

# A Globalist Strategy for Calgary

**Patrick Smith  
Kennedy Stewart**

Research Report F|57  
Family Network

January 2007



**Canadian Policy Research Networks  
600 – 250 Albert Street  
Ottawa, Ontario  
K1P 6M1**

# **A Globalist Strategy for Calgary**

**By  
Patrick Smith  
and  
Kennedy Stewart**

**January 2007**



**Contents**

Executive Summary ..... iii

1. Globalized vs. Globalist Cities ..... 1

2. Calgary’s Position in the Hierarchy of World Cities ..... 2

3. World Economy Case Lesson: Atlanta ..... 5

4. World Economy Case Lesson: Copenhagen’s “Oresund” ..... 8

5. Calgary’s Existing Assets ..... 9

6. Potential Reforms ..... 14

7. Globalist Calgary Strategy ..... 15

8. Implementation ..... 18

9. Costs ..... 19

10. Timeline ..... 19

Bibliography ..... 21

Our Support ..... 27

**Appendices**

Appendix 1. About the Authors ..... 25

**Boxes and Figures**

Box 1. Lessons from Atlanta ..... 7

Figure 1. Cities as Ranked by Population ..... 3

Figure 2. Airport Passenger Traffic – Selected Airports ..... 3

Figure 3. Gross Domestic Product – Selected Cities (in Billions \$CAD 2004) ..... 4



## **Executive Summary**

This report proposes a Globalist Calgary Strategy by which Calgary can turn from a globalized city responding to the forces of globalization into a proactive, globalist city that makes its own mark on the world and improves its economy. While Calgary is an international city, it does not have a comprehensive strategy by which to coordinate its various efforts to promote the city, engage its citizens and form links with other communities across the globe. As cases in this study show, having no strategy, or the wrong one, can prove to be a disadvantage in the new global order. At a minimum, failing to develop a more internationalist stance limits the benefits of such global engagement. At a maximum, this failure will cost the city in trade, investment, and the capacity to interact with, learn from and contribute to cities which play the global game successfully. For relatively little cost, Calgary can better position itself to take advantage of international links and events while at the same time building important connections within the city itself which support its more globalist stance. Globalist Calgary Strategy components suggested in this report include:

1. Reinvigorating links with existing twinned and sister cities;
2. Expanding links to a number of new partners reflective of Calgary's changing multicultural and economic makeup and its broader internationalist outlook;
3. Providing a cohesive policy and administrative umbrella for a full range of city-based globalist international endeavours; and,
4. Creating a Global Calgary Office (GCO) to coordinate these activities.



# A Globalist Strategy for Calgary

## 1. Globalized vs. Globalist Cities

Calgary has been, and continues to be, an innovative international city. Past mayors and councils have supported initiatives in economic development internationally and twinned with six cities – three in North America and three in Asia. These past initiatives have been strengthened by efforts over the past 15 plus years to: (1) host the first Winter Olympics in Canada; (2) become a major centre of Canadian head offices; (3) contribute to a strategy to create a more sustainable and liveable city-region including a wind-powered rapid transit development; (4) develop and build on a more international and cosmopolitan population; and, (5) become a player in the changed global game.

Despite this legacy and ongoing efforts, a comprehensive approach to promoting Calgary internationally has not yet emerged. Despite considerable – and successful – effort, for example on economic development, there appears no umbrella – in policy or administrative terms – to coordinate ALL of the range of international activities the city is engaged in, or could be engaged in – and which might involve the city in a broader globalist context.

This somewhat truncated international positioning is detrimental for two reasons: (1) it does not maximize Calgary's potential to promote the city as a place to invest, engage, visit and globally connect, and (2) it keeps Calgary from sharing much of what it has learned with the world. This paper proposes a Globalist Calgary Strategy to provide an administrative and policy umbrella for these and future efforts, to encourage and coordinate the engagement of Calgary's citizens in this expanded international effort, and to ensure the city's global stances reflect coherent goals and maximize benefits, locally and globally.

Much of the literature on world cities maintains that many cities are *globalized* in that they are largely affected *by* global forces. In this view, cities are often held hostage to external forces, particularly economic ones, that shape civic policy and global positioning. What we pose, however, is an alternative notion of the *globalist* city. Globalist cities develop proactive strategies in which the city becomes a significant player in the world on a range of issues which are increasingly interrelated such as aid and development, social and environmental sustainability, sustainable economic development, peace, and good democratic governance. Collectively, city-based responses to many of these mutually support *each* of the sub-components of a proactive globalist city response. It is suggested here that Calgary pursue a more globalist position in that it takes an active role in engaging the world rather than simply reacting to predominantly economic global forces.<sup>1</sup>

---

<sup>1</sup> See, for example, Cohn, Merrifield and Smith (1989: 73-117) and Smith (1992). For early discussion on world cities, see also Robson and Reagan (1958) and Robson and Reagan (1972). On Asia, see Lo and Yeung (1996) and, on the US, see, for example, Hobbes (1994) and Stewart (2003).

Like all Canadian cities, Calgary does not rank in the top tiers of what John Friedmann and others call “world cities.” Friedmann has identified four place holding tiers of cities: (1) global financial articulations; (2) multinational articulations; (3) important national articulations; and (4) sub-national/regional articulations.<sup>2</sup> While Calgary and most other Canadian cities meet none of the conditions which would distinguish them even as a fourth tier world city, they do have many attributes of a globalist city in that they have demonstrated an ability to compete well with cities of similar, even larger standing in the world. As shown in the next section, Calgary, and most Canadian cities, cannot yet aspire to the upper levels of the global city game but that does not mean that they should not play.<sup>3</sup> As suggested by Fry, and discussed later, not playing in the global game has its own costs (Fry, 1998). The trick for more peripheral cities (including all of Canada’s major cities) is to figure out a “way in.” Competing head-to-head in a strictly economic global game is a strategy for failure.

## 2. Calgary’s Position in the Hierarchy of World Cities

We are living in an increasingly urban age. Approximately 50% of the world’s population currently resides in urban areas with this percentage expected to climb to 61% across the entire globe and 82% in developed areas by the year 2030. Former Vancouver Mayor and British Columbia Premier Mike Harcourt has called this an “urban tsunami” (Harcourt, 2003). According to the United Nations (2003: 3) much of this future growth will be concentrated in what are now smaller world cities, while some of the much larger mega-cities will continue to dominate in other settings:

Almost all population growth expected for the world in the next thirty years will be concentrated in the urban areas. The smaller urban settlements (with fewer than 500,000 inhabitants) of the less developed regions will be absorbing most of this growth. Mega-cities, like Tokyo, Mexico City and New York will continue to dominate the urban landscape in some countries, but the majority of the urban dwellers will be residing in the smaller cities.

There are a number of ways by which to judge where a city stands in the hierarchy of world cities. Population counts are the most traditional way of estimating where a city is positioned. As shown in Figure 1, the most populous city in the world boasts a population of over 30 million, with the top ten all coming in over the 15 million mark. Where London was the dominant world city at the turn of the 20th century, in the early 21st century London’s 12 million inhabitants rank approximately 21st on the list of the world’s largest cities. Ranked 402nd in terms of population size, Calgary is ahead of Edmonton (419), but well behind Vancouver (170), Minneapolis (102), Seattle (87), Montreal (88) and Toronto (58).<sup>4</sup>

