one Director to attend the FCM Sustainable Communities Conference and Trade Show, taking place February 13-15, 2013 in Windsor, Ontario.

Chair Moore informed the Committee that he had invited Director Brodie, Chair, Zero Waste Committee, as the additional Director to attend the conference.

It was MOVED and SECONDED
That the Board authorize the Metro Vancouver Board Chair to attend and appoint one additional Metro Vancouver Director to attend the Federation of Canadian Municipalities (FCM) Sustainable Communities Conference and Trade Show, taking place in Windsor, Ontario February 13-15, 2013.

CARRIED

5.6 2012 Metro Vancouver Sustainability Toolbox: A Youth Leadership Field Course
Report dated November 5, 2012, from Bruce Ford, Sustainability Education Coordinator, Corporate Relations Department, providing an update on the Metro Vancouver Sustainability Toolbox: A Youth Leadership Field Course.
It was MOVED and SECONDED
That the Intergovernmental and Administration Committee receive for information the November 5, 2012 report titled, “2012 Metro Vancouver Sustainability Toolbox: A Youth Leadership Field Course”.

CARRIED
Director Corrigan voted in the negative.

6. INFORMATION ITEMS
No items presented

7. OTHER BUSINESS
No items presented.

8. RESOLUTION TO CLOSE MEETING

It was MOVED and SECONDED
That the Intergovernmental and Administration Committee close its regular meeting scheduled for November 21, 2012 pursuant to the Community Charter provisions, Section 90 (1) (c) and (g) as follows:

“90 (1) A part of a Committee meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:
   (c) labour relations or other employee relations;
   (g) litigation or potential litigation affecting the regional district.

CARRIED

9. ADJOURNMENT/TERMINATION

It was MOVED and SECONDED
That the Intergovernmental and Administration Committee adjourn/conclude its regular meeting of November 21, 2012.

CARRIED
(Time: 10:10 a.m.)

_____________________________ ________________________________
Klara Kutakova, Greg Moore, Vice Chair
Assistant to Regional Committees
To: Intergovernmental and Administrative Committee

From: Carol Mason, Chief Administrative Officer

Date: January 11, 2013

Meeting date: January 18, 2013

Subject: 2013 Action Plan

RECOMMENDATION

That the Board endorse the 2013 Action Plan.

PURPOSE

To present the 2013 Action Plan which includes Board direction established in the 2013 planning and budget process as well as a new format to reflect changes in structures and systems to realize the full potential of our regional federation. These changes will improve collaboration within Metro Vancouver as well as with its members and other stakeholders, enable the adoption of more integrative solutions, and streamline processes to improve our effectiveness and efficiency.

BACKGROUND

Since 2010, Metro Vancouver has produced an annual Action Plan that provides a high level summary of key actions for the upcoming year and accomplishments from the past year. The 2013 Action Plan is similar in format to earlier versions but alterations have been made to reflect initiatives by the Board to expand and improve awareness of Metro Vancouver’s role in the region. The document provides the reader a brief overview of the entities that comprise Metro Vancouver as well as the range of services provided to the region and the associated annual budget.

The sections presenting the 2013 actions and 2012 accomplishments are divided into eight functions or action areas. The first seven are related to legislated and other regional responsibilities of Metro Vancouver: water, liquid waste, solid waste, regional planning, air quality management, housing and regional parks. The commitment statements and goals for each of these action areas come directly from the related regional management plan. A new action area, regional federation, reflects the importance of working together and enhancing our relationship with members, stakeholders and the public to achieve our regional priorities. The regional federation includes the following activities: financial management, strategic planning, communications, relationship building, and various collaborative services as defined by our members.

The actions for 2013 and beyond found in this Action Plan were derived from the projects and priorities presented and reviewed by Committees in the fall of 2012. The 2013 budget adopted by the Board incorporates these actions as well as operational and on-going activities.
DISCUSSION
Inherent in the development of this Action Plan is a focus on realizing the potential of Metro Vancouver in supporting the realization of a region characterized by a high quality of life consistent with economic prosperity and environmental sustainability. This depends on developing systems and structures that embody and promote collaboration, integrative solutions and efficient delivery of regional services.

In 2013, with Board guidance, a strategic planning process for Metro Vancouver will be initiated. This will involve the Board clarifying its own strategic priorities and identifying targets that can be used in evaluating progress towards the achievement of regional priorities.

This Action Plan provides a basis for beginning this process. The strategic priorities identified in this document (livability, ecological health, collaboration, integrated solutions and affordability) reflect common themes from the eight regional management plans. It is anticipated that the Board will want to revise, expand and clarify what it feels are the strategic priorities for the region and it is recommended that to begin this process an initial Board workshop be held early in the fall of 2013.

In identifying important actions for 2013 and longer term actions, the Action Plan provides a basis for evaluating progress in the necessary steps to achieving long-term regional goals. In terms of developing stronger accountability mechanisms, the Action Plan can be used to shape Committee agendas for 2013 where progress on actions can be tracked.

ALTERNATIVES
1. That the Board endorse the 2013 Action Plan as presented.
2. That the Board provide alternate direction.

FINANCIAL IMPLICATIONS
All actions and deliverables were part of the planning and budget process completed in October 2012 and are consistent with the approved budget.

SUMMARY / CONCLUSION
The attached 2013 Action Plan provides a high level summary of key actions for the upcoming year in addition to documenting accomplishments from the past year. The 2013 Action Plan is similar in format to earlier years but has been updated this year to reflect Board initiatives to expand and improve awareness of Metro Vancouver's role in the region. The document provides a high level overview of the major work program for 2013 and has been structured to reflect organizational responsibilities that align with the regional management plans. As part of the 2013 work plan it is proposed that the Board participate in a strategic planning workshop in the fall of 2013 to enable Directors to become more directly engaged in establishing and refining strategic priorities for Metro Vancouver.

Attachment:
Metro Vancouver 2013 Action Plan
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Message from
The CAO

Metro Vancouver’s 2013 Action Plan reflects the commitment our organization has made to efficient, cost-effective and cooperative delivery of the fundamentally important regional services for which we are responsible.

Guided by our regional management plans, Metro Vancouver’s efforts this year continue to be focused on the implementation of the many initiatives and projects the plans contain. From major infrastructure works in our water, solid waste and sewerage utilities to affirmation of the Regional Growth Strategy and enhanced programs to protect air quality, amongst other regional priorities, staff are focused on delivering the very high quality services our municipal partners and the citizens of Metro Vancouver have come to expect.

Building on priorities established by Metro Vancouver Board of Directors and the work of its standing committees, this document highlights key 2013 and long-term actions and provides an overarching blueprint for our organization’s work in the coming year. It is not, by any means, a comprehensive list of all the operational activities Metro Vancouver staff undertakes each and every day to support the enviable lifestyle our region provides.

In this, my first full year as Chief Administrative Officer and Commissioner, I welcome the challenges and opportunities that 2013 will bring, and look forward to the opportunity to work side by side with elected officials, staff and our stakeholders across the region in meeting our organizational goals.

Carol Mason
CAO and Commissioner
Message from

The Chair

For over 125 years, the communities of Metro Vancouver have cooperated in the development and delivery of services essential to our growing region and the well-being of our residents. From safe drinking water and effective management of solid and liquid wastes, to world-leading collaborative governance, Metro Vancouver has a proud and storied history.

But because much of what we do is essentially invisible to the publics we serve – most people only think about water systems when drinking water doesn’t come out of the tap – that history and the contributions Metro Vancouver makes to our region’s quality of life have been largely unrecognized. In 2012, we began the process of addressing that.

Through two board Task Forces, we closely examined our relationships with member municipalities, with other orders of government and with the citizens of Metro Vancouver. We then adopted a new tagline “Services and Solutions for a Livable Region” and established a range of actions to help us better engage with and inform our partners, ratepayers and other stakeholders about the fundamentally important role we play.

That process will continue to be a key area of focus in 2013 as we work to more effectively connect Metro Vancouver to our municipalities and to the people and businesses of the region.

The 2013 Action Plan is a high-level overview of board priorities and the key actions the organization will take to meet them, and with this as our foundation, I look forward to a collaborative and productive year ahead.

Greg Moore,
Chair, Board of Directors
About Metro Vancouver
Who Is Metro Vancouver?

Home to over 2.3 million people, Metro Vancouver comprises 24 members: 22 municipalities, one electoral area and one treaty First Nation.

- Village of Anmore
- Village of Belcarra
- Bowen Island Municipality
- City of Burnaby
- City of Coquitlam
- Corporation of Delta
- City of Langley
- Township of Langley
- Village of Lions Bay
- District of Maple Ridge
- City of New Westminster
- City of North Vancouver
- District of North Vancouver
- City of Pitt Meadows
- City of Port Coquitlam
- City of Port Moody
- City of Richmond
- City of Surrey
- Tsawwassen First Nation
- City of Vancouver
- District of West Vancouver
- City of White Rock
- Electoral Area A
- City of Abbotsford *

*City of Abbotsford is a member of Metro Vancouver with respect to the provision of park services.
Vision

Metro Vancouver seeks to achieve what humanity aspires to on a global basis – the highest quality of life embracing cultural vitality, economic prosperity, social justice and compassion, all nurtured in and by a beautiful and healthy natural environment.
Mission and Roles

In collaboration with its members, Metro Vancouver has three broad roles:

1. **Serve the Region**
   
   **Mission:** Attain the highest possible levels of excellence in meeting its service delivery responsibilities.
   
   **What we do:** Provide core utility services (water, sewerage and drainage, and solid waste management) to members. Provide regional parks and affordable housing directly to residents.

2. **Plan for the Future**
   
   **Mission:** Develop and use an integrated system of plans to manage all activities within Metro Vancouver’s legislated scope of authority towards the achievement of a sustainable region.
   
   **What we do:** Carry out planning and regulatory responsibilities related to the three utilities as well as air quality, regional growth and regional parks. At the board level, implement strategies related to issues of regional interest.

3. **Facilitate Collaboration**
   
   **Mission:** Build and facilitate collaborative processes, including those that engage citizens, to achieve a robust partnership working together for a sustainable region.
   
   **What we do:** Serve as the main political forum for discussion of significant community issues at the regional level.

In 2012, the Board adopted the tagline “services and solutions for a livable region” to capture the range of Metro Vancouver’s activities.
Governance Structure

Metro Vancouver is a political body and corporate entity operating under provincial legislation as a ‘regional district’ and ‘greater boards’ that deliver regional services, policy and political leadership on behalf of 24 members.

Four separate corporate entities operate as Metro Vancouver:

- Greater Vancouver Regional District (GVRD)
- Greater Vancouver Water District (GVWD)
- Greater Vancouver Sewerage & Drainage District (GVS&DD)
- Metro Vancouver Housing Corporation (MVHC)

The GVRD, GVWD, GVS&DD, and MVHC are each governed by a Board of Directors composed of elected representatives from its respective members. The number of directors is determined by the number of members and municipal populations. The GVRD is composed of 24 members governed by 40 directors.

In 2007, the Board adopted the name Metro Vancouver to reflect the metropolitan nature of the region.
The Metro Vancouver Board has adopted eight regional management plans which provide an integrative approach for dealing with some of the most important issues related to the sustainability of a dynamic metropolitan region. Each management plan contains a vision, or commitment statement, and long term goals that provide guidance for Metro Vancouver, members and relevant stakeholders. In this document, these commitments and goals provide the context for actions in 2013.
How We Plan

Five strategic priorities guide decision-making in Metro Vancouver’s operations and planning.

**Livability.** Metro Vancouver’s contribution to the region’s livability is to provide services essential for sustaining a high quality of life for the region’s residents and ensuring that the region is able to attract new talent and investment. This includes reliable delivery of high quality utility services, the implementation of integrated land use planning, air quality monitoring and management at the regional scale, as well as the provision of recreational opportunities and some affordable housing.

**Ecological health.** Healthy functioning ecosystems have been, and will continue to be, important in supporting economic development and the health of the region’s residents. For instance, forests and wetlands help to mitigate greenhouse gas emissions and other air pollutants, protected watersheds contribute to high quality tap water, and beaches and foreshores are important recreational and flood-control sites. Ecological health objectives have been integrated into Metro Vancouver’s operations and regional plans; for example enhancing ecological health is a significant focus of our wastewater collection and treatment efforts.
**Collaboration.** Members working together to realize economies of scale associated with regional utilities has been the history of Metro Vancouver. Overtime the basis of collaboration among members has expanded to achieve regional objectives. This is expressed formally in the development and implementation of regional plans as well as in on-going delivery of utility services and regional planning in land use, air quality management, housing and other regional initiatives. The scope of collaboration also includes good working relationships with other levels of government, First Nations, stakeholders and the public.

**Integrative solutions.** Recognizing the connectivity between various systems, this approach to design, policy development and operations seeks innovative and tested means for achieving optimal solutions. Within utilities this may mean that ‘waste’ from one system becomes ‘resources’ for another. In the development of plans and policies, this involves looking at the multiple linkages and potential opportunities in solving a challenge. The objective of integrative solutions is whether it improves operational efficiency, generates revenues to offset costs, improves our ability to operate in a resource-constrained world, and/or results in solutions where all partners benefit.

