

Clause embodied in Report No. 1 of the Economic Development and Parks Committee, as adopted by the Council of the City of Toronto at its meeting held on February 13, 14 and 15, 2002.

10**International Alliance Program
Proposed Missions for 2002 (All Wards)**

(City Council on February 13, 14 and 15, 2002, amended this Clause:

(1) in accordance with the supplementary report dated February 12, 2002, from the Commissioner of Economic Development, Culture and Tourism, embodying the following recommendations:

“It is recommended that:

- (1) the dates and number of missions be revised as outlined in Table 1 of this report;*
- (2) the selection criteria for mission delegates be adopted as outlined in this report;*
- (3) the proposed Members of Council in Table 1 be approved for the 2002 missions; and*
- (4) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.”; and*

(2) by adding thereto the following:

“It is further recommended that:

- (a) Taipei and Hong Kong be added to the destinations planned for the Far East in May of this year;*
- (b) Councillor Chow be added as a member of the delegation to Taipei and Hong Kong;*
- (c) Councillor Tziretas be added as a member of the delegation to Athens;*

- (d) *the following Members of Council (or appropriate replacements) be authorized to attend meetings with Vatican Officials in Rome to discuss the City of Toronto's preparedness for World Youth Day and to finalize the plans for the event, and the funding for this mission be allocated from the City World Youth Day Secretariat, as contemplated in the proposed 2002 Operating Budget:*
- Councillor Augimeri,
Councillor Disero,
Councillor Mihevc, and
Councillor Pantalone;*
- (e) *the previously approved International Alliance visit to South America be reconsidered for 2003;*
- (f) *Milan, Italy, be considered in the fall mission, if some of the fall destinations are being reconsidered; otherwise, a business mission be approved to Milan in the spring of 2003 in follow up to an official visit to Toronto by officials of the City of Milan in April of this year, and, in the event the trip does not occur in 2002, then the Commissioner of Economic Development, Culture and Tourism be directed to include such trip in the 2003 budget planning process;*
- (g) *any further funding requirements not previously approved be reported as quickly as possible to the Policy and Finance Committee, through the Budget Advisory Committee;*
- (h) *each delegation be required to submit a written report to Council, through the Economic Development and Parks Committee, after each visit, such report to include a detailed list of individual Councillor's expenses;*
- (i) *the Commissioner of Economic Development, Culture and Tourism be requested to submit an annual report to the Economic Development and Parks Committee outlining a detailed analysis of how and when cities are chosen for the International Alliance Program; and*
- (j) *the Commissioner of Economic Development, Culture and Tourism be requested to provide Members of Council with a detailed agenda of the dates when missions are at which cities and which industry is targeted, in order to seek input from interested Members of Council who have expertise (commercial, cultural and linguistic) with these cities and industries."*)

The Economic Development and Parks Committee recommends the adoption of the report (January 7, 2002) from the Commissioner of Economic Development, Culture and Tourism, subject to the following amendments:

- (1) **the proposed Far East Mission, which was delayed due to the events of September 11, 2001, include the Mayor, Councillor Mike Feldman, Chair, Economic Development and Parks Committee, Councillor Denzil Minnan-Wong and Councillor Sherene Shaw being the representatives previously selected to participate in this mission;**

- (2) the proposed mission to Frankfurt be expanded to include the opportunity to investigate the ‘harm reduction’ models for drug and prostitution problems in that City; and**
- (3) the Police Chief be informed and requested to participate in the Frankfurt trip to examine the ‘harm reduction’ initiatives of the Frankfurt Police/Hesse Police concerning drug abuse and prostitution.**

The Economic Development and Parks Committee reports, for the information of Council, having:

- (a) requested the Commissioner of Economic Development, Culture and Tourism to provide a list of Members of Council participating in the proposed missions in 2002 to City Council for its meeting of February 13, 2002;
- (b) requested the Mayor to report directly to Council, for its meeting of February 13, 2002, on the reasons for picking certain Members of Council for trips abroad;
- (c) requested the Commissioner of Economic Development, Culture and Tourism to report to the Economic Development and Parks Committee on the accomplishments and deliverables that were achieved as a result of the missions;
- (d) requested the Commissioner of Economic Development, Culture and Tourism to report on a criteria for selecting Members of Council to go on outbound missions, including notification of all Members of Council of such trips and the establishment of a short list based on the criteria; and
- (e) referred the following motion to the Commissioner of Economic Development, Culture and Tourism for report to the Economic Development and Parks Committee on the financial needs of the groups internally:

“that funds allocated for the International Alliance Program be used to meet the cost of visiting delegations from cities which provide economic, cultural and tourist benefits to the City of Toronto;”.