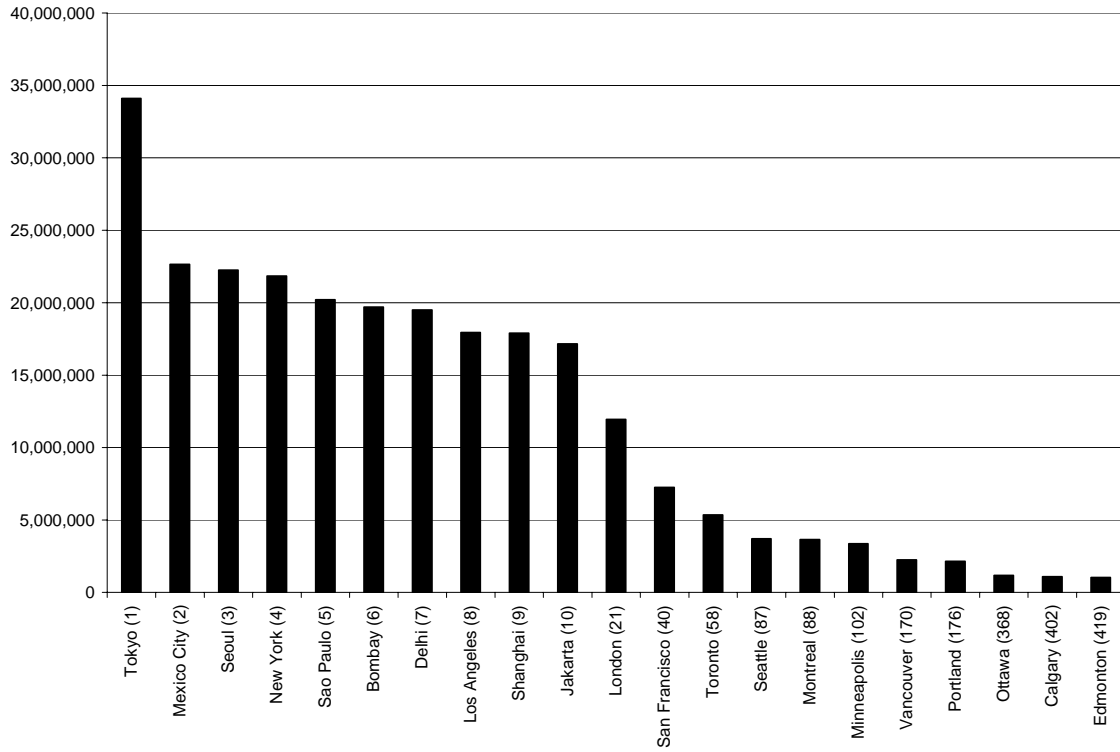
---

<sup>2</sup> See Friedmann (1995: ch. 2). Friedmann identifies five elements of a world city: (1) they serve as economic centres; (2) they provide space for capital accumulation; (3) they are more than cities – they are urban regions; (4) they constitute a hierarchy of spatial articulations, tied to their economic power; and, (5) their dominant culture is cosmopolitan.

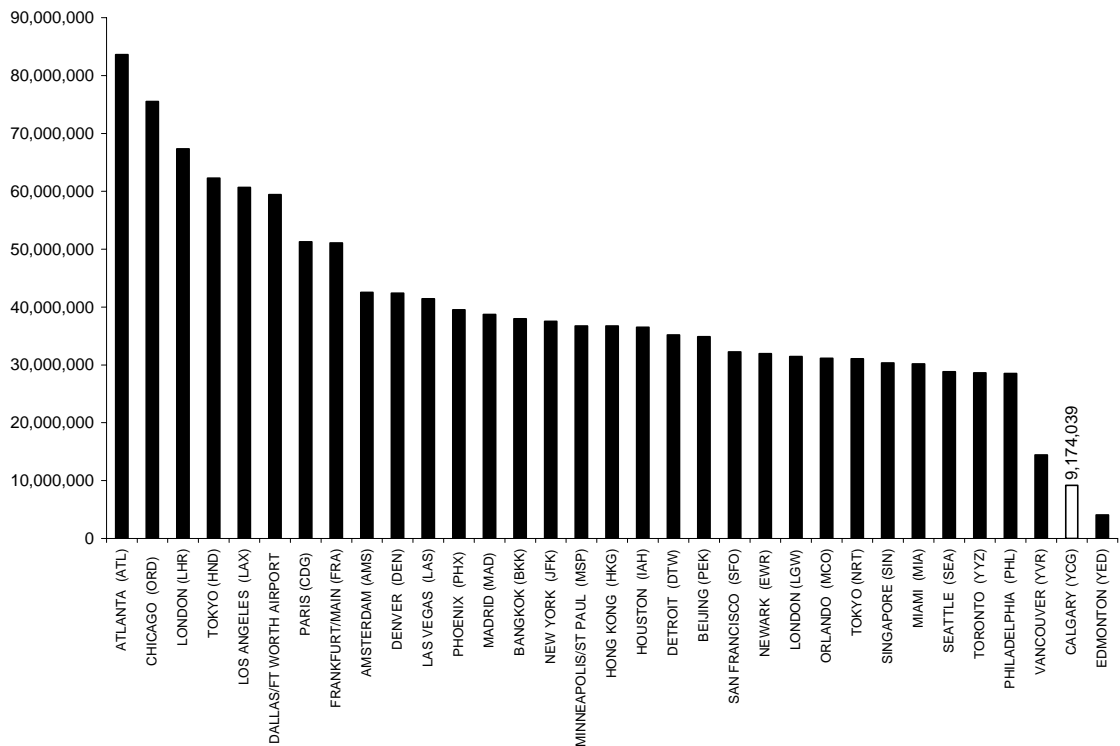
<sup>3</sup> On this point, see Andrew and Smith (1999: 5-26).

<sup>4</sup> See United Nations (2003). Interestingly, London has maintained what Sassia Saskin calls its “command and control” status as one of the top tier world cities. See also [www.citypopulation.de/World.html](http://www.citypopulation.de/World.html) (accessed January 15, 2006).

**Figure 1. Cities as Ranked by Population**

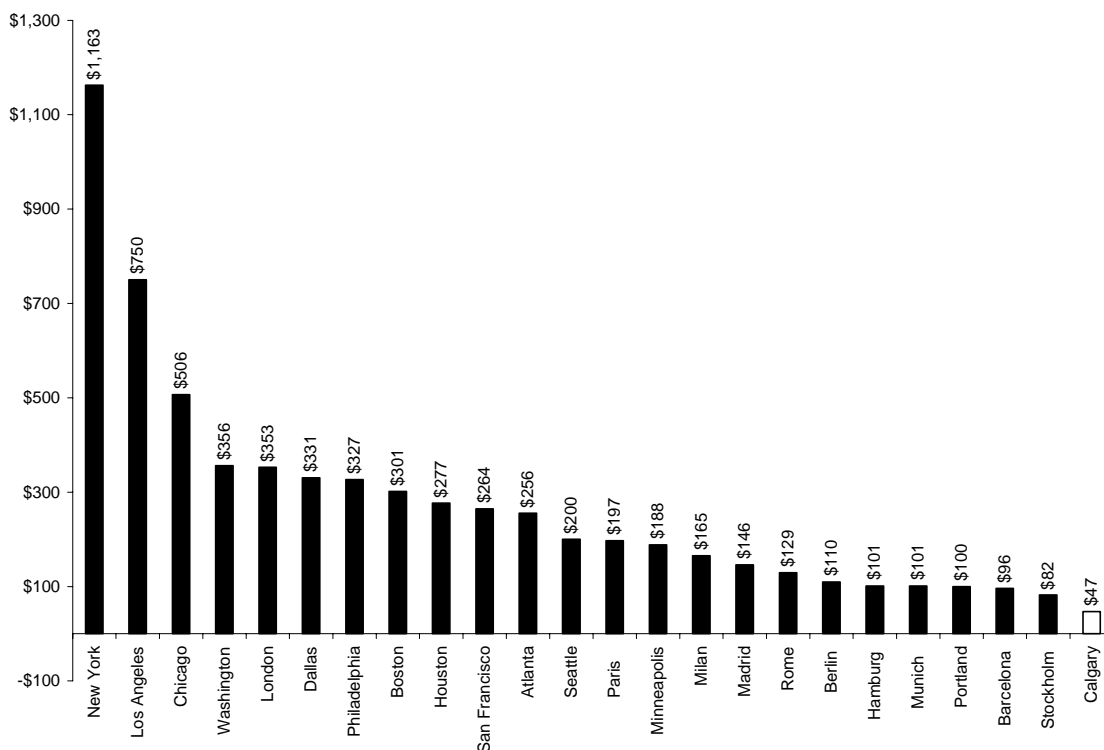


**Figure 2. Airport Passenger Traffic – Selected Airports**



Population is not the only way by which to judge a city’s world city standing. For example, world city expert John Friedmann has measured “connectedness” in terms of airline traffic. As shown in Figure 2, the world’s busiest airports boast annual passenger traffic of 80 million passengers. Where these total numbers combine domestic and international flights, London Heathrow is the busiest international airport with over 60 million passengers in 2005. With fewer than 10 million passengers, 25% of which are international, Calgary might be described as a relative non-player in terms of being an international destination. Even regionally, Calgary finishes well behind Seattle, Vancouver and Toronto in terms of total airline traffic.<sup>5</sup> Yet, as our Atlanta case study shows, it is possible for more peripheral cities (Atlanta is 62nd in world city population standing) to play well in such games.

