

Clause embodied in Report No. 12 of the Economic Development and Parks Committee, as adopted by the Council of the City of Toronto at its meeting held on December 4, 5 and 6, 2001.

## 4

**International Alliance Program Policy  
(City-Wide)**

*(City Council on December 4, 5 and 6, 2001, amended this Clause by:*

- (1) *deleting from the recommendation of the Economic Development and Parks Committee, the words “subject to amending Attachment No. 2 to include the City of Kiev, Ukraine, as a Gamma World City”, so that such recommendation shall now read as follows:*

*“The Economic Development and Parks Committee recommends the adoption of the report (November 7, 2001) from the Commissioner of Economic Development, Culture and Tourism.”;*

- (2) *deleting Clause No. (2) under the heading of “Outbound Missions”, as embodied in Attachment No. 1 to the report dated November 7, 2001, from the Commissioner of Economic Development, Culture and Tourism, as embodied in the Clause, and inserting in lieu thereof the following:*

*“(2) Selection of Official Delegation: The selection of the Official Delegation is to be approved by City Council;”;* and

- (3) *adding thereto the following:*

*“It is further recommended that the supplementary report dated November 26, 2001, from the Commissioner of Economic Development, Culture and Tourism, embodying the following recommendations, be adopted:*

*‘It is recommended that:*

- (1) *a relationship with Seoul, Korea, be explored as outlined in the International Alliance Program Policy report dated November 7, 2001;*
- (2) *a relationship with the Guerrero region be explored, as an opportunity to reach the Mexican market place, and that staff report back their assessment of this opportunity; and*
- (3) *the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.’ ”)*

**The Economic Development and Parks Committee recommends the adoption of the report (November 7, 2001) from the Commissioner of Economic Development, Culture and Tourism; subject to amending Attachment No. 2 to include the City of Kiev, Ukraine, as a Gamma World City.**

The Economic Development and Parks Committee reports, for the information of Council, having requested the Commissioner of Economic Development, Culture and Tourism to report directly to Council for its meeting on December 4, 2001, on the possibility of adding Seoul, Korea and Guerrero, Mexico, to the International Alliance Program.

**The Economic Development and Parks Committee submits the following report (November 7, 2001) from the Commissioner of Economic Development, Culture and Tourism:**

Purpose:

The purpose of this report is to recommend a policy on the management, structure, and program implementation of the International Alliance Program and its international partnerships.

Financial Implications and Impact Statement:

There are no financial implications resulting from the adoption of this report.

Recommendations:

It is recommended that:

- (1) the International Alliance Program as outlined in this report be approved;
- (2) the criteria to select new relationships and realign existing partnerships outlined in Attachment 3 be adopted;
- (3) the process for assessing requests for new partnerships as outlined in Attachment 5 be adopted;
- (4) the Commissioner of Economic Development, Culture and Tourism be requested to report on the status of the targeted/new relationships as part of the International Alliance Program's annual report; and
- (5) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

Background:

The City of Toronto recognizes that international relations at the municipal level are increasing in importance in light of globalization, an increasingly mobile society, advances in information and communications technology, and the growing role of world cities in the global economy.

International relationships are valuable tools for the City of Toronto to strengthen its economic and community ties with other world cities. With this in mind, Council directed the Economic Development Division to review the City's International Alliance Program (IAP) and recommend policies, procedures and criteria for evaluating future partnerships.

Comments:

International Alliance Program Goals and Objectives

The IAP's purpose is to use city-to-city relationships to further Toronto's economic development, cultural, tourism, and cross cultural-community development ties internationally. The following table illustrates the specific goals of the IAP.

Why Build International Relationships Through the IAP?	
Goals	Objectives
1. Economic Development	<p>Help Toronto businesses increase exports of Toronto-made products and services.</p> <p>Attract high quality jobs and new sources of revenue for City services by bringing in new business and investment to Toronto.</p> <p>Increase Toronto's profile on the world stage.</p>
2. Cultural Development	<p>Develop Toronto as the Creative City of the future, one of a select group of international cultural centres.</p> <p>Reenergize Toronto's cultural tourist attractions and market them to the world.</p> <p>Create connections between international cultural institutions.</p> <p>Enhance the potential for Toronto's flagship arts organizations to act as cultural ambassadors.</p>
3. Tourism Development	<p>Promote Toronto as an exciting event filled experience year-round.</p> <p>Attract major events and international congresses.</p> <p>Attract the lucrative convention market.</p> <p>Market Toronto's cultural amenities.</p> <p>Promote Toronto's cultural urban tourism attractions.</p>

