

Clause embodied in Report No. 8 of the Policy and Finance Committee, as adopted by the Council of the City of Toronto at its meeting held on May 21, 22 and 23, 2002.

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International Policy Framework for the City of Toronto

(City Council on May 21, 22 and 23, 2002, adopted this Clause, without amendment.)

The Policy and Finance Committee recommends the adoption of the following report (April 25, 2002) from the Chief Administrative Officer:

Purpose:

This report presents an integrated policy framework for the City of Toronto's international activities. This policy framework will rationalize the City's current international activities and suggest ways of increasing coordination among departments and elected officials in international relations.

Financial Implications and Impact Statement:

There are no direct financial implications associated with the adoption of an integrated policy framework for the international activities of the City of Toronto.

The international activities, referred to in this report, have already been included in existing departmental and Council budgets.

Recommendations:

It is recommended that:

- (1) Council adopt the integrated policy framework for the City of Toronto's international activities, as set out in Appendix 1 of this report;
- (2) Council adopt the mechanisms for improving accountability for international activities, as set out in Appendix 1 of this report;
- (3) the Chief Administrative Officer prepare an annual report on the City of Toronto's international activities; and
- (4) the appropriate City Officials be authorized and directed to take the necessary action to give effect thereto.

Background:

At its meeting on March 24, 1999, the Economic Development and Parks Committee recommended that the Chief Administrative Officer, in cooperation with relevant City departments, develop a corporate framework for the international activities of the City of Toronto. This policy framework should outline the City of Toronto's major international goals and demonstrate how these goals are implemented through various program activities. City Council adopted this recommendation at its meeting on April 11, 12 and 13, 1999, (Clause No. 1, Report No. 3). This recommendation was also reiterated at City Council on June 26, 2001.

It should be noted that this task was originally part of the work plan of the World City Committee. The World City Committee reviewed the thirty-seven international partnerships that the new City of Toronto inherited as part of the amalgamation. The Committee made key decisions pertaining to the future management and strategic directions of these international partnerships. Due to time limitations, the World City Committee was unable to complete the development of a policy framework for the City's international activities.

The Chief Administrative Officer is responsible for the corporate intergovernmental relations function of the City of Toronto. The management of corporate international activities is an integral element of the intergovernmental relations portfolio. The Strategic and Corporate Policy Division / Healthy City Office has coordinated the development of this policy framework in an extensive consultation process with stakeholders in all City departments. The report has been prepared in close consultation with the Policy Coordinating Team which has representatives from the various City departments. The report has also been reviewed by City Councillors who are the City of Toronto's official representatives to the international municipal organizations, including IULA, Metropolis and ICLEI.

Discussion:

(1.0) Definition of International Activities:

International relations, as defined in this report, encompass a broad range of activities, such as the City of Toronto's linkages with international municipal associations, staff membership in international professional associations, city-to-city alliances, bi-lateral, multi-lateral technical and capacity building partnerships, hosting, presenting and attending international conferences and workshops as well as participating in international research teams and study commissions.

International relations are a cross-corporate initiative. Political representatives and staff in City departments, agencies, boards and commissions assume the role of international ambassadors for the City, as they interact with their colleagues in other cities worldwide.

(2.0) Toronto in the International Context:

On the global stage, Toronto is recognized as a second-tier metropolis. Toronto is ranked in the same category with San Francisco, Sydney, Zurich, Brussels, Madrid, Mexico City, Sao Paulo, Moscow and Seoul. Toronto is the only Canadian city in this category. The

category of first-tier cities includes London, Paris, New York, Tokyo, Chicago, Frankfurt, Hong Kong, Los Angeles, Milan and Singapore. This ranking of international cities was established based on the strengths of key sectors in a given city (such as financial services, biotechnology and IT) and the diversity of Toronto's cultural infrastructure.

When one examines how first-tier cities manage their international relations function, one can identify a number of crucial variables which contribute to the success and high profile of these cities internationally.

Key characteristics are:

- (i) a high level of political commitment to the international role;
- (ii) a proactive pursuit of opportunities for international engagement;
- (iii) strategic goals and objectives for international activities;
- (iv) an integrated policy framework for international activities which links goals and objectives to specific activities; and
- (v) staff and financial resources to manage international activities.

In order for the City of Toronto to maintain and further enhance its international leadership position, it is vital that the City of Toronto develop these characteristics.

It is not the intent of this report to examine each of these international activities in detail. This policy framework will take a high level overview of international relations cross-corporately and explore strategies for enhancing the coordination of international activities.

The report will propose goals and objectives to be pursued by the international activities of the City of Toronto. The report will also present strategies for enhancing international relations in a cross-corporate context.

(3.0) Assumptions Underlying the Policy Framework:

An international policy framework for the City of Toronto is rooted in three assumptions: first, it should be recognized that the City of Toronto has a historical legacy of leadership in the international area. This leadership role is apparent in the innovative international work undertaken by the former Municipality of Metropolitan Toronto and the six local municipal governments. Given this historical record, municipal partners in the international community have high expectations that the City of Toronto will continue to play a leadership role in the international arena.

Second, the goals and objectives identified in the integrated policy framework for international activities are by their very nature interconnected, interdisciplinary and corporate-wide. A successful international policy framework for the City of Toronto will take into account the broad span of international involvement by different departments. The framework will suggest integration and coordination mechanisms to ensure the accomplishment of policy goals and objectives.

Third, the goals and objectives of an integrated policy framework for international activities can only be successfully achieved if the City establishes the necessary organizational infrastructure (financial and human resources) to support the realization of these goals.

(4.0) Consistency with the City's Strategic Directions:

Toronto's Strategic Plan forms the foundation for the integrated policy framework for international activities of the City of Toronto. Council's vision for the City of Toronto identifies a "strong international presence" as a key element.

