



# City-to-city cooperation

## Frequently Asked Questions (FAQ) Canadian Cities

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# 1 City-to-city programme

Question	Answer
1.1	<p>What is envisioned for city-pairs to do within the programme?</p> <p><i>Under the IUC City-to-City cooperation programme, a Canadian and a European city, both interested in a common challenge(s), will be paired to jointly work in solutions to this (these) challenges. Selected Canadian cities will commit to cooperating intensively with a partner European city for up to 18 months, and share their progress. Representatives from each city will take part in study tours, staff exchanges, information sharing, trainings and seminars, etc. In addition, cities will have access to online knowledge-sharing platform.</i></p> <p><i>The experiences the cities gain through these activities and materials will aid them in developing common solutions which will be implemented through Local Action Plans (developed by each participating city on the identified knowledge sharing priority). After the term of the cooperation (up to 18 months), cities commit to reporting on their progress and on concrete actions to be carried out in the future. The cities sign a Partnership Agreement to this effect.</i></p> <p><i>The Local Action Plans will follow a commonly agreed methodology to be determined jointly by both cities. One possible methodology is the EU-funded URBACT programme which involves more than 550 cities. Local Action Plans should be developed through an inclusive multi-stakeholder process. Stakeholders should be included in a multi-level and multi-stakeholder (e.g. academia, business, etc.) partnership, through the planning, roll-out and implementation of the Local Action Plan. Each city will develop its own Local Action Plan which will include activities and an economically viable pilot project(s) that is capable of being realised in the term of the pairing (and beyond). While no direct funding is available under the IUC programme to finance these pilot projects, it is hoped that the solutions developed in the context of the programme will open market / external funding opportunities by encouraging the involvement of research institutions, businesses, other levels of government and the local community.</i></p> <p><i>As the IUC programme is a global programme encompassing regional programmes throughout the world, participating cities will become part of a large community of cities, peers and stakeholders engaging on sustainable urban development. The IUC-North American programme will provide the opportunities for wider</i></p>



		<p><i>engagement with cities operating within the IUC North American programme (Canada, USA and Mexico).</i></p> <p><i>In order to ensure a successful exchange and roll-out of measures and actions, cities need to commit an adequate amount of time and resources to implement the work. These resources should be sufficient to allow the appropriate implementation of the planned actions.</i></p> <p><i>Measures and actions to be implemented will contribute to achieving the objectives of the UN 2030 Agenda Sustainable Development Goals, the New Urban Agenda, the Urban Agenda for the European Union, the Sendai framework and the Paris Agreement, enhancing quality of life in urban areas.</i></p>
1.2	How long is the (IUC-funded) city-to-city cooperation intended to last?	<p><i>The cooperation will last for up to 18 months, during which the IUC programme will fund certain costs of selected activities (see question 2.1). In addition, an online knowledge-sharing platform will be available to participating cities through the whole duration of the programme.</i></p> <p><i>The programme encourages cities to continue their cooperation beyond this time, such that they themselves commit appropriate resources to continue a fruitful cooperation into the future.</i></p>
1.3	When will the selected cities begin their work as pairs?	<i>Indicatively the first pairings will kick off their activities in November 2017.</i>
1.4	When is the Local Action Plan expected to be drafted and to start being implemented?	<i>Local Action Plans will be drafted early within the 18 months of cooperation. The identification of the pilot projects to be carried out should also take place within this timeframe. Ideally, the identified pilot should be kicked off by the partnership within the 18-month timeframe of the pairing. An engagement plan and/or a business plan could also be developed for the actions, dependent on the type of cooperation selected.</i>
1.5	How broad or narrow are the topic(s) and mandate of the Local Action Plan expected to be?	<i>The topics of the cooperation should be selected jointly by the cities taking part in the pairings. There is no limit or restriction to the fields of cooperation, but they should relate to sustainable urban development. A series of exemplary fields for cooperation have been listed in the application form at Section D: Question 31.</i>
1.6	How many pilot projects is each city expected to implement/initiate several during the	<p><i>There is no specific target, but it is expected that 1 pilot project would be initiated during the programme.</i></p> <p><i>The pilot projects outlined in the Local Action Plan are not necessarily meant to be realised within the 18 months of</i></p>



