



**CITY OF VAUGHAN
COMMITTEE OF THE WHOLE (WORKING SESSION)
AGENDA**

Wednesday, May 8, 2019

1:00 p.m.

Committee Rooms 242/243

2nd Floor, Vaughan City Hall

2141 Major Mackenzie Drive

Vaughan, Ontario

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1.	CONFIRMATION OF AGENDA	
2.	DISCLOSURE OF INTEREST	
3.	COMMUNICATIONS	
4.	DETERMINATION OF ITEMS REQUIRING SEPARATE DISCUSSION INCLUDING MEMBERS RESOLUTION(S)	
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6.	CONSIDERATION OF ITEMS REQUIRING SEPARATE DISCUSSION	

7. PRESENTATIONS AND DEPUTATIONS
8. CONSIDERATION OF AD HOC COMMITTEE REPORTS
9. NEW BUSINESS
10. ADJOURNMENT

ALL APPENDICES ARE AVAILABLE FROM THE CITY CLERK'S OFFICE
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AND VIDEO BROADCAST

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Item:



Committee of the Whole (Working Session) Report

DATE: Wednesday, May 08, 2019

WARD(S): 2 3 4 5

**TITLE: YORK REGION RAPID TRANSIT CORPORATION
CONSTRUCTION ACTIVITIES UPDATE**

FROM:

Zoran Postic, Interim Deputy City Manager, Public Works

ACTION: FOR INFORMATION

Purpose

To provide a status update on York Region Rapid Transit Corporation construction activities in Vaughan, including the SmartCentres Place VMC Bus Terminal, the Yonge Subway Extension, and the VivaNext Bus Rapid Transitway along Highway 7, Centre Street and Bathurst Street.

Report Highlights

- York Region Rapid Transit Corporation (YRRTC) is progressing on the delivery of a number of key transit projects within Vaughan
- The SmartCentres Place VMC Bus Terminal construction is nearing completion
- The Yonge Subway Extension (YSE) is currently in the Preliminary Design and Engineering Phase.
- Construction of the VivaNext Bus Rapid Transit lanes are on-going along Bathurst and Centre Streets, and along Highway 7.
- YRRTC continues communicating with the Vaughan Citizens during this upcoming busy construction season.

Recommendations

1. That the presentation from York Region Rapid Transit Corporation staff on the status of construction of rapid transit projects within Vaughan be received.

Background

YRRTC is engaged in a number of key planning and construction projects within Vaughan

The following is a summary of the on-going YRRTC initiatives within the City of Vaughan:

SmartCentres Place Bus Terminal

The construction of the SmartCentres Place Bus Terminal at Vaughan Metropolitan Centre is nearing completion. The 9-bay inter-regional bus terminal is scheduled to open for service this year.

Yonge Subway Extension

The Yonge Subway Extension to Richmond Hill is currently undergoing preliminary design and engineering, which is expected to take approximately 12 months to complete. The preliminary design and engineering phase includes:

- Confirming the project scope
- Advancing the overall level of design
- Developing a cost estimate
- Developing a comprehensive project schedule
- A business case and economic analysis
- Preparing and submitting a Transit Project Assessment Process amendment, if required
- Recommending the next steps required regarding the preferred project model delivery

VivaNext Bus Rapid Transitway

The second phase of the VivaNext bus rapid transit lanes construction started in the fall of 2015 on Highway 7 West, from Bruce Street to Edgeley Boulevard, and from Highway 7 along Centre Street to Yonge Street via the existing Viva route along Centre Street and Bathurst Street. Work is progressing well and the rapidway is scheduled to open for service by the end of 2019.

To help mitigate the impact on businesses in the area where construction activities are taking place, YRRTC initiated the business support program, collaborating with the Vaughan Chamber of Commerce and the Vaughan Business Enterprise Centre.

Previous Reports/Authority.

Previous update provided to the Vaughan Metropolitan Sub-Committee on June 12, 2018.

https://www.vaughan.ca/council/minutes_agendas/AgendaItems/0612_18_VMC_1.pdf

Analysis and Options

Since the previous update, the following YRRTC activities have been identified for 2019 construction season:

- SmartCentres Place VMC Bus Terminal is expected to open for service this year
- Yonge Subway Extension preliminary design and engineering phase is well underway
- Work continues on all 5 vivastations along Bathurst and Centre rapidway
- Work continues on all 5 vivastations along Highway 7 West rapidway
- Medians, planters, and boulevard work ongoing, with tree planting to begin
- Base paving to be completed and top paving to begin
- Permanent signal activations and new streetlights to be completed
- Watermain installation on Highway 7 to be completed
- Construction of the multi-use path on Highway 7 bridge over Highway 400 underway, with ongoing communications with the public
- Highway 400 Ramp realignment
- Completion of the rapidways and service opening by the end of 2019
- Shop7 and Shop Bathurst & Centre business support programs to promote business impacted by construction

Financial Impact

There are no financial impacts resulting from the recommendations of this report.

Broader Regional Impacts/Considerations

The delivery of these projects will provide high quality transit connections between York Region municipalities.

Conclusion

The presentation from York region Rapid Transit Corporation staff will provide an update on the status of transit projects in Vaughan. The on-going delivery of these projects within will serve to further the goals of the City's initiatives, to provide more reliable and more convenient transit service for resident and businesses.

