

NO: R090

COUNCIL DATE: May 27, 2019

REGULAR COUNCIL

TO: **Mayor & Council**

DATE: **May 23, 2019**

FROM: **City Manager
General Manager, Investment &
Intergovernmental Relations**

FILE: **0250-03**

SUBJECT: **FCM Building Inclusive and Green Municipalities Partnership Update**

RECOMMENDATION

The City Manager's Department and the Investment & Intergovernmental Relations Department recommend that Council:

1. Receive this report for information;
2. Officially welcome the King Sabata Dalindyebo Local Municipality (South Africa) Staff Delegation to the City of Surrey for a one-week local economic development capacity building mission; and
3. Endorse the proposed City of Surrey delegation to King Sabata Dalindyebo Local Municipality to take place November 2019 and authorize staff to support this delegation as required.

INTENT

The purpose of this report is to provide Council with an update on the City of Surrey's partnership with King Sabata Dalindyebo Local Municipality ("KSD") in South Africa through the Federation of Canadian Municipalities' ("FCM") Building Inclusive and Green Municipalities ("BIGM") initiative and the proposed one-week capacity-building exchange proposed for summer 2019.

BACKGROUND

The FCM's international work supports municipal governments in building global connections by promoting two-way trade and investment and tackling global challenges by pairing Canadian local experts with their peers in developing countries.

FCM's Building Inclusive & Green Municipalities Project

Despite the end of Apartheid in 1994, income inequality and high rates of poverty continue to be significant challenges in South Africa. The Eastern Cape Province is one of the poorest regions in South Africa with about three-quarters of residents living in poverty.

In late 2016, the FCM, with funding from Global Affairs Canada, and working in partnership with the South Africa Local Government Association (“SALGA”), launched the \$5.8 million, five-year BIGM initiative. This funding is used to cover all costs for participating in this three-year exchange program, including airfare, accommodation, meals, and program costs.

BIGM’s aims are to strengthen the capacity of the South African municipal sector and to build the capacity of six municipalities in the Eastern Cape Province to deliver services that contribute to South Africa’s priorities for reducing poverty, supporting economic growth, responding to climate change, and empowering women, youth and vulnerable groups’ inclusion as decision-makers and beneficiaries. The BIGM project concludes at the end of March 2021, with project activities finishing by December 2020.

Surrey & KSD Partnership

On July 10, 2017, Council approved Corporate Report No. R140; 2017 (Appendix “I”) authorizing staff to apply to participate in the FCM’s BIGM project in South Africa. The City of Surrey was subsequently selected by the FCM as one of six Canadian municipalities to participate in the initiative. Surrey was partnered with KSD to work on capacity-building related to inclusive local economic development, with a specific focus on women, youth and other vulnerable populations.

In 2017, three City staff visited KSD from October 9 to 13, 2017 to initiate the partnership and conduct a high-level assessment of KSD’s current economic state and participate in a series of planning workshops facilitated by FCM and SALGA.

Representatives from KSD, SALGA and the FCM subsequently visited the City of Surrey from November 20 to 24, 2017. On July 4, 2018, Council approved Corporate Report No. R157; 2018 (Appendix “II”) approving the second City exchange mission for City of Surrey staff to visit KSD in early 2019.

Subsequently, City staff have been in regular contact with KSD staff to support capacity building and exchange of ideas as part of this program. The upcoming mission to Surrey by KSD staff will be an extension of the on-going capacity building project.

DISCUSSION

From February 11 to 15, 2019, the FCM and SALGA hosted a BIGM Municipal Planning and Learning Week in Port Elizabeth, South Africa for all the Canadian and Eastern Cape municipalities involved in the project. Two City of Surrey staff, from Economic Development and Social Planning, attended.

The objective of the Municipal Planning and Learning Week was to strengthen the BIGM partnerships by sharing promising practices and lessons learned so far, and discussing and brainstorming solutions to challenges encountered. The agenda included training in the Government of Canada’s Gender-Based Analysis (“GBA+”). The in-person meeting provided an opportunity for Surrey staff to work with their KSD counter-parts to develop and formalize a more effective BIGM project governance structure, and to begin to develop the 2019-2020 workplan.

