

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 14, 2019

Item 3, Report No. 19, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on May 14, 2019.

3. CULTURAL AND ECONOMIC PARTNERSHIPS

The Committee of the Whole (Working Session) recommends:

- 1) That the recommendation contained in the following report of the Interim City Manager, dated May 8, 2019, be approved; and**
- 2) That Communication C3, presentation material entitled, “Cultural and Economic Partnership Policy”, be received.**

Recommendations

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

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

- 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

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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

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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:
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