

PURPOSEFUL TRAVEL:

A Planner's Tool Kit for Initiating International Collaboration



**American Planning Association
California Chapter**

November 2016

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Why International Travel and Collaboration Is Important

Purposeful international travel provides planners with “new” knowledge and adds skills to their repertoire. Most planners enjoy travel—exploring interesting places, meeting new people, and tasting different food. Many also yearn to volunteer or work professionally in other countries. Planning professionals, professors, and students—whether on a study tour, attending a conference, or working together on a project abroad—are well positioned to gain meaningful insights. International planning tours and the benefits of launching international planning collaborations are highlighted in the following pages.

Why is this important? International collaboration provides additional opportunities to learn from and assist each other. There are many challenges around the world. Planners and others working together can make a real difference.

The American Planning Association’s *2014–2015 Development Plan* described the situation in this way: *“Globally, communities are challenged by the lack of planning capacity. We seek national and international partnerships to advance the planning movement and exchange the best ideas in order to build communities of lasting value and to advance the principles of sustainable urbanization. . . . We must inspire our members.”*

International experience also benefits the profession at large. It exposes planning students and professionals to a much wider palette of planning practice and is a quick pathway to innovative ideas. Promising planning practices may be gleaned from close observation in other countries, carefully adapted and transferred to meet local needs. Bus rapid transit—pioneered in Curitiba, Brazil—is an excellent example of an innovative transportation practice now widely adopted around the world.

Many cities have evolved over centuries and offer valuable lessons in urban redevelopment, historic preservation, and sustainability. Regardless of the political and cultural setting, cities and regions often face common problems. Participating in international tours and conferences sparks discussion of different approaches to universal urban challenges.



The Backstory: International Travel Leads to Collaboration

In 2001, the Northern Section of the California Chapter of the American Planning Association (APA) began organizing international planning tours, primarily for local APA members and guests. The first tour was to Cuba (2003), followed by China (2007), India (2009), Brazil (2012), and Eastern Europe (2014). These trips focused on countries different from the United States and places many of us were less likely to visit on our own. All of these tours emphasized meetings with local colleagues and learning from each other. A tour to Southeast Asia is scheduled for February/March 2017.

As an outgrowth of conducting successful tours, APA California Chapter's Northern Section initiated an international collaboration program that builds upon prior experiences and contacts. In 2014, an APA Chapter Presidents Council grant was awarded to the California Chapter to help launch Northern Section's pilot collaboration program with São Paulo, Brazil.



To keep costs down, the Northern Section provided matching funds and volunteer assistance. Similarly, colleagues working for the municipality of São Paulo; California Polytechnic University, San Luis Obispo; and Sonoma State University also provided many hours of pro bono technical assistance. Lessons learned from the São Paulo Pilot Collaboration project substantially informed this effort. This tool kit has been completed to assist other APA Chapters interested in launching their own international programs.



Planning International Tours

“Planning is best done in advance” (Anonymous). This mantra applies equally to designing a new town or taking off on a three-week international tour. The planning process should at least start with some initial guidelines, objectives, and timelines, and a rough budget. While time frames will vary, it typically takes about three to four bimonthly meetings to reach a group consensus on where and when to visit, and to select a tour operator for the transportation and lodging within the countries to be visited. It then takes another four to five months to work out all the details, obtain deposits, purchase plane tickets to and from our point of origin, secure visas, line up professional meetings, etc. The consensus-oriented, iterative tour-planning process used by the Northern Section takes approximately one year from start to finish.

Deciding where to visit is a fundamental decision that ultimately depends upon the interests and motivations of the organizers and others wishing to go on the tour. Destination selection may be based on a variety of planning themes, issues, and contacts. For example, visiting centers of innovation or rapid change may be the priority or traveling to cities with challenging unmet socioeconomic needs. Others may prefer visiting world heritage sites and areas with outstanding model historic preservation or natural resource management programs. Destinations can be decided using criterion or through a less formal consensus-based approach.

Fortunately, planning an international tour requires a skill set very similar to that of our professional jobs. These same communication, organizational, analytical, and conflict-resolution skills come in handy when providing information, soliciting input, presenting alternatives, and herding cats (colleagues) in the same direction. While tour-planning approaches will vary, the following strategic objectives have worked well:

APA California Northern Section's International Planning Tours

Objectives

- Explore cities with fellow travelers who share a common interest in urban planning.
- Meet with our counterpart municipal planners, university educators, and architects/urban designers to understand the planning issues facing these cities, and how they are responding to urban problems and challenges.
- Chat with academics to learn about their urban planning programs and curriculum.
- Create a dialogue with elected officials to learn how they deal with planning policies affecting their municipality or region.
- Understand the history of visited cities and how it has shaped the culture, social fabric, economy, and physical form of these cities.
- Enjoy the impressive architecture, arts and culture, culinary delights, and sights of each city through guided tours and self-discovery.
- Exchange U.S. urban planning knowledge and ideas with governmental planners, educators, and planning organizations; establish continuing relationships for future exchange opportunities.

Planning the Planning Tour

- Form an organizing committee and decide on the tour destination(s).
- Research points of interest and planning institutions/organizations at each destination.
- Make contacts prior to the trip; set up meetings and tours with planning and academic professionals at each destination.
- Explore travel logistics and efficiencies, such as determining the best mode of travel and finding nonstop flights between cities.
- Work with a tour operator for logistics: choice lodging, city tours, tour guides.
- Consider traveling to a location that will be hosting a national or international planning conference during the visit.
- Provide food and concise background materials at tour-planning meetings.
- Set a schedule for remaining meetings.





Launching International Collaboration

Determining appropriate activities and collaboration levels will vary depending on what the participants want to accomplish and their ability to do so. Take care not to overpromise and underdeliver—international initiatives often take longer than anticipated. Start with mutually agreeable and readily achievable objectives, and incrementally expand over time. It is likely to be a wiser initial option, particular as the first step of a small, self-funded, largely volunteer effort.

