

The International Centre For Sustainable Cities

Rationale and Operational Plan

Alan F. J. Artibise

International Centre for Sustainable Cities
Suite 1150 Harbour Centre 555 West Hastings Street
Vancouver, British Columbia, Canada V6B 4N5
Tel: (604) 666-0061
Fax: (604) 666-0009

TABLE OF CONTENTS

I	Introduction	1
II	Overview of Centre Programme	2
III	Related International Programmes and Organizations	3
1	United Nations Conference on Environment and Development (UNCED)	3
2	United Nations Centre for Human Settlements (Habitat)	4
3	UNDP: Urban Agenda for the 1990s	5
4	The UNCED "LIFE" Programme	6
5	The World Bank	7
6	Canadian International Development Agency	7
7	International Union of Local Authorities	8
8	International Association of Cities and Local Authorities	8
IV	Concerned Parties and Intended Beneficiaries in Canada	9
V	Special Considerations	10
1	Canada and the UN	10
2	Canada's Green Plan	10
3	Global Parliamentarians on Habitat	11
4	North American Office of the UNCHS (Habitat)	11
5	Georgia Basin Sustainable Urbanization Project	12
6	International Institute for Sustainable Development	12
VI	Operational Plan	13
1	Organizational Structure	13
	A. Sustainable Cities Foundation	14
	B. Management Board	14
	C. Advisory Board	15
	D. Secretariat	16
2	Programme	16
VII	Conclusions	17

I Introduction

It is increasingly being recognized that human settlements have a central place in the socioeconomic development of nations, both developing and developed. Continuing Population growth, rural-urban migration and industrialization are some of the factors which will lead to the doubling of the urban population in the next century. How to manage this process of urbanization presents a daunting challenge to political leaders, policy makers, planners, non-governmental organizations, and citizens throughout the world. Sustainable management of urban growth, simply stated, means meeting the needs of the present generation without compromising the ability of future generations to meet their needs. Sustainable management of urbanization implies not only the achievement of healthy and satisfying living and working environments but also the attainment of economic, social and political goals.

The world of the 21st Century will be a world of cities. The world's population of 5.5 billion in 1992 is expected to reach 6.2 billion by the year 2000 and jump to 8.2 billion by 2025. In 1990 world population was 42.6% urban. It will rise to 46.6% urban by 2000 and to 60.1% urban by 2025. By that time over 5 billion people - equivalent to the total present population of the world - will be living in urban settlements. Most of the rapid urbanization that will take place in the next three decades will occur in the cities of the developing world. These urban settlements are already stretched to the limits of sustainability in terms of adequate shelter, municipal infrastructure (water supply, sanitation, energy, transportation, air quality, etc.), and social services (health, education, security and recreation). At the same time, while urbanization is overwhelming the developing world, the industrialized countries are far from immune from problems. Given these trends, it is no surprise that a variety of non-governmental organizations, all levels of government, and international agencies and organizations are beginning to focus their attention on how to deal with the exponential growth of cities in both the developed and developing world.

Rapidly growing Canadian cities - such as Vancouver - also face serious challenges. How can such urban settlements protect and preserve the present high quality of the environment in the face of continuing growth pressures? How can the problems of transportation congestion, air pollution, environmental degradation, and land shortages be managed? In short, the fundamental issue is to develop effective urban management strategies that ensure a sustainable future.

One of the key forums that addressed the issue of urbanization was the 1992 Global Parliamentarians Conference on Human Settlements and Development, held in Vancouver, B.C., in March 1992 in conjunction with GLOBE '92. The Conference, chaired by Canadian Member of Parliament, Robert L. Wenman brought together parliamentarians from 54 countries to discuss the issues of sustainable development and the growth of the world's cities. The delegates to the Conference unanimously adopted the Vancouver 1992 Declaration which outlined a global action plan to deal with a wide variety of human settlement issues including land resource management, sustainable transport and energy systems, and managing the atmosphere.

An important outcome of the Conference was the proposal to launch specific urban demonstration projects. Global Parliamentarians saw the opportunity at their Conference to designate carefully selected urban demonstration projects which could provide valuable insights for sustainable development of existing urban areas and for managing the process of urbanization through NGOs/Governments/Private Sector participation. The experience gained in the demonstration projects could then be evaluated, documented and disseminated world-wide.

The proposal outlined in this document grows out of this conference and a wide variety of other events and activities that have taken place in Canada and around the world in recent years. This document recommends the establishment of a proactive, community-based, non-profit International Centre for Sustainable Cities located in Vancouver. The Centre's Mandate will include developing strong linkages with municipal, provincial and federal governments; collaborative arrangements with the private sector, universities and colleges, and non-governmental organizations; and working relationships with international agencies and organisations.