For more information please contact: Selma Hubjer, Manager of Transportation Planning.

Attachments

N/A

Prepared by

Selma Hubjer, Manager of Transportation Planning, Ext. 8674

Committee of the Whole (Working Session) Report

DATE: Wednesday, May 08, 2019

WARD(S): ALL

**TITLE: YORK REGION TRANSPORTATION SERVICES
2019 TO 2022 BUDGET UPDATE**

FROM:

Zoran Postic, Interim Deputy City Manager, Public Works

ACTION: FOR INFORMATION

Purpose

To provide Council with an overview of the 2019 to 2022 York Region Transportation Services Operating and Capital Budget as background to a detailed presentation from York Region staff.

Report Highlights

- On February 28, 2019 York Regional Council approved the 2019 \$3.2 billion budget, including a \$462 million for Transportation Services
- The 2019 budget includes a net tax levy increase of 2.96%, plus an additional 1% Roads Acceleration Reserve
- The 2020 to 2022 outlook includes an annual tax levy increase of 2.96%, inclusive of contributions to the Roads Capital Acceleration Reserve

Recommendations

1. That the presentation from York Region staff on the 2019 Transportation Services operating budget and 2020 to 2022 operating outlook be received.

Background

York Regional Council approved the 2019 Transportation Services Budget and endorsed the 2020 to 2022 outlook on February 28, 2019

The 2019 Budget was approved on February 28, 2019 and includes a net tax levy increase of 2.96%, plus an additional 1% Roads Acceleration Reserve. The 2019 operating budget includes a \$462 million for Transportation Services inclusive of contributions to the Roads Capital Acceleration. The Roads Capital Accelerations Reserve will be dedicated to accelerating construction on numerous roads projects identified in the capital plan.

The budget includes the 2020 to 2022 outlook with an annual tax levy increase of 2.96%, which is inclusive of the Roads Capital Accelerations Reserve.

Previous Reports/Authority

Hyperlink most relevant reports, websites and/or direction on this topic.

Analysis and Options

In 2018, York Region Transportation Services delivered on its priorities by offering travellers a range of services and options

Roads services are delivered through several branches responsible for the Regional transportation network. Transit is delivered through the York Region Transit branch.

In 2018, accomplishments to improve travellers and transit customer experience included:

- Approximately 35,000 transit commuters daily
- 22 million annual transit trips
- Approximately 600,00 commuters daily
- 4,200 lane kilometers operated and maintained
- Worked on Yonge Subway Extension, Freeway and Rapid Transit Initiatives
- Added/assumed 40 new lanes kilometers
- Completed 17 intersection improvements
- Added 33 kilometers of cycling facilities
- Council approved Corporate Asset Management Plan
- Continued oversight of \$4.1 billion in transportation assets

Majority of 2019 expenditure is funded by tax levy

York Region Transportation Services' gross spending of \$451 million in 2019 is funded through tax and non-tax revenues. This accounts for 19% of the Region's operating expense.

Capital budget continues to focus on projects that benefit community now and in the long run

Transportation Services capital budget represents 42% of the 10-year capital plan for the Region as a whole. Regional Council also approved the creation of a Roads Capital Acceleration Reserve to help advance priority growth-related road projects.

The following capital projects, which are currently underway in the City of Vaughan will help address the Region's transportation needs:

- Major Mackenzie Drive expansion from Highway 50 to Pine Valley Drive to accommodate the growth in travel demand, including two structures over the CP Rail tracks and Humber River.
- Rutherford Road expansion from Jane Street to Bathurst Street including a grade separation at the Barrie corridor train tracks.

The approved Road Capital Acceleration Reserve will be dedicated to accelerating construction on a numerous road identified in the capital plan. The plan will be updated in the future once priority projects are confirmed and approved.

Financial Impact

There is no economic impact resulting from the recommendations of the report.

Broader Regional Impacts/Considerations.

York Region is responsible for the funding and operation of regional roads and transit services throughout York Region. The Transportation Services Budget includes an updated 10-year capital plan maintaining a safe and efficient road network in the nine local municipalities.

The 2019 budget reflects the directions and strategies set out in the 2019 to 2022 York Region Strategic Plan.

Conclusion

The presentation from York Region Transportation Services staff will provide an overview of the 2019 operating budget and 2020 to 2022 operating outlook. An additional 1% Roads Acceleration Reserve will be dedicated to accelerating construction on numerous roads projects identified in the capital plan. The 2019 budget reflects the directions and strategies set out in the 2019 to 2022 York Region Strategic Plan.

For more information, please contact: Selma Hubjer, Manager of Transportation Planning.

Attachments

N/A

Prepared by

Selma Hubjer, Manager of Transportation Planning, Ext. 8674

Item:



Committee of the Whole (Working Session) Report

DATE: Wednesday, May 08, 2019

WARD(S): ALL

TITLE: CULTURAL AND ECONOMIC PARTNERSHIPS

FROM:

Tim Simmonds, Interim City Manager

ACTION: DECISION

Purpose

The City of Vaughan continues to receive requests for cultural and economic partnerships from communities and organizations across the globe. This Report recommends the adoption of *Policy 02.C.01 Cultural and Economic Partnerships* to govern the City's participation in international partnership agreements.

