

THE CORPORATION OF THE CITY OF PORT COQUITLAM  
ECONOMIC DEVELOPMENT COMMITTEE AGENDA

DATE: Tuesday, February 2, 1992<sup>3</sup>  
TIME: 6:00 p.m. (After Planning Committee Meeting)  
PLACE: Planning Department

- 
1. Minutes of the previous meeting.
  2. 1993 Advertising (For Discussion Purposes)
  3. Bylaw Correspondence
  4. Federation of Canadian Municipalities - International Program

ID616-1

FEB - 2 1993

THE CORPORATION OF THE CITY OF PORT COQUITLAM  
ECONOMIC DEVELOPMENT COMMITTEE

A regular meeting of the Economic Development Committee was held in the Planning Department on: Tuesday, February 2, 1993 at 6:00 p.m.

In attendance were:

Councillor M. Gordon, Chairman  
Councillor M. Wright, Co-Chairman  
Carlos Felip, Director of Community Planning

CONFIRMATION OF MINUTES:

Recommended:

That the minutes of the meeting of the Economic Development Committee held on Tuesday, January 5, 1993 be taken as read and adopted.

Carried.

ITEMS:

1. 1993 Advertising (For Discussion Only)

After some discussion, it was proposed that a limited advertising budget for Economic Development for this year be used to advertise in a national magazine, such as the Trade and Commerce. Advertising in local magazines, like the Vancouver Board and Trade, will not be implemented this year.

Carried.

2. Bylaw Correspondence

Recommended:

That the Bylaw Department be advised that any application for "Contractors' licences" to be operated from a residence be treated as a home-based business.

Carried.

3. Federation of Canadian Municipalities - International Program


Recommended:

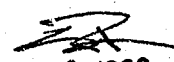
That the document "Together We Can Change Our World" from the Federation of Canadian Municipalities - International Program be received.

Carried.

ADJOURNMENT:

At 6:30 p.m. the meeting adjourned.

  
Councillor M. Gordon  
Chairman

  
FEB - 2 1993

THE CORPORATION OF THE  
CITY OF PORT COQUITLAM

MEMORANDUM

TO: Economic Development Committee      DATE: January 18, 1993  
FROM: C. Felip  
RE: 1993 Advertising

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FOR DISCUSSION PURPOSES:

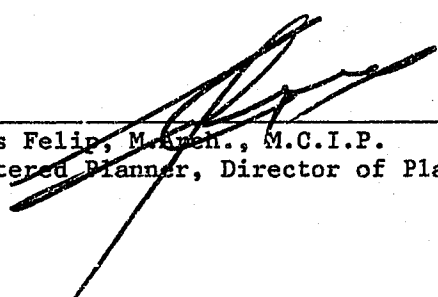
In 1992 the Economic Development Committee made the decision to advertise in the following publications:

1. Trade & Commerce Magazine
2. Vancouver Board of Trade Sounding Board Publication

Response:


1. Trade and Commerce Magazine - 6
2. Vancouver Board of Trade - 0

For 1993 the Economic Development Committee has a reduced budget of \$5000.00 for advertising. The Committee should discuss advertising strategy for 1993.

  
\_\_\_\_\_  
Carlos Felip, M.Arch., M.C.I.P.  
Registered Planner, Director of Planning

DV:ma

ID616/3

  
FEB - 2 1993

January 14, 1993

Carlos Felip  
PORT COQUITLAM ECONOMIC  
DEVELOPMENT COMMITTEE  
2580 Shaughnessy Street  
Port Coquitlam, B.C.  
V3C 2A8

Dear Carlos

Enclosed please find details on our readership and advertising rates for the SOUNDING BOARD; the official journal of The Vancouver Board of Trade.

The SOUNDING BOARD reaches the absolute core of the Vancouver business community...the CEO's, decision-makers and other leaders of business.

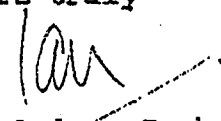
Our next issue has something that should be of particular interest to you. In the February issue of the SOUNDING BOARD, we look at attracting business to the cities and towns of British Columbia. We shall explore those areas that can offer companies, that wish to branch out from the Lower Mainland, extraordinary opportunities in those cities.

As our editor points out..."There are many advantages: Land costs are often lower. Access is often more convenient. Commuting time for you and your employees can often be reduced. And if you're shipping or receiving hard goods, a location near the airport, docks, rail lines or truck routes can be a time and money saver as well. In addition, many mid-career people who have dreamed of "someday" moving to a small community, where the pace is slower, are finding that "someday" is now. SOUNDING BOARD looks at some of the lifestyle and economic factors behind this trend to smaller communities.

Here is an opportunity to reach the people that make the decisions that could benefit your community. Our rates are well below the glossy magazines and we give you a high calibre, well targetted readership.

Thank you for considering the SOUNDING BOARD. I shall call you shortly to discuss further.

Yours truly

  
Ian Andrew Jamieson  
SOUNDING BOARD  
203 - 970 Homer Street  
Vancouver, B.C.  
V6B 2W7

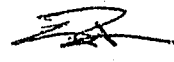
(604) 681-1811 Telephone  
(604) 681-0456 Fax

CITY OF PORT COQUITLAM  
PLANNING DEPT.

JAN 15 1993

FILE # *Jan Dev Adv*

TO	RECD	DATE
<i>CF</i>	<i>CF</i>	

  
FEB - 2 1993



# SoundingBoard

**SOUNDING  
BOARD**  
*brings you  
more frequency,  
more circulation  
and a fresh  
new look*

## THE VOICE OF BUSINESS IN VANCOUVER

*SOUNDING BOARD* reaches Vancouver's best business readership. The Vancouver Board of Trade can count amongst its members the top firms in all industry sectors.

The Vancouver Board of Trade is the city's chamber of commerce. Since 1887 The Board has been the voice of business in Vancouver, working in the interest of its members to promote, enhance and facilitate the development of the region as a Pacific centre for trade, commerce and travel.

Board of Trade members are active. They participate in many Board committees and task forces and attend the frequent luncheons, seminars and receptions offered by The Board. They know the value of networking, of participating in their community and of staying informed.

## HOW BUSINESS LEADERS STAY INFORMED

Through *SOUNDING BOARD* members keep in touch with Board of Trade news and activities. They hear about policy developments, initiatives and trends in both the public and the private sectors. They learn of the key points of The Board's frequent presentations by noteworthy international speakers and read about opportunities to get involved in upcoming activities of specific interest to them.

*SOUNDING BOARD's* news stories, editorials, features and focus section provide timely coverage of issues that have a bearing on doing business in Vancouver. *SOUNDING BOARD* brings you:

- ◆ News on Board activities and analysis, and commentary and statements on Board positions on policy and topical issues
- ◆ Hard information (names, addresses, listings) that has a direct influence on business opportunities

- ◆ An expanded Small Business News section that deals with topics and issues of specific interest to companies with fewer than 10 employees
- ◆ "How to" and analysis articles, taking advantage of the professional expertise of our members
- ◆ Profiles of the diverse and interesting business people in Vancouver's business community... and some examples of true innovation in business
- ◆ Details on new benefits and incentives available to you as members of The Vancouver Board of Trade

*SOUNDING BOARD* is read by leading business executives, including all members of The Vancouver Board of Trade and the World Trade Centre Vancouver. *SOUNDING BOARD* has 12,000 primary subscribers and a conservatively estimated total readership of 30,000.

*SOUNDING BOARD* is distributed via addressed mail to all members of The Vancouver Board of Trade. It is also sent to federal, provincial and civic elected representatives, influential business decision-makers, selected boards of trade and chambers of commerce across Canada and British Columbia media representatives. Copies are made available to attendees at Board functions, including Members' Receptions and the Business After Business mini-trade shows. Additional copies are distributed to businesses in the main commerce districts of Vancouver.