The Economic Development and Parks Committee submits the report (January 7, 2002) from the Commissioner of Economic Development, Culture and Tourism:

Purpose:

The purpose of this report is to outline the proposed 2002 program of outbound missions for the City’s International Alliance Program.

Financial Implications and Impact Statement:

There are no financial implications resulting from the adoption of this report. Funding for this program is within the proposed Economic Development Division 2002 Operating Budget.

Recommendations:

It is recommended that:

- (1) the 2002 International Alliance – City-to-City Program outbound missions be approved as outlined in Table 4 of this report; and
- (2) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

Background:

On April 27, 1999, Council approved the establishment of an International Alliance Program to foster relationships with international cities based on overall economic benefits. Council directed the Commissioner of Economic Development, Culture and Tourism to develop policies and criteria to support that objective which were submitted and approved by Council in July 1999.

As with any new program, fine tuning of approaches and directions are required to ensure the economic benefits to the City are captured. In August 2000, Council approved the follow up report for the first 18 months of the program and directed that the program continue as a component of the Economic Development Strategy that will enhance the City's International profile.

The most challenging issue is our ability to compete with other world cities and their international programs, which are both more narrowly focussed on fewer partnerships and better resourced than Toronto's program.

A policy framework that includes established criteria for making decisions regarding existing and new international alliances and the resource implications of these decisions was passed by Council on December 4, 5 and 6, 2001. This framework will serve as a guide to outbound and inbound mission planning.

In addition to the cities with which Toronto has entered into formal agreements, the policy established for the program should build relationships with other key global cities. In other words, our efforts to secure economic benefits internationally should not be restricted to the list of official twin cities – those cities could be used as ports of entry to regional or broader markets.

This report outlines the proposed activities to be undertaken in 2002. The key components are inbound and outbound missions.

Comments:

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. Cities matter in the global marketplace and have important contributions to make in advancing regional economies. At the December 2001 Council meeting, new policies, procedures and criteria for evaluating future partnerships were approved to reflect these objectives.

International Alliance Program (IAP) 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.

Table 1: Why Build International Relationships Through the IAP?

| Goals | Objectives |
|---|---|
| 1. Economic Development | <ul style="list-style-type: none"> - Help Toronto businesses increase exports of Toronto-made products and services. - Attract high quality jobs and new sources of revenue for City services by bringing in new business and investment to Toronto. - Increase Toronto's profile on the world stage. |
| 2. Cultural Development | <ul style="list-style-type: none"> - Develop Toronto as the Creative City of the future, one of a select group of international cultural centres. - Reenergize Toronto's cultural tourist attractions and market them to the world. - Create connections between international cultural institutions. - Enhance the potential for Toronto's flagship arts organizations to act as cultural ambassadors. |
| 3. Tourism Development | <ul style="list-style-type: none"> - Promote Toronto as an exciting event filled experience year-round. - Attract major events and international congresses. - Attract the lucrative convention market. - Market Toronto's cultural amenities. - Promote Toronto's cultural urban tourism attractions. |
| 4. Cross Cultural Community Development | <ul style="list-style-type: none"> - Distinguish Toronto from other cities based on its multicultural composition. - Market Toronto as home to virtually all of the world's culture groups and where more than 100 languages are spoken. - Ready made for business and communications in any language. |

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.

Activities of the IAP

Our limited resources are used to support a wide variety of activities, including inbound delegations, outbound missions, research, 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 co-ordinates international delegations/study groups that are interested in the programs of the Economic Development, Culture and Tourism Department and/or business to business requests 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, priority will be given in the future to missions that must fully meet the four key goals of the IAP. 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 and raise Toronto's international profile for economic benefit.

Since the origins of the program, some spectacular results have been achieved as a result of the City's out-bound missions, as illustrated in the following tables:

Table 2 – City-to-City Missions 1998- 2001

| Dates | Location | Related Sectors |
|-------------------------|---|---|
| October 5 to 9, 1998 | California-Los Angeles | Film/Television Information Technology/New Media |
| November 18 to 21, 1998 | New York | Finance/Fashion/Film |
| November 3 to 5, 1999 | Chicago | Tourism/Back Office |
| November 18 to 19, 1999 | Indianapolis | Medical/Biotechnology |
| December 4 to 11, 1999 | Europe: London Amsterdam Frankfurt | Waterfront Development Information Technology Finance/Tourism |
| March 18- April 1, 2000 | Asia Seoul Chongqing Taipei | International Trade/Small Business/Finance/Culture/ Tourism/Information Technology |
| Spring 2001 | Europe | Tourism /Information Technology Promotion of T.O. Olympic Bid |

A total of 101 business meetings and 16 receptions and presentations were undertaken by delegates on these missions generating a total of 1,018 contacts. The business missions listed above resulted in the following economic development achievements for the City of Toronto.

