

To: City Council

From: Tracy Adams, Chief Administrative Officer,
Office of the C.A.O.

Report Number: CF-24-25

Date of Report: March 20, 2024

Date of Meeting: March 25, 2024

Subject: Intergovernmental Partnership Program

Ward: All Wards

File: 03-05

1.0 Purpose

The purpose of this Report is to respond to Council direction received at its September 26, 2022 meeting:

“That Correspondence CNCL-22-62 from Libero Mazzaroppi, Mayor, City of Aquino requesting twinship between the City of Oshawa and the City of Aquino be referred to staff for a report.”

Attachment 1 is Correspondence CNCL-22-62 from Libero Mazzaroppi, Mayor, City of Aquino.

Attachment 2 is a proposed Intergovernmental Partnership Program Policy.

2.0 Recommendation

It is recommended to City Council:

1. That pursuant to Report CNCL-24-25, dated March 20, 2024, concerning an Intergovernmental Partnership Program, that the proposed Intergovernmental Partnership Program Policy, be endorsed;
2. That in accordance with the proposed Intergovernmental Partnership Program Policy:
 - i. That the existing friendship agreements with Louyang City and Wuxi New District be expired; and,
 - ii. That staff confirm partnership details with the City of Aquino and report back to Council on proposed agreement terms.

3.0 Executive Summary

Not applicable.

4.0 Input From Other Sources

- Office of the Mayor
- Business and Economic Development Services
- Legislative Services
- Municipalities: Belleville, Burlington, Caledon, Kelowna, Kingston, Mississauga, Oakville, Richmond Hill, Thunder Bay, Toronto, Vancouver, Vaughan, Whitby
- The Ontario Regiment RCAC Museum

5.0 Analysis

The practice of developing sister/ twin city relationships was established in response to municipal reconstruction and partnership efforts following periods of war or as a reason to prevent conflicts that could lead to further war. The approach for sister/ twin city has evolved to:

- raise awareness of global issues;
- build and strengthen bridges of mutual understanding and respect;
- foster social and cultural partnerships; and,
- promote economic development.

Often the terms sister/ twin and friendship cities are used interchangeably. Generally, sister/ twin cities are municipalities that have a more formal relationship with defined goals while friendship cities are less formal and the relationship may be considered as evolving. There is documentation outlining the terms and benefits of the mutual relationship such as, but not limited to:

- collaborate on economic, culture, tourism, recreation and other fields;
- periodic visits between cities by delegations of city officials;
- student field trips;
- gift exchanges;
- naming of public spaces and events (e.g. [Sakura Cherry Blossom Festival](#) in Burlington); and,
- commemorative ceremonies to mark significant events and dates.

Typically, the sister/ twin/ friendship municipalities have similarities such as size, geography, economy, education, history, culture, etc.

In the United States, Sister Cities International based in Washington, DC assists municipalities: “We are a hub for institutional knowledge and best practices in the field of citizen diplomacy. As a membership association, we work to strengthen the sister cities network by providing essential services, programs, and resources to help members find partners as well as to expand and improve activities”.

Unlike the United States, there is no known association or institution that guides or oversees Sister City arrangements in Canada and municipalities with existing programs develop them independently.

5.1 Municipal Benchmarking

A review of municipal sister and friendship partnerships identified that the majority of these relationships were developed in the early 1960s to early 2000s. Since then, the popularity of establishing reciprocal relationships has waned for various reasons such as affordability and dedicated time required. Municipalities such as Kelowna, Thunder Bay and Whitby have discontinued their previous sister and friendship relationships.

In 2022, Vancouver developed a framework for evaluating friendship city opportunities, which included that they be community-driven, time-limited and focused on achieving defined goals and objectives. Similar to Vancouver, Thunder Bay, and Kelowna have established a policy to guide decisions on developing sister city relationships. Below are examples of criteria used to evaluate potential sister city relationships:

- **Similarity:** there are identifiable similarities or mutual interest
- **Reciprocity:** there are reciprocal benefits and opportunities for both municipalities to develop relationships through cultural, educational, recreational and economic activities
- **Community Support:** there is active leadership, involvement and support by the community through an existing organization or business, to both establish and maintain the relationship
- **Proximity:** select municipalities in different countries
- **Stability:** the country has a stable political climate

Consideration is also given to limiting a term (up to five years), establishing goals, reviewing the relationship regularly as well as limiting the number of sister city relationships. It was also noted that some municipalities that are continuing with sister city relationships are updating terminology to avoid reference to gender language.

5.2 City of Oshawa Friendship Agreements

Currently, the City of Oshawa has friendship agreements with Louyang City and Wuxi New District, both located in the People's Republic of China. These relationships have been informal with minimal communication. However, in June 2020, during the COVID-19 Pandemic, Oshawa received a gift of 30,000 protective masks and 500 protective gowns from the Wuxi New District.