Report Highlights

- The City of Vaughan has engaged in several Friendship and Twin City Agreements but does not have a Policy to govern them.
- Economic and Cultural Development has prepared a Policy to guide existing and future Cultural and Economic Partnerships between Vaughan and international organizations.
- Current Friendship and Twin City Agreements will be modernized under the new Policy, and future agreements will exist as Cultural Partnerships or Economic Partnerships, with a third option for a non-binding relationship established through a Memorandum of Understanding/Letter of Agreement.

Recommendations

1. That *Corporate Policy 02.C.01 Cultural and Economic Partnerships* be approved.

Background

Cultural and Economic Partnerships with international communities are a vehicle for marketing and showcasing the City of Vaughan on the world stage, and in doing so, can support opportunities for Foreign Direct Investment (FDI) in Vaughan. The City employs several tools to support FDI in the community including working closely with our stakeholders and partners in the FDI ecosystem including: Toronto Global—the FDI Agency for the Toronto Region—business chambers, the Ministry of Economic Development, Job Creation, and Trade, consular offices, and trade consultants, in addition to participating in trade shows, conferences, and events featuring international business audiences. Cultural and Economic Partnerships form an important complement to this work, particularly in cases where a community of support established through a Cultural or Economic Partnership can encourage an investment to land in Vaughan, or where community advocates have the capacity to act as ambassadors of Vaughan locally and abroad.

The City, however, does not have a formal policy in place to create and manage Cultural and Economic Partnerships.

Economic and Cultural Development’s 2011 staff Report to Council, *Cultural and Social International Partnerships*, presented a framework for treating requests based on cultural and social affiliation. The 2011 framework was based on the ten-year Economic Development Strategy findings prepared in 2010, some of which has since become obsolete and outdated.

Previous Agreements

Since 1992, the City of Vaughan has signed “Friendship and Twin” Agreements with the following communities:

Sora, Italy (1992)	Friendship City
Ramla, Israel (1993)	Friendship City
Sanjo, Japan (1993)	Friendship City
Yangzhou, China (1995)	Friendship City
Baguio, Philippines (1997)	Twin City
Delia, Italy (1998)	Friendship City
Lanciano, Italy (2002)	Friendship City

Previous Reports/Authority

[Cultural and Social International Partnerships, Committee of the Whole \(Working Session\), May 17, 2011](#)

Analysis and Options

The proposed Policy, *Corporate Policy 02.C.01 Cultural and Economic Partnerships*, was prepared in consideration of the City's existing Friendship City and Twin City Agreements, the recommendations contained in the *Cultural and Social International Partnerships 2011 Report*, research and reports related to municipal models of international cooperation, and the best practices of GTA municipalities.

Results-Oriented Approaches to Relationship-Building

As the *Cultural and Social International Partnerships Report* indicated, the work associated with the 10-year Economic Development Strategy in 2010 identified that from a business development perspective, existing Friendship and Twin City relationships did not offer significant economic benefit, but from a cultural and community perspective, they were valuable. Through consultation with other GTA municipalities with similar experiences, staff understand there has been a policy shift to limiting the number of active relationships a municipality is engaged in due to resource constraints, and only committing to those with clearly defined motivations and actions assigned to them rather than the more wide-ranging Friendship, Twin, and Sister City affiliations of the past.

The Brookings Institution is in the process of publishing its research on metro-to-metro cooperation as part of its Global Cities Initiative in its Metropolitan Policy Program. After examining cities across North America engaged in traditional international relationships, they determined that Friendship, Twin, and Sister City Agreements are not as effective at fostering economic benefits as formally structured, "intentional collaborative agreements".

Furthermore, new and innovative purpose-built collaborative models have started to emerge as a major trend bringing communities together in a shrinking global economy. Global examples include the GO Smart Collaborative Platform developed by Taipei City, Taiwan, and the US Ignite model in the United States, of which Vaughan is a member. These new approaches reinforce the continued relevance of global community engagement partnerships and suggest that the models are changing from the old traditional methods.

In the interest of promoting participation in international partnership agreements that would support a results-driven approach to relationship-building; city-building; and, economic, tourism, arts and cultural development, the Policy includes several requirements for partnerships to be considered, accepted, and continue. Some of these include, that:

- Agreements are focused, results-oriented and purpose-themed

- Agreements are structured to include a 4-year work plan, budget, performance metrics and designated contacts
- Agreements indicate an end date and include cancellation provisions
- Agreements are on a one-year trial basis

Types of Partnerships

The Policy defines and outlines the requirements for three possible types of agreements:

1. Cultural Partnership Agreements
2. Economic Partnership Agreements
3. General Letter of Agreement/ Memorandum of Understanding

The definition and scope of each type of agreement was created, in part, through consultation with GTA municipalities with similar mandates to develop international cultural and economic linkages, but also an attempt to modernize Friendship City, Twin City, or Sister City agreements. The new naming scheme foregrounds the expectations of the Partnership.

Cultural Partnerships are formal long-term agreements between the City and Organizations based on non-religious arts, heritage and cultural goals and outcomes. Cultural Partnerships are community-supported and managed, with the assistance of the City.

Economic Partnerships are formal long-term agreements between the City and Organizations based on economic development goals and outcomes. Economic Partnerships may involve community, industry or business associations, and are managed by the City. Economic Partnerships have a clear mandate to capitalize on the economic development potential of joint initiatives and programming.