**Figure 3. Gross Domestic Product – Selected Cities (in Billions \$CAD 2004)**



Finally, Figure 3 compares Calgary’s Gross Domestic Product (GDP) in relation to other large cities. New York dominates the international landscape with an annual GDP of over 1 trillion dollars. London boasts the highest GDP in Europe at \$353 billion CAD. Regional competitor Seattle’s local economy generates approximately \$200 billion CAD each year. According to Calgary’s Economic Development Office, Calgary’s GDP is approximately \$47 billion CAD per year (Global Insight, 2006). Again, Calgary trails most major world cities – including those in its immediate region such as Seattle and Minneapolis.

<sup>5</sup> See [www.airports.org](http://www.airports.org) (accessed January 15, 2006). ACI 2004 Annual Worldwide Airport Traffic Report (WATR).

In sum, these three set of statistics show Calgary is well behind most of the world's major cities in terms of population, connectedness and local economic production. Calgary is unlikely to grow at a sufficient rate to challenge even its regional rivals such as Vancouver and Seattle in the short-term. Thinking of competing head-to-head against giant cities is likely folly, but failing to adopt at least a survival strategy in the economy of cities is to give in, and to leave Calgary to be entirely shaped by global forces. More importantly, recognizing that a more multi-faceted and nuanced globalist approach offers a relatively inexpensive and proactive way out which goes well beyond a mere survival strategy. There seems little in the Calgary mentality which suggests a mere survival strategy is a policy route with any legs. Starting with two case studies, the next sections outline how the citizens of Calgary may think of themselves and plan to not only survive but also prosper in this new urbanized world of competing cities.

### 3. World Economy Case Lesson: Atlanta

In the 1950s, 1960s and early 1970s, Atlanta was a peripheral American city. Its 1950 city population was 331,000 (26th of 34 major US urbanized areas), peaking at 497,000 in 1970, before a serious city (though not metropolitan) decline back to 394,000 in 1990. Today, despite remaining “the Capital of Dixie,” it has transformed itself into a vibrant international city (2004 population was 425,000).<sup>6</sup> In the decade between 1990 and 2000, the Atlanta metropolitan area grew by 40%, from 2.9 million to 4.2 million. In 2004, that metro population had increased to 4,708,297 – making it the ninth largest metropolitan area in the United States.<sup>7</sup>

Often characterized as a peripheral city-region, Atlanta initially resisted the fact that they were not on the same level with top tier world cities.<sup>8</sup> In one iteration, they marketed themselves as the “Gateway to Africa” – based on the fact that Georgia has the fourth largest African-American population in the United States, and an extensive history of slave importation. In another branding attempt they were the “Coca-Cola City” – after its most famous export. In a third they were the “Instant City” which was a hard sell when two decades of white flight (from rising urban crime) to its suburbs hollowed out the inner core. Atlanta got closer to its modern and more successful brand as “Gateway to the Southeast,” an outgrowth of its earlier “Delta Connection,” then “Leapfrogging City,” and (like Calgary) “Heart of the Southeast.”

After many of these efforts, Atlanta officials realized that the city would never be able to compete economically with the major northern cities of New York and Chicago, but Atlanta officials were also clear that there were considerable benefits to playing in the global game. They then chose to base its re-branding on a more nuanced set of what we call “globalist principles.” Thus, rather than compete directly with their much bigger national and international competitors, Atlanta recast itself in regional terms as the major gateway to the seven southeastern US states (Alabama, Florida, Georgia, Mississippi, North and South Carolina, and Tennessee) – the fastest growing region in the country. Despite some regional competition – just as Calgary might face from Edmonton and Vancouver in Canada, and Seattle or Minneapolis in the United States – the Atlanta strategy has met with some success.

<sup>6</sup> On population figures, see US Census documents 1950-2000, [www.demographia.com/dm-uac.htm](http://www.demographia.com/dm-uac.htm) (accessed, January 23, 2006) and [www.atlantageorgia.gov](http://www.atlantageorgia.gov) (accessed January 19, 2006).

<sup>7</sup> For a full 2004 listing, see [www.en.wikipedia.org/wiki/united\\_states\\_metropolitan\\_area](http://www.en.wikipedia.org/wiki/united_states_metropolitan_area) (accessed January 4, 2006).

<sup>8</sup> Soldatos (1989a: 37-72) so described Atlanta.

Today, the Atlanta city-region is ninth in US Metropolitan Area (MA) population. The city is now home to 13 Fortune 500 and 24 Fortune 1000 headquarters.<sup>9</sup> Its only “regional” competitors are Miami (at sixth largest US city) and Tampa (20th).<sup>10</sup> Importantly, Atlanta is now the busiest single airport in the world – handling over 83 million passengers annually.<sup>11</sup> The economic development decision to develop its airport as the key connector to “going global” remains basic to Atlanta’s success. The development of what Soldatos identified as “a rather generalized pro-business climate and outlook” also enhanced Atlanta’s international profile.<sup>12</sup> But, importantly, for cities seeking good lessons for alternative international strategies, the Atlanta approach was not simply economic.

The Atlanta experience shows this commitment to a broader vision – one we call “globalist.” By the late 1980s, the city met many of the economic characteristics identified by Soldatos.<sup>13</sup> Yet it identified a more holistic policy route to its international strategy. This is clear in the now 18 sister city links that Atlanta has developed and the several new ones pending:

- **Salzburg**, Austria was the first twin in 1967. Culture and educational aspects rather than economics were central here.
- In 1972, **Montego Bay**, Jamaica and **Rio de Janeiro**, Brazil were added. Cultural diversity was part of these.
- In 1974, **Lagos**, Nigeria, **Toulouse**, France and **Taipei**, Taiwan joined the list; some had an economic rationale, others humanitarianism/aid.
- **Newcastle-upon-Tyne**, England became a sister city in 1976.
- During the 1980s, **Daegu**, Korea (1981), **Brussels**, Belgium (1983), **Port of Spain**, Trinidad (1987) and **Tbilisi**, Republic of Georgia (1988) were all twinned with Atlanta – some driven more by economic links, others motivated by cultural, world peace and humanitarian links.
- In the 1990s, Atlanta added four more sister city links: the local motivations were again varied: **Bucharest**, Romania (1994), **Olympia**, Greece (1994) – regarding the Olympic bid, **Cotonou**, Benin (1995), **Salcedo**, Dominican Republic (1996), and **Nuremberg**, Germany (1998).
- Since 2000, two more formal twins have been added: **Ra’anana**, Israel (2000) – peace and culture, and **Fukuoka**, Japan (2005), a major Japanese headquarter for Coca Cola.
- Atlanta is well on the way to establishing at least two more likely sister cities (Hyderabad, India and a city in China).

---

<sup>9</sup> See [www.atlantaga.gov/EconomicDevelopment/Default.aspx](http://www.atlantaga.gov/EconomicDevelopment/Default.aspx) (accessed, January 25, 2006).

<sup>10</sup> See [en.wikipedia.org/wiki/List\\_of\\_United\\_States\\_metropolitan\\_statistical\\_areas\\_by\\_population](http://en.wikipedia.org/wiki/List_of_United_States_metropolitan_statistical_areas_by_population) (accessed January 28, 2006).

<sup>11</sup> See [en.wikipedia.org/wiki/List\\_of\\_United\\_States\\_metropolitan\\_statistical\\_areas\\_by\\_population](http://en.wikipedia.org/wiki/List_of_United_States_metropolitan_statistical_areas_by_population) (accessed January 28, 2006).

<sup>12</sup> See Soldatos (1989a: 42).

<sup>13</sup> On this 1989 review, see Soldatos (1989b: 43-54).

As few as one-quarter of Atlanta’s “twins” have primary economic rationales although all have the potential to do so. They all link the city to the world, however. The initial international strategy developed by Atlanta – and codified in a 1979 city ordinance<sup>14</sup> – emphasized the likelihood of successful cultural, civic, educational, technical, economical and business linkages “on a continual basis.”<sup>15</sup> The city based its international program on the “focus areas” of Sister Cities International (SSI), the United States umbrella organization for formal international civic twinnings. These include: Arts and Culture, Economic Development, Education, Environment, Healthcare, Humanitarian Assistance, Municipal Co-Operation, Public Safety, Sports, Technology and Communications, and Youth. Based on these SSI criteria, Atlanta identified *Five Strategic Directions* for its new 2004-10 International Strategic Plan: People; Economic; Government; Environment; and Operations (Atlanta Sister City Commission, 2004: 5). Underscoring the holistic view of the city, it also signed an agreement with the United Nations in 2004 to help serve UN Habitat, UNITAR and other world organization goals such as good governance (Atlanta Sister City Commission, 2004: 5).