For example, consider the following general objectives when first starting out:



General Objectives

- Involve planning professionals, university faculty, and students in meaningful international planning activities.
- Enact a replicable, cost-effective international collaboration model by tapping into the expertise and institutional resources within APA, other professional planning organizations, governments, universities, private consultants, and non-governmental organizations
- Learn from each other—successful collaboration is multidirectional.
- Mutually agree upon appropriate collaboration levels and types of activities.

Initial volunteer-based international efforts may develop from simpler forms and evolve into more structured and complex activities. Collaboration levels will depend on mutual interests, opportunities, resources (time, people, financial resources), and motivations of the participants. Activities could focus on helping each other access information and contacts based on topical and geographical interests, or jointly participating in workshops and conferences. For example, APA California’s Northern Section and colleagues in Brazil are planning two separate workshops: one on regional planning and the other on informal communities (aka favelas).

The chart below depicts collaboration levels based on the complexity and scale of the activities.

International Planning Collaboration	
Collaboration Levels	Examples of Activities and Model Programs
Basic (Informal Agreement)	<ul style="list-style-type: none"> • Meet with visiting planners, provide presentations, arrange site visits • Brainstorm, peer review, and exchange materials • Participate in panels, webinars, and conferences • Formal agreement optional, typically pro bono participation
Intermediate (Formal Agreement)	<ul style="list-style-type: none"> • All of the above, and • Collaboration based on a formal agreement and work plan approved by participating organizations • Activities may include studies, reports, internships, job shadowing, or exchange programs for students, scholars, and professionals • Third-party funding may supplement pro bono participation • Existing programs such as APA California Northern Section’s Purposeful Travel: International Planning Collaboration model or APA’s Community Planning Assistance Teams may be used or adapted by Chapters
Advanced (Third Party Funded)	<ul style="list-style-type: none"> • All of the above, and • Complex, large-scale, and multidisciplinary planning and community development projects • Third-party funding needed to realistically fulfill approved formal agreement and work program

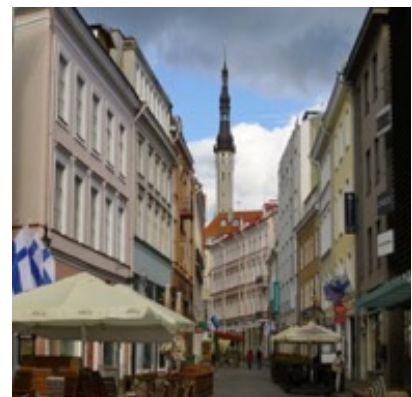


10 Steps to Purposeful Travel and International Collaboration

Traveling to new places often provides a steep learning curve and heightened sense of discovery. For many, this is both a rewarding and at times even blissful experience. Feeling a little uncomfortable or confused is OK. For others, concerns about meeting daily health, safety, and comfort needs take center stage. Sometimes people may become stressed, disoriented, or bothered. However, with careful planning, and a little luck, a mostly positive bliss-to-bothered ratio will likely prevail.

The following 10 steps briefly provide useful tips and access to information. Steps 1 through 4 outline overarching travel considerations associated with planning for an international tour or assignment abroad. Steps 5 through 10 focus on international collaboration and specifically draw upon the lessons that APA California Northern Section learned during a pilot project with the City of São Paulo, Brazil.

Sample materials and documents are also attached, including templates of model agreements and work plans that can be customized as desired. The terms highlighted in yellow are placeholders for more specific text as determined by the participants. Rather than being a final product, these templates can help produce initial drafts, in some cases accelerating the process. Please note that specific requirements and boilerplate text may vary for each of the countries and institutions involved.



Step 1. Be Connected—Seek Out and Establish Local Contacts

A critical first step is to seek advice and establish credibility through local contacts. A general rule: visit countries where you have solid contacts. Despite the many benefits of international travel and collaboration, getting traction is not always easy. Initial contacts are essential and may be obtained through mutual friends, colleagues, consulates, university exchange and sister city programs, and other well-respected individuals or organizations. The importance of establishing personal relationships cannot be overstated. The success of your international experience will likely depend upon your learning the ropes from key local contacts willing to inform, validate, and speak on your behalf.



Step 2. Do Your Homework—Learn What to Expect Before Going

“Always remember that you are not in a foreign country, but rather you are a foreigner in someone else’s country.”¹

Some of us will feel like a “stranger in a strange land.” A little disorientation often comes with the territory and will eventually make for interesting stories. However, culture shock can be reduced or sometimes avoided. Research, in combination with local contacts, increases our familiarity for what’s in store and helps prepare us for what’s next. This applies equally to physical and cultural considerations.

Preparedness and adaptability are essential coping skills. Cultural norms and professional protocols vary regarding appropriate greetings, attire, gift exchange customs, punctuality, gestures, socializing, drinking, humor, and the like. It’s better to understand these in advance rather than to repeatedly learn them the hard way. Learning at least a few phrases for each country, such as “Hello,” “Goodbye,” “Thank you,” and “Where is the restroom?” is usually much appreciated.



¹ *How to Say It: Doing Business in Latin America*, by Kevin Michael Diran, EdD (New York: Prentice Hall Press, 2009), xviii.

Step 3. Planning the Purposeful Travel Tour with Other Planners

Planning an international purposeful travel tour involves a series of stateside meetings to build consensus on where and when to visit. As repeatedly noted, having overseas contacts is a critical factor in deciding where to visit. Although not essential, using a reputable professional tour company to package the overseas lodging and associated transportation is often advisable. Tour planning is described in more detail on pages 5 and 6.

Meeting with overseas colleagues while on the tour is an essential ingredient. Local knowledge provides a depth and understanding of the planning issues occurring in the places visited. Public, private, academic, and NGO professionals will add insights and meaning to your experience. Meetings and interesting site visits should be arranged three to four months in advance. Ongoing confirmation is also highly recommended closer to your arrival. Forming an organizing committee and delegating research among committee members helps make the workload more manageable. Remember your manners and follow up after the tour with a thank-you note.