## DISPLAY ADVERTISING RATE CARD #5

NUMBER OF INSERTIONS	1x	3x	6x	11x
<b>BLACK AND WHITE</b>				
Full Page .....	1495	1421	1241	1166
Three Columns .....	1340	1274	1112	1045
Magazine Page .....	1037	986	861	810
1/2 Page .....	869	826	722	678
1/3 Page .....	692	657	575	540
1/4 Page .....	596	567	495	465
1 Column .....	492	467	409	384
1/6 Page .....	394	375	328	307
Basebar .....	767	729	637	599
<b>OUTSIDE BACK COVER</b>				
Full Page .....	1731	1645	1437	1350
Magazine Page .....	1335	1267	1108	1041
<b>TWO-COLOUR</b>				
Full Page .....	1755	1667	1457	1369
Three Columns .....	1618	1537	1343	1263
Magazine Page .....	1300	1235	1079	1014
1/2 Page .....	1089	1035	905	850
1/3 Page .....	951	903	789	742
1/4 Page .....	859	816	713	670
1 Column .....	753	715	625	587
1/6 Page .....	696	647	537	504
Basebar .....	1027	975	852	801
<b>OUTSIDE BACK COVER</b>				
Full Page .....	1990	1890	1652	1552
Magazine Page .....	1597	1517	1325	1245
<b>FOUR-COLOUR</b>				
Full Page .....	2011	1911	1670	1569
Three Columns .....	1893	1799	1570	1476
Magazine Page .....	1561	1484	1296	1218
1/2 Page .....	1309	1243	1086	1021
1/3 Page .....	1206	1145	1001	940
1/4 Page .....	1121	1066	930	875
1 Column .....	1013	962	841	790
1/6 Page .....	900	855	747	702
Basebar .....	1283	1219	1065	1001
<b>OUTSIDE BACK COVER</b>				
Full Page .....	2248	2136	1866	1754
Magazine Page .....	1860	1766	1544	1450
<b>BUSINESS CARDS</b>				
Random position throughout paper, One invoice for 11X.	192			1195
<b>INSERTS</b> ..... Prices upon request.				
7 percent GST applicable.				

### CLASSIFIED BUYERS' GUIDE

\$140 per heading per year for Vancouver Board of Trade members only; \$180 per heading per year for non-members (rates effective May 1, 1991).

### SPECIAL GUARANTEED POSITION

20 per cent over space rate

### GENERAL REGULATIONS

- Copy content and design: All advertising content and design must be acceptable to The Vancouver Board of Trade, which reserves the right to postpone or refuse, without penalty, publication of any advertisement.
- Production charges: A surcharge will be levied if work is not camera-ready. Production costs will be provided upon request.
- Cancellations and liability for error: Maximum liability for error is restricted to the space rate for the advertisement.
- Advertising Agency Commission: Accredited advertising agencies please note that rates are commissionable for payment within 30 days of publication.

### ISSUES AND CLOSING DATES

Readers receive *SOUNDING BOARD* approximately the first of each month except July. Deadlines for advertising space orders and editorial copy are generally the end of the first week of the month prior (please see next page for exact dates). Please direct all editorial inquiries to the editor and all advertising inquiries to Advertising In Print.

Ad Sizes	Width "	Height "
Full-Page .....	10-1/4	15
Three Columns .....	6-1/16	15
Magazine page .....	8-3/16	10
1/2 Page .....	10-1/4	7-1/2
1/3 Page:		
—square .....	6-1/16	8-3/16
—vertical .....	4	12-1/2
—horizontal .....	10-1/4	5
1 Column .....	1-7/8	15
1/4 Page .....	5-1/8	7-1/2
1/6 Page:		
—vertical .....	4	6-1/4
—horizontal .....	6-1/16	4-3/16
Basebar .....	10-1/4	2-1/2
Business Cards .....	4	2

### MECHANICAL SPECIFICATIONS

*SOUNDING BOARD* is printed on 68-52 gsm Electrabrite stock. Maximum line screen is 85 to 100 lines per inch. Text size is 10/11 point. Tabloid image size is 10-1/4" wide X 15" in height. The tabloid format is five columns of 11-1/2 picas, 6 point per column (1-7/8").

### ADVERTISING REPRESENTATIVES

ADVERTISING IN PRINT  
203 - 970 Homer Street  
Vancouver, B.C.  
V6B 2W7  
Telephone: (604) 681-1811  
Fax: (604) 681-0456

FEB - 2 1993

\*\* Copy of 1992 ad \*\*

# Port Coquitlam

The City of Port Coquitlam is located approximately 30 minutes from downtown Vancouver, easy access to the USA and the Trans Canada Highway.

Bordered by the Coquitlam and Pitt Rivers and backed by majestic mountains to the north, the City offers a mixture of land use: residential, industrial, commercial and recreation areas.

Our new industrial and commercial areas offer great opportunities for new development and business serving B.C. and the Pacific Rim markets.

*The Dominion Triangle* provides an opportunity for mixed development—industrial, highway commercial, and business park.

South of the Lougheed Highway are the CP Rail Yards and the *Mary Hill Industrial*



*Estate* which has a mixture of heavy and general industrial uses.

*Meridian Industrial Park Phase I* is located along the Pitt River and provides home for Old Dutch Foods, Yamaha Motor Canada, Trans Canada Greetings and more. Phase II will be starting soon.

**FOR FURTHER INFORMATION CONTACT:**

City of Port Coquitlam, Economic Development Office, 2580 Shaughnessy Street, Port Coquitlam, B.C. V3C 2A8  
TEL (604) 944-5442 FAX (604) 944-5404.

FEB - 2 1993

THE CORPORATION OF THE  
CITY OF PORT COQUITLAM

MEMORANDUM

DATE: January 21, 1993  
TO: Carlos Felip  
Director of Community Planning  
FROM: Ron Criggie  
Chief Licence Inspector &  
Bylaw Enforcement Officer  
SUBJECT: Accessory Home Business Licence Applications versus  
Contractor Applications with Residential Addresses

CITY OF PORT COQUITLAM  
PLANNING DEPT.

JAN 22 1993

FILE # *Bylaw Control*

BY	RECD	DATE
<i>OK</i>	<i>22</i>	<i>1/22/93</i>
<i>Hand:</i>	<i>Alre</i>	<i>include</i>
<i>in use</i>	<i>economic</i>	<i>development</i>
<i>development</i>	<i>control</i>	<i>meeting</i>

Please confirm to this department by way of memo under what conditions an applicant for a Business Licence as a Contractor with a residential address in Port Coquitlam would be required to apply under the definition of an Accessory Home Business Use (Section 512, Bylaw 2240). As contractors do use their homes for office purposes and do bring home work vehicles from their trade, are they considered Home Based Businesses?

EXAMPLE:

Ken's Clean Concept Carpet Care was located as a Contractor on June Crescent in Port Coquitlam but has since moved to a multi family dwelling unit on Fortress Drive. This business does carpet cleaning and I am sure that a truck is used in that business. Would they be permitted to do this? Should the Business Licence be approved?

*R.G. Criggie*  
R.G. Criggie  
Chief Licence Inspector &  
Bylaw Enforcement Officer

RGC/mak

*[Signature]*  
FEB - 2 1993

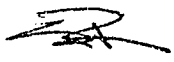


Federation of Canadian Municipalities

International Program

**Together**  
we can change our world



  
FEB - 2 1993



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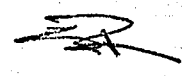
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FEB - 2 1993



**This document has been prepared by the  
*Federation of Canadian Municipalities* International Office with the collaboration of its  
members and the financial support of the *Public Participation Program (PPP-CIDA)*.**

Also collaborated to the production of this document:

**PATRICIA McCARNEY**

Center for Urban and Community Studies, University of Toronto  
Article: Decentralized cooperation - Experience with  
International Municipal Assistance Programmes



*Coopérative d'experts-conseils*

Page layout and following articles: SASKATOON-GRENADA, Canadian Water Meters in the Antilles; MZUZU-COBOURG, Bridges to Progress; ALMA-BOGANDÉ, Helping Hands Between Lac St-Jean and GnaGna; A New Focus From North to South; and section on International Development Week

Printed by: RUNGE PRESS LTD

OTTAWA, JANUARY 1993

*Minister for External Relations and  
International Development*

To all members of the Federation of  
Canadian Municipalities

Preparations are now under way for International Development Week 1993, and I would like to invite members of the Federation of Canadian Municipalities to participate in it. As Minister for External Relations and International Development, and simply as a Canadian, I attach great importance to this nation-wide effort to raise awareness of development issues. Because International Development Week creates a feeling of shared global community, it is in my view, one of the best means of preparing Canada for the next millennium.



Development Week, which is being held February 1 to 7, 1993 will focus on the need for partnership among Canadians and with people in the developing countries. The slogan that has been chosen calls on Canadians to work together, because TOGETHER We Can Change Our World.

To those of you who are already committed partners, I ask that you do as you have done in the past and help encourage Canadians to participate in International Development Week and its awareness activities.

Through your activities, you can play a leading role in your community. Your contribution last year showed how effective you can be in this area. I would like to thank you again for your valuable participation in International Development Week 1992 and for the time and energy you, and our other partners, devoted to making it a real success.

We are counting on you. TOGETHER we can do more and we can do better.