II Overview of Centre Programme

The Centre, strategically located in a rapidly urbanizing region, will concentrate its programme and activities on urbanization problems both in urban core areas and in suburban hinterlands. These issues will be addressed in the broader framework of long term sustainable urban development, using the experience of the Vancouver region in which the Centre is to be located. It will also have links with universities and other relevant Institutions within this urban region as well as networking arrangements world-wide. Its focus will be on NGO/Government/Private Sector cooperation and collaboration in addressing priority issues of sustainable urbanization.

The Centre, therefore, will concentrate its activities on management and training programmes; shelter and land-use planning; infrastructure development; quality of life; the supply of potable water; clear air; waste management; and the development, adaptation and transfer of relevant technologies. Another important area of concern will be the development of sustainable indicators based on a reliable database which will be designed to assist decision makers concerned with sustainable urbanization. This list of issues corresponds with those developed by the 1992 Earth Summit and detailed in the Report of the United Nations Conference on Environment and Development.

The Centre will develop Institutional support to strengthen technical and human resource development in Canada to assure that personnel from both Canada and eligible recipient countries are able to maintain and enhance urban environments. Staff will be seconded and rotated from various university, municipal planning, and government and NGO agencies.

The Centre will cooperate and coordinate its activities with local, provincial and national government agencies, as well as with relevant NGOs, the private sector and international organizations. Specifically, the Centre plans to integrate its programme with Canada's Green Plan, the United Nations Development

Programme (UNDP), and the United Nations Centre for Human Settlements (Habitat). The Centre will also develop a relationship with the C.M.H.C., C.I.D.A., I.D.R.C., federal departments of Environment and External Affairs, appropriate provincial departments, and regional/municipal authorities. International NGOs will also closely participate in the work of the Centre as well as Parliamentary groups such as the Global Parliamentarians on Habitat, Parliamentarians for Global Action, and Parliamentarians on Population and Ageing. One of the initial responsibilities of the Centre will be to Coordinate the urban demonstration projects proposed by the Global Parliamentarians on Habitat. GLOBE '94 and other similar international events will also have a bearing on the work of the Centre.

III Related International Organizations and Programmes

There are many international organizations and programmes That are relevant to the work of the Centre. While taking care to avoid duplication and overlapping directly, the Centre will develop Cooperation and collaboration with all interested organizations. A few such organizations and programmes are briefly described below.

1 United Nations Conference on Environment and Development (UNCED)

Based on the Cooperation between UNCED and UNCHS, the Earth Summit held in Rio de Janeiro in June 1992 recognized the crucial role of human settlements in environmentally sound development and their significant contribution to improving the quality of life. During the preparatory process of the Conference it had been agreed to treat human settlements as a distinct programme of Agenda 21. The key urban issues were highlighted not only in the specific chapter on human settlements but also in a number of other chapters in Agenda 21. The overall thrust of these resolution was the challenge of sustainable development - the challenge to sustain world economic growth and development while maintaining the essential integrity of the earth's ecological Systems - is largely an urban challenge.

It is clear that the follow-up on Agenda 21 to which Canada, like other member states, is fully committed, will include improvement of the living and working environment of people. Thus, the Centre will constitute a part of Canada's follow-up on the Agenda 21. In this connection it is pertinent to recall that it was the representative of Canada at the Conference who drew attention to the establishment of a high-level mechanism for examining the progress in implementing Agenda 21 at the national, regional, and international levels. The proposal to establish a Commission on Sustainable Development which was strongly supported by Canada, was accepted by the UNCED Conference and will be considered by the General Assembly of the United Nations at its 47th Session in the Fall of 1992.

At UNCED, the Canadian representative also emphasized That Canada "attached high priority to the principle of accountability and to this end [Canada] was committed to informing the Commission of what

Canada was doing to implement the outcomes of the Conference." Canada also stressed that "the commission would require the active participation of non-governmental organizations . . . if it were to have meaningful results". Canada's Prime Minister also called for creative leadership to ensure that the UNCED agenda would be implemented.

In this context, key tasks for the follow-up process in Canada include developing appropriate and creative mechanisms and reviewing Canada's Green Plan in light of Agenda 21 and other recent national and international developments. It is clear, for example, that sustainable urbanization issues need far more attention in Canada's Green Plan. It is therefore proposed that the International Centre for Sustainable Cities adopt - as a central core activity - responsibility for monitoring and facilitating Canada's follow-up on UNCED with a special focus on human settlements. In short, the Centre would serve as an effective ENGO in the context of Environment Canada.

The creation of the Centre would also continue Canada's leadership in the field of human settlements; leadership exhibited in the 1976 Habitat Conference held in Vancouver and in a wide variety of subsequent activities outlined in the publication United Nations Conference on Environment and Development.