Toronto is a dynamic city.

"As the nation's leading economic engine, we are a centre for innovation and growth with a strong international presence. Our dynamic city is well positioned to succeed in the world economy". (November 1999, p. 1)

and

"Toronto is regarded internationally as a role model for cities, and benefits socially, culturally and economically from its international linkages". (November 1999, p. 7)

The need to reinforce Toronto's strong international presence is also recognized in the City's Economic Development Strategy. The Strategy seeks to increase awareness of the importance of cities in the international and national context as the economic engines of most countries and proposes that the City aggressively brand Toronto locally and internationally as a destination for businesses, tourists and new residents. This will further be reinforced in a new Tourism Sector Plan. Further, both the Economic Development Strategy and the new Official Plan recognize Toronto's ethno-cultural diversity as one of its major competitive advantages and community strengths.

The City's Social Development Strategy is rooted in international policy statements, as it draws upon the goals of the Copenhagen Declaration and Program of Action adopted at the 1995 United Nations' World Summit on Social Development. These goals are central to Toronto's Social Development Strategy:

- (i) to promote democracy, human dignity, social justice, and solidarity; and
- (ii) to promote the equitable distribution of income and greater access to resources through equity and equality for all.

(5.0) Goals and Objectives of Toronto's International Activities:

It is recommended that the City of Toronto adopt the following seven goals for its international activities. The City of Toronto should be positioned as:

- (i) a centre for research excellence and knowledge development;
- (ii) a competitor in the global economic marketplace;

- (iii) a City with highly skilled and competent leadership;
- (iv) a compassionate and caring City;
- (v) a leading cultural capital;
- (vi) a leader in human rights and diversity; and
- (vii) an advocate for local democratic government.

These goals and objectives which are described in detail in Appendix 1 of this report can serve as a framework to guide the City's international involvement and activities in the future.

(6.0) Implementation of Goals and Objectives:

Different City departments, agencies, boards and commissions are involved in international activities. For example, international business attraction and promotion is a key function of the Economic Development Division. It is coupled with the International Alliance Program (city-to-city program) as an action to achieve tangible results. Works and Emergency Services cooperates with the International Council on Local Environmental Initiatives (ICLEI) in linking with international partners on project specific issues such as air quality or sustainable development.

The following section identifies how these goals and objectives, outlined above, are implemented.

(6.1) Goal 1: Toronto as a Centre for Research Excellence:

(6.1.1) International Municipal Organizations:

The City of Toronto contributes to the resolution of urban management issues in several ways. It seeks to address issues on the urban agenda through its membership in two international municipal associations - the World Association of Major Metropolises and the International Union of Local Authorities. The City of Toronto also maintains a close working relationship with the International Council for Local Environmental Initiatives (ICLEI), as part of the 2002-2006 host agreement with this organization. Toronto participates actively in the World Health Organization (WHO) through its healthy city movement.

The Strategic and Corporate Policy/ Healthy City Office is responsible for co-ordinating and supporting the City's corporate involvement in international activities.

The involvement of the City of Toronto in these international organizations is guided by three major principles: first, the City of Toronto will secure leadership positions on the Executive and/ or Board of Directors of these international associations. A leadership position will give the City the chance to influence and set the research agenda of these associations. It will give the City maximum exposure to a broad range of

municipal partners worldwide and thereby enhance the City's international stature and prestige.

Second, the City of Toronto will advocate for hosting and organizing major association events such as board of directors' meetings, executive meetings, conferences, workshops and commission meetings. Hosting association events will give the City of Toronto international exposure, showcase the City's innovative approaches to urban management and provide economic spin-offs.

Third, City staff will actively support the research work of these international associations. The City of Toronto can contribute in this way to the body of knowledge on municipal management and learn from the innovative management practices of other member cities.

The City of Toronto also assists in the resolution of urban problems through its involvement in the Metropolis Project. Metropolis is a co-operative national and international forum for policy-related research on the effects of immigration and settlement on urban centres. Metropolis aims to improve policies related to migration and ethno-racial diversity by incorporating scientific findings drawn from national and international comparative research into decision-making.

Appendix 2 provides a detailed overview of the City of Toronto's involvement in international municipal organizations.

(6.1.2) Municipal Technical Exchange Partnerships:

The City of Toronto also attempts to resolve urban management issues through its municipal technical exchange partnerships. At the time of amalgamation, the new City of Toronto inherited a legacy of 12 technical exchange partnerships. An overview of these partnerships is provided in Appendix 4 of this report.

The City of Toronto has both inactive and active partnerships: Municipal technical partnerships completed to date are the partnerships between the City of Toronto and Middlesex, Nanjing, Medellin, the State of Mexico, Lima and Istanbul. Municipal staff in the former area municipalities have also been involved in technical exchanges under the Canadian Baltic Municipal Cooperation Program which was administered by the Canadian Urban Institute. The exchanges under the CIDA-funded Canadian Baltic Municipal Cooperation Program have been completed as of 1999.

The relationship between the City of Toronto and Soyapango (El Salvador) under the auspices of FCM is active. In the course of the last four years, this relationship has focused on assisting Soyapango with computer information systems and training, environmental education and

economic development programs. Several cities have expressed an interest in revitalizing an existing but currently dormant partnership (such as Toronto's relationship with the City of Sao Paulo) or in entering into a dialogue intended to establish a new partnership (Cape Town and Botswana). Strategic and Corporate Policy/ Healthy City Office is responsible for the general administration and management of these partnerships.

Technical exchange partnerships play a key role in sharing information on municipal management issues and service delivery with other cities worldwide. Municipalities can share successes, learn from one another and cooperate in developing concrete solutions.

Technical exchange partnerships are financed and supported by international sponsor/donor organizations such as the Federation of Canadian Municipalities, the Canadian International Development Agency or the World Association of Major Metropolises.

