

Policy Title: Global Cities Partnerships

Policy Number: 06-03-06

Policy Statement

The City of Mississauga is open to developing formal global city partnerships for the purposes of creating mutually beneficial relationships by fostering and creating economic development opportunities for business, investment and jobs.

Purpose

Global Cities Partnerships (GCP) is a merit-based program. The purpose of this policy is to provide the selection and evaluation criteria for reviewing requests for Global Cities Partnerships. The assessments will assist both parties in achieving the maximum benefits while minimizing risks.

Scope

This policy applies to Global City Partnership requests that are initiated by a national or international city. Requests by the City of Mississauga to enter into a partnership with another city are not covered by this policy.

The signing of agreements between the City of Mississauga and a visiting delegation, where there is a broad commitment to cooperate but no defined expectations to attain specific goals and objectives, are not governed by this policy.

This policy is not associated with Corporate Policy and Procedure - Twin-City Program, which is a stand-alone program.

Background

The City of Mississauga is a dynamic global city with a large and diverse international business community. It has the ability to attract significant levels of investments through its key assets: community organizations, businesses associations, infrastructure and human capital. The City's vision is to establish itself as Canada's global investment destination. By partnering with global

cities that reflect complementary goals and values, the City of Mississauga can showcase its global brand and generate economic opportunities for its citizens and communities.

Global Cities Partnerships Goals

Goals for Global Cities Partnerships include:

- Positioning Mississauga as a world-class and global business magnet with local economic assets: a growing population of creative and talented human capital; established business sectors and industries and a stable political, economic and social environment for economic opportunities
- Fostering economic development, such as foreign direct investment (FDI), capacity building and developing mutually beneficial opportunities between partnership cities
- Attracting business and investment opportunities and working with local business associations to capitalize on the economic potential, and
- Ensuring all initiatives align with the City's long-term, strategic economic development objectives and key policy documents, such as the Economic Development Strategy and the Strategic and Master Plans

Accountability

The EDD is responsible for:

- Managing partnership requests initiated by global cities, including processing and responding to requests
- Consulting with City staff, members of the business community and other stakeholders as appropriate and as required
- Ensuring both parties are held accountable to their mutually agreed upon framework and specific performance objectives
- Acting as liaison for all City departments and the Mayor and Members of Council, and
- Periodically reporting to Council with an update on the status of all City global city partnerships

Partnership Agreement

A Partnership Agreement is an arrangement between the City of Mississauga and a partner city expressing the intention of both cities to maintain close contact and communicate with one another for the purposes of fostering investment, jobs, the exchange of information and best practices with regard to economic development.

Successful cities will sign a Partnership Agreement, in a form satisfactory to Legal Services, with the City of Mississauga to signify the relationship between both cities. The agreement may focus on certain opportunities (e.g. encouraging growth and development of a specific industry; fostering foreign direct investment) but this is not required.

The Agreement will specify an end date and include a provision to review, at regular intervals, the objectives and performance measures of the relationship.

The Agreement will not include specific details on formal visits or exchanges by dignitaries; however, as the relationship grows, business, trade, educational and cultural exchanges between the two cities may occur.

The partnership will be maintained by the Manager, Business Investment and Sector Development.

Selection and Evaluation Process

New Partnership Requests

The Global Cities Partnership evaluation employs a multi-phase process where successful applicants will undergo a three level assessment. As a merit-based program, all partnership requests must meet the eligibility requirements prior to moving onto the next phase. Partnership requests that meet the eligibility requirements in the program screen assessment but not in the merit stage during the strategic assessment review will be considered for other opportunities. The process is outlined below and in Appendix A - Process Map.

Program Screen Assessment

- A prospective partnership city submits a request for Global Cities Partnership to the EDD
- EDD, in consultation with applicable City staff, will screen the request and determine whether it meets the eligibility requirements of the program and demonstrates economic development potential, and
- Applicants are notified of the results and, if declined, the applicant will be informed of the City's decision to not pursue the partnership; if endorsed, the City proceeds to the next stage of assessments

Strategic Assessment

- A business case will then be requested from the applicant to demonstrate that the partnership would meet the merit criteria of the program
- The case should demonstrate economic benefits to both cities; potential opportunities for investment, jobs and growth; alignment with City strategic objectives and, if possible, the qualitative and quantitative benefits to partnering
- EDD will conduct the assessment, along with an ad hoc committee comprised of applicable City staff
- If declined, the applicant will be informed of the City's decision to not pursue the partnership at this time (other, less formal collaborations may be recommended), and
- If endorsed, EDD will proceed to the final stage of the assessment

Detailed Work Plan Assessment

- Working in partnership with the prospective city, EDD will create a detailed work plan to outline the goals and objectives of the partnership, including specific performance measures and returns on investment (ROI) – this can be quantitative or qualitative; budget and resource allocation; timelines and deliverables

- A final recommendation will be referred to Council by EDD for their approval, and
- If endorsed, the City signs a Partnership Agreement with the applicant

Criteria

Prospective partnership cities will be evaluated based on the eligibility criteria (Program Screen Assessment) and the merit criteria (Strategic Assessment). The following criteria will be used for consideration:

Eligibility Criteria

- Are there existing business relationships and ventures, economic affiliations and interest in the local business environment?
- Is the partner city situated in a key target market, able to influence EDD investment targets or otherwise provide clear strategic advantages for economic development in Mississauga?
- Does the industry cluster analysis (similarities, differences, priorities, level of export activity, investment opportunities; private sector support with business interests in the proposed area; etc.) suggest that economic opportunities exist that may be furthered through a partnership agreement?
- Are there opportunities for knowledge and/or information exchanges between the partners?
- Is the prospective partnership city an entry point to a greater economic region?
- Are there local business and industry association champions (e.g. Chamber of Commerce, Board of Trade, industry and trade associations, regional business associations) that would, through the commitment of meaningful resources, support this partnership?

Merit Criteria

- Economic Potential – What are the goals and objectives? What are the net benefits to the partnership? Can they be measured?
- Financial Considerations – Will the partnership generate economic opportunities for both cities? What are the costs involved in managing this relationship?
- Partnership Capacity – Are there appropriate resources (staffing, external stakeholders) dedicated to the creation and maintenance of the partnership?
- Has the prospective partner city demonstrated the capacity and resources to commit to a partnership that would enhance economic development in Mississauga?
- Stakeholder Involvement – Does the partnership have the potential to involve third-party organizations such as community associations, businesses and non-profit organizations?
- Partnership Readiness – Are both cities ready to engage in this partnership agreement?
- Implementation Plan – How would both cities participate and ensure performance objectives are met?

Budget

The EDD will determine the required budget and/or additional resources for the maintenance and operation of the Global Cities Partnership once a detailed plan is completed and will seek Council authorization to proceed.

Reporting

Periodic reports will be delivered to Council on the Global Cities Partnerships, including costs of the program; updates on any delegations/visits/related activities; economic or related benefits and recommendations for reviewing any partnerships that have reached the end of their term.

Revision History

Reference	Description
GC-0447-2013 – 2013 07 03	
March 10, 2020	Scheduled review. Minor revisions to remove reference to tourism and update Manager job title.
April 1, 2021	Housekeeping due to EDO move from City Manager's department to P&B department.
March 27, 2023	Scheduled review. No revisions required.
March 31, 2026	Scheduled review. Housekeeping revisions to update the name of the accountable division to reflect current organizational structure.

Appendix A: Process Map - How will Global Cities Partnership requests be assessed?