YOURS SINCERELY,

MONIQUE LANDRY

FEB - 2 1993





Federation of Canadian Municipalities  
Fédération canadienne des municipalités

Dear FCM members,

International Development Week provides an opportunity for you to express hope in making Canada and the world a better place to live in. Municipal governments in Canada confront difficult political and financial realities. We must strengthen our position among governmental structures in Canada. We must challenge the heavy burden of the recession and its effects on local government finances.

Yet we are aware that local government is a prime force in Canada's development. We understand, therefore, that we can give support to local governments in developing countries. Our efforts in strengthening local government at home and abroad is good for Canada and the world.

I express our deep appreciation to the Canadian International Development Agency for its support. The work of our International Office and our Members is enhanced by CIDA's confidence and encouragement.

FCM is proud to participate in International Development Week 1993. Local leaders must see their challenges in a global context. With this in mind, it should be clear that efforts must continue to support Canada's contribution to improving the quality of life around the world.

Yours sincerely,

Chairman Alan Tonks  
Chair

Task Force on International Programs



FEB - 2 1993

# Together we can change our world



The worldwide movement of goods and people is increasing at a very rapid rate. The emergence of new means of communication has eliminated distances. Nations are engaging in partnerships through common market structures and even where national states are demanding self-government, as in the former Soviet Union, they are affirming at the same time their desire to be part of a supra-national economy.

This globalization affects not only countries, but also cities of all sizes. Everywhere we find new immigrants. Small and large businesses have international ramifications, and are linked with the rest of the world by the new communications technology. In addition, people are travelling more, either for business or for pleasure, and are increasingly exposed to the reality of other countries. The world has changed.

In this context, it is in Canada's

interest to encourage municipalities wishing to be involved in international activities. This kind of experience helps municipal authorities and the local community become more aware of the realities experienced elsewhere, in other economies and in other cultures.

***International Development Week gives us the opportunity to renew our interest and share our conviction that the world has changed, and that our municipal institutions have to share their experience and their knowledge with their counterparts in other regions of the world.***

International commitments are beneficial in many ways. In addition to the economic and social benefits generated by program activities, municipal elected officials and professionals can see our own living and working conditions in a broader perspective.

They can also better appreciate our own capabilities and freedoms, and realize how important it is to pursue our cooperation efforts at the local level with a view to sharing our basic values and our management methods.

In Canada, local authorities have developed expertise in many fields such as urban planning, democratic participation,

relationships between elected officials and the private sector, and environmental protection, to name only a few. It is important to share this knowledge with local authorities throughout the world, and especially with those who express the desire to do so.

While contributing to the promotion of local government, we can achieve

obvious economic benefits and further our human and social values. International Development Week gives us the opportunity to renew our interest and share our conviction that the world has changed, and that our municipal institutions have to share their experience and their knowledge with their counterparts in other regions of the world.



# Decentralized cooperation

## Experience with International Municipal Assistance Programmes

By Patricia L. McCarney<sup>1</sup>

During the past few years in Canada, discussions have been on-going over the relevance to Third World cities of Canadian municipal experience and expertise. This dialogue originated in the early 1980s over deliberations on the idea of Canadian municipalities "partnership" with Third World cities. Many argued that the relative wealth of Canadian cities and towns and the level of urban economic development in Canada made the Canadian experience non-transferable and inappropriate. Others argued that despite these observations, certain key aspects of municipal management and technical know-how in Canadian cities could be transferred and be quite useful to their developing country counterparts. It was argued that Canadian municipalities could also learn from their developing country partners in the process.

This debate arose again in 1986 when



the Federation of Canadian Municipalities (FCM) was establishing components of its International Program, namely, the "Municipal Professional Exchange Project" and the "Africa 2000 Project." In addition, the FCM China Program was beginning to investigate the possibilities for linking Canadian municipalities with Chinese municipalities.

The question of the relevance of Canadian municipal experience and transferability to developing country municipalities emerged again in planning how best to execute these programmes. The sceptics asked what a small town in Manitoba could possibly offer a municipality in Central Africa. The supporters argued that it was worth experimenting to find out.

All three initiatives have been launched (despite the sceptics) and are beginning to show very interesting results. Although it has been too early for formal

<sup>1</sup> Patricia L. McCarney received her Ph.D. at MIT. She is currently teaching in Political Science at the University in the field of urban politics and planning in the Third World and is consulting to CIDA and the World Bank. Dr. McCarney has recently been Director of "World Cities and the Environment: The Five Cities Consultation Project" (1990-1992 and funded by FCM, CMHC and External Affairs in collaboration with the World Bank) the results of which are forthcoming in a book to be published December 1992. Dr. McCarney recently headed an Urban Sector Mission to South Africa (1992) to assist the democratic movement in the development of a national urban policy. Prior to joining the University of Toronto, she worked at the International Development Research Centre (IDRC) in Ottawa for the Urban Development Programme. She has also worked in the World Bank in Washington (1990) and in the United Nations Centre for Human Settlements (UNCHS-Habitat) in Nairobi (1983-1984).

evaluations on any of these activities, the early findings do allow for some insights and the dialogue/debate on the relevance of Canadian urban experience is becoming more sophisticated and is moving beyond simple scepticism. Municipalities both within Canada and the developing world are reviewing the experience to date and are asking difficult questions and raising challenges with a view to improving future program development.

CIDA is currently planning to launch an evaluation of the FCM International Program in recognition of the impact of the program to date and with a view to extending their support to FCM. This will include a review of FCM as a partner for CIDA in the context of CIDA's broadening program in the international urban sector. Without the benefit of this evaluation yet to be undertaken, it is nonetheless becoming clear that there are specific areas of competence and experience which Canadian municipalities can offer to their developing country counterparts and something of a "strategy" is evolving on how to operationalize the exchange, key aspects of which are outlined below.

### STRENGTHENING LOCAL AUTHORITIES

One very valuable set of urban experiences in Canada has been in the field of intergovernmental relations. The debate on decentralization and the sharing of powers with local authorities has been a long one in Canada with a fascinating history spanning some 120 years. In the various activities outlined above -- partnerships, municipal exchanges, and training of government officials from developing countries -- preliminary experience has shown that Canadians participating in these activities are consistently asked questions such as: "What

are your municipalities responsible for? How do they fund these activities? What rights do they have to raise revenues locally? How did they come by such powers? What is their relationship to the provincial level of government? Who collects garbage?" What is now becoming clear is that there is a wealth of experience in the process of how Canadians and Canadian municipalities have worked through these questions and issues. It is also clear that the actual arrangements may not be applicable, but the Canadian process and the institutional framework that supports this process hold great value (and interest) to developing country municipalities. As developing countries increasingly engage in this process of strengthening their local authorities, demands for assistance will likely expand and the FCM International

*The sceptics asked what a small town in Manitoba could possibly offer a municipality in Central Africa.*

Office will be increasingly called upon to respond.

Colombia has recently decentralized the sales tax to municipalities and attached new responsibilities to the local authorities. The Colombian municipalities could benefit by the extensive work in Canada on the process of negotiation and compromise that led to the sorting out of these powers and development of appropriate management systems. Colombia, along with Costa Rica, Ecuador and Peru, have been involved with FCM support in a three-year programme - funded by CIDA and a number of multi-lateral donor agencies. The programme, called SACDEL (for "Regional Training System for Urban Development and Improvement of Municipal Administration in

Latin America") has since 1989 held seminars, prepared training texts, and helped national institutions hold their own training courses for municipal administrators. As SACDEL illustrates, the Canadian urban experience can be a useful element in a comprehensive programme to help developing country municipal governments deal with decentralization.

### LOCAL GOVERNANCE AND PARTICIPATORY POLITICS

Another early finding from these activities is that there is a Canadian approach to local municipal politics and operations that is valuable and helpful to developing country municipalities. This has to do with the way Canadian local governments try to integrate community needs and involve local organizations in planning and management decisions. Canadian local governments, for example, hold consultations on needs and routinely consult with interest groups, community-based organizations and the private sector before political decisions are taken. There is a well developed machinery involving committees, hearings, and special advisory groups which strengthens Canadian local authorities in their community relations.

It is this approach, in effect a political approach to local governance, which is proving valuable (and often novel) to many municipalities in the developing

world. For example, in Latin American cities, there is a well developed and vocal set of community based organizations but a very low level capacity for local governments to respond. Canadian experience is beginning to prove valuable in training and policy seminars in Latin America as a result of having built a municipal machinery to hear and try to understand the needs of communities as well as to then respond to them. The Africa 2000 Programme has integrated a new component called the "community based project" into its partnership activities which involves local organizations and private companies in the Canadian community with the counterpart African community in the technical partnership arrangement.