**Affordability.** To support the on-going prosperity of the region, Metro Vancouver must ensure that decisions, policies and actions do not accumulate liabilities for future generations or create financial burdens for today’s residents and businesses. This requires efficient management of Metro Vancouver operations and financing strategies, with clear indications of the costs of service provision.

Together, these strategic priorities guide Metro Vancouver actions toward building a sustainable region that provides a high quality of life and economic prosperity while maintaining its rich natural legacy.
Each year, detailed program plans and budgets are prepared for approval by the Board. The operating budget for 2013 is $635.6M, which is a 2.5% increase over last year’s operating budget.

Utility costs are recouped primarily through user fees while property taxes fund the operations associated with the Greater Vancouver Regional District. The main revenue source for the Metro Vancouver Housing Corporation is rents collected from tenants.

For the average household, the average annual cost of all Metro Vancouver services in 2013 will be about $450.
The Metro Vancouver Districts comprise five separate budgets governed by separate legislation. Each district is required to operate with an annual balanced budget that is reviewed and adopted by the Board.

The ‘Regional district’ combines the expenditures associated with Regional Planning, Air Quality, Regional Parks and Regional Federation.

Capital expenditures for 2013 are $265.6M, which is a 25.7% decrease over last year's capital budget.

More details can be found in the report “2013 Budget in Brief”:

Actions 2013 & Beyond
Water

We commit to provide clean, safe drinking water and ensure its sustainable use.

Goals

Key Actions for 2013

1. Provide clean, safe drinking water
   - Complete construction and initiate commissioning of Coquitlam Ultraviolet Disinfection Facility.
   - Continue construction of Seymour-Capilano Twin Tunnels.
   - Commence tunnel boring for the Port Mann Water Supply Tunnel project.
   - Complete seismic upgrade of Kennedy Reservoir.
   - Commence construction of Barnston-Maple Ridge Pump Station.

2. Ensure the sustainable use of water resources
   - Obtain provincial approval for the Joint Water Use Plan for Seymour and Capilano Watersheds.
   - Encourage appropriate use of water through communications on sprinkling regulations and tap water.
   - Prepare an annual assessment of the benefits of the multiple water conservation initiatives in the region.

3. Ensure the efficient supply of water
   - Confirm additional withdrawals from Coquitlam Lake that will increase system capacity.
   - Secure water licenses for Capilano and Seymour hydro power projects.
   - Complete installation of hydro-turbine and generator for Capilano Energy Recovery Facility.

Longer Term Actions

- Complete treatment upgrades at all three water sources (Capilano, Seymour and Coquitlam) in 2014.
- Complete construction of Port Mann Water Supply Tunnel in 2015.
- In collaboration with members, develop and implement policies and social marketing campaigns to reduce peak day per capita water use by 5% by 2015, compared to 2010.
• Implement Capilano Hydro Power project by 2021.
Liquid Waste

We commit that all elements of liquid waste will be efficiently recovered as energy, nutrients, water or other usable materials or else returned to the environment as part of the hydrological cycle in a way that protects public health and the environment.

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<th>Goals</th>
<th>Key Actions for 2013</th>
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<tbody>
<tr>
<td><strong>1  Protect public health and the environment</strong></td>
<td>• Complete project definition stage for secondary treatment upgrade of Lions Gate Wastewater Treatment Plant.</td>
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<td>• Complete preliminary design for stage V expansion of Annacis Island Wastewater Treatment Plant.</td>
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<td>• Complete design of first phase in expansion of Northwest Langley Wastewater Treatment Plant.</td>
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<td>• Enhance salmon habitat in lower reaches of Brunette River.</td>
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<tr>
<td><strong>2  Use liquid waste as a resource</strong></td>
<td>• Complete project definition for co-generation project at Annacis Island Wastewater Treatment Plant.</td>
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<td>• Complete market analysis of options for management of grease collected from commercial traps.</td>
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<td><strong>3  Effective, affordable and collaborative management</strong></td>
<td>• Complete biennial progress report on implementation of Integrated Liquid Waste and Resource Management Plan.</td>
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<td>• Engage First Nations in process to upgrade Lions Gate and Iona Island Wastewater Treatment Plants to secondary treatment.</td>
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<td>• Engage the public and other stakeholders in process to complete project definition stage for secondary treatment upgrade of Lions Gate Wastewater Treatment Plant.</td>
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Longer Term Actions

- Upgrade Lions Gate Wastewater Treatment Plant to secondary treatment by 2020.
- Upgrade Iona Island Wastewater Treatment Plant to secondary treatment by 2030.
- Complete stage V expansion of Annacis Island Wastewater Treatment Plant by 2022.
- Complete expansion of Northwest Langley Wastewater Treatment Plant by 2015.
- Manage sanitary sewage overflows at Lynn, Katzie and Cloverdale Pump Stations by 2018, 2020 and 2022 respectively, through Metro Vancouver and members' actions.
- Operationalize an enhanced biomethane recovery system at Lulu Island Wastewater Treatment Plant by 2015.
- Develop a regional-municipal sewer heat recovery and use framework and policy by 2014.
- Implement projects and policies that will increase energy from liquid waste by 10% by 2015, compared to 2007.
# Solid Waste

We commit to protect the environment and public health by minimizing the generation of waste, and maximizing reuse, recycling and the recovery of materials and energy from the waste that remains.

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<tr>
<th>Goals</th>
<th>Key Actions for 2013</th>
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| 1 Minimize waste generation | • Complete a review of new provincial Extended Producer Responsibility programs to identify issues and concerns of local government and then advocate that they be addressed in Product Stewardship Plans.  
• Launch National Zero Waste Council in 2013 with an agreement on structure, membership, goals and initial actions. |
| 2 Maximize reuse, recycling and material recovery | • Expand organics diversion programs.  
• Approve business model for ownership and operation of Eco-centres.  
• Develop a Waste Flow Management Strategy.  
• Engage the public and other stakeholders in 2013 Zero Waste Campaign, including a regional ban on organics and Waste Flow Management Strategy. |
| 3 Recover energy from waste stream after material recovery | • Continue consultation and engagement on development of new waste-to-energy capacity.  
• Select qualified technology providers for new waste-to-energy capacity.  
• Identify potential waste-to-energy sites both in and out of region.  
• Identify a new beneficial use of gas recovered from Coquitlam Landfill.  
• Conclude a new electricity purchase agreement with BC Hydro. |
| 4 Dispose of all waste in landfill after material recycling and energy recovery | • Complete conceptual design and siting of residential drop-off facility in Surrey.  
• Confirm continued adequate landfill capacity through monitoring waste quantities against projections. |
Longer Term Actions

- In collaboration with members and both provincial and national partners, develop and implement policies and programs to reduce solid waste generated per capita, calculated on a rolling 5 year average, to at least 90% of 2010 levels by 2020.
- In collaboration with members and key stakeholders, develop and implement policies and behaviour change that will divert 70% of solid waste from disposal by 2015 and 80% by 2020.
- Implement projects and policies that will increase energy recovery from existing solid waste operations by 10% by 2015, compared to 2007.
- Continue improvements to environmental and operating performance, including material recovery, at existing waste-to-energy facility through process enhancements and equipment upgrades.
We commit to work collaboratively to increase the supply of modest cost housing for owners and renters and to eliminate homelessness in the region.

This vision and the following goals are from regional Affordable Housing Strategy. Metro Vancouver’s contribution to achieving these goals is primarily through the operations of the Metro Vancouver Housing Corporation (MVHC) as well as through initiatives designed to support member actions.

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<th>Goals</th>
<th>Key Actions for 2013</th>
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<td>1</td>
<td>Increase the supply and diversity of modest cost housing</td>
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<td>• Submit a rezoning application for Heather Place.</td>
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<td>• Complete final project feasibility report for Heather Place.</td>
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<td>• Complete 2013 capital replacement work list for MVHC aging properties.</td>
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<td>• Determine borrowing strategy for bridging long-term capital plan until MVHC mortgages mature.</td>
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<td>• Provide ongoing support for formation of Tenant Associations at MVHC housing sites.</td>
</tr>
<tr>
<td>2</td>
<td>Eliminate homelessness across the region</td>
</tr>
<tr>
<td></td>
<td>• Work with Regional Steering Committee on Homelessness to issue, evaluate and administer all service and ‘bricks-and-mortar’ projects.</td>
</tr>
<tr>
<td></td>
<td>• Respond to next Homelessness Partnering Strategy funding program proposal call.</td>
</tr>
<tr>
<td></td>
<td>• Support Homelessness Secretariat, on behalf of Regional Steering Committee on Homelessness, in setting out a process to continue with stakeholders to develop a long-term strategic plan for ending homelessness.</td>
</tr>
<tr>
<td>3</td>
<td>Meet the needs of low-income renters</td>
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<tr>
<td></td>
<td>• Provide support to Canadian Rental Supply Coalition.</td>
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<tr>
<td></td>
<td>• Negotiate final “umbrella” agreement with BC Housing.</td>
</tr>
</tbody>
</table>
Longer Term Actions

- Update Regional Affordable Housing Strategy by 2015.
- Continue to create more rental units through redevelopment of MVHC properties.
- Work with all members to ensure they adopt Local Housing Action Plans by 2014.
- Expand Metro Vancouver’s role, with additional federal funding, in actions to prevent homelessness among youth and young adults by 2014.
Regional Planning

We commit to a region of diverse communities where people live, work, and play, aspiring to create a region even more livable for future generations. The pattern and form of development is seen as critical in maintaining harmony with nature, fostering community well-being and ensuring economic prosperity. Local and regional land use plans and transportation services and infrastructure are carefully integrated through inclusive and respectful planning processes.

The Regional Growth Strategy (RGS) received approval by all member municipalities in 2011. The RGS will be implemented primarily by actions of the municipalities who must submit Regional Context Statements that indicates the relationship between their Official Community Plan and the RGS with support from Metro Vancouver.

### Goals

<table>
<thead>
<tr>
<th>Goals</th>
<th>Key Actions for 2013</th>
</tr>
</thead>
</table>
| **GOALS 1 – 5** | Accept Regional Context Statements for each of the 22 municipalities by the end of 2013.  
| | Complete first annual report monitoring progress of RGS. |
| **1 Create a compact urban area** | Complete Guidelines for Requests for Sewerage Area Extensions. |
| **2 Support a sustainable economy** | Advance implementation of appropriate policies and tools identified in 2012 Industrial Intensification and Office Development reports.  
| | Complete annual industrial land inventory and utilization update.  
| | Represent interests of Regional Growth Strategy (RGS) in Port Metro Vancouver’s process to develop a Land Use Plan and Container Capacity Improvement Program.  
| | Complete Action Plan for Regional Food System Strategy which will include actions to support the local food sector. |
| **3 Protect the environment and** | Complete, in partnership with Invasive Species Council of Metro Vancouver, a regional invasive species management... |
### Longer Term Actions

In collaboration with members, implement policies that will

- Ensure that 80% of new growth is within existing developed area (lands within urban containment boundary) by 2040.
- Accommodate all new industrial development within existing industrial and mixed-employment designated lands by 2021.
- Increase share of jobs and housing in urban centres and transit corridors by 2021, from 2011 baseline.
- Increase actively farmed land by 2015.
# Air Quality

We commit to clean, clear and healthy air for current and future generations.

<table>
<thead>
<tr>
<th>Goals</th>
<th>Key Actions for 2013</th>
</tr>
</thead>
</table>
| 1. Protect public health and the environment | • With partners, develop a program to reduce emissions from on-road heavy-duty diesel vehicles.  
• Continue adoption of new air quality bylaws, regulations and programs in priority areas identified in Integrated Air Quality and Greenhouse Gas Management Plan in partnership with the public health authorities.  
• Update prioritization of air contaminants with respect to health impacts.  
• Adopt new ambient air quality objectives for sulphur dioxide. |
| 2. Improve visual air quality | |
| 3. Minimize the region’s contribution to global climate change | • Explore options for creating a regional fund to support greenhouse gas reduction projects in residential and private sectors.  
• Implement a greenhouse gas reduction program focusing on prioritized business types in the private sector. |

### Longer Term Actions

- Implement projects and policies that will reduce diesel particulates from vehicles, equipment and rail in the region by 50% by 2015, compared to 2005.
- Implement projects and policies that will reduce regional greenhouse gases 15% by 2015 and 33% by 2020, compared to 2007.
Regional Parks

We commit to supporting healthy parks and healthy people.

Goals

1. Promote ecological health

   Promote outdoor recreation for human health and wellness

2. Support community stewardship, education and partnerships

3. Promote funding partnerships and economic opportunities

   Longer Term Actions

   • Improve visitor experience and protect natural resources using the most appropriate mechanisms, from education to enforcement, of Regional Parks Regulation Bylaws.
   • Secure environmentally sensitive ecosystems, with a focus on wetlands, through land acquisition and partnerships.