5.2.1 Louyang City

In 2013, the City of Oshawa signed a friendship agreement with the City of Louyang to:

- Promote and develop the friendly cooperation and exchanges in economy, social program, culture, tourism and other fields;
- Conduct substantial exchanges with a view to promote the friendly relationship between Canada and China as well as explore new channels for friendly cooperation;
- Carry out extensive and various cooperation in economy, social program, culture and other fields with a view to promote social prosperity and progress of the two cities;
- Strengthen friendly cooperation through information and personnel exchanges.

5.2.2 Wuxi New District

On November 26, 2015, the City of Oshawa signed a friendship agreement with Wuxi New District to:

- Strengthen friendly exchanges, expand cooperation and promote friendship between the two cities;
- Make efforts to promote the economic, business cooperation and bilateral trade;
- Make efforts to exchange information in the fields of education, business and culture.

5.2.3 City of Aquino

On September 26, 2022, Council considered correspondence from Libero Mazzaroppi, Mayor of City of Aquino, requesting twinship between the City of Oshawa and the City of Aquino.

The request is to honour the shared history of Oshawa and Aquino. Canada's relationship with Aquino dates back to 1944 when the Ontario Regiment commanded by Robert Purves encamped just south of Aquino and engaged in the Battle of Aquino supporting the British 26th Armoured Brigade (according to The Ontario Regiment RCAC Museum).

A significant monument is displayed in the City of Aquino to acknowledge the sacrifice of Canadian soldiers who lost their lives in the historic battle. In Oshawa, The Ontario Regiment RCAC Museum annually celebrates Aquino Tank Weekend and supports the request from the City of Aquino.

5.3 Intergovernmental Partnership Program Policy

The City's goal of implementing intergovernmental partnership agreements is to advance opportunities with foreign regions to promote and expand Oshawa's business, culture, education and recreation opportunities. Establishing intergovernmental partnerships can also help advance the City's Economic Development Strategy and support Oshawa's post-secondary partners with global reciprocal relationships. Although there are benefits to having intergovernmental partners, it is also important to have time limits due to the evolving nature of the political, economic, societal and technological climate as well as alignment with City priorities.

Currently, the City does not have a formal process or criteria to evaluate requests for intergovernmental partnerships. There are no measurable goals, agreement end dates or allocated staff to manage the relationships. The proposed Intergovernmental Partnership Program Policy (Attachment 2) outlines criteria, process and responsibilities. It also proposes program limits: a maximum of one new relationship per year and a maximum of three active relationships overall. Program limits would assist the City in managing the Program and to diplomatically retire expired partnerships.

In accordance with the proposed Intergovernmental Partnership Program Policy, it is recommended that the City confirm partnership details with the City of Aquino for the purpose of strengthening friendly exchanges, expanding cooperation and promoting friendship between the two cities as outlined in Correspondence CNCL-22-62. The City of Aquino has a shared history with the City of Oshawa and has the local support of The Ontario Regiment RCAC Museum. It is further recommended that the friendship agreements with Louyang City and Wuxi New District expire as they have existed beyond the proposed time limit of five years.

6.0 Financial Implications

Financial implications from this Report such as nominal gift exchanges, commemorative plaques or hosting dignitaries can be accommodated in the annual operating budget. However, should there be any substantial financial implications, they would be reported on separately.

7.0 Relationship to the Oshawa Strategic Plan

The recommendation in the Report advances the Oshawa Strategic Plan goals of Accountable Leadership, Cultural Vitality, and Economic Prosperity and Financial Stewardship.



Enez Perkins, Senior Manager, Corporate Strategic Initiatives
Office of the C.A.O.



Tracy Adams, Chief Administrative Officer,
Office of the C.A.O.

CNCL-22-62

Comune di Aquino

Medaglia d'Argento al Merito Civile



Ufficio del Sindaco
Dr. Libero MAZZAROPPI

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M.F.I.P.P.A. Sec 14 (1)

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PROV. 3591

Dr. Dan Carter, Mayor
City of Oshawa
2nd Floor, West Wing, City Hall
50 Centre Street South
Oshawa, ON L1H 3Z7

Aquino, April 05, 2022

Dear Mayor Dan Carter and Members of Council,

On behalf of Members of City Council and the residents of Aquino, I am pleased to convey my sincere good wishes to you, your Council and the residents of the Town of Oshawa.

Please accept our gratitude for the wonderful days you dedicate to our community, in June, called "Aquino Days Tank Week End".

We still remember the days we welcomed Aquino The Ontario Regiment (RCAC), Veterans and Members of Ontario Regiments Association.

I sincerely said thank you to Mayor John Henry for a nice letter he dedicated to us. In Aquino there is a magnificent Monument dedicated to young Canadians who lost their lives in a historic battle that gave us freedom and democracy.

I – as well as all the Members of the Council of Aquino – truly agree with you in order to continue developing the bond that The Ontario Regiment and the Veterans initiated so many years ago.

Therefore We decided to draw up a project plan of twinning between Aquino and Oshawa, if you accept and enjoy enterprise.

The City of Aquino is looking forward to receive your confirmation for the introduction of the administrative procedure.

In the keen hope of being able to meet soon.