Surrey-KSD BIGM Work Plan for 2019-2020

The FCM is required to submit an annual report to Global Affairs Canada which includes a workplan and budget for each of the municipal partnerships. City of Surrey staff worked with KSD staff to develop a workplan and budget for the next year of the BIGM project (April 2019-March 2020). These documents were submitted to the FCM in early April 2019.

The two main activities proposed for 2019-2020 include:

- Development of a KSD Local Economic Development (“LED”) Strategy focused on the creative arts and agriculture sectors and the inclusion of women, youth and vulnerable populations in the local economy; and
- Development and piloting of a new KSD Entrepreneur Support Program modelled on the City of Surrey’s Business Retention and Expansion (“BRE”) Program.

The project activities will be undertaken by KSD staff with coaching and training provided by Surrey staff. This work will be undertaken during two in-person missions described below. As well, Surrey and KSD meet weekly for a one-hour conference call.

Surrey-KSD 2019 Mission Plans

A key component of the BIGM project are missions or study visits between the Canadian and South African municipalities. The FCM, through the Global Affairs Canada funding, covers participant travel, accommodation and meal expenses associated with the missions.

City staff are working with KSD, FCM and SALGA toward hosting a KSD mission to Surrey in late June or early July 2019. The mission will provide KSD staff with an opportunity to: do some intensive, in-person work and training on the development of the LED strategy and Business Visitation program; observe how municipal practitioners in Canada support local businesses and conduct community engagement; and learn from a range of Surrey staff in the Economic Development and Planning Departments, as well as from community experts in gender issues, cooperatives, marketing and other key areas of interest.

A City of Surrey mission to KSD is being proposed for November 2019. Three staff members including the City Manager, are planning to return to KSD for one week to perform in-country support, monitor project progress and work directly with KSD staff to design and implement projects. As part of this mission, it is expected that City of Surrey staff will also have an opportunity to learn about KSD’s existing operations and participate in local business visits with KSD economic development staff.

Post-BIGM Program

Over the past 2 years City staff have developed a good relationship with KSD City staff and are committed to supporting them to succeed through email and through skype calls after the BIGM program comes to an end in 2020. The South African national government through the Department of Cooperative Governance & Traditional Affairs has also committed support to KSD to help provide resources and funding to support the implementation of the local economic development strategy being developed with KSD.

Program Costs for KSD Mission to Surrey

Most costs associated with the mission including airfare, accommodation, and meals will be covered by the Government of Canada via FCM. The City of Surrey will be providing in-kind support as well as meeting space for this mission.

Benefits of Surrey's Participation in the BIGM

According to the FCM, their international programs “give Canada’s local elected officials and municipal staff opportunities to hone intercultural communication and project management skills while forging lasting business ties. These programs also help Canada contribute to the United Nation’s Sustainable Development Goals, a worldwide call to end poverty, protect our environment and ensure all people enjoy peace and prosperity.”

The BIGM is the first formal international development project that the City of Surrey has participated in. While funded by the Federal government, the project is providing City staff with invaluable insight and practical, hands-on learning in applying Canadian skills and expertise in another cultural context. This experience will strengthen City staffs’ capacity to manage projects, apply a gender-based lens to local issues, understand diverse cultures, and develop innovative solutions to the complex socio-economic problems impacting Surrey, including child poverty and the integration of vulnerable populations into our local economy.

Throughout this process, FCM has provided significant support and training for City staff in executing and building the partnership with KSD. City of Surrey staff have participated in workshops, most recently in February 2019, to network and learn from other cities participating in the BIGM program.

Finally, the City’s new understanding and connections with the South Africa government can be leveraged to expand investment opportunities. City staff are exploring the possibility of working with the Canadian embassy in South Africa to connect with South Africa companies that do business with Surrey-based companies.

SUSTAINABILITY CONSIDERATIONS

The work this project supports the objectives of the City’s Sustainability Charter 2.0. In particular, this work relates to Sustainability Charter 2.0 themes of Inclusion and Public Safety. Specifically, this project supports the following Desired Outcomes (“DO”) and Strategic Directions (“SD”):

- Inclusion DO 2: Surrey welcomes, includes, embraces and values the diversity of people who live here;
- Inclusion DO 3: Residents have opportunities to build social connections with people from different backgrounds;
- Inclusion SD 15: Work at the neighbourhood level to empower local clubs, groups, individuals and agencies to contribute to a vibrant community;
- Inclusion SD 20: Foster a culture of collaboration and the generation of new ideas and methods for solving complex social issues; and
- Public Safety DO 5: Surrey is recognized and perceived as a leader in establishing and maintaining collaborative partnerships for community safety and well-being.