Letters of Agreement/Memorandums of Understanding are ceremonial, symbolic and non-binding expressions of understanding between the City and an Organization related to common economic and/or cultural vision and goals, or a plan to exchange municipal best practices.

Decision-making and Governance

When the City receives a proposal, staff will make an assessment in relation to the Policy criteria, and prepare a Report for Council consideration. Cultural and Economic Partnership Agreements are approved by Council and executed by the Mayor and City Clerk. General Letters of Agreement/ Memorandums of Understanding can be executed by the Mayor, City Manager, or Chief Corporate Initiatives and Intergovernmental Relations (or Director-level designate), without Council approval during an Outbound

Mission. Such non-binding Agreements may reflect an interest in continuing communications between the City and another Organization with a preliminary plan of entering into a Cultural or Economic Partnership in the future.

Onboarding Process for Previous Agreements

To ensure consistency and transparency, the City's existing Agreements will be subject to the requirements outlined in the Policy. In cases where the City has had contact with a Friendship or Twin City community in the previous four (4) calendar years, that Partnership will continue to be supported by Staff, and will be re-categorized as a Cultural or Economic Partnership, as appropriate. In cases where there has been no contact over the last four (4) years, the Partnership will be concluded by Council Resolution or Bylaw, and the relationship referenced for archival purposes. However, in these situations, the City will contact communities to understand their level of interest in continuing the relationship in the future.

Financial Impact

Cultural and Economic Partnerships are managed and funded by a dedicated budget of the Economic and Cultural Development Department approved during the annual budget cycle.

Broader Regional Impacts/Considerations

Municipalities in the Greater Toronto Area that have existing international agreements and are frequently solicited for additional agreements are also in the process of modernizing their policies to focus on results-driven partnerships. Vaughan has had the opportunity to consult with these municipalities, incorporate their best practices, and create custom solutions for allocating resources efficiently and effectively. Therefore, this Policy is also an opportunity to demonstrate leadership in the GTA community for municipalities that are currently in the process of advancing policies in this area.

Conclusion

As international interest in the City continues to grow, as modern technologies make it much easier to communicate globally in a collaborative way, and as the City becomes more proactive in engaging international counterparts, the City requires a Policy that will promote transparency and efficiency in the process of managing previous partnerships and considering new partnerships, with a renewed emphasis on relationships with defined actions and a mandate to promote economic and/or cultural opportunities in the community. Moreover, a Policy presents an opportunity to modernize "Twin City" and "Friendship City" nomenclature to more current categories of cooperation, defined principally by intention.

Once approved, Economic and Cultural Development staff will examine existing relationships and prepare a Report to Council with recommendations to either conclude or onboard existing Agreements, as appropriate, in addition to a Report to recommend new Cultural or Economic Partnerships.

For more information, please contact: Dennis Cutajar, Director, Economic and Cultural Development.

Attachments

1. *Corporate Policy 02.C.01 Cultural and Economic Partnerships*, Economic and Cultural Development Department, May 8, 2019

Prepared by

Nisha Manocha, Economic Development Officer, 8937

Dennis Cutajar, Director, Economic and Cultural Development, 8274

CORPORATE POLICY

POLICY TITLE: CULTURAL AND ECONOMIC PARTNERSHIPS

POLICY NO.: 02.C.01

Section:	Accountability & Transparency		
Effective Date:	Click or tap to enter a date.	Date of Last Review:	Click or tap to enter a date.
Approval Authority: Council	Policy Owner: Chief Corporate Initiatives & Intergovernmental Relations		

POLICY STATEMENT
A Policy guiding the City’s Cultural and Economic Partnership agreements with external Organizations supports a results-driven approach to relationship-building; city-building; and economic, tourism, arts and cultural development.
PURPOSE
This Policy establishes a framework for the City’s participation in formal and informal economic and/or cultural exchanges with external Organizations. The City will use this Policy to guide its response to solicitations by Organizations, and its proactive outreach for Cultural and Economic Partnerships.
SCOPE
This Policy applies to the Mayor, Members of Council, and City employees involved in the approval and management of existing and future Cultural and Economic Partnerships.
LEGISLATIVE REQUIREMENTS
None.
DEFINITIONS
<ol style="list-style-type: none"> 1. City: Refers to The Corporation of the City of Vaughan. 2. Cultural Partnership: A formal long-term agreement between the City and Organizations based on non-religious arts, heritage and cultural goals and

POLICY TITLE: CULTURAL AND ECONOMIC PARTNERSHIPS

POLICY NO.: 02.C.01

outcomes. Cultural Partnerships are community-supported and managed, with the assistance of the City.

3. **Council:** The Mayor and Members of Council of the City.
4. **Economic Partnership:** A formal long-term agreement between the City and Organizations based on economic development goals and outcomes. Economic Partnerships may involve community, industry or business associations, and are managed by the City. Economic Partnerships have a clear mandate to capitalize on the economic development potential of joint initiatives and programming.
5. **Letters of Agreement/ Memorandums of Understanding:** A ceremonial, symbolic, non-binding understanding between the City and an Organization related to common economic and/or cultural vision and goals. Such agreements can be in the form of a Memorandum of Understanding (MOU), Letter of Understanding (LOU), and/or proclamation. Council approval is not required.
6. **Mayor:** The head of Council of the City.
7. **Organization:** Entities external to the City with an identified common economic and/or cultural interest with the City and may include municipal and senior government (including their domestic and foreign agencies), non-government organizations (NGO), industry associations, business associations, boards of trade, chambers of commerce, not-for-profit agencies, boards and commissions, or other community and industry based not for profit entities.
8. **Region:** Province, territory, or state, as applicable, in Canada or abroad.

