

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF FEBRUARY 15, 2022

Item 4, Report No. 6, of the Committee of the Whole, which was adopted without amendment by the Council of the City of Vaughan on February 15, 2022.

4. 2021 VAUGHAN-RAMLA SUMMIT: DEVELOPING A CULTURAL PARTNERSHIP ACTION PLAN

The Committee of the Whole recommends:

- 1. That the recommendations contained in the following report of the City Manager, dated February 8, 2022, be approved; and**
- 2. That the comments of Deputy Consul General Shani Azulai, Consulate General of Israel in Toronto and Western Canada, Bloor Street East, Toronto, on behalf of The Consulate General of Israel, be received.**

Recommendations

1. That this report be forwarded for information to both the Economic Prosperity Task Force and the Tourism Vaughan Board of Directors.
2. That staff work with counterparts in Ramla, Israel, the Israeli Consul General in Toronto, and other relevant stakeholders to develop a Vaughan-Ramla Cultural Partnership Action Plan, provide ongoing updates to Council and present a final version to Council for approval in 2023.
3. That staff provide updates to Council on the development of the Vaughan-Ramla Cultural Partnership Action Plan as requested.

Committee of the Whole (2) Report

DATE: Tuesday, February 8, 2022

WARD(S): ALL

TITLE: 2021 VAUGHAN-RAMLA SUMMIT: DEVELOPING A CULTURAL PARTNERSHIP ACTION PLAN

FROM:

Nick Spensieri, City Manager

ACTION: DECISION

Purpose

This report aims to advance the development of a Cultural Partnership Action Plan between Vaughan and Ramla, Israel.

Report Highlights

- In May 2019, Vaughan Council approved the new Cultural and Economic Partnerships Corporate Policy to advance Vaughan's commitment to international partnerships with global cities and organizations.
- On Nov. 24, 2019, during the Israel Business Mission, Mayor Bevilacqua and Mayor Vidal signed an MOU to advance shared cultural opportunities and experiences between both cities, consistent with the Cultural and Economic Partnerships Corporate Policy.
- On Nov. 23, 2021, Mayor Bevilacqua, in partnership with Mayor Vidal, chaired a virtual summit between Vaughan and Ramla. Summit discussion included developing ideas, objectives and deliverables that will make up the Cultural Partnership Action Plan.
- City staff are working towards a new four-year Vaughan-Ramla Cultural Partnership Action Plan for presentation to Council in 2023 for approval.

Recommendations

1. That this report be forwarded for information to both the Economic Prosperity Task Force and the Tourism Vaughan Board of Directors.
2. That staff work with counterparts in Ramla, Israel, the Israeli Consul General in Toronto, and other relevant stakeholders to develop a Vaughan-Ramla Cultural Partnership Action Plan, provide ongoing updates to Council and present a final version to Council for approval in 2023.
3. That staff provide updates to Council on the development of the Vaughan-Ramla Cultural Partnership Action Plan as requested.

Background

Local Jewish and Israeli Cultural Connections

Many important factors contribute to Israel as an essential cultural and economic development city-building partner and a logical choice for international missions and partnerships.

At the time of the most recent census in 2016, 13,655 residents in Vaughan, or 4.5.1 per cent of the overall population, identify their ethnic origin as Jewish or Israeli.¹ Vaughan's total Jewish and Israeli population constitutes 23 per cent of the entire Jewish and Israeli people in the Toronto Census Metropolitan Area (CMA). Vaughan also has the highest percentage of those with knowledge of Hebrew in the Toronto CMA: it is home to 36 per cent of all speakers in the Toronto CMA who have a working knowledge of Hebrew (source: 2016 Census of Canada, Statistics Canada).

In 2010, Israel was also identified as a priority area in Vaughan's 10-year Economic Development Strategy. Home to synagogues, Jewish community centres and educational institutions, Vaughan's Jewish and Israeli communities have an active, engaged and leading presence in the community.

Celebrating Israel's history and identity is fundamental to Vaughan. Each May, Vaughan proudly marks Jewish Heritage Month and raises the flag of Israel at Vaughan City Hall to recognize Yom Ha'atzmaut, Israel Independence Day. In addition, celebrations like Vaughan's annual menorah lighting ceremonies to welcome Chanukah has become a much-anticipated tradition people of all faiths enjoy. These observances provide an opportunity to acknowledge the strength, resiliency and sense of mission embodied by

¹ See: Vaughan Census Profile, 2016: <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3519028&Geo2=CMACA&Code2=535&SearchText=toronto&SearchType=Begins&SearchPR=01&B1=All&TABID=1&type=0>. Accessed December 31, 2021.

the Jewish and Israeli people whose contributions continue to make a lasting and positive impact in Vaughan and beyond.

2019 Vaughan-Israel Business Mission

In partnership with the Vaughan Chamber of Commerce, the City undertook a business mission to Israel from Nov. 22 to Nov. 30, 2019. Mayor Bevilacqua led the City's delegation, joined by Local and Regional Councillor Linda Jackson, Ward 4 Councillor Sandra Yeung Racco, Ward 5 Councillor Alan Shefman and City staff. Delegates included representatives from the Vaughan Healthcare Centre Precinct project representing York University, Mackenzie Health and ventureLAB. Niagara University, which expanded to Vaughan in Jan. 2019, also took part.

The mission's mandate is to strengthen Vaughan's economic and cultural connections with Jewish and Israeli communities – particularly with the people and community leaders of Ramla.

Vaughan-Ramla MOU

Since 1993, Vaughan and Ramla have maintained a proud and enduring international partnership. In May 2019, Vaughan Council approved the new Cultural and Economic Partnerships Corporate Policy to advance Vaughan's commitment to international partnerships with global cities like Ramla. In June 2019, Mayor Bevilacqua wrote to Mayor Vidal about Vaughan's new policy and detailed a clear desire to maintain the Vaughan-Ramla relationship.