Key Actions for 2013

1. Promote ecological health
   - Augment habitat at Boundary Bay Regional Park.
   - Complete identification of a Regional Green Infrastructure Network.
   - Complete Regional Parks Master Plan including an updated strategy for land acquisition.
   - Identify new sources of funding for land acquisition and capital projects.
   - Advance implementation of Experience the Fraser with projects at Matsqui Trail, Surrey Bend and Kanaka Creek Regional Parks and detailed mapping of the North Arm of the Fraser River.
   - Initiate new landscaping at Centennial Beach and construct new facilities at Colony Farm Regional Parks.
   - Plan and design Sheep Paddocks Trail at Colony Farm Regional Park and facilities at Camp Capilano.

2. Support community stewardship, education and partnerships
   - Expand on Zero Waste pilot projects in regional parks through increased recycling and use of organic waste.
   - Use new funding to animate parks and add value to visitor experiences through interpretive signs and exhibits.

3. Promote funding partnerships and economic opportunities
   - Implement new approach to filming supervision in regional parks.
   - Secure funds in partnership with Pacific Parklands Foundation for Kanaka Creek Watershed Stewardship Centre facilities.
We commit to contribute to the effective and efficient performance of our regional roles through leadership and collaboration with our members and other stakeholders.

<table>
<thead>
<tr>
<th>Goals</th>
<th>Key Actions for 2013</th>
</tr>
</thead>
</table>
| 1. Ensure the long-term financial sustainability of the Metro Vancouver Districts. | • Complete a comprehensive review of Metro Vancouver’s annual budget and long range plan.  
• In consultation with members, finalize a cost allocation formula for sewerage and drainage services. |
| 2. Ensure alignment of regional and municipal priorities | • Engage Metro Vancouver Board of Directors in a strategic planning workshop.  
• Develop a comprehensive Metro Vancouver Business Plan and performance measurement program. |
| 3. Increase public awareness and understanding of Metro Vancouver services and policies. | • Engage target audiences in support of regional priorities through communications, outreach and education initiatives.  
• Host third annual Zero Waste Conference.  
• Communicate value and cost-effectiveness of Metro Vancouver’s services. |
| 4. Enhance communication, engagement and collaboration with Metro Vancouver members. | • Host two full Council of Councils and one set of sub-regional Council of Councils.  
• Increase use of web-based tools to facilitate timely sharing of information relevant to members. |
| 5. More effectively engage other levels of government and their agencies in support of regional priorities. | • Provide the public a sense of the position political parties in British Columbia have on regional priorities, through a “Local Government Matters” website, before the election in May.  
• Position Metro Vancouver for strong and cooperative relationship with new provincial government following May 2013 election.  
• Host three workshops involving local governments and |
First Nations to facilitate mutual understanding and collaboration.

6 Ensure the 9-1-1 Emergency Service is capable of meeting regional needs.

- Become a formal member of E-Comm (Emergency Communications for Southwest British Columbia Incorporated) and have a Director join their Board.
- Develop a foundation for a regional Emergency Management governance structure.

7 Effectively and efficiently manage the region’s Electoral Area.

- Clarify responsibilities and potential liabilities associated with proposed Barnston Island Dike Transfer.
- Develop tools to enhance communications with residents of Electoral Area.

Longer Term Actions

- Work in partnership with Federation of Canadian Municipalities (FCM) to ensure that federal government’s new Long Term Infrastructure Program benefits Metro Vancouver and its members.
- Secure funding commitments from other levels of government needed to advance secondary upgrades to wastewater treatment plants and enhancement of solid waste management.
- Through the Board’s guidance, develop a three-year strategic planning process.
Accomplishments 2012
Water

- Commenced installation of steel lining at Capilano end of Seymour-Capilano Twin Tunnels.
- Continued construction of Coquitlam Ultraviolet Disinfection Facility.
- Completed excavation of Port Mann Tunnel south shaft.
- Completed design of Barnston-Maple Ridge Pump Station.
- Completed construction of Maple Ridge Main Phase 1.
- Completed and commissioned 16th Avenue Main No. 3.
- Adopted Joint Water Use Plan for Capilano and Seymour Watersheds.
- Submitted fish and habitat management strategies, related to operation of Metro Vancouver’s water system, to provincial Comptroller of Water Rights.

Liquid Waste

- Commenced preliminary design for stage V expansion of Annacis Island Wastewater Treatment Plant.
- Commenced ground densification and detailed design for expansion of Northwest Langley Wastewater Treatment Plant.
- Completed rehabilitation of Coquitlam Interceptor – Dewdney Section.
- Completed construction of North Surrey Interceptor – 104th Avenue Extension.
- Established Public Advisory Committee and completed first year of two-year engagement and consultation process for project definition stage for secondary treatment upgrade of Lions Gate Wastewater Treatment Plant.
- Adopted a by-law amendment to reduce restaurant discharges of fats, oils and grease into sewer system.
- Initiated design of pumpage and in-line storage that will address sanitary sewage overflows in the vicinity of Katzie Pump Station.
• Developed a proposed strategy to reduce sanitary sewage overflows at Cloverdale Pump Station.
• Initiated habitat enhancement work in Lower Brunette River.
• Was recognized by Canadian Water and Wastewater Association with Utility Excellence Award for excellence in community outreach supporting South Surrey Interceptor Twinning Project.
• Received the Peak of Excellence Award from the Association of Professional Engineers & Geoscientists of BC for the Annacis Island Co-digestion Pilot Facility.

Solid Waste
• Convened, in collaboration with Federation of Canadian Municipalities, a roundtable of key stakeholders to advance establishment of a National Zero Waste Council.
• Developed and approved a template bylaw and technical specifications for municipal implementation to encourage recycling of demolition materials and ensure space and access is provided for recycling at multi-family and commercial buildings.
• Initiated public consultation on waste flow management.
• Initiated procurement and consultation processes for new waste-to-energy capacity.
• Launched, in collaboration with members, organics and “Create memories, not garbage” waste reduction campaigns.
• Hosted second Zero Waste Conference introducing a zero waste design challenge.

Housing
• Adopted guidelines for Housing Action Plans to assist in implementation of Regional Growth Strategy.
• Administered the awarding of the 2012 service and infrastructure project contracts under current federal homelessness funding tranche.
• Completed upgrades to properties identified in Metro Vancouver Housing Corporation (MVHC) 2012 Capital Plan.
• Adopted detailed 10-year Capital Plan to rejuvenate and preserve MVHC housing stock.
• Expanded tenant engagement initiatives at MVHC sites, including formation of tenant associations.
• Identified best practices for creating an effective organization that enables tenant associations to work collaboratively.
• Was recognized by City of Surrey for demonstrating exemplary leadership in crime prevention and community safety. There was a 10% decrease in police calls to the five MVHC properties in Surrey.

Regional Planning
• Accepted the first two Regional Context Statements, from Belcarra and Richmond, consistent with the Regional Growth Strategy.
• Endorsed a discussion paper on intensifying use of industrial land.
• Endorsed a liaison process, involving Metro Vancouver, YVR, TransLink, Port Metro Vancouver and the Province, to develop a road management strategy for the region.
• Approved guidelines for Regional Context Statements that will assist in implementation of the Regional Growth Strategy (RGS).
• Approved guidelines for amendment process that will assist in implementation of RGS.
• Implemented a strategy to persuade the Province to promote production and consumption of local foods.

Air Quality
• Implemented diesel regulation for non-road equipment.
• Initiated consultation on an odour management regulation.
• Held workshops with members on increasing energy efficiency and reducing greenhouse gas emissions from contracted services.
Regional Parks

- Initiated salmon habitat enhancement at Acadia Creek in Pacific Spirit Park.
- Completed landscaping around the new service and concession building at Centennial Beach Regional Park that will improve habitat diversity and use green infrastructure to treat stormwater.
- Completed phase II of gap analysis of outdoor recreational amenities in regional parks.
- Included City of Richmond parks in the iParks Navigator 3 mobile app.
- Expanded use of social media tools to reach non-traditional audiences for parks.
- Completed design of Kanaka Creek Hatchery and reached fundraising goals. Construction is underway.
- Adopted concept and implementation plans for Experience the Fraser initiative.
- Completed an inventory of disturbed lands within Regional Parks.

Regional Federation

- Convened a Regional Finance Symposium, involving members and financial experts from the private and public sectors, to discuss financial challenges and opportunities.
- Adopted the tagline “Metro Vancouver: services and solutions for a livable region.”
- Was awarded second place in United Nations’ public service category “Fostering participation in policy-making decisions through innovative mechanisms” for our Public Outreach and Engagement Program.
- Leveraged established networks to secure meetings with federal and provincial politicians and their staff to discuss support for major regional projects.
• Implemented broad-based webcasting (live stream) for board meetings, conferences, regional dialogues and sustainability breakfasts.
• Increased youth engagement with Metro Vancouver priorities through a broad range of activities that include K-12 curriculum development and teacher resources, and interpretative, educational and special programming in regional parks and watersheds.
• Hosted the inaugural Sustainability Toolbox: Youth4Action Leadership Field Course.
• Consolidated the operation of the former Lower Mainland Treaty Advisory Committee.
• Participated at Katzie and Tsleil-Waututh treaty negotiation table meetings.
• Prepared two position papers communicating regional utility interests on specific policies and legislation of senior levels of government: Additions to Reserve/First Nations Commercial and Industrial Development Act and Bill S-8, The Safe Drinking Water for First Nations Act.
• Hosted the biennial Sustainable Cities International Symposium.
• Won “Most Innovative Presentation” award from North American Occupational Safety and Health for a video promoting co-worker awareness of the key hazards of driving.
• Received a Leo Award for “Best Lifestyle Program” for The Sustainable Region TV show.
• Adopted a regional disaster debris response plan and an update of our disaster response routes plan.
To: Intergovernmental and Administration Committee

From: Carol Mason, Commissioner/Chief Administrative Officer
Heather Schoemaker, Department Manager, Corporation Relations
Simon So, Deputy Manager, Engineering and Construction Department

Date: January 14, 2013  Meeting date: January 18, 2013

Subject: Metro Vancouver International Engagement Program: Participation in the 2012 IRBC Design Driven Cities Conference, ICLEI/Metropolis Thriving Neighbourhoods Conference and UCLG World Council Meeting

RECOMMENDATION
That the Intergovernmental and Administration Committee direct staff to develop a strategy and options for Metro Vancouver’s International Engagement Program.

PURPOSE

BACKGROUND
The goals for Metro Vancouver’s International Engagement Program, adopted by the Board in July 2010, are in order of priority:

a) The acquisition of knowledge and skills which directly benefit the Metro Vancouver organization and region;

b) The influence on decisions elsewhere in cities or regions which have a direct or indirect benefit for Metro Vancouver, including those which are long run and global in scope;

c) The provision of assistance to other cities or regions in the world, directly or through federal or other agencies, where such assistance is greatly needed and where Metro Vancouver has the capability to provide such assistance;

d) The enhancement of Metro Vancouver’s reputation in the international community.

Specific organizations, UCLG, ICLEI, PlusNetwork (now Sustainable Cities International), Metropolis, and IRBC, were identified as forums for Metro Vancouver to participate in to advance an agenda of collective local government action on:

- mitigating and responding to climate change;
- an international approach to zero waste; and
- capacity building in local government.
These areas of interest for Metro Vancouver form a key component of the international engagement program approved by the Board in the 2012 and 2013 budgets.

DISCUSSION

Metro Vancouver’s International Engagement Program includes participation in key international organizations. The purpose of this report is to provide a high level overview of recent participation in the IRBC, ICLEI/Metropolis conferences and the annual meeting of the UCLG World Council. Attachments 1, 2 and 3 provide detail with respect to conference/meeting content and, in the case of UCLG, a key decisions document resulting from the meeting of the World Council. Attachment 4 provides background information on IRBC, ICLEI, Metropolis and UCLG.

ICLEI/Metropolis Thriving Neighbourhoods Conference, Melbourne, Australia, Nov 12-14, 2012

Metro Vancouver Participants: Director Wayne Wright and Heather Schoemaker, Department Manager, Corporate Relations

A collaboration between ICLEI and Metropolis, the conference focused on emerging approaches to the planning, design and management of local neighbourhoods that are set to radically improve health, social engagement, environmental quality and productivity in communities. A key goal was to help communities “… develop the resilience needed to adapt creatively to unexpected challenges such as climate change, population change, rapid technological change, social upheaval and economic crises”. A key objective for Metro Vancouver’s participation was to build awareness and engage key stakeholders in the zero waste discussion; in particular, the need for global action if we are to influence the redesign of products and packaging and meet our waste reduction and prevention goals.

Thriving Neighbourhoods is an initiative of ICLEI Oceania in the early stages of establishing itself – the 2012 conference was only its second event – and as such is still experiencing growing pains. Metro Vancouver was one of only four international participants to the conference and Metro Vancouver’s participation was called upon frequently during the conference discussions. Metro Vancouver is seen by ICLEI and Melbourne as a leader in urban development and issues of sustainability; Metro Vancouver’s participation was greatly appreciated, including the engagement of Director Wright on the conference closing panel – What’s Next? A conference highlight was a dinner time “friendly” debate between Director Wright and the previous Lord Mayor of Melbourne - Most Liveable City: Vancouver or Melbourne?