Why Build International Relationships Through the IAP?	
Goals	Objectives
4. Cross Cultural Community Development	<p>Distinguish Toronto from other cities based on its multicultural composition.</p> <p>Market Toronto as home to virtually all of the world's culture groups and where more than 100 languages are spoken.</p> <p>Ready made for business and communications in any language.</p>

These goals and objectives can be accomplished by aligning the City of Toronto with selected cities to expand international contacts, enhance international marketing efforts, gain market intelligence, and build business, community and cultural relationships.

The Economic Development, Culture and Tourism Department selects cities with which to develop relationships based on criteria aimed at identifying global economic, tourism and cultural centres. The cities should have matching demographic profiles, synergy-producing economic characteristics and should be culturally vibrant. Cities referred to as "World Cities" typically display these qualities. In order to advance the four IAP goals further, the City of Toronto should examine potential linkages with established world cities.

### World City Alignment

Research discussed in the Economic Development Division's recent study, "Toronto Competes", (see Attachment 2) identifies three levels of world cities. The City of Toronto should align itself with these cities to build on its economic and cultural opportunities and to enhance its international profile as a multicultural centre.

The recommended criteria (see Attachment 3) will be used by the Economic Development, Culture and Tourism Department to identify world cities, potential relationships with them and realign existing partnerships. This list of criteria will help guide the activities and resource allocation of the IAP.

### Management of Relationships

City-to-city relationships generally involve cultural, educational, and economic development components. Examples include student exchanges; cultural exchanges (e.g., museum, orchestra, design exchanges); business missions; reciprocal council and staff visits; and exchange of trade, research, and technology.

Six of the seven municipalities that now make up the City of Toronto have had formal relationships with 36 different cities over the past thirty years. Eleven of these relationships were staff technical exchanges funded by such agencies as the Federation of Canadian Municipalities, the World Association of Major Metropolises, and the Canadian Urban Institute.

The new City of Toronto inherited the remaining 25 relationships which are now managed by the IAP. Many of these relationships no longer fit the new City's profiles given the difference in population and economic characteristics of the new City. Therefore, the partnerships need to be realigned particularly in light of limited staff and financial resources.

Therefore, the existing partnerships have been reviewed according to the criteria outlined in Appendix "C". Partnerships that most closely meet the criteria are categorized as International Partnerships. Partnerships that do not meet the criteria are categorized as Historical Partnerships.

### International Partnerships

International partnerships meet the four goals and criteria of economic, cultural, tourism, and cross-cultural development. They may also act as a gateway to markets that represent economic development potential for Toronto. International partnerships will be included in the IAP's inbound, outbound, and marketing programs. Over time, the Department will ensure these partnerships evolve so that they fully meet the criteria of the IAP as previously outlined. See Attachment 4 for the list of International Partnerships.

### Historical City Partnerships

Historical partnerships are those that do not fully meet the criteria outlined but have historic importance to both cities. They may also represent countries with which Toronto has more than one partnership. Each historical relationship respected and acknowledged, as special relationship but will not be part of the International Alliance Work Plan. See Attachment 4 for the list of Historical Partnerships.

### Targeted International Relationships

To proactively benefit from the IAP, the City of Toronto should explore the potential for building new international relationships with other world cities such as Milan, Los Angeles, New York, Hong Kong, London, and Seoul. These cities are global economic and cultural centers of influence. Building relationships with these cities could benefit Toronto by increasing the City's international profile, forming economic and cultural linkages and by sharing international best practices. Indeed the Tourism potential from these Cities is very strong.

The City need not enter into formal partnership agreements with world cities to achieve its objectives. Rather, the City of Toronto could benefit greatly by developing informal relationships with world cities. The IAP work plan for these relationships would include activities such as reciprocal business missions, cultural exchanges, and joint research projects. IAP activities are discussed in more detail below.

### Activities of the IAP

Our limited resources are used to support a wide variety of activities, including inbound delegations, outbound missions, and marketing and outreach initiatives involving formal partnerships and informal city-to-city relationships.

## Inbound Delegations

The City of Toronto hosts a wide range of international delegations and study groups. The Economic Development Division handles international delegations/study groups that require economic development-related assistance. The Protocol Office co-ordinates programs for inbound delegation requests for other city program areas.