Table 3 – New or Retained Jobs and Investment

| Investments | Sector | Details |
|------------------------------------|---------|--|
| Gun for Hire | Film | 80,000 SF 1,200 jobs (80 jobs start-up) \$650,000.00 in property taxes |
| Film Production from US/California | Film | 40 percent increase in film production. Over \$200 million increase Record High in 2000 - \$1.2 billion |
| Western Costume | Film | Under consideration |
| ING Bank | Finance | 50,000 SF 100 new jobs |
| Merrill Lynch | Finance | 1,620 jobs retained (recently have decided to retreat from the Canadian market) |

| Investments | Sector | Details |
|--|---|--|
| Saks Fifth Avenue (Buyers Mission 1999) | Fashion and Design | Increased sales into New York Higher profile of Toronto products and designers |
| Promotion of Olympic Bid | Tourism and Business Investment Profile | Increased profile of Toronto as tourist and business destination: - 20 major T.V., radio, print interviews including BBC World, and Sky Europe - Increase in investment inquiries and leads in all sectors |
| Attraction of World Youth Days | Tourism | Attraction of Major event 500,000 persons to be attracted to Toronto |

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 on a limited basis.

International Marketing

Despite Toronto's relative size demographically and economically, the City has a relatively low profile on the world stage. The IAP can be used to promote the City as an important global economic, cultural and tourism centre. The IAP will be aligned with the Department's overall marketing goals and programs to ensure a consistent and cohesive 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 competitive advantages and seek new opportunities to work collaboratively with other international cities with similar goals.

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 through the formation of advisory groups.

International Alliance Program—Proposed 2002 Outbound Missions

Table 4 lists the proposed outbound missions for 2002 and includes the main purpose of each mission. A brief description of each destination, including key sectors, suggested activities and contacts, is included in Attachment No. 1.

Conducting the research and developing the itinerary for the trade missions will require different resources depending on the nature of the trip and the sectors targeted. Organizing Teams will be established with the necessary expertise including external specialists.

Table 4: Proposed 2002 Business Development Missions

| Date | Destination | Purpose | Delegation |
|-----------------------------|--|---|--|
| February 19 to 27 | Los Angeles San Francisco Silicon Valley | Promote Film Industry and new studio development IT/New Media | Mayor Chair EDPC 1 Councillor 2 staff |
| March 30 to April 13 | Sagamihara, Japan Seoul, Korea Singapore Taipei | Seek investments Promotion of IT/New Media/Design/Film/ T.V./Tourism City-to-City relationships | Mayor Chair, EDPC 2 Councillors 2 staff |
| May 6 to 17 | Athens Rome Jerusalem/Haifa | International Mayor's Conference Investment attraction IT/New Media Aerospace Food/Beverage sector | Mayor Chair, EDPC 2 Councillors 2 staff |
| October 25 to November 6 | Frankfurt Milan | Investment attraction Financial services Design sector Fashion sector | Mayor 2 Councillors 2 staff |

Conclusions:

The City of Toronto must proactively market and promote itself as a World City or risk losing international exposure and potential investment. In many respects, our international city connections serve as a platform for Toronto to identify investment opportunities and to develop import-export relationships with foreign businesses in strategic markets. Hosting inbound delegations and conducting Mayor and/or Council led outbound missions is an effective method by which to build long term relationships with cities (both partnering and others) with significant potential for trade and investment and to raise our international profile. These missions are also important avenues to achieve other corporate goals related to a wide range of urban issues.

Contact Name:

Ms. Brenda Librecz, Managing Director, Economic Development Division, Telephone: 416-397-4700, Fax: 416-395 0388, Blibrecz@city.toronto.on.ca.

Attachment No. 1
Profiles of Trade Missions—2002

Los Angeles

Proposed Dates: February 19 to 22

Internationally known for film and television production, Los Angeles is also an IT and new media centre and home to many of the nation's largest corporations. In recent years, Los Angeles has experienced important changes in its industry makeup. A significant change has been a shift from aerospace employment to service sector employment. This includes business services, healthcare and software development establishments. The service sector continues to account for a large portion of the area's employment

Key Sectors:

Film and Television
IT and New Media
Business Services

Purpose

To promote (announce) a new film studio for Toronto and to promote Toronto as a venue for film and television production.