While the conference was a good opportunity for learning and sharing – and confirming that half way around the world, cities are tackling the exact same issues as Metro Vancouver – the real value for Metro Vancouver was the opportunity the conference afforded to meet with key agencies and stakeholders engaged in similar initiatives and challenges to that of Metro Vancouver. Meetings and presentations, including Rethinking Waste Management ... the Design Difference were held with:

- Executive Director, State Planning, Building Systems & Strategy and other staff from the Department of Planning and Community Development (Victoria)
- Chair and CEO of Sustainability Victoria (manages waste fund and have policy role in relation to waste reduction and management
- Chair of the Victorian Local Sustainability Accord.

INT & ADMIN - 46
• Council representatives from nine councils including Melbourne participating in a project to
develop a sustainability framework and assessment tool for Thriving Neighbourhoods.
• General Manager, Housing Services and Renewal – St George Community Housing Limited
• Assistant Director, Policy, Planning and Strategy Branch, Division of Housing and
  Community Building

At the conclusion of the conference, ICLEI and the metropolitan region of Melbourne expressed
interest in exploring a more direct collaboration with Metro Vancouver. ICLEI is currently
developing a proposal and, if appropriate, staff will bring forward for the Committee’s
consideration.

IRBC Design Driven Cities Conference, Helsinki, Finland, November 27-30, 2012
Metro Vancouver Participants: Director Richard Stewart and Simon So, Deputy Manager,
Engineering and Construction Department

The Fifth Annual IRBC Conference, “Design Driven Cities”, was co-hosted by the Finnish cities of
Helsinki, Espoo, Vantaa and Lahti. The Conference focused on three themes – designing public
services, designing urban environment, and designing business success – with a goal for participants
to debate “the role of design as a source of well-being” through a series of design-related case
studies, site visits and small group discussions.

Metro Vancouver objectives were to engage with and learn from metropolitan regions that are
facing similar challenges to Metro Vancouver. Metro Vancouver participation included two
presentations: A Journey to Connect the Past to the Present – Columbia Pump Station (the unique
design aspects incorporated into the Maple Ridge and Columbia Street pump stations - presented
by Simon So); and Rethinking Waste Management ... the Design Difference (the success of the
design challenge portion of Metro Vancouver’s 2012 Zero Waste Conference and efforts to
establish the National Zero Waste Council – presented by Director Stewart).

In addition, individual meetings were held with:
• Deputy Mayor of City of Espoo, Mr. Sampo Suihko
• Lord Mayor of the City of Helsinki, Mr. Jussi Pajunen
• Mayor of the City of Lahti, Mr. Jyrki Myllyvirta

Although an interesting conference and an important gathering of like-minded and influential
metropolitan regions, the conference itself did not necessarily assist in meeting Metro Vancouver
objectives. For example, a robust discussion on waste management was not possible as the conference
participants were not of this area of local government. Individual meetings with mayors and deputy
mayors outside the conference environment were somewhat more helpful. A challenge with the IRBC
conference is one of continuity; from one year to another the participation varies depending on the
conference theme.

A nascent organization, IRBC is still struggling with its role and place as a global organization. A meeting
of the IRBC Secretariat and Regions November 28, 2012 during the conference discussed the future of
the Consortium. All participants agreed the Consortium should continue its activities. Moving forward,
the members agreed that a large conference would be held every 2nd year. In the intervening year, a
meeting of core leaders of each region will take place. The purpose of the meeting will be to: a) help
plan the next conference, b) exchange ideas and work to build productive relationships between the regions, and c) look at interesting initiatives in the region that is hosting the core leaders meeting. The core leaders’ meeting will take place in one of the 10 member regions.

The City of Stockholm will host the core leaders meeting the Fall of 2013. The exact dates will be confirmed later. The City of Dublin is considering hosting the larger 2014 conference.

**UCLG World Council Meeting, Dakar, Senegal, December 4-6, 2012**

Metro Vancouver Participants: Chair Moore, Director Jackson, Carol Mason, Commissioner/CAO

UCLG’s two governing bodies, the World Council and the Executive Bureau, meet on an annual basis. Every third year, a Congress is held setting the agenda and strategic priorities for the next three years. Metro Vancouver occupies two seats on the World Council and has observer status on the Executive Bureau. For the past five years, Metro Vancouver has participated in these meetings in close collaboration with the Federation of Canadian Municipalities (FCM). Since 2010, as endorsed by the Board, Metro Vancouver’s participation in UCLG has been focused around the theme of sustainable waste management and, more specifically, the opportunity for Metro Vancouver to play a leadership role to initiate a global dialogue on sustainable waste management, including the design of products that reflect cradle-to-cradle principles.

Key Metro Vancouver objectives for the 2012 World Council meetings included continued efforts to strengthen relations with UCLG and FCM, to gain a better understanding of and more fully engage in the functioning of the UCLG, working with the UCLG secretariat to further define the options and strategy to advance the theme of sustainable waste management, contributing to the work of the GOLDIII report and engaging other metropolitan regions in the sustainable waste management discussion.

The 2012 World Council meetings were held on the margins of the 6th Africities Summit bringing together around 300 participants from over 70 countries and included the first edition of the World Forum of Regions. Over 70 national associations of local governments gathered with partners presenting their cooperation projects, among others: Canada, Cambodia, Scotland, France, Mauritania, Mozambique, Senegal, Sweden, Spain, China, South Africa, Morocco, Finland, Italy, Netherlands, Rumania, Korea and all the other African countries.

The main decisions approved by the Governing Bodies of UCLG can be found in Attachment 3. Highlights include the Adoption of an FCM led Policy on Local Governments Role in Development and renewed support for the development of the III Global Report on Decentralization focusing on the “Governance of Local Basic Services” a key policy and agenda setting document Metro Vancouver has been contributing to in its efforts to advance the theme of sustainable waste management. The general framework of the 4th Congress taking place October 1-4, 2014 in Rabat, Morocco was also agreed by members putting special emphasis on the role of local and regional authorities as key actors for development. Among the topics to be addressed in sessions, the following were highlighted: Fostering Wellbeing, Managing Diversity, Supporting New Governance and the Change in the Mediterranean, Promoting Solidarity among Territories and Shaping the Urban Future.
In addition to its membership role on the World Council and participation in the discussions of UCLG committees and working groups, Metro Vancouver representatives continued to seek opportunities to work within the UCLG structure to further Metro Vancouver’s goals. The complexity of UCLG processes, the wide-ranging array of issues it acts upon, and the breadth of its representation across developed and developing countries, all present challenges around engagement on issues specific to Metro Vancouver. However, our contribution to the GOLDIII report, continued discussions with representatives from the UCLG Secretariat, the Federation of Canadian Municipalities, and the US National League of Cities, provides an opportunity to give an international profile for the need to advocate for changes in product design toward cradle-to-cradle principles. As a result, some joint advocacy work with the League of Cities may be possible based on the report’s recommendations.

Beyond the solid waste discussion, Director Jackson was also able to participate in and contribute to the discussions of the Standing Committee on Gender Equality. Chair Moore and Carol Mason met with Sarah Hoeftlich of the UCLG Secretariat and Mayor Khalifa Sall, City of Dakar. Dakar, a member of Sustainable Cities International (SCI), was a recent participant to the SCI 2012 Biennial Conference hosted by Metro Vancouver and during the UCLG meetings was elected President of UCLG-Africa. Mayor Sall reinforced the need to include solid waste as a priority in the UCLG agenda.

ALTERNATIVES

1. That the Intergovernmental and Administration Committee direct staff to develop a strategy and options for Metro Vancouver’s International Engagement Program.
2. That the Intergovernmental and Administration Committee receive this report for information and take no further action.

FINANCIAL IMPLICATIONS

Options to be presented under alternative one would be consistent with the approved 2013 budget of $214,576 for the International Engagement Program.

OTHER IMPLICATIONS

None.

SUMMARY / CONCLUSION

Metro Vancouver’s International Engagement Program, adopted by the Board in July 2010, has had a specific focus on zero waste, engaging international organizations such as ICLEI, Metropolis, IRBC and UCLG. While the level of interaction and commitment varies with each of these organizations, progress has been made in building awareness of Metro Vancouver and its priorities and objectives, engaging and contributing to global discussions on issues such as zero waste and climate change and building a network of international collaboration. However, other elements of Metro Vancouver’s international engagement objectives have for the most part, not been actively pursued. Areas that could benefit from international engagement include:

- the pursuit of innovation and best practices in integrated resource recovery and utility management,
- financial management techniques to support sustainable metropolitan areas,
• tenant engagement and development practices in social housing,
• ecological systems management,
• collaborative leadership (government, private sector, academia, etc.) in other metropolitan regions, and
• the creation of a smaller network of cities, preferably coastal cities of a similar size to Metro Vancouver to build a long term mutually supportive set of relationships

With this in mind, staff are recommending the development of an overall strategy for the International Engagement Program for consideration by the Intergovernmental and Administration Committee as part of its work plan for 2013. This strategy would include an analysis of Metro Vancouver’s existing program and would consider options for coming years that will ensure that Metro Vancouver obtains the maximum value and benefit for its participation in this program.

Attachments:
1. ICLEI/Metropolis 2012 Thriving Neighbourhoods Conference  (Orbit # 6938746)
2. IRBC 2012 Conference – Design Driven Cities  (Orbit # 6939056)
3. UCLG 2012 World Council Meeting  (Orbit # 6938749)
4. Background information on ICLEI, Metropolis, IRBC and UCLG  (Orbit # 6938389)
### MONDAY, 12 NOVEMBER 2012 - REGISTRATION, EVENING FUNCTION

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>3:00</td>
<td>Registration starts</td>
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<tr>
<td>4:00 - 5:30</td>
<td>Curtain-raiser workshop - Local Government: effectively addressing</td>
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<td></td>
<td>sustainability issues</td>
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<tr>
<td>5:30</td>
<td>Welcome function</td>
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**TUESDAY, 13 NOVEMBER 2012**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7:30 - 8:30</td>
<td>Registration</td>
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</table>
| 8:30 – 10:30 | **Plenary 1 – Open Session**  
  ➢ Welcome from ICLEI - Martin Brennan, ICLEI CEO and Conference Chair  
  ➢ Opening Remarks –Cr Robert Doyle, Lord Mayor, City of Melbourne  
  ➢ Pooran Desai - Co-founder, BioRegional; Director, One Planet Living  
  ➢ Fumi Masuda - Professor of Industrial Design and Sustainability, Tokyo Zokei University; Director, EcoDesign Institute |
| 10:30 - 11:00 | Morning Tea Break                                                                       |
| 11:00 - 12:30 | **Forum 1:** Creating and transforming thriving cities and communities: the critical elements  
  **Workshop 1:** Would decentralised district infrastructure accelerate sustainable building?  
  What does the next generation of sustainability innovators think? |
| 12:30 - 1:30 | Lunch                                                                                    |
| 1:30 - 3:00 | **Forum 2:** Planning for healthy environment, healthy people  
  **Workshop 2:** Policy tools and planning approaches that integrate economic, environment and social goals for communities  
  **Session 1:** Sustainable built environment |
| 3:00 - 3:30 | Afternoon Tea Break                                                                    |
| 3:30 - 5:00 | **Forum 3:** Greenfield developments: innovations enhancing sustainability and liveability  
  **Workshop 3:** Infrastructure and transport: responses to sustainability challenges  
  **Session 2:** Sustainable urban transformation  
  **Session 3:** Behaviour change for sustainable living |
| 6:30 - 9:30 | Conference Dinner and Entertainment – ‘A Friendly Debate’  
  Most Liveable City: Vancouver or Melbourne? - A kitchen-table discussion between luminaries from Melbourne and Metro Vancouver |
WEDNESDAY, 14 NOVEMBER 2012

8:30 - 10:30 – Plenary 2

- Welcome from ICLEI - Martin Brennan, ICLEI CEO and Conference Chair
- Richard Florida - Author, The Rise of the Creative Class and The Great Reset (via live video link)

10:30 - 11:00 – Morning tea break

11:00 – 12:30

**Forum 4**: Resilience: places adapting to climate, economic and social change
Host: Australian Sustainable Built Environment Council

**Workshop 4**: How sustainable are your projects and assets: using the key rating tools
Host: Australian Green Infrastructure Council

**Session 4**: Community engagement in planning

12:30 - 1:30 - Lunch

1:30 – 3:00

**Forum 5**: Business and financing models enabling thriving communities

**Forum 6**: Enabling technologies: managing complex city systems cities
Host: Major Cities Unit, Department of Infrastructure and Transport

**Session 5**: Green spaces: impact on food production, biodiversity and human health

3:00 - 3:30 – Afternoon Tea Break

3:30 – 4:30

**Plenary 3 - Wrap-up and What’s Next?**
A panel and participant discussion to identify the critical next steps towards creating thriving neighbourhoods: steps that could be implemented collaboratively by organisations, governments and individuals represented in the Conference

- Peter Seamer – CEO, Growth Areas Authority
- Cr Wayne Walker – Chairperson, Environment and Sustainability Forum, Auckland Council
- Dorte Ekelund – Executive Director, Major Cities Unit, Federal Department of Infrastructure and Transport
- Geoff Lawler – Director, City Planning and Infrastructure, City of Melbourne
- Jon Clements – National President, Australian Institute of Architects, Victoria
Welcome to Helsinki, the World Design Capital 2012!