2 United Nations Centre for Human Settlements (HABITAT)

As the United Nations focal point for facilitating human settlements solutions as an integral component of sustainable development, UNCHS (Habitat) carries out a number of programmes and activities that are directly related to the objectives of the Centre. These include:

- Global Strategy for Shelter to the Year 2000
- Urban Management Programme
- Sustainable Cities Programme - Habitat II (1996)

The Global Strategy has its main focus at the national level and advocates an "enabling" approach for utilizing key principles, approaches and indicators for meeting the goal of shelter for all by the year 2000. Over 80 countries are already developing or revising their existing national shelter policies and strategies in accordance with the principles of the Global Strategy. In co-operation with UNCHS the International Centre for Sustainable Cities would respond to requests from developing countries for technical assistance in developing national strategies for shelter.

The Urban Management Programme is a collaborative undertaking of UNCHS/UNDP/World Bank to face the challenge of urban development by assisting local and national authorities to develop policy to manage the process of rapid urbanization in an efficient, equitable and sustainable manner. Building on lessons learned in the initial phase of research and development begun in 1986, the U.M.P. is now working with developing countries to build local capacity to address problems in five areas: municipal finance and administration, infrastructure, land Management, urban environment, and poverty reduction.

In 1990, the United Nations (Habitat) launched the Sustainable Cities Programme as the operational arm of the Urban Management Programme. The principal goal is to provide municipal authorities and their partners in the public, private, and NGO sectors with improved environmental planning and management capacity. Fifteen cities have been identified for priority action and project activities have already been started in three cities.

In co-operation with UNCHS/UNDP/World Bank the International Centre for Sustainable Cities will undertake to provide long-term leadership and technical responsibility for up to five Sustainable Cities Projects in the Urban Management Programme. In fact, in recent discussion in Washington, New York and Ottawa, the relevant agencies have indicated very strong support for Canadian involvement in one of the first of these demonstration projects, namely "Sustainable Madras". This project has already received approval from the UNDP (together with funding of US \$ 515,000), the UNCHS, and the Government of India. It is proposed that Canada respond to both the UN and Indian requests for statements of interest by indicating the capabilities of the International Centre for Sustainable Cities in providing project leadership and technical support. In terms of Habitat II, the Report of the Secretary-General is currently being considered by the 47th Session of the General Assembly of the United Nations. During consideration of the Report on 20 October 1992, the Canadian representative - together with many other delegations - strongly supported the idea of holding the second conference in 1996 - 20 years after the 1976 Vancouver Habitat Conference. It is important to note that the preparatory process of the Conference will include at least four "precoms" and a variety of other important seminars, workshops and meetings throughout the world. As the venue of the 1976 Habitat Conference, the world community will expect both Canada and Vancouver to play an important role in Habitat II. In co-operation with the Government of Canada and the provinces, it is proposed that the International Centre for Sustainable Cities assume responsibility for providing leaders and high profile for Canada in Habitat II.

3 UNDP: Urban Agenda for the 1990s

Recognizing the reality of the growing urban population crisis, the United Nations System has placed a new focus on creating programs to manage the growth of cities in both the developing and developed world. This initiative has been led by the United Nations Development Programme (UNDP) which has put forth a New Urban Agenda for the 1990s, placing emphasis on finding solution to the growing urban crises through local and regional demonstration projects. The UNDP recognizes that it did not provide enough support to addressing urban issues over the past two decades. While the population in the world's developing cities doubled over the last 20 years, the UNDP allocated only 2% of its budget for urban projects.

The UNDP has now created a strategy to deal with urbanization with three main thrusts:

- increase technical cooperation for dealing with urban problems;
- operationalize human development in the urban setting; and
- experiment with new approaches to improve the efficiency and effectiveness of the UNDP's technical cooperation for urban development.

The UNDP publication *Cities, People and poverty* stresses the need for organizations which will provide an international forum "for examining innovative policies and tools for urban development." The UNDP also calls for undertakings to build the capacity for "urban management and human settlements through exchanges of innovative policies and practices."

In October 1992, in a statement to the United Nations, the representative of the UNDP referred to "the challenges of urbanization" stating that "the urban population growth rates in developing countries continue to soar [and] urbanization presents a critical phenomenon that must be directly addressed". These issues and approaches were discussed in depth with senior UNDP officials in New York in October by the authors of this report. The UNDP fully supports the establishment of the International Centre for Sustainable Cities and indicated a strong willingness to work with the Centre in implementing its urban strategy.

4 The UNCED "LIFE" Programme

Other United Nations programmes are also being implemented to manage the world's rapidly growing urban areas. The Local Initiatives Facility for Urban Environment (LIFE) was approved at the Earth Summit in Rio to address the world's rapid and massive urbanization. The LIFE Programme grew out of a realization that because "central governments do not have the resources and capacity to efficiently respond to the deteriorating urban environment, it is necessary to support local initiatives by municipal governments, NGOs, and community based organizations.:

Specifically the LIFE Programme is seeking "to test and demonstrate strategies, processes and projects involving community groups, NGOs and local authorities that would improve the quality of the urban environment through replication on a large scale over time." This objective is clearly in line with the proposed International Centre for Sustainable Cities.