On Nov. 24, 2019, during the Israel Business Mission, Mayor Bevilacqua and Mayor Vidal signed an MOU at Ramla City Hall to advance shared cultural opportunities and experiences between both cities. The MOU initiated the process to:

- Reaffirm, champion and modernize the Vaughan-Ramla relationship under Vaughan's new *Cultural and Economic Partnerships Policy*;
- Develop a comprehensive four-year action plan that advances cultural opportunities between the two cities with a robust framework to maintain this renewed partnership;
- Ensure that this action plan has clearly stated identified goals and objectives; and
- That annual public reporting on the deliverables outlined in the action plan takes place to both the City Councils of Vaughan and Ramla, respectively.

2021 Vaughan-Ramla Virtual Summit

On Nov. 23, 2021, Mayor Maurizio Bevilacqua chaired a virtual summit between Vaughan and Ramla consisting of elected representatives and stakeholders to outline principles that will form a strategy. The summit directly results from the City's 2019 Business Mission to Israel, where Mayor Bevilacqua and Mayor Vidal signed a memorandum of understanding (MOU) to advance shared cultural opportunities and experiences between both communities

The summit discussion focused on five key pillars to help develop ideas, objectives and deliverables that will make up the Cultural Partnership Action Plan. These include:

1. Combatting Antisemitism, Racism, and Encouraging Interfaith Dialogue;
2. Tourism;
3. Education and Thought Leadership;
4. Economic and Cultural Development; and
5. Intergovernmental Relations.

Staff identified a strong desire for knowledge exchange between Ramla and Vaughan. The five areas identified will serve as pillars for action to achieve knowledge exchange. These action areas will provide opportunity for Vaughan and Ramla residents to learn, increase their opportunity, and further enhance the standard of living for residents of both cities.

Participants and speakers included diplomats, subject matter experts, municipal stakeholders and senior staff from both municipalities:

- Idit Shamir, Consul General of Israel in Toronto and Western Canada
- Ofir Simchi, Head of Community Leaders Forum, Ramla
- Aliza Silvera, Head of Community Leaders Forum, Ramla
- Jason Grossman, Associate Director (Ontario), Public Affairs, Centre for Israel and Jewish Affairs (CIJA)
- Ron Peled, Head of Tourism Department, Ramla
- Noa Ben Yosef, Head of Education Department, Ramla
- Margie Singleton, CEO, Vaughan Public Libraries (VPL)
- Vince Rinaldo, Vice President, Ontario Administration, Niagara University

Previous Reports/Authority

1. [March 9, 2020 CW \(2\) Staff Report](#): 2019 Israel Post-Mission Report
2. [Sept. 24, 2019 CW \(2\) Staff Report](#): 2019 Vaughan Chamber of Commerce Business Mission to Israel.

Analysis and Options

In 2023, Vaughan and Ramla will mark the 30th anniversary of formal relations between the two municipalities. This significant milestone overlaps with the new 2022-2026 Term of Council.

Consistent with the requirements outlined in the City's Cultural and Economic Partnerships Corporate Policy, throughout 2022, staff from the Office of Communications and Economic Development, in collaboration with Ramla counterparts, will lead further stakeholder discussions to identify deliverables and timelines to achieve the mandate of the agreed-upon MOU.

City staff recommend having the new four-year Vaughan-Ramla Cultural Partnership Action Plan presented to Council for approval in 2023 and implemented throughout the new Council mandate.

Financial Impact

There are no economic impacts resulting from the approval of this report.

Broader Regional Impacts/Considerations

The forthcoming Vaughan-Ramla Cultural Partnership Action Plan is an opportunity to engage further relevant stakeholders and the broader Israeli and Jewish from across York Region and the Greater Toronto Area. The deliverables from the Action Plan have the potential further to enrich the well-being of individuals and organizations beyond Vaughan.

Conclusion

The development of a new four-year Vaughan-Ramla Cultural Partnership Action Plan is consistent with the Council-approved Cultural and Economic Partnerships Corporate Policy. In addition, the timing of the development anticipated approval and implementation of this Action Plan aligns with the mandate of the 2018-2022 Term of Council Service Excellence Strategic Plan and will be an important guiding document as part of the work undertaken by the Office of Communications and Economic Development during the 2022-2026 Term of Council.

For more information, please contact:

- Raphael Costa, Director, Economic Development, ext. 8891
- Michael Genova, Chief, Communications and Economic Development, ext. 8027

Attachments

1. [Nov. 24, 2019 Media Statement](#): Vaughan and Ramla Renew Global Partnership
2. [Nov. 2019 Backgrounder](#): Israel Trade Mission 2019: Strengthening Partnerships, Creating Opportunities.
3. Vaughan-Ramla Memorandum of Understanding
4. May 14, 2019 [Cultural and Economic Partnerships Corporate Policy](#)

Prepared by

Raphael Costa, Director, Economic Development, ext. 8891

Michael Genova, Chief, Communications and Economic Development, ext. 8027

Approved by

A handwritten signature in black ink, appearing to read 'Nick Spensieri', with a long horizontal line extending to the right.

Nick Spensieri, City Manager

Statement

Vaughan and Ramla renew global partnership

Mayor Bevilacqua and Ramla Mayor Vidal sign MOU to advance cultural opportunities

RAMLA, ISRAEL (Nov. 24, 2019) – During the City of Vaughan's 2019 Israel trade mission, Mayor Maurizio Bevilacqua and Michael Vidal, Mayor of Ramla, Israel, signed a memorandum of understanding that seeks to advance shared cultural opportunities and experiences between both cities. The following is a statement by Mayor Bevilacqua to mark the occasion:

"For more than 25 years, the cities of Vaughan and Ramla have maintained an important international partnership. In June 2019, I wrote to Mayor Vidal, outlining my desire to continue, reaffirm and modernize the Vaughan-Ramla relationship.

"During our trade mission to Israel, Mayor Vidal and I took a significant step forward to renew this global partnership by focusing on initiatives that will result in sharing best practices and developing new approaches to cultural development.