Key Contacts:

Canadian Consulate General
Mr. Colin Robertson
Consul General
50 S. Hope Street, 9 Floor
Los Angeles, CA 90071

Ms. Roz Wolfe
Political/Economic and Public Affairs
Telephone: 213-346-2777, Fax: 213-678-3781
Email: lngls@dfait-maeci.gc.ca

Time Difference: -3 hours

Service Area: Southern California, Southern Nevada and Arizona

Ms. Alison Emilio
Marketing Agent
Ontario Film Development Corporation/Toronto Film Office
Tel: 323-960-4787, Fax: 323-960-4786

San Francisco

Proposed Dates: February 23 to 24

The City of San Francisco (population 750,000) is the centre of the San Francisco Bay Area (population 5.4 million). The city is the headquarters site for Bank of America, the nation's second-largest bank. Asian banks such as Sumitomo Bank of California as well as Union Bank have also set up American headquarters in the city. In the San Francisco suburb of Emeryville, a biotech haven has emerged from a depressed industrial town. First-rate colleges and universities feed the Bay Area's enormous draw for intellectual talent with Berkeley, Stanford and San Francisco State Universities.

Key Sectors:

Banking and Finance
Business Services
Tourism
IT and New Media
Biotechnology

Purpose:

To promote Toronto as an investment option to firms in the financial services sector and to learn about San Francisco's waterfront development successes.

Key Contacts:

Canadian Consulate in San Francisco
Ms. Darcee Munroe
Consul and Senior Trade Commissioner
555 Montgomery Street, Suite 1288
San Francisco, CA 94111

Time Difference: -3 hours

Phone: 415-834-3180
Fax: 415-834-3189
Email: sfran@dfait-maeci.gc.ca

Service Area: Northern California

Silicon Valley

Proposed Dates: February 25 to 27

San Jose is America's eleventh largest city and epicenter of global computing. Within a 30-mile radius around downtown San Jose, almost all major IT companies in the world have either their world headquarters or a major Research and Development facility. The Valley is home to

esteemed technology innovators such as Hewlett-Packard, Adobe Systems, National Semiconductor and Intel. Silicon Valley churns out US\$25 billion in exports, more than all but four states: Michigan, New York, Texas and Washington.

Key Sectors:

IT and New Media
Biotechnology
Business Services

Purpose:

To promote Toronto's readiness in the information technology sector to key firms in the world's foremost IT capital.

Key Contacts:

Canadian Trade Office
Mr. Bernard Etzinger
Consul and Trade Commissioner
333 W. San Carlos Street, Suite 945
San Jose, CA 95110

Time Difference: - 3 hours

Phone: 408-289-1157
Fax: 408-289-1168
Email: sanjo@dfait-maeci.gc.ca

Service Area: Silicon Valley and vicinity

Japan

Proposed Dates: March 30 to April 3

Sagamihara is a suburb of Tokyo and offers the opportunity to become Toronto's gateway to the Japanese market. Sagamihara developed a friendship city relationship with the former City of Scarborough and had extended an invitation to Mayor Lastman to visit the area in 2001. The mission, originally planned for November 2001 was postponed until 2002. The benefits of this partnership include the generation of tourism in Toronto and the strengthening of corporate relationships with major Japanese conglomerates which have headquarter offices in Toronto – Toyota Canada, Honda and Mazda.

Key Sectors:

Machinery
Electronics
IT&T

Purpose:

To solidify Toronto's sister-city relationship with Sagamihara while taking advantage of networking opportunities with key IT and manufacturing firms in Tokyo.

Key Contacts:

Canadian Embassy
Mr. Robert Wright
Ambassador
7-3-38 Akasaka, Minato-ku
Tokyo, Japan
107-8503

Time Difference: +14 hours

Phone: 011 81 3 5412 6200
Fax: 011 81 3 5412 6247
Email: tokyo@dfait-maeci.gc.ca

Service Area: Japan

Areas of Interest: Electric Power Equipment, Metals, Oil and Gas Equipment, Aerospace and Defence, Automotive

Singapore

Proposed Dates: April 4 to 6

The Singapore economy recovered from the Asian crisis with relatively strong GDP growth of 5.4 percent in 1999. Underpinning this growth were several major factors: robust electronics demand, a strong Asian economic recovery, and cost-cutting and counter-cyclical measures taken by the government. Growth momentum did well in early 2000 and was driven by construction and wholesale and retail trade and manufacturing.

Key Sectors:

Information technology
Electronic products
Agri-food
Aerospace
Defence
Construction
Environment

Purpose:

To promote Toronto to IT companies in Singapore. To draw lessons from Singapore's waterfront development program that may be of use in Toronto.