The International Centre for Municipal Development at FCM is re-positioning its international technical exchange partnerships, particularly those of large urban centres. The City of Toronto has been actively involved in ICMD's consultation designed to set new policy directions for this program. City Council will be advised on new priorities of this program, once the consultation process has been completed.

(6.1.3) Health and Social Development – Illustration of Program-specific Goals and Objectives:

City departments, agencies, boards and commissions pursue their own program-specific goals in cooperation with partners in their international network. A description of these various goals and objectives would clearly exceed the scope of this report. This report briefly highlights the City's international involvement in the area of health and social development, in order to illustrate the pursuit of program-specific objectives by city departments, agencies, boards and commissions.

The leadership role of Toronto in social development was recognized by the United Nations when the former Municipality of Metropolitan Toronto was awarded the Tokyo Award for Excellence in Improving the Living Environment in 1995 at the Dubai HABITAT II City Summit. The internationally acclaimed submission focused on changing communities and innovative service provision responses.

The City has also participated in a number of international forums on public policy, such as the World Association of Major Metropolises' Public Policy Forum on Urban Poverty Reduction held June 2002 in Montreal, where staff presented at the Local Representative Forum.

New partnerships with major metropolises continue to be forged on social development issues. The Social Development and Administration Division of Community and Neighbourhood Services has recently been invited by the Bertelsmann Foundation in Germany to participate in the Cities of Tomorrow initiative. This initiative aims to identify and compare good processes around Quality of Life indicators and create an international Quality of Life toolbox for municipalities. Staff are also pursuing opportunities with the OECD regarding municipal participation in an international comparative study for early childhood education and care.

The City of Toronto is recognized internationally for its innovative responses to social development issues and must actively participate on a global scale in the development of its municipal strategies and practices. It also has an ongoing historical leadership role in informing international communities of social development advances and in gaining further expertise through joint initiatives with major metropolitan areas.

Toronto Public Health has had a long history of international involvement including activities prior to amalgamation. Examples have included hosting the sentinel health promotion conference that initiated the Healthy Cities movement, hosting numerous international scholars and visitors as well as strong involvement in global health issues reflected in Toronto's communities. TPH has a number of its senior staff in national leadership positions which interact internationally and some TPH staff have considerable experience in international health capacity building through organizations, such as the Canadian Public Health Association. Staff provided specialized training to municipal and health administrators on community development, capacity building and planning/implementing local public health responses in El Salvador, Brazil and the Ukraine.

(6.2) Goal 2: Toronto as a Competitor in the Global Economic Marketplace:

The Economic Development Division pursues its goals of generating economic development benefits by increasing the international awareness of the City's economic competitiveness through a broad range of initiatives: International Alliance Program (managing Toronto's official relationships with other international cities), international benchmarking projects, key business cluster development & promotion, trade shows and trade missions, targeted marketing and advertising campaigns, business media editorials, familiarization tours to Toronto, hosting and attending international events and business forums, and presenting economic and quality of life information to international visiting delegations.

(6.2.1) International Alliance Program – Goals and Objectives:

At its meeting of December 3-5, 2001, City Council approved a comprehensive set of goals and objectives for managing its formal

relationships with other international cities (Appendix 5). The international alliance program complements the City's overall international relations goals of excellence in research and knowledge development and recognition of cultural diversity as our strength.

Above and beyond the International Alliance Program, Economic Development engages in other international business development activities to promote the City. In most cases, Economic Development is the face of the City – promoting not only the economic benefits of Toronto for business but the quality of life, cultural diversity and community benefits. Business not only takes into consideration costs but sometimes more importantly quality of life and vibrancy of the community when making locational decisions.

Examples of the international economic development activities include: promotion of the City at trade shows and conferences, bids for NGO's, international head offices and foreign offices, regular communication with local and international foreign trade and commercial offices, regular communication with local and international foreign trade and commercial offices and Canadian Embassies and Consulates, and marketing campaigns to promote Toronto as a destination for business, tourists and new residents. Examples include:

Hosting International Conferences:

- (i) Bio 2002 (World's Largest Biomedical Conference);
- (ii) IDRC 2003 (International conference for Site Selectors and Corporate Relocation Decision Makers);
- (iii) AIDS Conference – 2004; and
- (iv) World Youth Days.

Promoting Toronto as international conferences/trade shows/business forums:

- (i) Bio 2002;
- (ii) COMDEX (IT Industry);
- (iii) Locations (Film Industry and other sector-based trade shows); and
- (iv) OECD – Entrepreneurship and Economic Strategy Forums.

Economic Development is also active with international organizations such as the International Economic Development Council, the World Bank, OECD (LED Program- member and advisor) International Development Research Council, US-Canada BorderNet Alliance, and other sector-based international organizations.

Also, the City of Toronto is a member of the Greater Toronto Marketing Alliance, which markets the region internationally. Economic

Development serves as a member of the Ontario Urban Economic Development Roundtable with the six other urban centres in Ontario. This Roundtable is a forum for discussion on both local and international issues.

In order to promote Toronto as the gateway to Ontario and Canada, City staff will support the Greater Toronto Airport Authorities' initiatives to attract new carriers and additional services to Lester B. Pearson International Airport.

The newly created Tourism Division in the Economic Development, Culture and Tourism Department has been established to enhance the City's support to the tourism sector and to promote Toronto as an international tourism destination. The following initiatives will assist in achieving this goal.

Through the City's support of Tourism Toronto, Toronto's image and tourism products will be promoted to international leisure and travel markets, thereby increasing business and leisure travel visitation and expenditures. Toronto will be promoted internationally as an ideal location to establish tourism businesses and encourage tourism-related activities such as new attractions, accommodations, cultural facilities and tourism related products.

