

File No. 04-1000-20-2012-167

July 20, 2012

s.22(1)

Dear s.22(1):

Re: **Request for Access to Records under the Freedom of Information and Protection of Privacy Act (the "Act")**

I am responding to your request of June 28, 2012 under the *Freedom of Information and Protection of Privacy Act* for:

- **Any payments made to Mayor Gregor Robertson for appearing at the New Cities Summit in Paris;**
Please note: This was not a paid speaking engagement therefore, there are no responsive records for this part of your request.
- **Copy of the invitation and agreement for his membership on the Board of Trustees of the New Cities Foundation;**
- **Copies of agendas and minutes for all New Cities Foundation meetings attended by him (in-person or via teleconference).**

All responsive records are attached.

Please do not hesitate to contact me if you have any questions.

Yours truly,



Barbara J. Van Fraassen, BA
Manager, Corporate Information and Privacy
City Clerk's Department, City of Vancouver
Email: Barbara.vanfraassen@vancouver.ca
Telephone: 604.873.7999

Encl.

:bvf

May 13, 2012

Sunday

May 2012						
Su	Mo	Tu	We	Th	Fr	Sa
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13

Sunday

◀ From May 12 **New Cities Summit;** Hilton Paris La Defense, 2 place de la Defense, Le CNIT-BP 210; Robertson, G To May 15 ▶

7 am

8⁰⁰

9⁰⁰

10⁰⁰

11⁰⁰

12 pm

1⁰⁰

2⁰⁰

3⁰⁰

4⁰⁰

Registration

CNIT, Conference space adjacent to the Hilton La Defense
Robertson, G

5⁰⁰

6⁰⁰

May 14, 2012

Monday

May 2012						
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	14	Monday
	From May 12 New Cities Summit; Hilton Paris La Defense, 2 place de la Defense, Le CNIT-BP 210; Robertson, G To May 15	
7 am		
8⁰⁰	Croissants & Coffee CNIT Robertson, G	
9⁰⁰	Prep for Opening Plenary Robertson, G	
	Opening by John Rossant	
10⁰⁰		Defining Urbanites: Opening Plenary - G delivering remarks Leonardo da Vinci Auditorium, CNIT, Paris La Défense Robertson, G
11⁰⁰	Media Announcement Robertson, G	
12 pm		
1⁰⁰	Lunch	
2⁰⁰		
	Plenary	
3⁰⁰		
	Breakout Sessions	
4⁰⁰		
5⁰⁰		
6⁰⁰	CNN Sponsored Cocktail/Dinner Event Bar LA VUE, Concorde LaFayette Hotle (34th Fl), 3, Place du General Koenig Robertson, G	

Opening Plenary Session

Defining urbanites: how we became a city species and why *it matters*

Date and venue

Monday 14 May 2012, 09:50 – 11:00 am

Leonardo da Vinci Auditorium
CNIT, Paris La Défense

There will be a short **preparatory meeting beforehand (08:45-09:10 am)** between the speakers and the moderator to fine-tune the last details.

This meeting will take place in the **Speaker's room** next to the Plenary Hall.

Session description

The opening session of the Summit will set the tone and the stage for three days of discussion and a rich exchange on the future of our urban world.

Drawing from the history of the city both as an idea and as a physical phenomenon across civilizations, panelists from business, government and academia will share their vision of the urban phenomenon and its significance for humankind in the 21st century.

Panelists

- **Wim Elfrink**, Executive Vice President, Cisco
- **Ajit Gulabchand**, Chairman and Managing Director, Hindustan Construction Group
- **Gregor Robertson**, Mayor, Vancouver
- **Geoffrey West**, Distinguished Professor and Past President, Santa Fe Institute

Moderator

- **Edwin Heathcote**, Architecture and design critic, Financial

Session structure

Session (1h10, 70 min.):

The session will be run in a conversation format (like a TV show) with no prepared speeches

Each panelists will have 8 minutes to make his introductory remarks which will then be followed by an open discussion between the panelists.

The moderator welcomes the gathered audience, introduces formally the panelists and opens the session.

The moderator will then invite Professor **Geoffrey West** to introduce the session and set the stage for the New Cities Summit 2012 (12 minutes).

Professor West introduces the topic through an historical perspective presenting briefly the evolution of cities and urbanization. He will cover the following issues : Why are we all gathered here today ? What are the

specifics of cities: creativity, prosperity, crime, and diseases. Cities have always been a concentration of specifics. Urbanization is going on at an exponential rate, which is not sustainable.

The moderator thanks Professor West, gives the floor to the first speaker, **Mayor Gregor Robertson**, by asking him a question around the conceptual framework for future strategies of cities and on the role of the City Administration in the construction on cities.

Gregor Robertson delivers his introductory remarks (8 min.) on the conceptual framework for future strategies of cities and on the role of the City Administration in the construction of cities. He also talks about the importance of partnerships between cities.