"The memorandum of understanding (MOU) that we have signed commits our two municipalities to develop a comprehensive four-year action plan that advances cultural opportunities and elevates the quality of life for citizens and visitors to our communities. The MOU calls for the establishment of a new, robust and accountable framework to ensure this action plan has clearly stated goals and objectives.

"Strengthening the Vaughan-Ramla relationship signifies the enduring importance of Vaughan's local Israel and Jewish diaspora. Each day, these individuals contribute to Vaughan as successful entrepreneurs, dedicated public servants and compassionate citizens committed to making a positive difference.

"Celebrating Israel's history and identity is fundamental to Vaughan. In May, the community came together to mark Jewish Heritage Month. The City proudly flew the flag of Israel at Vaughan City Hall during a special flag-raising ceremony to recognize Yom Ha'atzmaut, Israel Independence Day. Celebrations like Vaughan's annual menorah lighting ceremonies to mark Chanukah have become much-anticipated traditions enjoyed by all people.

"Moving forward, I look forward to working closely with Mayor Vidal to deliver on the mandate of this MOU between our cities."

-30-

ABOUT VAUGHAN: The City of Vaughan is one of Canada's fastest growing cities with a population of more than 335,000. Incorporated in 1991, Vaughan includes the communities of Concord, Kleinburg, Maple, Thornhill and Woodbridge. This culturally diverse municipality is located in the heart of York Region and the Greater Toronto Area.

Statement

MEDIA CONTACT: Michael Genova, Corporate and Strategic Communications
T. 905-832-2281, ext. 8027 E. michael.genova@vaughan.ca

vaughan.ca



Attachment #2

Israel Trade Mission 2019

Strengthening Partnerships,
Creating Opportunities



City of Vaughan
Ontario, Canada



A Message from Mayor Maurizio Bevilacqua

I am proud to lead Vaughan's delegation to Israel in partnership with the Vaughan Chamber of Commerce. The mandate of the 2019 business mission is to encourage job-creating trade, build alliances, pursue investments, support the growth of local companies and globally-recognized institutions taking part in this mission, and strengthen relations with Jewish and Israeli communities.

Vaughan is the place to be for opportunity. Today, Vaughan is home to over 12,000 businesses that employ more than 223,000 people.

Since 2010, this city has led with an economic growth rate of four per cent – far outpacing Ontario and Canada – and has seen the creation of more than 60,000 new jobs.

Throughout this mission, our efforts will focus on promoting transformational city-building initiatives that benefit both Israel and Vaughan. This includes the Vaughan Metropolitan Centre – our emerging downtown core and the largest and most ambitious project in the City's history; Smart City technologies to deliver quality public services that safeguard and elevate the quality of life for citizens; and the Vaughan Healthcare Centre Precinct – a future hub of cutting-edge research, innovation and commerce in the life sciences sector – which is anchored by the city's first hospital.



Vaughan continues to be enriched by its active, engaged and thriving Jewish and Israeli communities. This population represents more than a quarter of the entire Jewish and Israeli population – and the highest percentage of Hebrew speakers – in the Toronto Census Metropolitan Area.

Each day, these individuals contribute to Vaughan as successful entrepreneurs, dedicated public servants and compassionate citizens, committed to making a difference. I had the distinct pleasure of presenting Holocaust survivor, humanitarian and author Max Eisen with the Key to the City. Mr. Eisen is also a recipient of the Order of Vaughan – the highest honour awarded by the City.

Vaughan maintains a formal international partnership with the City of Ramla. Our community comes together to mark Jewish Heritage Month. We proudly fly the flag of Israel at City Hall during a special flag-raising ceremony to recognize Yom Ha'atzmaut, Israel Independence Day. Celebrations like our annual

menorah lighting ceremonies to mark Chanukah have become much-anticipated traditions enjoyed by all people.

I offer my sincerest appreciation to our partners for ensuring this mission is a complete success. This includes the Vaughan Chamber of Commerce, the Canadian Embassy in Israel, the Consul General of Israel in Toronto, the Centre for Israel and Jewish Affairs, The Government of Israel's Economic and Trade Mission to Canada and other leaders in Vaughan's Israeli diaspora.

We look forward to building on the success of our trade mission to Israel.

Sincerely,

Hon. Maurizio Bevilacqua, P.C.

Mayor of Vaughan



Mayor Bevilacqua meets with Consul General Baram at Vaughan City Hall April 2019

"Israel and Canada share a strong relationship based on shared values, growing economic ties at the federal, provincial and municipal levels. Our friendship with the City of Vaughan can be credited to a growing Israeli and Jewish community that maintains strong business and cultural ties to the State of Israel, while contributing to the city's growth and success.

We are pleased to participate in this trade mission to Israel, a global leader in smart city management, medical technology and innovation, led by His Worship Mayor Bevilacqua, with the goal of identifying significant areas for cooperation, concrete opportunities for new markets, as well as the chance to expand Israel's partnership with the City of Vaughan through scientific and cultural exchange."

- **Galit Baram**, Consul General of Israel in Toronto

Delivering Real Results for Vaughan



900 acre
**North Maple
Regional Park**
will be larger than
New York's Central Park

60,000

new jobs have
been created
since 2010

\$160 million raised for the
Mackenzie Vaughan Hospital -
Exceptional Care Belongs Here Campaign



Vaughan is one of the
SAFEST
COMMUNITIES
IN CANADA



Since 2010
Vaughan's average
annual economic
growth is
MORE THAN 4%



The Mackenzie Vaughan Hospital will
be Canada's first smart technology
hospital with a capacity of

550 beds

**\$11
Billion**
in building
permits
since 2010

MORE THAN
\$30
million
in **BUDGET
SAVINGS**
since 2015



Home to the
first university
in York Region
**NIAGARA
UNIVERSITY**

Welcoming city
105 languages spoken

VMC SUBWAY

More than **14,000**
daily commuters

7 minutes to
York University

42 minutes
to Union Station



12,000 businesses
that employ
more than
223,000

Vaughan is the
first municipality
in Canada to sign

**LEADERSHIP ACCORD
ON GENDER DIVERSITY**



New policy allowing
secondary suites
was APPROVED

97%

of citizens feel
quality of life to be either **good**
or **very good** in Vaughan