POLICY

A formal Policy to govern future solicitations invites transparency and efficiency in the process of considering these requests, with a renewed emphasis on relationships with a clear mandate to promote economic and/or cultural opportunities in the City.

1. Guiding Principles for New Cultural and Economic Partnerships

- 1.1. There cannot be more than one (1) Cultural Partnership per Region.
- 1.2. There cannot be more than one (1) Economic Partnership per Region.
- 1.3. The Organization must be in a country in which the Government of Canada has an Embassy or Consular Service.

- 1.4. Council approves new Cultural and Economic Partnerships.
- 1.5. Economic and Cultural Partnerships shall be formalized by an agreement. An agreement may combine both economic and cultural goals and activities.
- 1.6. New and amended Cultural and Economic Partnership agreements are executed by the Mayor and City Clerk.
- 1.7. Agreements shall be on a one-year trial basis.
- 1.8. Agreements indicate an end date and include cancellation provisions (or sunset clause).
- 1.9. Agreements shall be in a form satisfactory to the Office of the City Solicitor (or designate), and content satisfactory to the Office of the Chief Corporate Initiatives and Intergovernmental Relations (or designate).
- 1.10. Agreements shall be structured to include the name of the Organization, recitals, purpose, objectives, role of the City, role of the Organization, a work-plan (activities, measures, responsibilities), budget and designated contacts from the City and Organization. And, other matters deemed appropriate by the City and the Organization.
- 1.11. Staff shall prepare a yearly report to Council with recommendations for all new Economic and Cultural Partnership requests.

2. Types of Partnership Agreements

2.1. Cultural Partnership Agreements

Cultural Partnerships shall promote the ethnic, linguistic, and cultural diversity of the City; engage the local diaspora; build and strengthen bridges of mutual understanding and respect; foster appreciation of unique social and cultural heritages; facilitate interaction and collaboration; generate tourism; create the potential for local cultural organizations to act as cultural ambassadors; and increase the City's profile nationally, and on the world stage.

2.2. Economic Partnership Agreements

Economic Partnerships promote collaboration and the exchange of economic development best practices; facilitate economic links and business contact through relationships and joint programming; attract investment and promote

export development; and increase the City and its local business' profile on the national and world stage.

2.3. General Letter of Agreement/ Memorandum of Understanding

These agreements are symbolic and ceremonial expressions of general interest between the City and an Organization and may include an intention to cooperate on projects, the exchange of best practices, or a commitment to discuss a potential Economic or Cultural Partnership.

2.3.1. Letters of Agreement/ Memorandums of Understanding can be executed by the Mayor (or a designated member of Council by the Mayor), the City Manager, or Chief Corporate Initiatives and Intergovernmental Relations (or Director-level designate) without Council approval during an Outbound Mission.

3. Requirements for Cultural Partnerships

To be considered, each Cultural Partnership request must meet the following requirements:

- 3.1. The Organization shall submit a Cultural Partnership proposal to the Office of the City Clerk and the Economic and Cultural Development Department.
- 3.2. The proposal shall be sponsored by a community association/group or an individual member or representative of both the Organization and City.
- 3.3. Submit a list of individuals and/or community groups both in the City and in the Organization's community who have a desire to actively support a long-term commitment as evidence for a strong relationship that would endure changes in elected government officials.
- 3.4. Demonstrate support and commitment from the Organization in terms of community interest and active participation.
- 3.5. Submit a community profile and indicate areas of compatibility with the City.
- 3.6. Present a 4-year plan of action with clear goals and performance measures that demonstrates a commitment to support visits, receptions, delegations and other similar functions with minimal financial contribution from the City.

4. Requirements for Economic Partnerships

To be considered, each Economic Partnership request must meet the following requirements:

- 4.1. The Organization shall submit an Economic Partnership proposal to the Office of the City Clerk and the Economic and Cultural Development Department.
- 4.2. The Organization shall include in the proposal a community profile that demonstrates similarities with the City, including: demographics, economic growth, key sectors and industries, GDP, and the potential for export and direct investment.
- 4.3. Submit a business case demonstrating how the economic opportunities that exist between the City and Organization would be enhanced by a formal partnership, including: alignment with the City's Economic Development Strategy and Business Plan, target market alignment, enhanced existing trade relationships, job creation, export development, direct investment, access to a greater economic region, and knowledge exchange.
- 4.4. Present a 4-year plan of action with clear goals and performance measures that demonstrates a commitment to support business visits, receptions, delegations and other similar functions.

5. Requirements for Letter of Agreement/ Memorandum of Understanding

To be considered, each Letter of Agreement/Memorandum of Understanding must include:

- 5.1. A list of preliminary objectives and areas of cooperation that are aspirational in nature.
- 5.2. A start date and end date.
- 5.3. A cancellation provision (sunset clause).
- 5.4. An expectation that there will be neither staffing nor financial impact to the City.
- 5.5. A provision that the Agreement is non-binding.