(Suggested focus – tbc with the moderator)

The moderator thanks Mayor Robertson and gives the floor to **Ajit Gulabchand** by putting him a question related to the vision of planners of new cities.

Ajit Gulabchand provides his point of view on the vision of planification of new cities **(8 min.)**. Who are the planners of these new cities (businessmen, political actors?) What is the role of infrastructures in the construction of cities? What kind of urbanity are these new cities offering to their inhabitants?

(Suggested focus - tbc with the moderator)

The moderator thanks the speaker and gives the floor to **Wim Elfrink** asking him a question related to the importance of smart technologies in cities.

Wim Elfrink (8 min) develops on smart technologies in cities and on how cities are now forced to adapt themselves to new types of regulation (smart regulation).

(Suggested focus – tbc with the moderator)

The moderators thanks the speaker and then follows up on one or two aspects of what has been said earlier either through direct questions or asking reactions from other panelists (20 min).

The moderator draws the most important elements of the discussion and concludes (5 min).

(Edwin Heathcote will have some prepared questions).

Moderator's role

- **Contact the panelists to structure the session and the discussion**
- Prepare a short introduction of the panelists, the problematic of the session and the main issues to be discussed by the panel
- Prepare some questions for the discussion
- Keep panelists focused on the angle they need to address
- Manage the discussion in such a way to identify some potential concrete outcomes
- Summarize the discussion and close the session
- **Keep the session on time**

Program contacts

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Biography of speakers

Wim Elfrink

Executive Vice President, Emerging Solutions & Chief Globalisation Officer, Cisco

Wim Elfrink is Cisco's Chief Globalisation Officer and Executive Vice President for the Emerging Solutions Group. In this role, he heads three global functions: Cisco's Emerging Solutions and Emerging Countries initiatives and the company's globalisation strategy. Elfrink reports directly to Cisco Chairman and CEO John Chambers and is an officer of the company.

As Cisco's first Chief Globalisation Officer, Elfrink leads Cisco's efforts to become the world's most globally relevant company, by incubating new business models and partner ecosystems, growing in strategic markets, and transforming global operations. The globalisation strategy is designed to help Cisco deliver a greater spectrum of solutions, business models, and partners for its customers worldwide.

His responsibilities also include coleadership of Cisco's market adjacency strategy with John Chambers. The adjacencies function, now operating as the Emerging Countries Council, positioned Cisco's entry into new emerging markets and emerging solutions with a special focus on Brazil, Russia, China, India, and Mexico.

In his 14 years at Cisco, Elfrink has established a reputation as an entrepreneur, known for incubating businesses that flourish under his leadership. In 2007, he moved to India with his family to establish Cisco's Globalisation Centre East in Bangalore. Over four years, he has made it an innovation hub that now has more than 7,000 employees, a smart campus built sustainably, and an organization focused on developing and delivering marketmaking solutions that are scaled globally.

In 2011, the Emerging Solutions Group (ESG) was formed as a direct result of the innovation success born out of the globalisation centre, with Elfrink as the leader. ESG is focused on identifying market-making opportunities and the creation of new industries, including Smart+Connected Communities, Virtual Healthcare, and Physical Safety and Security among others.

Prior to his current responsibilities, Elfrink played a key role in the build up and success of Cisco's services business. Starting with key roles in European Services, in 2002, he was appointed head of Global Services, which grew from \$3.3 billion when he assumed leadership to more than \$7.6 billion in 2010.

During his time based in India, Elfrink chaired the Confederation of Indian Industry's Steering Committee on Intelligent Urbanization, which in May 2010 recommended a Framework for Sustainable Urbanization for India. In December 2009 Daily News & Analysis, a leading Indian newspaper, named Elfrink one of Bangalore's 50 Most Influential People, one of 12 from the corporate world and the only non-Indian to be featured.

Ajit Gulabchand

Chairman and Managing Director, Hindustan Construction Group

Ajit Gulabchand, Chairman and Managing Director of Hindustan Construction Company (HCC) Ltd. has, over the past 25 years, transformed the company from a construction major into a business group of global scale, developing and building responsible infrastructure through next practices. Over the years, HCC has constructed over 25% of India's hydro-power and over 50% of India's nuclear power generation capacities, over 3,300 lane km of expressways and highways, more than 204 km of complex tunneling - and over 324 bridges.

The HCC Group, with a group turnover of US \$ 1.6 billion, comprises of HCC Ltd, HCC Infrastructure Co. Ltd, HCC Real Estate Ltd, Lavasa Corporation Ltd and Steiner AG in Switzerland. As Chairman - Lavasa Corporation Ltd, Mr. Gulabchand is the visionary behind the concept of free India's planned Hill City, Lavasa, which today is seen as a blueprint for the many future cities India will need as it responds to massive rural-to-urban migration.

A regular participant at the World Economic Forum (WEF) for almost two decades, Mr. Gulabchand was the first Asian to Chair the Governor's Steering Board of the Engineering & Construction Community at the WEF in Davos, 2011. He was also Co-Chair of the WEF's India Economic Summit, 2010. He is the only Indian business leader to participate on panels at the United Nation's Annual Summit on Climate Change, as well on the United Nation's Global Compact Summit.