**Box 1**  
**Lessons from Atlanta**

- Calgary cannot compete on the global playing field head-to-head in economic terms. Although the city has identified an economic component as central to its international strategy, it will not be enough.
- “Peripheral” cities – certainly including all in Canada – must play a more multi-faceted international game. It must build linkages around a series of rationales – even where, as in Atlanta, economic/ infrastructure investment is central/key.
- Not all brandings work. It is possible to develop a failed global city strategy.
- Formal links – as long as they are built on your own local community – form the best basis for ensuring long-term and continual international exchange. Every one of Atlanta’s 18 sister city committees are active.
- Atlanta has both a process for identifying new twins and for managing those which exist.
- Having clear operational goals helps sell civic internationalism to a sometimes sceptical local population.
- Not leaving out the local population in the benefits of going global is essential to sustaining this civic effort over the long haul.
- With a clearer strategy – and some additional studies – Calgary can sustain this broader global outreach and maximize its benefits – and contributions – to global betterment.
- Going globalist offers a clear basis for ensuring holistic advantages of the city’s internationalism accrue locally and contribute most globally.

---

<sup>14</sup> Atlanta City Ordinance No. 1979-71. It established the city’s Sister City Commission to oversee global linkages.

<sup>15</sup> See Atlanta Sister City Commission (2004) regarding these goals.

#### 4. World Economy Case Lesson: Copenhagen's "Oresund"

The Copenhagen-centred Oresund regional initiative demonstrates how thinking outside the box can serve to better reposition non- or minor global city players in the global economy. Here two relatively minor city-regions in different countries devised an innovative way to co-operate to re-brand themselves to avoid falling behind in the race of global cities. Named after the major body of water separating Copenhagen/Zealand, Denmark and Malmo-Lund, Scania, Sweden, "Oresund" is a newly created binational, sub-national, international region created as part of redefining this "city-region" globally.

The Oresund regional initiative began when local interests in Copenhagen and Malmo-Lund began to contemplate ways to develop a clearer niche for their region in both European and broader global terms. Initially they faced a number of obvious obstacles. Economically there was little pre-existing interdependence in these Danish and Swedish urban economies. Geographically, there was little infrastructure to facilitate extensive regional interaction – and a major body of water to cross. The major political obstacle to overcome was that Denmark, but not Sweden, was a member of the European Union. The final issue was how to define a new region in terms that would better place it in European and world economy standings.

Sweden's recent entry into the European Union (EU) removed one of the main political barriers to cooperation between the two city-regions. The EU umbrella allows for more significant borderlands rethinking than the North American Free Trade Agreement (NAFTA) and was an important first step. It is important to remember that the European Union is not NAFTA in that national boundaries have become quite insignificant in terms of local/regional cooperation within the EU. Yet, as Cascadia initiatives show, it does not mean that cross border city-centric initiatives cannot develop and flourish.

The geographic obstacles in Oresund were overcome with major investment in infrastructure improvements. First was the megaproject construction of the Oresund Bridge – a \$3.5 billion CAD, 12km bridge/tunnel to link "the first cross-national integrated large-city region outside the European centre" (Matthiessen, Schwartz and Streiffert, 1999: 321). Second, another \$25 billion CAD was spent on transportation improvements (including another new fixed link with Scandinavia and the European continent) and a new airport and university.

The economic obstacles were grounded in two sub-regional economies with relatively little history of interaction. For Matthiessen and colleagues, the shift centred on "transformations from politics to economics, from welfare orientation to market orientation, and from spatial equalization policy to a focus on metropolitan competition" (Matthiessen, Schwartz and Streiffert, 1999: 321). In population size, the Copenhagen region is about 1.8 million. The Malmo-Lund area in Sweden has just 3/4 million. Individually, neither made the top 30. However, when combined, the Oresund region has a population of over 2.3 million. This places it 27th in the top 30 European rankings, well behind Moscow (12 million), Dortmund/Dusseldorf/Cologne (10.8 million), Paris (9.6 million) and London (9.6 million), but well ahead of where the two smaller city-regions were before the initiative.

To overcome definitional obstacles, a conscious effort was made to make sure that the new city-region brand had an appropriate name. To do so, Oresund proponents examined a series of comparative European standing lists. Where the new region ranked near the bottom of a top 30 European population list, it was ranked 11th in the top 30 urban “Gross Agglomeration Product” list (GDP equivalent). Where on their own, Copenhagen would have been ranked 19th and Malmo-Lund not at all, the new Oresund ranking now placed it between Rome and Madrid (above) and Stuttgart and Brussels-Antwerp (below).

Seeking some European and world economy comparative advantage, other lists were constructed, such as International Air Traffic – a marker identified in the 1980s by Soldatos and others. On this top 30 Euro list, London, Paris, Frankfurt and Amsterdam regions ranked as the top four; Oresund landed ninth – with virtually all (96.4%) of their numbers based on Copenhagen air traffic. Other comparative urban lists considered included rankings by firms, jobs, infrastructure, finance, culture, meetings, media presence, etc. The one area – given a heavy concentration of university/research facilities in Copenhagen and Lund – where the Oresund Region came out well was as a research centre. The combined Oresund research output placed Oresund as fifth in Europe’s top 30, behind only London, Paris, Moscow and the Amsterdam region. Perhaps, not surprisingly, this research emphasis became a major component of the new Oresund self-definition.

Bengt Streiffert, Rector of Lund University, added one additional comment on the Oresund project: “[it was] perhaps, more the notion of the Oresund bridge, than the actual bridge itself, which helped redefine this international city region” (Matthiessen, Schwartz and Streiffert, 1999: 321). That “notion” was also important in how Atlanta moved itself from being a “peripheral city” in the Old South to a modern international city. In Atlanta, their major investment – in their airport – was a necessary piece of the redefinition; in Oresund, it was more how it perceived itself and how it presented itself to the European and world communities.

## **5. Calgary’s Existing Assets**

Calgary has already made considerable and successful efforts to reach out internationally. Much of this international activity has been tied to two elements, both considerably interconnected. The first is twinning with other cities around the globe. Here Calgary has targeted its efforts to North America and Asia. The second is through more standard efforts to tie the community to the international marketplace, the city’s economic component of its globalization response.

In terms of twinnings/sister city links, Calgary already has six formal city “twins” including: Daqing, China, Daejeon, S. Korea, Naucalpan, Mexico, Quebec City, Quebec, Jaipur, India, and Phoenix, Arizona. It also has a Sister Cities Commission, with mayoral/council representation, based on Resolutions of Council: October 2, 1995, October 27-28, 1998, October 4, 1999, and April 29, 2002.

Some of the rationale for these formal twinings is clear in any analysis of Calgary: in Daqing, China, for example, the “oil patch” connections are clear. The English Canada – French Canada links to Quebec are also readily understandable. Having an American twin (Phoenix, sixth in US city size – 1,388,416, and fourteenth in combined US metropolitan population, 3,605,446)<sup>16</sup> provides a useful access to US interactions as well.

However, the local base for some of the other twinning links is less obvious. As well, there seems little connection based on the increasingly diverse ethnic makeup of the city – for example, the significant German population in Calgary, Alberta is not reflected in a German twinning. Indeed there are no European Union links. Given the increasing significance of the European economy, and the potential for Calgary-based ethnic/community links to several European Union cities, this is an omission which a more proactive Globalist Calgary stance might address. Similarly, while there are three North American twinings, there are several opportunities to get out ahead of possible future Free Trade Agreements of the Americas (FTAA) developments by identifying several Central/South American links: these might be oil-based (e.g. Venezuela) or trade (e.g. Chile or Argentina, etc).

Here, there are comparative lessons to be gained from regional competitor cities like Vancouver and Seattle. The use of municipal twinings by Seattle (now at 21) is multi-faceted, generally has fairly strong local roots, involves relatively little city expenditure and has let the city become a more significant world city player. The highly proactive stances involved in Seattle’s internationalism – a city which is 25th in the US in municipal population (569,101), 15th in metropolitan population (3,141,777) and 13th in combined metropolitan population (3,604,446)<sup>17</sup> – reflects much better a globalist approach, particularly when compared to Vancouver (metropolitan population 2, 196,400)<sup>18</sup> over the past 20 years. That Seattle has been able to develop, support and benefit from such a globalist approach is testament to what cities which are large but not top-level in world city standings can do.

To date, Calgary has adopted a globalized stance which has predominantly emphasized only one important component of a more globalist stance – its economic links. Those economic links are active and well promoted by the city. Broader policy and institutional support around these and other global links have varied from particular mayors and councils. This is the case in many potentially competing jurisdictions, such as Vancouver, where there has been more ebb than flow over the past 20 years. Given the breadth of globalist stance taken in neighbouring Seattle, it is less the case.<sup>19</sup> Both these regional competitors offer lessons for a repositioning of Globalist Calgary. The key lesson here is that a more reactive approach and one which emphasizes one element of a broader globalist engagement impacts on even the potential success of the emphasized activity.