Yours truly,



Libero Mazzaroppi
Mayor

Libero Mazzaroppi



Corporate Policy

Title:	Intergovernmental Partnership Program
Number:	2024-XX
Approved By:	Council
Administered By:	Corporate Strategic Initiatives
Effective Date:	March 25, 2024
Revision Date(s):	Not applicable

1.0 Purpose/Background

The purpose of this Policy is to outline guidelines and responsibilities for the administration of the Intergovernmental Partnership Program including responding to municipal requests and proactively seeking out partnerships.

2.0 Policy Statement

The City of Oshawa supports Intergovernmental Partnerships when the criteria can be met and the relationship will foster a range of culture, education, recreation and economic benefits and opportunities.

3.0 Scope/Application

Intergovernmental Partnership requests and opportunities may be considered when the following criteria can be met:

- **Similarity:** there are identifiable similarities or mutual interests between the City and the candidate municipality, including alignment of goals and priorities.
- **Reciprocity:** there are reciprocal benefits and opportunities for both municipalities to develop relationships through cultural, educational, recreational and economic activities.
- **Community Support:** there is active involvement and support by the local community through an existing organization or business, to assist in establishing and maintaining the relationship.
- **Exclusivity and Proximity:** the City will minimize relationships with any other municipality in the same country or within a close proximity of another partnership.
- **Stability:** the country in which the municipality is situated has a stable and ethical political climate.

Other factors that may be considered:

- Identified historical events have resulted in collaboration, support and exchange between the City and the candidate municipality

- Identified similarities and shared characteristics or interests between the City and the candidate municipality
- Identified potential culture, education, economic and recreation exchanges and interactions between the City and the candidate municipality
- Ability to fulfill expectations such as, but not limited to:
 - Responding to requests for information or assistance
 - Organizing protocol meetings and special events
 - Recognition through commemorative plaques
 - Facilitating exchange visits between the two municipalities (e.g. once every five years)

The City's Intergovernmental Partnership Program has the following limitations:

- Maximum one new relationship per year
- Maximum of three active relationships overall
- Maximum of a five year term with an option to renew for an additional three year term

4.0 Definitions

City means the Corporation of the City of Oshawa.

Council means Oshawa City Council as a whole.

Branches means any grouping of City staff who may be involved in the Intergovernmental Partnership Program.

Intergovernmental Partnership means a collaborative, reciprocal relationship between the City and another municipality that has a formal agreement outlining the terms and benefits of the partnership.

5.0 Responsibilities and Procedure

5.1 Applicant

A proposal or invitation to establish an Intergovernmental Partnership must include a letter of invitation or intent from either a local organization and/ or the Mayor/ Council of the candidate municipality. The proposal or invitation should provide details on:

- The name of the municipality, region and country;
- A demographic profile;
- Stated expectations for the relationship with the City;

- Description of mutual short and/or long term benefits to both cities including identification of shared history, heritage or any proposed exchange of culture, education or economic activity;
- Letters of collaboration in support of the proposed relationship from businesses, educational institutions, cultural organizations or government agencies.

5.2 City of Oshawa

5.2.1 Legislative Services

- Legislative Services will receive the correspondence requesting an Intergovernmental Partnership. Legislative Services will place the correspondence on the appropriate meeting agenda for Council direction.

5.2.2 Corporate Strategic Initiatives

- Upon receiving Council direction, Corporate Strategic Initiatives will evaluate the request and consult with appropriate Branches and local community organization(s).
- Corporate Strategic Initiatives will report to Council with a recommendation including scope of involvement that is in keeping with this Policy.
- A letter from the Mayor to the candidate municipality will communicate Council's decision and where applicable an agreement will be developed and implemented outlining expectations of both municipalities.
- Track and monitor Intergovernmental Partnership Program agreements.

5.2.3 Branches

- Identify potential Intergovernmental Partnership(s).
- Assist Corporate Strategic Initiatives in the preparation of the report to Council.
- Assist in the implementation of the Intergovernmental Partnership Program.

5.2.4 Mayor's Office

- Mayor's Office coordinates correspondence with the candidate municipality and partnership details with City staff.

5.2.5 Council

- Review requests and provide direction to staff.
- Approve agreement terms that will formally establish the Intergovernmental Partnership.

5.3 Agreement Terms

The following terms may be included in the agreement:

- Maximum of a five year term with an option to renew for an additional three year term
- Support of local community organization
- Goals and anticipated benefits
- Expectations (e.g. communication frequency, etc.)

6.0 Monitoring/Review

Corporate Strategic Initiatives will monitor the Intergovernmental Partnership Program to ensure objectives and terms of the agreements are implemented as well as report to Council when appropriate.

This Policy will be reviewed by Corporate Strategic Initiatives at least every three years to ensure effectiveness and compliance with legislation and current business processes or as required based on changes.

Corporate Strategic Initiatives is authorized to make minor or housekeeping amendments to this Policy, as required.

For further information regarding this Policy, contact Corporate Strategic Initiatives at 905-436-3311 or eperkins@oshawa.ca.

7.0 References

[Oshawa Strategic Plan](#)

[Oshawa Economic Development Strategy](#)

8.0 Approval

Authority

Council

Date

[Date approved]

Signature