Step 4. Savvy Traveling—Staying Healthy and Safe

Assessing realistic risks and techniques to reduce exposure to public health, crime, and terrorism concerns warrants careful consideration. The “Resources” section on page 17 contains website links that will be helpful in planning your trip abroad. These websites provide information such as travel alerts, specific health concerns, recommended vaccinations and other tips applicable to specific countries. Contact your health provider for recommended vaccinations and other health precautions for the countries to be visited. If concerns remain, drilling down and further discussing these issues with knowledgeable contacts is also advisable. Peace Corps and university officials with country-specific experience are usually a good source of information. Always store important travel documents securely and make extra copies.

Step 5. Identifying Mutual Interests

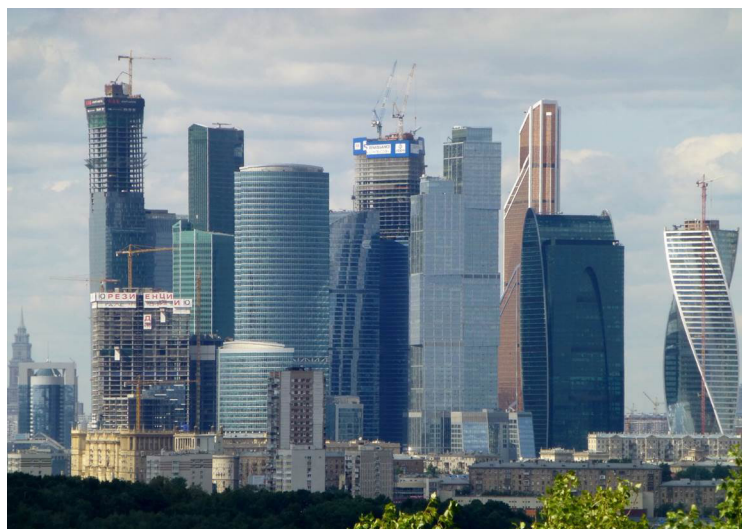
Generating sufficient interest is a prerequisite to initiating international collaboration. At an early stage, the decision comes down to a few people living in different countries deciding if the idea merits their time and effort to pursue. An initial introduction from a mutual colleague already established in the area will help open doors to face-to-face meetings. Alternatively, participation in a workshop or conference with an overseas colleague will also provide opportunities to professionally connect. **Getting to know an international colleague who will be supportive of this effort and become your primary point of contact is a key milestone.**

Establishing common interests and complementary abilities will help lay the groundwork for collaboration—as well as providing colleagues with access to relevant work products, publications, websites, and other materials. Further assessing interest levels, capabilities, and potential co-benefits can be accomplished through e-mail conversations, phone calls, and video conferences. **Drafting a summary of mutual interests, potential activities, and topics of concern will help determine if there is sufficient momentum to pursue collaborative activities.**

At this point, the principal points of contact should confer with their upper management and legal advisors, if they have not already done so. This is needed to identify the local legal context for pursuing informal or formal agreements and associated terms of collaboration.

Informal letters of interest should be sent out to principal contacts at potential partner institutions to further refine and gain support for this effort. These may include governmental agencies, local universities, private consultants, non-governmental organization, or others who have expressed an interest in such a program. Communication between potential participants can be used to further determine the possibilities of cooperation and reach a proposed scope.

A formal letter of interest will help lay the groundwork for an informal or formal agreement—one of which will likely be required. An example of a formal letter of interest to a partnering institution is shown in ***Annex 1 - Letter of Interest Example***.



Step 6. Determining Appropriate Collaboration Levels

Determining the appropriate level of collaboration is based on the complexity, scale, and frequency of the desired activities. Depending upon the legal procedures normally followed by the participating organizations, an informal or formal agreement may be required. For example, basic activities such as intermittently meeting with visitors, providing standard presentations, and suggesting contacts to help arrange site visits may not require a formal agreement. Similarly, brainstorming, peer review, and exchanging materials—along with participating on panels and conferences—will likely be authorized by simply exchanging letters or emails.

On the other hand, intermediate-level activities including preparing studies and reports, internships, job shadowing, and exchange programs for students, scholars, and professionals usually require a formal agreement. Finally, complex, large-scale, and multidisciplinary planning and community development projects are considered to involve an advanced level of cooperation requiring approval of a formal agreement as well as third-party funding to realistically fulfill the work program. See the chart on page 8.

Step 7. Drafting and Adopting a Formal Agreement

As previously noted, some international activities do not require a formal agreement. Nonetheless, collaboration involving more complex and larger-scale activities almost certainly will. In these situations, having model agreements can save considerable time. **The agreement is the document that will set the context for the interactions between the Chapter and its partnering institutions.** Depending on the partnering institution's business practices and legal advice, the agreement may be similar to the Term of Cooperation (below). The terms highlighted in yellow are placeholders for more specific text as determined by the participants.

Multiparty Agreement

Annex 2 - Term of Cooperation Template provides a template for crafting an initial draft for a multiparty international agreement, with the purpose of establishing a legal foundation to support partner institutions (APA Chapter, governmental body, and academia) in developing specific work plans.

The agreement should state the main aspects of cooperation, such as participants, objective, terms, time frames, coordination, confidentiality, and costs, if applicable. To provide accountability, APA Chapters should identify a project manager in the agreement, through which all communication regarding future developments should be addressed.

Note that APA Chapters may be required to supply a formal address and phone number. It is recommended that at least one of the subscribers be the current Chapter's president. The Chapter should also be prepared to provide a copy of internal regulations that legally acknowledges the subscriber for the partnering institution. The Chapter Bylaws is an example of such a document.

University to University Agreements

Annex 3 - University to University Example provides an example of a Memorandum of Understanding (MOU) between two partner universities. This type of agreement may apply to educational institutions that wish to exchange students and faculty on a regular basis.



Step 8. Designing and Approving Work Plans

Work plans can be incorporated into the Term of Cooperation if desired by the partnering institutions. **Work plans describe the specific activities to be performed under the agreement and should be drafted to allow modifications by mutual consent of the project managers.**

Annex 4 - Work Plan Template is a generic work plan. It revisits the objectives of the agreement and lays out its goals, stages and implementation phases, a financial resource and application plan, a disbursement schedule, and an activities time frame. This work plan can be used to further delimit the context of more detailed work plans, to be jointly developed by the partnering institutions. These should be added to the generic work plan to keep track of the agreement activities, as the level of cooperation increases and includes more complex activities.