Broadening Calgary’s base for global engagement will impact positively even on its global economic development goals. To illustrate – and this is recognized by the city’s economic development officials – there is a clear link between the city’s place in national head office

---

<sup>16</sup> From [www.citypopulation.de/](http://www.citypopulation.de/) (accessed January 3, 2006).

<sup>17</sup> From [www.citypopulation.de/](http://www.citypopulation.de/) (accessed January 3, 2006).

<sup>18</sup> From [www.citypopulation.de/](http://www.citypopulation.de/) (accessed January 2, 2006).

<sup>19</sup> For more recent Vancouver and Seattle activity – and inactivity – see Smith (1993: 211-235).

standing (certainly relative to neighbouring Vancouver) and the quality of the city's local environment and social conditions. Whether in the quality of its public school system, the education of its workforce/population or the excellence of its health facilities, cities which take a more holistic approach to their development locally benefit internationally. That also allows the city to offer lessons internationally to others, a sound base for developing further/deeper city-based linkages which will benefit Calgary. That is equally the case with a city's actual global outreach: economics is necessary – even central – but it is not sufficient to ensure higher world city standing.<sup>20</sup>

It is easy to see how many cities looking to take a more globalist approach fall into an internationalist perspective which is one-dimensional. That is, they attempt to re-brand themselves and invest by focusing only on economic aspects of the local and global economy. Certainly no global positioning by a city can be without such a focus. But what recent world city literature has identified, is the need for economics to be part of – not the whole definition of – any broader globalist stance. As noted in the recommendations below, a globalist redefinition for Calgary would build on its strong internationalist economic development performance to date, but it would also include a range of other components.

There are seven key components of any expanded *globalist* positioning:

- 1. *An Economic/Development Component*** – No world city, globalist or globalized, can fail to include an economic/development component. The question is what kind of economics is central: in globalized cities, the so called 20:80 communities, major sections of the local population are excluded from most of the benefits of urban global participation. As Baltimore discovered, golden tourist zones are a case in point so are exclusive housing and shopping enclaves, whether walled or not. Calgary IS globally engaged economically. It is a centre of Canadian head offices, for example. Markets do distribute, but not always equitably without some direction. Societies exist where the social disparity which sometimes results undermines the very community itself. A state (including a local state) role in steering, if not rowing ensures clearer economic sustainability. Here, Calgary's approach is proactive.
- 2. *A Foreign Aid Component*** – For Vancouver, there are roots in its 1944 humanitarian aid to war-ravaged Odessa; in the 1980s, British Columbia Premier Mike Harcourt initiatives within the Federation of Canadian Municipalities for federally-funded city-based aid through programs such as the Municipal Professional Exchange and Africa 2000 programs are cases in point. Neighbouring Saanich's Africa 2000 assistance to Zombe, Malawi is another good case example.<sup>21</sup> Calgary's connection to some of these FCM-CIDA (Federation of Canadian Municipalities – Canadian International Development Agency) initiatives is less clear to date, though its six twinnings attest to its existing global outreach. A more globalist approach would facilitate such connections and, importantly, provide an expanded basis, for the city's international outreach.

---

<sup>20</sup> On the issue of world city "league standing" see, for example, Friedmann (1995: ch.2) and Fry (1999: 367-402). Friedmann and colleagues emphasize "the dominating influence of a relatively small number of cities" – those which have been termed the "command and control" cities of London, New York and Tokyo. Others, such as Fry, emphasize the actions needed for second, third, fourth and even fifth level cities to respond to the shift to a more global economy in the 1970s and 1980s.

<sup>21</sup> See Smith and Cohn (1994: Vol. 2, 725-750), for a discussion of the Saanich, BC program.

3. ***A Global Ecological Component*** – In Vancouver, the 1960s debate/defeat of freeways, and its long-standing commitment to preservation of regional farmland were forerunners for broader city environmental concerns. Greater Vancouver's mid-1990s Livable Region Strategic Plan, with its emphasis on such policy concerns as air and water quality, waste treatment/disposal and preservation of greenspace and arable land, all suggest city recognition of its potential to contribute to such global issues as planetary warming.<sup>22</sup> The international city-based Urban Carbon Dioxide project, with Toronto as a member, worked “to develop a blueprint for the rest of the world to follow” in dealing with CO<sub>2</sub> gases; “with their power over zoning and land use, transportation and building approvals, cities have their hands on the levers which can turn down the global warming tap.”<sup>23</sup> The global city links and policy initiatives developed over the years by Calgary on recycling, automobile-alternative transportation, newer waste disposal forms, and alternative energy components of the city's public transit system, etc. all reflect aspects of this component. The policy push is for preserving livability in cities and globally. In Calgary, aspects of each of these global ecological components currently exist and indicate Calgary's determination to deal with air quality and other environmental problems in the region irrespective of where authority resides. Again, importantly, whether Kyoto is the issue or not, Calgary can be a player in this city-based world future discussion.
4. ***A Social Equity Component*** – Increasingly, because of senior governmental down- and off-loading, cities are confronting more of the implications of social policy abandonment – everything from homelessness, de-institutionalization of mental health patients previously in care, poverty and family breakdown, drug and alcohol abuse, un-/under-employment, crime and other iterations of increased social bifurcation. In Vancouver, the Downtown Eastside (DTES) Vancouver Agreement attest that it is possible for cities to be in the forefront of developing solutions to such urban livability challenges – again, even where jurisdictional requirements are multi-level. Some of Calgary's efforts are reflective of this social equity component – though wrapping such local efforts into a broader globalist stance is less clear.<sup>24</sup> In Vancouver, as an example, the development of a Safe Injection Site has linked the city with an International Harm Reduction network of major cities around the world. At the time of the 2006 World Urban Forum in Vancouver, that international network of such cities will also meet in Vancouver, highlighting how globalist components which do not initially appear “international” – and certainly do not start from an economic base – can provide global exposure for a city. The relative safety of Calgary, its quality of public education and its embracing of the growing city diversity all reflect aspects of a pre-existing “social equity” inventory.

---

<sup>22</sup> City of Vancouver, *Clouds of Change*, Vancouver (October 1990). Since then many Vancouver cities have contributed to air quality through the GVRD's *Livable Region Strategic Plan* and recent efforts to object to the building of a Sumas II power plant immediately across the border in Washington State from the Fraser Valley. Calgary's wind-generation for its rapid transit is a good local example here.

<sup>23</sup> See, for example, *Toronto Star* (1991: A10).

<sup>24</sup> On this, see Polèse and Stren (1998).

5. ***A Community/Cultural Diversity Component*** – Globalist cities embrace their diversity rather than confront it. Here the globalist response represents a shift from polis to metropolis towards cosmopolis. It includes more than recognition and empowerment of ethnic diversity, to civil society and a more gender-sensitive community. The globalist city represents what Sandercock calls “a thousand tiny empowerments” (Sandercock, 1998). The globalist city is multicultural and celebrates diversity. Calgary often celebrates its diversity, and this is increasingly reflected on city council, boards and activities. In Seattle, many of the 21 twinning arrangements that exist are based on strong local community roots. This assists the city in maintaining and deepening such formal exchanges, and the cultural components of such interactions foster a productive basis for other components, including economic benefits. That is also the case in Atlanta. As Mike Harcourt has said, when he first went to Guangzhou, he was greeted as a visitor; when he came back, bringing along cultural and educational links, he was greeted as someone who was interested in the Chinese city; then when he returned several more times, he was greeted as a “a friend” and Vancouver and Guangzhou became twinned – a twin which now does extensive business.<sup>25</sup> The lesson here is simple: economic activity may grow from other linkages. To forego such interaction misses the richness of such opportunities – economic, cultural, social, political, etc.
  
6. ***A World Peace/Disarmament Component*** – Much of the impetus for city-based twinings grew out of the experience of World War II. In Europe, Canada, Japan and the United States, promotion of world peace through improved international understanding via people-based exchanges began in the decade following 1945 – with the Japanese cities of Hiroshima and Nagasaki. It continued into the 1950s and 1960s but by the 1970s was beginning to take on a different – more business-oriented – direction. In the 1980s, the original purpose began to be reasserted. In Vancouver, for example, the 1983 designation of the city as a Nuclear Weapons Free Zone, the city’s long-standing support for the Canadian peace movement, and the 1986 designation of Vancouver as a United Nations “Messenger of Peace” city on “the principle that cities represent local powers in the service of peace,”<sup>26</sup> all reflected this aspect of the emerging globalist policy. In Vancouver, that emphasis continued despite a shift in municipal administrations. This aspect of a globalist stance in Calgary is less clear, though it is important to note that in few world cities does one find *every* component of such globalist thinking and policy.
  