As well as supporting Tourism Toronto's efforts, representatives from the Tourism Division will actively contribute to out-bound and in-bound sales mission and business development initiatives coordinated by the Economic Development Division in order to promote Toronto's attractions, events and cultural diversity to American, European and Asian markets.

Tourism and Economic Development staff will utilize the knowledge accumulated from Toronto's Olympic Bid and successful attraction of World Youth Days 2002 to establish an official coordinating body to strategically evaluate appropriate events and actively engage in the international event bidding process. These initiatives will assist the City in actively bidding for major international tourist events, festivals, sporting events and congresses.

(6.3) Goal 3: Toronto as a City with Highly Skilled and Competent Leadership:

City staff participate and seek leadership roles in international professional organizations such as the International Chiefs of Police, the International City Managers' Association, the International Transit Association, the Government Finance Officers' Association, American Public Health Association, Association of Public Emergency Communication Officers, National Emergency Number Association, Tritech CAD Users Group, Chapter

of Basic Trauma Life Support International, Academy of Emergency Medical Dispatch and the American Public Works Association.

Membership in these professional organizations assists City staff in developing and maintaining a network of contacts with colleagues nationally and internationally and in keeping up-to-date with the latest developments in their field. There is at present no summary list detailing what professional organizations City staff are affiliated with. The Human Resources Division, Corporate Services, and Strategic and Corporate Policy/Healthy City Office will work together on developing a list identifying the different professional international organizations in which City staff hold membership.

(6.4) Goal 4: Toronto as a Compassionate and Caring City:

This goal envisions that the City of Toronto provide technical and/or financial assistance to international cities which have been struck by disaster and/ or are undergoing health and development crisis, such as HIV/AIDs. The former Municipality of Metropolitan Toronto had a disaster relief grant policy which made provisions for domestic and international disaster relief based upon a list of criteria. This policy was adopted by Metropolitan Council in July 1990. The other six area municipal governments did not have a formal disaster relief policy, but dealt with requests for technical and/ or financial assistance on an as needed basis.

The Strategic and Corporate Policy/Healthy City Office has been asked to prepare a disaster relief policy that identifies criteria guiding the City's decision in the provision of assistance. The request to develop a disaster relief policy for the City of Toronto came as a result of a discussion at City Council on November 25, 1998 which addressed the City's contribution to assisting communities in El Salvador, Guatemala, Honduras and Nicaragua affected by Hurricane Mitch. The City of Toronto has been active in coordinating and providing emergency relief: The City coordinated the collection of emergency relief funds for victims of Hurricane Mitch. Toronto Emergency Services provided assistance to their US counterpart as part of the response to the September 11 terrorist attacks on the US.

The City of Toronto also provides technical assistance to cities in the South through its technical exchange partnerships.

(6.5) Goal 5: Toronto as a Leading Cultural Capital:

The goal is to position Toronto as a creative city and a leading international cultural capital. To this end, Culture staff will continue to explore international opportunities to showcase Toronto-based arts and cultural creators and presenters. For example, though City-supported major cultural organizations such as the Art Gallery of Ontario, Toronto-based artists are exhibited internationally.

Diversity is the City's strength. Through arts and culture activities, the City can strengthen ties and explore opportunities between Toronto's diverse communities and their respective international communities. To further strengthen these ties, City staff in

collaboration with leaders from diverse cultural communities, need to establish and maintain structural linkages between City staff and their international counterparts, both in government and the non-profit sectors. As an example, Culture staff, in partnership with Toronto Artscape, have been working with culture staff in the City of Chicago and the non-profit sectors from Minneapolis, on an international symposium on cultural facilities needs and opportunities. This symposium will be held in Toronto in 2003.

Our goal is also to provide two-way information on international initiatives to arts and cultural creators and presenters, heritage enthusiasts, and academic research teams. Culture staff have been working with a York University-lead project team on the Culture of Cities project, an international research initiative involving Toronto, Montreal, Berlin and Dublin.

(6.6) Goal 6: Toronto as a Leader in Human Rights and Diversity:

Toronto has people from over 169 different countries of origin. In 1998, the top ten countries for immigration to Toronto included China, India, the Philippines, Pakistan, Hong Kong, Taiwan, Iran, South Korea, the United States and Russia.

The City of Toronto is a leader in developing innovative policies dealing with the issues of ethno-racial diversity and equity. For instance, the City of Toronto adopted the Report of the Task Force on Community Access and Equity. The Task Force Report sets out major principles of access, transparency, participation and inclusive decision-making processes guiding the City's service delivery and municipal management practices. The City of Toronto strives to actively engage its citizenry, especially marginalized groups, in the policy development process. For example, the City facilitates community involvement in the policy development process by administering City Council's Community Advisory Committees on Access, Equity and Human Rights. There are five community advisory committees and four working groups, including advisory committees on Aboriginal Affairs, Disability Issues, Lesbian Gay Bi-sexual Transgender Issues, Race and Ethnic Relations and Status of Women. There are the following working groups: Elimination of Hate Activity, Employment Equity, Immigration and Refugee Issues, Language Equity and Literacy. The City administers an Access and Equity Grants Program which supports a community infrastructure aimed at building a positive race relations climate and community capacity.

The City of Toronto is a trendsetter in municipal administration and management, particularly with respect to its policy framework dealing with employment equity, human rights and harassment issues. The City of Toronto can share valuable expertise and knowledge with cities around the globe about these management practices.

(6.7) Goal 7: Toronto as an Advocate for Local Democratic Government:

The City of Toronto contributes to the dialogue and promotion of the concept of local self-government through its membership in Metropolis and IULA. For example, the City of Toronto endorsed the IULA Barcelona Declaration on Local Self-Government, which was developed as the outcome of the IULA Barcelona Congress in March 2000. Through

IULA, the City of Toronto also participates in the consultation process leading to the formulation of a World Charter of Local Self-Government. As a member of Metropolis, the City of Toronto participates in discussions with the World Bank on programs regarding community capacity building and local self-government.