The LIFE Programme seeks to find the type of initiatives which correspond to the functions of the International Centre for Sustainable Cities, including:

- organizations which promote interface of NGOs with other levels, especially local government, to utilize technical knowledge and other resources available at these levels and to replicate successful community level initiatives;

support to joint activities of local authorities and NGOs in cities and towns within a country aimed at promoting exchange of experience and the participation of community groups and dialogue between NGOs and municipalities; and

support to NGO networks, associations of cities, and concerned international agencies to promote exchange of experience and innovations at the subregional, regional or inter-regional levels.

5 The World Bank

The World Bank is the largest lending agency in the urban field with activities in over 10,000 cities. It has recently launched its "Urban Policy and Economic Development: An Agenda for the 1990s" as a key response to the urban challenge. The key features of this policy include: (a) moving towards a broader view of urban issues, beyond housing and residential infrastructure; (b) increasing the demand for labour and improving access to basic infrastructure and social services; (c) devoting more attention to reversing the deterioration of the urban environment; and (d) closing the serious gap in understanding urban issues. The World Bank proposed to achieve these objectives by focusing urban operations on city-wide policy reform, institutional development, and high priority investments - and to put the development assistance in the urban sector in the context of broad objectives of economic development. The World Bank ominously predicts that "urban poverty will become the most significant and politically explosive problem in the next century."

The authors of this report met with senior World Bank officials in Washington in October 1992 to discuss the ways in which the International Centre for Sustainable Cities might work with the World Bank to achieve its urban policy agenda. World Bank officials indicated a critical need for technical assistance in urban areas on a long-term basis. They indicated that the Centre's strategy of developing long-term projects and programmes in five or six cities in the developing world was excellent and one which would receive World Bank support.

6 The Canadian International Development Agency

CIDA has a long history of funding projects and institutions which have application to the developing world. In meetings with CIDA officials in Ottawa in October 1992, it was determined that the International Centre for Sustainable Cities would work with the agency in two ways:

- as a source of technical expertise and leadership in CIDA supported projects in the development world; and

- as an international, non-profit NGO.

In particular, the International Centre for Sustainable Cities would work with CIDA by:

- encouraging and facilitating the people-to-people participation of Canadians in international sustainable urbanization projects; and
- supporting - through technical expertise and leadership - the efforts of people in urban areas in the developing world to improve their quality of life through a development process which is sustainable.

It is therefore proposed that the International Centre for Sustainable Cities work with CIDA in identifying five or six cities in the developing world that are interested in and in need of technical support in developing sustainable urban management programmes. The involvement of CIDA and the Centre with these cities - utilizing a variety of CIDA Programmes - would be designed for the long-term (i.e., a decade or more) rather than on a short-term project basis. Support from CIDA by the Centre will be sought in terms of project funding rather than core funding.

7 International Union of Local Authorities

IULA is a world-wide organization of local authorities with global headquarters in the Hague. Its aims are: to strengthen local government, to represent the interests of local government in international governmental organizations, to raise the standard of administration, and to encourage the international exchange of information and professional contacts among local authorities. With membership in more than 80 countries, IULA cooperates with many organizations and serves as an NGO at the UN.

The role of the International Centre for Sustainable Cities in terms of the International Union of Local Authorities would be to actively involve Canadian local officials in all aspects of the IULA Programme.

8 International Association of Cities and Local Authorities

In January of 1992, representatives of cities and related international organizations met in Rio de Janeiro, Brazil to formulate an "urban agenda" for the Earth Summit in Rio held in June of the same year. The report from that meeting touched on a number of themes relating to demonstration projects and the work the Centre would carry out.

- The Meeting stressed that "cities are a source of vitality because of the decentralized cooperation they generate. This must be sustained, to compliment and harmonize with international cooperation

among governments, and major international institutions must help cities to forge working links with each other." The Report goes on to state that "local authorities must have an active cooperation policy based on bilateral and multilateral inter-city agreements and also networks of cities that allow for a precise thematic approach and advanced technical cooperation."

The International Association also formulated a Common Declaration on Behalf of Cities and Local Authorities which was presented at the Earth Summit in Rio and committed the cities of the world to "... develop, jointly with their member authorities, decentralized cooperation as an instrument of international policy." Further it recommended that "support be given to international cooperation networks between local authorities to strengthen partnership promoting the exchange of environmental expertise and solutions and solutions developed in the cities and countries of the southern as well as the northern hemisphere."

The International Centre for Sustainable Cities would provide a key agent in Canada to assist with the implementation of the International Association of Cities and Local Authorities.

