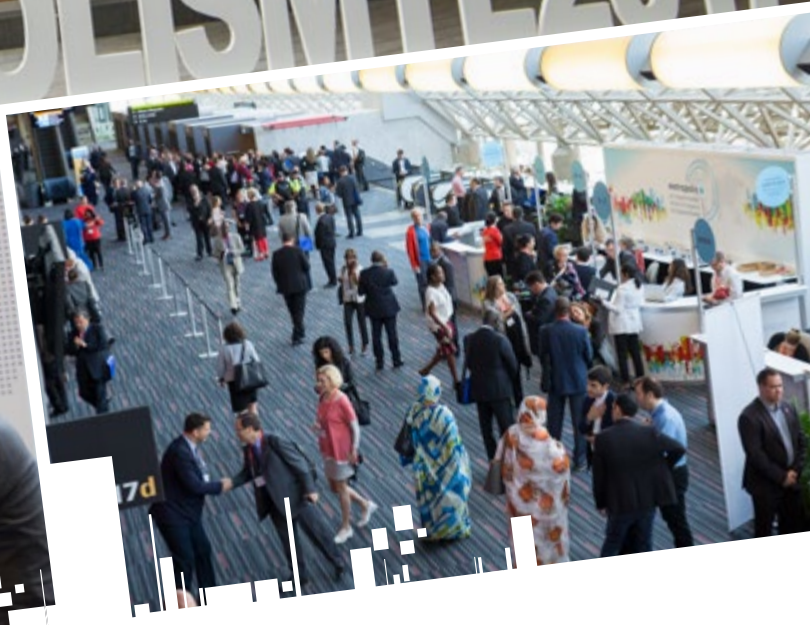

Global Challenges: Major Cities in Action

REPORT

Montreal, June 19–22, 2017

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MESSAGE FROM THE PRESIDENT OF THE BOARD OF DIRECTORS OF THE 2017 METROPOLIS CONGRESS

Monique F. Leroux
President of the Board of Directors,
2017 Metropolis Congress NPO

It is with great pleasure that Montreal welcomed the world's major urban leaders for the XII Metropolis World Congress during the city's 375th anniversary celebrations. As President of the Metropolis Congress Board of Directors, I represent the support of greater Montreal's civil society and business community at this unprecedented gathering.

Cities are drivers of change in the world. This is evidenced by the enactment of an urban diplomacy that paves the way for new cooperation on a global scale. We witnessed it over the course of this great Metropolis Congress: it was a unique opportunity for discussion, sharing and consultation.

The city of Montreal, the Metropolis Association and civil society came together to build a program focused on collaboration and the future. Through the five major themes: governance, mobility and urban planning, inclusion and living together, economic development and sustainable development, together, we look to the future. Throughout the Congress, the major consultation networks for development were put to the task. I would like to thank the organizations UCLG, ICLEI, C40, GSEF, Global Covenant of Mayors, OECD, UN–Habitat, the World Business Council for Sustainable Development, the New Cities Foundation and many more for their contribution to the success of this XII Congress. Concurrent to the Metropolis Congress was the assembly of the Association internationale des maires francophones, who were able to participate in this historical gathering. It is important to acknowledge this international convergence of urban development.

The XII Metropolis World Congress proved to be a unique gathering of urban leaders and experts from around the world, offering an opportunity to focus on key challenges of global importance. The Congress's program centred around innovation, and was enhanced by a successful call for proposals. Nearly 200 proposals from researchers, managers, entrepreneurs and municipal leaders from the four corners of the earth were presented during the five main plenary sessions and more than 30 training workshops.

This meeting between the urban community and the private sector also showcased entrepreneurial innovation. The inclusion of projects such as Innocité and the Innobahn Ubisoft event, which was organized by the Chamber of Commerce of Metropolitan Montreal, provided an opportunity for new start-ups working on real solutions to the challenges faced by developing cities. It is important to note that high-quality activities and networking tools facilitated hundreds of productive professional and personal meetings, paving the way for future collaborative projects.

Finally, I would like to offer my sincerest gratitude to the team members who contributed to organizing the event: the Board of Directors and organizing committee, local and international program committees, the City of Montreal, specifically its international relations office, as well as Metropolis's Secretariat General. I would also like to thank our key partners, Air Canada, Bell and CGI, without whose support we could not have achieved our objectives.

On behalf of the representatives of civil society, the business community and the citizens of the world, I would like to thank all urban leaders, experts, researchers and representatives of major international organizations for their participation. Thanks to their presence and the quality of their interactions, the XII Metropolis World Congress has already left its mark on the future.

More than ever before, the world's metropolises have a key role to play in the local and global challenges facing the planet.

Hon. Denis Coderre
President of Metropolis,
Mayor of Montreal

MESSAGE FROM THE PRESIDENT OF METROPOLIS AND MAYOR OF MONTREAL

It is with great pride that Montreal presents the report on the XII Metropolis Congress. As President of Metropolis and Mayor of the host city, it gives me great pleasure to highlight the major success of this event that assembled 127 mayors and 1,435 delegates representing 300 cities, in addition to the numerous networks and associations in attendance.

This Congress, the first major gathering since the adoption of the New Urban Agenda, was a significant step in confirming the role of cities. With “Global Challenges: Major Cities in Action" as its theme, we discussed a wide range of key topics affecting city dwellers and the global population alike. Discussions resulted in the adoption of the Montreal Declaration: *Cities in the Vanguard to Address Local and Global Issues and Implement the Paris Agreement on Climate Change*, thus confirming our intention to reclaim our place at the negotiating table and in global consultations.

This XII Metropolis Congress allowed us to reach several set objectives, particularly with regard to networking and training. The event's rich and diverse program showcased a number of significant and innovative projects and achievements, bridging the gap between research, field experience, technological development and principles of governance. I would like to acknowledge the valuable participation of a number of major international networks linked to urban development in establishing our program. This notable participation strengthened Metropolis's position as a platform for collaboration among the major networks and as an international point of reference on questions affecting cities.

Beyond the productive discussions that marked the week, Metropolis also acquired, through strategic orientations adopted over the past year, a new work plan that will guide its actions over the next three years.

Finally, the Congress provided an opportunity to renew our association's Board of Directors. As such, I will have the pleasure of working with the Co-presidents, my peers from Berlin, Guangzhou, Barcelona, Gauteng and Montevideo, as well as all the members of the Board and the new Secretary General, Mr. Octavi de la Varga. I would like to take this opportunity to thank his predecessor, Mr. Felip Roca, for the commendable job he has done.

I would also like to thank all those who helped make the event a success: the various mayors who honoured us with their presence, the speakers and panellists who fueled our discussions and shared their experience, expertise and enthusiasm, as well as our numerous commercial and organizational partners whose involvement enabled the Congress's organization. I would also like to thank all those whose participation made this event a true success.

I look forward to a lasting commitment to Metropolis as a means to pursue the common goals that each of us hold so dear.

MONTREAL DECLARATION

metropolis

MONTREAL DECLARATION

CITIES IN THE VANGUARD TO ADDRESS LOCAL AND GLOBAL ISSUES AND IMPLEMENT THE PARIS AGREEMENT ON CLIMATE CHANGE

We, Mayors and Representatives of cities and metropolitan regions from every continent,

Meeting in Montréal from June 19 to 22, 2017 for the XIIth World Congress of Metropolis, the World Association of Major Metropolises, and also for the XXXVIIth General Assembly of the AIMF (l'Association Internationale des Maires Francophones),

Joined by United Cities and Local Governments (UCLG) and other large international networks of cities, such as the C40 Cities Climate Leadership Group and ICLEI (Local Governments for Sustainability),

DECLARE AS FOLLOWS:

WHEREAS almost sixty percent of the world's population already lives in urban regions, and this proportion is constantly increasing;

WHEREAS global issues, such as economic development, climate change and migration impact on urban populations, just as local issues, such as environmental management and biodiversity, social cohesion and security also have global ramifications;

WHEREAS the objectives established by the international community to meet global challenges cannot be fulfilled without the involvement and commitment of the metropolises and all the world's cities and local governments;

WHEREAS women and their networks play a prominent role within local governments with regard to the gender dimension in public policies, to ensure the latter guarantee effective exercise of the rights of all women and men, promote "living together", take local communities into account and protect our environmental heritage;

RECALLING that the world's cities and local governments are major players in matters of local and global issues;

RECOGNIZING the responsibilities incumbent upon us at both local and global levels:

MONTREAL DECLARATION (CONT'D)

WE AFFIRM our determination to exercise leadership on the world stage and contribute to the resolution of local and global issues that affect both urban populations and the entire world;

WE REAFFIRM our role and our determination to ensure the effective implementation of the Paris Agreement on climate change as well as the Declaration of the Climate Summit for Local Elected Officials, regardless the international political context, as well as our determination to mobilize a broad coalition of stakeholders from all milieux to ensure the success of this historic agreement, vital to the future of our planet and humanity;

WE AFFIRM our commitment to implement the New Urban Agenda as well as all the Sustainable Development Goals of the United Nations;

WE AFFIRM in particular our commitment to achieve goal 11 in the area of sustainable development, namely to make sure that cities and human establishments are open to all, safe, resilient and sustainable;

WE AFFIRM our determination to develop cities designed by and for their inhabitants, where participatory and effective metropolitan governance enhances economic development, sustainability, social cohesion, gender equality and quality of life;

WE AFFIRM our full and entire commitment to women assuming an equal and effective role in the governance of cities and local governments and a leadership role in economic and social development, and that they shall have access to all services on an equal basis;

WE AFFIRM our solidarity in the face of violence and terrorism, as well as our determination to address urban violence through education for peace and coexistence;

WE AFFIRM the power of diversity as well as our commitment to promote living together;

AND IN ADDITION,

WE AFFIRM our commitment to work together with national and international institutions;

WE CALL UPON national and international institutions to recognize that cities must have powers and resources to match their roles and responsibilities; and

WE CALL UPON national and international institutions to recognize that cities and local governments must have a seat at the global table and to develop inclusive models of governance consistent with their roles and responsibilities.

C40 CITIES

UCLG United Cities and Local Governments

ICLEI Local Governments for Sustainability

LIST OF MAYORS IN ATTENDANCE

CITY	FIRST NAME	LAST NAME
Abéché	Ahmat Adam	Mahamat Saleh
Abidjan	Kouaoh Vincent	N'cho
Aboisso	Kano	Mamadou
Abomey	Blaise Onésiphore	Glele Ahanhanzo
Afanloum	Marie Angèle	Noah Ngah
Algiers	Abdelhakim	Bettache
Algiers	Abdelkader	Zoukh
Angossas	Anne-Marie	Tsitsol
Antananarivo	Lalao Harivelo	Ravalomanana
Association Nationale des Communes du Tchad	Siam	Mahamat Ibrahim
Atakpamé	Kasségné Joseph	Adjonou
Athens	Alexandros	Modiano
Bafia	Max Abraham	Mwatschok
Bamako	Adama	Sangaré
Bandundu	Zozo	Masikini Lola
Banfora	Aboubakar	Héma
Bangdangté	Célestine	Ketcha Courtes
Berlin	Michael	Müller
Beirut–Metro	Ziad	Chebib
Bobo-Dioulasso	Bourahima	Sanou
Birni N'Konni	Ousmane	Samaila
Buenos Aires	Horacio	Rodríguez Larreta
Bujumbura	Freddy	Mbonimpa
Bukavu	Philémon	Lutombo Yogolelo
Candiac	Normand	Dyotte
Carrefour	Jude Edouard	Pierre
Chefchaouen	Mohamed	Sefiani
Chicago	Rahm	Emanuel
Curepipe	Marie-Noëlle	Lolochou
Dédougou	Karim Lomboza	Kondé
Douala	Fritz	Ntoné Ntoné
Doumé	Gisèles Rose	Mpans Ndjem
Drummondville	Alexandre	Cusson
Dschang	Beaudelaire	Donfack
Ebolowa	Guy Roger	Zo'o Olouman

CITY	FIRST NAME	LAST NAME
Essaouira	Hicham	Jebbari
Fianarantsoa	Irma Juliandres	Harilalaina
Foumban	Adamou	Ndam Njoya
Garoua	Elhadji Bouba	Ahmadou
Gauteng	David	Makhura
Gaya	Hamidou	Amadou
Geneva	Sami	Kanaan
Gitega	Valentin	Nahimana
Gjakova	Mimoza	Kusari - Lila
Goma	Dieudonné	Malere Ma-Mitcho
Grand-Bassam	Georges Philippe	Ezaley
Hue	Van Thanh	Nguyen
Johannesburg	Herman	Mashaba
Kananga	Muamba	Kantu Kanjila
Kananga	Antoinette	Kapinga Tshibuyi
Kara	Wélla	Tchandao
Karaj	Ali	Torkashvand
Kédougou	Mamadou Hadji	Cisse
Kiev	Vitali	Klitschko
Kinshasa	André	Kimbuta
Kitchener	Berry	Vrbanovic
Kolwezi	Véronique	Upite Kamina
Koudougou	Maurice Mocktar	Zongo
Kuala Lumpur	Mhd Amin Nordin	Abd Aziz
Lausanne	Grégoire	Junod
Laval	Marc	Demers
Lebel-Sur-Quevillon	Alain	Poirier
Libreville	Rose Christiane	Ossouka Raponda
Lokossa	Pierre Cocou	Awadji
Longueuil	Caroline	St-Hilaire
Lubumbashi	Jean Oscar	Sanguza Mutunda
Lyon Métropole	Alain	Galliano
Madrid	Manuela Carmena	Castrillo
Magog	Vicki May	Hamm
Mahajanga	Mokhtar Salim	Andriantomanga
Mascouche	Guillaume	Tremblay

LIST OF MAYORS IN ATTENDANCE

CITY	FIRST NAME	LAST NAME
Matola	Calisto	Cossa
Mayo-Oulo		Haoua Tizi
Montevideo	Daniel	Martínez Villaamil
Montreal	Denis	Coderre
Montreal	Anie	Samson
Mopti	Issa	Kansaye
Namur	Maxime	Prévot
Nanterre	Patrick	Jarry
Ngozi	Rajabu	Songambere
Niamey	Assane	Seidou
Nilüfer, Bursa	Mustafa	Bozbey
Nioro Du Rip	Abdoulaye	Ba
Nouakchott	Maty Mint	Hamady
Nyon	Daniel	Rossellat
Ouagadougou	Armand Roland	Béouindé
Ouahigouya	Boureima Basile	Ouédraogo
Panama City	José	Blandon
Parakou	Charles	Toko
Paris	Anne	Hidalgo
Peshawar	Zahid	Nadeem
Pikine	Abdoulaye	Thimbo
Pointe-Noire	Roland	Bouiti-Viaudo
Port-au-Prince	Ralph Youri	Chevry
Port-Louis	Oumar	Kholeegan
Porto Alegre	Gustavo	Paim
Porto-Novo	Djima Emmanuel	Zossou
Port Vila	Ulrich	Sumptoh
Praia	Oscar Humberto	Evora Dos Santos
Quebec City	Régis	Labeaume
Rabat	Mohammed	Sadiki

CITY	FIRST NAME	LAST NAME
Rasht	Seyed Mohammadal	Sabetghadam
Region Brussels-Capital	Rudi	Vervoort
Repentigny	Chantal	Deschamps
Rosso	Sidi Mohamed Alioune	Mohamed El Abd
Saint-Denis	Patrick	Braouezec
Sainte-Julie	Suzanne	Roy
Saguenay	Jean	Tremblay
Shawinigan	Michel	Angers
Strasbourg	Roland	Ries
Surabaya	Tri	Rismaharini
Tbilisi	Davit	Narmania
Tel Aviv	Ron	Huldai
Tenkodogo	Harouna	Ouelogo
Thiès	Talla	Sylla
Thurso	Benoît	Lauzon
Tijuana	Juan Manuel	Gastélum Buenrostro
Toronto	John	Tory
Tsévié	Kossi Amétowoyona	Loglo
Tunis	Mohamed Saifallah	Lasram
Victoria (Seychelles)	David	Andre
Town of Mount Royal	Philippe	Roy
Woluwe-Saint-Lambert	Olivier	Maingain
Yaoundé	Gilbert	Tsimi Evouna
Zahlé	Assad José	Zogaib
Ziguinchor	Abdoulaye	Balde
Zogbodomey	Zinsou David	Towedje

1 Planning

metropolis

CONTEXT FOR THE EVENT'S FOUNDING

Metropolis is the World Association of the Major Metropolises and the primary organization of cities and metropolitan areas having populations greater than one million. The organization comprises 140 member cities from around the world. Founded 30 years ago by 14 cities including Montreal, Metropolis is an international forum where major cities collaborate and consult with one another on their common challenges and issues. In December 2015, the Mayor of Montreal, Denis Coderre, was elected President of the Metropolis Association, whose Secretariat General is located in Barcelona.

In May 2015, following a unanimous vote by Metropolis's Board of Directors, Montreal was designated host city for the 2017 Congress.

It should be noted that for the first time, the task of organizing the Metropolis World Congress was subject to a contractual agreement meant to ensure financial compensation for Metropolis. The agreement provided access to the Secretariat General's resources and the management of aspects that fall within the Secretariat General's mandate, and guaranteed funds to ensure the participation of speakers and members from developing countries. The Congress's guaranteed financial contribution to Metropolis amounted to 450,000 euros.

Close to 140 member cities

Representing **650 million** citizens

Montréal

IMPLEMENTATION OF THE ORGANIZATIONAL FRAMEWORK

A non-profit organization was established to act as the project's producer and to ensure its sound financial management. The NPO 2017 Metropolis Congress corporation was incorporated under the Quebec Companies Act and established a **Board of Directors** comprising experienced individuals from the business and academic sectors.

Monique F. Leroux
Investissement Québec,
President

France Chrétien-Desmarais
Sanpalo Investments Corporation,
Vice President

Kim Thomassin
Caisse de dépôt et placement du Québec,
Secretary

Nathalie Bernier
PSP Investments,
Treasurer

Paul Arseneault
Université du Québec à Montréal,
Member

Vincent Bérubé
McKinsey,
Member

Paul Lewis
Université de Montréal,
Member

David Rheault
Air Canada,
Member

Michel Rioux
Deloitte,
Member

Felipe Roca
Metropolis,
Member

Mathieu Staniulis
Desjardins,
Member

Jean-Francois Tremblay
EY Canada,
Member

Serge Viau
Architect and Urban Planner Emeritus, Consultant,
Member

The NPO 2017 Metropolis Congress also hired an Executive Director, Elizabeth Deschamps, assisted by a secretary, to oversee the planning process and serve as a liaison to all teams involved.

As part of the Board of Directors' operation framework, an organizing committee was created to oversee every phase of the event's organization and make suitable decisions to ensure its success. The organizing committee comprised the following individuals:

Dominique Poirier
City of Montreal

Marie-José Reid
City of Montreal

Simon Langelier
City of Montreal

Hélène Jourdan
Metropolis

Agnès Charlotte Bickart
Metropolis

Octavi de la Varga
Metropolis

Paul Arseneault
Université du Québec
à Montréal

Mathieu Staniulis
Desjardins

Myrtho-Emmanuelle Drouin
Sanpalo Investments
Corporation,

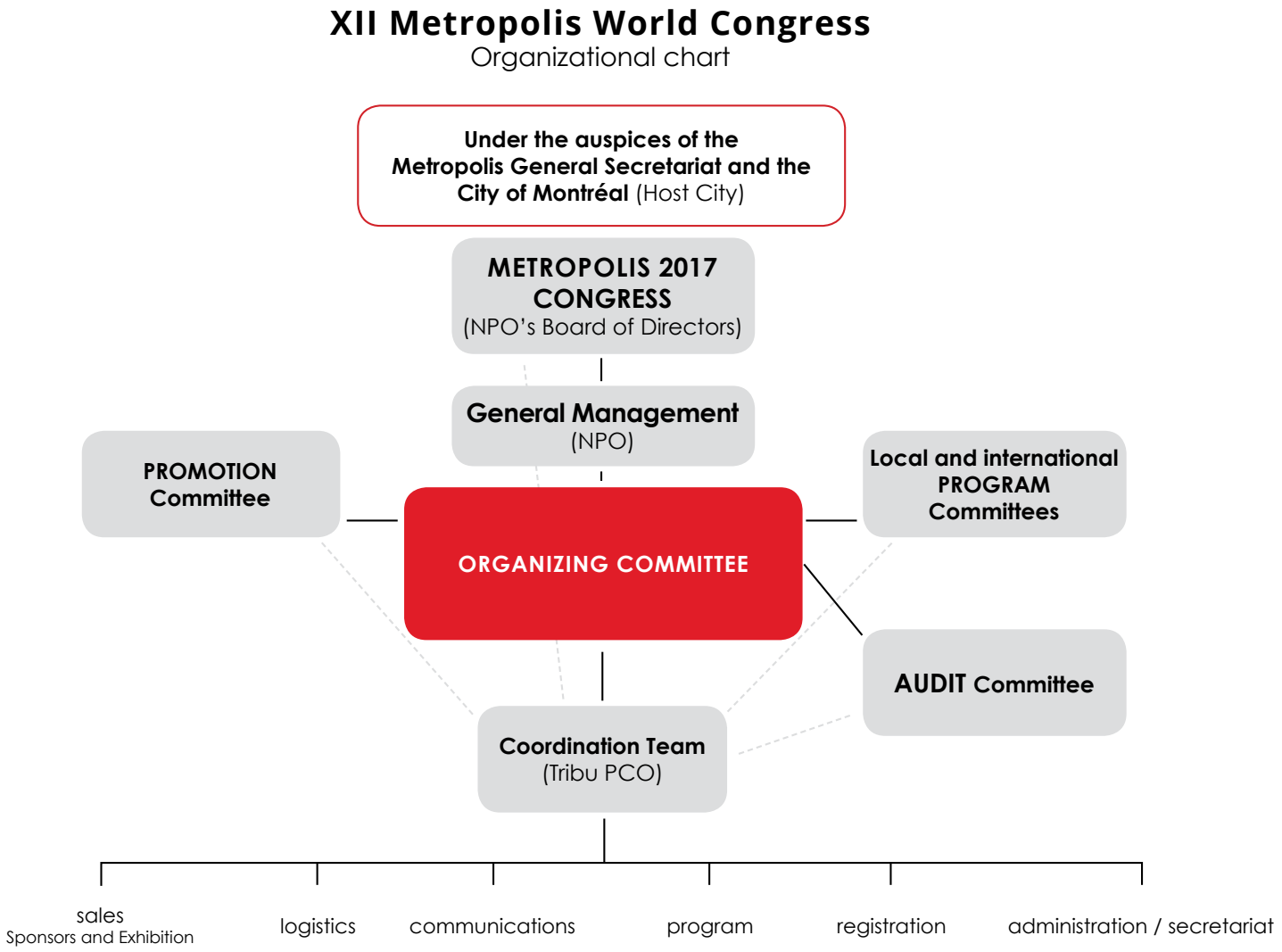
Elizabeth Deschamps
NPO 2017 Metropolis Congress

Marilyn Lessard
Tribu PCO

Alain Brissette
Tribu PCO

ORGANIZATIONAL CHART

The organizing committee formed two additional committees, program and promotion, to manage certain aspects of the planning process. The committees' mandates and composition will be explained in the relevant upcoming sections.



MANDATE

In collaboration with the City of Montreal and Tourisme Montréal, a call for proposals was prepared to hire a professional conference organizer. The firm's mandate would cover the Congress's main planning and organization phases. Following an analysis of the proposals we received, the firm Tribu PCO was selected.

Tribu PCO's mandate
covered the following elements:

- Consultation
- Planning
- Administration and management
- Secretariat
- Registration and liaison with participants
- Accommodation
- Program / speaker liaison
- Program / social activities
- Promotion support
- Sponsorship plan
- Exhibition management
- Logistics
- Post-congress activities

In addition, Tribu PCO ensured follow-up for the NPO 2017 Metropolis Congress's financial management (bookkeeping, registration for tax purposes, etc.)

The Tribu PCO team, the organizing committee and the NPO's Executive Director were in constant contact to oversee every phase of the Congress's organization and make suitable decisions to ensure its progression.

BUDGETARY PLANNING

From the start of its mandate, Tribu PCO developed a budget for the event, based on a projection of 1,000 participants. The budget underwent a number of reviews throughout the preparatory stages of the Congress, particularly in the final months, when daily reviews were required based on revenue projections and confirmations (registrations, sponsorships, grants and sales of exhibitor spaces). From the beginning, Tribu PCO established a procedure for the authorization of expenses which would allow members of the Board of Directors and of the organizing committee to closely follow the project's evolution, ensuring full control over and the sound management of all financial transactions.

ACTION PLAN AND TIMELINE

At the start of its mandate, Tribu PCO prepared a timeline laying out all tasks and responsibilities, as well as a production schedule for all of the organizational phases of the Congress. This timeline provided Tribu PCO with a clear overview of the event's progression.

MAIN THEME

Under the theme, “Global Challenges: Major Cities in Action," the goal of the XII Metropolis World Congress was to offer major cities a unique platform to define, develop and strengthen their place on the world stage. The conference focused on sharing knowledge, experience and resources to equip major cities with the necessary tools to fulfil their vital role as drivers of growth and innovation.