CONCLUSION

The City Manager's Department recommends that Council:

- Receive this report for information;
- Officially welcome the King Sabata Dalindyebo Local Municipality (South Africa) Staff Delegation to the City of Surrey for a one-week local economic development capacity building mission and
- Endorse the proposed City of Surrey delegation to King Sabata Dalindyebo Local Municipality to take place November 2019 and authorize staff to support this delegation as required.

Original signed by
Donna Jones
General Manager, Investment & Intergovernmental Relations

Original signed by
Vincent Lalonde, P.Eng
City Manager

AM/SW/ar

Appendix "I" - Corporate Report No. R140; 2017

Appendix "II" - Corporate Report No. R157; 2018

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CORPORATE REPORT

NO: **R140**

COUNCIL DATE: **July 10, 2017**

REGULAR COUNCIL

TO: **Mayor & Council**

DATE: **June 30th, 2017**

FROM: **City Manager**

FILE: **0250-03**

SUBJECT: **Federation of Canadian Municipalities Building Inclusive & Green Municipalities – South Africa**

RECOMMENDATION

The City Manager's Department recommends that Council:

1. Receive this report as information; and
2. Approve City of Surrey's participation in the Federation of Canadian Municipalities (FCM) Building Inclusive & Green Municipalities Initiative in South Africa taking place between 2017-2020.

INTENT

The purpose of this report is to obtain Council approval for the City of Surrey to participate in the Federation of Canadian Municipalities Building Inclusive & Green Municipalities Initiative in South Africa between 2017- 2020.

BACKGROUND

In 2017, the Federation of Canadian Municipalities ('FCM') launched a \$5.8 million, five-year initiative to support green infrastructure, trade and economic growth in South Africa's municipalities. Funding includes a \$4.9 million contribution from Global Affairs Canada as well as in-kind contributions from Canadian and South African municipalities.

The current program being implemented includes the Building Inclusive Green Municipalities ('BIGM') project in partnership with the South African Local Government Association ('SALGA'). The Building Inclusive Green Municipalities initiative bolsters ongoing efforts to stimulate local economies and modernize infrastructure and will run from 2017-2020.

The implementation of the BIGM project will involve six (6) Canadian municipal partners (municipalities) to assist small and medium-sized municipalities in the Eastern Cape Province, in South Africa. Three (3) municipalities will be required to work on Local Economic Development projects and three (3) municipalities will be required to work on Asset Management while integrating climate change adaptation measures. All six partnering South African municipalities are located along the coastline.

DISCUSSION

FCM has identified local economic development and asset management/climate change adaptation as key focus areas for this international partnership. For this project, FCM is specifically looking for mid-sized Canadian cities to participate. As a recognized global leader in smart cities excellence with expert municipal practitioners across all City departments, the City of Surrey is prepared to respond to FCM's requests.

In fact, a number of existing Surrey programs could be scaled for application by our potential South African partners and include the following:

- **Responsive business capacity building programs** - Surrey staff are experts at developing responsive business capacity building programming for local businesses and organizations to create competitive business communities. Some examples of these programs and initiatives include: SparkBIZ, our market intelligence-driven business outreach program, as well as FarmableNow, a program aimed to teach aspiring farmers essential business skills and connect them to available farmland in the City using an "AirBnB" model.
- **The Somali Women's Economic Self-Sufficiency Project**- a pilot project that used a community economic development approach to develop the skills and entrepreneurial experience of a group of refugee women facing multiple-barriers to traditional employment programs and paid work. The project was guided by an advisory committee of women and has resulted in the creation of a local "Women 4 Women" foundation.
- **The City's Community Climate Action Strategy**, approved in 2013, which included the Climate Adaptation Strategy that identified key risks and priority actions to prepare for the impacts of climate change. For Surrey, the highest priority risk is flooding and sea level rise which are similar challenges identified by the South African municipalities.
- **The Coastal Flood Adaptation Strategy (CFAS)**, which will help prepare Surrey for a changing climate and help our coastal communities become more resilient. Findings from the participatory planning process developed for CFAS should be directly transferable to coastal South African municipalities to inform their sea level rise planning and adaptation. This partnership will share and build on global expertise already received from the Netherlands for CFAS.
- **Asset management Plan**- The City's Engineering Department has recently developed an asset management vision, adopted an asset management framework, and is currently developing various asset management plans involving condition assessment frameworks, risk assessment frameworks, as well as level of service assessments.

Program Benefits for the City of Surrey

Through participation in FCM's programs, Canadian municipalities are able to learn about the issues that overseas municipalities face. Ties with other localities help overseas municipalities find suitable solutions to issues that transcend borders, such as stimulating local economic development, asset management, climate change adaptation and mitigation issues, youth programming, green economy, trade and/or recovering from natural disasters, etc. The personal

enrichment from international experience would allow municipal staff to see their work from another perspective.

City of Surrey Role and Responsibilities

While FCM, through funding from Global Affairs Canada will cover all participant travel, accommodation and meal expenses, the City will be expected to:

- Be willing to engage in an institutional relationship, including passing a council resolution, with their overseas partner over a period of three years;
- Commit to a minimum level of effort/in-kind contribution from staff/council (approx. 2 two-week missions per year, in addition to hosting study visits and long-distance support between missions);
- Be willing to host delegations from the overseas partner municipality; and
- Be willing to source, within its staff/council, a lead coordinator and team of experts that will work together on project objectives (technical assistance, knowledge sharing, Canadian community engagement, etc.).

A number of City departments have been identified for participation in this program including Engineering, Planning & Development, and Investment & Intergovernmental Relations. The particular makeup of the City staff team will be identified once FCM approves the City's application and a scope of work is jointly identified.

SUSTAINABILITY CONSIDERATIONS

The FCM Building Green Inclusive Communities program is aligned with the following Sustainability Charter desired outcomes (DO) and strategic directions (SD):

- Inclusion DO 2: Surrey welcomes, includes, embraces and values the diversity of people who live here.
- Inclusion DO 3: Residents have opportunities to build social connections with people from different backgrounds.
- Inclusion SD 15: Work at the neighbourhood level to empower local clubs, groups, individuals and agencies to contribute to a vibrant community.
- Inclusion SD 20: Foster a culture of collaboration and the generation of new ideas and methods for solving complex social issues.
- Public Safety DO 5: Surrey is recognized and perceived as a leader in establishing and maintaining collaborative partnerships for community safety and well-being.

CONCLUSION

The City Manager's Department recommends that Council:

1. Receive this report as information; and
2. Approve City of Surrey participation in the FCM Building Inclusive & Green Municipalities Initiative in South Africa between 2017-2020.



Vincent Lalonde, P.Eng
City Manager

Appendix 1 – Project Brief from FCM on Building Inclusive Green Municipalities (BIGM) Partnerships

Appendices available upon request



CORPORATE REPORT

NO: **R157**

COUNCIL DATE: **July 23, 2018**

REGULAR COUNCIL

TO: **Mayor & Council**

DATE: **July 4, 2018**

FROM: **City Manager**

FILE: **0250-03**

SUBJECT: **FCM Building Inclusive & Green Municipalities Partnership Update**

RECOMMENDATION

The City Manager's Department recommends that Council:

1. Receive this report for information; and
2. Approve the second international City exchange mission for City of Surrey staff to visit King Sabata Dalindeybo expected in Early 2019.

INTENT

The purpose of this report is to provide Council with an update of the City of Surrey's partnership with King Sabata Dalindeybo Local Municipality through the Federation of Canadian Municipalities (FCM) Building Inclusive & Green Municipalities (BIGM) project.

BACKGROUND

In 2017, the FCM launched a \$5.8 million, 5-year initiative to support green infrastructure, trade and economic growth in South Africa's municipalities. The initiative is funded by Global Affairs Canada.

On July 10, 2017, Council approved Corporate Report No. R140; 2017(Appendix "I") authorizing staff to participate in the FCM BIGM initiative in South Africa from 2017 to 2020. The City of Surrey was subsequently selected as one of 6 Canadian municipalities to assist cities in the Eastern Cape Province of South Africa in reducing poverty through local economic development for women, youth, and vulnerable populations through staff-level capacity building. The City of Surrey through this process was partnered with King Sabata Dalindeybo Local Municipality (KSD) to execute this program.

In October 2017, three city staff visited KSD between October 9th to 13th, 2017 to initiate the partnership and conduct a high level assessment of KSD's current economic state, and participate in a series of workshops facilitated by FCM and the South Africa Local Government Association (SALGA).

Representatives from KSD and SALGA subsequently visited to the City of Surrey from November 20th- 24th, 2017 led by their Executive Mayor Zozo, the KSD Speaker and their Director of

Economic Development. As part of this partnership, the Federal government through the FCM will be facilitating two additional bi-lateral study visits between KSD and the City of Surrey.

DISCUSSION

Following KSD's visit to the City of Surrey, Surrey's Economic Development and Social Planning staff conducted a comprehensive review of key documents provided by KSD, and completed a municipal diagnostic of KSD's current economic development efforts. Concluded through this joint assessment, it was agreed that the City of Surrey would support KSD with the following activities:

- 1) Complete a local economic development strategy aimed at supporting women and youth;
- 2) Provide operational capacity building in the areas of business visitation, entrepreneurship, communications and marketing, and engagement and partnership development with key community stakeholders;
- 3) Deploy user-friendly entrepreneurship toolkits for women and youth in KSD using existing collateral developed by the City of Surrey and community business partners; and
- 4) Explore opportunities for how the local government could support KSD's informal economy (traders, street hawkers, etc.).

KSD Delegation to the City of Surrey - Fall 2018

The likely next phase of the City of Surrey and KSD's partnership includes working with KSD, FCM, and SALGA to host a KSD staff delegation at the City of Surrey potentially sometime in the Fall of 2018 for one week. The purpose of this mission will be to finalize a draft local economic development strategy for KSD with a focus on women and youth economic empowerment. The objective of this mission will be to provide KSD's economic development staff with hands-on training on how the City of Surrey currently conducts its business visitation program and how we facilitate meaningful partnerships with community organizations and partners. As well, half-day workshops will be conducted on topics such as marketing and communications, entrepreneurship, and co-operatives. The focus of these discussions will be on the role of municipalities in supporting local economic development. By the end of their week, KSD staff should leave with a working strategic plan that will guide activities for the rest of the partnership.

City of Surrey Delegation to KSD- Early 2019

Three staff members including the City Manager from the City of Surrey are planning to return to KSD in January 2019 for one week to perform in-country support, monitor project progress and also work directly with KSD staff to design and implement projects as part of the BIGM program. As part of this mission, it is expected that City of Surrey staff will also have an opportunity to learn about KSD's existing operations and participate in a number of local business visits with KSD economic development staff.

Training and Support for the City of Surrey

Similar to the first phase of the partnership, FCM, through funding from Global Affairs Canada will cover participant travel, accommodation and meal expenses.

While FCM has run international development projects around the world for at least three decades, this is the first formal international development mission the City of Surrey has

undertaken. City of Surrey staff have gained invaluable experience and insight on cross-cultural partnership development, international development operations, and managing projects to solve complex socio-economic problems.

Throughout this process, FCM has provided significant support for the City of Surrey in executing and building our partnership with KSD. City of Surrey staff have participated in workshops hosted in Ottawa to network and learn from other Canadian cities participating in the BIGM program. There will be another FCM training workshop for City of Surrey staff in October 2018.

SUSTAINABILITY CONSIDERATIONS

The FCM BIGM program is aligned with the following Sustainability Charter 2.0 desired outcomes (DO) and strategic directions (SD):

- Inclusion DO 2: Surrey welcomes, includes, embraces and values the diversity of people who live here.
- Inclusion DO 3: Residents have opportunities to build social connections with people from different backgrounds.
- Inclusion SD 15: Work at the neighbourhood level to empower local clubs, groups, individuals and agencies to contribute to a vibrant community.
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- Public Safety DO 5: Surrey is recognized and perceived as a leader in establishing and maintaining collaborative partnerships for community safety and well-being.

CONCLUSION

The City Manager's Department recommends: that Council:

1. Receive this report for information;
2. Approve the second international City exchange mission for City of Surrey staff to visit King Sabata Dalindeybo expected in Early 2019.



Vincent Lalonde, P.Eng
City Manager

Appendix "I" Corporate Report No. R140; 2017 Federation of Canadian Municipalities Building Inclusive & Green Municipalities – South Africa

Appendices available upon request