We are honoured to host the 2012 International Regions Benchmarking Consortium Conference, “Design Driven Cities” together with the cities of Espoo, Vantaa and Lahti as well as the University of Helsinki.

During this year we have focused on the role of design as a source of wellbeing. We firmly believe that design can help cities tackle some of the biggest challenges they face today. Also companies that understand the importance of design as a source of competitiveness tend to be more successful than their competitors.

I hope you enjoy your stay.

Jussi Pajunen
Mayor of Helsinki
Tuesday 27th November

13.00–13.30  Bus transfer from hotel Klaus K to the Abattoir

13.30–15.00  Welcome Lunch Hosted by the City of Helsinki

Venue: The Kellohalli Restaurant at the Abattoir, Työpajankatu 2 building 1 e

Welcome lunch hosted by Mr. Hannu Penttilä, Deputy Mayor of Helsinki

Welcome words by Mr. Pekka Sauri, Deputy Mayor of Helsinki

Practical conference arrangements by Ms. Marja-Leena Rinkineva, Director of Economic Development of the City of Helsinki

15.00–15.30  Operation Abattoir

The Abattoir is a new urban cultural and culinary melting pot with a laid-back atmosphere, just around the corner of Kallio and other up and coming districts. The listed red-brick buildings of the Abattoir originally served as a slaughterhouse. Small indie restaurants, foodie events and artisan shops are now welcoming locals as well as visitors that want to experience Helsinki “off the beaten track”. Slowly The Abattoir area will become a lively extension to Helsinki’s other stylish cultural hot spots, such as the Cable Factory, Korjaamo, and Suvilahti.

The Abattoir is in food terms “fresh from the oven” as a public place, but getting here has been quite a ride, but what’s really exciting is the fact that the future of the area is being shaped right now. Experience “the living lab” and hear about the next steps of this constantly evolving creative food hub. Can a former slaughterhouse in and basically abandoned hood survive and actually blossom?

Presented by Mr. Ville Relander, Project Manager, Culinary Culture Strategy of the City of Helsinki

15.30–16.00  Food, Culture and Modernity in Finland

Professor Johanna Mäkelä is the first professor of Food Culture in Finland. She started at this position in 2012 in the University of Helsinki. Her main research topics are food and consumption sociology, practices and changes of eating, corporate responsibility, sustainability and participatory methods.

Presented by Ms. Johanna Mäkelä, Professor of Food Culture, University of Helsinki

16.00–16.30  Food Hubs (Seattle)

Many farmers and ranchers, especially smaller operations, are challenged by the lack of distribution and processing infrastructure of appropriate scale that would give them wider access to retail, institutional, and commercial foodservice markets, where demand for local and regional foods continues to rise. Food hubs can help. By offering a combination of production, aggregation, distribution, and marketing services, food hubs make it possible for producers to gain entry into new and additional markets that would be difficult or impossible to access on their own. Snohomish County has developed a unique model that creates demand and provides services to local producers.

Presented by Ms. Linda Neunzig, Agriculture Coordinator at Snohomish County Economic Development

16.30–17.00  Food in Fukuoka

Fukuoka is one of the best gourmet towns in Japan. The city is blessed with abundance fresh sea foods and a variety of ingredients that are used in Mizutaki (chicken broth hot pot), Ramen noodle, Sashimi and Mentaiko (spicy pollack roe) as well as other local cuisine. These food products are highly evaluated as “Fukuoka-brand” both at home and overseas. In addition, Fukuoka is also famous for the street stalls, known as yatatai, which are rarely found in other parts of Japan, provide a special place where people can enjoy delicious dishes while chatting with strangers sat beside them. This presentation will introduce the charms of Fukuoka foods along with public-private partnership initiatives for creating a more attractive city using its own local foodstuffs.

Presented by Mr. Koichi Gono, Chief Executive, Economy, Tourism & Culture Bureau, Fukuoka City Government

17.00–17.30  Snacks from Fukuoka, Japan

Prepared by Ms. Junko Ikuta, President / Cooking Specialist, IKUTA Kitchen Co. Ltd

17.30–18.00  The Cultural Sauna

The Kulttuurisauna is a new urban, contemporary Finnish public sauna on the Helsinki waterfront. It is a low-carbon sauna that runs on renewable energy and is eco-efficient. Nene Tsuboi, a Japanese designer and Tuomas Toivonen,
a Finnish architect are in charge of the designing, constructing, financing and running of Kulttuurisauna. They will combine bath-keeping and design as their future profession.

Presented by Mr. Tuomas Toivonen, Architect at NOW Office and Founder/Owner of the Kulttuurisauna

18.00–19.00 Optional site visit to the Cultural Sauna or bus transfer to hotel Klaus K.

Please note that the Sauna is still under construction (although finalized soon) so unfortunately there is no sauna and bathing available.

Hosted by Mr. Tuomas Toivonen, Architect at NOW Office and Founder/Owner of the Kulttuurisauna

19.00–20.00 Free time

20.00–20.15 Short walk from hotel Klaus K to dinner restaurant

20.15–22.00 Dinner
Venue: Restaurant Putte’s, Kalevankatu 6

Tuesday evening will end with a relaxed dinner at one of the coolest restaurants in Helsinki at the moment. Serving gourmet pizzas and salads in a simply decorated environment right at the heart of Helsinki, Putte’s has earned its place in the city’s restaurant scene.

Hosted by Mr. Pekka Sauri, Deputy Mayor of Helsinki

22.00–22.15 Short walk back to the hotel

Wednesday 28th November

8.30–9.00 Bus transfer from hotel Klaus K to Huutokonttori

The morning session at Huutokonttori is hosted by Ms. Marja-Leena Rinkineva, Director of Economic Development of the City of Helsinki.

9.00–9.30 World Design Capital Helsinki 2012 – Design Embedded in Life

Venue: Huutokonttori Information Center, Tyynenmerenkatu 1

Helsinki is the World Design Capital 2012 together with four other cities in the region. The aim is simply to create a better, more functional and comfortable city with the methods of design. During the year Helsinki has received massive international media attention and the official WDC program consists of almost 400 design projects.
Presented by Mr. Pekka Timonen, Executive Director of the World Design Capital Helsinki 2012


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<th>Time</th>
<th>Session</th>
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<tr>
<td>9.30–10.00</td>
<td><strong>PIVOT Dublin</strong></td>
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<td><em>PIVOT Dublin is a design promotion project born out of Dublin’s bid to be designated World Design Capital in 2014. Through a process of collaboration, contribution and conversation, PIVOT Dublin has established itself as a focus for interdisciplinary design initiatives and helped create a resurgence of international interest in Irish design.</em></td>
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<td>Presented by Ms. Ali Grehan, Dublin City Architect, PIVOT Dublin</td>
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<td>More information at: <a href="http://www.pivotdublin.com/">www.pivotdublin.com/</a></td>
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<tr>
<td>10.00–10.30</td>
<td><strong>Jätkäsaari Urban Development Case</strong></td>
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<td><em>The modern and environmentally sustainable suburb of Jätkäsaari is currently under construction on a southern peninsula recently vacated by a cargo port. It will feature homes for 16,000 residents and 6,000 jobs. A modern information center called “Huutokonttori” has been designed by the City of Helsinki to ensure efficient provision of information for residents during the construction works.</em></td>
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<td>Presented by Mr. Matti Kaijansinkko, Architect, Head of Project, Helsinki City Planning Department</td>
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<td>More information at: <a href="http://www.hel2.fi/irbc/huutokonttori.html">www.hel2.fi/irbc/huutokonttori.html</a></td>
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<tr>
<td>10.30–10.45</td>
<td><strong>Coffee break</strong></td>
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<td>10.45–11.15</td>
<td><strong>A New Tree Grows in Seattle</strong></td>
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<td><em>In 1953 the city of Seattle chose to join its manufacturing center south of its downtown with the home of the Pacific NorthWest Fishing Fleet north of downtown with a double deck elevated highway. It worked very well as a transportation route, but provided a physical and acoustic barrier between the downtown and one of the prettiest waterfronts in the world. In 2009, after an earthquake, more than 2,000 public meetings and 11 years of the “Seattle Process,” the region chose to bury the highway in the largest diameter deep bore tunnel in the world, which will create about 20 acres of open space for parks and paths, access to the water, places to enjoy views, vibrant public and cultural spaces, and a new urban street that will accommodate all modes of travel.</em></td>
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<td></td>
<td>Presented by Mr. Bob Donegan, Chair of the Seattle Metropolitan Chamber of Commerce and a member of the committee responsible for developing the tunnel idea and supervising the redesign of the waterfront</td>
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Rethinking Waste Management... the Design Difference

The majority of the waste generated by the items in our lives happens before they even reach us. Behind every item lies the resources used and the waste produced to manufacture, package and transport it to us. This means that how we design our stuff - from the start to the end of its useful life – has real consequences. As long as the products citizens use are difficult to re-use, repair or recycle, they will too easily be discarded as garbage, and local governments will continue to face the high costs needed to manage that waste. And as the limits of what can be economically recycled are approached, with products that are difficult to separate into recyclable components, municipalities will likely face diminishing returns in their investments to reach higher diversion targets.

To overcome these limits, products and their packaging will need to be designed with “cradle-to-cradle” principles, so that at the end of their useful lives they can be economically repaired or recycled into similar-value products. Metro Vancouver and the Federation of Canadian municipalities are collaborating to create a National Zero Waste Council; a national unified voice encouraging behaviour change and influencing the redesign of products and packaging so that products are designed to be more readily reused, repaired and recycled.

Presented by Mr. Richard Stewart, Metro Vancouver Board Directors and Mayor, City of Coquitlam

A Journey to Connect the Past to the Present – Columbia Pump Station, Metro Vancouver

Since 2002, Metro Vancouver has formally put the principles of sustainability at the centre of its operating and planning philosophy. The Columbia Pump Station replacement exemplifies the operating principles that guide Metro Vancouver: protect the natural environment, provide for ongoing prosperity; and build community capacity and social cohesion.

Developed with significant contributions from the community, the new Columbia Street Pump Station is in the historic Gastown neighbourhood of Vancouver. It replaced an adjacent 40-year-old pumping station that had reached the end of its useful service life. The finished facility includes an artist’s interpretive program “to connect” that is integrated into the design of the building reflecting its function, as well as the rich culture and history of the neighbourhood. The components of “to connect” use words in stone, photographs, and a real time video frame to provide a permanent art installation that honours the past, engages us in the present, and provides a glimpse of a sustainable future. The success of this public art project on a Metro Vancouver utility building has set a new precedent for future projects.

From the beginning the constraints upon the design of the new pump station were formidable. Design innovation, engineering excellence, community engagement, and sustainability principles were key to successfully integrating a new wastewater pump station in this unique site.
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<th>Presenter</th>
<th>Details</th>
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<tr>
<td>11.45–12.15</td>
<td>Meet the Designer – Case Helsinki Trams (Transfer from Huutokonttori to the University Library)</td>
<td>Minerva House, University of Helsinki City Centre Campus, Siltavuorenpenker 5 A</td>
<td>Mr. Simon So, Deputy Manager, Metro Vancouver Engineering and Construction Department</td>
<td>More information at: <a href="http://www.creadesign.fi/en/references/product-design.html#160">www.creadesign.fi/en/references/product-design.html#160</a></td>
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<tr>
<td>13.00–14.00</td>
<td>Lunch Hosted by the City of Vantaa - Case Aviapolis</td>
<td>Minerva House, University of Helsinki City Centre Campus, Siltavuorenpenker 5 A</td>
<td>Ms. Ritva Alatalo, CEO of Vantaa Innovation Institute Ltd</td>
<td>The afternoon session at University of Helsinki is hosted by Ms. Manninen, Director, City of Helsinki Urban Facts.</td>
</tr>
<tr>
<td>14.00–14.15</td>
<td>Introduction to Future Learning Environments</td>
<td>Minerva House, University of Helsinki City Centre Campus, Siltavuorenpenker 5 A</td>
<td>A team of researchers at the University of Helsinki have built a new classroom environment where learning is based on offering students opportunities to create knowledge and solutions together, much in the same manner as in the workplace, be it through social media, videoconferencing or traditional roundtable discussions. We will spend the afternoon using these smart methods in our conference.</td>
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14.15–14.45 Design Exchange Program by Sitra

The Finnish Innovation Fund (Sitra) has together with two ministries and two cities hired four strategic designers to work within the partnering public sector organizations. The designers will work full-time and in-house for one year. The City of Lahti has engaged the designer in a project where a trackside area is planned together with local residents.