"Global Challenges: Major Cities in Action," stems from cities' desire to be considered key players in conversations on major global challenges. It is a reflection on how various levels of government can share a common vision to devise strategies to improve the quality of life in urban settings. It asserts the place and role of major cities in international development.

metropolis

XII World Congress

Global Challenges: Major Cities in Action

Montréal, June 19-22, 2017

CONGRESS OBJECTIVES

In addition to offering participants and, more specifically, mayors of major cities the chance to learn more about Montreal and its attractions, the Congress aimed to do the following:

- Highlight, on a global scale, key challenges related to evolving urban areas, as well as challenges facing principal stakeholders in urban development.
- Assert the position of major cities as key players in conversations on major global challenges.
- Showcase best practices with the aim of improving city governance, equipping cities to face both global and local challenges, and fostering balanced, inclusive, prosperous, viable, fair, equal and safe metropolises.
- Put research, field experience and technological development into perspective through a platform that highlights innovation on urban, social and societal levels.
- Promote opportunities to meet and discuss, allowing various stakeholders in urban development to establish lasting and productive connections.
- Offer an optimal forum to continue conversations around the implementation and application of the New Urban Agenda proposed at Habitat III.
- Leverage opportunities for Metropolis to collaborate with all other networks and organizations dedicated to issues of urban development, while also reinforcing its position as a comprehensive network.
- Position Metropolis as a worldwide network of major cities and urban areas, and as an international reference for questions that concern cities.
- Increase Metropolis's visibility by promoting new membership of the network, particularly in North America.
- Help validate the City of Montreal's leadership among major cities and reinforce its role in the implementation and application of the New Urban Agenda.
- Involve local stakeholders in a noteworthy, Montreal-based project while highlighting major local urban development projects and innovative projects by Montreal contributors.
- Make use of the extraordinary infrastructures Montreal has to offer as a congress destination and take advantage of the expertise that has made the city a leading destination in America for international events.

OUTCOME

The outcome, both in terms of the level of participation and the attainment of goals, has surpassed our expectations. Thanks to a rich and diverse program, the participation of major international organizations and vast city networks in promoting and program the event, as well as the use of innovative networking tools, the goals we set for ourselves were achieved.

The following data gives a clearer picture of the event:

NUMBER OF PARTICIPANTS:

1,622 participants

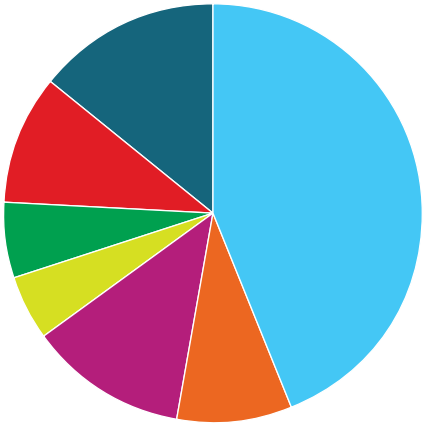
including 1,435 delegates

302 cities

127 mayors

50% of participants:
45 years and under

PARTICIPANT PROFILES:



Fields of activity

Local governments	44%
Other levels of government	9%
NGOs	12%
City networks	5%
Research and education	6%
Private sector	10%
Other	14%

PARTNERSHIPS:

15 major commercial partners

23 exhibitor organizations

20 major international organizations involved in promoting the event

NETWORKING:

48% of participants active on the networking platform

more than 100 meetings planned through the networking platform

PROGRAM:

5 plenary sessions

21 concurrent sessions

5 special sessions

3 TRAINING workshops

6 active discovery lunches

7 field activities

15 keynote speakers

190 speakers, moderators and panellists

27 poster presenters

The visibility that the Congress's promotion and organization achieved also served to spark interest in Metropolis, boosting its membership. As such, six new members were confirmed at the Board meeting that took place during the Congress: Bogor, Gaziantep, Lyon, Malé, Tijuana and Valle de Aburrá. With these new members, Metropolis has expanded its presence on the world stage, bringing together 136 governments of major cities and metropolitan areas.

Funding

2

$1,500,000

HOST CITY PARTICIPATION

Initial funds to kick off the planning process for the event and cover initial expenses related to the project's management, promotion and contract deposits, were provided by the **City of Montreal**. In addition to providing initial funds of $1,500,000, which were paid out at the start of the project, Montreal contributed substantially to the Congress's production, allowing organizers to put the necessary activities, resources and services in place, both to achieve their set goals and create an event that would meet the expectations of all stakeholders involved.

GOVERNMENT GRANTS

The Congress received a substantial contribution from both the provincial and federal governments.

$350,000

Provincial

The Congress received two grants from the Quebec government:

- Ministère des Relations internationales et de la Francophonie (MRIF): $200,000
- Ministère des Affaires municipales et de l'Occupation du territoire (MAMOT): $150,000

Total funding: $350,000

The Congress gave public recognition for the assistance provided by the Quebec government. As such, the Quebec government was promoted as a major partner and benefited from the requirements of its visibility protocol, specifically with regard to public relations, advertising and promotion.

Federal

Global Affairs Canada provided funding to the Metropolis Association to ensure the participation of delegates from developing countries.

- Initial grant: $150,000
- Second grant: $75,000

Total funding: $225,000

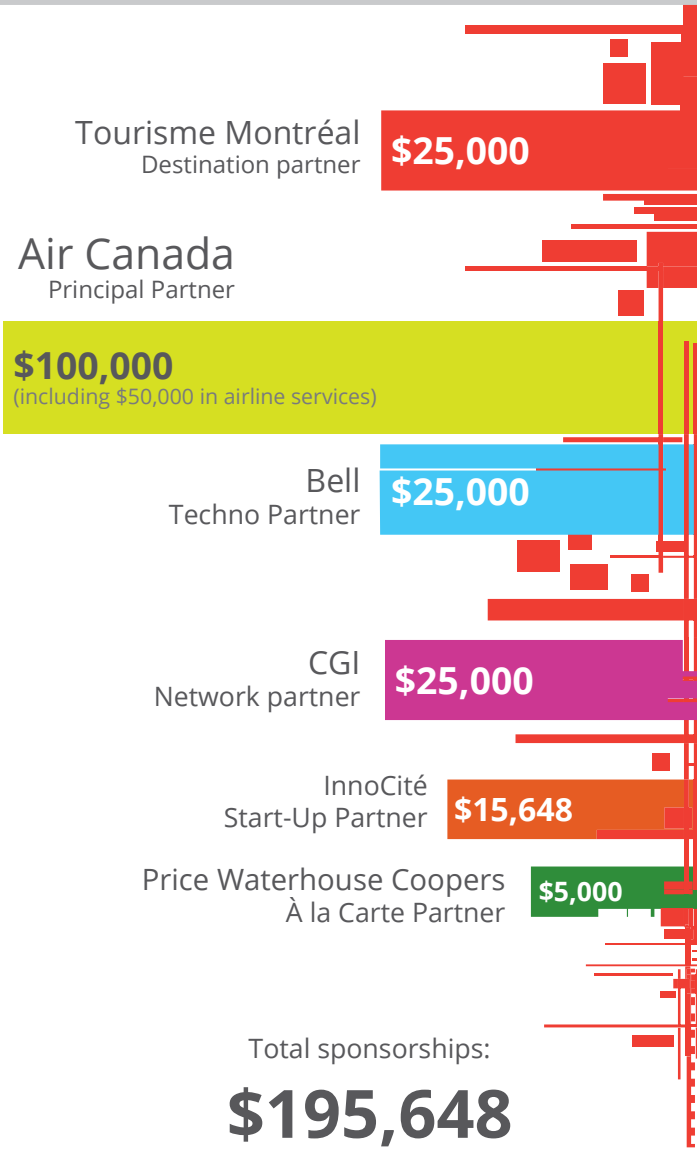
The Congress gave public recognition for the assistance provided by the Government of Canada. As such, the Government of Canada was promoted as a major partner.

$225,000

FINANCIAL PARTNERS

A sponsorship program was developed to enable the solicitation of financial partners. The response was positive from large businesses wishing to support the Congress and promote Montreal's leadership to participants from cities around the world. Alternative promotion options linked to the Congress's program and activities gave rise to individual agreements designed to meet the needs of each of the partner organizations.

After tireless efforts and constant follow-ups over several months, and in particular, thanks to the considerable collaboration of the NPO's Board of Directors, the Congress was able to collect $195,648 in sponsorships.



Total sponsorships:

$195,648

OTHER SUPPORT

Significant contribution from the Society for the Celebrations of the 375th Anniversary of Montreal

The Society for the Celebrations of the 375th Anniversary of Montreal made a valuable contribution to the Congress's success by throwing a special Welcome to Montreal event for all attendees. This event brought together delegates for a performance beneath the big top by the Cirque du Soleil, whose fame traces back more than 30 years. The Society covered all food service and admission costs for guests of the performance.

SERVICE PARTNERS

Organizations provided their support by offering professional services. In return, each was granted service partner status with a corresponding visibility agreement.

- **Aéroports de Montréal**
  Services at the Montreal–Pierre Elliott Trudeau International Airport, international arrivals desk, shuttle service, on-screen promotion.
  Valued at: $24,600

- **Deloitte**
  Professional financial services provided in the management of several dossiers prior to the Congress. Valued at: $25,000

- **Desjardins**
  Provided office space for the NPO's staff.
  Valued at: $25,000

- **McCarthy Tétrault**
  Professional legal services provided in the management of several dossiers prior to the Congress. Valued at: $35,000

- **Tact Intelligence Conseil**
  Valued at: $50,000

Service partnership support is valued at a total of $159,600.

$159,600

INNOBAHN UBISOFT AGREEMENT

The Congress reached an agreement with the Chamber of Commerce of Metropolitan Montreal (CCMM) to hold the Innobahn Ubisoft event (see description of start-up activities). The CCMM's contribution helped enrich the content of the Congress.

Program

3

SOCIAL PROGRAM

Early on in the planning process, it was agreed that neither the budget nor the full schedule could accommodate a complicated social program. Hence, the organizing committee agreed to organize a welcome reception on the evening of Monday, June 19.

The City of Montreal, for its part, agreed to organize and secure the funding for a Dinner for heads of delegation, to be hosted jointly by the President of Metropolis and the President of the AIMF.

Lastly, a partnership with the Society for the Celebrations of the 375th Anniversary of Montreal provided delegates with a Welcome to Montreal celebration which included a performance by the Cirque du Soleil.

WELCOME RECEPTION

The reception was held on Monday, June 19, on the terrace of the Palais des congrès. Hors d'oeuvres and beverages were served. Guests were entertained by musician M'Michèle, an electronic harpist.

Nearly 500 people took part in the activity, during which the Mayor of Montreal and President of Metropolis, Denis Coderre, took the stage to welcome guests.

WELCOME TO MONTREAL EVENT

Organized by the Society for the Celebrations of the 375th Anniversary of Montreal, participants were treated to an evening cocktail party followed by a performance of VOLTA by the Cirque du Soleil. Tickets were provided for 1,000 attendees. Guests were asked to book their seats during the day on Tuesday at the Congress's registration area.

The elaborate performance gave attendees a chance to experience the world's most famous circus company, which originated in Quebec more than 30 years ago and currently performs eight permanent and ten touring shows all over the world. The Society for the Celebrations of the 375th Anniversary of Montreal covered all food service and admission costs for guests of the show.

DINNER FOR HEADS OF DELEGATION

The Dinner was organized by the City of Montreal and held at the Parquet, at the Caisse de dépôt et de placement du Québec. Heads of Delegation from Metropolis and AIMF were invited to attend, along with a few special guests, including major partners, members of the Board of Directors and the organizing committee, guest speakers, federal and provincial government representatives and key members of the Montreal business community. World-renowned pianist, Oliver Jones, performed for the more than 300 guests attending this very special event.

RUN FOR FUN

Participants were invited to get moving outside at a running activity held on the Wednesday morning from 7 a.m. to 8 a.m. A dozen participants kicked off their day on an amazing route through the Old Port of Montreal.

PROGRAM DEVELOPMENT

The event's program had to be created from scratch from the very beginning of the mandate. In previous years, reports from Metropolis's various committees and commissions made up a significant portion of the Congress's program. In contrast, with the exception of a few statutory meetings already planned and organized by the association's Secretariat General, the XII Metropolis World Congress's organizing committee was given a mandate to design the program from start to finish.

This mandate was accompanied by a willingness for the Congress to be a broad forum meant to give a voice to all its contributors. As such, in keeping with its stated objectives, the organizing committee presented the Congress to the entire international community as an opportunity to share ideas, projects, accomplishments and best practices. To encourage the exchange of ideas and experiences, the Congress would aim to set up as many activities and platforms as possible, including major plenary sessions with guest speakers, an array of concurrent sessions covering the Congress's proposed themes, training sessions, poster presentations and field workshops. In an effort to connect mayors with members of the academic and business communities, organizers also planned to invite panels of experts to take part in the various sessions exploring key questions surrounding the themes of the Congress.

THE PROGRAM COMMITTEE

The organizing committee established a program committee whose mandate would be to define key elements of the Congress's program. Members of the program committee were the following:

- **Paul Arseneault,** Université du Québec à Montréal, Co-president
- **Paul Lewis,** Université de Montréal, Co-president
- **Henri-Paul Normandin,** City of Montreal
- **Dominique Poirier,** City of Montreal
- **Simon Langelier,** City of Montreal
- **Véronique Lamontagne,** City of Montreal
- **Sylvain Ducas,** City of Montreal
- **Stéphane Goyette,** City of Montreal
- **Rabia Chaouchi,** City of Montreal
- **Esteban Benavides,** City of Montreal
- **Danielle Lussier,** City of Montreal
- **Marjolaine St-Arnaud,** City of Montreal
- **Agnès Bickart,** Metropolis
- **Octavi de la Varga,** Metropolis
- **Ludwig Desjardins,** Association métropolitaine de transport
- **Damien Silès,** Quartier de l'Innovation
- **Caroline Larrivée,** Ouranos
- **Jean-François Tremblay,** EY Canada
- **Myrtho-Emmanuelle Drouin,** Sanpalo Investments Corporation
- **Elizabeth Deschamps,** NPO 2017 Metropolis Congress
- **Stéphane Martel,** Yulism
- **Josiane Fontaine-Zuchowski,** Tribu PCO
- **Marilyn Lessard,** Tribu PCO
- **Alain Brissette,** Tribu PCO

This committee was given a mandate to determine the main themes for the scientific program, select guest speakers, define guidelines for a call for contributions, review abstracts and finalize the scheduling of presentations for the program's various sessions.

The program committee met regularly to develop the program's components. Members of the committee also worked in March 2017 to review abstracts received through the call for contributions and oversee the preparation of the program schedule. Through this process, a number of "session champions" were chosen to coordinate proposed sessions.

It is also important to acknowledge the support provided to the program committee by the City of Montreal's international relations bureau, who played a critical role by engaging mayors and including them on various discussion panels.

INTERNATIONAL PROGRAM COMMITTEE

To achieve an international scope, the program committee selected a few key people to offer their expertise and reputation to the Congress. These people were asked to provide their feedback on and enhance the list of themes, the program's structure, as well as the list of guest speakers. They were also involved in reviewing scientific abstracts. The international program committee comprised the following members:

- **Sunil Dubey**, Metropolis
- **Eugenie Birch**, University of Pennsylvania
- **George Ferguson**, People & Cities
- **Nicholas You**, Guangzhou Institute for Urban Innovation
- **Non Arkaraprasertkul**, University of Sydney
- **Pilar Conesa**, Smart City Expo

A PROGRAM HIGHLIGHTING INNOVATION

The aim of all teams set up to organize the Congress was to create a program with a particular focus on innovation.

With this in mind, the organizing committee and the program committee favoured learning activities (field activities, innovative project visits, Discovery lunches, etc.). These activities were highly successful and created an interesting dynamic at the Congress.

Activities at The Hub (see details below) also provided a broad platform for innovation, most notably through the organization of Innocité and Innobahn Ubisoft, two activities that provided start-ups an opportunity to present their innovative solutions to the challenges city leaders and administrators face. This encounter between the public and private sectors allowed the Congress to break new ground by proposing a new framework for exchange and discussion.

CALL FOR CONTRIBUTIONS

The program's development also aimed to offer the broadest possible forum to highlight achievements, development projects and best practices from around the world. A call for contributions was launched in December 2016, inviting experts from all backgrounds to propose papers to enhance the program schedule.

Papers could be individual presentations of research projects, presentations of municipal projects or complete sessions of 90 minutes. In total, nearly 240 papers from 35 countries were submitted.

Abstracts were available both on the Congress's website and on the mobile app available to participants.

A review committee was created to evaluate the quality and relevance of proposed papers. More than 60 reviewers collaborated on evaluating the submissions. Results were compiled, which allowed the program committee to develop sessions, assign papers to sessions and establish the final program schedule.

The high quality of submissions meant that more than 20 concurrent sessions were included in the program, in addition to the five main plenary sessions already established by the program committee.

ALTOGETHER, CLOSE TO 240 PAPERS FROM 35 COUNTRIES WERE SUBMITTED.

COUNTRY	NUMBER OF ABSTRACTS SUBMITTED
Argentina	4
Australia	3
Belgium	7
Bolivia	1
Brazil	8
Burkina Faso	1
Cameroon	3
Canada	65
China	4
Colombia	5
Egypt	3
El Salvador	2
France	16
Germany	5
India	8
Iran, Islamic Republic of	8
Italy	2
Kenya	5
Korea, Republic of	4
Lebanon	1
Mexico	12
Peru	1
Philippines	1
Portugal	2
Senegal	5
South Africa	6
Spain	10
Sweden	4
Switzerland	5
Taiwan, Republic of China	4
Tunisia	1
United Kingdom	8
United States	21
Uruguay	1
Venezuela	3

TOTAL: 239

PROPOSED THEMES

Under the theme: "**Global Challenges: Major Cities in Action**," the XII Metropolis World Congress represents a vast round table for bringing ideas and resources together. As such, the themes that were proposed covered a wide range of topics touching on all aspects of urban development:

- **Smart Cities**
- **The City and the Environment**
- **Inclusion and Living Together**
- **Mobility and Urban Planning**
- **Economic Development**
- **Metropolitan Leadership and Governance**

GUEST SPEAKERS

A total of 232 speakers, moderators and panellists spoke during the Congress. Among them, 15 were invited with expenses covered by the organizing committee. These world-renowned experts made their mark on the Congress during remarkable plenary sessions.

THE GUEST SPEAKERS WERE AS FOLLOWS:

- **Carla Bailo,** Ohio State University
- **Alice Charles,** World Economic Forum
- **Joan Clos,** UN-Habitat
- **Raphaël Domjan,** Solar Stratos
- **Erik Grab,** Michelin
- **Michael Koh,** Centre for Liveable Cities
- **David Murray,** Hydro-Québec Distribution
- **Ratna Omidvar,** The Senate of Canada
- **Gil Penalosa,** 8-80 Cities
- **Jaana Remes,** McKinsey Global Institute
- **Seth Schultz,** C40
- **Alexandre Taillefer,** XPND Capital
- **Mpho Parks Tau,** CGLU
- **Gino Van Begin,** ICLEI— Local Governments for Sustainability
- **Peter White,** World Business Council for Sustainable Development (WBCSD)

Organizers secured the services of Stéphan Bureau, a highly respected journalist and broadcaster, to host and moderate plenary sessions.

SPEAKER READY ROOM

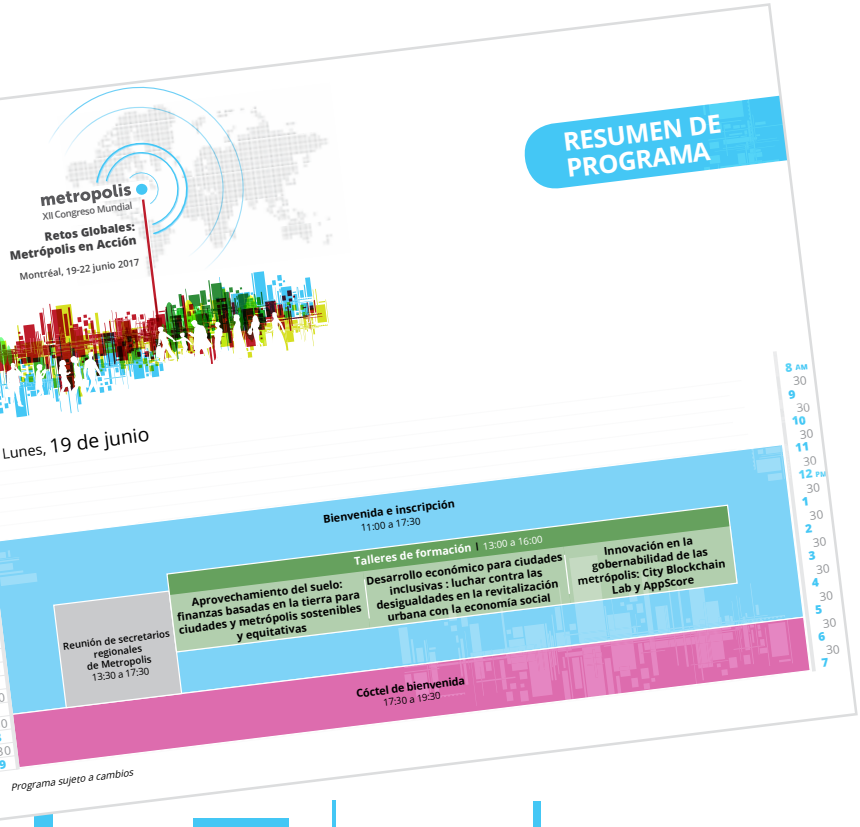
Speakers were given access to a preparation room where they could upload and work on their presentations. Close to 200 speakers and other collaborators could meet, review their assignments, sign taping and distribution release forms and upload their presentations to the room's presentation platform. The room came equipped with a similar setup to that of the presentation rooms, including a podium, timer and screen. This setup allowed speakers to practice their presentations, as needed. A technical team was available on site to ensure that presentations were properly uploaded and compatible with the systems used in the presentation rooms.

The room's internal network allowed for presentations to be centralized and transmitted to session rooms, simplifying uploading and last-minute changes.

A team of attendants monitored all sessions and offered support to session chairpersons by providing necessary information (including program details, session timing, last-minute changes, bios and messages to participants).

SIMULTANEOUS INTERPRETATION SERVICES

Simultaneous interpretation services were provided in three languages (English, French and Spanish) for all plenary and concurrent sessions, training workshops, Hub presentations and statutory meetings. For certain activities, interpretation services were also provided in other languages (Chinese, German and Indonesian) to allow important panellists to participate.



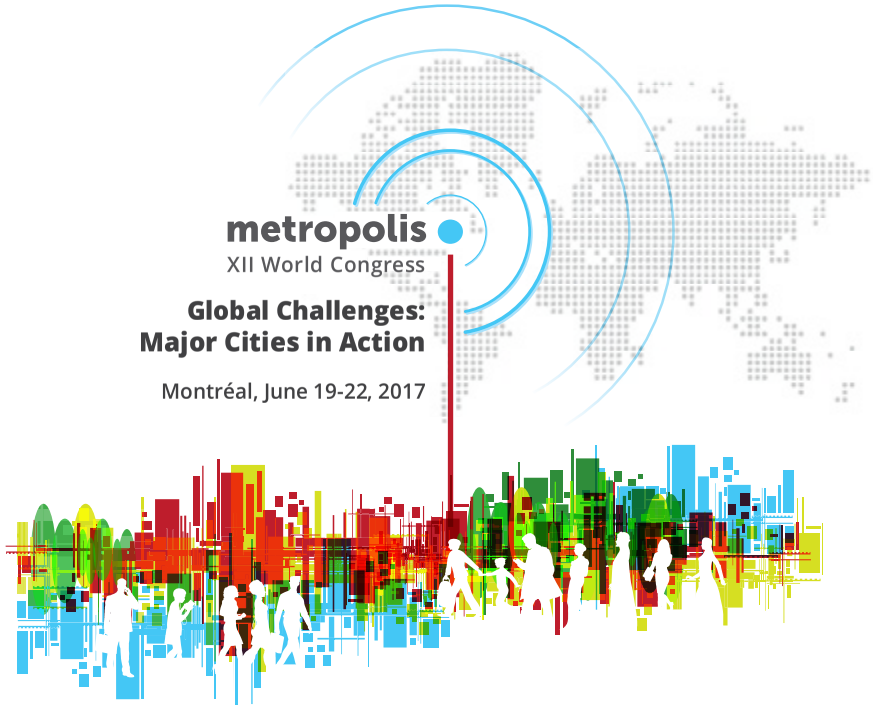
It is worth noting that all of the event's important documentation was offered in the Congress's three official languages (English, French and Spanish), including the website, detailed program online, session summaries, abstracts, mobile app, printed programs and signs.

A rich and diverse program

The program's main sessions covered a wide array of topics touching on the Congress's

SIX KEY THEMES.

The following pages summarize the issues raised during the main sessions.