Annex 5 - Regional Planning Workshop Example provides an example for organizing a short workshop between participants.

California | San Francisco Bay Area



Step 9. Welcoming Presentations

An overview presentation should be prepared outlining information about the Chapter's location and membership as well as highlights addressing its more compelling planning and development challenges. This presentation will come in handy when welcoming international visitors or meeting with collaborative partner organizations overseas. It can demonstrate the initial scope and resources dedicated to an international collaboration program. It can also be used to highlight the main challenges of the specific APA chapter, its organization, its affiliations, the main terms of a proposed agreement, and specific topics of cooperation. For maximum impact, the initial presentation should be presented in person.

Annex 6 - APA Welcome Presentation provides a template that can be modified to suit the specific Chapter needs.

Step 10. Preparing and Distributing Promotional Materials

Recruiting volunteer participants and keeping Chapter members and the public informed is an ongoing activity. Interested APA Chapters are encouraged to periodically prepare and distribute promotional materials regarding their international tours and collaboration activities—and suggest the same from their counterparts. Promotional materials may take the form of press releases, Chapter newsletters, websites, videos, brochures, studies, presentations, tweets, and the like.

For example, a link at the end of the Resources section connects to a public domain video highlighting São Paulo's Municipal Plan adopted in 2014—including English translations added to help recruit English-speaking students and others interested in volunteering.



Lessons Learned

The following lessons were learned from five international tours and the São Paulo pilot project:

1. International travel provides multiple benefits, such as a steep learning curve and a heightened sense of discovery.
2. International experience benefits the profession at large by exposing professional planners, academics, and planning students to “new” and innovative ideas and different solutions to similar urban problems.
3. Promising planning practices may be carefully adapted to meet local needs elsewhere.
4. Purposeful international travel can inspire planners to help address issues such as poverty and disparities in income and living conditions. It can also provide the contacts and experience to initiate volunteer international collaboration.
5. Establishing collaboration agreements and work plans with overseas municipal governments is easier if professional contacts and mutual interests have already been established. Volunteer rather than fee-for-service-based efforts are easier to get approved. The agreement should allow for use of third-party funding, if available.
6. Success likely depends on having a primary point of contact who serves as an internal champion within each counterpart organization.
7. Starting out simple and incrementally expanding at a reasonable pace is more likely to succeed than overpromising and underdelivering. Complex and larger-scale projects require the approval of formal agreements and third-party funding.
8. While there is active political opposition in some US quarters to UN-related initiatives, inclusion of broadly accepted initiatives, such as the UN Sustainable Development Goals and its related climate change mitigation guidelines, provides common ground in support of collaboration in many areas outside the United States.

Resources

APA Websites

APA California Northern Section International

www.norcalapa.org/programs/international-opportunities/

APA National International Division

www.planning.org/divisions/international/

APA National Community Planning Assistance Teams

www.planning.org/communityassistance/teams/

International Planning Websites

City Protocol

<http://cityprotocol.org/>

Global Planners Network (GPN)

www.globalplannersnetwork.org/

International Association for Public Participation (IAP2)

www.iap2.org/

International Federation for Housing & Planning (IFHP)

www.ifhp.org/

International Society of City and Regional Planners (ISOCARP)

<http://isocarp.org/>

International Urban Planning and Environment Association (IUPEA)

www.iupea.net/

Travelers' Resources

Travel Alerts and Warnings

<https://step.state.gov/step/>
www.thebasetrip.com/

Traveler's Checklist

www.travel.state.gov/content/passports/en/go/checklist.html

Traveling Abroad

www.usa.gov/travel-abroad

International Education and Professional Opportunities

Abroad101

www.studyabroad101.com/

Association of International Educators

www.nafsa.org/professional_resources/

The Forum on Education Abroad

www.forumea.org/resources/

Global Service Learning

www.globalservicelearning.org/

GoAbroad

www.goabroad.com/

Institute of International Education

www.iie.org/

Volunteer Organizations

Peace Corps

www.peacecorps.gov/

Volunteers in Asia

www.viaprograms.org/

São Paulo Master Plan

Links to São Paulo Master Plan video with English subtitles:

<http://norcalapa.org/2016/11/12/sao-paulo/>

<http://norcalapa.org/programs/international-opportunities/>

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Annex 1 - Letter of Interest Example



American Planning Association
**California Chapter
Northern**

Making Great Communities Happen
www.norcalapa.org

Prefeitura De São Paulo
Attn: Fernando de Mello Franco
Secretaria Municipal De Desenvolvimento Urbano (SMDU)
Rua São Bento, 405
São Paulo, SP, Brasil

18 November 2014

Dear Fernando de Mello Franco,

On behalf of the American Planning Association (APA) California Northern Section, we wish to expand the professional collaboration and exchange of ideas that informally began after our visit to São Paulo in 2012. As such we would be pleased and honored to participate in an officially recognized collaboration and exchange program between our respective organizations – as determined by a formal agreement and work plan to be approved by our counterpart organizations.

The proposed program would provide a way for planning professionals and students to participate in problem solving activities and learn from each other's experiences. We believe the co-benefits of our interaction would be mutually beneficial including:

- Learning new planning and implementation strategies
- Exchanging locally developed techniques to universal urban challenges

Toward that end, we have met with members of your staff and thus far identified topics of mutual interest including, but not limited to:

- Transit Oriented Development
- Long range regional planning
- Zoning
- Climate change mitigation and adaptation
- Economic development
- Financial and regulatory mechanisms

In closing, we hope you share our interest in further collaboration and look forward to your reply.

Sincerely,

Jeff Baker, APA California Northern Section Director

Alex Hinds, APA California Northern Section International Programs Director

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Redwood Coast – **Stephen Avis, AICP**
San Francisco – **Brian Soland, AICP**
South Bay – **Jonathan Schuppert, AICP**

Annex 2 - Term of Cooperation Template

PARTICIPANT INSTITUTIONS LOGOS

PARTICIPANT INSTITUTIONS OFFICIAL DOCUMENT RECORD NUMBER/NAMES

TERM OF THE TECHNICAL, SCIENTIFIC AND ACADEMIC COOPERATION AGREEMENT BY THE AMERICAN PLANNING ASSOCIATION – CALIFORNIA CHAPTER “X” SECTION (APA_S) NAME, INTERNATIONAL PARTICIPANT GOVERNMENTAL ENTITY (P1) OFFICIAL NAME, , AND OTHER PARTICIPANT OFFICIAL NAMES.