7. ***A Good Governance Component*** – Finally, it is increasingly recognized that many solutions to service delivery and equity issues globally are precluded without “good governance.” The United Nations’ World Urban Forum (WUF), in Vancouver in June 2006, has been at work on this issue. As the fourth leg in an economic, environmental and (social) equity equation of sustainable community development, good governance is essential. The Larry Campbell administration in Vancouver recognized this – emphasizing democratic reform as the first priority of his city administration.<sup>27</sup> Work on good governance at the UN Habitat secretariat

---

<sup>25</sup> Mike Harcourt, former Vancouver Mayor, then former Premier, British Columbia; comments to author, Spring 1999. While Harcourt was BC Premier (1991 – 1996), he then twinned the Province of British Columbia with Guangdong Province, China. Guangzhou is the major city in this province of China.

<sup>26</sup> United Nations, “Messenger of Peace” designation, City of Vancouver (1986).

<sup>27</sup> Mayor Larry Campbell, Inauguration Speech, December 2002.

attests to this.<sup>28</sup> It also represents an opportunity for Calgary to contribute its local (good governance) solutions to global problems. Like Vancouver's harm reduction initiative, the resultant engagements can provide a whole new basis for Calgary linking with a range of cities around the globe – beyond even formal twinnings.

## 6. Potential Reforms

The section outlines possible policy options for Calgary in terms of how to approach the city's international positioning:

1. *Change nothing (status quo)*

Pluses: No immediate financial costs

Minuses: Costs of non-involvement are real in missed opportunities.

2. *Retreat from the global arena and end the city's international links*

Pluses: Minimize costs and voice of critics who state that cities have no international role to play.<sup>29</sup>

Minuses: Missed opportunities of connecting Calgary to other economic, social-cultural, ecological and political partners and accruing benefits – economic and otherwise – from such broadened local internationalism.

3. *Try to reinvigorate the six existing municipal sister city/twinnings*

Pluses: Nothing new can be justified by stating that council is just continuing old policy pattern.

Minuses: Nothing new to sell to and engage the public. Failure to leave a mark and, most importantly, failure to bring new benefits to Calgary.

4. *Develop a new, proactive “Globalist Calgary Strategy”*

Pluses: Connects Calgary to other cultures/economies as part of a world city system.

- Links/builds on city demographic components of the city to cities of origin.
- Provides a coherent administrative umbrella and policy theme by which a number of initiatives can be shown to be connected and made more effective.
- Confronts critics who pick any specific item of Calgary involvement internationally and shows it is part of a Globalist Calgary vision.

Minuses: Minimal short-term costs.

---

<sup>28</sup> Stewart and Smith have contributed to two rounds of the development of the United Nations Good Governance indicators development. See, for example, United Nations (2005).

<sup>29</sup> On this, see, for example, Kincaid (1989: 223-249).

## 7. Globalist Calgary Strategy

This report recommends that Calgary take steps to implement the fourth outlined option based on the potential benefits and minimal costs. This section outlines the details of this strategy.

### 1. *Initiate a “Globalist Calgary” vision statement*

This globalist initiative can be used for anything from why the city was pro-Olympics to the role Calgary is/can play in contributing to limiting greenhouse gas emissions/global warming via its rapid transit system. It could be a positive statement about the city’s FCM/Sister City International connections. It can certainly tie into the positive economic linkages the city’s Economic Development Office has already developed. A Globalist Calgary Strategy can serve as an umbrella under which a number of initiatives often perceived as idiosyncratic can be given some coherence. The mantra might be “Global Calgary”; like “Cool Britannia,” this phrase provides vision and has few downsides.

### 2. *Expand Calgary’s municipal twinnings/sister cities*

There are several large communities within Calgary which are not reflected in the city’s global municipal twinnings; and some of Calgary’s twinnings are quite forward thinking. On the latter, Calgary’s Indian links are ahead of the bubble in terms of Canadian cities; few have made a connection to that increasingly significant country. Even Surrey, British Columbia, with a major South Asian population has not identified an Indian subcontinent city connection. Calgary’s lack of links to Latin America or to the European Union (e.g. Germany, given existing Albertan connections and local population potential) provide examples for potential growth. Adding some of these, plus perhaps an African twin, would reflect real globalist responses locally and internationally. (The latter could find financial support through CIDA funded-FCM programs.) It would also engage communities within Calgary – and re-engage ones for existing twins – with a reinvigorated municipal international program. This can be achieved through a shift from six to perhaps 14 international twins. The City of Seattle has 20 plus twinnings – some largely economic, some cultural and some aid-based – and works closely with its Trade Development Alliance (a public-private endeavour) and is highly citizen based/supported vs. major civic funding.) Calgary council responsibility for these twins could be allocated, perhaps one to each interested city councillor (with 14 councillors that might suggest an upper limit initially). Each councillor could work with a local twin/sister city committee (under the auspices of a new Global Calgary Office which would take over certain aspects of the Sister City Commission); the individual sister city committees – which would have collective representation – would be made up of ethnic representatives, the business community, arts, cultural and educational representatives, etc. The mayor would have overall responsibility and a range of formal duties for the new Globalist Calgary program as a whole. Thus, council might consider an additional five to eight possible new twin/sister cities (added over time) which reflect a changing Calgary. Some of those which might be considered include:

- **South America:** These would provide Latin American connections currently absent from Calgary's twinning portfolio. New connections could provide insight into existing multinational trade deals in anticipation of hemispheric free trade. Argentina (beef) or Venezuela (oil) or Santiago or Valparaiso (FTAA) might be ideal.
- **EU – Germany:** Building on strong local population links within Alberta, Frankfurt or another second, third or fourth-sized German city might be considered with which to build trade and cultural connections.
- **EU – Italy:** Italy: Provides local cultural and business links as well as an additional window into the European Union. Florence or Milan might be an ideal partner
- **EU – United Kingdom:** Petroleum industry links are also present here as well as insight/interaction into the European Union. Aberdeen might be considered

Including this group would provide three Asian links, three North American, three European Union and three South American twins. Calgary might then want to consider:

- **Africa:** Here perhaps a central African city such as in Nigeria or South Africa, with a growing importance in continental terms and its connections to Canadian/Commonwealth government priorities might be considered. CIDA and the FCM might help facilitate these links so there would be little initial cost for the city. As the Atlanta case study indicates, that city has two African "twins."
- **Antipodes:** Perhaps one Australian or New Zealand connection with good Calgary links/potentials. This might include another oil-based exchange.

This final addition would round the eventual formal international linkages to 14 – the size of city council, with the mayor as chair.

The response that engaging in international activity is "not the work of a municipality" and a "waste of taxpayers' dollars" can be countered by placing much of the base of such activity with actual communities within the city. This is the approach used in Seattle that now has more than 20 international twins; other American cities such as Atlanta and Chicago have a similar number. Under a city bylaw, Seattle's funding for these twins and much of the activity around them is very limited – to a few \$1,000 each – plus maintenance of a small office of international affairs within the Mayor's Office. Seattle's globalist program would not flourish without strong community support.

The notion of "sister city" links or formal "twinning" arrangements as "rather conventional," while true, misses the point of tying these to a broader globalist policy response. In a globalist approach, these formal twins simply become a basis for multiplying the range of interactions any smaller/intermediate-sized world city can develop. Vancouver's globalist approach on world peace immediately joined it to over 100 UN Messenger of Peace Cities; its social equity approach links it to a new network of world cities on harm reduction; and Calgary's work on the environment – or good governance – can build on twinning links and expand the city's global positioning. As well, Seattle uses the full range of the local sense of success of its formal twinings to build support for other globalist efforts, all with an eye to ensuring there is broad community support for the city's "globalism." Without that pre-existing support, for example, the city would not have been able to sell its investment in the

public-private partnership that is the Greater Seattle Trade Development Alliance. In Seattle, the public is largely convinced that the whole community benefits – across the range of globalist sustainable community policy themes.<sup>30</sup>

### 3. *Developing a Global Calgary Office (GCO)*

This office would have a small (three to five person) staff – and a small executive committee re: related departments such as City Clerk, Manager/Economic Development, a Sister City Commission representative, etc. This would be placed in the Mayor’s Office under a director. The GCO would represent a “one-stop” location for *all* of Calgary’s international activities. Duties would include coordination, arranging study trips,<sup>31</sup> exploring alternative transit, governance, etc. models and providing a location where mayor-led “Team Calgary” trade, educational, cultural, economic and aid exchanges would be coordinated. The office would liaise with other city departments such as the City Clerk on protocol, and economic development which is already “globally ready/engaged,” etc. It would be the location of Calgary’s connection to the world city-based aid and environmental movements/organizations, and it would liaise with the several communities which make up the city: links with these organizations/associations/ethnic communities outside the formal city structure are essential building blocks for any successful globalist expansion of city programming. Providing a small institutional base – a director and three to five staff – as well as a small budget would allow this proactive work to be done efficiently and maximize public understanding of the benefits of such a Globalist Calgary Strategy. It would also represent a challenge to various elements of Calgary, including its business community, to be “on board.” There are few minuses to such a strategy if handled well. The benefits would be broadly-based – and can be politically sold locally as such.