Nearly
200 km
of **NEW** roads

One of the
**lowest
tax rates**
in the GTA



More than
22,000
trees have been planted
as part of the City's
tree replacement plan

\$12 million for Hospice
Vaughan Capital
Campaign **ACHIEVED**

CITY OF VAUGHAN GREATER TORONTO

Population: 330,855⁵

Population growth rate (2011-2016): 6.2 per cent⁶

Surpassing national and provincial employment growth rates: 1.8 per cent year over year⁷

Real GDP (2019): \$22.2 billion⁸

3.9-million labour force within one-hour drive⁹

⁵York Region Corporate Services, Long Range Planning Branch, June 2019

⁶Statistics Canada, 2016 Census Data

⁷York Region Employment Survey, 2018 for 2017-18

⁸Conference Board of Canada, 2019 estimate

⁹Environics Analytics, Demostats 2018

GHAN RONTO AREA





400 km
Population
30,000,000

800 km
Population
135,000,000

1,200 km
Population
180,000,000

Vaughan is
located 10
minutes from
Pearson
International
Airport -
Canada's
largest airport.

14 direct flights
from Pearson
Airport to Tel
Aviv each week.

**TORONTO
REGION**

Vaughan

Calgary

Winnipeg

Seattle

Denver

Las Vegas

Houston

Atlanta

Chicago

Montreal

Boston

New York



Economic and Political Stability

- Awarded a **perfect score** by World Economic Forum for economic stability (Global Competitiveness Report, 2018)
- **#1 in the G7** for the fewest days to establish a new business (World Bank Group, 2017)

Highly-skilled Workforce

#1 most highly educated workforce in the OECD (OECD, 2017)

Unparalleled Market Access

Free Trade deals with 48 countries, including the Canada-EU Comprehensive Economic and Trade Agreement (CETA) and the United States-Mexico-Canada Agreement (USMCA); access to 1.6 billion consumers (Ontario Ministry of Economic Development, JobCreation and Trade)

CANADA

GREATER TORONTO AREA





Combined income tax rate of 26.5%

is lower than the G7 average (Ernst and Young,
2018 MEDJCT Commissioned Study, OECD, 2018)

Universal healthcare: Employer health
costs per year for a typical firm in Ontario
are one-third the cost of the U.S. average

Generous R&D incentives: Combined with
various provincial R&D programs, signature
SR&ED program reduces after-tax cost of
every \$100 in R&D spending to between
\$37 and \$61

Region's universities produce approximately
42,300 STEM graduates per year,
top 5 in North America

(Statistics Canada, Ministry of Training, Colleges
and Universities)

**GLOBALLY
COMPETITIVE**

VAUGHAN



SNAPSHOT

VAUGHAN BY THE NUMBERS

- Population: **330,563**
(York Region estimate as of Dec. 31, 2018)
- Population growth rate (2011-2016): **6.2%**
(Statistics Canada)
- Average annual business growth since 2010: **3.5%**
- Value of building permits issued since 2010: **\$10.8 billion**
- 2018 GDP: **\$20.6 billion** (Conference Board of Canada)
- Average annual employment growth rate since 2010: **4%**
- Top industries by employment: Manufacturing (**22%**);
Construction (**13%**); Retail Trade (**11%**)
- Median household income (2016): **\$105,351**
(Statistics Canada)
- Adults aged 25-64 with post-secondary certificate,
diploma or degree: **70%** (Statistics Canada)
- Foreign born population: **46.3%** (Statistics Canada)
- Languages spoken: **105** (Statistics Canada)
- Citizen satisfaction with quality of life: **97%**
(City of Vaughan)

VAUGHAN

Shared Cultural & Community Connections



I & ISRAEL

Connections



The city of Vaughan is home to active, engaged and thriving Jewish and Israeli communities. This population represents more than a quarter of the entire Jewish and Israeli population – and the highest percentage of Hebrew speakers – in the Toronto Census Metropolitan Area.

- In June 2019, Mayor Maurizio Bevilacqua presented Holocaust survivor, humanitarian and author Max Eisen with the Key to the City. Mr. Eisen is also a recipient of the Order of Vaughan – the highest honour awarded by the City.
- The City of Vaughan formally celebrates Jewish Heritage Month. Vaughan also maintains a formal international partnership with the City of Ramla.
- The City holds special flag-raising ceremonies to recognize Yom Ha'atzmaut and Israel Independence Day at Vaughan City Hall.
- The entire Vaughan community is invited to take part in annual menorah lighting ceremonies to mark Chanukah. This has become a popular tradition enjoyed by all people.
- Multiple direct flights from Toronto Pearson International Airport to Tel Aviv occur daily connecting the people, cultures and talent of both cities.

Vaughan-Israel Mission 2019: At Focus

- Vaughan Metropolitan Centre – the city's emerging downtown
- A Global Smart City Leader
- Vaughan Healthcare Centre Precinct



- Subway station linking to/from downtown Toronto: **OPEN**
- Regional bus rapid transit line: **OPEN**
- KPMG Office Tower: **OCCUPIED**
- EXPO City Condo Towers 1 and 2: **OCCUPIED**
- Niagara University Site: **OPEN**
- SmartCentres Place Bus Terminal: **OPEN**
- The MET Condos: **Under construction, 2020 occupancy**
- EXPO City Condo Towers 3 and 4: **Under construction, 2020 occupancy**
- Mixed-use building with PwC, YMCA and public library: **Under construction, 2020 occupancy**
- Transit City Residences 1, 2 and 3: **Under construction, 2021 occupancy**
- Office space built/under construction: **392,932 ft²**
- Office space approved and proposed: **486,744 ft²**
- Residential units built/under construction: **3,889**
- Residential units approved and proposed: **14,436**



Unprecedented access to talent, office space, multi-modal mobility and urban amenities.