<p>duration of the pairing programme?</p>	<p><i>IUC-funded cooperation, but should at least start their implementation in this timeframe and then be fully-implemented within the following 1-3 years. One of our objectives is to show concrete progress/impact resulting directly from the city pairings.</i></p>
<p>1.7 What would be considered an “economically-viable” pilot project within the IUC programme?</p>	<p><i>By “economically-viable” we mean those actions that can be financed – <b>the IUC programme does not supply funding of these pilot projects</b> – and rolled out within a period of 1-3 years from the beginning of the pairing. In this respect, the development of a business or financing plan is recommended.</i></p>
<p>1.8 Can I use an existing Action plan, such as a Partners for Climate Protection (PCP) action plan to suffice for our local action plan?</p>	<p><i>In some cases. Existing action plans, built on existing challenges, and submitted to, or utilised in, earlier programmes, such as PCP, could be eligible, as long as the thematic field which the partner cities agree to cooperate (indicatively outlined in the application form at Part D – Sector of cooperation and proposed actions for sustainable urban development) aligns with the former PCP or other programme action plan.</i></p>



## 2 Budgetary

Question	Answer
<p>2.1 Which costs are covered by the programme?</p>	<p><i>The programme can cover certain incidental costs (e.g. travel or accommodation costs) related to the implementation of the exchange aspects of the city-to-city cooperation, but only during the duration of the pairing (i.e. 18 months). Please note that the pairing envisages one incoming and one outgoing visit (financed from the IUC programme) for a small delegation from each of the paired cities.</i></p> <p><i>All other resources (staff capacity, expertise, cooperation with other sector, co-funding, etc. ) will <u>not</u> be covered and will have to be provided or funded themselves by the cities involved in the pairings (e.g. through cooperation with private sector actors, financial institutions, community organizations, external funds, etc.).</i></p>
<p>2.2 Is there a set budget for city pairings?</p>	<p><b>No</b>, though there is of course an overall budget planned. However, the budgets are assigned to specific activities carried out by the city-pairings. Ultimately, the budget depends on a variety of factors, such as which regions are involved (e.g. varying travel costs) and the nature of the activities being conducted within each pairing.</p>



### 3 Eligibility and calls for submissions

Question	Answer
3.1 Will applications be accepted from regional/provincial authorities?	<p><i>No, at this time, we are only accepting applications from cities, not provinces/regions.</i></p> <p><i>Otherwise, sub-national governments, such as regions and provinces, are invited to support cities applying, but they will not be considered eligible applicants themselves.</i></p>
3.2 Are there size limitations for cities applying?	<p><i>Yes. In general, Cities with more than 100,000 inhabitants are eligible to apply. However, communities in the three Territories and communities in sparsely populated areas of the North of Canada's Provinces will also be eligible regardless their size.</i></p>
3.3 When are calls open for Canadian cities to pair with global regions?	<p><i>The first open call for Canadian cities closes on Wednesday 27<sup>th</sup> September 2017.</i></p> <p><i>A second call may occur in Spring 2018.</i></p>
3.4 Is there a possibility to expand the countries involved in city pairings?	<p><i>At the moment, No. Currently the programme is limited only to pairing cities from the EU's 28 Member States.</i></p>
3.5 Is there a list accessible with those EU cities which are available and their interests, challenges, characteristics, etc.?	<p><i>No. The selection process will be handled internally to the IUC programme. IUC will match your city with an appropriate counterpart from the European Union. Although, cities are encouraged to mention existing relationships and cooperation with other cities in the European Union which may factor into the matching process. In addition, a Canadian Cities expectation of cities with which to pair, can be included in the application form. The IUC will do its best to take these considerations / expectations into account.</i></p>