6. Accountability

The Economic and Cultural Development Department is responsible for:

- 6.1. Managing all partnership requests and agreements including reviewing, evaluating and reporting.
- 6.2. Consulting with staff and the community about a request, as appropriate.
- 6.3. Preparing recommendation reports for Cultural and Economic Partnerships to Council for consideration.
- 6.4. Acting as a liaison with the Organization on behalf of the Mayor and Members of Council and City staff.
- 6.5. Tracking the progress of all partnerships.
- 6.6. Reporting to Council on the status of active partnerships.
- 6.7. Program administration, including financial, staffing, programming and policy matters.

7. Budget

- 7.1. Cultural and Economic Partnerships are funded by a dedicated budget of the Economic and Cultural Development Department approved during the annual budget cycle. Cultural and Economic Partnerships may also be funded by external grants awarded to the City.

8. Previous Agreements

The City has several existing relationships with Organizations in the international community. The following is intended to guide the City on supporting its previous agreements.

- 8.1. Active agreements, where contact has been made within the previous four (4) calendar years, shall be supported by City staff. Partners will be notified of, and subject to, the new Cultural and Economic Partnerships Policy. Friendship and Twin City Agreements will be re-categorized into Economic or Cultural Partnerships, as appropriate.
- 8.2. Dormant agreements, where there has been no contact with the City in the previous Term of Council, or (4) calendar years, shall be concluded

POLICY TITLE: CULTURAL AND ECONOMIC PARTNERSHIPS

POLICY NO.: 02.C.01

by Council Resolution or Bylaw, and the relationship shall be recorded and referenced for historic and archival purposes.

ADMINISTRATION

Administered by the Office of the City Clerk.

Review Schedule:	3 Years If other, specify here	Next Review Date:	Click or tap to enter a date.
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Related Policy(ies):	02.C.02 – Inbound and Outbound Delegations
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Related By-Law(s):	
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Procedural Document:	
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Revision History

Date:	Description:
Click or tap to enter a date.	
Click or tap to enter a date.	
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Committee of the Whole (Working Session) Report

DATE: Wednesday, May 08, 2019

WARD(S): ALL

TITLE: INBOUND AND OUTBOUND DELEGATIONS

FROM:

Tim Simmonds, Interim City Manager

ACTION: DECISION

Purpose

The City receives requests to host Inbound Delegations wishing to visit with elected officials and departments of the City. In addition, the City participates in Outbound Delegations outside Ontario for cultural and business development purposes. This Report recommends the adoption of Policy *02.C.02 Inbound and Outbound Delegations* to govern the City's participation in future Delegations.

Report Highlights

- The City currently participates in Inbound and Outbound Delegations without a formal Policy in place to govern these activities.
- As Vaughan's reputation grows as an international business center, the City is experiencing an increase in interest for Inbound and Outbound Delegations.
- Vaughan is at a juncture in its urban history whereby it should formalize strategy, policy, process and resources with respect to international business development protocol activities.
- A Policy provides a results-oriented approach to the City's engagement in Delegations and, at the same time, ensures transparency, efficiency, and accountability in the handling of Inbound and Outbound Delegation requests.

Recommendations

1. That Corporate Policy *02.C.02 Inbound and Outbound Delegations* be approved.

Background

The City of Vaughan receives numerous requests from Inbound Delegations wishing to visit City Hall and meet with Staff and/or Council. The City is also invited to participate or initiates participation in Outbound Delegations to locations outside Vaughan and Canada. Inbound and Outbound Delegations increase the profile of the City and can be used to achieve various outcomes, including: investment in the community; relationships with businesses and/or elected officials; the exchange and development of social, cultural, and economic best practices; tourism; study tours; marketing and promotion; and export development.

As global awareness and interest in the City of Vaughan grows, so have the requests for the City's participation. To date, the City does not have a Policy in place to direct and support these activities. Currently, ad hoc criteria are used to accept or decline Inbound Delegations while requests to participate in Outbound Delegations are submitted to Council for approval.

With this marked increase in global networking activity, a Policy to guide the City's engagement in Inbound and Outbound Delegations is required to ensure the effective deployment of resources. Moreover, a Policy encourages the City to cultivate those opportunities that offer the greatest potential for economic and cultural benefit.

Previous Reports/Authority

N/A

Analysis and Options

Economic and Cultural Development staff undertook a survey of municipalities across the Greater Toronto Area (GTA) and municipalities further afield to explore frameworks for processing Inbound and Outbound Delegations. Like Vaughan, growing cities have been experiencing an increase in the number of requests for Inbound Delegations in particular, and for this reason, are engaging in similar exercises to update or create policies that would enable them to be more efficient and effective in how they execute delegations.

Several challenges to current services were identified, including:

- Lack of resources to support increase in visits (staff time and budget pressures)
- Misalignment of objectives (the objectives of the Inbound/Outbound delegation do not align with a Corporate Strategy)
- Lack of consistent guidelines on accepting or declining requests for visits

The proposed Policy *02.C.02 Inbound and Outbound Delegations* attempts to address these challenges by drawing from the best practices of other municipalities and creating custom solutions.