It is these two political aspects of Canadian urban experience: the long debate on intergovernmental relations and power sharing arrangements in Canada as well as the political machinery to integrate participation

and community needs into local government planning and decision-making that hold values for urban centres in developing countries. Canadians are beginning to transfer these elements of the Canadian urban experience in their work with Third World municipalities.

### URBAN MANAGEMENT

Besides the political experience which Canada is beginning to share with its

*Another early finding from these activities is that there is a Canadian approach to local municipal politics and operations that is valuable and helpful to developing country municipalities. This has to do with the way Canadian local governments try to perceive globally community needs and involve local organizations in planning and management decisions.*

partners in development, there is technical and managerial expertise which is also proving a valuable ingredient in Canadian municipal assistance. For example, Canadian municipalities have in place efficient taxing and billing systems, good computer and information systems, and effective personnel management structures. The partnership activities of Canadian cities and towns are beginning to illustrate specific examples of how practitioners can exchange

*FCM is well placed to assist in the creation, strengthening and functioning of associations of local government. FCM has linked with the National Association of Local Authorities in Ghana (NALAG) to share in a direct way what has been learned in its 90-year history of debate and reform in Canada.*

knowledge through partnerships. Something of a three step strategy is beginning to emerge, whereby Canadian municipal officials with a general management background first meet with the linked municipality to jointly identify priority areas for assistance. The partners establish a work plan that is integrated into the partnership agreement. Depending on which priority sector is identified, technical experts from both cities having hands-on experience at a macro level in the sector then work on

the identification of problems through technical exchanges where southern partners explore, in Canada, the approaches taken and the northern partners explore the same in the developing country municipalities and assist with advice in the sector. This style of cooperation and partnership is indicating that, unlike one-way systems of assistance and transfer of expert advice, this exchange model is promoting sustainability in the long term collaboration and support between municipalities in Canada and abroad.

#### **STRENGTHENING MUNICIPAL ASSOCIATIONS**

FCM, through its International Program, has facilitated cooperation between Canadian municipalities and developing country municipalities. In addition to facilitating these exchanges, an important role for the Federation itself, internationally, is becoming evident. In the majority of developing countries, equivalent associations of local government are either non-existent or are very weak in both structure and performance. A need has been recognized by Canada, Italy, France, the UK and other industrial countries for the strengthening of local governments in developing countries. Part of this effort must be directed at strengthening the associations of local governments in these countries since much of the aforementioned task lies in reforming local central government relations, particularly with regard to financial and administrative arrangements. The associations provide an empowered voice vis-à-vis central governments to advocate for such reforms, make proposals for policy, and document the impact of national level programs and policies on local levels of government in a united fashion.

Given this identified need in developing countries, FCM is well placed to assist in the creation, strengthening and functioning of associations of local government. FCM has linked with the National Association of Local Authorities in Ghana (NALAG) to share in a direct way what has been learned in its 90-year history of debate and reform in Canada.

It is this history and functioning of the FCM that holds valuable experience for the creation and strengthening of municipal associations in developing countries. An initial attempt to offer assistance by the Association is underway in Africa under the new Municipal Development Program (MDP). While the MDP generally is aimed at strengthening municipalities in Africa, one component of the MDP is strengthening local government associations. With funding from CIDA, the FCM is contributing \$100,000 to the MDP for assistance on the training and municipal associations component. It is important that Canada forge ahead on this front and become a leader in this field, having FCM as a model for associations worldwide. Italy in fact has been seeking advice from the International Program of FCM on how best to facilitate the strengthening of associations of municipalities in developing countries as well as a system of decentralized cooperation for Italian municipalities.

#### STRENGTHENING PROFESSIONAL ASSOCIATIONS

Positive experiences have also been recorded by the Association des directeurs généraux des municipalités du Québec (ADGMQ) deriving out of FCM's Africa 2000 Programme. Cooperation, for

example, in 1989 between a city in Senegal (Rufisque-Bargny) and Sillery in Québec involved the professional exchange of municipal personnel, a municipal environmental evaluation in the sanitation sector and direct community assistance. As a result of this initial activity, the ADGMQ has identified an important role for itself in Francophone Africa: the need for the strengthening of African associations of senior municipal officers through training

*The programmes have had a very positive impact on the Canadian municipalities involved, particularly in terms of professional growth. An improvement in morale of Canadian municipal staff involved in the exchanges, and a shift in attitude about how their city functions is beginning to be seen.*

and exchange with the ADGMQ. The association has observed that Francophone African countries are receiving mainly European training and have inherited a European tradition of municipal management and local government from their colonial past. The ADGMQ is well situated to offer expertise and training from the North American model of municipal management and local government.



As a result of this identification, the ADGMQ has commenced training activities with the same associations in Ivory Coast and in Sénégal. The Association is examining possibilities between the three groups, for North-South and South-South cross-fertilization of ideas and expertise. One of the key findings to date is the need in Senegal and in the Ivory Coast for assistance in organizing municipal associations and in providing training in urban management.

*It is also important to recognize that the experience to date has involved something of a learning by doing approach by the FCM International Office.*

#### **DECENTRALIZED COOPERATION: DIRECTIONS FOR THE FUTURE**

These examples point to a body of Canadian urban experience at the institutional level which is proving to be relevant to developing country urban practice. It is also important to recognize that the experience to date has involved something of a learning by doing approach by the FCM International Program. Most of this learning is not yet systematically analyzed but likely will be as part of the CIDA evaluation. However, a few issues are worth noting at this preliminary stage for future work by the FCM International

Program. For example, experience is showing that the pace of the programming is fast and often out of sync with the developing country counterparts. Due to technological and particularly communication difficulties, often in the past, what had been programmed for the first year, actually took three years to complete. This is particularly true in the case of the less developed African municipalities. In addition, some very critical questions are being raised which strike at the very core of the development task itself, by both Canadian and developing country counterparts who have participated in the FCM International Program to date. These questions have to do with sustainability, and the importance of transfers of knowledge and management approaches for effective development versus the more literal transfers of technology and hardware. It is being questioned for example whether the latter can really lead to development that is sustainable. The less literal transfer offered under the International Program, for example having to do more with management styles and approaches in the municipal development field, and policy advice on local governance and decentralization, may offer a more appropriate exchange between Canadian and developing country municipalities and in turn lead to a more sustainable development in the long term.

Also in terms of sustainable development, experience with the municipal exchanges and partnership agreements is demonstrating that the commitments are long-term. Whereas mayors change, politicians change and so do municipal staff, the fact of the protocol allows for the sharing of knowledge over the long term and



hence the potential for a more sustained development effort. The exchanges thus not only assist on the "how" of municipal management, but also on keeping people working more continuously on issues through political transitions. This has implications for sustainable development assistance that are only now beginning to appear as a result of the FCM international experience.

What is also becoming clear from the experience to date is that the programmes have had a very positive impact on the Canadian municipalities involved, particularly in terms of professional growth. An improvement in morale of Canadian municipal staff involved in the exchanges, and a shift in attitude about how their city functions is beginning to be seen. Having worked within a developing country municipality, a broader perspective on managing one's own city is developed which has a positive effect on morale and professional development.

*In addition, some very critical questions are being raised which strike at the very core of the development task itself, by both Canadian and developing country counterparts who have participated in the FCM International Program to date.*

In any event, this "decentralized cooperation" between Canadian municipalities and municipalities in developing countries is relatively new and much still needs to be learned, but the initial experience is positive and the effort should continue to be encouraged.

# CALGARY

## ACTIVITIES IN CHINA - AN UPDATE



Two years ago this document presented a story on Calgary's relationship with Daqing, China. The following article updates this story.

In 1981, Heilongjiang, the Province of the Black Dragon River in north east China, became Alberta's sister province. The pairing was a deliberate choice based on shared interests including agriculture, oil, natural gas, coal and timber. Geography and climatic conditions were also compatible, strengthening potential for product and technology transfer. An American source has described this twinning as the most advanced and productive Chinese-North American relationship of its type today. The provincial level twinning was only a start.

In 1985, the cities of Calgary and Daqing established a municipal affiliation. As the oil capital of China, Daqing - or "Big Celebration" named after the festivities following the discovery of petroleum - has long been a purchaser of Albertan oil and gas equipment. Through a more formal link, both sides sought more than simply

increased trade.

The 1985 protocol between Calgary and Daqing anticipated cooperation and exchanges in industry, agriculture, science and technology, sports, culture, education, public and general welfare.