"Located in the heart of the GTA, Vaughan was a clear choice for us to set up a new office," says Sebastian Distefano, GTA Regional Managing Partner at KPMG. "We are better positioned – literally – to service clients across the GTA and in York Region."

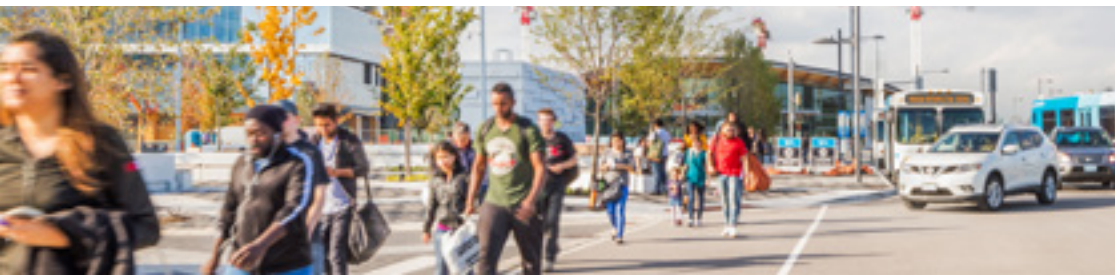
As one of Canada's largest master planned communities, the VMC is an emerging downtown poised to be the financial, innovation and cultural centre of the city. It will be a true people-focused downtown that is walkable, social and inclusive. Imagine 50-storey towers and low-rise townhouses, busy public squares with sidewalk patios and a serene wetland park with mature oak trees, big brands next to mom-and-pop shops. This 442-acre site at the intersection of Highways 400, 407 and 7 will include at least 1.5 million square feet of office space, 750,000 square feet of retail space and 12,000 residential units by 2031.

Billions of dollars in infrastructure investments are already driving growth and investment. The subway extension and bus rapidway on Highway 7 are open.

Downtown Toronto is a short 45-minute subway ride away and the subway station is no more than 10 minutes by foot from any point in the VMC.

Top companies are buying into the VMC vision and making it a reality. KPMG, Miller Thomson, GFL Environmental Inc., Harley-Davidson Canada and PwC have invested in the VMC to be near their clients and highly educated professional workforce. They are locating in the heart of one of Greater Toronto's largest business hubs that includes head offices or major divisional operations of other industry leaders such as Teledyne, Mircom Technologies, Digital Realty, Siemens, Sciex, SmartCentres, Kumon, Recipe Unlimited and Miele. This is a prime opportunity to join them and secure customized Class A office space with room to grow.

Vaughan is a strategic investment for any business. In 2017 alone, the City issued \$1.97 billion in building permits, with industrial, commercial and institutional uses accounting for more than half of that total. Since 2010, the City has issued \$10.8 billion in building permits, concrete proof that Vaughan excels in building for the future.



DO
IN



**DOING BUSINESS
THE VMC**



**EDUCATED AND
DIVERSE TALENT**

Educated and diverse talent

The VMC has easy transit connections for the Greater Toronto Area's unparalleled talent pool.

The Toronto Region labour force of 3.5-million workers is the fifth largest among North American Metro Regions. This world-class pool of local and international talent has been built by Canada's favourable immigration policies, excellent and affordable academic institutions, and internationally renowned industry-academic partnerships. More than 51 per cent of the population is foreign born, speaking more than 180 languages and dialects.

York Region is the fastest growing large municipality in Ontario, attracting around 25,000 new residents yearly, many of whom are highly educated and attracted to urban growth centres like the VMC. In Vaughan and York Region, 70 per cent of the population has a post-secondary certificate, diploma or degree. That's 421,860 highly educated professionals (327,800 holding a university degree) in York Region alone.

Across the Greater Toronto and Hamilton Area (GTHA), there are another 2.2-million post-secondary educated workers, plus a robust talent pipeline. As of 2016-17, there are more than 320,000 students enrolled in GTHA universities and colleges, with 84,000 of those students in STEM programs. The VMC is a 30-minute subway ride from the University of Toronto and a six-minute ride from York University, two of the three largest universities in Canada. Niagara University opened a new Canadian site in the VMC in January 2019. It offers a bachelor of professional studies in education and a master of science in education.

Our talent has attracted investment to Vaughan and York Region. York is now Ontario's second largest financial, insurance and accounting services cluster and Canada's largest enterprise solutions ICT cluster.

Deepak Chopra, co-founder and CEO of custom mobile app developer Clearbridge Mobile, says access to talent topped the list of factors that led the company to Vaughan. Approximately half of the company's 50-odd employees live in the area "because of affordability, friendly neighbourhoods and good work-life balance." Chopra says the arrival of subway service to Vaughan is a "game changer" for employees travelling from Toronto.

Financial incentives for office development

The City of Vaughan recognizes the importance of attracting and retaining businesses in Vaughan. The City's first-ever Community Improvement Plan (CIP) provides financial incentives and planning tools for office development projects greater than 75,350 square feet.

Vaughan also has one of the GTA's lowest commercial property tax rates at 1.65 per cent.





INTERNATIONAL CORRIDOR

Niagara University expands to Vaughan Metropolitan Centre

Founded in 1856, Niagara University, with its main campus located in Lewiston, N.Y., has relocated its bi-national presence with this new site in Vaughan. Mayor Maurizio Bevilacqua helped lead negotiations between the university and community leaders. The site is in the heart of the city's emerging downtown core, located in the Cortel Group's Expo City complex. The addition includes seven classrooms, faculty and administration offices and student lounge areas. Niagara University's Vaughan site is walking distance from the VMC TTC subway station and further connected by vivaNext bus rapid transit service.

Students studying in Vaughan can enrol in either the bachelor of professional studies in education or the master of science in education programs. These programs are fully accredited by the Ontario College of Teachers (OCT) and prepare aspiring professionals for careers in primary-junior and intermediate-senior teacher positions, among other education-related employment opportunities.