IV Concerned Parties and intended Beneficiaries in Canada

While the International Centre for Sustainable Cities will develop a wide variety of linkages and projects with international agencies and organizations, it will also serve as a key agency for Canadians. In particular, the Centre will provide a clear, high-profile focus for sustainable urbanization issues for the following:

CANADA - Department of the Environment - External Affairs Department - Canadian International Development Agency - Canada Mortgage and Housing Corporation - Federation of Canadian Municipalities

PROVINCES - Departments of Urban and Municipal Affairs - Departments of the Environment

OTHER - local and regional governments - private sector - NGOs - universities and colleges

The International Centre for Sustainable Cities would achieve its domestic role by undertaking the following activities:

- collecting, synthesizing, analysing and disseminating data and information concerning innovative approaches to urban environmental improvements;
- developing and promoting participatory strategies to utilize fully human resources within cities thus allowing urban dwellers to better their lives and maximize their potential;

- undertaking urban demonstration projects, the fundings of which will significantly contribute to the livability of urbanized regions;
- mobilizing urban resources to respond to environmental challenges; and
- facilitating exchanges between Canada and other countries of local officials, private sector businesspersons, NGOs and community groups.

V Special Considerations

1 Canada and the UN

During both the 1976 Vancouver Habitat Conference and the 1992 UNCED "Earth Summit," Canada played a notable leadership role. In the years following 1976, however, Canada's leadership in human settlements related issues declined sharply. Given the country's recently revived profile at Rio, it is important to ensure that Canada maintain its leadership role in implementing Agenda 21 and in ensuring that the 1996 Habitat II Conference is a success.

The International Centre for Sustainable Cities is a tangible and effective means for Canada to demonstrate leadership and to ensure that Canadian concerns are well represented intentionally in terms of the urban environment.

2 Canada's Green Plan

Canada's Green Plan received a great deal of positive attention at the Earth Summit and Canada has promised to assist other nations in developing similar national strategies. At the same time, the current Green Plan must be revised and amended to take account of Agenda 21 and, particularly, of human settlements issues.

The International Centre for Sustainable Cities will play a major role in revising and updating Canada's Green Plan in light of Agenda 21 and in response to the growing concern with sustainable urbanization.

3 Global Parliamentarians on HABITAT

In March 1992, Canada hosted Parliamentarians from 54 countries at a conference in Vancouver. The conference was financially supported by CIDA, Environment Canada, CMHC, the BC Department of the Environment, and the University of British Columbia.

While this conference was the fourth meeting of international parliamentarians, it was the largest and best organized. As a result, the Global Parliamentarians on Habitat were formally organized as an NGO and have now received official recognition by the UN. The conference chairman - Mr. Robert Wenman M.P. - was elected Chairman of the new organization. This international NGO is potentially very powerful - it is the largest such NGO at the UN.

It is proposed that the International Centre for Sustainable Cities act as the Secretariat for the Global Parliamentarians on Habitat.

4 North American Office of the UNCHS (HABITAT)

Following the 1976 UN Habitat Conference in Vancouver, the UN created the UN Centre for Human Settlements (Habitat) agency in Nairobi, Kenya. Canada followed up on the conference by providing support for the creation of a North America and the Caribbean UNCHS Office in Canada. For several years this office was located in Vancouver; subsequently it was relocated to Toronto and, finally, to Ottawa.

The Ottawa Office is supported by a voluntary Canadian contribution to the UN and is staffed by one UN professional and two support staff. The agreement between Canada and the UN was renewed in October 1992 for one year. However, the current UN professional is being relocated and the premises of the Ottawa office are being leased on a month-to-month basis.

It is therefore proposed, that Canada renew its agreement with the UN on a five year basis in conjunction with the establishment of the International Centre for Sustainable Cities. The Canadian minister responsible for this office, the Honourable Elmer MacKay, Minister of Public Works, is supportive of this proposal. Similarly, the Government of BC also supports the proposal.

The UNCHS Office would be located in the same premises as the International Centre for Sustainable Cities. And while the UNCHS office would continue to function as an independent UN office, both it and the ICSC would benefit from collaboration and the sharing of resources.

5 Georgia Basin Sustainable Urbanization Project

Another result of the March 1992 Global Parliamentarians on Habitat Conference was the proposal to develop a number of sustainable urbanization demonstration projects. One such proposal involved an imaginative effort to preserve and protect the urbanized areas of the rapidly urbanizing region of the Georgia Basin, including such cities as Vancouver, Victoria, Seattle and Tacoma. Since March, extensive discussions have been held and the proposal has been welcomed with great enthusiasm at the municipal, state/provincial, and federal levels of government on both sides of the border. Most importantly, Premier Harcourt has commissioned a detailed feasibility study which is currently being prepared with a completion date of December 1992.

Two aspects of the Georgia Basin Project are relevant to the International Centre for Sustainable Cities.

- the Province of BC has agreed that the executing agency for the Georgia Basin Project could be the international Centre for Sustainable Cities;
- the prospect of BC support for the Georgia Basin Project independent to a high degree on the creation of the International Centre for Sustainable Cities.