A practitioner of sustainable infrastructure development, Mr. Gulabchand has been the first Indian signatory to endorse the United Nations CEO Water Mandate which mobilizes businesses globally towards water sustainability. He is an Executive Committee member of TERI's (The Energy and Resources Institute) - Business Council for Sustainable Development. Mr. Gulabchand is also the President of the International Federation of Asian and Western Pacific Contractors' Associations (IFAWPCA).

Gregor Robertson
Mayor of Vancouver

In November 2011, Gregor Robertson was elected to a second term as Mayor of Vancouver. He was re-elected to continue building upon the accomplishments of his first three years in office—working to end street homelessness, addressing housing affordability, improving public transit, and making Vancouver the greenest city in the world.

Mayor Robertson is also a national advocate for urban issues as Chair of the Federation of Canadian Municipalities' Big City Mayors' Caucus, focusing on public infrastructure, housing and transit.

Mayor Robertson spearheaded the creation of the city's first comprehensive Economic Action Strategy, and is committed to growing a sustainable and thriving economy in Vancouver focused on high-growth sectors like digital media, clean technology and renewable energy.

Building on the successful legacy of the 2010 Winter Olympics, which has generated over \$350 million in economic impact and created more than 3000 new jobs in the Metro Vancouver region, Mayor Robertson has established Vancouver internationally as the Green Capital—a City where going green is good for business. He has also overseen the creation and implementation of the award-winning Greenest City 2020 Action Plan that aims to make Vancouver an environmental leader in everything from energy efficiency and waste reduction to clean air and local food.

Under Mayor Robertson's leadership, Vancouver continues to rank as one of the most liveable cities in the world, with one of the most competitive environments for attracting new jobs and investment. The City of Vancouver has also been named the Most Innovative Organization in the province by BC Business Magazine for its open data initiative.

He has made affordable housing a top priority, with an aggressive, ten-year plan to provide thousands of affordable housing units for Vancouverites of all ages, while ensuring that existing affordable housing is protected. As Mayor, he has overseen significant progress towards the goal of ending street homelessness by 2015, by opening new homeless shelters while leveraging significant investments in new social housing throughout the city.

Prior to entering politics, Gregor co-founded Happy Planet, a Vancouver-based socially responsible company that produces organic juices and promotes health and nutrition. He and his wife Amy have four children. The Mayor is an avid soccer and hockey fan, and can occasionally be seen around town playing his tuba or drums.

Geoffrey West

Distinguished Professor and Past President, Santa Fe Institute

Geoffrey West is a theoretical physicist whose primary interests have been in fundamental questions in physics, especially those concerning the elementary particles, their interactions and cosmological implications. West served as SFI President from July 2005 through July 2009. Prior to joining the Santa Fe Institute as a Distinguished Professor in 2003, he was the leader, and founder, of the high energy physics group at Los Alamos National Laboratory, where he is one of only approximately ten Senior Fellows.

His long-term fascination in general scaling phenomena evolved into a highly productive collaboration on the origin of universal scaling laws that pervade biology from the molecular genomic scale up through mitochondria and cells to whole organisms and ecosystems. This led to the development of realistic quantitative models for the structural and functional design of organisms based on underlying universal principles. This work, begun at the Institute, has received much attention in both the scientific and popular press, and provides a framework for quantitative understanding of problems ranging from fundamental issues in biology (such as cell size, growth, metabolic rate, DNA nucleotide substitution rates, and the structure and dynamics of ecosystems) to questions at the forefront of medical research (such as aging, sleep, and cancer). Among his current interests is the extension of these ideas to understand quantitatively the structure and dynamics of social organizations, such as cities and corporations, including the relationships between economies of scale, growth, innovation and wealth creation and their implications for long-term survivability and sustainability.

He is a Fellow of the American Physical Society and was one of their Centenary Speakers in 2003. He has been a lecturer in many popular and distinguished scientist series worldwide, as well as at the World Economic Forum. Among recent honors he was a co-receiver of the Mercer Award from the Ecological Society of America, the Weldon Memorial Prize (2005), Oxford University and the Glenn Award for research on Aging. In 2006 he was named one of *Time* magazine's "100 Most Influential People in the World" and his work selected as one of the breakthrough ideas of 2007 by the Harvard Business Review. He is the author of several books, a visiting Professor of Mathematics at Imperial College, London, and an Associate

Fellow of the Said Business School at Oxford University.

West received his BA from Cambridge University in 1961 and his doctorate from Stanford University in 1966, where he returned in 1970 to become a member of the faculty. West is married to Jacqueline West, a psychologist in private practice; they have two children: Joshua, a geologist at Oxford University and an Olympic silver-medalist, and Devorah, a political scientist at the Brookings Institute.