The City of Toronto has undertaken innovative approaches to civic engagement and community capacity building in the local context and can thus enrich the international dialogue on local self-government.

(7.0) Increased Co-ordination of Activities:

International activities in the City of Toronto are organized in a decentralized model where program experts are directly linked with their international partners. However, significant benefits can be derived from ensuring a closer coordination of these activities corporate-wide. These benefits include increased levels of information sharing, accessibility to a diverse network of international contacts across the Corporation, the ability to better coordinate incoming visiting delegations, etc. This section proposes concrete strategies for increasing the cooperation among City departments in the implementation of international activities.

(7.1) Coordination Mechanisms:

There are a number of coordination mechanisms which the Strategic and Corporate Policy/Healthy City Office can establish to facilitate increased information-sharing and communications among City staff who are involved in international activities. These coordination mechanisms include, for example, the establishment of an interdepartmental working group on international activities. Members of this interdepartmental group could share information on incoming delegations and visits, jointly address information requests from other cities and discuss issues arising from the City's involvement in international activities. It is also envisioned that Strategic and Corporate Policy/Healthy City Office coordinate and organize lunch and learn sessions / or educational seminars which address issues arising from the City's international involvement.

City departments that are involved in international activities often require promotional information about the City of Toronto, which speaks to the City's tourism attractions, economic development potential and quality of life aspects. The Economic Development, Culture and Tourism Department has already developed promotional materials (CD ROM, Lure brochure) and will make these promotional materials available to staff involved in international activities across the Corporation.

It is also important for City staff to understand the different roles and responsibilities that departments/divisions play in international activities. To this end, the Strategic and Corporate Policy/Healthy City Office, in cooperation with the Economic Development, Culture and Tourism Department, will devise a communications strategy to keep staff informed on a regular basis about City staff's involvement in international activities.

(7.2) Annual Report About the City's International Activities:

City staff and elected officials can benefit in their professional practice from receiving regular information on the City's international activities. In particular, it would be useful if City staff and Members of Council who are attending conferences, workshops or seminars abroad could share their observations, new learning and new contacts with their colleagues. Information-sharing currently does occur to a certain extent: some City staff prepare summary reports on conference attendance for their respective managers. Members of Council inform the Mayor about their activities and achievements at major conferences.

However, it may be beneficial to systematize the information-sharing process across the Corporation to a greater extent. It is recommended that all City staff who attend professional conferences on behalf of the City complete a summary report for submission to their respective Department Head and the CAO. It is recommended that Members of Council who have attended international events, conferences and workshops prepare a summary report for submission to the Policy and Finance Committee which is responsible for the international relations of the City of Toronto.

It is recommended that the Chief Administrative Officer prepare an annual report to Council on the City's international activities and their achievements.

(7.3) Protocol – Central Point of Entry for International Visiting Delegations:

At the present time, there are multiple entry points used by domestic and international visiting delegations, and dignitaries to access the City of Toronto. Visitors may request courtesy visits with the Mayor and Members of Council, or they may be interested in obtaining service-specific technical information from a respective program area. It would be beneficial to streamline the process by which visiting delegations and dignitaries access the City - these benefits could be realized by establishing a central point of entry for both domestic and international visitors in the Protocol Office.

There would be a number of benefits associated with this streamlined model: first, visitors would know whom they should contact to arrange for courtesy calls and information seminars; second, Protocol officers can coordinate a program for visiting delegations with both City departments and external organizations. The Protocol Office can also ensure linkages between City staff and visiting delegations for purposes of information exchange on municipal service delivery and management issues.

In addition, interdepartmental work teams, led by the Protocol Office, could be organized to coordinate delegation programs, where appropriate. For example, the Protocol Office and the Economic Development, Culture and Tourism Department are working together on the Milan delegation.

It is recommended that the Protocol Office be positioned as the central point of contact and access for both domestic and international visitors and that all City departments work

in close cooperation with the Protocol Office in preparing and executing the visits of domestic and international delegations.

Conclusion:

This report has proposed a set of goals and objectives for the international activities of the City of Toronto. It has also suggested a number of strategies for improving the cross-corporate coordination of international activities and the accountability for international involvement.

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Appendix 1: International Policy Framework – Goals and Objectives

Goal 1: A Centre for Research Excellence and Knowledge Development

The City of Toronto is committed:

To contribute to the resolution of urban management issues in cooperation with international partners.

Objectives:

- (i) to actively participate in the research work of major international municipal organizations around specific issues and questions of municipal service delivery and management;
- (ii) to pursue political representation to the executive and board of directors of these international municipal associations;
- (iii) to host international conferences, workshops and seminars to facilitate information and knowledge exchange; and
- (iv) to undertake research on municipal management issues and to disseminate research findings to international municipal associations.

Note: The City of Toronto is committed to work towards finding creative solutions in all areas of service delivery, such as health and social development, sustainability, emergency services, etc. Each respective service area pursues its unique goals and objectives in cooperation with partners in its international network. The international policy framework provides a high level overview of corporate goals and objectives for

the City's international activities without giving a detailed description of these more program specific goals. (See Appendix 3 for example.)

Goal 2: A Competitor in the Global Economic Marketplace

The City of Toronto is committed:

- (i) to raise the profile of Toronto and its competitive advantages as Canada's business and innovation capital in order to attract investment, entrepreneurs and knowledge workers; and
- (ii) to promote and enhance Toronto's position as an international tourism destination.