---

<sup>30</sup> Comments to authors: e.g., Sam Kaplan, Executive Director, Greater Seattle Trade Development Alliance and Keith Orton, Director, International Programs, City of Seattle, in 1999, 2001, 2003, 2005.

<sup>31</sup> Seattle and civic neighbours like Everett combine with the Greater Seattle Chamber of Commerce, major businesses, universities, cultural organizations, trade union representatives, etc., in the Trade Development Alliance (TDA). This TDA undertakes up to two-week study tours of its major city competitors. It prepares many months ahead and debriefs for several months after to see what lessons have been learned from other international cities which appear to “do things well.” Funding is shared and the Chamber provides the staff/auspices.

## 8. Implementation

### 1. *Kickoff*

The Mayor coins the phrase “Global Calgary.” The city already has its brand of “the Heart of the New West.” The Globalist Calgary terminology underscores the internationalist vision but, more importantly, becomes a vehicle to explain the local-international nexus across the range of sister city, economic development, educational, cultural, aid, etc. initiatives between Calgary and its globalist counterparts.

It can also be used to respond should Calgary voters not initially react positively to the initiative. If staked out early, this can operate as a policy shield vs. accusations against Calgary playing a more proactive globalist role, and it can provide a positive platform to show how Calgary is committed to internationalist connections and to being part of local/urban solutions to global problems – for events such as the focus of the World Urban Forum to be hosted by Canada in 2006 and the Olympics in 2010; here Calgary’s leadership, lessons and continuing benefits are already clear to most of the city’s citizens.

### 2. *Arrange mayoral/council twinning exchanges to maximize advantages and minimize costs.*

A schedule should be established for one tour each year (or two) of several existing/potential twins with an alternative arrangement for city dignitary tours to Calgary from other cities not visited in that year. To maximize benefits and limit costs, the outgoing “Team Calgary” tours might be geographically linked – for example, visiting China, Korea, India and/or any other Asian twins on one trip, or combining the United Kingdom and other EU twins together, etc. Like Team Canada missions, a full listing of economic, cultural, social, etc. benefits in such exchanges would be one of the responsibilities of the Global Calgary Office – and prominent business, cultural and other community leaders/NGO’s should/would be involved in planning/executing. That involvement, as Seattle’s experience has shown, provides a clear base of support for continuing the globalist outreach – to contribute urban/Calgary solutions to global problems and to bring benefits back to the city. Beyond its twinning exchanges, Seattle arranges, every other year, “study tours” of a world city which appear to have much to offer as lessons for making Seattle more competitive. These last for one to two weeks, and involve extensive preplanning, debriefing and reports to the Greater Seattle community. One of the best benefits Seattle has found is actually internal. Company heads, educational, community and political leaders get to sit beside each other on buses, chat over dinners away from the running of their enterprises and bring back a whole new Team Seattle approach to matters local as well as global. That unintended consequence of Seattle’s very proactive globalism has had major benefits in Seattle itself.

Arrangements may be made for local cultural communities and local business interests to cover many of the costs involved and to share in the cultural, economic, social and political benefits. This strategy maximizes the benefits of such exchanges and engages major ethnic/cultural communities in the city while keeping costs to a minimum and limiting time pressures on mayor and council. The Seattle experience suggests that any objections to these expenditures can be minimized by selling the benefits of “being global” to local citizens in terms of jobs, international exchange/understanding, shared learning, etc. (Seattle, for

example, notes the benefits of international students in its secondary/post-secondary education systems in the immediate term – and the economic/cultural and current benefits and potential trade boosts in the future to such exchanges. It is a lesson major world cities have long recognized – through the development of a kind of extended international “alumni association” with strong city links.) And with a broadened involvement of the city’s major ethnic groups, support for such initiatives would be strengthened. That sustains future city efforts to broaden the benefits seen as outcomes of these twinings. Here Calgary can begin building a supportive political base for its expanded internationalism.

## 9. Costs

The Vancouver budget for twinning arrangements was approximately \$200,000 ongoing in 1985-86. Today \$750,000 – \$1 million (plus an initial three to five person staff, most from within current city staff) would be reasonable. If tied to a Calgary equivalent of Seattle’s bylaw with limits on city spending/need for community support and if research identifies actual benefits (e.g. regarding cultural exchange possibilities and new business/investment opportunities), then benefits vs. costs could be effectively emphasized.

## 10. Timeline

### 1. *Immediate tasks, 2006*

Mayoral announcement of the Globalist Calgary vision.

### 2. *2006-07*

Global Calgary Office (GCO) opened with a research agenda to identify needs/possibilities/benefits/costs, etc. and an inventory of Calgary’s assets – much already identified by the city’s internationally-active Economic Development Office. Staff should also examine alternatives to formal twinning – as these involve more extensive protocol requirements. Such “strategic” linkages could build on area twinings. For example, Vancouver’s Guangzhou and Yokohama twins allow each visit to Asia to also include Hong Kong, Tokyo/Osaka etc. In addition, the benefits of international links should be spoken of publicly – particularly emphasizing existing links and comparative lessons (e.g. Seattle plus links to the European Union, South America and possibly Africa, and tying these links to initiatives in the Province of Alberta and Federation of Canadian Municipalities, in other cities, and with city-based international environmental co-operation initiatives). Finally, community consultation is undertaken and initial contact made with possible twins. Community consultation would also be very useful in building bridges to some of the city’s major ethnic communities. There might be a Team Calgary study tour to, for example, the EU with an eye to developing up to four possible new twins in 2007-08.

3. *2008-2010*

New twinnings announced. Arranging actual new twinnings by 2008 will require some lead time and these will be added incrementally as benefits are clear.

4. *2010*

Major “civic report” by the Global Calgary Office on the results of five years of city effort to build a more globalist engagement. If the work has been done within the community, major players will already be sold on the benefits and be “on side” with the continuing effort toward 2020.

## Bibliography

- Andrew, Caroline, and Patrick Smith. 1999. "World Class Cities: Can – or Should – Canada Play?" In Caroline Andrew, Pat Armstrong and Andre Lapierre (eds.) *World Class Cities: Can Canada Play?* Ottawa: University of Ottawa Press.
- Atlanta Sister City Commission. *Annual Report, 2004*. Available at [www.atlantaga.gov/International/SisterCities.aspx](http://www.atlantaga.gov/International/SisterCities.aspx)
- City of Vancouver. 1990. *Clouds of Change*. City of Vancouver, October.
- Cohn, Theodore H., David E. Merrifield, and Patrick J. Smith. 1989 "North American Cities in an Interdependent World: Vancouver and Seattle as International Cities." In Earl H. Fry, Lee H. Radebaugh and Panayotis Soldatos (eds.). *The New International Cities Era: The Global Activities of North American Municipal Governments*. Provo, Utah: Brigham Young University.
- Friedmann, John. 1995. "Where We Stand: A Decade of World City Research." In Paul L. Knox and Peter J. Taylor (eds.). *World Cities in a World System*. Cambridge, UK: Cambridge University Press.
- Fry, Earl. 1999. "North American Cities in an Era of Economic Globalization: Special Challenges and Opportunities." In Caroline Andrew, Pat Armstrong and Andre Lapierre (eds.). *World Class Cities: Can Canada Play?* Ottawa: University of Ottawa Press.
- \_\_\_\_\_. 1998. *The Expanding Role of State and Local Governments in US Foreign Affairs*. New York: Council of Foreign Relations Press.
- Global Insight. 2006. *The Role of Metro Areas in the US Economy*. Prepared for the United States Conference of Mayors, Lexington: Global Insight. [www.usmayors.org/USCM/home.asp](http://www.usmayors.org/USCM/home.asp) (accessed January 15, 2006).
- Harcourt, Mike. 2003. Presentation at Simon Fraser University, political science seminar. Spring.
- Hobbes, Heidi. 1994. *City Hall Goes Abroad: The Foreign Policy of Local Politics*. Thousand Oaks, CA: Sage.
- Kincaid, John. 1989. "Rain Clouds Over Municipal Diplomacy: Dimensions and Possible Sources of Negative Public Opinion." In Earl Fry, Lee Radebaugh, and Panayotis Soldatos (eds.). *The New International Cities Era: The Global Activities of North American Municipal Governments*. Provo, Utah: Brigham Young University.
- Lo, Fu-chen, and Yue-man Yeung (eds.). 1996. *Emerging World Cities in Pacific Asia*. Tokyo/New York: United Nations University Press