Bio of moderator

Edwin Heathcote, Architecture and design critic, Financial

Edwin Heathcote is an architect, writer and designer living and working in London. He is the Architecture and Design Critic of The Financial Times, a regular contributor to a number of journals and the author of around a dozen books on architecture. In 2001 he founded the hardware manufacturer ize. He is a contributing editor of Icon Magazine and a trustee of architectural education charity Open City. He is also the chairman of the judges for the FT CitilIngenuity Awards.

Honrado, Lara

From: Caroline Kaplan <Caroline.Kaplan@publicislive.com>
Sent: Tuesday, February 22, 2011 3:24 AM
To: Honrado, Lara
Cc: John Rossant
Subject: FW: Invitation to join the New Cities Foundation's Board of Trustees
Attachments: NCF Presentation (BoT) .pdf.pptx

Dear Lara,

Thank you for your prompt reply.

Please find below the e-mail sent by John Rossant last week, on Feb. 11, to Mr Robertson.

As I was telling you in my previous e-mail, it would be great to set up a conference call between Mr Rossant and Mr Robertson to discuss the project, this week if this is possible at all.

Best,
Caroline

Caroline KAPLAN



Head of Chairman's Office and Project Coordinator
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Visit our new website at [www . p u b l i c i s l i v e . c o m](http://www.publicislive.com)

From: "john.rossant@newcitiesfoundation.org" <john.rossant@newcitiesfoundation.org>
Sent: Friday, February 11, 2011 11:16 AM
To: Gregor.robertson@vancouver.ca
Subject: Invitation to join the New Cities Foundation's Board of Trustees

Dear Gregor,

I hope this finds you well!

The two of us have discussed on a number of occasions our project to launch the big global event on cities. I am happy to tell you that the dream has become a reality and I wanted to formally

invite you to join the Board of Trustees of the **New Cities Foundation**. As you know, the Foundation is a recently formed Geneva-based non-profit institution dedicated to improving the quality of life and work in the 21st-century global city.

The Foundation (see attached updated overview) believes that cities have the potential to be humanity's most important source of innovation, creativity and wealth-creation. This exciting new initiative meets an urgent need to join the public, private and academic sectors in better understanding and addressing the opportunities as well as the challenges posed by this new urban age. With our long experience in putting together probably the world's most important multi-stakeholder event -- the World Economic Forum - I think we have a background which is unique.

The Foundation's members are key corporate, public, research and non-profit entities who are stakeholders in the future of urbanization. The Foundation serves as a platform for exchanges and dialogue and supports member-run Task Forces to produce original research applied to real-world settings. While the Foundation's scope is uniquely global, its work focuses specifically on new urbanization in Asia, the Middle East and Latin America. The **New Cities Summit**, the leading annual high-level forum on urbanization, is held under the auspices of the Foundation. The first Summit will take place in late 2011 in China.

Your experience and leadership of the city of Vancouver, a true global city, would be of great benefit to shaping the Foundation's strategy and agenda. I think you will find joining the Board of Trustees, alongside other leading voices from a variety of disciplines, a productive and stimulating investment of your time. I expect membership to the Board of Trustees will require a maximum of one day of in-person presence per year. As a Member of the Board you will receive privileged invitations to attend the New Cities Summit and you will be invited to take part in all of the Foundation's activities should you so wish. We are planning to formally launch the Foundation in late March in an event in Geneva where we would be honored to have you present.

Perhaps we could find some time to discuss your involvement during a conference call in the next few weeks? Please let me know what time is convenient for you.

Thank you,

John

John Rossant
Chairman
New Cities Foundation

Executive Chairman
PublicisLive

Honrado, Lara

From: Rossant John <john.rossant@publicislive.com>
Sent: Tuesday, March 15, 2011 4:55 AM
To: Robertson, Gregor
Cc: Honrado, Lara; Mathieu Lefevre/NCF; Leonard Brody
Subject: New Cities Foundation
Attachments: NCF Presentation (BoT) .pdf; NCF by laws.pdf; Registre du Commerce CH-660-2161010-0.pdf

Importance: High

Dear Gregor,

It was great talking with you yesterday about the New Cities Foundation. We're naturally very excited about the momentum we now have and we are all looking forward to the official launch in Paris on March 28.

Thank you for considering our invitation to be a Trustee of the Foundation. We would be honored to have you on the board and I think and hope you will find the relationship to be enriching and useful. Other confirmed NCF trustees so far are:

John Chambers, Cisco
Prof. Ezra Suleiman, Princeton University
Parag Khanna, New America Foundation
Lady Barbara Judge, UK Pension Protection Fund
Ajit Gulabchand, Hindustan Construction Corporation
John Rice, GE

We will add another five or six Trustees and are expecting confirmation soon from Prince Ayn Al-Ahmad Khan, Rem Koolhaas and several other global personalities.