Calgary delegated responsibility for the linkage to the Calgary Economic Development Authority (C.E.D.A.),

*Through a more formal link, both sides sought more than simply increased trade.*

International Business Section. A joint initiative of the Chamber of Commerce and the City of Calgary, C.E.D.A. promotes economic growth and development by attracting new industry and supporting the expansion of local businesses.

The Federation of Canadian Municipalities, through the *Municipal Professional Exchange Project* and *The Chinese Open Cities Project*, played a significant role in developing this municipal partnership into a practical business success story.

### WATER TREATMENT PROJECT

In April 1987, the Mayor of Daqing made a formal request to the City of Calgary for technical assistance. The water treatment plant servicing the Dong Feng area of Daqing no longer met the demand for potable water supply. Daqing authorities were very proud of their national award winning water treatment plant but industrial and residential growth in this district had overburdened the existing system. There was an immediate need to supply drinking water for the expanding suburb and an additional requirement to recycle industrial water in sufficient quantity for the oilfields.

The formal twinning relationship made Calgary the logical place for Daqing to seek assistance. Calgary could offer the advice of specialists in cold weather technology and oil industry water requirements.

At the time of the twinning, C.E.D.A. officials had considered ways of organizing expertise in response to requests for technical assistance. Cities generally do

not have independent resources to undertake projects. Large scale municipal projects are tendered out to private consulting firms. C.E.D.A. wanted to avoid any favouritism in promoting or selecting one Calgary firm over another. C.E.D.A. helped put together a group of companies with the skills and experience to carry this project from inception to completion and meet downstream equipment needs. The companies came together as the Calgary-China Consortium. While it may seem unusual for competing companies to work together, the Consortium initially provided security in numbers, spread the risk factors

of international work around and helped build a higher collective profile. The involvement of C.E.D.A. with the backing of the City of Calgary reassured Daqing officials that the work would be cost effective and of high quality.

*An American source has described this twinning as the most advanced and productive Chinese-North American relationship of its type today.*

C.E.D.A. applied to FCM for assistance under the *Municipal Professional Exchange Project*, funded by the Canadian International Development Agency (CIDA). Grants were made to cover travel costs of Daqing and Calgary municipal officials participating in the project. Private sector members of the Consortium covered their own expenses or received grants under other federal government business promotion programs.

An initial exchange of visits confirmed the need and the Consortium's capacity to respond. A pre-feasibility study

was required for a new plant to meet Daqing's existing and anticipated needs. UMA Engineering agreed to act as project manager. On behalf of the Consortium, UMA applied for and received funding from the Industrial Cooperation Branch of CIDA to conduct the pre-feasibility study. C.E.D.A. officials experienced in international negotiating arranged downstream benefits for the Consortium with Daqing. Several other Consortium engineering firms lent experienced staff to work with Daqing staff in Calgary and in China. In February 1993, Daqing and Calgary will officially open the water treatment plant. Through these public and private alliances Daqing benefited from a new water treatment plant, while economic gains were realized.

#### **CALGARY'S OTHER PARTNERSHIPS IN CHINA**

In 1990, officials from Daqing introduced C.E.D.A. to their counterparts in Changchun, Jilin Province. The City of Changchun required extensive work on the upgrading of the potable water supply and treatment works and the wastewater collection, treatment and disposal works for the City of Changchun. Daqing officials, very pleased with the work of C.E.D.A. and the China-Calgary Consortium, brought C.E.D.A. and Changchun officials together.

In 1991, the *Chinese Open Cities Project*, a CIDA-funded program implemented by the FCM International Office, supported a delegation of 13 Changchun officials for a three-week training program in Calgary. At the completion of this program, members of the engineering consortium signed a \$3 million

*For Calgary municipal linkages have served as a catalyst for a range of economic and social activities that have forged a solid relationship. Investment of time and money are paying off in ways in which all sides can take pride.*

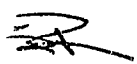
agreement to do a World Bank project feasibility study for a water diversion, treatment and supply scheme for Changchun.

#### **A MUNICIPAL TRIANGLE**

Early in 1992, Calgary began exploring a relationship with Tyumen, Russia. Tyumen is a Siberian city centred in the Tyumen Region - the second largest oil producing region in the world. Initial discussions have focused on potential cooperation in the oil, gas and environment sectors. Tyumen currently has a formal relationship with Daqing and the possibility of Calgary joining a triangular relationship is being explored.

C.E.D.A. is now seeking support from FCM or External Affairs to develop this triangular relationship which will focus on the exchange of technology, services and know-how which will be beneficial to all partners.

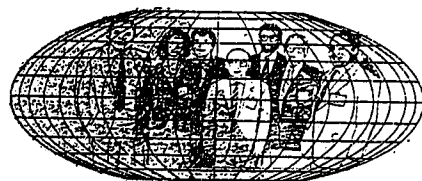
For Calgary municipal linkages have

  
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served as a catalyst for a range of economic and social activities that have forged a solid relationship. In addition to economic benefits for Calgary there has also been a range of friendships developed and prospects identified for future work. Investments of time and money are paying off in ways in which all sides can take pride.

# SASKATOON-GRENADA

## CANADIAN WATER METERS IN THE ANTILLES



Recycling and international aid: Saskatoon has killed two birds with one stone in her link with Grenada. The Prairie municipality has not only provided very tangible aid in the form of a water supply for a small Caribbean island, but has at the same time succeeded in recycling thousands of water meters otherwise destined for the scrap heap.

The water supply system in St. George's, the Grenadian capital, is composed of many small surface water treatment plants and several drilled wells. The majority of the city's residents are connected directly to the water mains. Although industries and businesses are serviced through water meters, the 15,000 homes in the city are not.

Since residents are charged a fixed rate per hookup, the municipality cannot measure water use, control wastage, or even monitor illegal hookups. In some particularly poor neighbourhoods, up to five families share the same service connection, sharing, at the same time, the bill.

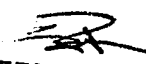
Besides this lack of control over water consumption, at certain times of the year, Grenada faces severe shortages of drinking water.

### THE NEED FOR METERS

For Grenada, the need to solve this water supply problem became even more

*"Our relations with the people of Grenada are excellent," says Vern Dyck, adding, "We have regular telephone contact, and they have become real friends. When we visit Grenada, we are treated like royalty."*

urgent when foreign aid agencies stated their intention to freeze aid for water supplies

  
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until the delivery system was improved.

This was the context when Saskatoon decided in 1990 to link with Grenada under the Municipal Professional Exchange Program (MPEP). The need was already defined. Canadian municipal managers would give their St. George's counterparts the benefit of their experience in water supply systems management.

Saskatoon decided therefore on support for preliminary studies and system planning, technician training, and technical assistance for the installation of 2,000 meters as a pilot project.

During a visit to Grenada in 1991, two Canadians inspected the proposed project sites, revised regional maps, and inspected service connection sites so as to determine the type of meter needed.

#### EDMONTON METERS RECYCLED

Saskatoon's greatest coup came during the search for meters. Fortuitously, Edmonton was completing an exchange of all its water meters for a more modern, rapid, accurate type of meter. Edmonton agreed to donate 2,000 old water meters for use in the Grenada pilot project.

Vern Dyck, Project Manager for the City of Saskatoon, explains. "Most of the meters are in good or excellent condition. They only need testing and reconditioning before installation. There are 15,000 system connections in the St. George's network, and the goal is to install 15,000 meters. Not only will there be a major savings of water, the additional revenues generated will allow the municipality to improve its water supply

system."

Studies have shown that there will be a notable difference in water consumption when users receive bills at the end of the month. "When people have to pay for water, they are conscious of every gallon that comes out of the tap," notes Vern Dyck.

#### A PROJECT ON WHEELS

In October of 1992, two Grenadian

*The Prairie municipality has not only provided very tangible aid in the form of a water supply for a small Caribbean island, but has at the same time succeeded in recycling thousands of water meters otherwise destined for the scrap heap.*

municipal employees trained in Saskatchewan, learning how to recondition, test and install water meters.


The next step, sending 2,000 meters for the pilot project was funded by MPEP. Thanks to Edmonton's contribution, there will be sufficient meters for the entire St. George's system. Once the 2,000 meters are installed, more will be made available each year for only their value as scrap, from \$2 to \$4 each, to be paid by Grenada.

To date, the project has been moving as if on wheels. The Saskatoon municipal employees have gained insight into old problems viewed in a new light, while the Grenadans are overjoyed to have found a solution to their water system improvement problems.

"Our relations with the people of Grenada are excellent," says Vern Dyck, adding, "We have regular telephone contact, and they have become real friends. When we visit Grenada, we are treated like royalty."