In short, with the establishment of the International Centre, the Georgia Basin Sustainable Urbanization Project - with support from local and provincial governments in BC - is far more likely to proceed.

6 International Institute for Sustainable Development

In 1990, the Governments of Canada and Manitoba created the International Institute for Sustainable Development. Located in Winnipeg, the Mandate of the IISD is very broad-based: "to promote sustainable development in decision-making." It undertakes this mandate in two ways: by undertaking policy research and by a communications program. The focus of the IISD is on broad issues relating to sustainability.

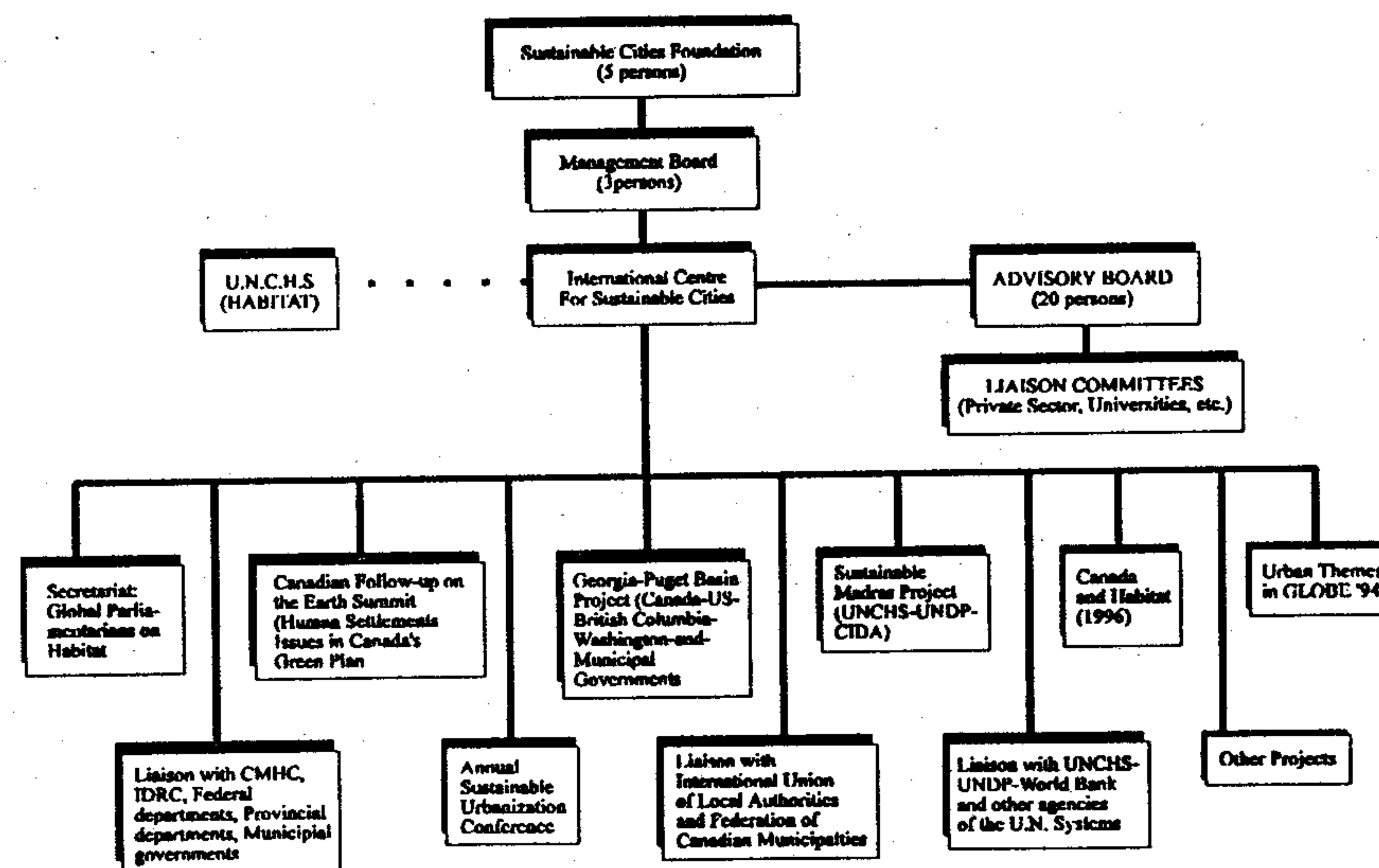
In contrast, the International Centre for Sustainable Cities has a far more focused approach - the concern here is with urbanization. Its mandate will be achieved through a detailed core programme and through the development of 5 or 6 city-to-city relationships around the world. The Centre's focus is applied, action-oriented research and urban management training.

There is little overlap between the two organizations other than a shared commitment to foster sustainability principles in Canada and abroad.