Inbound Delegations

Vaughan is a major international center for businesses and residents

On an annual basis the City receives and hosts approximately 12 Inbound Delegations. As Vaughan's reputation continues to grow as a major international business center, the number of Inbound Delegation requests will rise.

Inbound Delegations are groups of government staff, businesses, dignitaries and/or elected officials, or any combination thereof, who represent a community outside the City. Hosting Inbound Delegations allows the City to showcase best practices and its assets including the business community, investment opportunities, infrastructure development, and commitment to service delivery.

To streamline the process for handling these requests, and ensuring the process is as transparent and efficient as possible, the Policy adopts a peer-to-peer framework for approving requests. This framework ensures that appropriate staff and officials of the City—those with knowledge of scheduling, resources, and objectives—are positioned to approve or deny the delegation request.

Therefore, delegations that include dignitaries and/or elected officials are reviewed and considered by the Mayor's Office (or Council designate); delegations without elected officials and related to economic and cultural development are reviewed and considered by the Director, Economic and Cultural Development. Other City-related requests are managed by the respective Department of the City.

Outbound Delegations

Vaughan is promoting its local businesses, and its economic and cultural advantages on the global stage

Based on the forthcoming Vaughan International Business Development Action Plan, the Economic and Cultural Development Department will be planning a number of major outbound missions over the course of this term of Council.

An Outbound Delegation comprises travel to a marketplace outside Ontario for business development, events, trade shows, arts and culture development, small business and

entrepreneurship, and other economic and cultural development purposes that may include the Mayor and Members of Council, City staff, or any combination thereof, and are coordinated by the Economic and Cultural Development Department.

Currently, *Ad-018 Employee Reimbursement for Business Related Expenditures and Advances Policy* and *CL-012 Council Member Expense Policy* provide guidance on the participation of staff and the Mayor and Members of Council, respectively, in Outbound Delegations. Where Department budgets are used, Outbound Delegations with elected officials require Council approval. However, the proposed Policy includes an exception to *CL-012 Council Member Expense Policy*: the Mayor (or designate) has the delegated authority to participate in an Outbound Delegation without Council approval under exceptional circumstances, which are detailed in the Policy. This provision ensures that at short notice, and in situations relating directly to attracting or retaining business investment and/or employment, the City is agile enough to be present to represent its interests.

Economic and Cultural Development staff prepare post-mission Council reports related to the outcomes of all Outbound Delegations involving elected officials.

Financial Impact

Expenses related to all Inbound and Outbound Delegations other than gifting Corporate Promotional items, which are subject to the draft Policy *02.C.03 Corporate Promotional Items*, are funded by the Council-approved Economic and Cultural Development Department Budget.

Broader Regional Impacts/Considerations

Consultations with other growing municipalities across the GTA reveal that, like Vaughan, cities are at a juncture where the increase in requests for Inbound and Outbound Delegations must be balanced carefully alongside available resources, strategic priorities, and the potential to cultivate, broadly speaking, economic and cultural benefit. Research indicates that several GTA municipalities do not currently have policies in place to govern Inbound and Outbound Delegations. The City of Vaughan, therefore, has an opportunity to demonstrate leadership in this policy area, against the backdrop of an increasingly connected and networked world, unphased by geopolitical borders.

Conclusion

Based on recent trends, and as the City of Vaughan gains more visibility, staff predict that requests for participation in Inbound and Outbound Delegations will increase. A Policy to guide the City's participation in Inbound and Outbound Delegations amidst this growth is necessary for inviting transparency, efficiency and accountability into the

process. Moreover, this Policy is an opportunity to formalize Vaughan's reputation as a City receptive to facilitating international networks and economic and cultural opportunities.

For more information, please contact: Dennis Cutajar, Director, Economic and Cultural Development.

Attachments

1. *Corporate Policy 02.C.02 Inbound and Outbound Delegations*, Economic and Cultural Development, May 8, 2019

Prepared by

Nisha Manocha, Economic Development Officer, 8937

Dennis Cutajar, Director, Economic and Cultural Development, 8274

CORPORATE POLICY

POLICY TITLE: INBOUND AND OUTBOUND DELEGATIONS

POLICY NO.: 02.C.02

Section:	Accountability & Transparency		
Effective Date:	Click or tap to enter a date.	Date of Last Review:	Click or tap to enter a date.
Approval Authority: Council	Policy Owner: Chief Corporate Initiatives & Intergovernmental Relations		

POLICY STATEMENT
A Policy to guide the City’s participation in Inbound and Outbound Delegations promotes economic and cultural development, city-building, transparency, efficient use of resources, and service excellence.
PURPOSE
The City receives various requests for visits from Inbound Delegations and engages in Outbound Delegations. A Policy to guide participation in both Inbound and Outbound Delegations provides a framework for effective and consistent involvement in delegations that promote economic and cultural development and increase the profile of the City.
SCOPE
This Policy applies to all official economic and cultural Inbound and Outbound Delegations with and without Elected Officials and/or Dignitaries.
LEGISLATIVE REQUIREMENTS
None.
DEFINITIONS
<ol style="list-style-type: none"> City: Refers to The Corporation of the City of Vaughan. Dignitary: A person who possesses high rank or holds a position of dignity or honor.