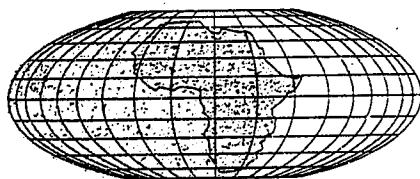
Although the project was conceived as a technical exchange, Vern Dyck believes that Saskatoon gives more than it receives, at least on the technical side. On the human side, however, the experience is a rich and valuable one. Dyck adds, "It is an extraordinary way of travelling for the people involved in the project, to learn and to discover another culture."

*The Saskatoon municipal employees have gained insight into old problems viewed in a new light, while the Grenadans are overjoyed to have found a solution to their water system improvement problems.*

  
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# MZUZU-COBOURG

## BRIDGES TO PROGRESS



What is the one similarity between Cobourg, Ontario and Mzuzu, Malawi? Both towns are expanding rapidly. What is the difference between Cobourg and Mzuzu? The state of the municipal treasury.

With 15,000 inhabitants, Cobourg, a flourishing municipality near Toronto boasts an annual budget of \$15 million, while Mzuzu must get by on \$3.5 million for its burgeoning population of 70,000 and its annual growth rate of 10%!

"Approximately 90% of the population of Mzuzu lives below the poverty line, with no access to basic services," says Bryan Baxter, Town Manager of the Municipality of Cobourg. He has worked many volunteer hours on this link and has visited Malawi twice already.

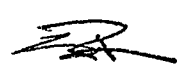
So as to meet such basic needs as a clean water supply, Mzuzu was forced to realign its organization and financial structure. As part of the *Africa 2000: The Municipal Response program*, the African town, with the help of its Canadian counterpart, had set as its target the improvement of its general operations.

The task was immense, and after countless discussions and consultations, the municipal managers were forced to settle for a threefold plan targeting engineering, management, and computerization of finances.

*We all have common problems, such as the environment, which can only be resolved on a global level. The more we work together, the better are our chances of resolving these issues and the better are our chances for world peace.*

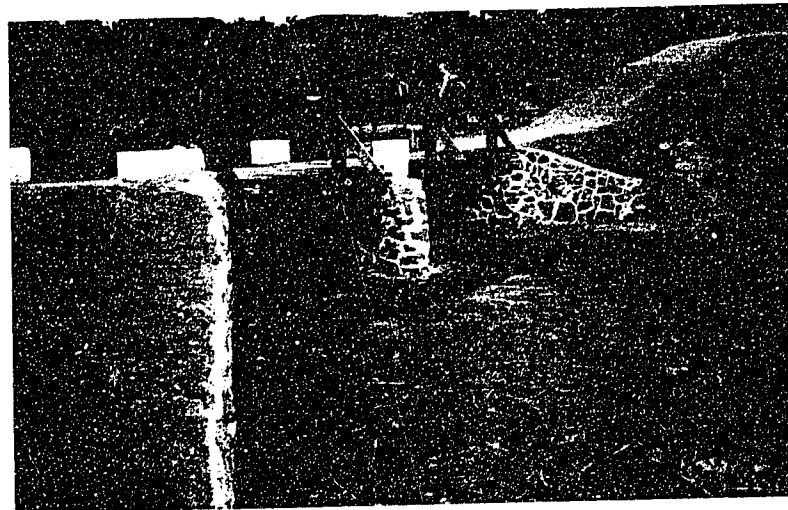
### FLOODING AND DRAINAGE PROBLEMS

Mzuzu, located on the slopes of the Viphya mountains at an altitude of 1,200

  
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metres, has a rugged profile. The hilly relief is partly responsible for the disordered growth of the town, and is behind Mzuzu's drainage problems that come with the seasonal rains.

In March of 1991, the three main roads of the town were made impassable by flooding. On their first visit to Malawi, the people from Cobourg therefore concentrated their work on rainwater management, as well as on the creation of a development plan for Mzuzu.



*The community project of the linkage: a footbridge built to link two parts of the town during the rainy season.*

***To improve the financial side, Mzuzu decided to enter the computer age.***

On the administrative side, Canadians and Africans reviewed the organizational structure and the management layout for Mzuzu in a search for the system which would most efficiently supply services to the citizens. This initiative spawned a review of job descriptions, of the organization of personnel, of employment policies, and so on.

The participants in this exercise found that it was possible to correct one major weakness in the Mzuzu system at

little cost: the lack of communication between employees of different departments could be remedied.

The practice of monthly reporting and the preparation of agendas and minutes of Council meetings were instigated, and the holding of regular meetings of the management team began.

### LIKE CHRISTMAS MORNING

To improve the financial side, Mzuzu decided to enter the computer age. Along with his Canadian colleague, the Treasurer of Mzuzu established a list of priorities for computerized accounting, gradually eliminating slow and inefficient "pencilwork".

"On our second visit to Malawi, we arrived in Mzuzu at the same time as the computers. At the Treasurer's office it was

like Christmas morning for them," reminisces Bryan Baxter.

On their second technical exchange to Canada, in April 1992, the Mzuzu managers expanded their training and knowledge of engineering, administration and financial management.

### BRIDGES AND WELLS

The topography of Mzuzu forces residents of the more distant suburbs to cross several streams and swamps to get into town.

In many cases, logs serve as rudimentary bridges. Frequently, people, often children, carrying wood or food are injured crossing these makeshift catwalks. During the rainy season the water sometimes covers the roads, making them impassable and isolating



*Mzuzu Mayor and municipal staff with Angus Reid, Mayor of Cobourg, inaugurating the new well built through the linkage in replacement of a water hole (Photo below).*

entire communities. For these reasons, Cobourg and Mzuzu decided to centre the community project on the construction of three pedestrian bridges on strategic routes leading to the hospitals and the schools.



*The old water hole*

"Apart from these footbridges, we also dug three surface wells for drinking water. The population benefitted greatly, but many more footbridges and many more wells are needed. It was only a drop in the ocean," remarks Baxter.

Although conscious of the size of the problem, the Canadians are nonetheless satisfied with progress in Mzuzu to date. "At first, being a North

American, I anticipated more progress, but I had forgotten that African culture is different, that they don't have the equipment to work with. All work is done by hand. In African terms, they have made tremendous progress," adds Baxter.

"They are extremely anxious to improve the standard of living. They are very open to new ways of doing things, but many of the things we can help them with they don't have the money to implement," Baxter mourns.

Rome was not built in a day, though, and if the Mzuzu-Cobourg link continues to flourish, important progress can be made in the next few years. To date, the link has met with approval from the Cobourg Council and with the utmost support of the mayor, Angus Read. Even Cobourg's

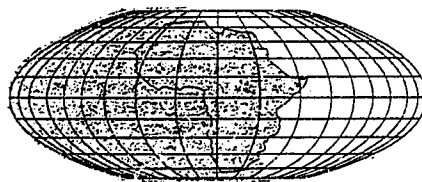
citizenry has demonstrated its approval. Community representant Laura McCracken collected \$10,000 in less than three months for the community project.

Bryan Baxter sums up the link. "Cobourg gains two important benefits from this link: first, the cultural exchange - appreciation for other cultures, and second, participation in the global community. We all have common problems, such as the environment, which can only be resolved on a global level. The more we work together, the better are our chances of resolving these issues and the better are our chances for world peace."



# ALMA-BOGANDÉ

## HELPING HANDS BETWEEN LAC ST-JEAN AND GNAGNA



GnaGna - an exotic name for the province where nestles the small African town of Bogandé, linked with Alma, Quebec. This desert region, six hours from the capital, Ouagadougou, in one of the most distant, isolated parts of Burkina Faso, is tragically underdeveloped.

*"For the municipality, it's a doorway to other cultures. The link functions well because City Hall houses people who are committed," underlines Gervais L'Heureux.*

Parched by endemic drought, stifled by the absence of resources and infrastructure, plagued by omnipresent poverty, Bogandé was facing disaster. In this context, a link with the Town of Alma in the Lac St-Jean region was greeted with jubilation.