Objectives:

- (i) to help grow Toronto businesses through international partnerships resulting in increased exports of Toronto grown products and services;
- (ii) to attract new business and investment to Toronto, thereby increasing Toronto's tax base and employment base;
- (iii) to increase Toronto's profile internationally as one of the most diverse economies in the world;
- (iv) to attract, bid and compete for international sectoral events, conventions and conferences;
- (v) to increase the partnership opportunities and linkages of our world class educational and research institutions internationally;
- (vi) to promote Toronto's economic competitiveness through its key clusters and its entrepreneurial reputation;
- (vii) to advance the cultural and linguistic diversity of the City as an economic asset;
- (viii) to increase business and leisure travel visitation and expenditures;
- (ix) to promote Toronto's attractions, events, cultural diversity and accessibility to American, European and Asian markets;
- (x) to promote Toronto as an exciting destination and as the gateway to Ontario and Canada; and
- (xi) to actively bid for major international tourist events, festivals, sporting events and congresses.

Goal 3: A City with Highly Skilled and Competent Leadership

The City of Toronto is committed:

To further enhance the professional competence of City staff and political representatives.

Objectives:

- (i) to encourage City staff to participate in international professional associations;
- (ii) to encourage City staff and political representatives to develop and participate in discussion forums and information exchanges with colleagues in other cities worldwide; and
- (iii) to encourage City staff to actively participate and contribute to technical exchange partnerships in order to further enhance their knowledge and skills.

Goal 4: A Compassionate and Caring City

The City of Toronto is committed:

To provide assistance to major cities which are faced with emergency situations.

Objectives:

- (i) to work towards the alleviation of inequities between cities in the developed and in the developing world in cooperation with other levels of government and with other municipal organizations;
- (ii) to respond to international crisis situations and cities in need; and
- (iii) to share knowledge of municipal service delivery and urban management with cities in the developing world

Goal 5: A Leading Cultural Capital

The City of Toronto is committed:

To position Toronto as a creative City and a leading international cultural capital.

Objectives:

- (i) to explore international opportunities to showcase Toronto-based arts and cultural creators and presenters;
- (ii) to strengthen ties and explore opportunities between Toronto's diverse cultural communities and their respective international communities;

- (iii) to establish and maintain structural linkages between City staff and our international counterparts, both in government and the non-profit sectors; and
- (iv) to provide two-way information on international initiatives to arts and cultural creators and presenters, heritage enthusiasts, and academic research teams.

Goal 6: A Leader in Human Rights and Cultural Diversity

The City of Toronto is committed:

To enhance Toronto's leadership role as a community which is strengthened by its ethno-racial diversity and to enhance Toronto's role as a leader on human rights issues.

Objectives:

- (i) to share knowledge of policies, practices and programs aimed at achieving social inclusion and the elimination of racism and related intolerance;
- (ii) to work within the international community to promote access, equity and human rights principles;
- (iii) to provide models of municipal services and programs which respond to specific needs of communities with high needs; and
- (iv) to share knowledge about community involvement in municipal decision-making and on the municipal role in building community capacity, especially among high need communities.

Goal 7: An Advocate in Local Democratic Government

The City of Toronto is committed:

To advocate for local government as a vital partner in political decision-making.

Objectives:

- (i) to support the principle of local self-government;
- (ii) to lobby senior levels of government to recognize local government as an equal partner in political decision-making; and
- (iii) to work in close cooperation with international organizations such as the World Bank, the European Union and the OECD to achieve the goals of the global urban agenda identified in the Habitat II agenda.

International Policy Framework – Mechanisms for Improving the Accountability for International Activities:

The following mechanisms for improving the accountability for international activities are recommended:

- (i) the preparation of an annual report on international activities by the Chief Administrative Officer (Council Members report out on conference attendance to the Policy and Finance Committee; Staff members report out on conference attendance to their Department Heads; Data is forwarded to the Chief Administrative Officer for an annual report);
- (ii) the establishment of an interdepartmental task force on international relations;
- (iii) the development of an inventory of international professional associations;
- (iv) the development of a communications strategy to inform City staff about the roles and responsibilities of different departments in international relations; and
- (v) the positioning of the Protocol Office as a central point of entry for domestic and international visiting delegations.

Appendix 2: - Overview of the City of Toronto's Participation in International Municipal Associations

World Association of Major Metropolises:

The World Association of Major Metropolises, founded in Montreal, Canada, in April 1985, is a non-profit international organization which includes in its membership regional and metropolitan cities with populations over one million inhabitants. As of January 2000, Metropolis has 65 active member cities and numerous associate members. The principal objectives of the World Association of Major Metropolises are:

- (i) to represent the great metropolitan regions of the world, in collaboration with international organizations, other city associations and civil society;
- (ii) to facilitate an exchange of knowledge within the network of members; and
- (iii) to improve the governance of Metropolis by boosting decentralization, using efficient decision making systems, obtaining diversified financing, boosting the participation of members and adaptation to the new organizational structure.

From 1985 to 1999, Metropolis had its headquarters in Paris, France. In January 2000, the Metropolis headquarters office was relocated to Barcelona, Spain. The organization has been through an internal restructuring process which has led to the establishment of a decentralized organizational structure. Apart from its headquarters office, Metropolis now maintains regional

offices: the North-American Regional Secretariat is located in Montreal; the African Regional Secretariat in Abidjan, the South American Regional Secretariat in Rio de Janeiro, the Asia-Pacific Secretariat in Melbourne and the European Regional Secretariat in Barcelona.

The Association hosts an international congress every three years with preparatory work accomplished in the intervening years. The congress program is organized around the studies and research work of a number of research commissions. The next Metropolis Congress will be held in 2002 in Seoul, Korea.