Hereby and according to law, the P1 OFFICIAL NAME, headquartered at P1 ADDRESS, herein represented by its P1 REPRESENTATIVE POSITION, P1 REPRESENTATIVE NAME, hereinafter referred to as P1 ACRONYM or Participant, and the APA_S NAME, headquartered in APA_S ADDRESS hereinafter referred to as APA_S ACRONYM or Participant, herein represented by APA_S REPRESENTATIVE NAME, APA_S POSITION, and P2 OFFICIAL NAME, hereinafter referred to as P2 ACRONYM, or Participant, represented by its P2 REPRESENTATIVE POSITION, P2 REPRESENTATIVE NAME, headquartered at P2 ADDRESS, enrolled in IRS CORRESPONDENT FOR INTERNATIONAL P2 (IF PRIVATE) under no. TAX PAYER IDENTIFICATION NUMBER FOR P2 (IF PRIVATE), resolve to execute this agreement for Technical, Scientific and Academic Cooperation, according to the record of the administrative proceedings of PARTICIPANT INSTITUTIONS OFFICIAL DOCUMENT RECORD NUMBER/NAMES, subject to, as applicable, the provisions of Law APPLICABLE PROCUREMENT LAWS FOR P1 INSTITUTIONS, and in accordance with the following terms and conditions:

PARTICIPANT INSTITUTIONS LOGOS

PARTICIPANT INSTITUTIONS OFFICIAL DOCUMENT RECORD NUMBER/NAMES

SECTION ONE – THE OBJECTIVE

1.1 This Term has the objective to promote mutual cooperation between **APA_S ACRONYM**, **P1 ACRONYM**, and **P2 ACRONYM** in actions of mutual interest, especially with regards to:

- A) Student and volunteer professional exchanges between Participants. In respect to specific academic agreements between universities located in or associated with the **APA_S ACRONYM** and **P2 ACRONYM** and according to law, this agreement has also the objective of promoting opportunities for student internships and professional exchange.
- B) Exchange of expertise and information in order to support the production of research on the methods, procedures and theoretical instruments of urban planning and urban design applied by the Participants **APA_S ACRONYM**, **P1 ACRONYM**, and **P2 ACRONYM**.
- C) It also covers the exchange of data, cartographic products, iconographic material and analytical texts produced by the Participants.

1.2 The activities before mentioned shall be developed exclusively by **APA_S ACRONYM**, **P1 ACRONYM**, and **P2 ACRONYM**.

With this collaborative agreement and according to its scope, Participants will be allowed to jointly work together. The Work Plan sets out all the essential elements and specification such as the scope, common and individual assignments, and deadlines. Attached to this agreement, the proposed Work Plan describes the scope of collaboration, previewed assignments, and timeframes.

PARTICIPANT INSTITUTIONS LOGOS

PARTICIPANT INSTITUTIONS OFFICIAL DOCUMENT RECORD NUMBER/NAMES

SECTION TWO – TERM AND DEADLINES

- 2.1 For all purposes, this cooperation agreement is valid for a period of **DURATION IN MONTHS** from the date of its signature, observing the provisions of Section item 2.2. The Participants, at any time, can extend this agreement by mutual consent. In order to achieve the extension, all parties listed in section four must sign a written consent.
- 2.2 The present Term may be terminated by any of the Participants at any time. In any event, all activities committed as a result of this adjustment shall continue until the date of termination.
- 2.3 The activities that are being developed and have already been scheduled for prior to the termination of this agreement shall not be interrupted until the end of its completion.
- 2.4 Regarding the ongoing activities, the Participants may define, under a Term of Closure of Cooperation, responsibilities for the completion or termination of the work and any possible disputes.

SECTION THREE – CONFIDENTIALITY

- 3.1 It is understood that the Participants may use information assigned to them through mutual agreement.
- 3.2 Participants, when using the information, will be required to disclose the authorship, taking responsibility to ensure its integrity, and should not change or modify the data.
- 3.3 Participants are responsible not to copy, provide, lend, assign or allow third party access to proprietary information without written agreement from the original source.

PARTICIPANT INSTITUTIONS LOGOS

PARTICIPANT INSTITUTIONS OFFICIAL DOCUMENT RECORD NUMBER/NAMES

- 3.4 Participants are responsible to ensure the safety of property and equipment, where the information transferred will be saved or stored, protecting them against any unauthorized access.
- 3.5 In the event that Participants carry out work using the transferred information, and that this data is shared with other entities, companies, or individuals, the responsibilities described in this agreement shall be extended to these third parties.

SECTION FOUR – COORDINATION

- 4.1 Participants shall maintain throughout the duration of this Term of Cooperation, Technical Managers responsible for overall coordination of cooperative activities under this legal instrument. Each of the Participants shall appoint a manager, duly authorized, and empowered to adopt the measures necessary for the proper conduct of this agreement, through which the contacts will be made between the parties.

The Technical Managers are as listed:

- By **APA_S ACRONYM** : **APA_S TECHNICAL MANAGER**
- By **P1 ACRONYM**: **P1 TECHNICAL MANAGER**
- By **P2 ACRONYM**: **P2 TECHNICAL MANAGER**

The Participants may at any time replace the Technical Manager indicated, communicating immediately the change to the other Participants.

- 4.2 For activities approved in the Work Plan, the Participants may request assistance of other entities in accordance with Section Three.

PARTICIPANT INSTITUTIONS LOGOS

PARTICIPANT INSTITUTIONS OFFICIAL DOCUMENT RECORD NUMBER/NAMES

SECTION FIVE – COPYRIGHT

- 5.1 The copyright in any products developed jointly by APA_S ACRONYM, P1 ACRONYM, and P2 ACRONYM, under this agreement, shall belong to the above parties which together establish criteria for publication and use by third parties.