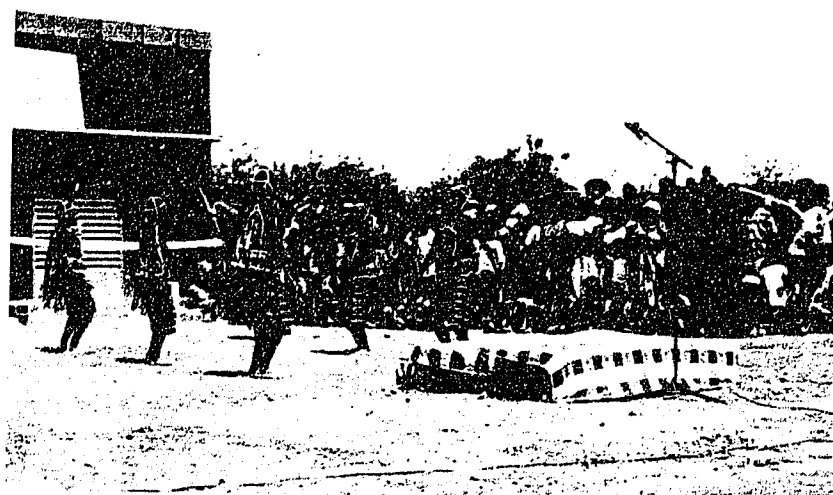
Thanks to the development projects of the Centre de solidarité d'Alma, Alma knew of GnaGna's crying need and was pleased to provide financial aid and was especially gratified to see the impact. Largely for this reason Alma became involved in 1990 with FCM's *Africa 2000 Program*.

Jean-Claude Lusinchi, Director of Urbanism and Socio-Economic Planning for Alma explains. "We wished to provide direct aid, person-to-person. We had the chance to do just this with Bogandé, so that is what moved municipal politicians. People here are easily mobilized, because they can see the results. They can see that the aid is getting there and that it is effective."

### NO ELECTRICITY. NO TELEPHONES

From a municipal management point of view, everything in Bogandé needed attention. The needs were great, but first they had to talk, not easy in Bogandé, where there was no electricity, no telephones.

"Bogandé has only just installed its first and only telephone, and I am a bit afraid to call, because who knows where my call will end up!" laughs Jean-Claude



*Celebrations for the opening, in April 1992, of the Women center built through the linkage.*

Lusinchi. Happily, communications between Alma and Bogandé were eased by the presence on the ground of "Save the Children Canada". "We can count on them. They give us technical support during our stay and manage the project monics," explains Gervais L'Heureux, Municipal Councillor and Director of the Centre de solidarité d'Alma.

On an early visit to Bogandé, Alma managers held exhaustive talks with their Burkinan counterparts, with a view to prioritizing needs. First and foremost was the need to acquire equipment to assure basic services.

For drainage works, they bought shovels, picks and wheelbarrows. For administration, chairs, desks, cupboards, filing cabinets, typewriters and calculators. All purchases were made in Burkina Faso so as to ensure some economic benefit for the country.

As Jean-Claude Lusinchi notes, "We wanted to get them electric typewriters, but of course, without electricity, they wouldn't have been very useful. I looked everywhere for manual typewriters, but you can't buy them anymore in Canada!"

### **MICRO-BUSINESS INITIATED FOR BOGANDÉ WOMEN**

As part of the technical exchange program, the two towns centred efforts on urbanism and public works. During a recent visit by Alma town managers, road works and drainage were studied, as well as a model for municipal toponymy for Bogandé.

The community project part of the linkage saw Alma collecting the necessary funds for the construction of a women's social centre in Bogandé. FCM then provided twice Alma's contribution. This project is now completed, and boasts equipment for sewing, weaving, embroidery and knitting. As well as forming the town's social core, the centre has spawned a micro-business for Bogandé women to improve their own standard of living and attain some measure of financial autonomy.

Thanks to the professional exchange program component, a Burkinan visited Alma for several weeks, working at the Alma Socio-Economic Planning Office and learning cooperative management methods.

One of the primary stated goals of the project is "Mutual understanding between the two communities". Alma is conscious of this, so, an important public awareness initiative was launched.

The bicycle "Tour du Lac St-Jean", for example, is a way of publicizing the Bogandé/Alma link, and at the same time, raise funds. In 1992, this event drew over 300 participants and raised \$14,500.



*Ex-Mayor of Alma, M. Nicol Tremblay, with Bogandé mayor and municipal staff during the initial visit in Bogandé in June 1990.*

Gervais L'Heureux remarks, "When the four Bogandans came to Alma on a technical exchange, they did not go unnoticed. They helped raise public awareness; one did the cycling tour of the lake, and the other three hosted stages of this tour."

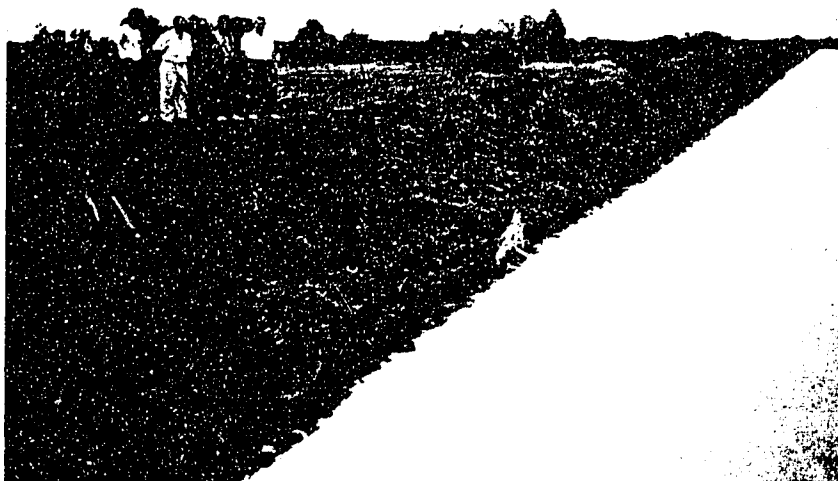
Ties of friendship have been forged, clearly showing the spirit of cooperative assistance that characterizes this link.

"For the municipality, it's a doorway to other cultures. The link functions well

## STRONG HUMAN WARMTH

Whether Quebeckers go to Burkina, or Bogandans come to Quebec, municipal managers on exchanges are always integrated into the social and family life of the village.

Relations between the visitors from Alma and the people of Bogandé have gone far beyond the purely interprofessional.



*Ex-Mayor of Alma with Bogandé Municipal staff visiting a man-made water basin.*

*"Managers who have gone to Burkina have found lessons to be learned. In Quebec, one gets used to a standard of life, to good working conditions. Seeing the situation in Bogandé gives one some humility. One also learns much by the way people there have retained the strong human warmth, in their business relations as well as their day-to-day life, something we have lost a little of here," concludes Jean-Claude Lusinchi. "*

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## A New Focus From North to South



The old days are gone. Northerners arrived in Africa, brimming with good intentions, carrying briefcases bulging with suggestions and strategies and European or North-American solutions. Now, though the intentions are still the best, the partnership is enriched, reborn as the South works with the South.

Such is the case with the MDP - the Municipal Development Program - a World Bank brainchild sponsored in part by the Federation of Canadian Municipalities. This 1991 collaborative effort by various development agencies and African institutions seeks to increase municipal government efficiency in Eastern and Western Africa.

Over the past years, Sub-Saharan governments, confronted with serious economic crises, have come to the realization that all orders of government must be involved in recovery efforts. African urban populations have doubled in size in the past two decades--even more reason to decentralize and invest more

power in local governments. Municipal politicians are closer to the electorate, so the chances are good that their policies will better reflect community interests and needs.

### FAITH IN THE LOCAL POPULATION

The challenge facing the Municipal Development Program is nonetheless huge. In Africa, it is exactly at the community level that the lack of human resources and

the institutional weaknesses are most apparent. The strength of the Program lies, in fact, right there: a faith in the people directly concerned. After all, it is they who are in the best position to see what

must be done and to understand how to do it.

Joseph Mugore, MDP Director in Harare, Zimbabwe, puts it this way: "We are getting away from the traditional vision whereby southern municipalities need our technology. With the MDP, they find their own methods and use our technology if they need it. Africans direct their projects, analyze their towns, their problems, their

*Now, though the intentions are still the best, the partnership is enriched, reborn as the South works with the South.*

A stylized handwritten signature, likely belonging to Joseph Mugore, the MDP Director in Harare, Zimbabwe.

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*We are getting away from the traditional vision whereby southern municipalities need our technology. With the MDP, they find their own methods and use our technology if they need it.*

successes, their finances. For them, it's a new way to learn."

The MDP role is not one of investment, but rather one of institutional reinforcement, of "capacity building". "They don't receive money with this project," says Joseph Mugore. "They derive instead the valuable conviction that they can organize themselves."

The instigator of this multilateral project, the World Bank, has sought and found several sponsors who offer their financial and technical support. In Canada, the partners are FCM, the Canadian International Development Agency (CIDA) and the International Development and Research Center (IDRC). The Program also relies on the support of two European partners, Italy and the Netherlands. The principal donor is Italy, followed by the Netherlands. Canada intends to increase its contribution in the next few years.