VI Operational Plan

The operational plan of the International Centre for Sustainable Cities is designed to maximize its ability to undertake and coordinate activities that have been indicated in the preceding sections. The development of the operational plan was predicated on the creation of an urban-focused, non-profit, action-oriented institution. The Centre would deliberately be kept small in terms of staff; its plan will be to utilize existing experts and resources (such as universities and colleges, and private sector firms) on a contractual basis whenever possible.

1 Organizational Structure (See Figure 1)



The International Centre for Sustainable Cities will have four key components:

- Sustainable Cities Foundation
- Management Board
- Advisory Board
- Secretariat

A Sustainable Cities Foundation

The SCF - which is currently being established - is a registered (Canada and BC) non-profit foundation created to receive, disburse and raise funds on behalf of the International Centre for Sustainable Cities.

Profile

- a non-profit, registered charitable foundation
- receives funds from governments, NGOs and private sector (including other foundations)
- actively raises funds from private sector and foundations for core and project activities of the Centre
- authorizes annual budget of Centre
- appoints Executive Director of Centre
- undertakes annual audit of Centre

Membership

- five persons with staggered terms to provide for continuity
- President (appointed by Canada: Minister of the Environment)
- Vice-President (appointed by Canada: CIDA)
- Member (appointed by Canada, Minister of Environment, from private sector)
- Member (appointed by Premier of BC)
- Member (appointed by Greater Vancouver Regional District)
- Ex-Officio: Executive Director if ICSC

Meetings

- minimum of three Meetings per year

B Management Board

Activities

- approves annual work plan of ICSC
- approves strategic plan for ICSC

Membership (3 persons)

- Chairperson: President of Sustainable Cities Foundation
- Member: Executive-Director of ICSC
- Member: Senior Official, Environment Canada, BC Region

Meetings

- Three times per year

C Advisory Board

Activities

- advises Centre on program and project activities
- assists Centre in identifying opportunities and challenges

Membership (20 persons, staggered terms)

- Honorary Chairperson (appointed by Government of Canada)
- Chairperson (appointed by Government of Canada)
- Vice Chairperson (appointed by Government of Canada)
- CIDA appointment
- CMHC appointment
- IDRC appointment
- FCM appointment
- Province of BC appointments (1 private sector, 1 public sector)
- UNCHS (Habitat) appointment
- UNDP appointment
- BC Universities appointment
- World Bank appointment
- Five international appointments representing world regions (Africa, Asia, Latin America and the Caribbean, Europe, and Middle East)
- To be determined