SECTION SIX – COST

- 6.1 This agreement does not assume nor involve the transfer of resources from any Participants. The costs for achieving its objectives shall be the responsibility of each Participant.

Notwithstanding the above, the Participants may obtain funds for activities of mutual interest through third-party sponsors, in accordance with the applicable laws and regulations.

SECTION SEVEN – ENTRY INTO EFFECT

- 7.1 This Term of Cooperation shall be deemed to take effect once the signatures are provided to the Technical Managers appointed in Section Four.

SECTION EIGHT – DISPUTE RESOLUTION

- 8.1 The parties shall employ their best efforts to solve any conflicts arisen from this Term of Cooperation. In the event of unresolved dispute, the Participants elect, with the exclusion of any other, however privileged, the FORUM FOR DISPUTE RESOLUTION, by one of its Courts, as competent to resolve conflicts arising out of this adjustment Term of Cooperation.

PARTICIPANT INSTITUTIONS LOGOS

PARTICIPANT INSTITUTIONS OFFICIAL DOCUMENT RECORD NUMBER/NAMES

SIGNATURES

And, being in accordance with the terms hereof, have signed this on eight (06) copies of equal content and for the same purpose, after having read and initialed all sheets except this which were duly signed, two (02) for **APA_S ACRONYM**, two (02) for **P1 ACRONYM**, two (02) for **P2 ACRONYM**, all before two (02) witnesses.

LOCATION, DATE.

By **P1 REPRESENTATIVE**

By **P2 REPRESENTATIVE**

By **APA_S REPRESENTATIVE**

Witnesses:

Name:

OFFICIAL IDENTIFICATION NUMBER:

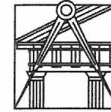
Signature:

Name:

OFFICIAL IDENTIFICATION NUMBER:

Signature:

Annex 3 - University to University Example



FACULDADE DE ARQUITETURA
UNIVERSIDADE DE LISBOA

Agreement for Academic Exchange and Cooperation

between the

**College of Architecture and Environmental Design
California Polytechnic State University
San Luis Obispo, California, USA**

and the

Faculty of Architecture, University of Lisbon, Portugal

California Polytechnic State University, San Luis Obispo and the **University of Lisbon, Faculty of Architecture**, Portugal, seek to promote academic exchanges and cooperation in all fields. Such cooperation would involve the following:

- Collaborative research;
- Exchange of scholars and researchers;
- Exchange of ideas, information, and materials;
- Exchange of visiting lecturers and professors.

The terms, expenses, and other matters arising in relation to the implementation of this formal Agreement shall be discussed in detail by the parties concerned for each specific case. Both parties shall make use of the various facilities and funds available to them to support the activities related to this Agreement.

Each University will nominate one of its members as its representative in charge of the cooperation program. Individual programs of work under this Agreement will be jointly planned and supervised by the nominees of both parties.

Neither party has authority to incur any obligation on behalf of the other party. Each party is responsible for the costs or liabilities it causes or incurs in performing this agreement. Either party may withdraw from the collaboration or exchange upon notification to the other party.

The Agreement will be effective for a period of five years from the date of signing and is subject to change, renewal, and termination by mutual consent.

**Signed on behalf of
California Polytechnic State University**

Dr. Christine Theodoropoulos, Date
Dean, College of Architecture
and Environmental Design

and

Dr. Kathleen Enz Finken, Provost

7-5-16

Date

**Signed on behalf of
University of Lisbon**

Dr. João Cottinelli Telmo Date
Pardal Monteiro,
President,
Faculty of Architecture

Annex 4 - Work Plan Template

PARTICIPANT INSTITUTIONS LOGOS

PARTICIPANT INSTITUTIONS OFFICIAL DOCUMENT RECORD NUMBER/NAME

WORK PLAN OF TECHNICAL, SCIENTIFIC AND ACADEMIC

COOPERATION BETWEEN THE AMERICAN PLANNING

ASSOCIATION – CALIFORNIA CHAPTER “X” SECTION (APA_S)

NAME, THE INTERNATIONAL PARTICIPANT GOVERNMENTAL

ENTITY (P1) OFFICIAL NAME, AND PRIVATE PARTICIPANT

INSTITUTION/SCHOOL (P2) OFFICIAL NAME

Introduction

By this Term of Cooperation, it is expected that the interaction of such institutions can bring a variety of opportunities for mutual improvement through the sharing of experiences.

Northern California provides a sound model for regional growth, development and conservation strategies. The San Francisco Bay Area promotes compact land use patterns and transit-oriented development (TOD). Through a public agency, such as the Association of Bay Area Governments, a long-range regional planning perspective can guide housing, transit, and economic growth patterns. P1 ACRONYM is DESCRIPTION OF P1 GENERAL STRENGTHS WHICH ARE INTERESTING FOR THE COOPERATION OBJECTIVES.

P2 ACRONYM is a renowned private institution with many of its scholars and professionals connected through key roles in academia, government and economy.

PARTICIPANT INSTITUTIONS LOGOS

PARTICIPANT INSTITUTIONS OFFICIAL DOCUMENT RECORD NUMBER/NAME

I. Objective

P1 and the San Francisco Bay Area have devised unique solutions to many urban planning challenges. This collaboration aims to enable exchanges on cross-cultural project and program experience between the two regions. The object of this Work Plan is to promote mutual cooperation between APA_S ACRONYM, P1 ACRONYM, and P2 ACRONYM, with regard to:

- A) Student and volunteer professional exchanges between Participants;
- B) Exchange of expertise and information in order to support the production of research on the methods, procedures and theoretical instruments of urban planning and urban design applied by the Participants APA_S ACRONYM, P1 ACRONYM, and P2 ACRONYM; and
- C) Exchange of data, cartographic products, iconographic material and analytical writings produced by the Participants.

In order to achieve these objectives, activities between participants shall be developed such as the elaboration and participation in workshops and ateliers, as well as case studies.

Topics of interest may include, but are not limited to:

- TOD (Transit Oriented Development) implementation;
- Long range regional planning;
- Zoning;
- Climate change mitigation and adaptation;
- Economic development; and
- Financial and regulatory mechanisms.