The new Vaughan site is home to Niagara University in Ontario, which has been offering outstanding teacher training, education and opportunities to Canadian students since 1984. More than 300 students, in addition to faculty and administrative staff currently in two other locations relocated to Vaughan. Niagara University, Vaughan's first university, has an extensive and proud history in Ontario.



“Niagara University is vested in the creation of the school's new VMC site. The VMC is the largest and most ambitious project in the city's history and its downtown is a natural place for Niagara University to be located. Building a complete city means having a post-secondary institution in an urban setting, walking distance from homes, businesses and amenities and connected by regionally integrated transit.”

- Mayor Maurizio Bevilacqua

Face-to-face is easier in Vaughan

At the heart of the VMC is a Mobility Hub linking transit services operated by three public agencies, the Toronto Transit Commission (TTC), York Region Rapid Transit Corporation (YRRTC/ YRT) and Metrolinx. This new mass transit system connecting communities throughout the Greater Toronto and Hamilton Area is up and running and the Hub will see more than 20,000 people movements daily by 2019. Vaughan is the only urban growth centre outside of Toronto that has subway access to/from downtown Toronto.

The VMC also has direct access to the main transportation arteries in Ontario: Highway 400, Highway 407 express toll route and Highway 7. These vital routes will ensure residents, visitors, employees and freight, to and from the VMC, will get where they need to go, quickly and efficiently.

Frequent flyer? Pearson International Airport, Canada's busiest and largest airport, is just a 15-minute drive from the VMC. It offers non-stop service via 75 carriers to 180 destinations worldwide.



Work and life in balance

The VMC offers employees work-life balance with a quick commute to work, beautiful new housing options, a fresh take on outdoor greenspace

and a short walk to popular and celebrated urban amenities.

This master-planned, people-oriented, live-work-play urban centre will feature greenspace, office and condo towers, pedestrian links, state-of-the-art transit, retail and entertainment. The new flagship YMCA of Greater Toronto in the VMC will offer invaluable child care and fitness services to the thousands of people who will work nearby. Urban spaces will be hubs of social activity, while natural areas like Edgeley Pond and Park will be a place to get away and recharge.

The TTC Line 1 Extension, now up and running, along with accessibility to Highway 407 and the Viva Bus Rapidway along Highway 7, were big reasons KPMG chose Vaughan, according to Sebastian Distefano, KPMG's Regional Managing Partner for the Greater Toronto Area.

A smooth commute, thanks to great transportation links, is very appealing to him and his staff. "There's nothing better than working a long, full day and then getting home in 10 minutes to take my kids to sports practice."



**EASY ACCESS
FROM EVERY ANGLE**

○ 5 Minute
Walking Radius

○ Major Parks
and Open Spaces



 **TTC VMC SUBWAY STATION**
OPEN

 **vivaNext BUS RAPID TRANSIT STATION**
OPEN

 **SmartCentres Place BUS TERMINAL**
OPEN



VAUGHAN

Brampton

Toronto

Mississauga

New Park Place

3300 Highway 7

Hamilton

GEW

403

400

404

401

Transit City

PwC-YMCA Tower

KPMG Office Tower

Transit City 4 and 5

SmartCentres Place Bus Terminal

VMC Subway Station

7800 Jane St

VMC VivaNext Station

Icona

Block 3

TTC LINE 1

Interchange Way

Portage Pkwy

Edgely Blvd

Appelwood Cres

Military Ave

Jane Street

Emerging downtown, rising skyline

The Vaughan Metropolitan Centre is attracting national and international employers and thousands of new residents.

The VMC's first office building, the 15-storey 360,000-square-foot KPMG Tower at SmartCentres Place, is now occupied with more than 700 KPMG employees. Other tenants include Miller Thomson, GFL Environmental Inc. and Harley-Davidson Canada.

Demand for office space continues to grow. Professional services firm PwC will anchor a new 220,000-square-foot mixed-use building opening in 2020. The building will also be home to a new 77,000-square-foot YMCA with not-for-profit child-care services, fitness and aquatic facilities plus a 32,000-square-foot City of Vaughan public library and recreation space.

The VMC has already exceeded residential targets for 2031 with 18,325 units housing an estimated 36,284 people in the development pipeline. This includes seven residential developments that are built or under construction.

More details on each development can be found at myVMC.ca.



2014

Expo City Tower 1 opens (37 storeys)



2016

Expo City Tower 2 opens (37 storeys)

KPMG Tower opens (300,000 ft² of Class A office, 65,000 ft² of retail and amenity space)



2017

Vaughan Metropolitan Centre subway and rapidway stations open

Transit Square and TTC Plaza opens

“The YMCA helps to give a place a soul, and with the VMC growing to include hundreds of businesses and thousands of residents, it will be essential to have a welcoming and inclusive space that helps to build community. And that’s what the YMCA does, in every neighbourhood, all around the world.”

– Mitch Goldhar, SmartCentres



2018

an
bus
open

VMC Mobility Hub wins
Ontario Traffic Council
Project of the Year



2019

Niagara University
opens

Expo City Towers 3
and 4 to open (2 x 37
storeys)

The MET Condos and
Townhouses
to open (35 storeys)

Edgeley Pond and Park
construction begins

SmartCentres Place Bus
Terminal
to open

In October 2019, the
City constructed and
opened new roads in
the VMC's northwest
area

SmartCentres Place
Bus Terminal opened.
This new terminal is
located at the corner
of Millway Avenue and
Apple Mill Road

2020

SmartCentres mixed-
use building (PwC,
YMCA, library) to
open (220,000 ft²)



2021

Transit City Condos,
Buca and Bar Buca to
open (3 x 55 storeys
and townhomes)



A Global Smart City Leader

In 2018, Mayor Bevilacqua established the Mayor's Smart City Advisory Task Force to advance a culture of knowledge and pursue continuous improvement. The group included accomplished representatives with extensive professional experience in the fields of: arts, culture and media; city infrastructure; construction and development; education; environmental sustainability; financial services; healthcare; information and technology; innovation and research; manufacturing; and social issues. There were also seven citizen representatives on the task force.