As you requested, I am attaching the by-laws of the Foundation, as well as the official Geneva registration of the Foundation and an up-to-date presentation about the NCF. Should your legal people have any questions, they should feel free to contact Maître Benedict Fontanet, NCF's lawyer in Geneva (Bénédict Fontanet b.fontanet@fontanet.ch <<mailto:b.fontanet@fontanet.ch>>).

I look forward to seeing you again and in the meantime I wish you all success in Vancouver.

Best wishes

John

John ROSSANT



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Honrado, Lara

From: Sarah Kalvar <sarah.kalvar@newcitiesfoundation.org> on behalf of John Rossant <john.rossant@newcitiesfoundation.org>
Sent: Monday, May 16, 2011 2:16 AM
To: Robertson, Gregor
Cc: Honrado, Lara; Mathieu Lefevre
Subject: New Cities Foundation Update

Dear Gregor,

I hope this message finds you well. I am writing to you in conjunction with NCF Executive Director Mathieu Lefevre, to give you an update on recent developments at the **New Cities Foundation**.

First off, allow me to thank you once again for agreeing, in principle (we have not heard back from Lara Honrado on your team but we are assuming you are on board) to join the Board of Trustees of the Foundation. Following our wonderful launch event in Paris in March, NCF is off to a very positive start. As I have mentioned to you, the Foundation is certainly the most important and interesting project I have been involved with and I am honored that you have agreed to support this initiative as a Trustee. It is important that all of our Trustees be as active participants in the life of the Foundation as busy schedules permit. We will be organizing the first meeting of the Board of Trustees, through video-link, in the next few weeks – more on that very soon.

1) Membership drive

NCF is very member-driven and one of our priorities at this stage of rapid growth is to carefully and selectively expand our relationships with key partners in the private, public and academic/non-profit sectors. We are fortunate to have the support of our three Founding Members Cisco, GE and Ericsson. This support has been of the highest quality.

Expanding the NCF family is a key priority. A few points on our membership growth strategy:

- As we seek to grow our ecosystem of corporate members, our approach is to focus on companies that share NCF's belief in collaboration and innovation in key industries and regions.

- We would like to add two to three more Founding Members in the fields of banking, construction and engineering and the automobile industry. Specifically, we are in discussion with HSBC (the decision is now with HSBC Group Chief Executive Stuart Gulliver), Citi and Bank of America. We have also made initial contacts with Daimler about Founding Membership.
- In order to ensure that we have broad geographic reach, we are focusing on Asian (especially in India, China, Japan and Indonesia), Middle Eastern, Latin American as well as German companies.
- At the level of 'Member' we are delighted that Orange and GDF Suez have joined the Foundation. These are two world leaders in the fields of telecoms and energy and they are enthusiastic participants in the life of NCF.
- We are actively pursuing a number of discussions with companies and institutions about joining NCF as Members or Associate Members. These include: the McGraw Hill Companies, Tata Consulting Services, Bakrie and Brothers, FedEx, AECOM, JC Decaux, Lafarge, Panduit, McKinsey, Holcim, Vinci, DFL Group, PWC, Philips, Gale, Solidere, Aramex and SAGIA (the Saudi investment authority). We need to expand this group to other companies that share our vision.

- Our outreach to cities is two-fold. First, we are building strong relationships between NCF and city membership organizations like ICLEI, Metropolis and the US Conference of Mayors, among others. In parallel, we are focusing on direct relationships with those city officials who put a high value on innovation and testing new ideas in their cities. We have enlisted the support of Byron Davies, the former CEO of the city of Cardiff, to look for innovators in city halls all over the world. The response we are getting from these officials is fantastic – they are clearly “in the market” for some new ideas and new partnerships. We are focusing specifically on new cities and have met with most of the teams working on new projects such as Masdar, Songdo, Lavasa, PlanIT etc... If appropriate, we'd love to work closely with Vancouver.

- On the academic and research side, the Foundation's relationships with NYU and MIT are evolving very positively. Both institutions, with their own specific areas of specialization, have been incredibly useful, especially on our Task Forces. We have also started very positive discussions with Harvard's Kennedy School and with HEC Business School. We have also mapped out a number of key research institutions worldwide that we will be focusing on in the next phase of our work. Here too, any suggestions and contacts you may have – for example of Canadian institutions – will be extremely welcome.

- We are also building strong partnerships with select non-profits such as, for example, the Climate Group (especially on their work in China), Gateway House in India and the Brookings Institution, the Urban Institute, Living Cities, the Clinton Climate Initiative as well as some of the large US foundations such as Rockefeller, Ford and Casey.

2) The New Cities Summit

Plans for the inaugural New Cities Summit are going well. Realistically, the Summit will take place in Q1 2012. I am very confident that this 3-day event will be the premier event of its kind, bringing together many of the key thought leaders in this field. This will among others, be a great platform for all of our members and initiatives.

Having received expressions of interest from a number of cities in Asia, North America and the Middle East, we are focusing on holding the first event in China, where so many of the issues of modern urbanizations are being played out in the most vivid way, as you know.