In the period from 1999 to 2002, the Association operates five research commissions which study specific urban management issues:

- Commission 1: The impact of great sporting and cultural events on the development of the large cities – Leader: Paris
Research Focus: How can cities recover the vast investments in new spaces and infrastructure programs?
- Commission 2: Integral rehabilitation: urban, social and economic regeneration of neighbourhoods/ Urban Poverty Reduction – Leader: Montreal
Research Focus: Poverty reduction strategies and sustainable development
- Commission 3: Enhancing and maintaining water quality for metropolises – Leader: Melbourne
Research Focus: Recovery of wastewater, innovative uses of non-potable water
- Commission 4: The information society and the city – Leader Melbourne
Research Focus: Effects of the information society on cities
- Commission 5: Urban indicators- Leader: Barcelona
Research Focus: Develop a set of urban indicators to compare cities (geographical, social, demographic, administrative and institutional indicators)

The City of Toronto can look back on a legacy of active participation in Metropolis: The former Metro Government joined Metropolis in 1986 and has been represented on the Association's Board of Directors since the 1990 Congress in Melbourne, Australia. From 1993 to 1996, Metro chaired the Metropolis Commission on Social Development and Culture which focused on youth alienation in major urban centres. In 1996 and 1997, the former Metro Government participated in the Metropolis technical exchange program with the State of Mexico. This bi-lateral technical exchange resulted in three expert missions and led to an information exchange addressing issues in urban planning and municipal administration.

The City of Toronto is currently represented on the Metropolis Board of Directors and contributes actively to the research work of Commission 1, 2 and 5.

International Union of Local Authorities (IULA):

The International Union of Local Authorities, founded in 1913 in Ghent, Belgium, is the oldest world-wide association of local governments. IULA pursues five major objectives:

- (i) to promote local government as a cornerstone of democracy;
- (ii) to present and defend the interests of local government at the national and international level;
- (iii) to foster improvement in the quality of local decision-making, administration, and service provision;
- (iv) to strengthen local government and its institutions as instruments for socio-economic development; and
- (v) to promote and encourage international information exchange and co-operation between local governments.

IULA is headquartered in The Hague, the Netherlands. The organization operates on a decentralized basis and has now seven regional sections including the African, Asia and Pacific, Eastern Mediterranean and Middle Eastern, European, Latin American, Central American and North American Sections. As of January 2000, IULA had 412 members in 111 countries; the organization represents local governments through 112 local government associations and 191 individual local governments. IULA is currently involved in negotiations towards a merger with the United Towns Organization (UTO).

The organization provides a broad range of membership services including international conferences, regional seminars and training courses, documentation and consultancy services, distribution of newsletters, magazines and other informational materials.

The governing body of this organization is the IULA Council which is composed of IULA's local government members. The IULA Council establishes budgetary and program priorities, it debates topics of special interest to its membership and elects the World Executive Committee (WEXCOM), the President and First Vice-President every two years. The World Executive Committee has 47 members and is representative of the different world regions. The World Executive Committee meets twice a year.

The City of Toronto has historical connections with the International Union of Local Authorities: in 1993, the Municipality of Metropolitan Toronto organized and hosted the 31st IULA World Congress under theme "Strengthening communities". The City of Toronto is currently represented on the IULA Board of Directors and is a member of the North-American Section of IULA.

International Council for Local Environmental Initiatives (ICLEI):

ICLEI is widely recognized as one of the most successful, and fastest growing new international organizations which emerged as an outcome of the 1992 United Nations “Earth Summit”. ICLEI’s Local Agenda 21 Campaign has led to the development of sustainable development planning in more than 2,000 cities and towns in 72 countries. ICLEI has been instrumental in training local government officials on environmental issues in more than 80 countries. ICLEI’s Cities for Climate Protection Campaign is rapidly expanding in Asia, Europe, North America, Latin America and Africa. This Campaign includes 364 municipalities in 43 different countries. ICLEI has a membership of over 340 municipalities world-wide and more than 90 staff. Apart from its headquarters in Toronto, ICLEI maintains regional offices in Australia, Brazil, Bulgaria, Chile, Germany, Japan, Philippines, the United States and Zimbabwe.

In 1991, the Municipality of Metropolitan Toronto and the City of Toronto entered into a host agreement with the International Council for Local Environmental Initiatives. At that time, the City of Toronto and the Municipality of Metropolitan Toronto won a 15-city international competition to host the ICLEI World Secretariat. The original host agreement was established for the period of 1991- 1993. This original agreement was amended in 1993 and in 1996, and the term of the host agreement was extended to December 31, 2001.

City staff and elected officials have greatly benefited from having ICLEI’s World Secretariat located in Toronto: For example, City staff and Members of Council have had the opportunity to participate in numerous international projects and professional exchanges, such as the Urban CO² Reduction Project (1991-1994), the Great Lakes Energy Collaborative (1993-1994), Green Fleets Project (1994-1995), Green Buildings Project (1994-1995), the Cities for Climate Protection Campaign (1993-Present) and the Cities 21 Project (1998-1999). ICLEI assisted the City of Toronto in the development of two major international conferences – the 1993 IULA World Congress and the 1992 “World Cities and the Environment” conference. ICLEI supported Toronto’s bid for the UN Climate Secretariat in 1995. ICLEI also facilitated Toronto’s receipt of the 1990 UNEP Environmental Award and Metro Toronto’s receipt of the 1996 Dubai Best Practice Awards.

World Health Organization (WHO):

Toronto is internationally recognized as the birthplace of the Healthy City movement and continues its commitment to the Healthy City mandate and principles.

Urban health and action at the local level represent high priorities for the WHO. Many studies and reports emphasize the growing health challenges of cities such as poverty, violence, social exclusion, pollution, substandard housing, the unmet needs of elderly and young people, homeless people and migrants, unhealthy spatial planning, the lack of participatory practices and the need to seriously address inequality and sustainable development. The Healthy Cities movement has shown the value of a holistic approach to such problems. It is an effective and popular mechanism for promoting policies and programs based on health for all. At the local level, the healthy city approach involves explicit political commitment, institutional changes, inter-sectoral partnerships, extensive networks between and among cities, and innovative actions addressing all aspects of health and living conditions.

