

## **CITY OF VAUGHAN**

### **EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 22, 2016**

Item 16, Report No. 12, of the Committee of the Whole, which was adopted without amendment by the Council of the City of Vaughan on March 22, 2016.

#### **16 FEDERATION OF CANADIAN MUNICIPALITIES INTERNATIONAL DELEGATION NETWORK**

The Committee of the Whole recommends approval of the recommendation contained in the following report of the Deputy City Manager, Planning and Growth Management and the Director of Economic Development and Culture Services, dated March 1, 2016:

##### **Recommendation**

The Deputy City Manager, Planning and Growth Management and the Director of Economic Development and Culture Services recommend:

1. That Council authorize the City Clerk to sign a Memorandum of Understanding (MOU) between the City of Vaughan and the Federation of Canadian Municipalities (FCM), which would support the City's role as a core member of the Partnership for Local Economic Development and Democratic Governance (PLEDDG), and allow the City to participate in PLEDDG activities.

##### **Contribution to Sustainability**

Through the PLEDDG, FCM municipal experts work with local Ukrainian governments to co-finance regional projects that increase economic development potential while improving environmental sustainability.

This opportunity to share Vaughan's best practices with PLEDDG and municipalities in Ukraine will therefore allow the City to take a leadership role on sustainability and economic development, relating directly to Goal 5 of the Green Directions Vaughan Master Plan:

- How we Lead: to be a leader on sustainability issues

##### **Economic Impact**

There is no negative financial impact to the City; all activities, including delegations to Ukraine, are paid in full by PLEDDG through CAN 19.6 million dollars in funding provided by Foreign Affairs, Trade and Development Canada.

In exchange, the City of Vaughan will provide an in-kind contribution to PLEDDG of staff expertise. The Director of Economic Development and Culture Services forecasts that staff and elected officials participating in a delegation to Ukraine will be required to spend one (1) week abroad, with the possibility of the Department dedicating 15-20 hours per year hosting delegations or participating in other, local activities.

##### **Communications Plan**

At this time, a formal communications plan is not required. Upon completion of PLEDDG activities, Economic Development and Culture Services will share the news of the partnership between the City and PLEDDG and its outcomes with the business community through its publications.

##### **Purpose**

The purpose of this Report is to provide Council with information about PLEDDG as supported by FCM, and identify the international leadership opportunities that membership with PLEDDG can provide the City of Vaughan. Ukraine is the first delegation opportunity under the PLEDDG program, with the potential to support economic development in other countries in the future.

## CITY OF VAUGHAN

### EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 22, 2016

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#### **Background - Analysis and Options**

##### *Background*

Councilor Alan Shefman expressed interest to staff to participate in PLEDDG programming. Staff submitted information about the City to the PLEDDG organization to learn more about their activities and what the role of a core member of PLEDDG would entail, without any commitment by Vaughan to join PLEDDG. Shortly thereafter, PLEDDG conducted phone interviews with a number of municipalities. On December 14, 2015, the City received notification via email that it was selected to partner with PLEDDG on the basis of the City's strengths, including its significant growth, the new downtown development, and its unique economic initiatives such as the Vaughan International Commercialization Centre (VICC).

Should Council decide to pursue this partnership, the next stage in the process involves signing an MOU with the FCM, the purpose of which is to secure an agreement between the City of Vaughan and FCM for the duration of five years (January 2016 to December 2020), and to engage the City's municipal expertise in the provision of assistance, advice, and training with partner municipalities in Ukraine.

##### The Federation of Canadian Municipalities

The Federation of Canadian Municipalities, established in 1901, includes more than 2,000 municipal governments, which represent over 90 percent of Canada's population. In addition to focusing on improving quality of life, sustainability of local communities, and effective and accountable municipal government, the FCM delivers international programs to support partnerships and exchanges between municipal governments in Canada and other countries.

##### The Partnership for Local Economic Development and Democratic Governance Program

PLEDDG is a CAN \$19.6 million initiative funded by Foreign Affairs, Trade and Development Canada, aimed at strengthening Ukraine's municipal sector. Through PLEDDG, FCM municipal experts support their Ukrainian counterparts in their efforts to generate economic growth.

Specifically, since 2010, FCM has been helping implement local economic development initiatives in the Dnipropetrovsk and Lviv regions to boost tourism, map out opportunities for foreign investors, and open business support centres. The program also serves to promote trade and investment between Canada and Ukraine. The ultimate goal of the PLEDDG Program, however, is to improve economic opportunities for Ukrainians in a strengthened democracy.