PROGRAM AT A GLANCE

Monday, June 19

Arrival and Registration
11:00 AM to 5:30 PM

Training Workshops | 1:00 PM to 4:00 PM

- Leveraging Land: Land-based Finance for Sustainable and Equitable Cities and Metropolises
- Innovation in Metropolis Governance: City Blockchain Lab and AppScore
- Economic Development for Inclusive Cities : Combating inequalities in urban regeneration with the social economy

Metropolis Regional Secretaries Meeting
1:30 PM to 5:30 PM

Welcome Cocktail
5:30 PM to 7:30 PM

Program subject to change

PROGRAM AT A GLANCE

Tuesday, June 20

Official Opening Ceremony | 8:00 AM to 8:30 AM

Plenary Session | 8:30 AM to 10:00 AM

A Changing World: The New Leadership of Metropolises

Health Break | 10:00 AM to 10:30 AM

Hub Opening | 10:00 AM to 10:30 AM

Concurrent Sessions | 10:30 AM to 12:00 PM

- City managers Program on Governance of Smart City (SDG 16)
- Security and Public space: good experiences from a gender approach
- Cities in Action: Urban Innovation and the Local Implementation of the Global Agendas
- Open Data & Governance

Consultation of the High Level Panel on UN Habitat and Habitat III with the Local Government Constituency
10:30 AM to 12:00 PM

Session | 12:00 PM to 1:30 PM

A seat at the global table: local and metropolitan governments as key actors in global governance

Networking Hub Lunches | 12:00 PM to 2:00 PM

Sessions | 12:45 PM to 2:00 PM

12:45 to 1:20 | The impact of international associations and organizations on the development of cities

1:25 to 2:00 | Innovation at the heart of communities

Active Discovery Lunches | 12:15 PM to 1:45 PM

- In the belly of the burg : discover Montreal's underground city
- On the Savoury Side of the street
- Chinatown, The Main and the Former Red Light

Metropolis Executive and Finance Committee Meeting
12:15 PM to 1:30 PM

Metropolis Board of Directors Meeting
1:30 PM to 3:30 PM

Hub on stage
2:00 PM to 3:30 PM

Concurrent Sessions | 2:00 PM to 3:15 PM

- What role does the host society play in integrating immigrants?
- Engaging Youth as Urban Leaders
- Cities are central to the solutions - integrated sustainable development strategies

Health Break | 3:15 PM to 3:30 PM

Rendez-vous startup InnoCité | 3:30 PM to 4:00 PM

Plenary Session | 3:30 PM to 5:00 PM

Thinking the City Region: Smart Mobility and Urban Regeneration

Panel with the Prime Minister of Canada | 5:00 PM to 6:00 PM

Cities as drivers of change and partners of national governments

HUB: Networking Activities / Brain Dates / Urban Innovations Zone / Exhibition
9:00 AM to 6:00 PM

The Welcome to Montreal Event starring Cirque du Soleil
6:30 PM to 9:30 PM

Program subject to change

PROGRAM AT A GLANCE

Wednesday, June 21

- **"Run for Fun" Sports Activity** 7:00 AM to 8:00 AM
- Signature ceremony - Observatoire international des maires 7:00 AM to 8:00 AM
- **Plenary Session** | 8:30 AM to 10:00 AM
  - Living Together, Right to the City: How Can We Build Inclusive Cities?
- **Health Break** | 10:00 AM to 10:30 AM
- **Rendez-vous startup InnoCité** | 10:00 AM to 10:30 AM
- **Concurrent Sessions** | 10:30 AM to 12:00 PM
  - Bloomberg Philanthropies: Unlocking Continuous Innovation in Government
  - Metropolises Meeting the Challenge of the NUA
  - Preparing the Future of Mobility
  - Rebuilding the city upon itself
  - Urban observatories and the governance of city-regions / The RESAUD network: Governance and Securities in French-speaking Africa
- **Networking Hub Lunches** | 12:00 PM to 2:00 PM
- **Field Activities** 12:15PM to 3:15PM | **Collaboration in Action:**
  - The Innovation District (Quartier de l'Innovation)
  - The Quartier des spectacles
  - The Saint-Michel Environmental Complex
  - Social and Community Housing, Affordable Private Housing, and Inclusion Practices in Mtl
  - The Space for Life
  - Preventing Radicalization, Social Reintegration and Cohabitation in Ville-Marie
  - Urban projects
- **Active Discovery Lunches** | 12:15 to 2:15 PM
  - In the belly of the burg : discover Montreal's underground city
  - On the Savoury Side of the street
  - Chinatown, The Main and the Former Red Light
- **Rendez-vous startup InnoCité** — 12:00 PM to 4:30 PM
- **HUB: Networking Activities / Brain Dates / Urban Innovations Zone / Exhibition** 9:00 AM to 6:00 PM
- AIMF Executive Bureau 2:00 PM to 3:00 PM
- **AIMF Break** 3:00 PM to 3:30 PM
- AIMF General Assembly 3:30 PM to 6:00 PM
- FMDV General Assembly 1:30 PM to 4:00 PM
- Metropolis Women Meeting 1:30 PM to 3:00 PM
- **Session** | 1:30 PM to 3:00 PM
  - Observatory of Metropolis: Major Cities facing the localisation of the Global Agenda
- **Concurrent Sessions** | 3:30 PM to 5:00 PM
  - Governance models and coordination mechanisms at the metropolitan level
  - City-Business Partnership that Break the Barriers to Energy Efficiency in Buildings
  - How to guarantee the Right to the City in Metropolitan Areas?
  - Managing water and waste in metropolitan areas
- **InnoBahn-Ubisoft Networking Cocktail** 4:30PM to 6:00PM
- **InnoBahn-Ubisoft Event** 6:00PM to 7:15PM
- **InnoBahn-Ubisoft Networking Cocktail** 7:15PM to 8:00PM
- **Free Evening for delegates**

Program subject to change

PROGRAM AT A GLANCE

Thursday, June 22

Plenary Session | 8:30 AM to 10:30 AM

Together for a Sustainable World: Global Cities Shaping our Future

Health Break | 10:30 AM to 11:00 AM

Rendez-vous startup InnoCité | 10:30 AM to 11:00 AM

Concurrent Sessions | 11:00 AM to 12:30 PM

- The Social Economy in Montreal: An Ecosystem to Serve Entrepreneurship, Social Innovation and Living Together
- Seizing Opportunities in the Urban Mobility Revolution: Transforming transit agencies, through public sector leadership and innovation
- Partnerships and tools to support metropolitan areas for the implementation of the NUA
- Urban Safety & Crime Prevention Planning for Social Integration
- New approaches for citizen participation and transparency

Metropolis General Assembly 10:30 AM to 12:15 PM

2017-2020 Metropolis BOD

Plenary Session | 12:30 PM to 2:00 PM

Lunch and Closing Ceremony - Major Cities in Action

HUB: Networking Activities / Brain Dates / Urban Innovations Zone / Exhibition 9:00 AM to 1:00 PM

Program subject to change

VIEW ONLINE

OFFICIAL OPENING CEREMONY

JUNE 20, 2017

The official opening ceremony, which began with a visual presentation of key moments in the history of Montreal, was marked by a ceremonial blessing performed by Mohawk Elder, Kevin Deer, and an address given by the Council Chief for the Mohawk Council of Kahnawake, Christine Zachary Deom, followed by a lively performance by the percussion troupe, Kumpa'nia.

This coming together of traditional and modern worlds set the tone for the ceremony, opening the floor for the Mayor of Montreal and President of Metropolis, Denis Coderre, to welcome attendees and outline the objectives of the Congress through the main themes to be explored.

The Premier of Quebec, Philippe Couillard, spoke of the key role cities play in the development of contemporary society, as well as the need for partnership between local and national governments.

Monique F. Leroux, President of the 2017 Metropolis Congress's Board of Directors, expressed the desire for this congress to be a forum for leaders in urban development and representatives from the public and private sectors to find solutions to the challenges facing major cities.

Speakers

Kevin Deer,
Mohawk Elder

Christine Zachary Deom,
Council Chief for the Mohawk Council of Kahnawake

Denis Coderre,
Mayor of Montreal and President of Metropolis

Philippe Couillard,
Premier of Quebec

Monique F. Leroux,
President of the 2017 Metropolis Board of Directors

Moderator

Stéphan Bureau,
Journalist and Broadcaster

VIEW ONLINE

PLENARY SESSION

JUNE 20, 2017

A Changing World: The New Leadership of Metropolises

Which major trends are having an impact on the world we live in? How do major cities position themselves in this constantly evolving environment? Finally, how can major cities exercise stronger leadership on the world stage to face global and local challenges, and in turn, meet the needs of their citizens?

These were the key questions that kicked off the XII Metropolis World Congress, paving the way for debates that continued in the days following.

First, Jaane Remes, from the prestigious McKinsey Global Institute (MGI), provided an overview of the forces at work in the world—from demographics to technology—having an impact on major cities.

This was followed by a discussion with a panel of mayors of major cities representing a cross-section of geographic regions, as well as the Vice President of New Business at the International Finance Corporation and the Vice President of the World Business Council on Sustainable Development.

Against the backdrop of the New Urban Agenda and the challenges of local and global governance, panelists shared their perspectives on these questions, with a particular focus on the new directions and tools required for major cities to fully take hold of their role for the benefit of their citizens.

The Executive Director of UN-Habitat, Joan Clos, closed the session.

Speakers

Manuela Carmena,
Mayor of Madrid

Joan Clos,
Executive Director, UN-Habitat

Denis Coderre,
Mayor of Montreal and President of Metropolis

Jaana Remes,
Associate, McKinsey Global Institute

Tri Rismaharini,
Mayor of Surabaya

Horacio Rodríguez Larreta,
Head of Government of Buenos Aires

Calin Rovinescu,
President and Chief Executive Officer, Air Canada

Mpho Parks Tau,
President, SALGA & United Cities and Local Governments (UCLG)

Peter White,
Vice President and Chief Operating Officer, World Business Council For Sustainable Development (WBCSD)

Moderator

Stéphan Bureau,
Journalist and Broadcaster

VIEW ONLINE

PLENARY SESSION

JUNE 20, 2017

Thinking the City Region: Smart Mobility and Urban Regeneration

PART ONE: SMART AND SUSTAINABLE MOBILITY

Since the mid-2000s, the concept of smart cities has spread throughout the world. It is put into practice by a growing number of major cities. It aims to put technology to use to develop continually improving urban services, specifically with regard to governance, infrastructures, local services, economic development and mobility.

Indeed, smart mobility is a key component for addressing both the challenges of mobility in large urban centres and environmental concerns. Smart mobility provides better use of transportation infrastructures and guarantees more efficient, safe and sustainable travel. While road congestion issues have significant economic and environmental ramifications, smart mobility can reduce them through improved traffic management in real time and better-integrated transport networks.

The goal of part one of the plenary session was to present the latest innovations in smart mobility for cities, innovations that enhance services and the use of transportation infrastructures, while addressing the numerous challenges of sustainable development.

Speakers

Carla Bailo,
Assistant Vice President, Mobility Research and Business Development, Ohio State University

Erik Grab,
Vice President of Strategic Anticipation Innovation and Sustainable Development, Michelin

Alexandre Taillefer,
Managing Partner at XPND Capital

Moderator

Stéphan Bureau,
Journalist and Broadcaster

PLENARY SESSION

CONT'D

Thinking the City Region: Smart Mobility and Urban Regeneration

PART TWO: URBAN REGENERATION

To address the challenges of increasing urbanization and changing metropolitan areas, local and central governments have acknowledged, through their adoption of the New Urban Agenda, the need to put land use planning strategies in place to reduce their urban footprint and develop sustainable cities that are accessible to all.

As such, the will to ensure a concentration of urban activities connected to public transportation infrastructures supports public intervention, planning and investment as means to revitalize certain city sectors to better address housing, employment and environmental needs.

Practically speaking, these measures reflect the challenge to rebuild the city from within. Urban projects aimed at sectors undergoing change are the testing grounds for the New Urban Agenda and the development of sustainable and inclusive cities. They enable the implementation of funding tools and innovative partnerships.

These reconstruction efforts improve existing public infrastructures (such as transportation and amenities) while reducing overall expansion or urban spread. As such, cities and governments must develop, through urban planning and project management initiatives, building strategies for affordable and social housing in conjunction with sustainable mobility. These planning and intervention initiatives are also closely connected to public engagement processes.

Part two of the plenary session aimed at highlighting the issues and strategies for planning metropolitan areas in order to address the environmental and social challenges raised by growing urbanization, thus aligning with the requirements adopted by local and central governments as part of the New Urban Agenda.

Speakers

Michael Koh,
Fellow, Centre for Liveable Cities, Singapore

Gil Penalosa,
Founder and President of the Board of Directors,
8 80 Cities

Laura Perez Castaño,
President of Metropolis Women at Metropolis and Barcelona City Councillor

John Tory,
Mayor of Toronto

Moderator

Stéphan Bureau,
Journalist and Broadcaster

VIEW ONLINE

PLENARY SESSION

JUNE 20, 2017

Cities as drivers of change and partners of national governments

The Prime Minister of Canada, the Right Honourable Justin Trudeau, the Mayor of Montreal, the Honourable Denis Coderre, and the Mayor of Paris, Mrs. Anne Hidalgo, took part in a panel led by Mrs. Céline Galipeau, Radio-Canada anchor, to discuss cities as drivers of change and partners of national governments. Leadership and governance, climate change, the acceleration of migration and living together were also discussed.

According to Mr. Trudeau, "we serve the same citizens, we have to work together. For them, it's not important who delivers, as long as things work.

Ms. Hidalgo stressed that "the big cities are the front line of globalization" especially for the climate and the refugee issue. "We have to find solutions that people have not thought of yet and can be used on a larger scale."

"What we have in our hands is an ecosystem that is part of the global village. The economic reality makes it necessary to consolidate all that, and for that, cities play a key role," said Mr. Coderre.

Speakers

Denis Coderre,
Mayor of Montreal and President of Metropolis

Anne Hidalgo,
Mayor of Paris

Justin Trudeau,
Prime Minister of Canada

Moderator

Céline Galipeau,
News Anchor, Radio-Canada

VIEW ONLINE

PLENARY SESSION

JUNE 21, 2017

Living Together, Right to the City: How Can We Build Inclusive Cities?

Given the phenomena of urbanization and population migrations, how can cities maintain or promote inclusion and social cohesion in order to provide the best opportunities to everyone?

In a context of metropolization and increased mobility of populations, and with cities' social diversity increasing along with that, Living Together remains central to the challenges of a number of major cities. The New Urban Agenda acknowledges those challenges as global issues with tangible impacts felt especially in urban settings and among local governments. Are cities properly equipped to handle migrations? What are the best inclusion and social cohesion approaches?

After an introduction by Senator Ratna Omidvar on the challenges that our contemporary societies are facing in terms of inclusion, the panel covered the following topics:

- The importance of building inclusive cities in the New Urban Agenda, especially in light of the "Right to the City" concept.
- The role of mayors in connection with those challenges. How can citizen initiatives be promoted?
- The various approaches by cities and metropolises for improving social cohesion, inclusion, access to equitable services and, ultimately, quality of life.

Speakers

Manuela Carmena,
Mayor of Madrid

Denis Coderre,
Mayor of Montreal and President of Metropolis

Rahm Emanuel,
Mayor of Chicago

Ron Huldai,
Mayor of Tel Aviv-Yafo

Michael Müller,
Governing Mayor of Berlin

Ratna Omidvar,
Senator for Ontario,
The Senate of Canada

Rose Christiane Ossouka Raponda,
Mayor of Libreville

Moderator

Stéphan Bureau,
Journalist and Broadcaster

VIEW ONLINE

PLENARY SESSION

JUNE 22, 2017

Together for a Sustainable World: Global Cities Shaping our Future

This plenary brought together three global city networks – Metropolis, C40 Cities, and ICLEI – Local Governments for Sustainability – and the Global Covenant of Mayors for Climate & Energy to highlight the critical role cities and towns play in expediting the transition to more sustainable societies and in the fight against climate change worldwide. Its purpose was to show that, by acting together (cities' concerted action), that with everyone acting (various levels of government, companies, NGOs, citizens, etc.) and for everyone's benefit (equitable, joint actions) we can expedite the transition.

PART 1:
The session started with an inspiring presentation by Raphael Domjean, ecoexplorator and solar aviation pioneer, which allowed the participants to discover how research and innovation can contribute to change our world by bringing them into images aboard SolarDStratos, the first solar plane designed to reach the stratosphere.

Then, the group of panellists addressed the integration of sustainable development in an urban context, then focused on climate measures and, with concrete examples from several stakeholders, demonstrate their positive consequences and their success factors.

ICLEI Secretary General Gino Van Begin then set the context, presenting the changing world in which cities and towns find themselves, and highlighting how collective action of mayors and local leaders can inspire positive and necessary global change and more sustainable societies.

Mayor of Montréal Denis Coderre, Vice President of the Metropolitan Area of Barcelona Alfred Bosch, the Mayor of Gjakova, Mimoza Kusari-Lila and Gauteng's Premier Mr. David Makhura, joined other local leaders to focus the discussion on concrete local action, while highlighting the challenges and barriers that still need to be overcome through multilateral and collective action.

Speakers

Alfred Bosch,
Vice president of the Barcelona Metropolitan Area, Barcelona city council

Denis Coderre,
Mayor of Montreal and President of Metropolis

Raphaël Domjan,
Eco-explorer and speaker, SolarStratos

Anne Hidalgo,
Mayor of Paris

Céline Juppeau,
Young entrepreneur, designer

Célestine Ketcha Épouse Courtes,
Mayor of the Commune of Bangangté

Mimosa Kusari-Lila,
Mayor of Gjakova, Kosovo

David Makhura,
Premier of Gauteng Province

David Murray,
President, Hydro-Québec Distribution

Seth Schultz,
Director of Innovation and Science, C40

Moderators

Gino Van Begin,
Secretary General, ICLEI

Stéphan Bureau,
Journalist and Broadcaster

PLENARY SESSION

CONT'D

Together for a Sustainable World: Global Cities Shaping our Future

PART 2:

During the second hour of this plenary, C40 leaders and members of the Global Covenant of Mayors for Climate & Energy set the frame for urban climate action in the critical period to 2020, when global emissions must peak.

C40's Director of Science and Innovation Seth Schultz presented Deadline 2020, the first significant roadmap for turning the aspirations of the Paris Climate Agreement into action. Ambitious action taken by cities around the world can deliver 40% of the emissions reduction needed to limit global warming.

Mayor of Montreal Denis Coderre, C40 Chair, Mayor of Paris Anne Hidalgo and Mayor of Bangangté Célestine Ketcha Courtès also joined David Murray, president of Hydro-Québec Distribution, to discuss how collaboration between local governments, businesses and citizens will strengthen local-level action.

This dynamic conversation aimed at defining a shared vision for societies and economies that, despite the threats of climate change, bring opportunity, optimism and innovation for all.

VIEW ONLINE

CLOSING CEREMONY

JUNE 22, 2017

Major Cities in Action

The Closing Plenary was the opportunity for the conference attendees, primarily mayors, to launch an appeal for strengthening major cities' engagement, leadership and action in global and local issues.

First, a video presentation gave a voice to mayors, taking turns to speak in order to briefly state the engagement message that they want to leave with the conference attendees and the world.

Then, building on the New Urban Agenda and the ideas and proposals resulting from the previous days' discussions, the Mayor of Montreal and President of Metropolis proclaimed the Montreal Declaration: *Cities in the Vanguard to Address Local and Global Issues and Implement the Paris Agreement on Climate Change*. This declaration puts forward both the directions and commitments of Metropolis as well as the messages that we will want to convey to the international community and to city dwellers.

After the closing remarks from the Metropolis and AIMF Presidents, as well as the Chair of the Board of Directors of the Metropolis 2017 Congress, the participants parted ways on a video montage of the best moments of the Congress, on the song *Je reviendrai à Montréal*, by Robert Charlebois, performed by singer Marie-Christine Depestre.

TRAINING WORKSHOPS

JUNE 19, 2017

Leveraging Land: Land-based Finance for Sustainable and Equitable Cities and Metropolises

UN-Habitat and the Global Land Tool Network presented a new training package for land-based finance for local governments. In collaboration with FMDV, this interactive training session stressed the potential of improved land-based financing through a selection of good practice cases and a debate with participants on the necessary conditions to implement these instruments.

This interactive training session gave content and training methods, but also highlighted a selection of good practice cases. Participants were invited to consider key questions such as:

- Land-based financing has huge potential as a revenue source for development. Why are more local governments not using it effectively?
- What are the necessary preconditions for effective land-based finance?
- How could land-based financing simultaneously serve both a pro-poor approach and metropolitan development?
- How can the land-based finance tool serve the fulfilment of sound metropolitan governance?

Speakers

Calisto Moises Cossa
President of Matola Mozambic

Carlos de Freitas
Director of programs at FMDV - Global Fund for Cities Development

Jean du Plessis
Capacity Development Expert (Land), Global Land Tool Network UN-Habitat

Felipe de Jesus Gutierrez
Secretary of Urban Development and Housing at Government of the city of Mexico

Fabienne Perucca
Governance advisor at Local Government and Decentralisation Unit UN-Habitat

Lawrence Walters
Professor at Brigham Young University, Provo, United States

TRAINING WORKSHOPS

JUNE 19, 2017

Economic Development for Inclusive Cities: Combating inequalities in urban regeneration with the social economy

This field workshop, held at Technopôle Angus, showcased urban efforts to revitalize declining metropolitan areas in keeping with social economy principles to ensure inclusive development.

The United Cities and Local Governments team, in collaboration with the Global Social Economy Forum, C.I.T.I.E.S. and SACN, presented best practices and a debate on the transferability of practices for inclusive urban development.

The workshop gave details on projects being undertaken in the following metropolises:

Montreal:

Techopôle Angus is a striking example of revitalizing a neighbourhood through collective mobilization and support for sustainable development and the social economy.

Seoul:

Within a few years, several neighbourhoods in Seoul experienced strong growth and then decline. With the creation of specific social economy neighbourhoods, Seoul aims to revitalize communities by promoting their unique character.

Barcelona:

Barcelona promotes the Social and Solidarity Economy as a tool to reduce social and territorial inequalities in the city, through different strategies: endogen development of the territories, promotion of social and solidarity economy and integral economical development of the districts.

Johannesburg:

The Ekhaya neighbourhood aims to overcome the problems of the apartheid era and the new challenges of urban redevelopment through a partnership approach and participatory governance.

Speakers

Béatrice Alain
Director of Partnerships at
Chantier de l'économie sociale

Christo Botes
Executive Manager:
Development Facilitation at
Johannesburg Development
Agency

Laurence Kwark
Secretary General at Global Forum
of Solidarity Economy,
City of Seoul

Thembani Mkhize
Junior Researcher at Gauteng City -
Region Observatory

Marta Vázquez Pena
Cooperation Facilitator at C.I.T.I.E.S.,
International center for innovation
and knowledge transfer on the
social and solidarity economy

Christian Yaccarini
President & CEO at Angus
Development Corporation

TRAINING WORKSHOPS

JUNE 19, 2017

Innovation in Metropolis Governance: City Blockchain Lab and AppScore

Blockchain benefits cities with the oportunity of transparent, accountable, peer-to-peer Smart Contracts and decentralized Apps with clear performace metrics.

The workshop provided an introduction to sandboxing this general purpose technology in different metropolitan governance contexts, and the opportunity to define consensual procedures to evaluate and rank mobile applications for different city systems. Case studies and ongoing projects were presented.

The workshop gave participants a basic set of skills for exploring, sandboxing and promoting pilot projects in their own cities.

Speakers

Luciano Batista
Senior Lecturer at University of Northampton

Alfonso Govela
DigitalCivix

Alexandre Joyce
Counsellor,
Strategy and Innovation at DesjardinsLab

CONCURRENT SESSIONS

JUNE 20, 2017

Security and Public space: good experiences from a gender approach

The right to the city, as Henri Lefebvre said, refers to two ideas very pertinent in analysing the phenomenon of urban violence from a gender standpoint: engaging with the urban environment and appropriating view it. Violence impacts both processes through a parcial gender bias within its consequences and characteristics – mainly in regards to sexual violence against women's bodies – and, consequently, the impact has on lives of those who inhabit the city reducing women and girls freedom of movement and equal access to political, economic, social, cultural and educational participation.

The reasons for this violence can be found in the historical and cultural construction of gender roles assigned in the social structure, through a real and symbolic infrastructure in which women sustain life and are responsible for reproductive activities circumscribed to the domestic sphere. By contrast, the public space has historically belonged to men, so they're able to work with greater social recognition.

Today the public space is largely "masculine" and indeed our cities' planning policies still respond to an androcentric logic of apparent neutrality in which gender differences regarding needs and demands are not included as a true Right to the city.

Sexual harassment and other forms of sexual violence in the public space limit women and girls' right to the city of, a fundamental right enshrined in the SDG 11 (Make cities inclusive, safe, resilient and sustainable) and SDG 5 (Achieve gender equality and empower all women and girls), both present in the 2030 Agenda for Sustainable Development, as one of its specific goals, 5.2: "The elimination of all forms of violence against women and girls in public and private spheres".

Governments, particularly local governments, are responsible for rolling out urban policies that can subvert the deprivation of women's freedom of movement in the urban and rural space to facilitate women to reappropriate the city.

Speakers

Manon Gauthier,
Member of the Executive Committee,
City of Montréal

Angela Kang,
Seoul Foundation of Women
and Family

Monique Mujawamariya,
Founder and President,
Fédération Mafubo Internationale

Moderators

Laura Pérez Castaño,
President of Metropolis Women
at Metropolis and member of
Barcelona City Council

Kathryn Travers,
Executive Director,
WICI International

CONCURRENT SESSIONS

JUNE 20, 2017

Cities in Action: Urban Innovation and the Local Implementation of the Global Agendas

The majority of the goals and targets of the global agendas including the SDGs and the New Urban Agenda will require the active involvement of local authorities in their implementation. As an open knowledge platform, the Guangzhou Award – a joint undertaking by the City of Guangzhou, UCLG and Metropolis looked at lessons learned from recent innovations in sustainable urban development. A panel consisting of city and thought leaders related these lessons to how cities and local authorities can play a leadership role in response to the global agendas.

Speakers

George Ferguson,
Mayor of Bristol (2012-16) & President Royal Institute of British Architects (2003-5)

Song Jingwu,
Vice President of Chinese People's Association for Friendship with Foreign Countries

Chen Jipeng,
Former Vice Chairman of the CPPCC Fuzhou Municipal Committee

Michael Müller,
Governing Mayor of Berlin

Neal Peirce,
Founder and editor-in-chief, Citiscope.org

Tri Rismaharini,
Mayor of Surabaya

Li Xiaomian, Vice Chairwoman, Guangzhou Municipal People's Congress

María Luisa Zapata Trujillo,
Deputy Director for Knowledge Management, ACI Medellin

Moderator

Nicholas You,
Director of International Programmes and Cooperation, Guangzhou Institute for Urban Innovation

CONCURRENT SESSIONS

JUNE 20, 2017

Open Data & Governance

This session was exploring the benefits of open data in public administrations, specifically as it relates to building resilience, reducing corruption and aiding decision-making processes.

In making data open to all, cities allow them to be used on a number of levels, benefiting business, innovation, transparency and efficiency. As such, available data simultaneously creates economic, cultural, social and technological advantages. The more data is made public and shared with the community, the more it can be exploited to its full potential to build open, resilient and intelligent cities.

This session took a detailed look at the added value of open data and how it serves to build urban resilience. The analysis focused on how essential a culture of openness can be in defining and resolving issues, developing a flexible approach to managing urban resilience and creating opportunities for cross-sector collaboration. Finally, a presentation highlighted the challenges related to the governance of open data and the ways in which it assists decision-making within public administrations.

Speakers

Jason Hare,
Global Open Data Evangelist,
OpenDataSoft

Jean-Noé Landry,
Executive Director, Open North

Moderator

Stéphane Guidoin,
Team Leader, Open Data,
Smart and digital city office -
City of Montréal

CONCURRENT SESSIONS

JUNE 20, 2017

City managers Program on Governance of Smart City (SDG 16)

SESSION CO-ORGANIZED WITH UCLG

Nowadays, smart cities have been introduced in different cities world widely. Smart city means gaining information through the use of technology to enable the development of efficient and effective services for citizens. It can be easily witnessed in provision of public transport, control of the traffic flow, public space design, etc.

One of the distinctive phenomena is the open data or open information used as public goods. With the wide use of internet and World Wide Web, open data or open information has become an important tool for the government to create greater transparency and accountability, increase citizen engagement, and drive innovation and economic opportunities. Montreal is one of the most advanced government in utilizing open data.

In private sector, easy access to the information available to public enables the companies enable to develop new kinds of digital applications and services. For civil society it help to monitor government and to actively participate in the process of decision making.

Speakers

Sergio Caballero Vidal,
Municipal Secretary of Education and Citizen Culture, Municipality of La Paz

Harout Chitilian,
Vice-President of the Executive Committee, City of Montreal

Pilar Conesa,
Smart City Expo World Congress Curator and anteverti CEO, Anteverti

Alexander Heichlinger,
Chair CEFG Group, EIPA Expert

Jong-Sung Hwang,
Lead Researcher, Smart Cities & Government 3.0

Kate Kyung Ryung Kim,
UCLG world secretariat

Adrian Peters,
Engineering Unit, Durban

Eugenio Prieto Soto,
Director, Metropolitan Area of Valle de Aburrá, Medellin

Felip Roca,
General Secretary, Metropolis

Eduard Saurina,
Deputy Manager, Metropolitan Area of Barcelona

Moderator

Josep Roig,
Secretary General, United Cities and Local Governments - UCLG

CONCURRENT SESSIONS

CONT'D

City managers Program on Governance of Smart City (SDG 16)

SESSION CO-ORGANIZED WITH UCLG

However, data can be considered as public goods and data science may be helping cities get 'smarter' and 'more open', questions remain over how long urban populations will tolerate an increasingly invasive level of data collection. This calls for ethics in collecting data, privacy protection policy, and data security against hacking and misuse.

It is closely related to Sustainable Development Goals (SDGs) 16, peace, justice and governance, as it ratifies the public desire to improve government responsibility and transparency and to collaborate with stakeholders and communities.

The session was focusing on the peer cities' cases on dealing conflicts between efficient collection and use of data versus privacy protection and prevention of data misuse.

Moreover, the session presented various cases on building governance with private sector who are collecting and using data commercially, and the citizen desiring to participate actively through information technology.

Specific "hot topics" were suggested to narrow down the discussion, such as:

- Balance between data gathering and privacy protection
- Criteria on protection of personal information and measures on data security
- Impact of open data on policy development
- Partnership with private sector and encouragement of citizen participation

CONCURRENT SESSIONS

JUNE 20, 2017

A seat at the global table: local and metropolitan governments as key actors in global governance

This session was a political and technical discussion to develop proposals to improve global governance and the implementation of the main global sustainable development agendas at local and metropolitan level.

For over five years, networks and organizations of cities gathered in the Global Taskforce (GTF) facilitated by United Cities and Local Governments (UCLG) have developed an extensive process of reflection and advocacy on the role of local governments in the global governance system, achieving important results, among others: a) the consolidation of the Global Taskforce of Local and Regional Leaders (GTF), as a platform for global advocacy but also for the development of joint policy positions; b) the recognition of the World Assembly of Local and Regional Governments as a mechanism for the follow up of and political guidance on the new urban and global sustainability agendas; c) the synchronization of actions around Agenda 2030 on localization of the SDGs.

It is within this framework that, in 2016, around 100 representatives of local governments, led by the Government of Mexico City and the Metropolitan District of Quito, through AL-LAs, as a member of the GTF and inspired in the global call for a revision of the global governance architecture, launched a series of discussions called "A seat at the global table: local governments as decision-makers in world affairs". The results of this discussions were inputs to the advocacy efforts presented at the World Assembly of Local and Regional Governments in Quito which were presented to the United Nations Secretary General.

Faced with the challenge of providing political and technical support to deepen the proposals, and to generate inputs for the World Assembly of Local and Regional Governments, driven in a joint effort a Special Session of the GTF has been proposed within the framework of the Metropolis Congress, co-lead by AL-LAs, Metropolis and UCLG.

Speakers

Manuela Carmena,
Mayor of Madrid

Denis Coderre,
Mayor of Montreal and President of Metropolis

Gabriel Lanfranchi,
Director of the Cities Program, CIPPEC

Daniel Martínez Villamil,
Mayor of Montevideo

Anne Marie Penn-te Strake,
Mayor of Maastricht

Mpho Parks Tau,
President, SALGA & UCLG

Moderators

Nelson Fernández Bracco,
Director of International Relations and Cooperation, City of Montevideo

Emilia Sáiz,
Deputy Secretary-General, United Cities and Local Governments (UCLG)

CONCURRENT SESSIONS

JUNE 20, 2017

Cities are central to the solutions - integrated sustainable development strategies

Establishing approaches and carrying out actions for sustainable development requires a vision and strategy. The purpose of this session is to demonstrate the importance of adopting an integrated development approach that combines economic, social and environmental issues as well as the added value of a collective, dynamic participatory approach.

During this session, 4 cities from 4 continents described their approach, the challenges encountered and the benefits achieved through implementing an integrated sustainable development strategy.

Speakers were asked to answer a set of questions:

- City in brief: Presentation of your territories, cities or project?
- Main sustainability issues: What are the main issues your facing in terms of sustainability: environmental, social and economic?
- Targets and ambitions: Share your ambitions and the targets you have set to resolve these issues? What are your set goals
- Results Achieved: What are the results achieved to date? Expected and unexpected ones?
- Actions, challenges and success factors: How did you address these issues? What have you done to achieve these results? What challenges did you faced? What are your success factors? Any approaches and best practices, strategic planning partnership, integrated, participatory and innovative approaches?
- How cities are part of the solution? How to fill the gap between what we achieved and what still need to be achieved to reach the BIG target?
- Your best kept secret: What would be your best advice for success?

Speakers

Marieke Cloutier,
Head of division, Environmental Services, City of Montréal

Thiago de Andrade,
Secretary of State for Territory and Housing Management

Vitali Klitschko,
Mayor of Kiev

Danielle Lussier,
Director of the Office of Sustainable Development, City of Montréal

Alexandros Modiano,
Vice mayor of Athens

Adama Sangaré,
Mayor of Bamako

Kwadwo Ohene Sarfoh,
Future Cities Africa Project – Country Team Leader – Ghana Office

Jaemin Song,
Director General for International Urban Development Collaboration, Seoul Metropolitan Government

Moderator

Véronique Lamontagne,
Counselor in International Relations, Sustainable Development, Human Rights and Migration, Bureau of International Relations of the City of Montreal

CONCURRENT SESSIONS

JUNE 20, 2017

What role does the host society play in integrating immigrants?

The role of cities as stakeholder mobilizers and generators of services that foster the integration of its new citizens.

Nowadays, migrants represent 3% of the world population. Cities, regardless to the root causes, remain the starting, transit or destination point of human mobility. Cities also act as poles of attraction for different populations. Metropolitan areas are in the frontline of the hosting destinations as they offer more opportunities for newcomers, which bring their share of challenges and opportunities for the host territories and populations.

For cities, it is more important than ever to adopt an effective immigrant integration strategy because new immigrants have great potential for maintaining communities' vitality and prosperity.

In this framework, how cities can proceed to ensure basic services provision and effective inclusion processes to newcomers? What is cities role in the governance of migration? How to mitigate the social impact to enhance the social cohesion and make visible opportunities that emerge from the human mobility?

The purpose of this session was to examine the initiatives established in urban centres across various regions of the world. In particular, it showcased the experiences and concrete instances set up by cities to better integrate newcomers.

Speakers

Vanessa Bavière,
Counselor in Intercultural Affairs, BINAM – City of Montréal

Mohamed Boussraoui,
Program Director, United Cities and Local Governments - (UCLG)

Sawsan Chebli,
Permanent Secretary for Active Citizenship and International Relations, The Governing Mayor of Berlin - Senate Chancellery

Sylvain Giguère,
LEED Program Leader, Organisation for Economic Co-operation and Development (OECD)

Sami Kanaan,
Mayor of Genève

Moderator

Johanne Côté-Galarneau,
Acting Director of the *Bureau d'intégration des nouveaux arrivants à Montréal* (BINAM) of the City of Montreal

CONCURRENT SESSIONS

JUNE 20, 2017

Engaging Youth as Urban Leaders

A city's vibrancy depends significantly on the opportunities offered to promote positive, active youth participation in developing the community.

Montreal encourages initiatives that allow young people to participate in the city's public life by means of its youth strategy, Stratégie jeunesse montréalaise. Within this framework, the City developed its #Jeunesse375Mtl project, implemented by the Forum jeunesse de l'île de Montréal, to celebrate the City's 375th anniversary, in partnership with various Montreal youth organizations. By supporting 19 young ambassadors and bringing together close to 400 youth at the youth summit in May 2017, this project has helped find and involve unique young role models from 19 different boroughs in order to identify priority issues for the youth population of Montreal and make them known to the city's population and decision-makers.

With presentations by the *Forum Jeunesse de l'île de Montréal*, Equitas, UN-Habitat and the La Paz Zebras project, this session was developed to offer examples of practices that help empower youth to become promising urban leaders and agents of change.

Speakers

Sharmaarke Abdullahi,
UN-Habitat Youth

Sergio Caballero Vidal,
Municipal Secretary of Education and Citizen Culture, Municipality of La Paz

Laura Cliche,
Coordinator, Montreal Island Youth Forum

Amy Cooper,
Education Specialist, Equitas - International Centre for Human Rights Education

Youveline Gervil,
Young Leader, Maison d'Haïti

Mada Liyous,
Law student

Moderator

Nizar El Barqaoui,
Young ambassador to the project #jeunesse375MTL

CONCURRENT SESSIONS

JUNE 21, 2017

Urban observatories and the governance of city-regions / The RESAUD network: Governance and Securities in French-speaking Africa

PART 1: Urban observatories and the governance of city-regions

This session brought together a range of perspectives on the role of knowledge and partnerships in supporting urban decision-making. The role of these formal partnerships and their diverse structure modalities were presented through emerging research from STEaPP into existing and currently operational urban observatories, and the case study of the Gauteng City-Region Observatory (GCRO), a purpose-designed platform for multi-disciplinary urban research. The session was developed from the Caring Cities Project, a Metropolis initiative driven by the City of Johannesburg (CoJ).

PART 2: Co-developing security in French-speaking African cities to ensure nobody is left behind

In its second part, the session presented the RESAUD Program (Réseau d'Échanges Stratégiques pour une Afrique Urbaine Durable). RESAUD was founded and is supported by UN Habitat and the University of Montreal. This session explored how RESAUD's triple expertise (UN Habitat, Campus Montreal, French-speaking African universities) is offered through its network of observatories for national governance and securities to meet the needs of municipal governments and to find pragmatic solutions to specific problems of insecurity facing cities and halting their development.

Speakers

Rashid Seedat,
Gauteng Provincial Government

Ibrahima Thioub,
Rector, Université Cheikh Anta Diop de Dakar

Carla Washbourne,
UCL Department of Science, Technology, Engineering and Public Policy

Alioune Badiane,
Director (Rtd) Program Division, UN-Habitat

Ahmadou Sardaouna,
General Engineer of Civil Engineering Secretary General - Ministry of Housing and Urban Development - MINHDU

Zacharia Tiemtoré,
Teacher-researcher & Author - Doctor of Education, Université Rennes 2

Mansour Tall,
Program Officer, UN-Habitat - National office Senegal

Moderator

Michel Max Raynaud,
Associate Professor, Université de Montréal, Pavilion of the Faculty of Planning

CONCURRENT SESSIONS

JUNE 21, 2017

Preparing the Future of Mobility

This session showcased a selection of cities that are taking a leadership role in bridging the gap between now and the future; their stories should prove inspiring for other municipalities keen to find the best angle in preparing for the future of mobility.

This session presented an evolving ecosystem where public transportation authorities, vehicle manufacturers and technology players across the connected vehicle value chain are ever more rapidly proposing new commuting and transportation solutions for citizens and corporations, cities are more central than ever in the debate reshaping the mobility experience.

Many important challenges were highlighted: the use of complex digital platforms, needing to be connected with the existing physical infrastructure, the integration of mobility solutions that take on the challenges of reducing urban sprawl, traffic congestion, long commuting as well as the use of motorized transport, territorial and socioeconomic accessibility in an increasingly multi-modal service offer and the financing of new transport infrastructures.

Speakers

Luc Couillard,
Commissioner of Electrification and Intelligent Vehicles, Department of Economic Development, City of Montreal

Gilles Dufort,
Head of Transport and Mobility Planning Division - Land Use Planning Department

Juan Manuel Gastelum,
Major of Tijuana

Michael Koh,
Fellow, Centre for Liveable Cities, Singapore

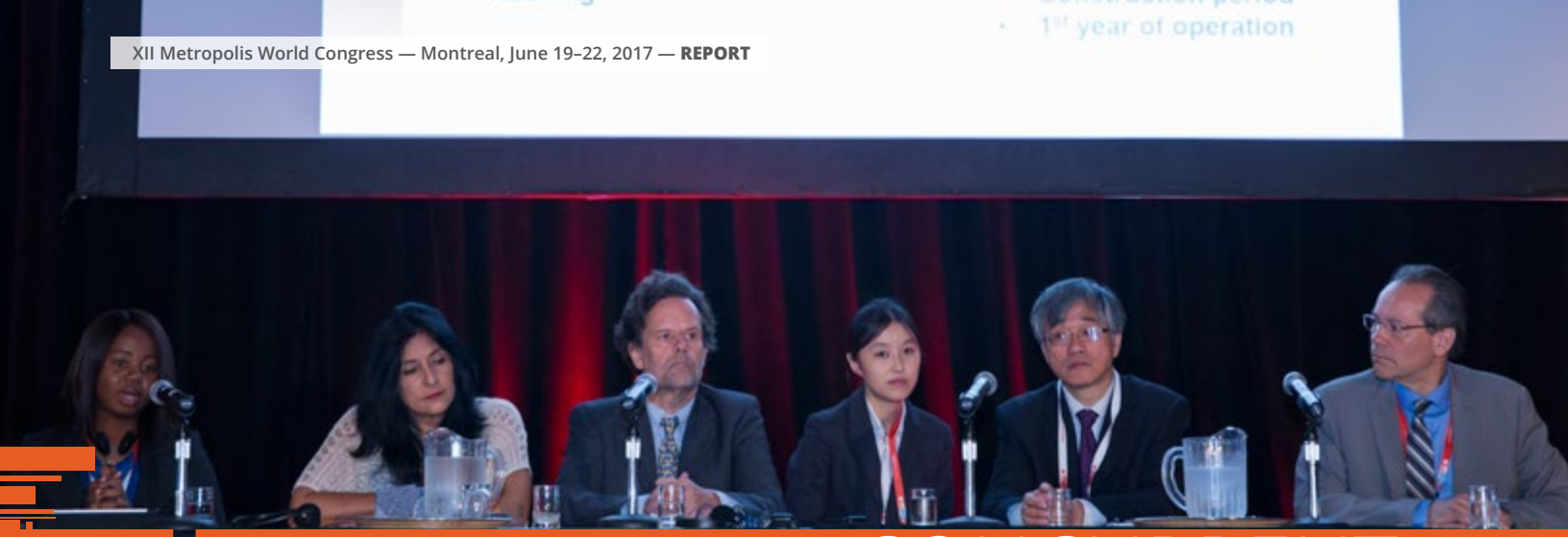
Sued Lacerda Costa,
Technical Adviser, Fortaleza City Hall

Roland Ries,
Mayor of Strasbourg and First Vice-President of Strasbourg Eurométropole

Wen Shuxun,
Chairman, Chinese people's Political Consultative Conference - CPPCC

Moderator

Pilar Conesa,
Smart City Expo World Congress Curator and anteverti CEO, Anteverti



CONCURRENT SESSIONS

JUNE 21, 2017

Rebuilding the city upon itself

This session gave an opportunity to the cities of Beijing, Johannesburg, Brussels, Caracas, Mexico and Montréal to demonstrate their respective initiatives geared to implementing the New Urban Agenda from an integrated planning perspective, with the presentation of concrete cases of urban projects under construction.

The projects that were presented aimed to densify urban activities, in the core of the cities, associated with public transit infrastructures and in order to better meet housing and employment needs. These projects favour public interventions, planning and investments aimed at transforming some of these sectors, while reducing urban expansion or sprawl. The issues of financing and public/private partnerships are also at the heart of the solutions, as are land control and the delivery of basic services (water, sewage) as well as public education and health services.

These operations are the concrete expression of this movement, of the challenge in rebuilding the city upon itself, through the transformation of these sectors. They are conducted by public administrations with the participation of the private sector and the population.

Speakers

Zulma Bolivar,
President, Urbanism Institute of Metropolitan Caracas City Hall

Linah Dube,
Director responsible for Land Use Management, City of Johannesburg

Felipe de Jesus Gutierrez,
Secretary of Urban Development and Housing, Government of the city of Mexico

Benoit Périlleux,
Brussels-Capital Region

Nansen Zhou,
Deputy Director, Beijing Municipal Commission of Urban Planning

Moderator

Sylvain Ducas,
Director - Urban Planning Department, City of Montreal

CONCURRENT SESSIONS

JUNE 21, 2017

Bloomberg Philanthropies: Unlocking Continuous Innovation in Government

Representatives from Bloomberg Philanthropies Government Innovation programs discussed a variety of techniques designed to unlock continuous innovation in government. The session specifically focused on how cities can conduct real-time, low-cost program evaluations to improve city services and the different ways Mayors can embed innovation into their City Halls.

"You can often feel stuck when you're a city worker, how to unlock this innovation every day?" said Kathleen Carlson to begin. Stephanie Wade explained, "Innovation is more than technology. She understands deeply the complex issues and how we develop solutions. "At the end of the session, participants exchanged ideas about innovation in their cities.

Speakers

Elizabeth Linos,
Vice President and Head of Research and Evaluation at BIT North America

Stephanie Wade,
Senior Program Manager - Innovation Teams, Bloomberg Philanthropies

Moderator

Kathleen Carlson,
Government Innovation, Bloomberg Philanthropies

CONCURRENT SESSIONS

JUNE 21, 2017

Metropolises Meeting the Challenge of the NUA

During this session, mayors of global Metropolises discussed how to implement the Sustainable Development Goals and the New Urban Agenda and how the newly launched Cities Collaboratory can support this process. The session also serves as a kick-off event for forming a Cities Collaboratory that seeks to formulate a practical roadmap for sustainable urban development in the participating cities.

In the first part of the session, mayors presented outlines of their metropolises' approaches to meeting the Sustainable Development Goal targets and addressing the New Urban Agenda. The opening statement began with an overview of implementation questions and guiding principles by the Governing Mayor of Berlin, Michael Müller. The participating mayors then presented their approaches and report on their experiences.

In the second part, the moderator commented on the mayor's approaches to urban sustainability strategies. Also the draft of a work program for the Cities Collaboratory developed by Berlin was presented. Finally, the mayors concluded with a panel discussion on the possibilities of the Cities Collaboratory as an institutional platform.

On the role in this process of the new research and teaching laboratory, Berlin Mayor Michael Müller said: "It is important to include scientists and university researchers and they have a greater role to play in the development of cities; we need their support and expertise ".

Speakers

Manuela Carmena,
Mayor of Madrid

Alice Charles,
Lead, Urban Development & Global Leadership Fellow, World Economic Forum

Mariana Flores,
Metropolis Regional Secretary, Mexico City

Olivia Labonté,
UN-Habitat and Young Diplomats of Canada

Herman Mashaba,
Mayor of Johannesburg,
Co-president Metropolis

Michael Müller,
Governing Mayor of Berlin

Neal Peirce,
Founder and editor-in-chief, Citiscope.org

Laura Pérez Castaño,
President of Metropolis Women at Metropolis and member of Barcelona City Council

Horacio Rodríguez Larreta,
Head of Government of Buenos Aires

Josep Roig,
Secretary General, United Cities and Local Governments - UCLG

Rahmatouca Sow Dieye,
Chief Deputy of Cabinet of the Mayor of Dakar, Metropolis Regional Secretary

Samed Naguib Wahba,
Director Urban and Territorial Development, Disaster Risk Management and Resilience, The World Bank Group

Li Xiaomian,
Vice Chairwoman, Guangzhou Municipal People's Congress

Moderator

Paul James,
Director of Institute for Culture and Society, University of Western Sydney

CONCURRENT SESSIONS

JUNE 21, 2017

Observatory of Metropolis: Major Cities facing the localisation of the Global Agenda

This session lead by Metropolis Observatory was designed to cross-cut the challenges being faced by major cities around the world *vis-à-vis* the new global agendas in particular the 2030 Agenda and its SDG 11, the climate change agreement and the New Urban Agenda.

The world is becoming increasingly urbanized. Estimates put the figure of people living in a city at seven out of every 10 by the year 2050, and closely five of them in metropolitan areas. A transformative approach to the governance of large cities has become necessary to tackle many of these challenges and actively support sustainable growth, social inclusion and environmental protection. These are mutually re-enforcing goals, respectful of the principles of the Sustainable Development Goals (SDGs), COP 21 agreements, and the New Urban Agenda. This will evolve, however, in the context of major uncertainties: the impact of globalization and new technologies; increasing inequalities; migration; as well as the threat to environmental sustainability and increasing social unrest – all of which require decisive and firm action. Additionally, sustainability, social inclusion, resilience and integrated urban planning are four main challenges that metropolitan areas and major cities must face.

SDG 11 advocates for making cities inclusive, safe, resilient and sustainable; and calls for an integrated urban planning and management.

This session allowed to analyze the challenges being faced by major cities around the world vis-à-vis the new global agendas in particular the 2030 Agenda and its SDG 11, the climate change agreement and the New Urban Agenda. It also looked at how they are adapting their strategies and plans accordingly.

Speakers

Edgardo Bilsky,
Research Director, United Cities and Local Goverments (UCLG)

Agustí Fernández de Losada,
Director of Studies and International Technical Assistance, Tornos Abogados

Patrick Jarry,
Mayor of Nanterre, President of UCLG Committee Peripheral Cities

Bryna Lipper,
Senior Vice President,
Chief Resilience Advisor,
100 Resilient Cities

Teodora Nikolova,
Architect urban planner and engineer, Paris Region Planning and Development Agency (IAU Île-de-France)

Eduard Saurina,
Deputy Manager, Metropolitan Area of Barcelona

Moderator

Eugeni Villalbí,
Project Officer -
Observatory Metropolis -
Secretariat General ·
World Association of the Major Metropolises

CONCURRENT SESSIONS

JUNE 21, 2017

How to guarantee the Right to the City in Metropolitan Areas?

The acceleration of urbanization has given rise to metropolitan areas in which it population has been increased more in a few decades than during several century. A variety of life places, urban spaces and territories have been created in parallel. These metropolitan "opportunities", however, do not present themselves in the same way for all. Social, spatial and environmental tensions are increasing in many metropolitan areas. Is the commitment of the "competitive metropolis" model to meeting the "global" concurrence criteria between metropolitan regions a factor that accentuates the observed trends? How to build, if necessary, counter-tendencies and alternatives? This is one of the challenges posed to all!

This session provided an update on this political debate, based on a dialogue between Mayors and other representatives from metropolitan territories, civil society and academia, and questioned the relationship between "the right to the city" and the "competitive metropolis".