#### THE WILLINGNESS TO TAKE CHARGE

As for the African partners, the World Bank approached interested nations

which demonstrated a willingness to participate in this type of project--countries where the central governments were open to strengthening municipal governments.

The Municipal Development Program has developed four principal sectors of activity:

1. **Policy:** The MDP supports policy research on strengthening local government.
2. **Training:** This aspect concentrates primarily on strengthening training facilities for municipal administrators. Institutions which have shown some initial success are assisted and encouraged to help other institutions in the region. The approach fosters both networking and the exchange of ideas. Regional policy seminars are also offered.
3. **Municipal support:** Municipalities showing both motivation and the ability to take responsibility are offered a program to improve their management systems. For example, the town of KweKwe, Zimbabwe, linked with Fort McMurray, Alberta, through the "Africa 2000" project, is currently eliminating its deficit. With the help of the MDP, KweKwe is now working on a master development plan.
4. **Strengthening municipal associations:** It is in this sector that FCM financial support is concentrated. Since many municipal associations in Africa are not effective, this initiative seeks to bolster them. To this end, the International Union of Local Authorities (IULA)-Africa Section has been mandated to offer support and services.



## **NEW EXPERTISE FOR FCM**


According to André Guindon, Africa 2000 Manager at FCM: "With participation in the Municipal Development Program, FCM has enlarged its field of activity and developed new expertise.

"Until now, we concentrated our activities on links between Canadian cities and those in developing countries.

"Now, we move on to another level, participation in South-South initiatives.

"The arrangement reveals the ever-increasing confidence placed in us by CIDA, which asked us to support the project for Canada.

"As well, FCM activity in this project increases our visibility on the national scene, giving us another tool better to represent Canadian municipal interests."

  
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## *Why Participate in International Development Week?*

In these difficult economic times, problems of developing countries seem unrelated to those faced by Canadian municipalities.

Although these nations are geographically distant, we cannot simply ignore their plight. We live in an era of economic and environmental interdependence, and what goes on in these far-away municipalities could well have a real impact on Canadian communities.

International Development Week (IDW) is an excellent occasion to open our minds to what goes on outside our borders and to sensitize Canadians to the vital issue of international development.

It is now or never - take a leadership role in your community and plan activities relating to international development, activities that can take place year-round.

## **What can your municipality do for International Development Week?**

- **Proclaim International Development Week (IDW)** (see p. 39);
- **Order promotional material from CIDA for International Development Week.** Place IDW posters in your offices, distribute pamphlets and calendars to municipal employees. This material is offered free of charge by CIDA.  
Call to order : (819) 997-5006
- **Combine forces to better coordinate IDW activities in your municipality.**
- **Get informed about IDW activities in your community, and participate.** Use CIDA's electronic noticeboard to learn which other organizations in your area are planning activities for IDW. You'll need your computer and a modem. The CIDA message address is 25. Call for information: (819) 994 - 3857

- **In collaboration with the local Chamber of Commerce, sponsor an annual prize for the business or municipal agency which has accomplished most for international development.**
- **Invite a member of your community who is working (or who has worked) in Canadian or overseas development to give a lecture with slides or video.**
- **Organize a debate on the importance of development aid.** Invite experts, CIDA representatives, or non-governmental organizations (NGOs). You may wish to call on the services of CIDA's Speaker's Bureau.
- **Make your international activities more visible.**
  - Organize a conference or working lunch with project managers. Using slides, present your projects achievements or their most recent developments.
  - Set up an information display in the lobby of City Hall or the Municipal Library to show photos, slides, or souvenirs of your international development activities.
  - Publish an article on your activities in the municipal newsletter, the regional weekly, or the town's daily paper.
  - Turn International Development Week into a fundraiser for whatever projects you plan.

## Proclamation: International Development Week

According to information received at the Federation of Canadian Municipalities (FCM), 65 municipalities proclaimed International Development Week in 1992. The previous year, 9 municipalities made such a proclamation. FCM wants to do better in 1993.

Proclaiming International Development Week is one simple and inexpensive way to sensitize your citizens to the realities of Southern nations. Following are two possible examples of proclamation that your municipality could use as a model:

### PROCLAMATION: INTERNATIONAL DEVELOPMENT WEEK

- WHEREAS the town of XYZ shares the world and a common future with the people in the Developing World; and
- WHEREAS the town of XYZ shares the understanding that all human beings have the right to the basic necessities of life: food, water, shelter, health care and education; and
- WHEREAS the town of XYZ believes in helping people help themselves; and
- WHEREAS the town of XYZ wants to build a bridge between our community and people of the Developing World by helping them to gain access to the tools and skills they need to improve their situation; and
- WHEREAS together, we can make a World of Difference;

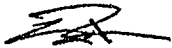
• NOW THEREFORE BE IT KNOWN THAT we do hereby proclaim that the week of February 1st to 7th 1993 shall be designated as: INTERNATIONAL DEVELOPMENT WEEK in the town of XYZ and we commend its thoughtful observance to all citizens of the city.

### PROCLAMATION: INTERNATIONAL DEVELOPMENT WEEK

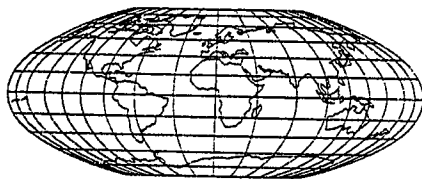
- WHEREAS International Development Week will take place from February 1st to 7th, 1993
- And WHEREAS we live on a shrinking planet and what happens in far away developing countries before thought of as remote and unimportant to Canada, often has a direct impact on us;
- AND WHEREAS global forces are looming larger and municipal councils are asked to participate and encourage their citizens to think of all the communities in our Global Village at this time:
- AND WHEREAS the objective of International Development Week is to assure the public that change is taking place in the Third World, and to build public support for a stronger foreign aid programme, to increase public understanding of the interdependent nature of our world and the global links between people in our communities and communities throughout the developing world;
- AND WHEREAS the theme of "helping people to help themselves" can make a lasting difference to Canadians as well as to people in the Third World,

• NOW THEREFORE WE: The Council of the Town of XYZ, do hereby proclaim the week of February 1st to 7th, 1993: "INTERNATIONAL DEVELOPMENT WEEK" within the town of XYZ and urge all citizens to lend their support.

DATED at the Town of XYZ, 31st day of January, 1993.

  
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## *FCM International Program*



For municipalities who are not already registered with FCM's International Office, International Development Week could be the ideal time to become better informed or to get involved.

### **Municipal Professional Exchange Program (MPEP)**

This program establishes links and promotes technical and professional exchanges on municipal problem-solving. Apart from allowing participating municipalities to share their experiences, MPEP opens doors to trade and investment. The program covers the direct costs of travel and accommodation as well as meals and incidentals for the participants.

### **China Open Cities Project**

Under this program, local government officials in China's Open Cities and Special Economic Zones benefit from training in urban planning, administration, environmental management, and economic development. The project includes technical missions to Canada by mayors and staff of the Chinese cities. These missions consist of intensive theoretical and practical courses. In China, the project offers seminars on Western-style professional development to mayors and vice-mayors and to their staffs. The project also aids Canadian municipalities wishing to establish links with Chinese counterparts.

### **Africa 2000: The Municipal Response**

Specifically targeting Sub-Saharan African nations, the goal of this program is the improvement of municipal management techniques and neighbourhood quality of life. Canadian municipalities can organize links with African municipalities, and can effect exchanges between elected officials, administrators, professionals, and technicians. Funding is provided for such technical exchanges. Openings for private enterprise initiatives are also encouraged. To date, some thirty Canadian and African municipalities are participating in the program, managing together their own cooperative programs.

## *Resources and useful contacts*

**FEDERATION OF CANADIAN MUNICIPALITIES  
INTERNATIONAL OFFICE**

24 Clarence St.  
Ottawa, Ontario  
K1N 5P3

Telephone: (613) 563 - 3506  
Facsimile: (613) 563 - 2051

**CANADIAN INTERNATIONAL DEVELOPMENT AGENCY (CIDA)**

200 Promenade du Portage  
Hull, Quebec  
K1A 0G4

- \* International Development Week Secretariat  
Hélène Thibault (819) 994 - 3683
- \* Communications Directorate  
to order material: (819) 953 - 5006
- \* Speaker's Bureau  
Claire Preece (819) 953 - 6534
- \* Electronic noticeboard  
Roy Pereira (819) 953 - 3857

**CANADIAN COUNCIL FOR INTERNATIONAL COOPERATION (CCIC)**  
(613) 236 - 4547