Presented by Mr. Santtu von Bruun, City of Lahti and Ms. Sara Ikävalko, Industrial Designer working at the Design Exchange Program

More information at:
http://insidejob.fi/author/sara/
http://wdchelsinki2012.fi/en/program/2012-06-06/design-exchange-0

14.45–15.15 Hakata Station Urban Development Case

Located in the central part of Fukuoka, the district known as Hakata is recognized as a business-activity hub for Kyushu and western Japan, and it has developed as the gateway to Kyushu primarily due to the presence of Hakata Station, Kyushu’s largest transportation hub. The Hakata district is now going through major changes as a result of the March 2011 opening of the new Hakata Station and start of full operation of the Shinkansen line. At the new Hakata Station, the station front plaza was redeveloped, and the new station building JR Hakata City was born as a new Kyushu landmark worthy of its role as flagship station of JR Kyushu.

Presented by Mr. Kimiaki Hyodo, Deputy General Manager of the Strategy Management Department in the Corporate Planning Headquarters of Kyushu Railway Company (JR Kyushu)

15.15–15.45 Barcelona Politics and Management Deal

A new way of understanding politics with public organizations willing to face the challenges of the XXIst century

Presented by Mr. Jordi Joly, CEO Economy, Business and Employment at Barcelona City Hall

15.45–16.00 Coffee Break

16.00–16.30 Helsinki Region Infoshare – Facilitating, Empowering and Supporting Openness and Co-Creation

The Helsinki Region Infoshare web service offers fuel for the digital age. Usable and often free tools for processing data and creating applications,
encouraging user participation and constant prototyping are the soil the flowers of open data thrive on. Helsinki Region Infoshare offers open and useful public data on the Helsinki Region, its municipalities and sub-areas, and the operating environment of the region. The service is managed by a directive board formed by the funding and executive parties, as well as the City of Helsinki Urban Facts and Forum Virium Helsinki.

Presented by Mr. Ville Meloni, Project Manager, Forum Virium Helsinki

More information at: www.hri.fi/en/

16.30–17.30 Wrap-Up and Panel Discussion

The entire day is wrapped up by a panel discussion featuring case presenters and keynote listeners from IRBC regions.

Moderated by Mr. Marco Steinberg, Director of Strategic Design, The Finnish Innovation Fund Sitra

17.30–18.00 Bus transfer to the hotel Klaus K

18.00–19.00 IRBC Secretariat Meeting

Venue: Hotel Klaus K,
Bulevardi 2–4, room Stage 2

19.00–20.00 Free time

20.00–20.30 Bus transfer from hotel Klaus K to the dinner venue

20.30–23.30 Romantic City goes Ice-Breaking – IRBC Dinner Hosted by the City of Helsinki

Venue: Icebreaker ship Urho,
Merikasarmi laituri (Merikasarmi dock)

We will end the night with a christmassy dinner in a very romantic and exotic venue: onboard the icebreaker ship Urho. One of the design principles guiding Urho’s construction in the 1970’s besides ice-breaking was its planned role as a PR ship for the highest government executives. To this end, the vessel has two saunas, a swimming pool, a gym and a library.

Foreign heads of state as well as high-level delegations have been entertained in Urho’s lounge. The interior of the ship is decorated with paintings by renowned Finnish artists.

Hosted by Mr. Pekka Sauri, Deputy Mayor of Helsinki

More information at: www.arctia.fi/en_urho

22.30& 23.30 Two alternative bus transfers to the hotel Klaus K
Thursday 29th November

8.00–8.30  Bus transfer from hotel Klaus K to the Exhibition Centre WeeGee in Espoo

8.30–8.45  Mayor’s Welcome

Venue: Exhibition Centre WeeGee, Ahertajantie 5, Espoo

Presented by Mr. Sampo Suihko, Deputy Mayor of the City of Espoo

8.45–9.15  Designing an Ecosystem for Start-ups at the Aalto University

Aalto University is Finland’s leading university of technology and science. Around Aalto University a vibrant start-up community has emerged driven by an active and growing group of students, faculty and alumni, and supported by the City of Espoo and the private sector. Facilities like the Aalto Venture Garage or Aalto Design Factory, and events like Startup Sauna or Slush attract young entrepreneurs and investors from around the world. Will Cardwell will explain how this ecosystem has evolved, how it is impacting society, and what to look for in the future.

Presented by Mr. Will Cardwell, Head of Aalto Center for Entrepreneurship, Aalto University

More information at: www.finnwill.fi/index/1

9.15–9.45  Case Giraff Technologies Ltd. (Stockholm)

Giraff is a mobile telepresence solution for home care that allows anyone to virtually enter a home from their computer via the Internet and conduct a natural, secure visit just as if they were physically there. Giraff is used in 7 countries around Europe today, and the first social care organization to use Giraff in home care – Västerås municipality in Sweden – has now formalized this program along with several other ICT solutions. In this presentation we will learn how a care organization and technology provider work together to design a new public service.

Presented by Mr. Stephen von Rump, CEO of Giraff Technologies Ltd

More information at: www.giraff.org/?lang=en

9.45–10.15  Case KONE Corporation (Helsinki)

KONE provides innovative and eco-efficient solutions for elevators, escalators and automatic building doors. We support our customers every step of the way; from design, manufacturing and installation to maintenance and modernization. KONE is a global leader in helping our customers manage the smooth flow of people and goods throughout their buildings.
Our commitment to customers is present in all KONE solutions. This makes us a reliable partner throughout the life cycle of the building. We challenge the conventional wisdom of the industry. We are fast, flexible, and we have a well-deserved reputation as a technology leader, with such innovations as KONE MonoSpace®, KONE MaxiSpace®, and KONE InnoTrack™. You can experience these innovations in architectural landmarks such as Capital City in Moscow, Hongqiao Transport Hub in Shanghai, North LaSalle in Chicago and Tour First in Paris.

KONE employs on average 35,000 dedicated experts to serve you globally and locally in over 50 countries.

Presented by Mrs. Anne Stenros, Design Director of KONE Corporation

More information at: www.kone.fi

10.15–10.45  Case Kiosked Ltd. (Helsinki)

Kiosked is an end-to-end enterprise-class platform for social and visual commerce – that turns any content on any device into a storefront. With Kiosked brands can activate and control their content while reaching and rewarding their fans wherever they are. Kiosked has been selected as one of the world’s best companies and won many major advertising and design awards.

Presented by Timo Valtonen, Chief Commercial Operator of Kiosked Ltd

More information at: www.kiosked.com

10.45–11.30  Wrap-up and Panel Discussion

The day is wrapped up by a panel discussion featuring case presenters and keynote listeners from IRBC regions.

Moderated by Mr. André Chaker, Senior Advisor to the President of the Finnish Lottery Corporation

11.30–12.00  Bus transfer from Espoo to the Finlandia Hall

12.00–13.00  Helsinki World Design Capital 2012 Closing Summit Lunch & Get-together

Venue: Finlandia Hall,
Mannerheimintie 13, (doors M1/K1)

13.00  Helsinki World Design Capital 2012 Closing Summit:
Story of Success and a Few Lessons Learned

Venue: Finlandia Hall,
Mannerheimintie 13, (doors M1/K1)

The afternoon summit summarizes the Helsinki World Design Capital year by
focusing on economic, social and cultural issues through the project’s main strategic themes:

*Roots for New Growth – Demand for Design*
*Global Responsibility – Designing the Future*
*Open Helsinki – Creating Cultural Change*
*Design Destination – Transforming the City*

Each session comprises of a keynote address and two short personal reflections on the theme from policymakers, designers and grassroots urban activist that have held a key role in Helsinki’s year as World Design Capital.

Conference program and more information can be found at: http://wdchelsinki2012.fi/convocation

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<tr>
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<td>13.00–13.10</td>
<td>Welcome</td>
<td>Presented by Mr. Marco Steinberg, Director of Strategic, The Finnish Innovation Fund Sitra</td>
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<tr>
<td>13.10–13.15</td>
<td>Opening remarks</td>
<td>Presented by Professor Soon-in Lee, President of the International Council of Societies of Industrial Design</td>
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<tr>
<td>13.15–13.30</td>
<td>World Design Capital Helsinki 2012 - Story of Success and a Few Lessons Learned</td>
<td>Presented by Mr. Jussi Pajunen, Mayor of Helsinki</td>
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<tr>
<td>13.30–14.00</td>
<td>Session one: Open Helsinki, Creating Cultural Change</td>
<td>Keynote by: Mr. Tommi Laitio, Director of Youth Affairs, City of Helsinki</td>
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<td>Reflections by: Mr. Tuomas Toivonen, Architect, Now Office, Helsinki</td>
<td>Reflections by: Mr. Saku Tuominen, Creative Director, Idealist Group, Helsinki</td>
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<td>Reflections by: Ms. Salla Heinänen, Secretary General, Finnish Association of Designers Ornamo</td>
<td>Reflections by: Ms. Mirkku Kullberg, CEO, Artek</td>
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<td>14.30–15.00</td>
<td>Coffee and Refreshments</td>
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15.00–15.30  **Session three: Global Responsibility – Designing the Future**

*Keynote by:*
Mr. Ravi Naidoo, Founder, Design Indaba, Cape Town

*Reflections:*
Ms. Kigge Hvid, CEO, Index: Design to Improve Life, Copenhagen
Mr. Ilkka Suppanen, Designer, Studio Suppanen, Helsinki

15.30–16.00  **Session four: Design Destination – Transforming the City in the Eyes of the World**

*Keynote by:*
Ms. Judy Dobias, Managing Director, Camron, London

*Reflections by:*
Mr. André Noël Chaker, Author, Lawyer, Helsinki
Mr. Jeroen Beekmans and Mr. Joop de Boer, Founders, The Pop-Up City, Amsterdam

16.00–16.45  **Mayors in Conversation with Representatives of ICSID and UNESCO**

Chaired by Mr. Pekka Timonen, Executive Director of the World Design Capital Helsinki 2012

16.45–17.00  **Conclusions**

Presented by Mr. Marco Steinberg, Director of Strategic Design at Sitra, Finnish Innovation Fund

17.00–17.30  **Cocktails**

17.30–18.00  **Bus transfer from Finlandia Hall to the hotel Klaus K**

18.00–19.00  **Free time**

19.00–19.30  **Bus transfer from the hotel Klaus K to the Helsinki City Hall**

19.30–23.00  **Gala Dinner and World Design Capital Convocation Ceremony for Cape Town WDC 2014**

Venue: Helsinki City Hall, Pohjoisesplanadi 11-13

*In connection with the World Design Capital Helsinki 2012 Closing Summit, the International Council of Societies of Industrial Design (Icsid) and the Mayor of Helsinki host a gala dinner celebrating the success of the World Design Capital Year in Helsinki. A symbolic event to commemorate the official hand-
over from one city to the next, this year’s World Design Capital Convocation Ceremony will highlight Cape Town (South Africa) as the upcoming World Design Capital for 2014. The convocation ceremony is a World Design Capital Signature Event.