Speakers

Agnès Deboulet,
Author, University Paris 8, LAVUE (Cnrs)

Laurence Kwark,
Secretary General, Global Forum of Solidarity Economy, City of Seoul

Daniel Martínez Villamil,
Mayor of Montevideo

Dominique Ollivier,
Director, Public Consultation Office of Montreal

Dimitri Roussopoulos,
President, Institute of Policy Alternatives of Montreal (IPAM), Montreal

Adboulaye Thimbo,
Mayor of Pikine, suburb of Dakar

Moderator

Patrick Jarry,
Mayor of Nanterre, President of UCLG Committee Peripheral Cities

Organizers

UCLG Committee on Social Inclusion, Participatory Democracy and Human Rights

Partners

Global Platform for the Right to the City,
Paris 8 University, LAVUE (Cnrs), Forum of Peripheral Local Authorities for Solidary Metropolis (FALP)

CONCURRENT SESSIONS

JUNE 21, 2017

City-Business Partnerships that Break the Barriers to Energy Efficiency in Buildings

This session explored the EEB Amplify initiative that seeks to overcome the barriers to implement energy efficiency in buildings at wide scales.

Buildings are responsible for consuming nearly 1/3 of the world's energy and producing a corresponding 20% of GHG emissions. Harnessing the energy savings and GHG mitigation potential of the building sector is recognised as essential to achieving the climate goals of Nationally Determined Contributions (NDCs) under the Paris agreement.

To help remove barriers, the World Business Council for Sustainable Development (WBCSD) has launched the Energy Efficiency in Buildings Amplify project (EEB Amplify). A multi-year energy savings validation, followed by a 10-city pilot program, has produced a proven, structured methodology for bringing together local private and public sector stakeholders to galvanize action and drive it over the long-term.

EEB Amplify is led by WBCSD in partnership with other program partners such as the World Green Building Council, Local Governments for Sustainability (ICLEI), the World Resource Institute, and the UN's Building Efficiency Accelerator. EEB Amplify brings together the local building value chains (developers, investors, engineers, suppliers, policy makers etc.) to jointly develop a local action plan and form the EEB platform to implement the agreed actions.

Other examples of energy efficiency in buildings were also presented.

Speakers

Gavin Dillingham,
Program Director, Clean Energy Policy and Director, DOE Southwest CHP TAP, HARC

Scott Henneberry,
Vice-president of Smart Grid Strategy, Schneider Electric

Roland Hunziker,
Director, Sustainable Buildings and Cities, World Business Council For Sustainable Development (WBCSD)

Moderator

Roland Hunziker,
Director, Sustainable Buildings and Cities, World Business Council For Sustainable Development (WBCSD)

CONCURRENT SESSIONS

JUNE 21, 2017

Managing water and waste in metropolitan areas

Managing water and waste are critical issues for all metropolitan areas, yet remain challenging given the rate and scale of development. These challenges are likely to increase or worsen given the multiple other stressors that add pressure to the resources (increasing water needs, development and consumption patterns, climate change, etc.)

The session was divided into two parts

The first part demonstrated how important it becomes for local and regional authorities to collaborate effectively around water management to ensure better urban water and sanitation management that in turn helps to foster resilience by increasing productivity, improving public health, and limiting the loss of life and property due to water-related disasters and the effects of climate change.

The second part explored how local governments can work closely with citizens and citizen groups to improve the way waste management is conducted. The real-life examples presented in this session illustrate how the use of various incentives can heighten awareness and get populations actively involved in these projects.

Speakers

Kevin Acklin,
Chief of Staff, Office of the Mayor, City of Pittsburgh

Mohamed Boussraoui,
Program Director, United Cities and Local Governments - (UCLG)

Nil Castro da Silva,
Diplomat of the Brazilian mission based in Montreal

Alain Leduc,
Team Leader - Residual and structure management, City of Montréal

Chieh-Yu Lin,
Director General Secretariat, New Taipei City Government

Eugenio Prieto Soto,
Director, Metropolitan Area of Valle de Aburrá, Medellin

Mohamed Sadiki,
President of the Commune of Rabat

Moderator

Caroline Larrivée,
Team Leader - Vulnerabilities, Impacts & Adaptation, Ouranos

CONCURRENT SESSIONS

JUNE 21, 2017

Governance models and coordination mechanisms at the metropolitan level

This session allowed the presentation, by representatives of various metropolitan areas across five continents, of challenges and issues related to governance and cooperation at the metropolitan level.

With accelerated urbanization and sub-urbanization, today's large cities are at the heart of large metropolitan areas, often grouping together a significant number of local governments. In a context of increasing metropolization and concentration of population in these metropolitan areas, urban issues take on a new level of importance and require innovative governance approaches facilitating cooperation at the metropolitan level.

This session, organized by the Communauté métropolitaine de Montréal, aimed to highlight various models of metropolitan governance and metropolitan coordination mechanisms, by inviting representatives (elected officials or senior public servants) of various metropolitan around the world to speak. The speakers were called upon to present the governance framework and degree of institutionalization of their metropolitan area and present the coordination mechanisms that exist between the different levels of government (local, metropolitan, national) and between the different metropolitan authorities and civil society.

Presenters were also called upon to present the challenges facing their metropolitan areas, particularly in terms of the distribution of powers and fiscal capacity, and to speak about the degree of alignment between metropolitan planning needs and the mechanisms and instruments put in place.

Speakers

Alfred Bosch,
Vice-President for International Affairs and Cooperation at the Barcelona Metropolitan Area (AMB)

Normand Dyotte,
Mayor of Candiac and member of the executive committee of the Communauté métropolitaine de Montréal

Manuel Hernández Vidal,
President of the Regional Council, Metropolitan Government of Santiago

Massimo Iezzoni,
General Manager, Communauté métropolitaine de Montréal

Herman Mashaba,
Mayor of Johannesburg, Co-president Metropolis

Mariona Tomàs Fornés,
Professor, University of Barcelona

Moderator

Stephanie Loose,
Program Manager UN-Habitat
Human Settlement Officer, Regional and Metropolitan Planning Unit at UN-HABITAT

CONCURRENT SESSIONS

JUNE 22, 2017

Seizing opportunities in the Urban Mobility Revolution: Transforming transit agencies, through public sector leadership and innovation

Presented by the NewCities Foundation

The past five years have introduced an urban mobility revolution bringing more change to our cities and our lives than has been seen since the early days of the automobile and highway system. With the potentially corrosive effects that emerging technology-driven disruptions can have on public institutions, transit agencies must become stewards of a broader, more flexible networked transportation system to ensure accessible and effective mobility.

It is now more important than ever for transport bodies to embrace and extend those same technologies to better connect with customers, buttress existing modes, and extend the reach of their systems with the help of new partners. Cross-sector conversations and renewed public sector leadership is needed for cities and transit agencies to understand and proactively confront the challenges ahead.

In this session, New Cities Foundation offered a reflection on the profound transformation set in motion by emerging technologies and new mobility-as-a-service strategies.

Speakers

Gavin Dillingham,
Director, BrulteCo, senior advisor LA CoMotion

Catherine Kargas,
Chair of the Board of Directors, Electric Mobility Canada

Greg Lindsay,
Senior Fellow, Connected Mobility Initiative, NewCities Foundation

Jean-François Tremblay,
CEO, Institut de l'électrification et des transports intelligents

Moderator

John Rossant,
Founder and Chairman, NewCities Foundation

CONCURRENT SESSIONS

JUNE 22, 2017

Partnerships and tools to support metropolitan areas for the implementation of the NUA

During the session, the speakers shared their strategies, tools and experiences for metropolitan development (with focus on networks, partnerships and tools) and link them to the implementation of the New Urban Agenda.

For metropolitan development in particular, the New Urban Agenda mentions the necessity to develop "effective instruments for performing municipal and metropolitan administrative tasks, delivering public services" (para 96) and refers to "metropolitan transport schemes" (para 115), including "open and transparent procurement and transport regulation" (para 116) and "transport and mobility plans", para 116 as well as promoting investments in urban and metropolitan infrastructure for "developing feasible solutions for (reducing) climate and disaster risks", para 144).

International networks such as Metropolis, RAMA, the MIT Metro Lab, RESAUD and the UN-Habitat MetroHUB provide platforms for knowledge sharing on metropolitan development and peer-to-peer learning events and, in strong collaboration with partners, develop strategies for capacity development in the specific local contexts.

During the discussion, the speakers, coming from different backgrounds including international associations, UN-agencies, academia and development organizations such as GIZ, explained their respective approach on how to foster metropolitan development, explaining their principles and vision, and sharing information on their strategies and tools for metropolitan development in the context of the implementation of the New Urban Agenda as well as other global agreements such as SDGs, Paris Declaration and Sendai framework.

Speakers

Lia Brum,
Content Curator & Latin America/ Europe liaison, Secretariat General · World Association of the Major Metropolises

Alain Grimard,
Senior Human Settlements Officer, UN-Habitat

Gabriel Lanfranchi,
Director of the Cities Program, CIPPEC

Stephanie Loose,
Program Manager UN-Habitat Human Settlement Officer, Regional and Metropolitan Planning Unit at UN-HABITAT

Michel Max Raynaud,
Associate Professor, Université de Montréal, Pavilion of the Faculty of Planning

CONCURRENT SESSIONS

JUNE 22, 2017

New approaches for citizen participation and transparency

This session helped emphasize how mechanisms of transparency, open government and citizen participation are fundamental to preventing the phenomena of corruption in key cities around the world.

The session was featuring experiences in Barcelona, Bogotá and Montreal, working in different contexts and from different perspectives for more democratic governance and a more efficient fight against corruption. The aim of the session was to exchange and propose innovative mechanisms that go beyond technological solutions to ensure more open and participatory local management: from local elections to accountability on specific management processes and the preparation of the public spending budget.

In a global context where cities are gaining demographic weight and economic and political power, it is becoming increasingly necessary to give cities back to the citizens. The "right to the city" is growing increasingly strong within a context of loss of confidence in the capacity of public sector management and places where metropolitan governments need to develop new communication messages with citizens using a new model of governance based on government proximity, citizen participation and transparency in public management.

In this session, the participants discussed how local governments can lead this democratic change, how they are opening their institutions to citizens through the application of transparency mechanisms so that citizens can access information and become more involved in processes, budgets and decisions that directly affect their lives.

In the end, cities and metropolitan areas are ultimately moving toward democratic regeneration to regain the trust lost in institutions through innovation in governance processes.

Speakers

Gemma Calvet Barot,
Director of the Transparency Agency, Metropolitan Area of Barcelona (AMB)

Maggie Cazal,
President,
Urbanistes Sans Frontière

Bachir Mamadou Kanoute

Dominique Ollivier,
Director, Public Consultation Office of Montreal

Johanne Savard,
Ombudsman of Montreal

Jaime Torres-Melo,
Veedor Distrital de Bogotá.
Researcher in Public Policies, Institutional

Moderator

Diana López,
Head, Local Government Unit, UN-Habitat (UNACLA)

CONCURRENT SESSIONS

JUNE 22, 2017

Urban Safety & Crime Prevention Planning for Social Integration

This session presented the perspective of safer cities in the New Urban Agenda focusing on the role of local governments.

The New Urban Agenda (NUA) paragraph 103 calls for the integration of crime prevention policies in urban strategies and interventions. As well, NUA paragraph 100 supports the provision of well-designed networks of safe, inclusive for all inhabitants, accessible public spaces and streets, free from crime and violence, including sexual harassment and gender-based violence, as a tool for the realization of social integration in cities and neighbourhoods.

The session was reflecting on how cities are applying evidence-based crime prevention and urban safety tools to promote safer cities in a perspective of urban planning, management and governance; and the complementary role of police authorities in local crime prevention including the use of local crime observatories towards establishing effective city safety monitoring frameworks for improved livability of cities. For example, Olivier Libois, head of the Namur police zone, said: “We have twice as many police per capita in Namur as many big cities. But we are not only seen as a force of police repression, but rather as a group working on the prevention and well-being of citizens“.

Speakers

Daniel Cauchy,
Director General,
International Center for the Prevention of Crime (ICPC)

Olivier Libois,
Head of the Namur Police Zone

Anie Samson,
Vice-Chair of the Executive Committee, Responsible for Public Safety and Citizen Services, City of Montréal

Berry Vrbanovic,
Mayor of Kitchener and UCLG Treasurer

Moderator

Juma Assiago,
Coordinator, UN-Habitat

CONCURRENT SESSIONS

JUNE 22, 2017

The Social Economy in Montreal: An Ecosystem to Serve Entrepreneurship, Social Innovation and Living Together

Over the past 30 years, an ecosystem supporting the creation and development of collective initiatives that serve the community has evolved in Montreal, making a substantial impact on living together in the city. This ecosystem, comprising public programs, dedicated financial tools and technical support systems, was developed as a result of citizen mobilization and constructive dialogue with public officials. It has paved the way for hundreds of initiatives that have a significant impact on their territories. By encouraging consultations and resource pooling, this ecosystem has in itself become a hotbed of innovation, enabling experimentation and the development of bold solutions to address local needs such as local services, job creation and social cohesion in Montreal.

The session gave a brief overview of the structures within the ecosystem that collaborate to support the creation and development of collective enterprises in Montreal, as well as the history of their development. Presentations of concrete initiatives demonstrated the drive and diversity of the social economy in Montreal and its multiple impacts.

The session concluded with a discussion period to acknowledge other relevant solutions brought forth by social economy enterprises both here and abroad, specifically those raised during the Global Social Economy Forum—GSEF 2016—organized in partnership with the City of Montreal and the *Chantier de l'économie sociale* in September 2016, and the potential to adapt best practices in social economy from one city to the next.

Speakers

Jean-Martin Aussant,
General manager,
Chantier de l'économie sociale

Véronique Doucet,
Executive Director,
SDÉ / City of Montréal

Bertrand Fouss,
Project Manager, Coop Carbone

Laurent Lévesque,
General Coordinator, UTILE

Gilles Renaud,
General manager,
Ateliers Créatifs Montréal

Moderator

Béatrice Alain,
Director of Partnerships,
Chantier de l'économie sociale

FIELD ACTIVITIES

COLLABORATION IN ACTION

A number of field activities were offered to participants on Wednesday afternoon, June 21. More than mere technical visits, these activities offered thoughtful reflection on important topics related to urban development.

As part of these field activities, participants had the opportunity to better understand what are those projects, but also why and how are they so extraordinary. They had the opportunity to meet and interact with key players from different backgrounds (public, cultural, citizen) to better understand how they collaborated and innovated together to develop inspiring projects.

The Saint-Michel Environmental Complex

The Saint-Michel Environmental Complex (SMEC) is the most ambitious environmental rehabilitation project ever undertaken by the Ville de Montréal.

The site provides strange landscapes to say the least—it is located on top of quarry that was converted into a landfill. It is now home to a sorting centre, a power station, and composting sites, as well as sports and cultural facilities (TOHU, Cirque du Soleil, the National Circus School, Le TAZ, and the Stade de Soccer de Montréal).

The Innovation District (*Quartier de l'Innovation*)

A world-class experimental laboratory, the Innovation District is an innovation ecosystem in the heart of Montréal that aims to increase the city's creative potential. It was launched in May 2013 by École de technologie supérieure (ÉTS) and McGill University, which were subsequently joined by Concordia University and Université du Québec à Montréal (UQAM). Since then, about twenty corporate partners have also joined the charge. The Innovation District draws on additional resources from its numerous partners in research, education, innovation, and entrepreneurship to create specific projects that are transforming the city.

The Quartier des spectacles

With a history stretching back more than 100 years, the Quartier des spectacles neighbourhood has always been a popular cultural and entertainment destination in Montreal. In 2003, the Quartier's purpose was officially defined with the creation of the Quartier des spectacles Partnership. The Quartier acquired its own visual identity and a shared vision: Live, Learn, Create and Entertain Downtown.

Since then, new public places have been created (e.g., Place des Festivals), and a number of real estate development projects were completed (e.g. Maison symphonique de Montréal). These facilities, and a number of others, enable the dissemination of and access to a wide variety of cultural offerings.

The Space for Life

The Biodôme, Insectarium, Botanical Garden and Rio Tinto Alcan Planetarium invite us to rethink the ties between human beings and nature, cultivating a new way of living. Together, the four prestigious institutions form a place where nature and science are honoured. They have positioned themselves as a Space for Life and are dedicated to sharing their vast heritage and knowledge.

Space for Life is also a participatory movement and a commitment to biodiversity: it is a vast project based on citizen participation and co-creation with visitors. Just like nature belongs to everyone, it is everyone's movement. It is a state of mind, a way of experiencing nature, and a space that we visit to exchange, collaborate and learn.

Social and Community Housing, Affordable Private Housing, and Inclusion Practices in Montréal

Montréal has close to 60,000 social and community housing units. Stemming from various federal, provincial and municipal programs, this stock continues to grow by several hundred units per year thanks to the AccèsLogis provincial program, which has been in force for the past 20 years. This program is financed by the Government of Québec and the Communauté métropolitaine de Montréal, and the financing package for each project is completed with a mortgage taken out by the sponsoring organization and guaranteed by the Société d'habitation du Québec.

Montréal also benefits from the Strategy for the inclusion of affordable housing in new residential projects, adopted in 2005. Under this strategy, activities in the residential construction sector are used as a lever in support of the development of affordable housing (the notion of affordable housing in Montréal includes social and community housing as well as affordable units developed by the Société d'habitation de Montréal (SHDM) and the private sector).

The Strategy for the inclusion of affordable housing in new residential projects targets projects with 100 units or more (200 units before December 2015) requiring a regulatory amendment pertaining to usage, density or height. Through this field activity, you will discover a few of the inclusion projects completed under the strategy will be carried out, including to Les Bassins du Nouveau-Havre and Griffintown, the Imperial Lofts project, the De Courcelles - La Tanneries project, and the site of the former Rosemont municipal workshops.

Urban projects

For almost 30 years, the City of Montréal has collaborated with governments and the private sector to carry out cutting-edge urban projects to revitalize certain sectors of the city. These urban planning initiatives began with the revitalization of Old Montreal in the 1980s, followed by the transformation of other sectors in the downtown area, such as the Cité Multimédia, the Quartier International and the Quartier des spectacles between 1998 and 2013.

The City of Montréal continues to pursue these types of initiatives in central sectors near the downtown core. These urban projects aim to transform industrial wastelands into sectors where citizens can live and work, with a focus on active public transportation and on more sustainable urban planning. Since 2010, significant investments have gone into projects in Griffintown, the university and residential neighbourhood of Outremont and its surrounding areas, as in other sectors.

Participants in this in-the-field activity had the chance to roam and visit these revitalized sectors, as well as those still in development. They witnessed first-hand how these parts of the city have transformed Montreal, consolidating its core, while blending into the existing urban fabric. Projects such as these breathe new life into these abandoned sectors, attracting new residents and creating new job sectors, thanks to high-quality and more sustainable urban planning.

Drawing from the goals of the New Urban Agenda, these projects are an example of the city's reconstruction movement from within.

Collaboration in Action: Preventing Radicalization, Social Reintegration and Cohabitation in Ville-Marie

Ville-Marie, Montreal central borough, is the heart of the Metropolis. With its business centre, four universities and numerous tourist attractions – particularly, The Quartier des Spectacles and The Old Montreal – it is one of the most vibrating districts. It is, as well, one of the sectors facing poverty, homelessness and violence the most.

The City of Montréal contributes to the implementation of strategies and programs that promote community spirit and brings together decision makers from different backgrounds – public and private sectors, educational institutions and community members – to innovate.

In this activity, participants had a chance to discover two projects: The Center for the Prevention of Radicalization Leading to Violence (CPRLV), located just steps from the Place Émilie-Gamelin and further east from Cabot Square. The space has been redesign to create a place of social cohabitation.

ACTIVE DISCOVERY LUNCHES

Guided tours were offered during lunch hour to allow participants to discover certain neighborhoods or Montréal features. These activities, offered on Tuesday and Wednesday, were walking tours and focused on the following themes:

- **In the belly of the burg : discover Montreal's underground city**
- **On the Savoury Side of the street**
- **Chinatown, The Main and the Former Red Light**

PROGRAM CONTRIBUTIONS

A number of organizations hoped to take advantage of the event to propose programs, activities or sessions to be included in the program schedule. Among them, it is worth mentioning the General Assembly of the Association internationale des maires francophones (AIMF), a three-day event that took place during the Congress.

As these complementary events ran concurrently, attendance to each reached a record high. It is also important to note that, thanks to the collaboration of the AIMF and the City of Montreal, all delegates at the AIMF's General Assembly were registered to the Metropolis Congress, and thus, were able to take part in all activities.

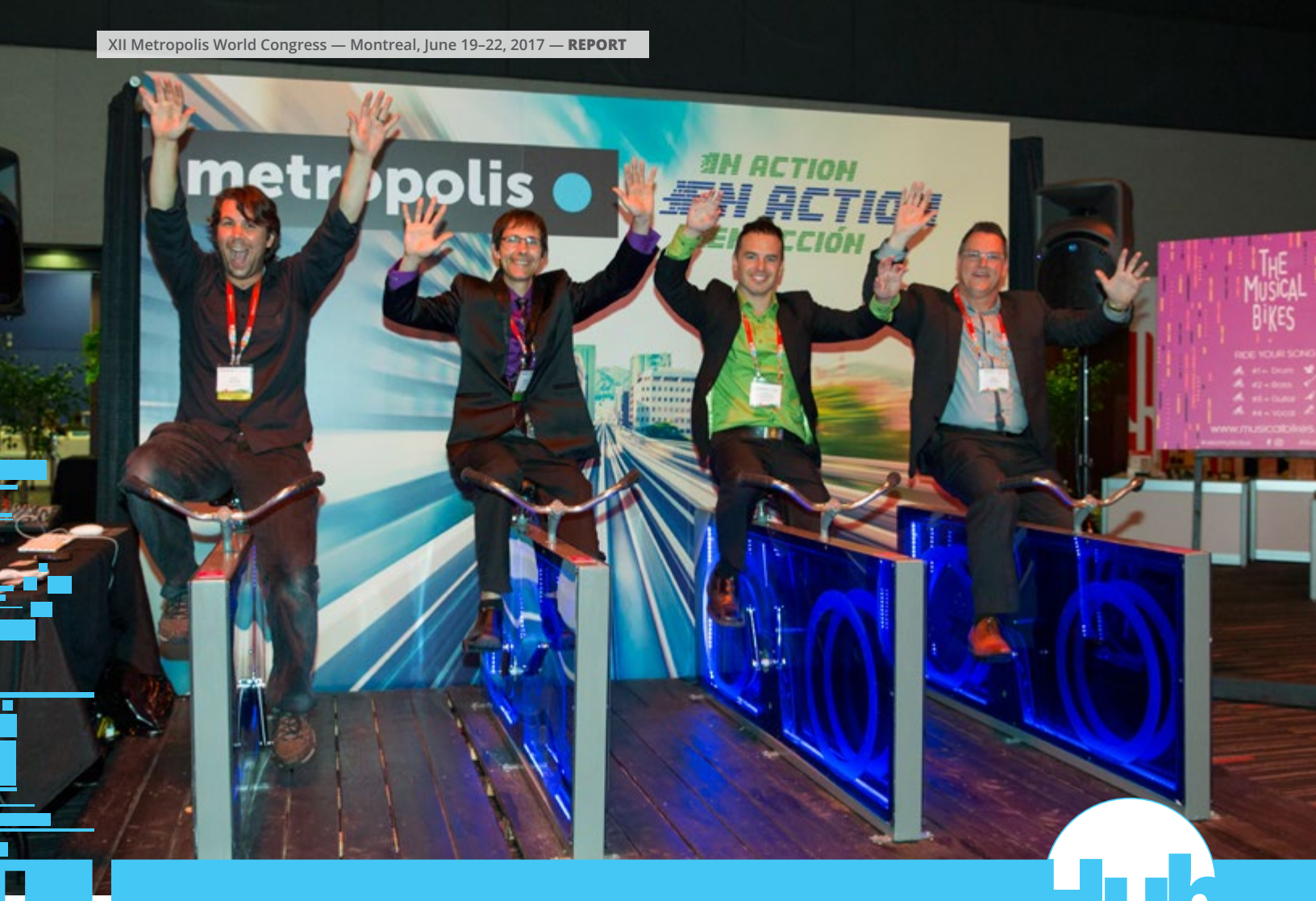
XXXVII General Assembly of the International Association of Francophone Mayors (AIMF): Acknowledging the Role of Women Leaders

On the occasion of this general assembly of francophone mayors, the AIMF has presented a review of the contributions and expectations of women entrepreneurs with regard to local communities, and has initiated a reflection on the need for a sub-regional structuring of women's networks. The aim is to initiate a joint effort between local elected officials and young leaders to advance territorial development. The commitment made by this global network of francophone local elected officials was confirmed when the first AIMF Prize for Francophone Women was awarded to Cyrine Ben Romdhane of Tunisia. Cyrine Ben Romdhane is a chartered accountant, a founding associate and director of a cabinet of chartered accountants, and the treasurer of the Chambre Nationale des Femmes Chefs d'Entreprises. She was also elected president of the Réseau des Femmes Leaders Maghrébines.

POSTER SESSIONS

A presentation area was set up in The Hub (exhibition room) to accommodate poster sessions.

In total, 27 posters were presented.



THE HUB

NUMEROUS OPPORTUNITIES FOR KNOWLEDGE EXCHANGE AND COLLABORATION

The concept behind The Hub and key zones

From the start of the project, the organizing committee hoped to establish a space for delegates to meet, discuss and network while showcasing innovative urban concepts. This experiential, conversational, interactive and connected space quickly became known as The Hub: a true meeting point gathering international organizations and exclusive activities for the benefit of experts from the world's major cities.

The Hub also reflected the value of the business community's presence at the Congress, generating further opportunities for collaboration and providing superior program to connect start-ups with cities around the world.

Room 517 ABC, which was strategically located next to the plenary room, 517D, and registration area in the 517 foyer, was chosen as an exhibition room to accommodate The Hub's various concepts, along with a restaurant area and coffee break service.

Hub

The Hub offered attendees a range of dynamic and fun zones suited to discovery and discussion:

BRAIN DATING AND BRAINSTORMING ZONE

The zone dedicated to the Congress's networking platform provided a unique chance for delegates to interact and plan individual or team meetings with other participants. The staff in e180 was on site to help Congress delegates create their profiles on the platform and book brain dates. A dedicated meeting space was available to delegates in this highly successful conversation zone (see the full description and Brain Date outcome in the Networking Platform section on page 106).

MAJOR CITIES IN ACTION ZONE

The stage for dynamic presentations by major cities, start-ups, organizations and urban stakeholders, which was located at the very centre of The Hub, was designed to accommodate 300 people. Although it was intended as a dedicated space for certain presentations in the general program, it also accommodated special events during the Congress.

URBAN INNOVATIONS ZONE

A true showcase for innovative urban projects, this zone displayed poster presentations of international projects selected through an open call for contributions in keeping with one of the Congress's principal themes. The poster presenters were asked to present their projects at The Hub during high-traffic periods (breaks and lunches).

CITY BUZZ ZONE

An authentic video recording studio was set up to capture powerful moments at the Congress and hold interviews with various collaborators, including several mayors and delegation heads. The material gathered was then broadcast on various digital platforms. Material produced at the City Buzz Zone was used on social media, which served as added promotion for the Congress.

EXPO ZONE

A number of exhibitors were on hand in the Expo Zone. Major cities, as well as public and private organizations from Montreal and elsewhere, took advantage of the Congress to make attendees aware of actions taken in various fields of activity and propose solutions to the key challenges major cities face.

SOLICITATION OF EXHIBITORS

The exhibition plan was prepared in December 2016 to help solicit potential exhibitors. Information relating to rental of exhibition spaces was available on the Congress's website, as well as in the exhibition brochure and partnership plan.

The solicitation of potential exhibitors began as of December 2016 with two options: major cities packages and commercial exhibition spaces.

SOLICITATION OF MAJOR CITIES

It was important for the Congress to offer exposure to major cities at the exhibition. Various packages were offered to suit their individual needs. These packages included an exhibition space, registration to the Congress and the option to give presentations on stage at The Hub. Various levels of participation were offered ($25,000, $15,000 and $5,000), each with its own set of advantages.

Leaders of major cities taking part in a number of international events, including the UCLG Congress in Bogotá, Cities for Life in Paris, C40 in Mexico and the Innovation Festival in Guangzhou, were solicited first. Sales efforts continued over the winter via Metropolis's contact network.

These efforts yielded the expected results, with the inclusion of Montreal, Guangzhou, Seoul, Brussels and Tijuana.

SOLICITATION OF CORPORATE AND INSTITUTIONAL EXHIBITORS

The presence of international delegations provided an excellent opportunity for businesses and organizations working in partnership with cities to reach out to this clientele to showcase their products, services, concepts or innovative projects.

The list of prospects was established based on a range of criteria, including municipal clientele, field of activity and presence on the international stage. Organizations that took part in various local and international events in 2016 were also added to the list.

Two options were offered, in terms of space: 400 sq. ft. pavilions (20' x 20') at a cost of $12,000 and 100 sq. ft. turnkey booths (10' x 10') at a standard rate of $3,975, or $1,975 for non-profit organizations (NPOs).

Due to a range of factors, soliciting exhibitors proved difficult: the number of similar events aimed at cities and taking place during the same time period; the fact that it was the first time the Congress was being held in Montreal; and the absence of exhibitions in previous years were among the factors that discouraged the organizations we approached. In addition, the call for papers, which was open to all and provided businesses with an opportunity to propose content and gain visibility through the Congress program, slowed down the process of signing exhibition contracts.

REQUESTS FOR SPACE AT NO CHARGE

The Congress was approached by a number of organizations hoping to take part in The Hub, but with no budget to purchase exhibition space. All requests submitted to Tribu PCO were presented to the organizing committee. Proposals were judged based on The Hub's overall vision, as well as on each organizations' potential to enhance its content and vibrancy.

EXHIBITORS AT THE HUB

In total, 23 exhibitors took part in The Hub at the Congress: among them, 14 had purchased an exhibition space and 9 were given space in accordance with existing agreements.

The Congress exhibition raised $56,320, with the following exhibitors taking part:

MAJOR CITIES

- **City of Montreal** — 20′ x 20′ pavilion space provided as a Major Partner
- **City of Guangzhou** — Major City Package 20′ x 20′ Pavilion
- **City of Seoul** — Major City Package 10′ x 10′ booth
- **Brussels-Capital Region** — Major City Package 10′ x 10′ booth
- **City of Tijuana** — 6′ x 6′ booth

PAVILIONS

- **Metropolis** — 20′ x 20′ pavilion space

BOOTHS

- **Énergère** — 10' x 10' standard turnkey booth
- **Investissement Québec** — 10' x 10' standard turnkey booth
- **Société de Développement Angus** — 10' x 10' NPO turnkey booth
- **C.I.T.I.E.S.** — 10' x 10' NPO turnkey booth
- **Association des Groupes des Ressources Techniques du Québec (AGRTQ)** — 10' x 10' NPO turnkey booth
- **WWF Canada** — 10' x 10' NPO turnkey booth
- **Concept Geebee** — 6' x 6' start-up turnkey booth
- **CPRMV** — 6' x 6' turnkey booth
- **ICLEI** — 6' x 6' turnkey booth
- **OuiShare Quebec** — 6' x 6' turnkey booth
- **UCLG Africa** — 6' x 6' turnkey booth
- **UNHDR** — 6' x 6' turnkey booth
- **Sister Cities International** — 6' x 6' turnkey booth

OTHER SPACES

- **Rendez-vous Startup InnoCité** — 20' x 20' space, provided as part of a partnership with Innocité, to be used by 23 international start-ups to present ideas connected to the themes of the Congress.
- **CODE Souvenir** — 30' x 20' space provided for the sale of merchandise created by Montreal designers.
- **Union des Municipalités du Québec** — 12' x 12' space provided to promote Quebec municipalities whose innovative solutions were honoured at Mérite Ovation municipale.
- **Musical Bikes** — 12' x 7' space provided for a dynamic, hands-on activity to be offered to congress attendees in keeping with the theme Major Cities in Action.

INCLUSION OF START-UP ACTIVITIES

An analysis of several international congresses revealed a common trend: the integration of the start-up community in events aimed at urban leaders. Examples of this include the Innovation Village at the Cities for Life summit in Paris and the addition of the Guangzhou International Innovation Festival at the Guangzhou Awards. This combination adds rich content and attracts a new, younger clientele to city congresses. The organizing committee hoped to draw a start-up target audience to the Congress.

Start-ups are working to develop concrete solutions for an urban clientele. Their presence brings a fresh perspective, but they lack financial resources. Special efforts were made to ensure their attendance. Thanks to these efforts, two projects were developed and completed.

RENDEZ-VOUS STARTUP INNOCITÉ

InnoCité is a smart city accelerator that works in direct partnership with the City of Montreal to help start-ups propose solutions to an urban clientele. Discussions between InnoCité and the City of Montreal's Smart and Digital City Office have aimed to find the best way to integrate start-ups to attract the attention of Congress delegates.

The City of Montreal's Smart and Digital City Office, the Ministère de l'Économie, de la Science et de l'Innovation du Québec (MESI) and InnoCité, a smart city accelerator working to help start-ups propose solutions to an urban clientele, established a partnership to make the Congress's first Rendez-vous Startup InnoCité event possible. This partnership gave start-ups an opportunity to take part in the Congress and provided an exhibition space to InnoCité. In return, InnoCité enhanced the content on The Hub stage, bringing energy and innovation to the space.

In all, 23 start-ups proposing solutions for smart cities were selected to present their innovative solutions at the Congress to representatives of municipal governments from around the world.

The Rendez-vous Startup InnoCité project provided a valuable participant experience by showcasing innovative solutions to international decision-makers, thus opening up new opportunities for these talented start-ups from around the world. Congress attendees were delighted to discover young, urban entrepreneurs offering concrete solutions to the challenges facing major cities.

THE INNOBAHN UBISOFT EVENT

The agreement to hold this event was reached with the Chamber of Commerce of Metropolitan Montreal (CCMM) following discussions arranged by the NPO 2017 Metropolis Congress's Board of Directors with Ubisoft. The main goal was to find a way to highlight Montreal's innovation ecosystem through content that delegates would find relevant to them. The final result was the Innobahn Ubisoft event.

The event, which took place at The Hub on Wednesday, June 21, 2017, began with a networking cocktail for all congress attendees at 4:30 p.m., followed by an amazing presentation on The Hub's Major Cities in Action stage from 6 to 8 p.m. In total, 225 outside guests from Montreal's business community joined congress attendees for this special event.

Innobahn's concept was to find concrete and innovative solutions to address the challenges organizations face. To find solutions, the City issued a challenge to start-ups. Four start-ups were selected by a jury to present their solutions one after another on stage at the Congress.

The City of Montreal issued a topical and common challenge to all major cities:
What is the best way to help large cities respond to major crisis situations?
To find solutions, the City of Montreal identified four types of needs:

- What is the best way to pick up signals and important information?
- What is the best way to compile, interpret and share data to ensure that the best decisions are made?
- What is the most effective way to communicate with citizens?
- What is the best way to engage citizens to ensure accountability and empowerment?

THE CHALLENGE'S WINNING PROPOSAL, WHICH WAS ALSO VOTED AUDIENCE FAVOURITE, WAS THE START-UP **WEMAP**

Smart card technology ensured access to better local information for the general public.

Using a variety of data, Wemap allows you to quickly create maps for the general public and share them across a range of platforms, such as websites, mobile apps or public screens. Maps are automatically generated based on geolocation. They are then connected to social networks using hashtags set up by civil authorities to make data collection and information sharing easier.

STATUTORY AND BILATERAL MEETINGS

Several halls and rooms were booked for bilateral meetings. These requests were made prior to the Congress, with many more as the event unfolded. Due to the high number of requests, a variety of rooms are required to accommodate smaller meetings.

Several statutory meetings were held throughout the XII Metropolis World Congress. Rooms equipped with conference microphones and simultaneous interpretation service were specially designed to accommodate a range of meetings:

- **Metropolis Regional Secretariats Meeting**
- **Metropolis Executive and Financial Committee Meeting**
- **Metropolis Board of Directors Meeting**
- **Metropolis Women Committee Meeting**
- **Metropolis General Assembly**
- **2017-2020 Metropolis Board of Directors Meeting**
- **Global Fund for Cities Development (FMDV) General Assembly**
- **Consultation with the United Nations high-level panel about Habitat and Habitat III with the local electoral district**

These statutory meetings have seen the adoption of many important measures and will have a significant impact on the future of Metropolis.

The Metropolis Board of Directors Meeting, held on Tuesday, 20 June, validated the admissions of six new Metropolis members. Valle de Aburrá, Tijuana, Lyon, Malé City, Bogor City and Gaziantep have brought the number of Metropolis members up to 136. The Board also validated the first edition of the Metropolis Call for Pilot Projects, choosing the six projects that will make up this first edition.

Finally, the Board of Directors Meeting backed Metropolis' President's decision to appoint the current Executive Director, Octavi de la Varga, as new General Secretary of the association, replacing Felip Roca, who ended his mandate.

The General Assembly, which was held on Thursday, June 22, saw the election of the new Board of Directors for the period 2017-2020, composed of 28 members, and the re-election of Denis Coderre, mayor of Montreal, as President of Metropolis. The GA validated Metropolis' action plan for the 2018-2020 period. This plan was drafted after a long consultation process executed on several levels, notably with the various Regional Secretariats. It is the result of strategic planning executed during 2016 following the approval of the association's strategic guidelines at the Bogotá Board of Directors Meeting.

Finally, the General Assembly approved the Montreal Declaration, a declaration of intent of the cities to tackle local and global challenges and to implement the Paris climate agreement. This declaration was drawn up with several other city networks participating in the XII Metropolis World Congress who expressed their desire to contribute and associate themselves with a common declaration with Metropolis.

4 Promotion

COMMUNICATION COMMITTEE

A communication committee was established to organize the conference's promotional and communication activities and to coordinate the work of the teams on site (Metropolis, City of Montreal and Tribu PCO). This committee included the following individuals:

- **Agnès Bickart,** General Secretariat of Metropolis
- **Xavier Bermejo,** General Secretariat of Metropolis
- **Lia Brum,** General Secretariat of Metropolis
- **Teresa Oliver,** General Secretariat of Metropolis
- **Dominique Poirier,** City of Montreal
- **Jeanne Pariseau,** City of Montreal
- **Elizabeth Deschamps,** NPO Metropolis World Congress 2017
- **Marilyn Lessard,** Tribu PCO
- **Sara Frattolillo,** Tribu PCO
- **Josiane Fontaine-Zuchowski,** Tribu PCO
- **Clémence Gaborieau,** Tribu PCO

PROMOTION PLAN

Tribu PCO drafted a promotion plan to implement the actions required to promote the event, stimulate the interest of the targeted clientele and achieve participation objectives. The first draft of this plan, submitted in October 2016, defined the objectives and lines of communication, established communication strategies and determined the means of implementation.

COMMUNICATION OBJECTIVES

The promotion plan included the following objectives:

Quantitative objectives

- Obtain the attendance of 1,000 participants (ideally 1,500) at the XII Metropolis World Congress, from June 19 to 22, 2017.
  - about 400 participants obtained by Metropolis;
  - more than 600 participants obtained by local organizations.
- Contribute to the accession of new members, particularly those from North America.
- Generate more than 400 individual meetings catalogued using an online networking platform.
- Receive more than 100 submissions as part of a call for papers to enhance the Congress program.
- Ensure the physical presence of at least 20 to 30 companies or organizations, including ten provincial or national municipal pavilions, as part of an exhibition to promote business opportunities and the exchange of resources.

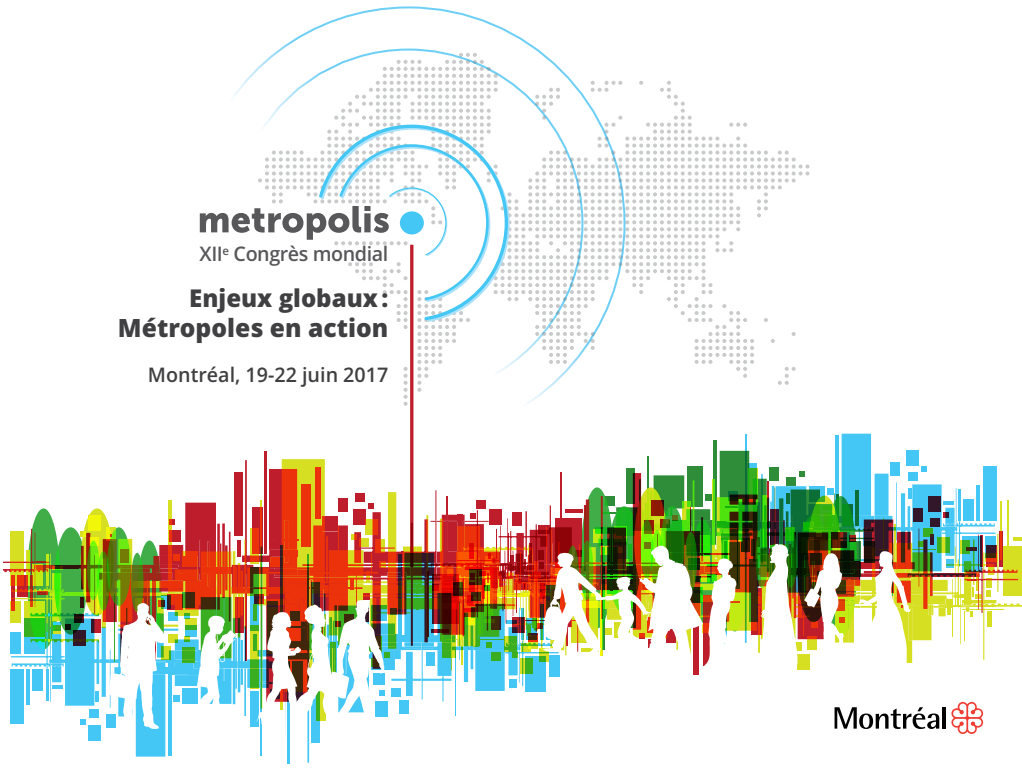
Qualitative objectives

- Educate target audiences (mayors, leaders, managers, professionals, researchers, public, etc.) about key issues faced by urban development actors.
- Bring the Metropolis World Congress to an international audience and highlight its distinctiveness and position.
- Give visibility to the event hosts, Metropolis and the City of Montreal, and by doing so, confirm their commitment to meet the challenges faced by major cities.

VISUAL DEVELOPMENT

One of Tribu PCO's first tasks was to propose a visual concept for the Congress. After several drafts, this one was retained:

This visual concept was used extensively in printed and electronic productions, on the website and in signage tools.



COVERED EVENTS

Promotion for the XII Metropolis World Congress began in earnest during the UCLG Congress, held in Bogotà in October 2016. Many events were covered by representatives of the organization committee, the City of Montreal and Tribu PCO:

- **UCLG Congress and 2nd World Assembly (Bogotà)** / October 12-15, 2016
- **Habitat III (Quito)** / October 17-20, 2016
- **Golden Adobe Award (Tehran)** / October 31, 2016
- **Launch of the Metropolis Observatory (Barcelona)** / November 2016
- **UNFCCC (COP22) (Marrakesh)** / November 7-18, 2016
- **C40 Mayors Summit (Mexico)** / November 8-11, 2016
- **Global Summit on inclusive, smart and resilient cities (Paris)** / November 21-23, 2016
- **2016 International Urban Innovation Conference (Guangzhou)** / December 6-8, 2016
- **Metropolis International Conference at the OECD (Paris)** / February 2017
- **UCLG Retreat (Barcelona)** / February 20-24, 2017
- **Metropolis Regional Secretariats Meeting (Barcelona)** / February 21
- **Smart Cities Innovation Summit (Singapore)** / March 1-2, 2017
- **UCLG Executive Bureau (Madrid)** / April 17-19
- **Annual conference of the Union des municipalités du Québec (Montreal)** / May 2-6, 2017
- **One Mega Event (New Delhi)** / May 10-12

During these events, we were able to promote the Congress (hang banners, distribute promotional material, include promotional materials in participants' bags, etc.), and directly address potential partners (sponsors and potential exhibitors, promotion partners, etc.).

AMBASSADORS AND PROMOTION PARTNERS

The Tribu PCO team and the members of the organization committee worked to establish relations with the organizations involved in urban development and metropolitan action to create a network of conveyors of information, allowing the distribution of promotional documents and electronic bulletins.

More than 100 local and international organizations were identified. They all received electronic promotional material and were asked to publish or distribute them.

About 20 collaborative organizations proved to be essential in promoting the Congress and were deemed especially important and relevant. The goal was to establish a win-win promotion partnership that would allow us to use their networks to promote the Congress and, in return, ensure their visibility during the event.

In total, 20 organizations responded to our call and became Congress ambassadors. We reached personalized agreements with each of them based on their profile to ensure the greatest visibility for the Congress. Some organizations used personalized newsletters or articles targeting specific issues relevant to their members, while others were more active on social media. Overall, the collaboration was very worthwhile. To thank our ambassadors for their contribution to the success of the Congress, we offered them an exhibition space free or charge at the Congress Hub. Six organizations accepted our offer.

In total, 20 organizations responded to our call and became Congress ambassadors.

LIST OF AMBASSADORS PRINCIPAL PROMOTION PARTNERS:

- **Asian Mayors Forum**
- **C40**
- **CCMM**
- **CEMR**
- **Cities Alliance**
- **Cities Today**
- **CORIM**
- **CPRMV**
- **ICLEI**
- **Institut du Nouveau Monde**
- **INTA - International Urban Development Association**
- **Montreal International**
- **National Institute of Urban Affairs (NIUA) - Delhi**
- **New Cities Foundation**
- **OuiShare Québec**
- **Sister Cities International**
- **UCLG Asia Pacific (ASPAC) Section**
- **UCLGA (UCLG Africa)**
- **UNHCR**
- **World Business Council for Sustainable Development (WBCSD)**

MEDIA PARTNERS

Agreements were made with certain media partners to guarantee Congress promotion:

URBANICITY

http://www.urbanicity.org

- Conference Alert (webpage and HTML email dedicated to the event)

CITIES TODAY

https://cities-today.com

- Three newsletter banners
- Homepage banners for three months
- A page of advertising in their printed and online journal
- Two event articles
- Social media presence

DEVEX

https://www.devex.com

- Participation in the Smart Cities campaign (February 28 to April 7, 2017)
- E-Blast (mass mailing of a newsletter to 30,000 Devex subscribers).
- Website and communications (logo and summary of the Congress with hyperlinks)
- Editorial (produce editorial articles, including an interview with Sunil Dubey)

ELECTRONIC BULLETINS

Many e-news bulletins were developed to promote the Congress, the call for papers and launch of the online registration system.

SUBJECT	DATABASE	MAILING DATE
Save the date	Metropolis	July 15
Official invitation		December 5
Abstract submission opening date	Metropolis, Promotion partners, Committees	December 19
Solicitation of financial partners and exhibitors	Partner and exhibitor database	December 20
Happy Holidays / Congress Reminder	Metropolis	December 22
Registration official opening date	Metropolis, Promotion partners	February 16
Broadcast call	Promotion partners	February 22
Solicitation / Metropolises in Action	Major Cities in Action	February 22
Abstract submission closing date	Metropolis, Promotion partners	February 22
Solicitation / Exhibitors	Partner and exhibitor database	March 14
General information	Devex	March 28
End of the early bird rate	Metropolis, Montreal, NLC, Urbanicity, Promotion partners, Partner and exhibitor database	April 4 to April 13
Reminder: End of the early bird rate (April 13)	Metropolis	April 12
Daily pass	Montréal	May 4
Confirmed mayors and regular rate	Metropolis, Montreal, NLC, Promotion partners	May 11
Official program announcement	Metropolis, NLC, Montreal, Promotion partners, Partner and exhibitor database	May 18
Keynote speakers	Metropolis, Montreal, Promotion partners	May 26
Last call for regular rate registrations (24 hours)	Metropolis, Montreal, Promotion partners, NLC	May 30
Destination Montréal	Metropolis, Montreal, Promotion partners	June 2
Hub/Networking platform	Metropolis, Montreal, Promotion partners, Partner and exhibitor database	June 8
More than 140 Mayors and 1,200 Participants	Metropolis, Montreal, Promotion partners	June 16
Countdown	Participants	June 18
Day 1	Participants	June 19
Day 2	Participants	June 20
Day 3	Participants	June 21
Day 4	Participants	June 22
Highlights of the Congress	Metropolis, Montreal, Promotion partners	July 10
Appreciation survey	Promotion partners , Participants	July 18

PRINT PUBLICATIONS

Special efforts were made to limit the quantity of printed documents in favour of online communication and interactions on social media.