- 3. Elected Official:** A person elected to a government position.
- 4. Inbound Delegation:** Groups of government staff, businesses, dignitaries and/or elected officials, or any combination thereof, who represent a community outside the City with an interest in a site visit to Vaughan.
- 5. Inbound Delegation Request Form:** An intake form administered by the City, that is required to be completed for approval by all Inbound Delegations prior to their visit to Vaughan.
- 6. Outbound Delegation:** Travel to a community outside Ontario for business development (including investment attraction and retention), events, trade shows, arts and culture development, small business and entrepreneurship, and other economic and cultural development purposes that may include the Mayor and Members of Council, City Staff, or any combination thereof, and is coordinated and funded by the Economic and Cultural Development Department.
- 7. Staff:** Staff of the Economic and Cultural Development Department, unless stated otherwise.

POLICY

1. Inbound Delegations

The City receives requests from Inbound Delegations to visit Vaughan for various purposes, including, but not limited to: business development, courtesy calls, and the exchange of social, cultural and municipal best practices. These delegations may or may not include Elected Officials and/or Dignitaries.

1.1. Approval Authorities

- 1.1.1 A peer-to-peer framework is used to determine the authority for accepting Inbound Delegation requests.
- 1.1.2 Inbound Delegations with Elected Officials and/or Dignitaries are received by the Mayor's Office. If the Mayor is not available to host the Inbound Delegation, the Mayor's Office directs the request as appropriate.
 - 1.1.2.1 Inbound Delegations with Elected Officials and/or Dignitaries received by Members of Council are forwarded directly to the Mayor's Office for consideration.

1.1.3 Inbound Delegations without Elected Officials shall be considered on the following basis:

1.1.3.1 Economic and cultural development related requests shall be managed by the Economic and Cultural Development Department;

1.1.3.2 Other City-related requests shall be managed by the respective Department of the City; and,

1.1.3.3 Departments reserve the right to deny an Inbound Delegation without Elected Officials request if the visit does not align with City or Departmental priorities, or if there are not sufficient time and/or resources to accommodate the visit.

1.2. Inbound Delegation Procedure

1.2.1. Refer to Procedure PRC.06 *Inbound and Outbound Delegations*.

2. Outbound Delegations

The City may engage in Outbound Delegations coordinated and funded by the Economic and Cultural Development Department for reasons including, but not limited to: business development, cultural partnerships, trade shows, and invitations by industry associations or other municipal business. Outbound Delegations may be comprised of Mayor and Members of Council, and/or staff.

2.1. Approval Authorities

2.1.1. Where Departmental budgets are used, Outbound Delegations with Elected Officials require Council approval.

2.1.2. Participation of staff on Outbound Delegations is subject to *Employee Reimbursement for Business Related Expenditures and Advances Policy AD-018*.

2.1.3. Participation of Mayor and Members of Council on Outbound Delegations is subject to *Council Member Expense Policy CL-012*.

2.1.4. Exception to *Council Member Expense Policy CL-012*: The Mayor (or designate) shall have the delegated authority to participate in Outbound Delegations, coordinated and funded by the Economic and Cultural Development Department, when the following exceptional circumstances exist:

- 2.1.4.1. City receives written invitation or notice to attend an economic development related meeting that will occur within 7 days of the arrival of the correspondence;
- 2.1.4.2. Council approval cannot be obtained due to scheduling;
- 2.1.4.3. The meeting location is in Canada or the United States;
- 2.1.4.4. The purpose of the meeting is official municipal business, specifically focused on attracting or retaining business investment and/or employment pursuant to the City's economic development strategy, and/or related economic development business plans; and,
- 2.1.4.5. A member of the City's Corporate Management Team or Senior Management Team attends the meeting, pursuant to *Employee Reimbursement for Business Related Expenditures and Advances Policy AD-018*.

2.2. Outbound Delegation Procedure

- 2.2.1. Refer to Procedure PRC.06 *Inbound and Outbound Delegations*.

3. Financial Responsibility

- 3.1. Expenses related to all Inbound and Outbound Delegations, and delegation-related activities, are funded by the Council approved Economic and Cultural Development Department budget.

4. Reporting Responsibility

- 4.1. Notwithstanding 2.1.4 and Outbound Delegations that are part of the Council-approved multi-year International Business Development Strategy, Staff are responsible for preparing a pre-mission Council report related to Outbound Delegations involving Elected Officials.
- 4.2. Staff shall prepare a post-mission Council report related to the outcomes of all Outbound Delegations involving Elected Officials.
- 4.3. Economic and Cultural Development is responsible for preparing a Memorandum to Mayor and Members of Council, the City Manager, Corporate Management Team, and the City Clerk on the outcome of Outbound Delegations without Elected Officials.

POLICY TITLE: INBOUND AND OUTBOUND DELEGATIONS

POLICY NO.: 02.C.02

ADMINISTRATION			
<i>Administered by the Office of the City Clerk.</i>			
Review Schedule:	5 Years If other, specify here	Next Review Date:	Click or tap to enter a date.
Related Policy(ies):	02.C.01 – Cultural & Economic Partnerships, AD-018 – Employee Reimbursement for Business Related Expenditures and Advances, CL-012 – Council Member Expense		
Related By-Law(s):			
Procedural Document:	PRC.06 – Inbound and Outbound Delegations		
Revision History			
Date:	Description:		
Click or tap to enter a date.			
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