Mathieu and I traveled to China in February and had excellent meetings with the Chinese authorities at both central and municipal level. Following our visit, we received two formal expressions of interest from the cities of Chengdu and Hangzhou and we have decided to pursue exclusive discussions with Hangzhou.

Our discussions with the central government, initially facilitated by the Ministry of Foreign Affairs, have been good but have lately met some obstacles. After having expressed very strong initial support, our discussions have recently come up against a new regulation issued by Beijing about the hosting of events in China. We remain very confident that – with the right interlocutors – we will be able to get Beijing to fully back the Foundation and the Summit, which we think fit very well with China's policy priorities on key issues like employment, energy and sustainability as expressed, for example, in the new Five Year Plan.

We are looking for new channels to engage the government at high-level, focusing particularly on the National Development and Reform Commission (NDRC) and the Ministry of Housing. If you happen to have some high-level contacts in China that might help, I will make myself available to travel to Beijing with Mathieu (in conjunction with the mayor of Hangzhou if needed) to make our case and reach an agreement.

If our discussions in China cannot be finalized in good time, we will pursue alternatives and we are fortunate to have several other options.

3) NCF Task Forces and other projects

This is a particularly exciting area. Mathieu and his growing team, working closely with our Founding Members, are currently finalizing the design of our first three Task Forces in three pilot cities.

We are working on three innovative projects (led by our other Founding Members) that I think will be of great interest to you. These are in the area of mobility and e-health, among others. We should be in a position to share

the concept notes for these projects during the month of June. All three of these projects are priorities for the Foundation going forward because they will be what differentiates NCF from other, less action-oriented initiatives.

We are also planning other initiatives such as an NCF City Index as well as a project on new city branding. We will go into this in more detail in the upcoming Board of Trustees meeting. If you have suggestions of projects or initiatives that we might take on, I am very open to any suggestions.

4) New Cities on the web, Facebook and Twitter

Finally, to accompany the NCF launch on a sunny evening in Paris last month, we rolled out the NCF website www.newcitiesfoundation.org, which I encourage you to visit and to pass on to your colleagues and friends. NCF is also on Facebook and Twitter @newcitiesfound and we are growing our presence in these new media.

Again, Gregor, thank you for your support to the Foundation. Please feel free to email or call with any input – I'd love to hear from you. I look forward to working closely with you to continue building this exciting platform in coming months and years. Hopefully, we'll all be able to get together physically at some point in the not too distant future.

Very best,

John

Formation of the FONDATION VILLES NOUVELLES
(NEW CITIES FOUNDATION)

ON THE THIRTIETH DAY OF AUGUST IN THE YEAR TWO THOUSAND
AND TEN,

THE FOLLOWING PARTIES

appeared before Mr. Robert Pascal Fontanet, the undersigned Geneva notary,

1. Mr. John Rossant, Chief Executive, residing in Paris, France, born in the United States of America,
2. Mr. Bénédict Fontanet, lawyer at the Geneva Bar, resident in Geneva, born in Thônex, Switzerland,
3. Mr. Elie Vannier, Chairman of the company, of 21 Chemin du Languedoc, 1007 Lausanne, French national, holder of a "C" permanent residence permit number 0709.8103/1

Who request and require said notary to draw up an official deed of Foundation, stating that said Foundation is formed in accordance with the terms hereof and whose Articles of Association, below, are approved:

ARTICLES OF ASSOCIATION OF THE FOUNDATION

I. NAME, REGISTERED OFFICE, PURPOSE AND TERM

Article 1: Name

In accordance with articles 81 et seq. of the Swiss Civil Code (SCC) and the special provisions hereinafter, a Foundation is formed named

FONDATION VILLES NOUVELLES
or in English the
NEW CITIES FOUNDATION

Article 2: Registered office

The Foundation's registered office is in the Canton of Geneva.

Any transfer of the registered office to another place in Switzerland requires the prior approval of the governing body.

The Foundation is listed in the Geneva Register of Companies. It is supervised by the competent federal Authority.

Article 3: Purpose and aims

The Foundation is a Swiss institution whose aim is to improve well-being, prosperity and working conditions in the 21st century's new towns and cities.

The Foundation considers that in today's society, towns and cities are one of the essential sources of innovation, inventiveness and wealth creation; it intends to be the crossroads and point of convergence for new trends and technologies in town planning and urban development.

Under its own auspices the Foundation – together with leading players in the economy, politics, science and society – organises international gatherings and events at which global town planning issues are discussed, and it funds research in the same field.

The Foundation is independent and does not support any particular interests; it is ideologically and politically neutral.

Pursuant to its purpose, the Foundation may create new institutions or companies dependant upon it; it may also participate in existing entities.

More broadly, the Foundation may undertake any operations directly or indirectly related to its purpose.

Article 4: Status

The Foundation works in the public interest. It does not aim to make a profit.

Article 5: Term

The term of the Foundation is indefinite.

