

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 14, 2019

Item 4, 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.

4. INBOUND AND OUTBOUND DELEGATIONS

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 C4, presentation material entitled, “Inbound and Outbound Delegations Policy”, be received.**

Recommendations

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



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.

POLICY TITLE: INBOUND AND OUTBOUND DELEGATIONS

POLICY NO.: 02.C.02

- 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.			
Click or tap to enter a date.			
Click or tap to enter a date.			