The work undertaken by the task force led to a comprehensive submission for the City's participation in the Government of Canada's Smart Cities Challenge. The heart of the submission calls for the use of Smart City technology to create a Digital Garden. The Digital Garden concept is about breaking down barriers, improving social cohesion and enhancing engagement and civic participation through the creation of community kiosks, known as Local Gardens. Kiosks would include Internet of things (IoT) sensors to gather data on traffic,

parking, air quality and attendance at events; provide administrative City procedures, such as online payments and digital deputations; and offer a one-stop shop for government services, including Service Ontario offerings, among other innovative amenities.

The City's 2019 Budget and 2020-2022 Financial Plan approved a new Smart City Program which will lead to the planning of a new Smart City business unit, a Strategic Business Plan and support the City of Vaughan Smart City Task Force.

2019 Smart City Summit and Expo in Taiwan:

Vaughan was invited to take part in the 2019 Smart City Summit and Expo in Taiwan. This international conference brought together thought leaders from local government, along with recognized professionals from public- and private-sector organizations. Representing the City were Ward 4 Councillor Sandra Yeung Racco, vice-chair of the Mayor's Smart City Advisory Task Force; Dennis Cutajar, director, Economic and Cultural Development; and Smart City industry expert Bill Hutchinson, who served as a facilitator and consultant on the Mayor's Smart City Advisory Task Force.



Memorandum of Understanding with US Ignite:

At a meeting of Council in March 2019, Council endorsed Mayor Bevilacqua’s Member’s Resolution for the City of Vaughan to sign a Memorandum of Understanding with US Ignite and to join the organization’s Smart Gigabit Community. Vaughan is the first Canadian municipality to do so.

US Ignite is a non-profit organization that promotes international leadership to develop new applications and to foster an environment for local governments – and technology partners – to work together to improve the lives of citizens through cutting-edge solutions. US Ignite has been awarded a grant from the National Science Foundation, an independent federal agency of the United States Congress, entitled Smart Gigabit Communities. This grant will help create a network of smart gigabit city platforms and applications across more than 25 communities.

Joining the Smart Gigabit Community will allow Vaughan to strengthen professional networks, access innovative best practices and improve organizational and technical capabilities. It marks another important step forward to build on the City’s focused efforts to be a Smart City leader.

Smart City Quick Facts:

- Vaughan has begun its digital transformation through the development and implementation of its Digital Strategy.
- Technology has played a vital role in the City’s evolution. The City has embraced the World Council on City Data (WCCD), and in January 2016 Vaughan became the second municipality in Canada to be WCCD ISO 37120 Platinum Certified and will be the first city to pilot the new Smart Cities standard ISO 37122.
- Vaughan’s first hospital – the new Mackenzie Vaughan Hospital – will be Canada’s first smart hospital and feature fully integrated “smart” technology systems and medical devices

VAUGHAN'S HOSPITAL, C FIRST SMAR



Vaughan Healthcare Centre Precinct:

The Mackenzie Vaughan Hospital is a \$1.6-billion initiative and is expected to open in late 2020. It will be the first hospital built in York Region in the last 30 years. Cranes tower over the 1.2-million square foot site, which can house up to 550 hospital beds. It will provide 100 physician specialists to Mackenzie Health and present teaching, learning and research opportunities in the medical field. It will employ over 1,800 full-time hospital staff. This hospital will be the first in Canada to feature fully integrated smart technology systems and medical devices that can speak directly to one another to maximize patient care.

Leading front-line healthcare services to be offered:

- state-of-the-art emergency department
- modern surgical services and operating rooms
- advanced diagnostic imaging
- specialized ambulatory clinics and intensive care beds
- medicine, birthing (obstetrics), pediatrics, mental health and York Region District Stroke Centre



Mayor Bevilacqua serves as chair of the \$250-million Mackenzie Health Foundation's Ultimate Campaign, which has raised \$169 million to build the Mackenzie Vaughan Hospital.

The hospital's innovation agenda includes:

- weHealth, a digital eHealth platform that links patient healthcare happening inside and outside the hospital for a connected, integrated approach to patient care
- the Mackenzie Innovation Institute (Mi2), which works with healthcare equipment providers to facilitate testing of equipment in exchange for deploying it to Mackenzie Health locations first.
- the Innovation Unit, an acute care medical unit with 17 Smart Patient Rooms (34 beds) equipped with smart technology that supports an environment for innovations to be developed, and enables nurses and other team members to spend more time at the bedside providing hands-on care

MOU: HEALTHCARE CENTRE PRECINCT



In a first-of-its-kind initiative in Vaughan, the City is leading a collaboration to transform a 33-hectare (82-acre) parcel of land at Jane Street and Major Mackenzie Drive into the Vaughan Healthcare Centre Precinct. A memorandum of understanding (MOU) was signed in October 2019 between the City of Vaughan, York University, Mackenzie Health and ventureLAB to identify transformational opportunities to maximize the best use of lands surrounding the site of the Mackenzie Vaughan Hospital through a feasibility study.

The feasibility study will determine how best to create a world-class health experience and explore various options, including a new space for ventureLAB to expand and create another regional innovation hub in Vaughan and opportunities for Mackenzie Health to collaborate with York University in the area of academic health sciences.

The goal of this unique collaboration is for the Vaughan Healthcare Centre Precinct to leverage resources to bring healthcare, innovation and jobs to this growing community. The site has the potential to be a place that will connect people and spaces – bringing together different sectors to become an epicentre of healthcare excellence in the city.

By fall 2019, a consultant will be retained to undertake the study. The successful consultant will be obtained through an open, competitive and accountable procurement process overseen by the City. The study is anticipated to be complete by the end of 2020.