Article 6: Members and associated groups

The Foundation may create specific categories of members or groups, in particular in the form of associate members.

Where applicable, it promulgates special rules determining the rights and obligations of those specific members and/or groups.

II CAPITAL AND RESOURCES

Article 7: Initial capital

The founders allocate to the Foundation an initial capital of SFr. 50,000 (fifty thousand Swiss francs).

Article 8: Resources

The Foundation has sources its finance from income from its capital and activities and also from grants, donations, gifts and bequests of chattels and property from any individuals and legal entities interested in supporting its activities.

It refuses gifts and bequests from unlawful and/or immoral activities, and ones that might harm its independence or conflict with the aims it pursues.

The Foundation is thus funded by contributions from its associate members and by their contributions to expenses resulting from services that they are offered.

Article 9: Administration of assets and income

The Foundation's assets are administered in accordance with recognised commercial principles.

The Foundation pursues a prudent management policy and moreover places its funds in accordance with legal provisions.

The Foundation's Board of Management is in principle bound to use the Foundation's annual

income to achieve its purpose, but may decide to defer use of all or part to a subsequent financial year.

III. ORGANISATION

Article 10: Management bodies

The Foundation's management bodies are:

- a) The Board of Management, hereinafter "The Board of Management";
- b) The Board of Trustees ("Comité consultatif");
- c) The Management;
- d) The Auditor.

Article 11: Composition of the Foundation's Board of Management

The Foundation is run by a Board of Management consisting of three to five members.

At least one member must be resident in Switzerland.

The members of the Foundation's Board of Management are elected for a four year period and may be re-elected indefinitely.

They are appointed by co-opting; in the event of a vacancy for more than four months during the administrative period concerned another member must be elected for the rest of the period.

The first members of the Foundation's Board of Management are appointed by the founders.

Article 12: Organisation of the Foundation's Board of Management and representation

The Foundation's Board of Management organises itself; in particular, it appoints its Chairman, Vice-chairman and Secretary, who is not necessarily a member of the Board.

The Foundation's Board of Management determines the signature rights of its members and other people tasked with representing the Foundation; at least one member of the Board, resident in Switzerland, must be able to commit the Foundation.

The Foundation's Board of Management may, by unanimous decision, dismiss one of its members for justifiable reasons.

The Foundation's Board of Management is authorised to delegate certain of its powers to one or more of its members or to third parties (Management).

Article 13: Powers of the Foundation's Board of Management

The Foundation's Board of Management is the Foundation's supreme management body; in particular it performs the following inalienable duties:

- a) appointing and dismissing members of the Foundation's Board of Management and Auditor
- b) ultimate management of the Foundation and issuing instructions necessary to that end
- c) appointing and dismissing members of the Management
- d) deciding the organisation and detailing the rights, duties and powers of the Foundation's various management bodies, in so far as they are not already determined by law or by the Articles of Association
- e) instituting, amending and where applicable abolishing regulations applicable to the Foundation's activities
- f) setting the principles of accounting and financial control
- g) approving the Foundation's annual report and annual accounts

h) acquiring or disposing of property

i) proposing candidates for the Foundation's Board of Trustees (Comité consultatif).

More broadly, the Foundation's Board of Management may raise any important issues that the Foundation needs to address and make any decisions that are not the responsibility of another of its management bodies.

Any amendment of, addition to or deletion of provisions in the Articles of Association or regulations and their commencement date are subject to the governing body's prior approval.

Article 14: Meetings of the Foundation's Board of Management

The Foundation's Board of Management meets as often as necessary, but at least three times a year.

It may be convened at any time by its Chairman, or which failing, by its Vice-chairman, by letter, fax or e-mail sent to all its members.

The notice convening the meeting states the items on the agenda and must be received by the members of the Foundation's Board of Management at least fifteen days before the date of the meeting.

If all members of the Foundation's Board are present or represented, they may then hold a meeting not convened in advance.

Any member of the Foundation's Board of Management may ask for an extraordinary meeting of the Board specifying the agenda by request sent to the Chairman who must convene it within thirty days.

The Board's decisions are minuted.

Article 15: Decisions

The Foundation's Board of Management can only make decisions if the majority of its members are present or represented.

A representative may vote if a written proxy is given, by fax or e-mail; no member of the Foundation's Board of Management may have more than two votes, including his or her own.

Decisions are made by simple majority of the members present; in the event of an equally divided vote, the Chairman of the meeting of the Foundation's Board of Management has the casting vote.

Decisions can also be made and votes cast remotely, so long as no member asks for face-to-face discussions.

Article 16: Board of Trustees ("Comité consultatif")

The Board of Trustees ("Comité consultatif") is the management body representing the Foundation and the expression of its international role. It consists of at least nine influential people from the political, business, science and arts spheres, who contribute through their commitment to achieving the Foundation's aims.

The Board of Trustees participates in deciding the Foundation's strategy and assists the Foundation's Board of Management in its work.

The members of the Foundation's Board of Management are all members of the Board of Trustees as of right.