## 4 Application process

Question	Answer
<p>4.1 Which are the steps for Canadian cities applying for the city-to-city programme?</p>	<p>1) Check your <a href="#">eligibility, based on the eligibility requirements outlined in the application form</a>.</p> <p>2) Fill in the <a href="#">application form</a>. It includes requests for brief explanations on your city's sustainable urban development interests, any project/action ideas that you have started developing and what capacity you would foresee to be able to commit for their development. It also includes questions related to your city's previous experiences on sustainable urban development.</p> <p>3) Cities will be notified if they have been selected or not.</p> <p>4) If your city has been successfully selected, your city and your selected city-pair will initiate work together to develop Local Action Plans to implement measures in the field(s) you chose in your applications for up to 18 months.</p>
<p>4.2 Is preference given to pair together cities which already have established a previous working relationship?</p>	<p><b>Not necessarily.</b> While the IUC would like to build upon cities' existing connections, such as sister cities, one of our key goals is to bring in added-value that would not have occurred otherwise.</p> <p>We do not plan to exclude already-established connections by any means (so you may freely apply with a preference for a sister city or previous partner), but it is important to our programme that pairings are not simply duplicating efforts already done or planned to be done anyway.</p> <p>In the application form (in Part E), there is space to clarify your previous city pairings and relate them to how you envision our IUC programme can facilitate sustainable urban development. You should make it clear in your submission how exactly added value would be created if you prefer to work with a sister city or partner.</p> <p>Nonetheless, you should still remain open to the possibility of pairing with totally new cities, if your city is selected at all, since there are of course many benefits to be gained from exchanges with new colleagues as well.</p>
<p>4.3 If a city indicates a preferred city, country or region in its application, does this mean their</p>	<p><b>Not necessarily.</b> Though the selection process aims to accommodate submitted preferences, it is not possible that all cities will get what they want. For the selection process, it is much more important that selected city-pairs</p>



	preference will get fulfilled?	<i>match each other in terms of sustainable urban development plans, mutual challenges, similar characteristics, etc. Only after such criteria, will preferences enter the selection process.</i>
4.4	Is the Canadian city programme coordinator or 'Team Leader' expected to be an elected representative at a political level or a staff member at a technical level?	<i>The coordinator / team leader should be in charge of the cooperation with the paired city. It is up to the city itself to decide who should take this role. The coordinator or 'team leader' should ideally have a solid track-record of experience in international cooperation and should be able to act as a delegate for decision-making on the activities of the project.</i>
4.5	Does the term "team members" refer to municipal staff only, or also include stakeholders involved in the Local Action Plan?	<i>The make-up of your pairing 'team' should be relevant to your own context and the activities you plan. In some cases, only municipal members are needed, while in other cases, the inclusion of stakeholders from other relevant sectors would be needed to facilitate activities. Similarly, the size of the team is likewise up to you. Whoever you deem important to include will benefit from the activities (e.g. capacity-building) and those limited costs actually covered by the programme (see question 2.1).</i>
4.6	If an action is already formally-planned (i.e. based on an official decision and/or strategy), but whose implementation has not yet begun, could it be supported within the IUC programme?	<b>Yes, it could.</b> <i>The development of the action in cooperation within the pairing will allow for additional opportunities for knowledge-sharing and inspirations between the cities. The important point is that implementation has yet to begin.</i>
4.7	What is the "common methodology, in line with the EU-funded URBACT programme" which ought to be followed while crafting the Local Action Plan?	<i>An adapted methodology to provide a common working framework for the implementation of the Local Action Plans will be developed and provided by the IUC programme, based on the URBACT methodology and experience. Guideline documents, like the <a href="#">URBACT III Guide - Applying the Results Framework to Integrated Action Plans (2016)</a> are available at the URBACT website (<a href="http://urbact.eu">urbact.eu</a>).</i>
4.8	What is meant by the application's question about "proposed actions/measures/ ideas"?	<i>If you already have a plan or a specific action in mind that you wish to implement in a sustainable urban development field of your choice, you can briefly explain it. It might be a specific type of exchange activity or engagement plan, or even a concrete action to be integrated into the Local Action Plan.</i>
4.9	What is the impact of previous involvement in other sustainable urban development initiatives	<b>High.</b> <i>The IUC is part of a long-term strategy by the European Union to foster sustainable urban development in cooperation with both the public and private sectors throughout the world, with the aim to foster better ways to</i>



	on the evaluation of submissions from cities?	<i>plan, finance, develop, govern and manage cities, and support the New Urban Agenda decided in Quito.</i>
4.10	Should a city's best practices, experiences and partnerships from the past necessarily align with the areas of interest to which a city applies?	<b>Not necessarily.</b> <i>The idea of these questions is just to establish if the city applying already has a track record in cooperating successfully with other stakeholders – regardless of the specific field. The same applies for the best practices to be shared. The programme is interested to collect and share as many good practices as possible.</i>
4.11	Is there an expectation that participation in this program that a municipality would require a dedicated staff person to manage our participation?	<b>No,</b> <i>the responsibility of delivering the action plan would be integrated into the workload of existing, relevant staff.</i>