Key Contacts:

Canadian High Commission in Singapore
Ms. Doreen Steidle
High Commissioner
80 Anson Road, IBM Towers, 14 Floor
P.O. Box 845, Robinson Road
Singapore, 079907

Time Difference: +13 hours
Phone: 011 65 325 3200
Fax: 011 65 325 3294
eMail: chctrade@magix.com.sg

Service Area: Singapore

Areas of Interest: Economic Development and Trade, Investment, Agriculture, Food and Beverage, Ocean Technologies

Seoul

Proposed Dates: April 4 to 6

Seoul, one of the largest metropolises in the world, is the capital of Korea. Seoul lies in northwestern Korea on the Han River, 60 kilometres from the Yellow Sea. The city is set in the lowland of a topographic basin surrounded by low pine-covered hills. Seoul's population now stands at over 12 million in a country of 45 million people. Now ranked as the fifth largest city in the world, the city has one of the highest population densities in the world. Seoul is quickly becoming an economic giant. Several stock markets and banks have their headquarters here, and the city hosts many annual trade shows.

Key Sectors:

Textile, machinery and chemical manufacture
Food and beverage processing
Printing and publishing
Auto manufacturing

Purpose:

To form strategic alliances with Korean firms, many of which are growing rapidly. To promote Toronto investment opportunities to Seoul's banking industry.

Key Contacts:

Canadian Embassy
Mr. Denis Comeau
10th and 11th Floors, Kolon Building
45 Mugyo-Dong, Chung-Ku,
Seoul 100-170, Korea

Time Difference: +14 hours

Phone: 82 (2) 3455-6000
Fax: 82 (2) 755-0686 or 3455-6123
Email: seoul@dfait-maeci.gc.ca

Service Area: South Korea

Taipei

Proposed Dates: April 10 to 13

Taipei is the economic, industrial, cultural and style capital of Taiwan. The city is home to the government, major industries and the country's largest and oldest educational institutions. Taipei lies at the very northern end of Taiwan, a sprawling metropolis divided into 12 urban districts. The city's population stands at 2.9 million with another 3 million people in the surrounding county. Industries include high quality electronics, computers, textiles, appliances, wires and cables, refrigeration systems, shipbuilding, motorcycle assembly and rubber goods.

Key Sectors:

IT and electronic goods
Manufacturing
Textiles

Purpose:

To promote Toronto to key IT and manufacturing firms in Taiwan's global city.

Key Contacts:

Canadian Trade Office
Mr. Dave Murphy
Director, Trade and Investment
13th Floor, 365, Fu Hsing North Road
Taipei, 105, Taiwan

Time Difference: +13 hours

Phone: 886-2-2544-3000
Fax: 886-2-2544-3597
Email: ctot@canada.org.tw

Service Area: Taiwan

Commercial Division, Taipei Economic and Cultural Office, Toronto
Mr. David Hsu, Director
151 Yonge Street, Suite 907
Toronto, ON M5C 2W7
Phone: 416-363-9946
Fax: 416-363-2023

Athens

Proposed Dates: May 6 to 10

Founded over 7,000 years ago, Athens' greatest glory was the Classical period around the fifth century B.B., when many of its most famous monuments were built. Considered the birthplace of Western civilization, ancient Athens was famed for its intellectual and artistic ideas, and philosophers from Plato to Aristotle lived here. Today, Athens has grown into a huge metropolitan city, welcoming millions of visitors annually. Since World War II, the city's population has grown from 700,000 to over 3.8 million people, more than a third of Greece's population. The rapid growth has produced a chaotic mix of ancient and modern architecture and an uneven transportation system.

Key Sectors:

Textile, machinery and chemical manufacture
Food and beverage processing
Tourism
Publishing

Purpose:

To promote Toronto in the European market place. To promote strategic alliances with key manufacturing firms in Greece.

Key Contacts:

Canadian Embassy
Mr. W. David Hutton
4 Ioannou Gennadiou Street,
115 21 Athens, Greece

Time Difference: +7 hours

Phone: 30 (1) 727-3400
Fax: 30 (1) 727-3480
Email: athns@dfait-maeci.gc.ca

Service Area: Greece

Rome

Proposed Dates: May 10 to 14

A port city of 3 million people, Rome today is divided into three parts, Vatican City, the heart of Catholicism and its own independent state; the Centro Storico, or Old City, within the Aurelian Wall; and the sprawling urban communities outside of the Wall. From the Appian Way to the Old City, new roads blend into medieval cobblestones leading to museums and government office buildings. Over the centuries, Rome has given the world law, language, art and architecture and still stands as the seat of the Italian government. Economically, Rome has strong tourism and film and fashion industries in addition to service and manufacturing sectors.

Key Sectors:

Film and fashion
Tourism
Leather goods and textiles
Paper
Pharmaceuticals

Purpose:

To promote Toronto in the European market place. To form strategic alliances with key manufacturing firms in Italy. To promote the Papal visit to Toronto.

Key Contacts:

Canadian Embassy
Mr. Robert Fowler
Ambassador
Via G. B. de Rossi 27,
00161 Rome, Italy

Time Difference: +6 hours

Phone: 39 (06) 44-59-81
Fax: 39 (06) 445-98912
Email: rome@dfait-maeci.gc.ca

Service Area: Italy

Israel

Proposed Dates: May 14 to 17

Jerusalem is the capital of the state of Israel and has a population of 630,000. It is a very heterogeneous city, representing a wide range of national, religious and socioeconomic groups. As the holy city to the world's three major monotheistic religions, Jerusalem has been fought over for three millennia by a variety of peoples and nations. Haifa is Israel's third largest city and northern capital. The city is divided into three major topographical levels. The lower city is the commercial centre of the town with modern harbour facilities. The middle level is an older residential zone and the upper level consists of modern neighborhoods, overlooking Haifa's cosmopolitan bay. Haifa is also the world centre for the Bahai faith.

Key Sectors:

Chemical and pharmaceuticals
Electronics
Food processing
Printing and publishing

Purpose:

To reaffirm sister-city ties between Toronto and Haifa. To promote Toronto as a base to serve the North American to Israeli firms.

Key Contacts:

Canadian Embassy
Mr. Michael D. Bell
Ambassador
3/5 Nirim Street, Tel Aviv 67060
P.O. Box 6410, Tel Aviv 63405,
Israel

Time Difference: +7 hours

Phone: 972 (3) 636-3300
Fax: 972 (3) 636-3380
Email: taviv@dfait-maeci.gc.ca

Service Area: Israel

Frankfurt

Proposed Dates: October 25 to 31

Frankfurt is the financial and geographical center of western Germany and is the home of the German stock exchange, the fourth largest in the world. International trade fairs have been held in Frankfurt since 1240, and its annual book, automobile and computer fairs continue to draw

people from around the world. The fifth largest city in Germany, Frankfurt's population currently stands at 650,000. Another 300,000 people commute to work from surrounding suburbs. The city has long been a key river, rail, air and road transshipment point, and ranks fifth in the world among global business cities (after Singapore, San Francisco, London and New York). Frankfurt also hosts the European Central Bank and a number of other financial institutions.

Key Sectors:

Machinery manufacturing
Chemical products
Biotechnology and pharmaceuticals
Printing materials
Food processing

Purpose:

To promote Toronto financial services sector opportunities to firms in one of the foremost financial services headquarters in Europe.

Key Contacts:

Canadian Embassy

Ms. Marie Bernard-Meunier
Ambassador
Internationales Handelszentrum Building
Friedrichstrasse 95, 12th Floor 10117
Berlin, Germany

Time Difference: +6 hours

Phone: 49 (30) 20 31 20
Fax: 49 (30) 20 31 24 57
Email: brlin-cs@dfait-maeci.gc.ca

Service Area: Germany

Milan

Proposed Dates: November 1 to 6

Milan, with a population of 1.5 million people, is Italy's business, design, fashion and music capital. Milan is located in the plains just south of the Italian Alps mountain chain. Italy's most important fashion designers have concentrated their shops, boutiques, and showrooms in Milan's famous "quadrangle of fashion" district near the city's centre. The city also has the nation's most important design schools, world-class music conservatories, the top companies and financial institutions, and Italy's leading Stock Exchange. The most important conventions and trade fairs in Southern Europe are held at Milan's Fiera trade fair centre.

Key Sectors:

Fashion and design
Auto manufacturing
Textiles and clothing manufacturing
Publishing and media

Purpose:

To promote Toronto in the European market place. To develop and further relationships in the design sector between Toronto and Milan.

Key Contacts:

Canadian Consulate General

Mr. Peter McGovern
Consul General
Via Vittor Pisani 19,
Milan, 20124, Italy

Time Difference: +6 hours

Phone: (011-39-02) 6758.1
Fax: (011-39-02) 6758.3900
Email: milan-td@dfait-maeci.gc.ca

Service Area: Northern Italy

The Economic Development and Parks Committee also had before it during consideration of the foregoing matter a communication (June 8, 2001) from the City Clerk, forwarding Clause No. 6 of Report No. 5 of The Economic Development and Parks Committee, entitled "International Alliances Program Proposed Missions for 2001 (All Wards)", which was adopted, as amended by Council at its meeting held on May 30, 31 and June 1, 2001.