- Matthiessen, Christian, Annette Winkel Schwartz and Bengt Streiffert. 1999. "Copenhagen and Malmo-Lund United by the Oresund-Bridge: An Integration Project on the European Metropolitan Level." In Caroline Andrew, Pat Armstrong and Andre Lapierre (eds.). *World Class Cities: Can Canada Play?* Ottawa: University of Ottawa Press.
- Polèse, Mario, and Richard Stren. 1998. *The Social Sustainability of Cities: Diversity and Management of Change*. Montreal/Toronto: INRS/Urbanization and the Centre for Urban and Community Studies.
- Robson, William, and David Reagan (eds.). 1972 *Great Cities of the World: Their Government, Politics and Planning* (3<sup>rd</sup> Edition) Maplewood, NJ: Hammond.
- \_\_\_\_\_. 1958. *Great Cities of the World: Their Government, Politics and Planning*. Maplewood, NJ: Hammond.
- Sandercock, Leonie. 1998. *Toward Cosmopolis: Planning for Multicultural Communities*. Chichester, England: John Wiley.
- Smith, P.J. 1993. "Policy Phases, Subnational Foreign Relations and Constituent Diplomacy in the United States and Canada: City, Provincial and State Global Activity in British Columbia and Washington." In Brian Hocking (ed.). *Foreign Relations and Federal States*. London/New York: Leicester University Press.
- \_\_\_\_\_. 1992. "The Making of a Global City: The Case of Vancouver, 1943-1992." *Canadian Journal of Urban Research* Vol.1, No.1 (June): 90-112.
- Smith, P., and T. Cohn. 1994. "International Cities and Municipal Paradiplomacy: A Typology for Assessing the Changing Vancouver Metropolis." In Frances Frisken (ed.). *The Changing Canadian Metropolis: A Public Policy Perspective*. Berkeley, California: Institute of Governmental Studies Press, University of California.
- Soldatos, Panayotis. 1989a. "Atlanta and Boston in the New International Cities Era: Does Age Matter." In Earl H. Fry, Lee H. Radebaugh and Panayotis Soldatos (eds.). *The New International Cities Era: The Global Activities of North American Municipal Governments*. Provo, Utah: Brigham Young University.
- \_\_\_\_\_. 1989b. "Is Atlanta 'Fitting the Model' of an International City." In Earl H. Fry, Lee H. Radebaugh and Panayotis Soldatos (eds.). *The New International Cities Era: The Global Activities of North American Municipal Governments*. Provo, Utah: Brigham Young University.
- Stewart, K. 2003. *Persistent Losing and Electoral Fairness in Three World Cities*. PhD thesis. London, London School of Economics and Political Science.
- Toronto Star*. 1991. "Cities Join to Fight Global Warming." June 13.

United Nations. 2005. Good Governance Indicators Project. [www.unhabitat.org/campaigns/governance/activities\\_6.asp](http://www.unhabitat.org/campaigns/governance/activities_6.asp) (accessed January 15, 2006).

\_\_\_\_\_. 2003. *World Urbanization Prospects: The 2003 Revision*. New York: Department of Economic and Social Affairs Population Division.



## Appendix 1. About the Authors

**Patrick Smith** (PhD, LSE) [psmith@sfu.ca](mailto:psmith@sfu.ca)

Director, Institute of Governance Studies

Professor, Political Science, Simon Fraser University.

Patrick Smith taught at The Open University (UK), the University of Victoria, Dalhousie and Acadia Universities before his appointment at Simon Fraser University. His research interests include public policy/administration, global cities and sub-national internationalism, constitutional reform, local government/politics, party organizations and democratic reform. The author of many books, articles and government reports, Patrick Smith is currently engaged in research on comparative local and regional government, metropolitan governance, global cities and sub-national global policy-making, and labour market policy.

**Kennedy Stewart** (PhD, LSE) [kennedys@sfu.ca](mailto:kennedys@sfu.ca)

Senior Research Associate, Institute of Governance Studies

Assistant Professor, Public Policy Program, Simon Fraser University.

Kennedy Stewart has held teaching posts at five University of London Colleges including: the London School of Economics, Goldsmith's College, Birkbeck College and University College London. While at Birkbeck College, Kennedy served as Director of the Master's Degree in Public Policy and Public Management at the University of London in 2000-2001. Areas of interest include: democracy, democratic theory, electoral and non-electoral public participation, electoral systems, urban governance and world cities. In 1998 he co-authored, with Patrick Smith, a report for the British Columbia Ministry of Municipal Affairs and Housing entitled *Making Local Accountability Work in British Columbia*. He has also published on politics, policy, global cities and governance on Vancouver, Toronto and Greater London.



## Our Support

### Donations:

BCE Inc.  
Power Corporation of Canada  
Purpleville Foundation

Scotiabank  
SNC-Lavalin Group Inc.

Members of the Board of Directors, Campaign Committee and management team  
Many *e-network* subscribers and friends of CPRN

### Project Funding:

#### Corporations:

Bell Canada  
Business Development Bank of Canada  
CIBC  
Ekos Research Associates Inc.

First Plazas Inc.  
Home Depot Canada  
RBC Financial Group  
TD Bank Financial Group

#### Federal Government Departments, Agencies and Commissions:

Canada Mortgage and Housing Corporation  
Canadian Heritage  
Canadian Institutes of Health Research  
Citizenship and Immigration Canada  
Health Canada  
Human Resources Skills Development Canada

Infrastructure Canada  
International Development Research Centre  
Law Commission of Canada  
Office of Nursing Policy  
Privy Council Office  
Social Development Canada

#### Provincial Governments:

##### Alberta

- Alberta Human Resources and Employment

##### British Columbia

- Ministry of Skills Development and Labour

##### Manitoba

- Department of Family Services and Housing  
- Ministry of Advanced Education and Training  
- Ministry of Education, Citizenship and Youth

##### New Brunswick

- Department of Training and Employment Development

##### Nova Scotia

- Department of Community Services  
- Department of Education  
- Department of Environment and Labour

##### Ontario

- Ministry of Children and Youth Services  
- Ministry of Community and Social Services  
- Ministry of Labour  
- Ministry of Training, Colleges and Universities  
- Ministry of Training, Colleges and Universities – Postsecondary Review Secretariat  
- Ontario Women's Health Council  
- Strategic Planning and Elementary/Secondary Programs

## **Prince Edward Island**

- Department of Education

## **Quebec**

- Commission des normes du travail

## **Saskatchewan**

- Department of Community Resources and Employment

- Ministry of Labour

- Department of Learning

### ***Foundations:***

The Bertelsmann Foundation

Bronfman Foundation

Community Foundations of Canada

Walter and Duncan Gordon Foundation

Fondation Roaster's Foundation

Pierre Elliott Trudeau Foundation

William and Nancy Turner Foundation

R. Howard Webster Foundation

The Wilson Foundation

### ***Associations and Other Organizations:***

Association of Colleges of Applied Arts and  
Technology of Ontario

Atlantic Centre of Excellence for Women's Health

Canadian Centre for Philanthropy

Canadian Institute for Health Information

Canadian Labour Congress

Canadian Medical Association

Canadian Public Health Association

Centre of Excellence for Children and Adolescents  
with Special Needs

Centre of Excellence for Youth Engagement

Conference Board of Canada

McGill University

McMaster University

Modernizing Income Security for Working  
Age Adults

Organisation for Economic Co-operation and  
Development

Nuclear Waste Management Organization

Parliamentary Centre of Canada

Public Health Agency of Canada

Queen's University

Social and Enterprise Development Innovations

Task Force Two: A Physician Human

Resource Strategy for Canada

University of Alberta

University of Toronto



Canadian Policy Research Networks – Réseaux canadiens de recherche en politiques publiques

600 - 250 Albert, Ottawa, ON K1P 6M1

☎ 613-567-7500 – 📠 613-567-7640 – 🌐 [www.cprn.org](http://www.cprn.org)