Following the study, a comprehensive action plan that outlines opportunities, costs and strategies for unleashing the potential of the Vaughan Healthcare Centre Precinct will be presented.

Get Involved

Opportunities exist to:

- Bring your innovative product or service to the Mackenzie Innovation Institute: info@mi2health.com
- Develop at three different available sites in the Precinct totaling approximately 5 hectares (13 acres) – up to 780,000 square feet for healthcare related uses
- Invest in high-profile, shovel-ready sites with full services: water, stormwater, sanitary sewer, power

Contribute to major educational, cultural and government uses such as:

- a hospital with a full range of care
- rehabilitation facilities, long-term care and other forms of residential uses related to healthcare
- research and development facilities
- medical and dental offices
- laboratories
- facilities that construct or repair medical devices
- education, training, meeting or conference facilities related to healthcare
- business or health facilities that promote wellness
- ancillary services including child or adult daycare, retail facilities, a chapel or small place of worship, accommodations facilities, parking areas and structures, utilities and maintenance operations, district energy plans and recreational uses associated with a healthcare use





Stay Connected, Create Success

City of Vaughan
Economic and Cultural
Development department

2141 Major Mackenzie Dr.
Vaughan, ON, L6A 1T1
Canada

ecd@vaughan.ca





Memorandum of Understanding
City of Vaughan—City of Ramla Cultural Partnership 2019

November 24, 2019

Whereas, the City of Vaughan continues to be enriched by its active, engaged and thriving Jewish and Israeli communities. Each day, these individuals contribute to Vaughan as successful entrepreneurs, dedicated public servants and compassionate citizens, committed to making a positive and lasting difference; and

Whereas, this population represents more than a quarter of the entire Jewish and Israeli population – and the highest percentage of Hebrew speakers – in the Toronto Census Metropolitan Area; and

Whereas, the Vaughan community comes together to mark Jewish Heritage Month. Vaughan proudly flies the flag of Israel at City Hall during a special flag-raising ceremony to recognize Yom Ha'atzmaut, Israel Independence Day. Celebrations like the City's annual menorah lighting ceremonies to mark Chanukah have become much-anticipated traditions enjoyed by all people; and

Whereas, Vaughan Mayor Maurizio Bevilacqua is leading a 2019 business mission to Israel in partnership with the Vaughan Chamber of Commerce; and

Whereas, the mandate of this 2019 business mission is to strengthen Vaughan's connections with Jewish and Israeli communities – and in particular – with the people and community leaders of the City of Ramla, Israel; and

Whereas, since 1993, Vaughan and Ramla have maintained an important and enduring international partnership; and

Whereas, in May 2019, Vaughan City Council approved the new *Cultural and Economic Partnerships Policy* to advance Vaughan's commitment to international partnerships with global cities like Ramla; and

Whereas, in June 2019, Mayor Bevilacqua wrote to Ramla Mayor Michael Vidal about Vaughan's new policy, forwarded a copy of the policy and detailed a clear desire to maintain the Vaughan-Ramla relationship.

It is therefore recommended that Vaughan and Ramla initiate the process to:

- **Reaffirm, champion and modernize the Vaughan-Ramla relationship under Vaughan's new Cultural and Economic Partnerships Policy; and,**
- **Develop a comprehensive four-year action plan that advances cultural opportunities between the two cities with a robust framework to maintain this renewed partnership; and**
- **Ensure that this action plan has clearly stated identified goals and objectives; and**
- **That annual public reporting on the deliverables outlined in the action plan takes place to both the City Councils of Vaughan and Ramla, respectively.**

Respectfully signed on November 24, 2019, in the City of Ramla,

Mayor Maurizio Bevilacqua,
City of Vaughan

Michael Vidal,
City of Ramla



CITY OF VAUGHAN

CORPORATE POLICY

POLICY TITLE: CULTURAL AND ECONOMIC PARTNERSHIPS

POLICY NO.: 02.C.01

Section:	Accountability & Transparency		
Effective Date:	May 14, 2019	Date of Last Review:	Click or tap to enter a date.
Approval Authority: Council	Policy Owner: City Manager		

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	
<p>This Policy establishes a framework for the City's participation in formal and informal economic and/or cultural exchanges with external Organizations.</p> <p>The City will use this Policy to guide its response to solicitations by Organizations, and its proactive outreach for Cultural and Economic Partnerships.</p>	
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"> City: Refers to The Corporation of the City of Vaughan. 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 can be no more than one (1) relationship per Region.
- 1.2. The Organization must be in a country in which the Government of Canada has an Embassy or Consular Service.
- 1.3. Council approves new Cultural or Economic Partnerships.

- 1.4. Economic and Cultural Partnerships shall be formalized by an agreement. An agreement may combine both economic and cultural goals and activities.
- 1.5. New and amended Cultural and Economic Partnership agreements are executed by the Mayor and City Clerk.
- 1.6. Agreements shall be on a one-year trial basis.
- 1.7. Agreements indicate an end date and include cancellation provisions (or sunset clause).
- 1.8. 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).
- 1.9. 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.
- 1.10. 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.

- 2.1.1. Activities may include official letters of greeting, flag-raising ceremonies, official visits, and other activities of mutual interest.

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 and cooperation between the City and an Organization. They may be escalated to a more detailed Economic and Cultural Partnership agreement.

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 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.
- 5.2. A start date and end date.
- 5.3. A cancellation provision (sunset clause).

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.

POLICY TITLE: CULTURAL AND ECONOMIC PARTNERSHIPS

POLICY NO.: 02.C.01

- 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 two (2) calendar years, shall be supported by City staff. Partners will be notified of the new Cultural and Economic Partnerships Policy and subject to it.
- 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 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:	May 13, 2022
-------------------------	-----------------------------------	--------------------------	--------------

POLICY TITLE: CULTURAL AND ECONOMIC PARTNERSHIPS

POLICY NO.: 02.C.01

Related Policy(ies):	02.C.02 – Inbound and Outbound Delegations
Related By-Law(s):	
Procedural Document:	
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.	