A Healthy Toronto 2000 workshop in 1984 became the inspiration for the World Health Organization's Healthy Cities project, the Canadian Healthy Communities initiative and the Toronto Healthy City Office.

The Healthy City Office's work incorporates a number of themes including: inter-sectoral partnerships; healthy public policy development; linking economy, environment and social equity in city programs and policies; facilitating interdepartmental, and corporate wide initiatives within a framework of good governance and, local/regional/international information gathering and sharing.

Healthy City staff collaborate with many international visitors in any given year, and participate in a number of site visits from other healthy cities. In 2000, the Healthy City Office developed working relationships with staff and community leaders from across Ontario, Quebec, Sweden, New Zealand, Great Britain, El Salvador and Brazil and with WHO's International Healthy City Network.

HCO will continue to collaborate with the European Healthy City Network as they complete their Phase III activities. In Phase III, WHO project cities will play a leading role in encouraging action to promote urban, and thereby global health in ways that are both innovative and sustainable. The work will reflect international policy development (most notably, health for all for the twenty-first century and Local Agenda 21) and will build on the experiences and successes of the first two phases. As the sole Honourary member of the European Network, Toronto will continue to exchange information, research and provide advice and feedback on our work. In particular we will be collaborating in the area of healthy city evaluation frameworks and criteria.

Appendix 3: - Goals and Objectives - Health and Social Development

In the area of health and social development, the City of Toronto strives:

To enhance the role of the City in health and social development which includes child and youth development, lifelong health and wellness of all Torontonians.

Objectives:

- (i) to gain wider exposure to municipal best practices in the area of social development;
- (ii) to share the City of Toronto's achievements in the areas of social development, public health and recreation as part of an international dialogue with other cities;
- (iii) to undertake joint research work with international municipalities on social development issues and contribute internationally to shaping social development;
- (iv) to establish common evaluators to measure City practices and procedures against comparable regions;

- (v) to promote child and youth development by building lifelong leisure skills and interest and shaping constructive values of mutual respect and inclusion;
- (vi) to gain wider exposure to best practices in the areas of public health and recreation which support and enhance lifelong health and wellness of individuals, families and communities in Toronto;
- (vii) to enhance Toronto’s leadership role in promoting and maintaining and protecting health;
- (viii) to share knowledge of policies, practices and programs aimed at promoting, maintaining and protecting health;
- (ix) to work with other jurisdictions on health areas of shared interest (such as air pollution, bio-terrorism and migration); and
- (x) to learn about new alternatives to pesticides in order to eliminate the use of pesticides in the city.

Appendix 4: - Overview of technical partnerships

City/ Country	Date established	Municipality	Focus	Sponsoring Organization
Middlesex, Great Britain	1990-98	Metropolitan Toronto	Ambulance Services	N/A
Nanjing, China	1996	Scarborough	Municipal Management	CIDA/FCM
Medellin, Colombia	1997	Toronto	International Summit “Large Urban Cities and their Drug Plans”	CIDA/FCM
The State of Mexico	1996	Metropolitan Toronto	Municipal Administration; Urban Structure Planning; Infrastructure financing, planning and development; Social services	Metropolis
Lima, Peru	1990	Toronto	Emergency services	CIDA/FCM
Istanbul, Turkey	1997	Metropolitan Toronto	Waste Disposal and Landfill Site Preparation; Computer Services and Mapping; Environmental Control; Metropolitan Management, Planning and Economic Development, Urban Transport	CIDA/FCM

City/ Country	Date established	Municipality	Focus	Sponsoring Organization
Canadian Baltic Municipal Cooperation Program:				
Tallinn, Estonia Riga, Latvia, Vilnius, Lithuania	1997	Toronto	Broad spectrum of municipal management issues ranging from strategic plan development to preparation of tourism development strategy	CIDA/CUI
Cape Town, South Africa	1995	Toronto	Governance models	CIDA/FCM
Soyapango, El Salvador	1996	York	Information technology Emergency Preparedness Economic Development Property assessment	CIDA/FCM
Sao Paulo, Brazil	1987	Toronto	Community participation; emergency services; waste management; transportation planning; historical conservation; heritage maintenance; cultural programming; multiculturalism; GIS; Healthy City approach	CIDA/FCM

Appendix 5: - International Alliance Program

Goals	Objectives
(1) Economic Development	(i) Help Toronto businesses increase exports of Toronto-made products and services; (ii) Attract high quality jobs and new sources of revenue for City services by bringing in new business and investment to Toronto; and (iii) Increase Toronto's profile on the world stage.

Goals	Objectives
(2) Cultural Development	(i) Develop Toronto as the Creative City of the future, one of a select group of international cultural centres; (ii) Reenergize Toronto's cultural tourist attractions and market them to the world; (iii) Create connections between international cultural institutions; and (iv) Enhance the potential for Toronto's flagship arts organizations to act as cultural ambassadors.
(3) Tourism Development	(i) Promote Toronto as an exciting event filled experience year-round; (ii) Attract major events and international congresses; (iii) Attract the lucrative convention market; (iv) Market Toronto's cultural amenities; (v) Promote Toronto's cultural urban tourism attractions; and (vi) Promote the City's cultural diversity, cuisine and retailing opportunities.
(4) Cross Cultural Community Development	(i) Distinguish Toronto from other cities based on its ethn-oracial composition; (ii) Market Toronto as home to virtually all of the world's culture groups and where more than 100 languages are spoken; and (iii) Ready made for business and communications in any language