Throughout the event-planning process, the following documents were produced for distribution:

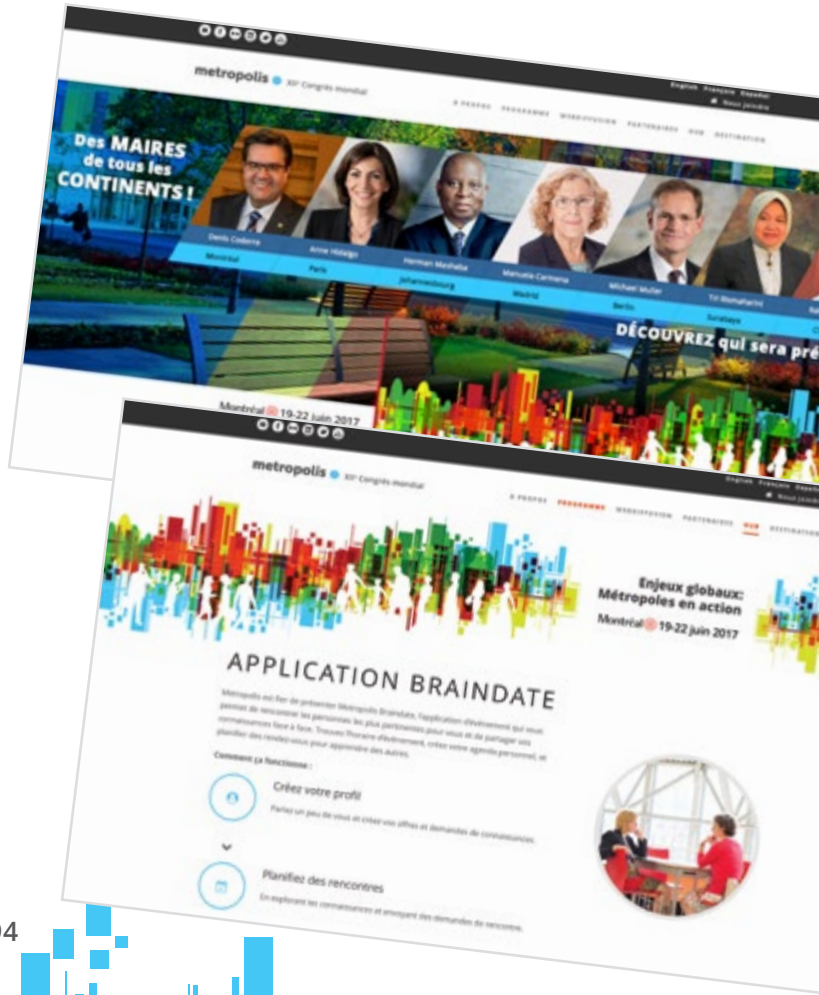
- **Postcard** (distributed to related events)
- **Promotional card** (second announcement)
- **Personalized invitations**
- **Promotional pamphlets for mailing**
- **Partnership plan** (printed as needed)
- **Exhibitor prospectus** (printed as needed)
- **Final program** (pocket program distributed on site)

WEBSITE AND DEVELOPMENT OF ELECTRONIC TOOLS

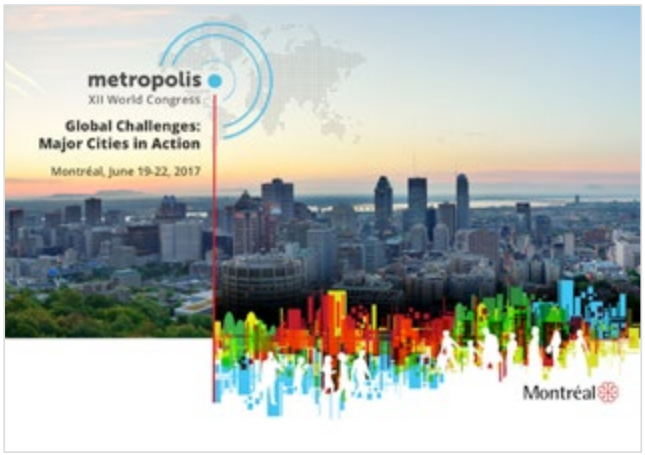
A website was developed and launched in October 2016:
www.montreal2017.metropolis.org

THE SITE GAVE A BROAD OUTLINE OF THE EVENT:

- **Presentation of the event**
  - Introduction
  - Video of the president's welcome speech
- **Webcasting**
  - Live streaming of the plenary sessions
  - Videos of the sessions available permanently online
- **Program**
  - Preliminary program with the Congress schedule
  - Biographies and photos of invited speakers
  - Online call for contributions
  - Detailed online program, with access to details on sessions, presentations and abstracts
- **List of committees**
  - Biographies and photos of the members of the Metropolis Board of Directors and the NPO 2017 Metropolis Congress Board of Directors
- **List of mayors in attendance**
- **Networking opportunities**
  - Networking platform
  - Braindates (see section 5 Registration and liaison with participants for details)
- **Partners**
  - List of partners (logos)
  - Information about partnership options
- **The Hub**
  - Information about the Hub
  - Invitation to exhibitors
  - The Hub layout
- **Registration**
  - Online registration
- **Accommodations**
  - Description of suggested hotels
  - Online reservation options
- **Place**
  - Information about Montreal
  - Information about acquiring visas
  - Information about the Palais des congrès de Montréal
  - Tourisme Montréal promotional video
- **Photo gallery**
- **Contact information**
- **Invitation to sign up for newsletters**
- **Link to different social networking sites**



The website was updated regularly. The final version includes photos of the event. It remains to be decided if material collected during the Congress (audio recordings of simultaneous sessions, PowerPoint presentations, etc.) will be available on the Congress website.



More than 21,440 users visited the website 42,965 times and viewed more than 117,311 pages. Users hailed from 42 different countries. The most common were:

- Canada
- Spain
- United States
- Germany
- France
- Mexico
- Colombia
- Iran
- Venezuela
- Belgium
- Jordan
- Argentina
- Italy
- Senegal
- Taiwan
- China
- Algeria
- Ecuador
- United Kingdom

A PowerPoint slide announcing the event was developed for the Congress, among many other electronic tools. It was made available to committee members so they could include it in their presentations as part of their participation in other events.

Much work was done with our partners to ensure the promotion of the event on their websites, including the addition of hyperlinks to the XII Metropolis World Congress website. Requests were also made to announce the Congress on as many online event calendars as possible.

SEARCH ENGINE OPTIMIZATION

A search engine issue came to light in fall 2016. The National Metropolis Conference, to be held in Montreal in March 2017, was causing confusion and putting the XII Metropolis World Congress at a considerable disadvantage. To address the problem, a search engine optimization mandate was awarded to a Montreal-based company (Ressac). The principal mandate included SEO-optimization of the Congress website, preparation of content recommendations, and development of a Google Adwords campaign to maximize the positioning of the Congress on different search engines.

The word "metropolis" gets many hits in web searches, and we therefore believe it would have been preferable to use a web address that placed greater emphasis on "metropolis" (for example, www.metropolis.montreal2017.org instead of www.montreal2017.metropolis.org). While this was impossible for the XII Congress, it should be considered for future editions.

NATURAL REFERENCING

The following strategies were implemented to optimize natural referencing:

- **Installation of the Google Search Console Pixel**
- **Installation of Yoast SEO**
- **Improvement of the site's crawlability**
- **Optimization of the metatitles and metadescriptions**
- **Implementation of interlinking**
- **Submission of the XML sitemap to Google**

Our efforts were rewarded. In January 2016, the search engine could identify a dozen keywords. Two months later, over 1,000 keywords were indexed and searchable. At the same time, the number of pages indexed on Google went from one to 861. For the keywords "Metropolis World Congress", "Metropolis Congress" and "Metropolis 2017", the site reached an average position of 1.5.

$1,240 was invested in an Adwords campaign. As a direct result of this investment, the site was visited more than **4,600 times.**

PAID REFERENCING

$1,240 was invested in an Adwords campaign. As a direct result of this investment, the site was visited more than 4,600 times.

These referencing strategies allowed us to position the Congress favourably, and most importantly, helped counter the confusion caused by the existence of the 2017 National Metropolis Conference, held in Montreal in March 2017.

USE OF SOCIAL MEDIA

Facebook, Twitter, YouTube and LinkedIn accounts were created to promote our events on social media.

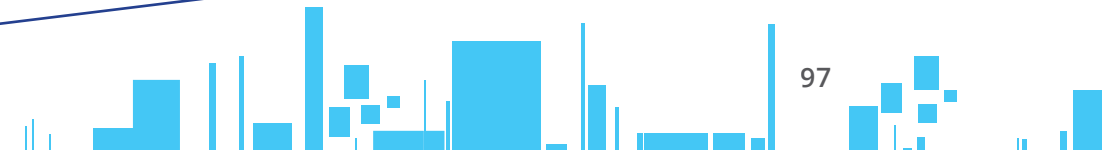
TACT Intelligence-Conseil was retained by the organization committee to take over press relations and coordinate social media activity. Intensive promotional campaigns were developed one month prior to the Congress. Many social media posts allowed us to draw attention to the Congress keynote speakers, key partners and networking opportunities. In addition, sharing participants' posts of pivotal moments during plenary sessions stimulated conversations and provided an overview of the main themes.

In brief, the use of social media directly resulted in the following:

BETWEEN APRIL 28 AND JUNE 23

TWITTER

- Number of influencer accounts added to our Twitter account: **65**
- Number of tweets or retweets about the Congress between April 28 and June 23: **219**
- Number of times the hashtag #MetropolisMTL2017 was used: **1,137**
- Number of quotations from mayors, speakers and members of the NPO Board of Directors collected and broadcast upstream during the Congress. **26**
- Number of "likes" on our tweets: **1,050**
- Scope of tweets: **436,285**
- Number of retweets: **960**
- Tweets from relevant organizations and contributors retweeted by the Metropolis account: **26**



In brief, the use of social media directly resulted in the following:

BETWEEN APRIL 28 AND JUNE 23

FACEBOOK

- Number of posts about the Congress published between April 28 and June 23: **44**
- Scope of posts: **57,100**
- Number of times the hashtag #MetropolisMTL2017 was used by public Facebook accounts: **354**
- Number of new users that liked the Metropolis Facebook page: **190**
- Number of post interactions (likes, comments, etc.): **10,300**
- Number of times a post related to the Congress was shared: **36**

REACHED APPROXIMATELY 350 MILLION CITIZENS

MEDIA RELATIONS

TACT Intelligence-Conseil was responsible for media relations. Press coverage was excellent, as the following short summary demonstrates. The full press review of all 912 mentions is available in a separate document.

Significant media coverage

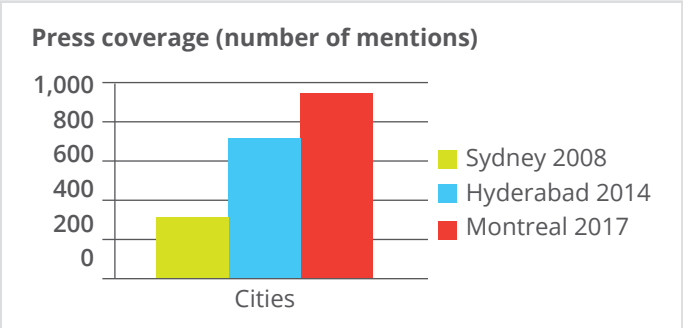
- 143 accredited media
- 912 mentions of the Congress (print, web, TV, radio)
- Reached approximately 350 million citizens (the number of people who were potentially reached by our media coverage. Each person could have been reached more than once).
- Several media outlets provided day-to-day coverage of the event, including:
    - La Presse
    - Radio-Canada Radio
    - Radio-Canada TV
    - RDI
    - TVA/LCN

High-quality media coverage

- The Congress was covered by the most important media outlets in Quebec and Canada, including:
    - La Presse
    - Le Journal de Montréal
    - Radio-Canada
    - RDI
    - TVA
    - CBC
    - Toronto Star
    - National Post
- A wide variety of perspectives and subjects were explored, such as:
    - The cities' commitment to implement the Paris Agreement
    - Cities achieving success through education (Mayor of Chicago)
    - The essential partnership between cities and the different levels of government (Justin Trudeau)
- A number of in-depth articles of substantial length on a range of subjects

Provincial, national and international media coverage

- **Local (Montreal):**
    - Many articles appeared in all daily newspapers (LaPresse, Le Devoir, Le Journal de Montréal, Metro, 24h, The Gazette)
    - Coverage by the five most important radio stations in Montreal
    - Coverage by the major television networks (Radio-Canada/RDI, TVA/LCN, V, CTV, CBC, Global, etc.)
- **Provincial:**
    - Mentions on 25 regional radio stations, from the Outaouais region to the Magdalen Islands
    - Mentions on ten TVA/LCN stations throughout Quebec.
    - Articles in regional daily newspapers such as Le Journal de Québec, La Tribune (Sherbrooke) and Le Quotidien (Saguenay)
- **National:**
    - Mentions in many major English Canadian publications and networks such as CBC, CTV, Global, National Post, Toronto Star, etc.
    - Mentions via CBC, Radio-Canada Radio and Radio-Canada TV in 11 Canadian provinces
- **International:**
    - Mentions in nearly 30 different information sources
    - Mentions in European media, such as Agence France-Presse (news agency), Le Soir (Belgium) and 24 heures (Switzerland)
    - Media coverage in the United States, the Maghreb, sub-Saharan Africa, the Middle East, Asia and Latin America



*** Please note that the exact number of international mentions is probably much higher, given that our monitoring tools only detect English and French international mentions published online. Mentions on TV, on the radio and in print are not factored in to this total.

PERSONALIZED INVITATIONS

Personal invitations were addressed to more than 600 mayors, personally signed by the President of Metropolis and the host city mayor, Denis Coderre.

Mail-outs were also sent to all individuals in the Metropolis database (more than 4,000 people) to distribute certain promotional tools (promotional card and pamphlet).

PROMOTIONAL TOUR

To encourage the presence and involvement of strategic cities and regions, an important promotional tour was organized. Throughout February and March 2017, representatives of the Metropolis Secretariat General met with high-ranking officials from targeted cities to encourage their participation in the Congress.

In addition, ex-UN representative Yamina Djacta organized a promotional tour in New York and Washington, taking advantage of her well-established professional network in both cities to reach and encourage potential participants and draw attention to the association.

THESE MEETINGS AIMED TO:

- **Provide as much information as possible on the event**
- **Stimulate organization of the largest delegation possible**
- **Suggest the idea of a presence in the Hub in the form of a national or municipal pavilion.**

THE CITIES THAT WERE VISITED:

- **Amsterdam**
- **Beijing**
- **Bonn**
- **Delhi**
- **Guangzhou**
- **Hong Kong**
- **Johannesburg**
- **London**
- **Madrid**
- **Medellin**
- **New York**
- **Sao Paulo**
- **Singapore**
- **Stockholm**
- **Sydney**
- **Washington**

IMPACT OF PROMOTIONAL ACTIVITIES

The Congress aimed to reach a wider audience than usual. Significant efforts were made to reach a non-traditional Metropolis audience. Of course, we used the database comprising over 4,000 Metropolis names. We also reached out to hundreds of organizations (NGOs, professional orders, sector associations, national and international city networks, etc.) to share our event with the largest network possible.

Paradoxically, the positioning of the general-interest network of Metropolis made it difficult to promote the congress to a non-traditional audience. It was not viewed as a specialized conference, and we therefore had difficulty stimulating the interest of clients who were specialized or interested in only one specific subject (such as governance, environment, economy, etc.).

The audience that was directly reached by the Metropolis network provided us with 500 to 600 participants. The participation of AIMF added 200 to 300 additional delegates. Thanks to our efforts to attract new participants, close to 1,600 individuals registered for the Congress.

Electronic tools (website, social media and e-bulletins), along with the creation of important promotion partnerships, are the key to developing successful promotional strategies for an event like the XII Metropolis World Congress. Successful participation in the Congress was mainly thanks to the visibility agreements we concluded with ambassadors and promotion partners (see previous column).

It is important to note that local participants only represented 30% of the total number of participants, which attests to the international importance of the Metropolis World Congress. The following column indicates the results and registration reports.

Local participants only made up 30% of the total number of participants, which attests to the international importance of the Metropolis World Congress.

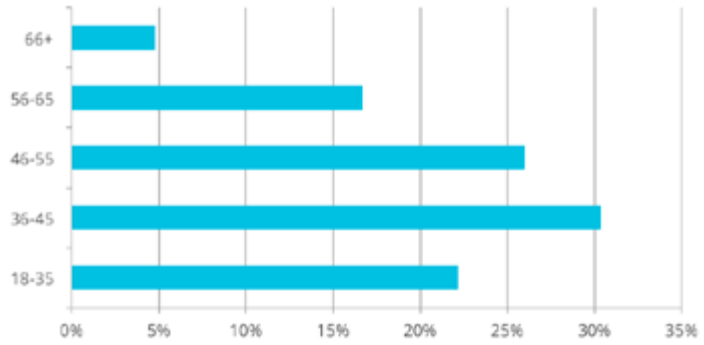
5 Registration and liaison with participants

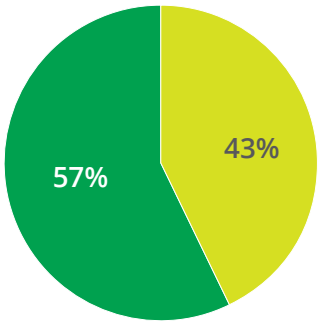
IMPLEMENTATION OF REGISTRATION PROCEDURES

As set out by its mandate, Tribu PCO implemented an efficient, state-of-the-art registration system. This system went online in February 2017. Registration management included processing information requests and registration requests, collecting registration fees, opening bank accounts, sending the necessary confirmations and letters to obtain visas, printing tags and managing hospitality on site.

The registration process went well overall. A total of 1,622 people registered.

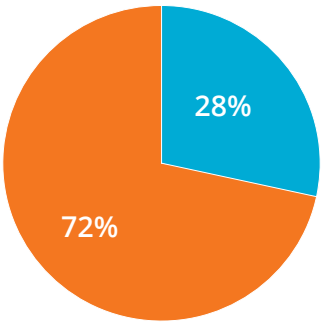
AGE GROUP





GENDER

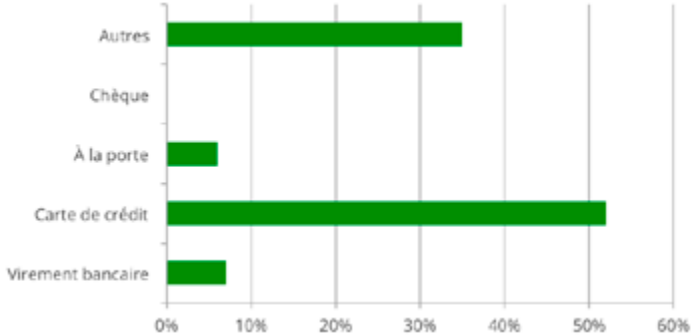
Women	43%
Men	57%



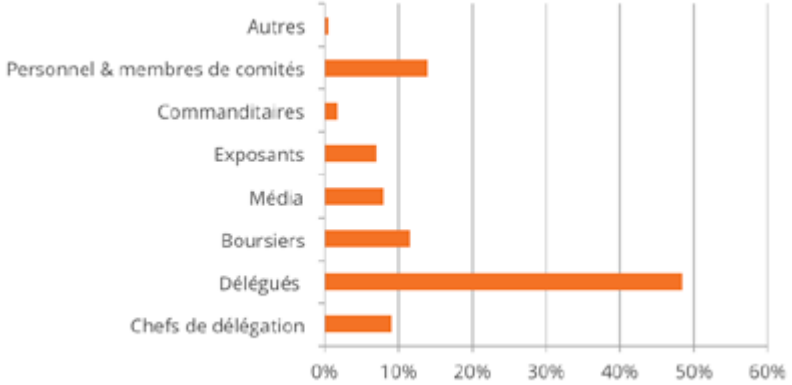
DELEGATES' COUNTRY OF ORIGIN

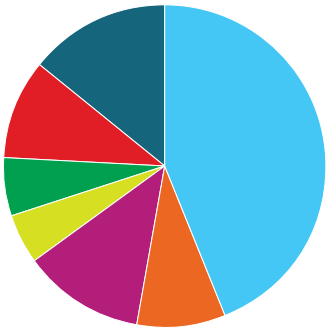
Local	28%
Outside Quebec	72%

PAYMENT METHOD



CATEGORY





ACTIVITY SECTORS

Local governments	44%
Other levels of government	9%
NGOs	12%
City networks	5%
Research and education	6%
Private sector	10%
Other	14%

Pricing framework

The following pricing framework was proposed and adopted by the organizing committee

MEMBER OF METROPOLIS	NON-MEMBER / OTHER	NPO NON-GOVERNMENT	STUDENT	DAY PASS (exclusive to Canadian residents)	HEAD OF DELEGATION
CAN$795*	**CAN$895***	**CAN$625***	**CAN$245***	**CAN$335***	**Free (by invitation)**
LATE and ON SITE: as of June 1, 2017 CAN$895*	LATE and ON SITE: as of June 1, 2017 CAN$995*	LATE and ON SITE: as of June 1, 2017 CAN$675*	LATE and ON SITE: as of June 1, 2017 CAN$295*	LATE and ON SITE: as of June 1, 2017 CAN$350*	**Registration includes** all sessions, urban workshops, welcome cocktail, delegates reception, coffee breaks and access to the networking platform.
Registration includes all sessions, urban workshops, welcome cocktail, delegates reception, coffee breaks and access to the networking platform.	**Registration includes** all sessions, urban workshops, welcome cocktail, delegates reception, coffee breaks and access to the networking platform.	**Registration includes** all sessions, urban workshops, welcome cocktail, delegates reception, coffee breaks and access to the networking platform.	**Registration includes** all sessions, urban workshops, coffee breaks and access to the networking platform. **Student ID required**	**Registration includes** all sessions, urban workshops, coffee breaks and access to the networking platform for one day.	Certain activities may be added by invitation.

*Plus taxes if applicable.

Main difficulties encountered in registration management

Implementation of the registration process proved to be complex due to difficulties related to different registration statuses:

- Need to clarify the status of the head of delegation (many participants claimed this title to gain free admission).
- Need to clarify the services and support offered to the different dignitaries (mayors who are not members of Metropolis, heads of delegation who are not mayors, etc.)
- Strong negative reactions when the registration fees were announced (many delegates expected free admission and registered late)

Initial budget estimates reported 1,000 paying participants, and this number was approved by all members of the organization committee, as well as the Board of Directors. However, it quickly became apparent that a large number of participants expected the Congress to cover the cost of registration.

After discussing with Metropolis representatives, it was concluded that during previous editions of the Congress, registration fees were often disregarded.

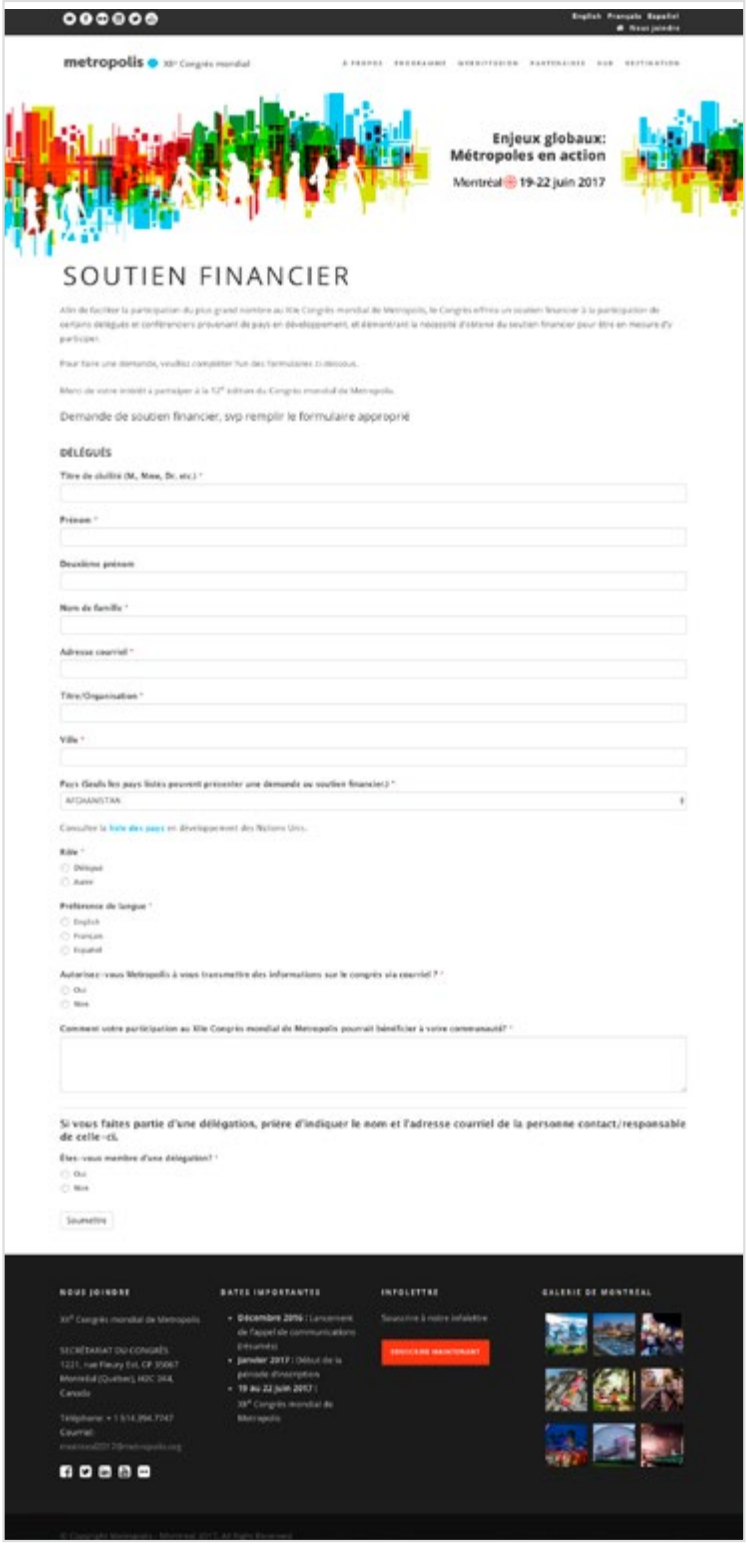
In response, the Congress organizers were forced to review their budget to compensate for the predicted decrease in paying participants and implement decision-making processes to help manage requests for free admission.

SUPPORT FUNDING FOR PARTICIPANTS

The agreement between the General Secretariat of Metropolis and the 2017 Metropolis Congress NPO foresaw an amount of 150,000 euros, to be paid by the Congress to cover services (registration, transport, accommodation) for certain participants (speakers, delegates from developing countries).

The Congress received a federal government subsidy, which made it possible to provide support and services for participants. Thanks to this contribution, the Congress was able to offer two support funds. The first was financed by the federal government subsidy and made it possible to accept applications from developing countries that met specific criteria, which were established based on the OECD Development Assistance Committee list, among other things. This fund was generated by Tribu PCO based on the decisions and recommendations of the Metropolis General Secretariat. A second fund financed by the Congress made it possible to cover costs, either in part or in total, for speakers, exhibitors and other special cases not coming from developing countries.