Please note, Dress Code: Black Tie

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<td>23.00–23.30</td>
<td>Bus transfer to the hotel Klaus K</td>
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<tr>
<td><strong>Friday 30th November</strong></td>
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<tr>
<td>9.00–10.30</td>
<td>Bus transfer from hotel Klaus K to the Sibelius Hall in Lahti</td>
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<td>10.30–10.45</td>
<td>Mayor’s Welcome</td>
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<td>Venue: Sibelius Hall in Lahti, Ankkurinkatu 7, Lahti</td>
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<td>Presented by Mr. Jyrki Myllyvirta, Mayor of the City of Lahti</td>
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<tr>
<td>10.45–11.15</td>
<td>Designing the City’s Strategy – How Has Lahti Used Design as a Strategic Asset in the City Development</td>
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<td>The City of Lahti’s Design Strategy is focusing on using design as a tool for user-driven innovation to improve competitiveness of local businesses and public services. Lahti is a ‘green clean’ design city where citizens have an active open source role via “Lahen D”, a user-centered design platform. The meta-brief for the city of Lahti is I.C.E.: Ideas from people, Crossfunctional Co-design for solutions in an Environmentally conscious way.</td>
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<td>Presented by Ms. Riikka Salokannel, Design Development Director, Lahti Business and Science Park Ltd</td>
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<td>11.15–12.00</td>
<td>Co-designing as co-futuring: Tonttila, a community case study in the City of Lahti</td>
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<td>Presented by Mr. Alastair Fuad-Luke, Professor of Emerging design practices, Aalto ARTS, Aalto University</td>
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<tr>
<td>12.00–13.00</td>
<td>IRBC Farewell Lunch</td>
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<td>Venue: Sibelius Hall in Lahti</td>
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<td>13.00–14.30</td>
<td>Bus transfer to Helsinki via the Airport</td>
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<td>14.30</td>
<td>End of 2012 IRBC Helsinki Conference</td>
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<td>Name</td>
<td>Title/Role</td>
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<tr>
<td>Alatalo, Ritva</td>
<td>CEO</td>
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<tr>
<td>Bergqvist, Sören</td>
<td>County Council Commissioner</td>
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<tr>
<td>Cardwell, Will</td>
<td>Head of Aalto Center for Entrepreneurship</td>
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<tr>
<td>Chaker, André</td>
<td>Senior Advisor</td>
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<td>Donegan, Bob</td>
<td>Chair of the Board</td>
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<tr>
<td>Ek, Maria</td>
<td>Project manager</td>
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<tr>
<td>Elmberg, Henrik</td>
<td>Member of County Council</td>
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<tr>
<td>Endresen-Scott, Chris</td>
<td>Director of Economic Development</td>
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<td>Erkkila, Krisitina</td>
<td>Director of Development</td>
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<td>Fischer, Thomas</td>
<td>Economist</td>
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<td>Frössén, Claes</td>
<td>Project Manager</td>
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**UCLG World Council**  
4-6 December 2012  
Dakar, Senegal  

**DRAFT PROGRAM @ 29 NOVEMBER**

### Tuesday 4 December – Venue: Almadies Hotel

<table>
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<tr>
<th>Time</th>
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| 09:00-13:00| **Africities Summit Opening**  
King Fahd Hotel                                           |
| 13:00-14:00| Free lunch/Africities delegates buffet                                |
| 14:00-14:30|                                                                      |
| 14:30-15:30| **World Forum of Regions**  
Dara Room                                     |
| 15:30-16:00| **Preparatory Meeting** (tbc)  
Signara 1 Room                                    |
| 16:00-16:30| **Gender Equality**  
Signara 1 Room                                    |
| 16:30-19:00| **World Forum of Regions**  
Dara Room                                     |
| Evenining  | Welcome reception of Africities                                       |

### Wednesday 5 December morning - Venue: Almadies Hotel

<table>
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<th>Time</th>
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| 09:00-10:15| **Rabat Congress Preparatory Meeting** (UCLG Members only)  
Dara Room                                     |
| 10:15-10:30| Break                                                              |
| 10:30-11:45| **Financial Management Committee** (By invitation)  
Dara Room                                     |
| 11:45-12:00| Break                                                              |
| 12:00-13:15| **Committee on Statutory Affairs** (By invitation)  
Dara Room                                     |
|           | **Middle-East**  
Teranga Room                                          |
|           | **Decentralization and local self-government**  
Signara 1 Room                                    |
|           | **Local Economic Development**  
Signara 2 Room                                    |
|           | **Development Cooperation & City Diplomacy**  
Signara 2 Room                                    |
|           | **Peripheral Cities**  
Pikine City Hall                                   |

### Wednesday 5 December afternoon - Venue: King Fahd Hotel

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<tr>
<td>13:15-14:30</td>
<td>Free lunch/Africities delegates buffet</td>
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| 14:30-16:15| **UCLG Executive Bureau Open Debate** - Big Amphitheater  
Local & Regional Authorities in International Agenda towards Habitat III |
| 16:15-16:30| Break                                                              |
| 16:30-18:30| **UCLG Executive Bureau** (Members only) - Big Amphitheater           |
| Evening    | Free dinner                                                         |

### Thursday 6 December – Venue: King Fahd Hotel

<table>
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<th>Time</th>
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| 09:00-10:45| **Africities Summit Sessions**  
King Fahd Hotel                                           |
| 10:45-11:00| Break                                                              |
| 11:00-13:00| **UCLG World Council Open Debate** - Big Amphitheater  
Contributing to MDGs and beyond: Basic Services, Equality, Local Development |
KEY DECISIONS OF THE UCLG GOVERNING BODIES
4-6 DECEMBER 2012, DAKAR

UCLG Committees, Executive Bureau and World Council met from 4 to 6 December in Dakar, on the occasion of the Africities Summit. This document provides a summary of the main decisions adopted by the different meetings. Detailed reports will follow and will be presented for adoption.

1. The UCLG World Council took place in the City of Dakar (Senegal) in conjunction with the 6th Africities Summit which saw a record of participation with 6,000 delegates. The UCLG meetings gathered around 300 participants from over 70 countries and included the first edition of the World Forum of Regions.

2. Over 70 national associations of local governments gathered with partners presenting their cooperation projects, among others: Canada, Cambodia, Scotland, France, Mauritania, Mozambique, Senegal, Sweden, Spain, China, South Africa, Morocco, Finland, Italy, Netherlands, Rumania, Korea and all the other African countries.

3. Key partners of UCLG, such as UN-Habitat represented by Under-Secretary General Joan Clos, the World Bank, represented by Director of Finance, Economy and Urban Zoubida Allaoua, the United Nations Office for Risk Reduction represented by Director Helena Molin Valdes, the Millennium Campaign represented by Director of Policy Sering Falu, Cities Alliance, represented by its Director William Cobbett, the European Commission represented by Angelo Baglio, Head of Development and Cooperation Directorate General, and many others participated actively in the UCLG meetings.

4. The meetings of the UCLG Executive Bureau and World Council were opened by the Mayor of Dakar, Mr. Khalifa Sall and Dr. Kadir Topbas, Mayor of Istanbul (Turkey) and President of UCLG. They were chaired respectively by Co-President Muchadeyi Masunda, Mayor of Harare (Zimbabwe), and Dr. Wolfgang Schuster, Mayor of Stuttgart and President of CEMR and Vice-President of UCLG. The gathering also counted with the presence of Bertrand Delanoë, Mayor of Paris and Founding Honorary President of UCLG.

5. Special tribute was paid to Don Borut, Executive Director of NLC and Secretary General of UCLG-NORAM, who will be retiring by the end of the year. Mr. Borut was thanked for his continued support to the World Organization and was granted Honorary Membership.

6. The business sessions of the Executive Bureau and World Council were preceded by policy debates dedicated to the role of Local and Regional Authorities in the Framework of the International Development Agenda towards Habitat III and to the contributions of local and regional authorities to the new Millennium Development Goals and the so called Post 2015 Agenda.

7. The main decisions approved by the Governing Bodies of UCLG are summed up below.
Adoption of the UCLG 2013 Work Plan

8. Members adopted the Work Plan stressing that the World Organization needs to pay special attention to building on the numerous activities which are being developed in the different parts of the network and particularly in Committees and Working Groups.

9. The global strategy and actions of the Organization should aim at introducing local and regional priorities in the international agenda. The UCLG leadership stressed that international action is not an aim in itself but rather a vehicle to ensure that the experience owned by local and regional governments, based on their proximity to their citizens, contributes to addressing many of the global challenges with local effects. Solidarity among territories, the need for multi-level and multi-stakeholders dialogues, as well as continued support to peer learning and decentralised cooperation activities, were highlighted in the different parts of the debates.

10. The members agreed to setting further steps towards a more inclusive and all encompassing organization with stronger relations with sister organizations and great visibility for the diverse membership, including cities, associations and regional authorities.

11. The 2013 Work Plan will be marked by the celebration of the 100th anniversary of the municipal movement and the 4th UCLG World Congress in Rabat (1-4 October).

Roadmap of UCLG for the new Development Agenda Post 2015

12. During the two Policy Debates chaired by Dr. Wolfgang Schuster and Karen Leibovici (Councillor of Edmonton, President of the Federation of Canadian Municipalities) respectively, UCLG members and partners called UCLG to ensure that the vision and concerns of local and regional authorities will be introduced in the new development agenda.

13. UCLG President, Kadir Topbaş expressed his commitment to bringing this vision to the table of the High Level Panel for Post 2015. He further proposed the creation of a Local and Regional Government Taskforce that will include all relevant sister organizations and would be enlarged with experts and partners working together towards the High Level Session for the Revision of the MDGs in September 2013.

14. Partners such as ORU-FOGAR, ICLEI and CLGF have already confirmed their interest in working with UCLG in this Taskforce. AIMF, ATO and NRG4SD have been invited to join.

15. The first meeting of the Taskforce is envisaged to take place in New York on the first half of the year. A preliminary calendar of work was adopted for 2013 culminating with concrete proposals for the High Level Segment of the UN General Assembly in September.

16. Mayors and Regional Presidents called for the new development agenda to be people centred and focusing on who needs to be empowered and how. A call for sound decentralization with adequate competences and resources was made, as well as increased attention for culture as a fourth pillar for sustainable development. Addressing inequalities, promoting participatory governance and creating the necessary conditions to provide basic services were some of the key topics identified as catalysts of development.
17. Finally, the UCLG leadership called for an inclusive International Governance Framework that would allow for a true multilevel partnership where the sustainability and development agenda would be integrated. They further expressed support for the definition of Sustainable Development Goals closely related to the Millennium Development Goals and organized around basic services.

18. The role of cities, local and regional governments in mitigating and adapting to climate change and the need to plan for disaster risk reduction and further develop sustainable urban planning were emphasized as pivotal issues of the new Urban Agenda to be defined in Habitat III.

Adoption of Policy Decisions

19. Adoption of a UCLG Policy on Local Governments Role in Development. UCLG’s Development Cooperation and City Diplomacy Committee (DCCD) and Capacity and Institution-Building Working Group (CIB) have drawn up a Paper and Advocacy Strategy on Development Cooperation and Local Government to advance UCLG’s work and objectives.

20. The paper aims at explaining the role of local governments in development cooperation and it reaches key recommendations for both our membership and our international partners.

21. A shorter Policy Statement gathering the main arguments and recommendations was also adopted aiming at feeding policy briefings of political representatives that need to represent the organization before partners.

22. The UCLG Position for the Consultation on the EU Communication on the Role of Local Authorities in Development was adopted. This position calls for further structural dialogue and improved quality of exchanges building on the special character of local and regional authorities as sphere of government.

23. UCLG will pursue the request of achieving Permanent Observer Status before the UN. Members are called to contact their respective national governments seeking support.

24. Renewed support was expressed by the Committee on Decentralization to the development of the III Global Report on Decentralization focusing on the “Governance of Local Basic Services”, together with the development of an Index on local governments and decentralization, according to the views and experiences of local and regional leaders. The result of the research will contribute to the inputs of local and regional authorities to the new development agenda. Members were called to participate in the regional seminars that will take place in the first half of the year submitting to political advice the findings of the regional studies.

25. Agreement to further develop the UCLG Learning Agenda building on the existing experiences of members.

26. Agreement to utilize the materials presented by cities to the Guangzhou International Award for Urban Innovation as examples that can enrich our advocacy work and contribute to knowledge exchange.

27. The Committee on Development Cooperation and City Diplomacy proposed to create a Local Government Award for Peace that will build on the longstanding work on City Diplomacy and that would be celebrated in conjunction
with the UCLG Congress. The possibilities of developing such an award will be further explored and reported back to the UCLG Executive Bureau.

28. The UCLG Committee on Mobility encouraged all UCLG members to join the Walk21: International Charter for Walking.

29. The Euro-Asia Section proposed to declare 2014 the Year of Twinning, paying tribute to all the longstanding relations between cities which have greatly contributed to peace and dialogue in Europe and other parts of the world. This festive year would also coincide with the 70th anniversary of the twinning between Volgograd (former Stalingrad) and Coventry. The exact format and shape of this initiative will be discussed at the UCLG Executive Bureau.

30. The Standing Committee on Gender Equality called to contribute to the organization of the World Conference of Local Elected Women in Paris, 31 January-1 February.

Imagine Society, Build Democracy: Theme of the 4th Congress of UCLG

31. The general framework of the Congress was agreed by members putting special emphasis on the role of local and regional authorities as key actors for development. Among the topics to be addressed in sessions, the following were highlighted: Fostering Wellbeing, Managing Diversity, Supporting New Governance and the Change in the Mediterranean, Promoting Solidarity among Territories and Shaping the Urban Future: on the position of local and regional governments in the Post-2015 international agenda of development and the Habitat III Conference to be held in 2016.

32. Members expressed the need to provide full fledged discussions on gender equality and culture. There was further agreement to ensure that the World Congress and II Summit of Local and Regional Leaders would include other partners and stakeholders working at the local and regional levels.

Electoral Process 2013

33. Approval of the Framework of Elections and Call for Candidatures for Presidency and Treasurer of UCLG.

34. The elections will take place according to the rules agreed for the Mexico elections in 2010 within the framework of the UCLG Constitution. Members expressed however the need to ensure strict application of the regulations aiming at ensuring balanced representation of all types of members: individual cities and local governments (direct members), associations and regional authorities.

35. The requests of the Standing Committee on Gender Equality to develop mechanisms that will ensure achieving the 20% target of women in the Governing Bodies of UCLG for 2013 were welcomed and will be informed to members as the electoral process is launched.

36. It was agreed that the Chair of the Standing Committee on Gender Equality would be invited to the meetings of the Committee on Statutory Affairs in 2013 dealing with electoral matters. It was further proposed that in case of lack of female representation in the future Presidency of UCLG, the Chair of the Standing Committee on Gender Equality would be appointed Ex-Officio member of the UCLG Presidency.
37. There was further a call to careful monitoring of the **application of the eligibility rules** and in particular to those related to being up to date in the payment of membership fees.