PARTICIPANT INSTITUTIONS LOGOS

PARTICIPANT INSTITUTIONS OFFICIAL DOCUMENT RECORD NUMBER/NAME

For the professionals involved, the co-benefits of such a program include:

- Learning about new planning and implementation strategies;
- Exchanging locally developed techniques to universal urban planning and development challenges; and
- Establishing an international network and contributing to the profession overseas.

II. Goals of the Agreement

The proposed international planners collaboration and exchange program would provide a way for planning professionals and students to participate in activities and share experiences abroad.

III. Stages and Execution Phases

The implementation of this agreement will be subject to the schedule of activities of the participants.

The participation of professionals and students involved will occur in accordance with Participants' mutually agreed specific Work Plans and the availability of interested professionals.

IV. Financial Resources Application Plan

This Agreement does not assume nor involve the transfer of resources from any Participants. The costs for achieving its objectives shall be the responsibility of each Participant.

PARTICIPANT INSTITUTIONS LOGOS

PARTICIPANT INSTITUTIONS OFFICIAL DOCUMENT RECORD NUMBER/NAME

Notwithstanding the above, the Participants may obtain funds for activities of mutual interest through third-party sponsors, in accordance with the applicable laws and regulations.

V. Disbursement Schedule

Unless sponsorship of specific projects is provided, the disbursement schedule of each participant will be according to their specific arraignments.

VI. Activities Timeframe

The exchange of students, professionals and the undertaking of shared activities shall occur according to the timeframe described in the Agreement, with the duration of three years from the signatures of the Agreement.

Annex 5 - Regional Planning Workshop Example

International Planning Collaboration, APA California Northern

Annex 5: APA California Northern and São Paulo Regional Planning Workshop Program

Prepared by Carolina Heldt, Guilherme Filocomo, Alex Hinds and Bruno Borges

APA California Northern Section International Collaboration with Sao Paulo, Brazil: Proposed Regional Planning Workshop, Fall 2016

APA California Northern and São Paulo Regional Planning Workshop

Summary:

The workshop (to be conducted on SKYPE) is intended to share information and experiences relevant to Brazil's 2015 Metropolitan Statute and California's recent experience with regional planning after the passage of SB 375. Association of Bay Area Governments' (ABAG) Plan Bay Area will be highlighted. Access to additional background information will be provided to Brazilian and California participants at least two weeks before the workshop.

Themes of interest for São Paulo:

PANEL 1. METROPOLITAN PLANNING

Defining "common interest functions"

The Metropolitan Statute reaffirms the shared responsibility among Metropolitan Entities on Public Common Interest Functions (FPICs). Since the 70s, different approaches were built in Brazil with the objective of defining what would be these Common Functions. Today, in a scenario of legal obligation, urban agglomerations and metropolitan areas seek to define or redefine the FPICs and consider them in their Integrated Development Plans (PDUI).

In the process of elaboration of the first PDUI of São Paulo Metropolitan Area, it is understood that the plan must treat the metropolitan priorities and structural FPICs. Considering that, the PDUI Workgroup has proposed 5 action axes:

- i- Economic, social and urban development
- ii- Housing and social vulnerability
- iii- Environment, sanitation and water resources
- iv- Mobility, transportation and logistics
- v- Governance and Shared Funds.

Definition of regional land use designations (macrozoneamento) and the alignment of local master plans and regional land use designations

The PDUI, a new regional planning tool created by the Metropolitan Statute, must address the Public Common Interest Functions and, therefore, not alter the responsibilities of each city or state government, including their urban planning tools and scopes. Within this context, the PDUI will intersect with the entire planning system and FPICs.

We hope to share similarities and differences between the Plan Bay Area experience and the actual construction of this planning system. Metropolis of São Paulo will also contribute to the discussion of the urban tools of each plan, their respective goals and how they can be connected.

International Planning Collaboration, APA California Northern

PANEL 2. METROPOLITAN GOVERNANCE

Adequate governance structures for the metropolitan region

São Paulo metropolitan area is currently discussing the metropolitan governance structure in order to meet the requirements presented by the Metropolitan Statute. It is still debatable how this should be structured, what links should be established between the existing administrations and proposed administrations, their composition, and mission. Thus, the Governance structure regarding the approval of the Public Common Interest Functions and the implementation of the PDUI will be formed. We look forward to better understanding the process of forming the Association of Bay Area Governments, their relationship with municipal and state governments, as well their responsibilities, composition and management structure.

Funding for metropolitan projects

Funding for programs, projects and services of metropolitan character must be considered in the discussion of the construction of this metropolitan government. The rules for this financing are still unclear and the Metropolis Statute does not regulate Metropolitan funding. However, it is understood that rules should be established for the capture and application of metropolitan resources and, considering this, it is expected that the experience of the Bay Area can help inform consideration of a funding system.

Participants:

California-based participants:

1. APA California Northern Section
2. Current or former municipal and local government planners
3. ABAG planning director
4. Consultant to the State of California, a university professor or staff member
5. University and non-profit representative

São Paulo:

1. SMDU - São Paulo's Municipal Secretary of Urban Development
2. EMPLASA - Regional Planning Company
3. Executive Committee for the Metropolitan Plan - Gathers representatives from State Secretaries of Sao Paulo Metropolitan Cities and State
4. UFABC - Federal University of ABC - Staff of the Territorial Planning Course

Program Outline:

CALIFORNIA	SÃO PAULO	Themes	
9:00 AM	3:00 PM	Welcome and Intros	
9:10 AM	3:10 PM	PANEL 01	São Paulo
9:35 AM	3:35 PM		California
10:00 AM	4:00 PM	Break	
10:15 AM	4:15 PM	PANEL 02	São Paulo
10:45 AM	4:45 PM		California
11:15 AM	5:15 PM	Roundtable discussion	

Annex 6 - APA Welcome Presentation

INTERNATIONAL PARTICIPANT GOVERNMENTAL ENTITY (P₁) OFFICIAL NAME
PRIVATE PARTICIPANT INSTITUTION/SCHOOL (P₂) OFFICIAL NAME
AMERICAN PLANNING ASSOCIATION – CHAPTER NAME