## Outbound Business Missions

The goal of outbound business missions is to further economic development, cultural, tourism and international marketing opportunities that cannot be realized through other means of communication. Outbound missions typically involve the Mayor or his designate and a small group of councillors and staff.

Due to fiscal constraints, in future priority will be given to missions that must fully meet the four key goals of the IAP. Therefore, planning outbound missions to each partnered city is not possible nor is it appropriate. The objectives of the relationships can often be achieved with periodic face-to-face contact supported by more frequent e-mail, telephone, and written communication and by communicating with locally based foreign government officials. Destinations can include but are not limited to those with which the city has formal agreements.

Where possible, the Department will leverage municipal funding for outbound business missions. Leveraging missions planned by other groups for example would extend our international reach and profile without the costs associated with travel. Other possible cost-saving measures including the use of videoconferencing for trade missions, trade shows and export market seminars are being explored.

Outbound business missions include meetings with parent companies of Canadian subsidiaries, foreign investors, international Chambers of Commerce, corporate calls, and government officials. The political delegation's primary role is to promote Toronto as a cost effective and competitive location to do business, and as an attractive tourist and cultural destination. In short, it is to "sell" the City to the World.

Other cities around the world have found merit in inviting local businesses to participate in their outbound missions. The participation can range from simply attending trade shows to a complex business-matching process where local companies are paired with a company in the visited city. Although worthwhile, business matching requires significant staff resources and the Department is reviewing how this could be accomplished.

## International Marketing

Despite Toronto's relative size demographically and economically, the City has a relative low profile on the world stage. The IAP can be used to promote the City as an important global economic, cultural and tourism center. The IAP will be used by the Department's marketing team to develop and deliver an effective and cohesive marketing message to the international community through locally based foreign staff, and through Department of Foreign Affairs staff stationed abroad. In addition, this message will be delivered to inbound delegations and directly to international investors through our outbound delegations. Toronto will actively promote its strengths and seek opportunities for corporate learning in these areas.

The International Alliance Program should draw upon the diversity of the community to enhance international relations and international development opportunities. Community partners are an untapped resource of knowledge and contacts that could greatly enhance the value of the inbound and outbound missions. It is recommended that the Department work with City staff and community partners to develop programs for our international partnerships.

### Annual Program

The following table outlines the types of activities to be pursued for the three categories of the IAP. The actual work plan and budget is reported annually to the Economic Development and Parks Committee.

IAP Programming			
Activity	International Partnerships	Historical Partnerships	Targeted International Relationships
Outbound Missions	Overseas missions per year scheduled on a rotating basis by geographic region as resources permitting.  Missions to the U.S every year.	None	Decisions will be made in conjunction with missions to international partners.  Missions to U.S. cities.
Inbound Missions	As resources permitting.	-	-
Marketing/ Communications: A communication strategy will be developed to include the following:	Acknowledgement letters every year.  Invitations to staff organized consular events.  Direct Mail-out of marketing materials to foreign staff in Toronto and Canadian Foreign Affairs staff stationed abroad.  Staff to develop partnerships with community leaders/groups.	Letters to acknowledge partnership sent every year.  Invitations to staff-organized consular events.  Staff to respond to requests by community groups.	Invitations to staff organized consular events.  Direct mail-out of marketing materials to foreign staff in Toronto and Canadian Foreign Affairs staff stationed abroad.  Working with Ministry of Economic Development and Trade staff to plug into provincial activities.  Staff visits commercial offices of key markets.  Staff to develop partnerships with community leaders/groups.
Joint Initiatives	Sharing best practices.  Joint research projects.		Sharing best practices.  Joint research projects.  Benchmarking.  Intelligence gathering.

## Recommended Process for Review of New Relationships

The City of Toronto is frequently contacted by foreign government officials and citizens about entering into new city-to-city partnership agreements. While these invitations are a testament to our diversity, it would be fiscally irresponsible for the City of Toronto to enter into formal agreements without a thorough evaluation of their ability to meet the selection criteria outlined above. Should the City of Toronto enter into formal international partnerships without the adequate resources to support them, our international reputation could suffer. In addition, existing resources would become stretched over a broader program, thereby diluting the City's efforts. The process for adding new or modifying existing relationships is outlined in Attachment 5.

### Conclusions:

The City of Toronto must proactively and efficiently manage both formal and informal relationships to build our profile as a world city and develop international economic, cultural, tourism, and cross cultural links. The adoption of the recommendations contained in this report is necessary to ensure Toronto gains appropriate and sufficient international exposure. Prioritizing IAP activities and relationships to accurately reflect the amalgamated City's profile and objectives is the first step towards increasing the effectiveness of the International Alliance Program and building on Toronto's reputation as world city.

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## Attachment No. 1 International City to City Program – Policies

### Purpose of Program:

Must generate potential business investments to Toronto, facilitate joint venture and partnerships expand the export market area for local business, and promote community, culture and tourism.

### Funding:

- (1) Funds allocated to the International City-to-City Program are for the sole purpose of activities related to the designated list of twenty-six partner cities, or those specifically indicated in the approved business plan;
- (2) the program funding, for both inbound and outbound missions, will be augmented by the contributions of the business and local communities as well as the Canadian government on foreign trips; and
- (3) budgets will include the full cost of planning, travel, accommodation, meals, business seminars and meetings, gifts, official receptions and the follow-up.

### Annual Business Planning:

- (1) An annual business plan will be prepared and submitted to the Economic Development and Parks Committee outlining:
  - (i) the list of cities expected to generate the six to ten inbound missions to be supported and the tentative timing of those visits; and
  - (ii) the two to three outbound missions for the year along with the rationale for the specific destinations, goals, timing and budgets;
- (2) a summary report of the trip and an action plan will be produced following each mission;
- (3) to capture the economies of scale, outbound trips will be planned to visit two or more cities; national and regional gateways, such as London, Tokyo, Hong Kong and Beijing will also be visited as appropriate; and
- (4) the program is to be approved by the Mayor prior to submission of the business plan to the Economic Development and Parks Committee.

### New Alliances:

As the International City-to-City Program evolves, relationships with cities who currently do not have formal links with Toronto will grow. These relationships will be founded on their ability to generate new business and investment. The City already has twenty-six twin, sister and friendship agreements. Dialogue, missions and business exchanges can be initiated and conducted without a formal link. Were a new partnership to be contemplated a positive business case would have to be made prior to Council approval and the preparation of the agreement.

### Outbound Missions:

- (1) **Composition of Delegations:** The official outbound delegation will be comprised of the Mayor or designate, two Councillors and two senior staff. It is expected that members of the Toronto business community with an interest in the area(s) to be visited will join the mission at their own expense. The delegation will also be augmented by additional members of Council, paying their own way, who are interested and have a connection to the areas to be visited.
- (2) **Selection of Official Delegation:** The Mayor, in consultation with the Chair of the Economic Development and Parks Committee, and the Commissioner of Economic Development, Culture and Tourism will select the official Council delegation.
- (3) **Potential Activities:** Will comprise the following:
  - (a) business/investment seminars and corporate calls to individual businesses;
  - (b) meetings with business leaders and potential investors;

- (c) meetings with civic and other foreign government officials;
- (d) meetings with Canadian government/trade officials (embassy and consular staff);
- (e) familiarization tours; and
- (f) receptions hosted by the local business community and partner City of Toronto  
Official presentation of gifts.

Inbound Missions:

- (1) Official Hosts: For each inbound delegation, the Mayor's designate will be the official host during the visit and attend most of the functions during the delegation's stay. In each case there will be a formal welcome hosted by the Mayor/Deputy Mayor at which the official gifts will be exchanged.

- (2) Selection of Cities:

An annual business plan will be prepared and submitted to the Economic Development and Parks Committee outlining the list of cities expected to be hosted in Toronto (six to ten maximum per year) and the tentative timing of those visits. The Economic Development and Protocol Offices will try to respond to the official requests of International Alliance Program cities. An effort will be made to ensure that each of the International Alliance Program cities will have the opportunity of one official inbound mission during the term of Council.

The addition of cities not on the designated list will only be considered during the business plan stage and will only be pursued if there is strong potential for economic benefit.

- (3) Potential Activities: Will comprise the following:

- an official welcome;
- a modest reception;
- official gifts for the head of the delegation and the key delegates;
- presentations by City staff as are required; and
- some ground transportation.

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Attachment 2  
World City Research

World cities are classified into Alpha, Beta, and Gamma Cities. It is recommended that the IAP explore economic and cultural development and opportunities with cities in the Alpha and Beta categories and as a secondary priority, Gamma cities.

Roster of World Cities		
Alpha World Cities	Beta World Cities	Gamma World Cities
London, Paris, New York, Tokyo, *Chicago, *Frankfurt, Hong Kong, Los Angeles, ***Milan, Singapore	San Francisco, Sydney, Toronto, Zurich Brussels, Madrid, Mexico City, **Sao Paulo Moscow, Seoul	*Amsterdam, Boston, Caracas, Dallas, Dusseldorf, Geneva, Houston, Jakarta, Johannesburg, Melbourne, Osaka, Prague, Santiago, Taipei, Washington Bangkok, Beijing, Montreal, Rome, Stockholm, *Warsaw

Source: “A Roster of World Cities”, J.V. Beaverstock, R.G. Smith and P.J. Taylor, Globalization and the World Cities Research Bulletin No. 5.

Note:

- \* Cities with which Toronto has a long-term formal partnership.
- \*\* Cities with which Toronto has had a technical exchange.
- \*\*\* Cities with which Toronto is exploring relationship opportunities.

The table illustrates that world city formation has largely occurred in three world regions, northern America, western Europe and Pacific Asia. Of the list of Alpha, Beta, and Gamma cities outlined above, the City of Toronto has engaged in activities with the following:

City of Toronto IAP Activities with World Cities			
IAP Activities	Alpha	Beta	Gamma
Formal agreements	Chicago, Frankfurt	Sao Paulo (technical exchange)	Amsterdam, Warsaw
Outbound missions	London, Paris, New York, Tokyo *Chicago, *Frankfurt, Hong Kong, Los Angeles, ***Milan, Singapore	San Francisco, Moscow, Seoul	Boston, Dallas, Beijing, Taipei, Rome
Inbound Delegations	London, Chicago, Frankfurt, Milan		Washington, Beijing, Taipei, Rome
International Marketing	London, Paris, New York, Tokyo Chicago, Frankfurt, Hong Kong, Los Angeles, Milan, Singapore	San Francisco, Moscow, Seoul	Boston, Dallas, Beijing, Taipei, Rome, Washington

\*Note: Technical Exchanges are managed and administered by the Chief Administrative Officer’s Strategic and Corporate Policy Division. International cities such as New York, London, Paris, Tokyo, and Chicago have long-established city-to-city partnerships. The following table lists the partnerships of some key cities around the world.

Comparison of Key Cities and their City-to-City Partnerships	
Cities	Partnerships
Toronto	Chongqing, Shenyang and Xiamen, Tianjin, Wuxi, Merignac, Frankfurt, Florina, Thessaloniki, Tripolis, Haifa, Aguila, Cassino, Terracina, Sagamihara, Tatsunokuchi, Skopje, Amsterdam, Warsaw, Wroclaw, Lisbon, Volgograd, Cankaya-Ankara, Istanbul, Kiev, Chicago, Indianapolis
London	New York
Paris	Chicago, Seoul
New York	Cairo, Madrid, Rome, Santo Domingo, Tokyo, Jerusalem, Johannesburg, London
Tokyo	New York, Seoul
Chicago	Warsaw, Osaka, Milan, Casablanca, Shenyang, Shanghai, Gothenburg, (Sweden) Accra (Ghana) Prague, Kiev, Toronto, Mexico City, Vilnius (Lithuania), Birmingham, Hamburg, Petach Tikva (Israel) Paris, Athens, Durban (South Africa) Galway, Moscow,
Frankfurt	Yuma, Arizona, Toronto
Hong Kong	Alberta (Canada), Osaka
Los Angeles	Athens, Auckland, Berlin, Bordeaux, Eilat (Israel), Giza (Egypt), Guangzhou (China), Jakarta (Indonesia), Kaunas (Lithuania), Lusaka (Zambia), Mexico City, Mumbai (India), Nagoya (Japan), Pusan (Korea), St. Petersburg, Salvador, Split (Croatia), Taipei, Tehran, Vancouver
Milan	Chicago, Osaka
San Francisco	Abidjan (Ivory Coast) Assisi, Caracas, Cork, Esteli (Nicaragua), Haifa, Ho Chi Minh City, Osaka, Seoul, Shanghai, Sydney, Taipei, Thessaloniki
Seoul	Osaka, Taipei, Ankara, Honolulu, San Francisco, Sao Paulo, Bogota, Jakarta, Tokyo, Moscow, New South Wales, Paris, Mexico City, Beijing, Ulaanbaatar (Mongolia), Hanoi, Warsaw, Cairo

Attachment 3  
Criteria for Selecting New Relationships and Realigning Existing Partnerships

The following table illustrates the criteria employed when prioritizing partnerships and program activities and choosing new potential relationships.

Criteria Used to Guide the IAP's Activities	
Program Goal	Criteria for Guiding Activities and Prioritizing Relationships
Economic Development	<ul style="list-style-type: none"> <li>Presence and concentration of multinational corporate head offices</li> <li>Presence and concentration of national economic institutions</li> <li>Rapid growth of business services sector</li> <li>Important manufacturing centre</li> <li>Major transportation node</li> <li>Population size</li> <li>Growth Rates</li> <li>Major financial centre</li> <li>Sites and markets of production and innovations</li> <li>Export and Import activity</li> <li>Concentration of accountancy, advertising, law and banking</li> <li>Presence and growth of similar and synergistic industrial clusters</li> <li>Entry point to an economic region not already explored</li> <li>Presence of academic institutions</li> </ul>
Cultural Development	<ul style="list-style-type: none"> <li>Critical mass of cultural amenities</li> <li>Presence and concentration of international cultural institutions</li> <li>Support for arts development and education</li> <li>Preservation of historic infrastructure</li> <li>High quality public art, architecture and urban design</li> <li>Diversity of cultural product</li> <li>Creative Industries</li> </ul>
Tourism Development	<ul style="list-style-type: none"> <li>Entertainment and Theatre destinations</li> <li>International attractions</li> <li>Progressive policies to attract tourism</li> <li>Sports and recreation oriented communities</li> <li>Favourable disposable income levels</li> </ul>

Criteria Used to Guide the IAP's Activities	
Program Goal	Criteria for Guiding Activities and Prioritizing Relationships
Cross Cultural Community Development	Existing community linkages with Toronto Multicultural society Positive international relations

Attachment 4  
IAP Partnership Classification

International Partnerships			
Country	City	Date Established	Original Description of Partnership
China	Chongqing	1986	Sister City
	Tianjin	1996	Economic Co-operation
France	Merignac	1992	Economic Co-operation
Germany	Frankfurt	1989	Friendship Agreement
Israel	Haifa	1995	Friendship Agreement
Japan	Sagamihara	1991	Friendship City
Netherlands	Amsterdam	1972	Twinning Agreement
Poland	Warsaw	1990	Friendship Agreement
Turkey	Cankaya-Ankara	1993	Friendship Agreement
U.S.A.	Chicago	1991	Sister City Agreement
	Indianapolis	1996	Sister City

Historical City Partnerships			
Country	City	Date Established	Original Description of Partnership
China	Shenyang	1996	Friendship Agreement
	Wuxi	1996	Friendship City
	Xiamen	1996	Friendship Agreement
Greece	Florina	1983	Fraternisation
	Thessaloniki	1986	Friendship Agreement
	Tripolis	1995	Twinning Agreement
Italy	Aguila	1988	Informal Partnership
	Cassino	1987	Friendship Agreement
	Terracina	1989	Friendship Agreement
Japan	Tatsunokuchi	1991	Cultural Exchange
Macedonia	Skopje	1971	Twinning Agreement
Poland	Wroclaw	1978	Twinning
Portugal	Lisbon	1987	Friendship Agreement
Russia	Volgograd	1991	Friendship Agreement
Ukraine	Kiev	1991	Friendship Agreement

## Attachment 5 Process for Assessing Requests for New Partnerships:

### Procedures:

All invitations and requests to enter into new international relationships must be assessed on a case-by-case basis.

All requests will be directed to the Commissioner of Economic Development, Culture and Tourism for an evaluation based on the following:

1. Consultation with group proposing the relationship to determine the objectives of the group.
2. Assessment on the most effective way the objectives may be met - possible arrangements could include short-term agreements, such as technical exchanges or project-specific initiatives facilitated by city staff or a longer- term partnership.
3. A formal partnership relationship would require a thorough assessment of benefits to be achieved related to the goals and criteria outlined in the report as they relate to economic development, tourism, culture and cross-cultural community development.
4. The assessment may include a site visit or exploratory business mission.
5. Following the completion of the assessment a report would be submitted to the Economic Development and Parks Committee within six months of the receipt of the request. Core Criteria for Recommending Formal Relationship:
  - Achievement of the key goals of the IAP program, namely, economic development, cultural, tourism and cross-cultural community development as described in the report;
  - a strong base for generating mutual economic benefits and international profile;
  - the extent to which the relationship would be supported by residents and the business community of the City of Toronto and the partnering city;
  - the extent to which the relationship complements the geographic representation of existing partnerships; and
  - assessment of the cumulative costs of the expectations of the partner city.

The Economic Development and Parks Committee also had before it during consideration of the foregoing matter a communication (November 15, 2001) from Councillor Gloria Lindsay Luby, Ward 4 Etobicoke Centre, forwarding a request that staff amend the report on the International Alliance Program Policy to include the City of Kiev, Ukraine, as a Gamma World City.

The Economic Development and Parks Committee also had before it during consideration of the foregoing matter a communication (November 16, 2001) from Councillor David Miller, Ward 13 Parkdale – High Park, requesting that the Economic Development and Parks Committee add the City of Kiev, Ukraine as a Gamma World City to their International Alliance Program Policy.

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Councillor Gloria Lindsay Luby, Ward 4 Etobicoke-Centre, appeared before the Economic Development and Parks Committee in connection with the foregoing matter.

*(City Council on December 4, 5 and 6, 2001, had before it, during consideration of the foregoing Clause, the following report (November 26, 2001) from the Commissioner of Economic Development, Culture and Tourism:*

Purpose:

*To report directly to Council as requested by Economic Development and Parks Committee Report 12 Clause 4 on entertaining the inclusion of Guerrero, Mexico and Seoul, Korea in the International Alliance Program.*

Financial Implications and Impact Statement:

*There are no financial implications resulting from the adoption of this report.*

Recommendations:

*It is recommended that:*

- (1) a relationship with Seoul, Korea be explored as outlined in the International Alliance Program Policy report dated November 7, 2001;*
- (2) a relationship with Guerrero region be explored as an opportunity to reach the Mexican market place and that staff report back their assessment of this opportunity;*
- (3) the appropriate City Officials be authorized and directed to take the necessary action to give effect thereto.*

Background:

*On November 19, 2001 the Economic Development and Parks Committee recommended the adoption of the International Alliance Policy Report from the Commissioner of Economic Development, Culture and Tourism, subject to amending the report to include the City of Kiev, Ukraine as a Gamma world city. The Economic Development and Parks Committee also requested that the Commissioner of Economic Development, Culture, and Tourism report directly to Council on the possibility of adding Seoul, Korea and Guerrero, Mexico to the International Alliance Program.*

Comments:

*Kiev, Ukraine*

*In order to assess which cities Toronto should establish relationships with, staff examined existing studies on world city formation. The International Alliance Policy report cited an independent academic study entitled, "A Roster of World Cities" written by J.V. Beaverstock, R.G. Smith and P.J. Taylor. The research completed by Beaverstock et al evaluated a number of cities based on specific criteria and showed that world cities could be categorized into three groups: Alpha, Beta, and Gamma cities. Although the researchers found Kiev showed "some evidence of world city formation", it was not found to be a Gamma city.*

*The findings of the study cannot be altered to show Kiev as a Gamma city.*

*Further to Economic Development and Parks Committee's direction and community-expressed interest in the Baltics, Economic Development, Culture and Tourism staff will work to widen the Warsaw relationship to include the Baltic Region (Riga, Tallinn, Vilnius, and Kiev). Building a relationship with Kiev will be a key component of this program initiative.*

*Guerrero, Mexico*

*The State of Guerrero is located on Mexico's southern Pacific Coast and is four hours away from Mexico City. Tourism (including tourism-related industries) is the primary economic driver for the region accounting for approximately 50% of the region's GDP (1999). Acapulco is the region's key tourist destination. Further analysis of Guerrero and how it relates to Toronto based on the policy framework needs to be undertaken prior to making an assessment. Nonetheless, exploring relationships within Mexico itself is an important direction in advancing North American focussed trade policies.*

*As with all new relationships, Council approval will be required prior to any formal agreements being signed.*

Conclusions:

*A relationship will be developed with Kiev as a key component of the planned work program to widen the Warsaw relationship to include the Baltic Region (Riga, Tallinn, Vilnius, and Kiev). If Council wishes to target a relationship in Latin America as a priority, staff will undertake further research on Guerrero and other opportunities and will report further. A relationship with Seoul, Korea will be explored as part of the International Alliance Program as indicated in the policy report dated November 7, 2001.*

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