38. An **early deadline (30 June 2013)** was agreed for payment of fees in order to ensure proper verification and orderly implementation of rules during the nomination and candidature process for the 2013 elections.

**Financial Management Committee**

39. The **accounts and discharge for 2011** were approved. Members of the World Council further approved the draft **budget for 2013**.

40. Members expressed **deep concern with the unbalanced collection** of fees and particularly with the lack of payment of certain Sections. Members of the Financial Management Committee **called for political action** to be undertaken and report back at the Lyon Executive Bureau.

41. The **Working Group on Resource Mobilization** was mandated to continue its work until the World Congress in Rabat and to report progress in Lyon.

**Statutory Affairs**

42. Agreed the creation of a **Section dedicated to regional authorities, the Forum of Regional Governments** which would be led by ORU-FOGAR. A Roadmap was agreed to ensure all the necessary statutory and institutional steps were undertaken and including a preparatory period until 2014.

43. The **Committee on Culture** announced that the chair held by Barcelona until 2012 would be now taken over by the City of Lille and count with Co-Presidencies from Mexico, Buenos Aires and Montreal.

44. The **Secretariat of UCLG-NORAM** will be taken over by the Federation of Canadian Municipalities (FCM) in 2013. The CEO of FCM will act as Secretary General for the UCLG North American Section.

45. The **Call for Candidatures to host the 2016 World Congress** will be launched in January 2013. The choice of venue of the Congress will need to be strategically decided in view of the Habitat III Conference envisaged to take place that same year.

46. The Committee on Statutory Affairs informed of the candidatures presented by Yaoundé (Cameroon), Porto Alegre (Brazil) and Haikou (China) to host the 2014 Executive Bureau. The Committee recommended pointing out that, due to the numerous meetings held in Africa lately, it was now important to move to another region, being Asia of preference. UCLG Secretary General was mandated by the Presidency to maintain further discussions with the candidates to concretize possibilities.

**UCLG Calendar 2013**

47. Executive Bureau to be held in Lyon/Rhône-Alpes, exact date to be confirmed as existing proposal coincides with two major events for the UCLG membership.

48. World Council to be held at the occasion of the **4th World Congress in Rabat, 1-4 October 2013**.
ABOUT ICLEI

ICLEI - Local Governments for Sustainability is the world's leading association of cities and local governments dedicated to sustainable development. ICLEI is a powerful movement of 12 mega-cities, 100 super-cities and urban regions, 450 large cities as well as 450 small and medium-sized cities and towns in 84 countries.

ICLEI promotes local action for global sustainability and supports cities to become sustainable, resilient, resource-efficient, biodiverse, low-carbon; to build a smart infrastructure; and to develop an inclusive, green urban economy. The ultimate aim is to achieve healthy and happy communities. We have developed stable, long-term programs to support local-level sustainability and continue to develop innovative new programs to respond to issues of international concern.

Founded in 1990
ICLEI was founded in 1990 as the 'International Council for Local Environmental Initiatives'. The Council was established when more than 200 local governments from 43 countries convened at our inaugural conference, the World Congress of Local Governments for a Sustainable Future, at the United Nations in New York.

About the name
The organization's name is 'ICLEI - Local Governments for Sustainability'. In 2003, ICLEI's Members voted to revise the organization's mission, charter and name to better reflect the current challenges local governments are facing. The 'International Council for Local Environmental Initiatives' became 'ICLEI - Local Governments for Sustainability' with a broader mandate to address sustainability issues.

What we do
ICLEI is a democratic, international Association of local governments and national and regional local government organizations that have made a commitment to sustainable development.

As a Movement, ICLEI develops and runs a broad range of campaigns and programs that address local sustainability issues while protecting global common goods (such as air quality, climate, water), and link local action to internationally agreed goals and targets. We help local governments generate political awareness of key issues; establish plans of action towards defined, concrete, measurable targets; work towards meeting these targets through the implementation of projects; and evaluate local and cumulative progress toward sustainable development.

As the international sustainable development and environmental Agency for local governments, ICLEI provides information, delivers training, organizes conferences, facilitates networking and city-to-city exchanges, carries out research and pilot projects, and offers technical services and consultancy.

Advocacy
ICLEI seeks to build an international policy environment that strengthens local government and supports local sustainability. To facilitate this, ICLEI has Special Consultative Status with the United Nations Economic and Social Council (UN ECOSOC) and coordinates local government representation in several UN organizations. Our contributions in the form of side events, publications, verbal interventions and official background papers have been a consistent, major source of international attention to local initiatives and opportunities to enhance sustainability.

Delegations of local government leaders have attended numerous UN events such as:
- the Commission on Sustainable Development annual meetings
- the Convention on Biological Diversity Conference of the Parties (CBD COPs)
- the Framework Convention on Climate Change Conference of the Parties (UNFCCC COPs)
- the United Nations Environment Programme Governing Council (UNEP GC)
Organized by ICLEI, these delegations bring the voice of local government to the international community.

**ICLEI Council**
The association is democratically governed by its Members through a global Council. The Council represents ICLEI’s global membership by way of representative democracy. It is the supreme decision making and oversight body of the global association. The Council has 27-45 seats and is composed of the members of nine Regional Executive Committees. The Council elects the Global Executive Committee, adopts every three years a Strategic Plan with a six-year scope, and has the right to amend the Charter.

The Council meets every three years on the occasion of an ICLEI World Congress. After the founding congress in New York, USA (1990), Council meetings were held in Toronto, Canada (1993), Saitama, Japan (1995), Dessau, Germany (2000), Athens, Greece (2003), Cape Town, South Africa (2006), Edmonton, Canada (2009) and Belo Horizonte, Brasil (2012).

The Council elects the Global Executive Committee, approves the six-year Strategic Plan, which is updated every three years, and receives the Triennial Report.

**ICLEI Global Executive Committee**
The Global Executive Committee (GexCom) is the representation of the members at global level. The GexCom is composed of nine regional representatives, one representative from each Regional Executive Committee and up to six appointed members that represent portfolios of ICLEI work streams. The GexCom is chaired by the ICLEI President.

The GexCom is the only body other than the Council that has the power to decide policy for the Association.

**ICLEI Regional Executive Committees**
The Regional Executive Committee (RexCom) serves as the regional representation and policy-making body of the Members from the respective region. There are a total of nine RexComs - one for each ICLEI region - each composed of three to five members, elected from the regional membership.

**Secretary General**
The Secretary General serves as the chief executive officer of ICLEI. The Secretary General represents the Association globally, leads the World Secretariat, oversees the global centers, regional and country offices and ensures the implementation of the Strategic Plan. The Secretary General's office is at the ICLEI World Secretariat in Bonn, Germany.
ABOUT METROPOLIS

Mission
Metropolis, World Association of the Major Metropolises, is the leading international organization that gathers cities and metropolitan regions with more than a million inhabitants. Created in 1985, the Metropolis Association is represented by more than 120 members from across the world and operates as an international forum for exploring issues and concerns common to all big cities and metropolitan regions. Metropolis also manages the Metropolitan Section of United Cities and Local Governments (UCLG).

“For more than 25 years, Metropolis has had the mission of accompanying cities in mutual learning, innovation, governance, technical and financial assistance, international presence and debate.”

In metropolitan governance, understood as collaboration between metropolitan governments on the one hand and the other levels of local, regional and state governments on the other; public/private cooperation and public participation.

In technical/financial assistance, to mobilize new financial resources for investments earmarked at sustainable and efficient development.

In mutual learning, as a result of the transfer of knowledge, practices and experiences between metropolitan governments and their associates

In innovation, understood as a result of collaboration between city governments and groundbreaking businesses and entities in the management of urban issues.

In presence in international forums and the defense of city interests and concerns.

In the debate about ideas on city trends and evolution.

Vision
Metropolis wishes to build a network of Initiatives among metropolitan governments and their collaborating partners to promote projects in partnership for urban sustainability, understood simultaneously in its environmental, economic, social, and cultural aspects.

Objectives
Metropolis will consider the following over the current period:

- Represent and give international political visibility to metropolitan interests
- Promote reflection on trends in the evolution of cities
- Find innovative solutions to metropolitan problems
- Contribute to metropolitan governance to reduce metropolitan imbalances
- Promote financial and technical assistance to metropolitan areas in developing countries
- Promote mutual learning, capacity building and training

**Structure**

**General Assembly**
The General Assembly is held by active members. The General Assembly is convened by the President of the Board of Directors at each "Metropolis" congress held by the Association or approximately every three years. Decisions are taken by simple majority of active members present or represented.

**Board of Directors**
The Association is directed by a Board of Directors consisting of 12 to 22 members representing the metropolises of various continents and elected by the General Assembly. The members may be reelected. The Board of Directors meets at least once a year. The mandate of the Board of Directors expires at each General Assembly immediately following the election of the new Board of Directors. The Board of Directors appoints: a President, a minimum of five Vice-Presidents representing the Association’s geographic regions, a Secretary General, a Treasurer. The above may meet as an Executive Committee.

**President**
The President is personally elected by the Board for the period equal to the mandate of the Board of Directors. He may be re-elected. The President represents the Association in all acts of civil life and is invested with all powers of such purpose.

**Permanent Secretariat General**
The Secretariat General is responsible for developing and co-ordinating relations among members and applying the decisions of the General Assembly, the Board of Directors and the Executive. The Secretary General is appointed by the Board of Directors.

**Regional Secretariats**
Currently there are five Regional Secretariats (Africa, Asia-Pacific, Europe, Latin America and Caribbean and North America). Those regional offices are lead by one city member of the association. The mission of the Regional Secretariats is to promote and develop the Association’s activities within its geographic zone of influence.
In 2008, the Puget Sound Regional Council (PSRC) and Trade Development Alliance of Greater Seattle (Trade Alliance) developed the first-ever International Regions Benchmarking Consortium. This Consortium is a network of sophisticated city-centered metropolitan regions that find it mutually beneficial to compare and learn from each other through economic and social data statistics and in-depth research into specific issues of common interest. Microsoft and Boeing each provided substantial funding to launch the Consortium.

**Member Regions**
The metropolitan regions that have accepted membership in the Consortium are:

1. Barcelona, Spain
2. Daejeon, South Korea
3. Dublin, Ireland
4. Fukuoka, Japan
5. Helsinki, Finland
6. Melbourne, Australia
7. Munich, Germany
8. Seattle, USA
9. Stockholm, Sweden
10. Vancouver, Canada

In addition, several regions such as Singapore, Cape Town, and Glasgow have participated in an observer role.

[Learn more about the Consortium](http://www.internationalregions.org/)
Purpose

Worldwide competition is focused neither on countries nor on individual cities, but on large metropolitan regions that function as individual economic units. The globalization of the world's economy requires regions and their leadership to understand how they are performing compared to similar areas worldwide.

The goal of the Consortium is twofold:

1. to develop a shared set of economic and social indicators for each participating region that show evidence of best practices in certain areas;

2. to build a learning community that shares these best practices in a way that makes participating regions more competitive in the global economy.

This allows self-evaluation of economy, society, environment, infrastructure, and other relevant urban issues using other regions around the world as a benchmark. Ultimately, the primary concept is that comparing ourselves will allow us to better reflect on our own circumstances.

Save the Date!

Vancouver 2011 Conference

More information coming soon!

Past Conferences

Research Universities and the Knowledge Region
“Knowledge Region” as an engine of the knowledge economy
July 2010, Fukuoka, Japan

Creativity and Talent
Attracting and retaining talent
November 2009, Barcelona, Spain

The Innovative Region
Comparing, learning and sharing best practices and challenges
June 2008, Seattle, USA
About UCLG

United Cities and Local Governments (UCLG) represents and defends the interests of local governments on the world stage, regardless of the size of the communities they serve. Headquartered in Barcelona, the organisation’s stated mission is: **To be the united voice and world advocate of democratic local self-government, promoting its values, objectives and interests, through cooperation between local governments, and within the wider international community.**

A targeted work programme

UCLG’s work programme focuses on: - Increasing the role and influence of local government and its representative organisations in global governance; - Becoming the main source of support for democratic, effective, innovative local government close to the citizen; - Ensuring an effective and democratic global organisation. United Cities and Local Governments supports international cooperation between cities and their associations, and facilitates programmes, networks and partnerships to build the capacity of local governments. It promotes the role of women in local decision-making, and is a gateway to relevant information on local government across the world.

UCLG’s members represent over half of the world’s total population

Present in 136 of the 191 UN members states in seven world regions, UCLG’s members include individual cities and national associations of local governments, which represent all the cities and local governments in a single country. Over 1000 cities across 95 countries are direct members of UCLG. 112 Local Government Associations (LGAs) are members of UCLG, representing almost every existing LGA in the world. Europe boasts the largest number of LGAs, which represent around 80 per 100 of the total European population.