The Chairman of the Foundation's Board of Management also chairs the Board of Trustees.

The members of the Board of Trustees are appointed by its other members, on proposal by the Foundation's Board of Management, for four years. They may be re-elected; its initial members are appointed by the Foundation's Board of Management.

The Board of Trustees meets at least once a year; it is convened by the Chairman of the Foundation's Board of Management or, which failing, by its Vice-chairman, by letter, fax or e-mail sent to all its members at least fifteen days before the date of the meeting.

The agenda is appended to the notice convening the meeting.

Article 17: Management

The Foundation's Board of Management may appoint one or more Managers whose duties and powers are detailed in the Foundation's Regulations.

Article 18: Auditor

The Foundation's Board of Management appoints an external Auditor, in accordance with the law, in other words independent and holding the necessary powers.

If the Auditor does not satisfy current legal requirements or if it has been dismissed without being replaced, the Governing body may, in particular, at the Foundation's expense, set a deadline for the Foundation's Board of Management to comply with the legal provisions or appoint a new Auditor.

The Auditor annually checks the Foundation's accounts and asset position and submits a written report to the Foundation's Board of Management on the results of its checks; in addition, it must ensure compliance with requirements in the Articles of Association and regulations.

The Auditor notifies the Foundation's Board of Management of any shortcomings ascertained in the performance of its remit; if the Foundation's Board of Management does not remedy them within a reasonable time, it so informs the Governing body.

If the Auditor finds that the Foundation is overburdened by debt or is insolvent in the long term, it also so informs the Governing body.

Article 19: Governing body

The Foundation's Board of Management regularly and fully informs the Governing body about the Foundation's activities.

Article 20: Liability of management bodies

All people tasked with administering, managing or auditing the Foundation are personally liable for harm that they may cause it because of errors that they may commit intentionally or through serious negligence.

If several people are obliged to remedy damage, each of them is jointly and severally liable with the others only in so far as said damage can be attributed to him or her personally because of his or her own error and the circumstances.

Article 21: Financial year and annual accounts

The financial year begins on the first of January and ends on the thirty first of December every year.

The balance sheet, income statement and management report, approval of the accounts by the Foundation's Board of Management and the report by the Auditor on the past financial year must be sent to the Governing body.

IV. AMENDMENT OF THE ARTICLES OF ASSOCIATION AND DISSOLUTION

Article 22: Amendment of the deed of Foundation

The Foundation's Board of Management may propose amendments of the Articles of Association to the Governing body, in accordance with articles 85, 86 and 86b of the SCC.

Article 23: Amendment of the purpose by the founders

The founders may jointly amend the purpose of the Foundation ten years after its formation or after their last amendment of the purpose, in accordance with article 86a of the SCC.

Article 24: Dissolution and liquidation

The Foundation's Board of Management, conditional on the Governing body's approval, takes appropriate measures when maintenance of the Foundation's capital or the pursuit of its purpose are hazarded.

The Foundation's Board of Management may propose dissolving the Foundation to the Governing body.

Dissolving may only be decided for reasons provided by law (article 88-of the SCC). The Foundation cannot thus be dissolved so long as its purpose is achievable and so long as it can be maintained by amending the Articles of Association.

In the event of dissolution, the Foundation's Board of Management operates as the body managing liquidation, unless decided otherwise by the Governing body.

No measures, in particular no liquidation measures, can be taken without the express agreement of the Governing body, which decides on the basis of a written report.

In the event of dissolution, the Foundation's Board of Management allocates remaining funds to organisations and/or institutions working in the public interest having their registered office in Switzerland, with similar purposes to those detailed in article three of the Articles of Association and not subject to tax. The Foundation will not under any circumstances be returned to the founders or their heirs, or be used in whole or part or in any way whatsoever for their benefit or for the benefit of members of the Foundation's Board of Management.

FOUNDATION'S BOARD OF MANAGEMENT

The founders decide that the Foundation's first Board of Management is composed as follows:

1. Mr. John Rossant, aforementioned founder, with the position of Chairman,
2. Mr. Elie Vannier, aforementioned founder, with the position of Vice-chairman,
3. Mr. Bénédic Fontanet, aforementioned founder, with the position of Secretary.

The founders decide in addition that the Foundation is validly committed by the joint signature of two members of the Foundation's Board of Management.

APPOINTMENT OF THE AUDITOR

The founders lastly decide to appoint PricewaterhouseCoopers SA of Geneva, as the first auditor. It has agreed the remit by letter dated the thirtieth of August two thousand and ten which is appended hereto.

DECLARATION FOR TAX PURPOSES

As the nature of the Foundation is to work in the public interest, the aforementioned parties state that they apply for total exemption from proportional registration fees (stamp duty) relative to the deed.

IN WITNESS WHEREOF

Drawn up and signed in Geneva, at the Notary's Offices, 57 rue du Rhône,

And after being read out, the aforementioned parties and then the notary signed the deed.