An online form was prepared for participants to submit requests for funding.



NETWORKING PLATFORM

From the start of the project, the organization committee clearly established that networking needed to be an integral part of the XII Metropolis World Congress, and that it was necessary to create an event that encouraged contact between participants.

With this in mind, and especially with the goal of pushing the concept of networking beyond business by encouraging contact, shared experiences and the transfer of knowledge, Tribu PCO and its partner Yulism suggested that the organization committee implement a networking platform. Participants would then be able to connect via their personal profiles, which would include their areas of interest, offers and requests (what each individual hopes to gain from participation at the Congress and what the person has to offer). Events such as C2MTL had already successfully used a similar type of networking platform, developed by e180.

Using this type of networking tool allowed us to achieve the following objectives:

Participant objectives

- Have access to a large pool of participants and knowledge
- Build inspiring relationships
- Encourage personal and professional development

Metropolis objectives

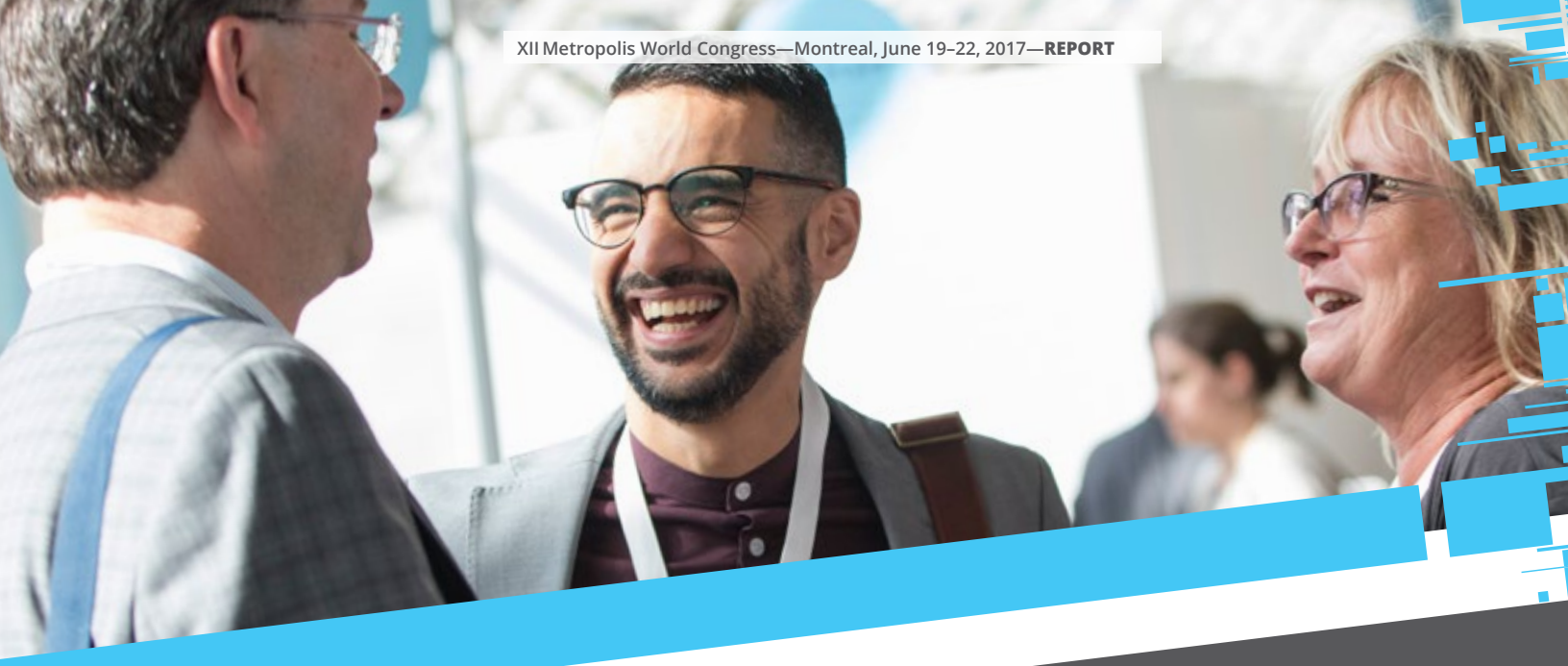
- Promote important declarations and political messages from the community of mayors around the world
- Present and recognize good urban practices on a global scale
- Enrich the debate between different actors in urban management with the help of innovative networking practices.

MOBILE APPLICATION

The application included the following functions:

- Create a profile and publish offers and requests for information
- Consult and research other participants, as well as their offers and requests based on variables such as interests and keywords
- Meeting recommendations based on the e180 networking algorithm
- Internal messaging system
- Meeting assessment and comments system
- Method for making appointments
- Automatic email alerts
- Access to the detailed event program (schedules, description of sessions, presentation titles, invited speaker biographies and abstracts)
- Option to create a personalized agenda with integrated program activities

The registration form was designed based on the information required to implement such a database. The platform allowed users to consult participant profiles, network, and schedule meetings with other participants. What's more, the integrated detailed event program made it possible for users to create a personalized agenda where they could add and schedule meetings and Congress activities.



HOSTING THE BRAINDATE LOUNGE

The Braindate Lounge was hosted by "professional matchmakers", responsible for welcoming participants, helping them find their partners and facilitating spontaneous contacts. The matchmakers helped the participants better use the networking platform. They acted as a human interface when technology reached its limits and gathered testimonies to better understand the qualitative impact of the service.

KEY DATA OVERVIEW

479 participants used the platform, equal to

48% of invited participants

102 braindates organized on the e180 matchmaking platform

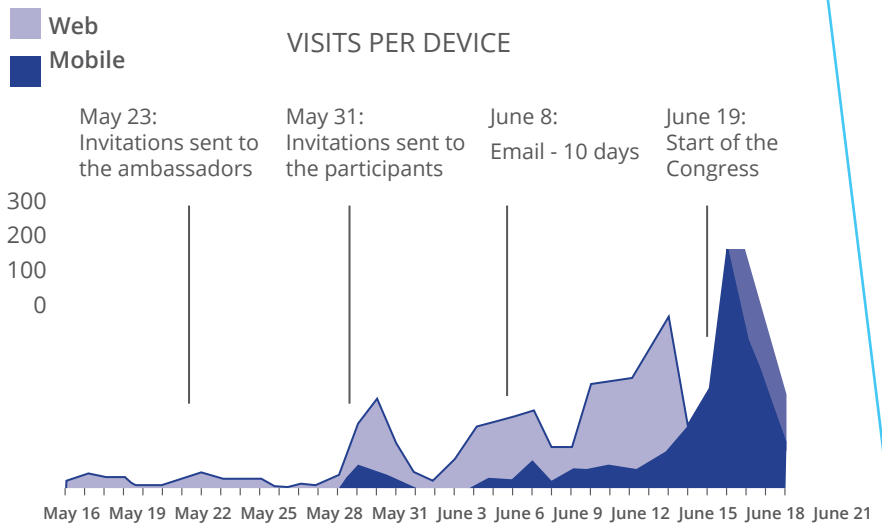
221 offers and requests for information created

USING THE PLATFORM

3,581 Total visits

60% web

40% mobile + tablet



Participants who went on braindates experienced the service's added value: 55% of participants who registered for the service completed their profile, and 48% of this group created an offer and request. Similarly, 80 participants proposed braindates (out of a total of 102 confirmed braindates), which demonstrates that many people understood the process and took advantage of the platform's matchmaking service.

PARTICIPANTS' TESTIMONIES

Here are a few testimonies from participants who benefitted from the service:

"The system is very well designed and makes it possible to see the other participants' areas of interest before meeting them. It's extremely well organized and works perfectly. The meetings inspire dialogue and lead to diverse experiences. Some exchanges are not purely organizational. They make it possible to share, discuss and discover common interests, and even plan future collaborations."

Christian Leyrit, President of the National Commission for Public Debate (CNDP)

"I met many different people thanks to braindates! I used the platform to develop partnership opportunities. Everyone I met agreed to communicate further after the event. Braindates are a great networking opportunity."

Dennis Daniel Mwanza, Deputy Director of Urban Sanitation Markets at the Bill & Melinda Gates Foundation

"The braindating concept is amazing! Speakers have a much easier time and the conference is more efficient. Participants should use it more often! A conference without this kind of networking tool doesn't have the same impact. Unfortunately, I don't think the service was advertised enough before the conference."

Monique Mujawamariya, Founder and President of Fédération Mafubo

"I thought the braindate concept was really cool from a learning perspective. The atmosphere was nice because we were in the heart of the action and so it didn't feel like we were missing out on anything. It was more of a personal learning experience for me, which is still beneficial at a professional congress."

Sophie Aladas, Chief Operating Officer, Key2Access

"It was my first experience using a service that helps you connect with people you don't know during events. Our braindate profile and the meeting area [the Hub] made it easy to meet many inspiring people. The welcome was very friendly. The concept should be universalized! There were surprises for all of us. Sharing was reciprocal. We shared experiences and found partnership opportunities. It's a great way to develop your network."

Isabelle Mayer-Jouanjean,
Lead Scientist on the
AQUARISC project – Postdoctoral Researcher
at Ouranos and UQAM

OPTIMIZATION OF NETWORKING OPPORTUNITIES

Certain measures could be implemented to increase the impact of the proposed networking activities.

Most participants had never used a networking platform before. The concept should have been explained in more depth to the participants and featured in all communications.

The activity program also should have included more time for networking activities. Due to the densely packed program, participants did not have enough time to take full advantage of the networking platform and maximize their meetings.

Lastly, in future editions, the principal leaders and influential people associated with the event (committee members, speakers, partners, etc.) should create braindate profiles to demonstrate the importance of the service for networking and knowledge-sharing.

CONCIERGE SERVICE

The Metropolis World Congress lends itself well to a personalized structure that facilitates the integration, involvement and support of participants throughout their preparation and participation in the conference. To create a personalized welcome, Tribu PCO suggested we offer a concierge service, taking inspiration from past initiatives implemented by innovative events like C2MTL. Yulism, a company of individuals who had already introduced these initiatives at C2MTL, supervised implementation of the structure for this concierge service.

Prior to the conference most participants were directly contacted by a concierge whose role was to facilitate conference preparation, familiarize participants with the networking platform, facilitate communication or contact with interesting people, and answer all questions relating to the event.

The 21 concierges were present at the start of the Congress during accreditation pick-up to personally welcome all participants. This initial meeting helped solidify the relationship that had been set up during previous communications prior to the event, and to establish the concierges as the preferred contact point for participants. The concierges' presence in the conference rooms, the Hub and at reception made it possible to offer participants quality guidance and support regarding logistics, program and braindate scheduling. In addition to braindates, many participant meetings external to the e180 platform were made possible thanks to the concierges' close contact with participants. Participants who often had predetermined and busy schedules were able to form connections quickly and efficiently. The human connection and close contact provided by the concierges therefore became the main driver for networking and facilitated meetings between participants.

The services offered by these concierges and the quality of their work on site greatly contributed to the success of the Congress and the general appreciation of the event.

REGISTRATION AREA PLANNING

The exhibition space was set up to be a pleasant and non-traditional area where the registration staff and concierges could welcome participants at ease. The layout of the main foyer in the Palais des congrès highlighted the event's visuals and contributed to the overall decor.

6 Accommodation

HOTEL OPTIONS

From the very beginning of the planning process, the organization committee chose the Westin hotel as their primary hotel and headquarters to host dignitaries and guests. The hotel's proximity to the Palais des congrès certainly constituted an asset. The InterContinental Montreal hotel was booked to welcome the AIMF General Assembly participants. Contracts were also signed with Holiday Inn Select, St-Paul Hotel and Marriott Château Champlain Hotel to ensure that all participants were accommodated.

This selection of hotels was listed on the Congress website and participants were able to make their own reservations online.

Reservations were made very late. Many delegations assumed that the Congress would take care of booking their accommodations, just as many participants assumed their registration fees would be covered. Clarifications were made depending on each particular case so that all reservations could be finalized. Tribu PCO took care of managing the accommodation of participants who were receiving support funding from the Congress.

The chosen hotels and negotiated room blocks met the needs and demands of the participants.

7 Logistics

CLOSE COLLABORATION WITH THE PALAIS DES CONGRÈS DE MONTRÉAL

The Palais des congrès de Montréal played an important role in the planning of the XII Metropolis World Congress. The PCM not only played a vital role in the preparation of Montreal's candidacy to host the conference, it also provided the location and many essential services during the event: food services (via its exclusive caterer), electricity, Internet, room set-up, security, etc.

The PCM not only played an essential role in preparing Montreal's candidacy to host the conference, it also provided the location and many essential services during the event.

ROOM ASSIGNMENT

Tribu PCO recommended that the organization committee use the rooms located on the east side of the Palais des congrès to ensure that the conference spaces remained as private as possible. **The chosen spaces provided the required flexibility to develop the program and also helped maximize circulation of participants during the event.**

Following the program's development, rooms were assigned as follows:

- **517 ABC / 516 C:** Exhibition room (The Hub)
- **517 D:** Plenary room
- **520 ABDE:** Concurrent sessions room 1
- **520 CF:** Concurrent sessions room 2
- **524 ABC:** Concurrent sessions room 3
- **519 AB:** Concurrent sessions room 4
- **518 ABC:** Statutory meetings room 1
- **521 A:** General Secretariat of the Congress
- **521 BC:** Speaker ready room
- **523 A:** VIP Room
- **516 D:** Press room
- **516 E:** Press conference room
- **523 B:** Metropolis room
- **448:** City of Montreal room
- **445 AB:** AIMF President's room
- **730:** Office of the President of Metropolis
- **522 A:** Air Canada Hospitality Suite
- **522 C:** Government of Quebec Hospitality Suite
- **522 B:** Conference room 1
- **447:** Conference room 2
- **446:** Room for individual meetings
- **449:** Room for individual meetings
- **440:** Logistics room
- **441:** NPO/Board of Directors work room
- **525 AB:** Staff dining room
- **646:** Interpreters' room
- **645:** Video editing room

FOLLOW-UP WITH SERVICE PROVIDERS

Three important services take up a significant part of a conference's operating budget: food services, audio-visuals and interior decoration and set-up (official decorator).

Food services had to be provided by Capital Catering, the Palais des congrès's exclusive caterer, which holds a monopoly over food and drink services at the Palais des congrès.

For audio-visuals and interior decorating, Tribu PCO issued a call for tenders to ensure that the proposals met their requirements, were within the allocated budget and respected their high-quality standards.

Highly detailed specifications were prepared by Tribu PCO to facilitate an efficient comparative analysis of the different proposals.

The call for tender for an official decorator needed to be done early in the planning process. The decorator needed to prepare the plans for the exhibition room based on the concept provided by the organization. These plans were needed to begin soliciting exhibitors. The decision-making process to choose an official decorator therefore began in fall 2016.

Following the call for tenders and agreements with the Palais des congrès, the following service providers were chosen to contribute to the XII Metropolis World Congress:

- **Audio-visual services:** Freeman
- **Set-up and exhibition services:** GES
- **Rental of additional furniture:** Luxe Rentals
- **Transport and customs brokerage:** Mendelssohn
- **Official photographer:** Louis-Charles Dumais (Dumais Photography)
- **Telecommunications and electricity:** Palais des congrès de Montréal
- **Food services:** Capital Catering
- **Security:** Garda and Palais des congrès de Montréal
- **Rental of computer equipment:** SLI
- **Interpreters:** Bilingua Interprétation
- **Production of official ceremonies:** Idées au cube

Tribu PCO worked with all the above-mentioned service providers to assess needs, finalize orders and supervise the delivery of services. Many production meetings took place with the various service providers, as well as a pre-congress meeting with all service providers, to ensure that everyone understood what was required and to coordinate the delivery of services. A detailed logistics plan was created to describe the requests and coordinate vendor performance.

It should be noted that, contrary to the practices widely used in the industry, Tribu PCO did not take any kickback or finder's fee from service providers. All negotiations with service providers were conducted with the interest of the Congress in mind.

ROOM SET-UP

The exhibition space was set up to be effective for the Congress's requirements, create a pleasant environment and encourage networking.

Room set up for main program

The rooms reserved for the main program were equipped with all the necessary audiovisual equipment for dynamic presentations, as well as simultaneous interpretation equipment for the talks in the three Congress languages. A half-moon banquet-style layout (round tables with chairs on one side of the table) was used to maximize the space and create a relaxed atmosphere.

One room was set up for the duration of the Congress to host statutory meetings. It had a U-shaped layout, with a head table on a podium, conference microphones for all participants and simultaneous interpretation.

Hub set-up

The Hub layout was revised several times based on booth sales. The final layout created a pleasant and relaxed atmosphere ideal for participant exchanges.

The Congress chose to decrease the amount of space allocated to exhibition booths, and instead proposed innovative concepts to participants that would maximize their networking opportunities. In addition, the presentation area was expanded to host certain sessions and external events, such as the Innobahn Ubisoft event.

The Hub's layout and atmosphere were very much appreciated by the participants and largely contributed to making it the nerve centre of the Congress.

GES was hired as the official decorator and transporter. Our collaboration with GES was very positive. During the final weeks of preparation, they proved to be flexible and accommodating when faced with last-minute layout changes, various set-up requirements and constant budget adjustments.

GES was the most important service provider for the Hub exhibition and helped develop the floor plan. GES prepared suggested layouts for key areas, provided the exhibitors with all necessary structures and services, and managed the stocking and handling of exhibition material coming from Canada and abroad.

To help participants prepare for the conference, Tribu PCO made an exhibitor's manual with all the necessary details: general information, deadlines, detailed contact information for the different stakeholders and service providers, checklist, participation guidelines, delivery, assembly and dismantling instructions, description of services, order forms, etc.

WEBCASTING

For the first time, **webcasting** was provided. The plenary sessions were broadcast live on the Congress website and made available **in the three official Congress languages**.

VIEW ONLINE

Recordings of these sessions are always available on the Congress website **montreal2017.metropolis.org.**

AUDIO-VISUAL SERVICES

Audio-visual services were provided by Freeman, the official service provider of the Palais des congrès de Montréal. Although the Palais des congrès required that we use Freeman's services, the company still had to submit a proposal to ensure that the cost of services remained competitive and that the exemption granted by the PCM compensated for any potential price differences between proposals. Due to price structures, the evaluation of costs and labour, and the nature of audio-visual services, competing companies can provide widely different cost estimates for their services. Given the significant funds earmarked for audio-visual services, these differences might have benefitted us more than the rent reduction offered by the Palais des congrès.

Finally, following the joint efforts of Freeman and the Palais des congrès, Freeman's proposal was deemed the most cost-effective, and had all the desired quality assurances regarding delivery of services.

Freeman and Tribu PCO were in constant communication to adapt to budget revisions. Audio-visual services made it possible to dramatically and efficiently improve the presentations. A giant 100-foot screen in the plenary room made the sessions more engaging.

An internal network was implemented to centralize the presentations from the speaker ready room and broadcast them directly in the presentation rooms. This network helped efficiently manage last minute changes made to the presentations and the program.

The services rendered were excellent. No technical issues were reported during the different presentations.

CATERING SERVICES

Capital Catering is the exclusive caterer for the Palais des congrès de Montréal. Their food services were required for the welcome reception, lunches, coffee breaks and snack bar installed in the exhibition room.

The food served during the opening reception met expectations, fell within budget and respected the instructions provided by Tribu PCO regarding the use of local products.

On Tuesday and Wednesday, a buffet lunch was served in the Hub. Participants were very satisfied with the food service and had the opportunity to participate in Discovery active lunches (see Program column). A formal lunch was served on Thursday as part of the Congress closing ceremony.

The snack bar in the exhibition room was designed to maximize foot traffic in the area. The snack bar was also much more cost-efficient than the buffets and helped the organization feed staff members economically.

TELECOMMUNICATIONS

Free wireless internet service was available for participants in all Congress rooms. Providing participants with access to a wireless network was necessary to maximize the use of the networking platform and online program. Hard-wire connections were used to manage the registration system and the presentation management system, as well as the needs of the work teams (Metropolis, the City of Montreal, Tribu PCO, etc.).

SECURITY

Important security measures were implemented to ensure that the Congress ran smoothly and safely.

At the request of Tribu PCO, a committee was formed comprising representatives from the Service de police de la Ville de Montréal, Sureté du Québec, the Royal Canadian Mounted Police, the private company Garda, the Palais des congrès de Montréal's security service, the Montreal Mayor's Office and Tribu PCO, in order to assess the security risks associated with the event and propose adequate security measures.

The large number of mayors and political figures in attendance justified the implementation of significant security measures. The Palais des congrès de Montréal's security service was familiar with this type of operation. At their recommendation, extensive security measures were taken at the conference's main site, including the installation of metal detectors, access control, and the privatization of Congress spaces.

It should be noted that the Service de police de la Ville de Montréal was also present during activities held outside the Palais des congrès (Cirque du Soleil night, Dinner for heads of delegation, Run for Fun, etc.).

Nursing staff was also present on site during Congress operating hours.

No incidents disrupted the event.

SUSTAINABLE MANAGEMENT

Given the size of the XII Metropolis World Congress, and considering Montreal's interest in environmental responsibility, it was important to implement a structured process that minimized the environmental footprint, but maximized participant experience.

To this end, the Tribu PCO team made sure to implement all measures necessary for an eco-friendly conference:

- The Responsible Event Management certificate, Standard BNQ 9700-253, was obtained from the the Bureau de normalisation du Québec.
- Indicators of environmentally responsible practices were made available to the participants, organizations and sites hosting Congress activities.
- Collaboration with the different host venues, such as the Palais des congrès de Montréal, allowed us to benefit from all possible eco-friendly services on offer.
- Promotion of a sustainable food system via the implementation of a surplus food redistribution system with organizations like Maison du père to ensure simple and efficient redistribution.

The *Conseil québécois des évènements écoresponsables* was hired to evaluate the environmental impact of the Congress. The goal was to reach level 2 of standard BNQ 9700-253 - Responsible Event Management from the Bureau de normalisation du Québec.

CERTIFICAT DE COMPENSATION

PLANETAIR certifie que
l'empreinte climatique du
XII CONGRÈS MONDIAL METROPOLIS
a été réduite par l'achat de
crédits de compensation de carbone
Gold Standard
représentant

263,16 tonnes de CO_2e

Certificat P-2017-8791 --- Émis le 2017/08/16
-- NON TRANSFERABLE / NE PEUT ÊTRE VENDU --

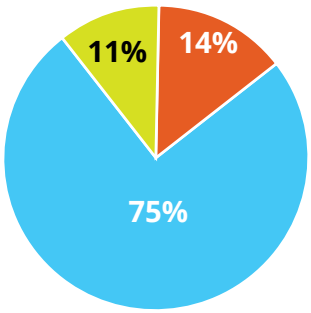
planetair

In the end, we scored 329 out of a maximum of 500 points and reached level 3. Here are a few key points from the CQEER report:

- The host venue, the Palais des congrès de Montréal, has responsible event management practices and facilitates active and public transit.
- Much of the material necessary for the event was available on site, which reduced the need for material rental and transport.
- 84% of service providers for the conference were local, with one branch located less than 100 km from the event.
- Recovery rate of 89.21% for organic and recyclable material (see table 1)
- Daily redistribution of surplus food to a neighbourhood organization that works with people in need: La Maison du père
- A Green Corps team was present to inform employees and the public about proper waste management and to answer questions about the responsible practices implemented at the conference.
- A portion of the greenhouse gas emissions caused by conference transportation and participant travel was compensated for with the Gold Standard Reforestation project in Greater Montreal as part of the Unisféra Planetair program.
- For the most part, conference attendees in Montreal could travel to the event by foot because the hotels were nearby. Many registered participants, exhibitors and employees from Montreal traveled by public transit or by bike during the conference, thus helping to reduce the environmental footprint.

Metropolis was an environmentally responsible event thanks to the commitment of the management team, the choice of service providers and host venue, the recovery of recyclable and compostable materials, and the compensation for greenhouse gas emissions.

REPORT OF WASTE MATERIAL



REPORT OF WASTE MATERIAL GENERATED BY THE EVENT		
Report of waste material	kg/day	Percentage
Recyclable material	181.00	14%
Compostable material	985.00	75%
Total waste	141.00	11%
Total waste material generated by the event	1307.00	100%
Recovery rate (recycling and composting)		89%

Total estimated greenhouse gas emissions:	4,875,159.95 kg CO2 eq.
Distance traveled (cumulated trips)	31,859,526 km
CO2 equivalent weight of average greenhouse gas emissions generated by travel:	**0.1530 kg eq. CO2/km/person**

The XII Metropolis World Congress

was a **great and historic success** marked by:

Highly **international participation**

1622 registrations, **70%** of which came from outside Canada

A renewed clientele

50% of participants were under the age of **45**

and **43%** were women

A record number of mayors and delegations

127 mayors and 302 cities

A rich and diverse program

more than **200** speakers from **35 different** countries

Major organizations and international networks were essential in broadcasting the event's program

20 major active organizations

Unsurpassed visibility

912 mentions in the media,

143 accredited media present,

WEBCASTING of the large plenary sessions

Strong social media presence

Scope of posts on Twitter and Facebook: nearly 500,000 people, more than 11,000 interactions on Congress posts.

The Congress confirmed Metropolis's position as a platform for collaboration and an international reference on issues affecting cities.

Thanks

Thank you to all the staff members who helped make this major event a success!

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