Meetings

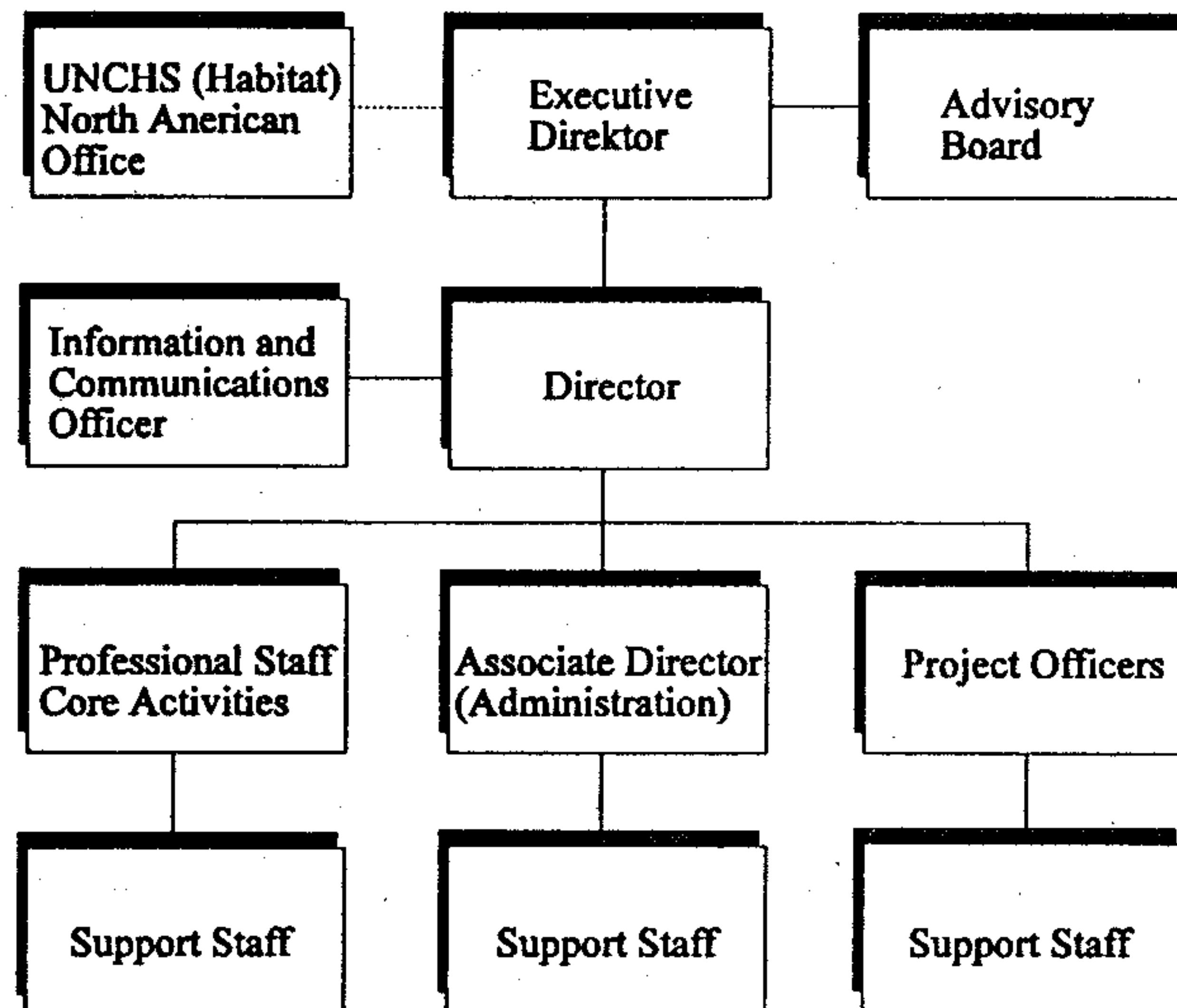
- one per year

The Advisory Board would also create a series of special "Liaison Committees" to facilitate contacts with the private sector, universities and colleges, etc. These committees - chaired by Advisory Board members - would meet as necessary.

D Secretariat (See Figure 2)

The Secretariat for the Centre would be developed as per Figure 2. Project officers and professional staff would be hired as needed on a term contract basis to keep overhead and continuing costs at a minimum. Prior to the formal start-up of the Centre, a series of job descriptions would be developed for approval by the management board.

Project teams would be assembled on a project-by-project basis.



2 Programme

The Centre would undertake two categories of activities: core and project. Core activities would include on-going work that would be undertaken by continuing staff in the Secretariat. Project activities would involve specific activities funded by government grants and/or contracts undertaken for or with regional, national or international agencies.

These Core activities will be:

a) Establishment of the Centre

- announce formal establishment of the Centre
- appoint Sustainable Cities Foundation
- appoint Management Board
- appoint core secretariat staff
- officially inaugurate Centre
- appoint International Advisory Board

b) Work Programme, Years 1-5

- prepare and approve five year work Programme for core activities
- identify potential project activities (See Section B below)
- develop cooperation and collaboration with international organizations and agencies concerned with sustainable cities
- hold regular meetings of Management and advisory boards
- meet with organizations, agencies and governments to select priority sustainable cities issues
- prepare detailed background papers on selected issues
- prepare action plans to address issues
- prepare project proposals
- monitor, assess and evaluate projects

A final - and critical - note relates to the long-term viability of the Centre. Funding from Environment Canada is sought from a five year period only. A key task of the Sustainable Cities Foundation will be to develop during the first five years of the Centre an Endowment Fund that will allow the Centre to continue to operate beyond the end of direct government funding.

VII Conclusions

A unique opportunity exists for Environment Canada to exercise both national and international leadership in the field of human settlements.

The rationale for creating an International Centre for Sustainable Cities at this time is very persuasive and includes the following elements:

- building on the momentum achieved by Canada at the Earth Summit
- continuing the leadership demonstrated by Environment Canada in the development of the Green Plan by providing direct instruments to implement the human settlements issues of Agenda 21, both in Canada and abroad
- capitalizing on the work, energy, and resources already undertaken and mobilized in Vancouver and British Columbia by individuals, local government, and the Province of BC
- creating a prestigious international NGO That has widely recognized potential to attract international funding from a variety of agencies, foundations and the private sector
- enhancing the development roles of CIDA and IDRC by effectively focusing Canadian resources in the human settlements field and developing long-term, city-to-city relationships
- mobilizing private sector and NGO expertise in Canada by creating an effective, operational Centre that will identify and create new international opportunities for Canadians
- increasing Canada's capabilities to interact with - and influence international agencies such as the UNCHS (Habitat), UNDP, the World Bank, international regional banks, and international NGOs.

The International Centre for Sustainable Cities is both realistic and focused. The proposal envisions a small core staff (c. 8 persons) undertaking a variety of core activities and generating project activity. The Centre proposes to develop and undertake no more than 5 or 6, city-to-city project activities. The Centre will assemble and market Canadian expertise from a variety of sectors: universities, colleges, NGOs, private sector and government. Its special niche will be a detailed, in-depth knowledge of international human settlements issues based on its extensive internal expertise and continuing liaison work with international agencies, foreign institutions and international NGOs. In short, this is an opportunity for Canada to create a world class institution.