International Planning Collaboration

Location
Date

American Planning Association



- National association of city and regional planners with 36,000 members



- The California Chapter has 5,400 members



American Planning Association
California Chapter Northern
Making Great Communities Happen

- The Northern Section has 1,700 members

International Planning Tours

■ APA California Northern International Tours

- Cuba (2003)

- China (2007)

- India (2009)

- Brazil (2012)

- Eastern Europe (2014)

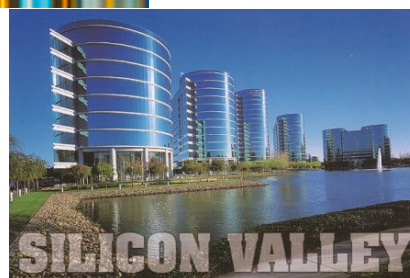
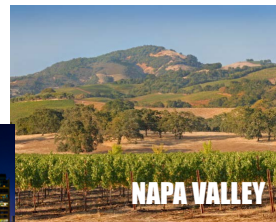
- Czech Republic
- Poland
- Serbia
- Estonia
- Hungary
- Russia



California | San Francisco Bay Area

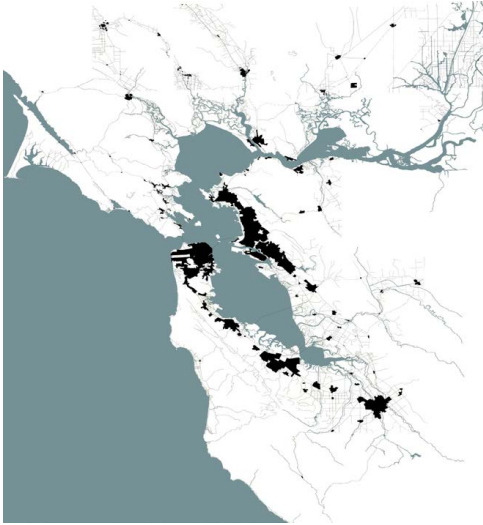


San Francisco Bay Area

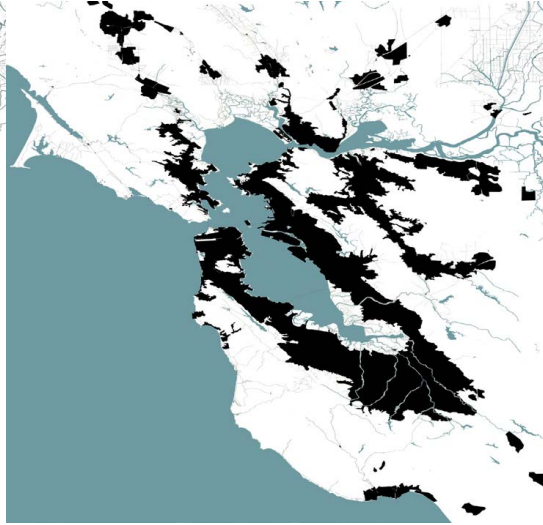


Urbanized Land

1940



2010



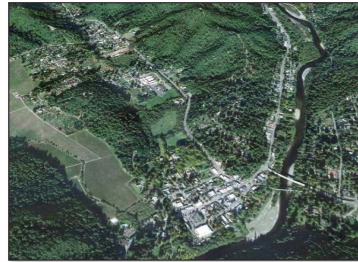
Plan Bay Area: Regional Growth Strategy

- Priority Development Areas
 - Almost 200 locally nominated areas
 - Infill areas favored
 - Develop near transit
 - Plan for increased housing and jobs
 - Diverse densities and community identities

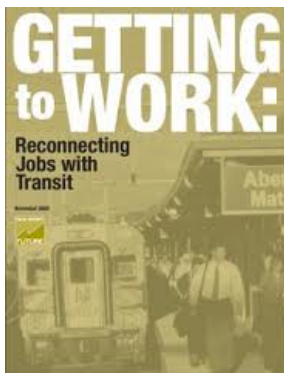


Plan Bay Area: Regional Growth Strategy

- Priority Conservation Areas
 - Areas to be retained for open space or farmland
 - More than 100 locally nominated areas



Employment Trends



Workers prefer locations near transit



Investment Strategies

- Maintain the existing transportation system
- Support focused growth
- Build next generation transit
- Boost freeway and transit efficiency
- County investment priorities
- Protect our climate

“Hot” Bay Area Planning Topics

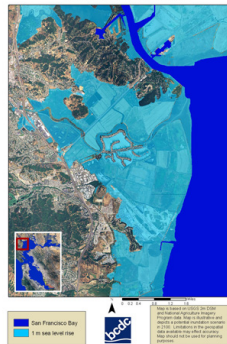
- Climate change, resiliency and health
- Housing, jobs and traffic
- Sustainable development strategies
- Agricultural and open space protection
- Income inequality

Causes and Effects

- Climate change, resiliency and health concerns include increased heat, fires, drought, sea level rise and hazards



San Francisco Bay Scenarios for Sea Level Rise
Petaluma River Mouth



California Game Changers

- Assembly Bill 32 (AB 32)
 - Greenhouse gas (GHG) reductions to 1990 levels by 2020
 - Local “climate action plans” and general plan provisions
- Senate Bill 375 (SB 375)
 - Connects transportation and land use at the regional level
 - Creates Sustainable Communities Strategy (SCS) to reduce GHG emissions and urban sprawl



San Francisco Waterfront 1989



San Francisco Waterfront 2015



Kim Komenich / The Chronicle

Cooperation Agreement

- Participants
- Duration
- Participants responsible for own costs, third party funding may be used
- Enables professionals, students and researchers to collaborate per mutually agreed upon work plan

Proposed Work Plan Summary

- Work Plan
 - Students and volunteers professional exchanges
 - Locally developed techniques to universal planning and development challenges
- Examples of mutual interest
 - Long range regional planning
 - Sustainable development strategies
 - Financial and regulatory mechanisms

Next Steps

- Sign agreement
- Update work plan



Photo credit: Samuel Blanchard

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American Planning Association
California Chapter Northern
Making Great Communities Happen