If the City signs an MOU with FCM, it will be committed to the following actions as required by PLEDDG:

- Source municipal practitioners (elected officials and staff members) on a volunteer basis for conducting technical assignments to Ukraine
- Host study program delegations from Ukraine (if requested)
- Deliver specific PLEDDG program objectives and reporting
- Provide technical advice and coaching as needed to program partners in Ukraine
- Identify and participate in community outreach activities to promote the contributions of the municipality to the PLEDDG program
- Provide follow-up documentation as required

Alternatively, PLEDDG will be committed to the following actions:

- Conduct pre-deployment orientation for volunteers
- Manage all travel logistics including flight and accommodation costs, and per diems

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- Provide local field support
- Assist volunteers with setting objectives and planning their work
- Provide advice and coaching to volunteers
- Monitor and report on each assignment
- Conduct post-deployment de-briefing for volunteers
- Assist municipalities to plan knowledge sharing events

#### ***Analysis & Options***

Currently, we do not have a binding agreement with PLEDDG. However, if the City decides to move forward and enter into a formal partnership with PLEDDG, a Council resolution to sign an MOU with the FCM is required.

Once a signature is obtained, the City will be asked to assemble an internal team of economic development experts who, depending on the nature of PLEDDG's activities, may be asked to participate in local and international initiatives as subject matter experts. At this stage, PLEDDG will work with the City on its economic development initiatives, and contact the City to deploy its subject matter experts as applicable.

Should the City pursue this course, Economic Development and Culture Services will report back to Council regarding its participation in PLEDDG activities via its annual update.

#### **Relationship to Term of Council Service Excellence Strategy Map (2014-2018)**

A formal partnership with PLEDDG relates to Service Excellence Strategic Initiatives, specifically "Continuous Improvement" under Operational Performance. Participation in PLEDDG activities will allow the City to reflect on its economic development initiatives but also hone and refine its strategies through collaborative engagement with other Canadian municipalities and its international counterparts.

#### **Regional Implications**

Vaughan is the only municipality in York Region that has been selected as a PLEDDG partner. Our participation in PLEDDG activities will provide us with an opportunity both to take a leadership role and to share lessons from our international counterparts with the Region.

#### **Conclusion**

Acceptance as a PLEDDG partner should be considered an achievement for the City. As we work towards best in class recognition for our economic development activities, partnership with PLEDDG can play an important role. International acknowledgement—in Ukraine but with the possibility of other countries in the future—works towards substantiating that claim, and in the process, we have an opportunity to learn from other municipalities, without any financial cost to the City.

#### **Attachment**

1. Memorandum of Understanding between the City of Vaughan and the Federation of Canadian Municipalities

#### **Report prepared by:**

Nisha Manocha, Acting Economic Development Officer  
Jennifer Ladouceur, Director, Economic Development and Culture Services

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

**FEDERATION OF CANADIAN MUNICIPALITIES INTERNATIONAL DELEGATION NETWORK****Recommendation**

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- Assist volunteers with setting objectives and planning their work
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### **Attachments**

1. Memorandum of Understanding between the City of Vaughan and the Federation of Canadian Municipalities

### **Report prepared by:**

Nisha Manocha, Acting Economic Development Officer  
Jennifer Ladouceur, Director, Economic Development and Culture Services

Respectfully submitted,

JOHN MACKENZIE  
Deputy City Manager  
Planning and Growth Management

JENNIFER LADOUCEUR  
Director, Economic Development  
and Culture Services



**Memorandum of Understanding  
Between  
City of Vaughan  
and  
The Federation of Canadian Municipalities**

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This Memorandum of Understanding (MOU) is signed between the:

**City of Vaughan**

2141 Major Mackenzie Drive, Vaughan, Ontario L6A 1T1

Tel: 905-832-8585

[www.vaughan.ca](http://www.vaughan.ca)

(hereinafter referred to as "**CoV**")

and:

The Federation of Canadian Municipalities

24 Clarence, Ottawa, Ontario K1N 5P2

Tel: 613-241-5238

Fax: 613-241-7117

[www.fcm.ca](http://www.fcm.ca)

(hereinafter referred to as "**FCM**")

**Article 01: Purpose of This Memorandum**

The City of Vaughan and the Federation of Canadian Municipalities have agreed to establish a formal relationship to support the implementation of the Partnership for Local Economic Development and Democratic Governance program, hereinafter referred to as the "PLEDDG" Program.

This Memorandum of Understanding is intended to guide the principles of cooperation between the CoV and FCM, as outlined below.



## Article 02: Parties

The **City of Vaughan** is one of the fast growing municipalities in Canada. With a population of more than 320,000 people, Vaughan includes the communities of Concord, Kleinburg, Maple, Thornhill and Woodbridge.