The following Members of Council appeared before the Economic Development and Parks Committee in connection with the foregoing matter:

- Councillor Doug Holyday, Ward 3 Etobicoke Centre;
- Councillor Kyle Rae, Ward 27 Toronto Centre-Rosedale; and
- Councillor Sherene Shaw, Ward 39 Scarborough-Agincourt.

(City Council on February 13, 14 and 15, 2002, had before it, during consideration of the foregoing Clause, the following report (February 12, 2002) from the Commissioner of Economic Development, Culture and Tourism:

Purpose:

The purpose of this report is to provide further information related to the selection criteria for political delegates, to revise the number of missions and to recommend participants for the 2002 missions based on new criteria. This report will be supplementary to the Economic Development and Parks Committee Report No. 1 Clause 10 "International Alliance Program - Proposed Missions for 2002".

Financial Implications and Impact Statement:

There are no financial implications resulting from the adopting of this report. Funding for this program is within the proposed Economic Development Division 2002 Operating Budget.

Recommendations:

It is recommended that:

- (1) the dates and number of missions be revised as outlined in Table 1 of this report.*
- (2) the selection criteria for mission delegates be adopted as outlined in this report.*
- (3) the proposed Members of Council in Table 1 be approved for the 2002 missions.*
- (4) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.*

Background:

This report addresses the directions of the Economic Development and Parks Committee after reviewing the report entitled "International Alliance Program- Proposed Missions for 2002" at its meeting of January 21, 2002. The Economic Development and Parks Committee requested the Commissioner of Economic Development, Culture and Tourism to report directly to Council on the following items:

- (a) a list of Members of Council participating in the proposed missions in 2002 to City Council for its meeting of February 13, 2002;*
- (b) on the accomplishments and deliverables that were achieved as a result of the missions;*
- (c) to recommend criteria for selecting Members of Council to go on outbound missions, including notification procedures of proposed missions, and*

- (e) *report on funding for in-bound missions – directing that funds from outbound missions be reconsidered and*

“that funds allocated for the International Alliance Program be used to meet the cost of visiting delegations from the cities which provide economic, cultural and tourist benefits to the City of Toronto;”

The Committee also recommended the adoption of the report subject to the following amendments:

- “(1) The proposed Far East Mission, which was delayed due to the events of September 11, 2002, include the Mayor, Councillor Feldman, Chair of Economic Development and Parks Committee, Councillor Denzil Minnan-Wong – Member of the Economic Development Committee and Councillor Shaw, being the representatives previously selected to participate in this mission in 2001.*
- (2) That the proposed mission to Frankfurt be expanded to include the opportunity to investigate the “harm reduction” models for drug and prostitution problems in that City; and*
- (3) The Police Chief be informed and requested to participate in the Frankfurt trip to examine the “harm reduction” initiatives of the Frankfurt Police/Hesse Police concerning drug abuse and prostitution.*

Comments:

The purpose of the report is provide the following for Council’s consideration as requested by the Economic Development and Parks Committee:

- (a) Proposed Criteria for Selecting Members of Council as Mission Delegates*
- (b) Procedures for determining the selection of Members of Council for Missions*
- (c) Revised mission list and timing of missions*
- (d) Proposed list of Members of Council for each of the Missions*

Committee also requested that the Commissioner report on the successes of the past missions, which were already comprehensively dealt with in the report that was before Committee. Therefore to ensure that the information is more clearly sourced that section of the report is repeated in Attachment No. 1 of this report.

Proposed Criteria for Selecting Members of Council as Mission Delegates:

Council originally approved the process for selection of delegates in 1998 in the policy framework for the International City to City Program. This process which was in place until December 3, 2001, delegated the selection of Members of Council to the Mayor in consultation with the Chair of Economic Development and Parks and the Commissioner of Economic Development, Culture and Tourism.

On December 3, 2001, Council approved a report on the policies governing the International Alliance Program and amended the selection process currently in place to having Council approve the selection:

“Selection of Delegation: The selection of the Official Delegation is to be approved by City Council:”

Further to that recommendation the Economic Development and Parks Committee have requested that criteria be put into place to aid the decision making of Council. The following are the proposed criteria for the selection of Members of Council for outbound mission of the International Alliance Program

- (1) Mayor or designate;*
- (2) Chair of Economic Development and Parks Committee or Member of the Economic Development and Parks Committee;*
- (3) One Councillor who has a relationship, expertise, and/or specialized knowledge related to the purpose of the mission. The expertise could relate to geography/destination or targeted industry cluster for which the mission has set as an objective, i.e.: Financial Services, Biomedical, IT, etc.*

Procedures for determining the selection of Members of Council for Outbound Missions:

Council must approve the selection of the Members of Council for each of the missions. In order to ensure consistency with the other policies approved by Council for the International Alliance Program, the following procedure is recommended:

Step One: An annual plan for the International Alliance Program is submitted to Economic Development and Parks Committee by the Commissioner of Economic Development, Culture and Tourism, which includes the destinations for outbound missions for the coming year.

Step Two: Interested Members of Council that meet the criteria will be requested to submit in writing to the Chair of Economic Development and Parks Committee their interest and rationale for participating on the proposed missions no later than 5 days following the Economic Development and Parks Committee meeting that deals with the Annual Report for the International Alliance Program.

Step Three: When the Annual Report is approved by the Economic Development and Parks Committee, a supplementary report from the Chair of Economic Development and Parks is forwarded directly to Council that provides a recommendation on which Members of Council be designated for each mission based on the above noted criteria.

Revised Mission Plan:

Following the Economic Development and Parks Committee Meeting, staff undertook further due diligence on the proposed destinations and dates. Due to communications from contacts in the targeted destinations and revised costing of the missions, revisions to the original number and dates for those missions have been changed. Further the timeframes are too short and do not provide adequate time to ensure successful planning of the missions.

The revised mission dates for the 2002 program are as follows. The purpose of the missions and program descriptions remain the same as outlined in the previous report dated January 7, 2002.

Table 1

| <i>Proposed 2002 Business Development Missions</i> | | | |
|--|---|---|---|
| <i>Date</i> | <i>Destination</i> | <i>Purpose</i> | <i>Delegation</i> |
| <i>April 5th to April 11th</i> | <ul style="list-style-type: none"> ▪ <i>Los Angeles</i> ▪ <i>San Francisco</i> ▪ <i>Silicon Valley</i> | <ul style="list-style-type: none"> ▪ <i>Promote Film Industry and new Studio development</i> ▪ <i>IT/New Media</i> | <ul style="list-style-type: none"> ▪ <i>Mayor</i> ▪ <i>Chair, EDPC</i> ▪ <i>2 staff</i> |
| <i>May 6th – May 19th</i> | <ul style="list-style-type: none"> ▪ <i>Singapore</i> ▪ <i>Sagamihara, Japan</i> ▪ <i>Korea</i> | <ul style="list-style-type: none"> ▪ <i>Seek investments</i> ▪ <i>Promotion of IT/New Media/Design/Film/T.V./Tourism</i> ▪ <i>City-to-City relationships</i> | <ul style="list-style-type: none"> ▪ <i>Mayor</i> ▪ <i>Chair ED&P</i> ▪ <i>Councillors: Cho/Minnan-Wong/Shaw</i> ▪ <i>2 Staff</i> ▪ <i>***see note 1</i> |
| <i>Fall</i> | <ul style="list-style-type: none"> ▪ <i>Athens</i> ▪ <i>Jerusalem/Haifa</i> | <ul style="list-style-type: none"> ▪ <i>International Mayor's Conference, Sept /02</i> ▪ <i>Investment attraction</i> ▪ <i>IT/New Media</i> ▪ <i>Aerospace</i> ▪ <i>Food/Beverage sector</i> | <ul style="list-style-type: none"> ▪ <i>Mayor</i> ▪ <i>Chair, EDPC</i> ▪ <i>1 Councillor</i> ▪ <i>2 staff</i> |

Note 1: Exception to selection criteria for this mission only. This mission was delayed from 2001 when the former Council-approved policies were utilized. In 2001 the Councillors selected were Shaw, Minnan-Wong and Feldman as Chair of ED&P. All other missions will comply with the new criteria adopted by Council.

Conclusion:

This report as directed by Economic Development and Parks Committee has provided selection criteria and a process for making recommendations to Council on the selection of members of Council for each mission. It is anticipated that this process will bring clarity and due diligence to the policies related to the International Alliance Program. Further the missions need to be revised in order to ensure their success and to keep the program within budget.

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List of Attachment:

Attachment No. 1 – Excerpt Report No. 1 Clause 10 – Economic Development and Parks Committee.)

(A copy of the Attachment No. 1, referred to in the foregoing report, is on file in the office of the City Clerk.)