Officially incorporated as a city in 1991, Vaughan was the first city in York Region. Its roots date back to the 1700s when the first townships were created. The City of Vaughan is a multicultural community where 99 different languages are spoken. According to the 2011 Census, 45 per cent of the population is comprised of immigrants, and visible minorities account for 27 per cent.

Vaughan has a rich history, and strong civic pride, and we are continuing to build a City we can all take pride in.

The **Federation of Canadian Municipalities** (FCM) has been the national voice of municipal governments in Canada since 1901. The FCM is dedicated to improving the quality of life and sustainability of local communities by promoting strong, effective and accountable municipal government. Its members include more than 2,000 municipal governments, which represent over 90 per cent of Canada's population, and 19 major provincial and territorial municipal associations. FCM has delivered international programs to support partnerships and exchanges between municipal governments in Canada and other countries since 1987.

FCM's strength is its ability to draw upon its municipal members, a network of consultants specialized in municipal development, its corporate partners and civil society networks for the technical and professional expertise required in its international and domestic programs. At the local level, FCM programs aim to help strengthen local democratic and good governance, economic development including poverty reduction and private sector development, environmental sustainability, gender equality, and peace and security. FCM programs also concentrate on supporting other local governance enabling institutions including relevant national or sub-national government agencies but especially national associations of local government and their support networks at global and regional levels as well as the creation and dissemination of knowledge about municipal governance and services.

## Article 03: Program Description

Partnership for Local Economic Development and Democratic Governance (PLEDDG), is a 6-year, CAN \$19.6 million program, developed by FCM and Ukrainian partners and funded by Global Affairs Canada (GAC). PLEDDG began on March 27<sup>th</sup> 2015 following the signing of the Contribution Agreement between FCM and GAC.

PLEDDG aims to strengthen Ukraine's municipal sector by increasing capacities in sixteen (16) cities in four (4) oblasts (Ivano-Frankivsk, Poltava, Vinnytsia and Zaporizhia) to advance local democracy and economic development; create a more enabling local environment for

entrepreneurship and local economic development (LED); and facilitate the decentralization of authorities and integrated development planning at the local, regional and national levels. It will emphasize gender equality through strengthening local capacities for gender analysis and supporting women's economic empowerment. The program will also promote green municipal environment for Ukrainian cities, trade and investment between Canada and Ukraine and contribute to Canada-Poland coordinated engagement with Ukraine.

The ultimate goal of the PLEDDG Program is to improve economic opportunities for Ukrainians in a strengthened democracy.

PLEDDG program builds on FCM's previous program MLED (Municipal Local Economic Development) with the added dimension of democratic governance including citizen participation and transparent planning and budgeting. As a capacity building program PLEDDG will be delivered with the support of municipal experts. Following the Program Inception Phase (April – September 2015), the program has moved into implementation phase. PLEDDG will be mobilizing Canadian municipal partners from its Canadian network, starting from Year 2 (April 2016).

#### **Article 04: Principles of Cooperation**

The parties accept that the following principles are essential to the effective implementation of and achievement of results in the PLEDDG program and commit themselves to adhering to these principles in their relationship:

- Openness, honesty and transparency and professionalism in the working relationship between CoV and FCM program management and delivery teams.
- Seeking to be collectively effective, a commitment to coordination and mutual accountability between the parties.
- Cooperation in the planning and implementation of joint areas of work as outlined in PLEDDG annual work plans and activity plans.
- Commitment to share and use information confidentially and to share other resources as applicable to achieve the desired results in the areas of joint work.
- Promotion of local-level institutions as key agents of change, knowledge and expertise.
- Recognition that accountable municipal service delivery, regardless of gender, ethnicity, sexual orientation, religion, language, disability, age, political and/or social status, is at the core of sustained improvements in diverse and inclusive local governance, and in the quality of community life as a whole.
- Commitment to work within a model that integrates the social, economic, environmental, and cultural dimensions of development.
- Commitment to share information related to the cooperation between parties. This includes acknowledging the contribution of the Government of Canada, through Global Affairs Canada, in communication materials.
- Capacity building is a preferred means to help enhance local governance and sustainable economic development.

#### **Article 05: Objectives and Scope of Cooperation**

This Memorandum provides an umbrella for the cooperation between the two organizations.

- 5.1. For the successful implementation of the PLEDDG program, CoV and FCM agree to work as partners for the duration of 5 years from January 2016 to December 2020.
- 5.2. The main objective of the cooperation between FCM and CoV is to engage Canadian municipal expertise in the provision of technical assistance, advice and training and the sharing of best practices with partner municipalities in Ukraine.
- 5.3. The parties recognize that they are organizations that represent different constituencies and that each has particular strengths and insights to contribute to the implementation of PLEDDG.
- 5.4. Under this Memorandum, municipal contributions will include:
  - Sourcing of its municipal practitioners (elected officials and staff members) on a volunteer basis for conducting technical assignments to Ukraine;
  - Assigning a lead Canadian coordinator to:
    - facilitate the interface between the PLEDDG Program Manager and other members of the municipal team;
    - assist in the recruitment of other sources of expertise in their communities;
    - monitor the progress of partnership objectives as set out in Article 7 of this agreement;
    - facilitate briefings to prepare volunteers in order to maximize their adaptation, security and effectiveness while in Ukraine;
    - ensure experiences of volunteers and information about PLEDDG are shared within the organization.
  - Hosting study program delegations from Ukraine (if requested by the PLEDDG Program Manager).
- 5.5. Under this Memorandum, the individual municipal volunteers' contributions include:
  - Delivering specific PLEDDG program objectives and reporting on said objectives as specified in their individual Terms of Reference;
  - Providing technical advice and coaching as needed to program partners in Ukraine;
  - Identifying and participating in community outreach activities to promote the contributions of their municipality in the PLEDDG program;
  - Providing follow-up documentation as required, including program (i.e. plans or reporting that provides further technical assistance to the recipients), assignment reports (that document how the technical assignments themselves go), expense claims and In-kind Contribution reports (that enable us to accurately capture and report on the volunteers' and municipalities' total contribution to any given activity).
- 5.4 Under this Memorandum, FCM / PLEDDG contributions include:
  - Providing clear Terms of Reference outlining the assistance required from municipal partners for each assignment;

- Conducting pre-deployment orientation for volunteers prior to their departure from Canada;
- Managing travel logistics, including arranging and paying for flights, hotels or other accommodation, emergency medical insurance and per diems according to the Government of Canada travel policy;
- Providing local field support during deployment including orientation upon arrival, ground transportation to and from work sites and accompaniment on assignment where necessary;
- Assisting volunteers to review Terms of Reference, set objectives and plan their work;
- Providing advice and coaching to volunteers to maximize effectiveness;
- Monitoring and reporting on each assignment and PLEDDG as a whole, including provision of templates for reporting where possible;
- Conducting post-deployment de-briefing for volunteers;
- Assisting municipalities to plan knowledge sharing events.

## **Article 06: Financial Arrangements**

- 6.1 CoV will provide an in-kind salary contribution for the volunteer time of their municipal staff. Should this contribution include the use of paid vacation leave, no more than 50% of the volunteer's total annual vacation leave can be spent on the PLEDDG program assignment.
- 6.2 FCM and the PLEDDG program will provide all participant program-related travel, accommodation, emergency medical insurance, and meal expenses through funding from GLOBAL AFFAIRS CANADA. FCM will also reimburse volunteers for any direct expenses related to the volunteer's PLEDDG work (including local transportation, training material, communication products, etc.) as pre-approved by the PLEDDG Program Manager and as per Treasury Board of Canada guidelines.

## **Article 07: Canadian Partner Objectives**

CoV would like to achieve the following objectives by the end of the partnership:

- Enriched professional and personal development of staff; and approach regular work with new perspective;
- Achievement of positive impact on the region's economic growth and development initiative, specifically with opportunities to impact the VMC and VICC;
- Mobilization of our organization to continue to undertake future international community outreach programs;
- Learn best practices within an international context;
- Take a larger leadership role in the FCM, particularly with a population over 320,000.

## **Article 08: Amendments**

This Memorandum of Understanding may be amended or altered at any time with the consent of both parties and shall be effected through exchange of correspondence between the two parties.

#### **Article 09: Representatives**

For matters related to this Memorandum of Understanding, the CoV delegates Mr. Jeffrey Abrams (and interested municipal representatives as per the previously submitted resume) as its representatives, and FCM delegates Mr. Alexander Kucherenko, PLEDDG Program Director, as its representative.

#### **Article 10: Effective Date**

This Memorandum of Understanding shall be considered to be in effect and binding on both parties from the date of the last signature, and will remain in effect until termination of the PLEDDG program or by either party on the issuance of written notice of six months or by mutual consent. Any modification pertaining to any section in this Memorandum requires concurrence by both parties.

#### **Signatories**

*For the City of Vaughan*

*For the Federation of Canadian Municipalities:*

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Name: Mr. Jeffrey Abrams

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Name: *Mr. Alexander Kucherenko,*

Date:

Date: