

TORONTO
LEADS AGAIN

Welcoming the World: Global Partnership Strategy

Turn Toronto's global relationships into practical partnerships that bring knowledge, markets, investment, culture and opportunity home.

Campaign Policy Proposal - Not a City of Toronto Publication

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People first. Families first. Machines serve. Democracy decides. Nature sets the constraint. Art gives the future meaning.

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Why this matters

Resident benefit first

International relationships should be judged by what returns to Toronto: knowledge, markets, investment, students, creators, resilience methods, trade diversification and better public services.

Projects before ceremony

New city relationships should usually begin with a specific project, named owners, resources, timeline and measurable outcome. Durable partnerships can grow from work that proves its value.

Executive Summary

Welcoming the World is Toronto's global partnership strategy. It is distinct from Report 11's civic-learning function: this report is about formal relationships that produce reciprocal projects in trade, universities, culture, climate, transportation, technology and investment.

The governing rule is resident benefit first. International activity should bring useful knowledge, markets, talent, capital or cultural exchange home to Toronto, with named projects and outcomes rather than ceremonial relationships alone.

The first term organizes existing and proposed city relationships into a manageable portfolio, prioritizes projects that complement Toronto's 17-report governing program, and publishes what each partnership is expected to deliver.

Major commitments

- Create a Toronto Open Door partnership portfolio with named project owners.
- Prioritize reciprocal projects in trade, universities, culture, mobility, climate, AI/robotics and resilience.
- Use diaspora and newcomer expertise as part of Toronto's global capability.
- Connect international relationships to export and investment pathways for Toronto firms and creators.
- Publish annual partnership outcomes and discontinue relationships that remain purely ceremonial.
- Coordinate with Report 15 so market diversification supports trade resilience.

How this fits the governing program

Financial treatment: first-term actions in this report must reconcile to Report 03. Unsigned partner funding and unverified technology savings are not booked in the municipal base case.

How to read commitments and numbers

Status	Meaning
OFFICIAL BASELINE	Current public evidence or an inherited program.
ADOPTED CITY TARGET	A target already approved by the City; not a new campaign promise.
CAMPAIGN COMMITMENT	A first-term action proposed by the campaign, subject to lawful Council/budget authority.
CAMPAIGN TARGET	A measurable result the campaign proposes to pursue.
PLANNING ASSUMPTION / SCENARIO	A decision-support input, not a guarantee.
PARTNER-DEPENDENT OBJECTIVE	Requires another government, agency, utility,

Status	Meaning
	institution or private partner.
LONG-RANGE ASPIRATION	Part of the 25-year direction; future Councils retain democratic authority.

Key public baselines and planning anchors

Indicator	Value	Date / status	Use in this report
Jobs in Toronto	~1.624M	2025 Official survey baseline	Current economic scale.
Net new jobs	23,410	2025 Official survey result	One-year result; do not extrapolate mechanically.
Screen-sector direct annual spend	Up to ~\$2.6B	Current strategy high case Sector baseline	Direct spend, not City revenue/payroll.
Screen workforce	~40,000	Current strategy Sector baseline	Skilled workforce scale.
Studio space	Almost 3M sq ft	Current strategy Sector baseline	Industrial/creative capacity.
New cultural-space target	1M sq ft	2025-35 Official target	Track secured/construction/opened.
Additional City culture investment target	\$35M	2025-35 Official target	Inherited target; separate from campaign increment.

Vision and Outcomes

The strategy is organized around outcomes that can be understood by residents and tested through delivery.

- International relationships organized around resident benefit and reciprocal projects.
- Toronto firms, creators, universities and communities connected to partners abroad.
- Global knowledge adapted to local problems rather than copied blindly.
- Trade and market diversification that strengthens resilience.
- A partnership portfolio that can be measured, renewed or ended.

Visualizing the Strategy

Selected campaign visuals from the earlier reference reports are retained here because they explain relationships that are harder to understand in prose alone. They are explanatory illustrations; the surrounding text and tables define commitments, costs, authority and status.

Toronto Open Door: relationships should be organized around real projects, reciprocal benefit and knowledge brought home.

A globally connected Toronto should remain rooted in the lives of the people who call the city home.

Partnership Portfolio

Location Status Primary partnership thesis

- 1 Chicago Existing Great Lakes resilience + Freight + trade
- 2 Chongqing Existing Manufacturing + Physical AI
- 3 Frankfurt Existing Airport + rail + Data + energy
- 4 Ho Chi Minh City Existing Smart city + Flood + climate
- 5 Kyiv Existing Resilience + Reconstruction
- 6 Milan Existing Design + fashion + Mobility
- 7 Quito Existing Integrated transit + Road safety
- 8 Rio de Janeiro Existing Creative economy + Tourism
- 9 Sagamihara Existing Robotics + Manufacturing
- 10 Warsaw Existing Mobility + Climate
- 11 New York City Project candidate Applied AI + Housing delivery
- 12 London Project candidate Infrastructure system + Finance
- 13 Paris Project candidate Human-centered AI + Climate streets
- 14 Singapore Project candidate AI governance + Digital government
- 15 Seoul Project candidate Physical AI + AI ethics
- 16 Mumbai Project candidate Film + entertainment + Finance + fintech
- 17 Mexico City Project candidate Mobility + Major events
- 18 Dubai Project candidate Aviation + Logistics + trade

Selection rule The ten official Partnership Cities are included because Toronto already has bilateral institutional history. Eight additional gateway cities are included because they closely match Toronto's strategic needs in AI, infrastructure, finance, culture, trade diversification, mobility and global city operations. New locations should begin as projects, not ceremonial sister-city announcements.

Partnership Architecture - What We Actually Do

Program Purpose Example output Toronto Open Door Make Toronto easier to enter and navigate for invited delegations, creators, students, researchers, investors and civic learners. One intake, itinerary and partner-routing function. Civic Evidence Exchange Publish methods, definitions, costs, outcomes and failures from Toronto proving programs. Reusable implementation record + technical appendix. Global City Fellowships Short,

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problem-specific exchanges between City staff, universities and partner institutions. Teams work on one defined housing, transit, climate, AI or culture challenge. Toronto Supplier Bridge Help Toronto firms reach partner markets after capability is proven. Trade cohorts, buyer introductions, export readiness. Toronto Creates Abroad Open, criteria-based creator and screen-industry exchange. Co-productions, showcases, design/film/music missions. Global Students /

Alumni International students learn with Toronto and remain part of a long-term civic/economic network. Mentorship, co-op, alumni chapters, return-to-market bridges. Welcoming Major Events Use events as a test of mobility, accessibility, safety, cleanliness and local economic capture. Event scorecard and post-event legacy report.

Partnership Lanes by Toronto Priority Toronto priority Best initial partner locations Applied AI / physical AI Seoul, Singapore, New York, Chongqing, Sagamihara, Paris Housing / infrastructure delivery London, New York, Singapore, Mumbai, Frankfurt Transit / complete journey Frankfurt, London, Singapore, Seoul, Quito, Mexico City Climate / resilience Paris, Frankfurt, Quito, Chicago, Milan, Kyiv Creative industries Milan, Rio, New York, London, Mumbai, Seoul Advanced manufacturing / robotics Chongqing, Sagamihara, Seoul, Chicago, Mumbai Finance / investment New York, London, Frankfurt, Mumbai, Dubai Visitor economy / global events Rio, Paris, Milan, Mexico City, Dubai, London Trade diversification Mexico City, Ho Chi Minh City, Mumbai, Singapore, Frankfurt, Dubai Reconstruction / democratic resilience Kyiv, Warsaw, Chicago

Governing Rules - Keep the Global Strategy Credible

- Resident-first. Every international activity must identify the Toronto resident, worker, firm, student, creator or public

service expected to benefit.

- Project before ceremony. New relationships begin with one tangible project whenever possible.
- Canada conducts foreign policy. Toronto coordinates with Global Affairs Canada and follows federal sanctions, export

controls, human-rights guidance and trade policy.

- Signed-or-zero. Announced or hoped-for partner money is not booked as City revenue.
- No hidden travel program. Missions require objectives, participant criteria, budget, follow-up owners and public results.
- Open participation. Avoid patronage: creator, student and business opportunities use published criteria.
- Evidence before replication. A foreign practice is a reference class, not proof it transfers to Toronto.
- Mutuality. Toronto should offer knowledge and opportunity, not treat partner cities as markets to extract from.
- Global citizens as bridges. Diaspora and international students add language, trust and market understanding but do not

substitute for formal due diligence.

- Renew, redesign or stop. Every bilateral relationship gets a periodic public performance review.

Partnership Delivery Principles

Time Action First 30 days Create a Global Partnership Register: status, owner, agreement term, resources, active projects, risks and next decision for every existing relationship. Days 30-60 Meet Toronto's diplomatic/consular corps, Global Affairs, Ontario, Toronto Global, World Trade Centre Toronto, Board of Trade, universities, cultural institutions, GTAA, hospitals and diaspora/community partners. Days 45-90 Select 3-5 International Project candidates from the eight proposed gateways using IAP criteria and resident-benefit scoring. By day 100 Publish the first Toronto Open Door work plan and the first annual city-to-city project calendar with no more than a manageable number of active priority projects.

2027 Reactivate the strongest existing Partnership Cities around tangible projects; start bounded new project

agreements. 2028-2029 Scale projects that produce measurable trade, learning, service, culture or infrastructure value; stop ceremonial/non-performing relationships.

2030 Publish a term verdict and recommended 2031-2035 global partnership portfolio.

This series does not create a new foreign-affairs department. It organizes international work already distributed across protocol, economic development, intergovernmental relations, culture, institutions and sector partners into one accountable operating model.

Public Scorecard

Measure What counts Partnership productivity Active tangible projects / active formal relationships. Toronto business value Export sales/leads, investment closed, buyer introductions, scale-up outcomes - reported without confusing leads with signed deals. Knowledge transfer Specific methods adopted or rejected after Toronto evaluation. Talent Paid placements, fellowships, apprenticeships, research projects and alumni engagement. Creative value Productions, commissions, showcases, IP/export outcomes and cultural-space partnerships. Civic outcomes Service time, accessibility, safety, resilience, housing delivery or other resident-facing improvements linked to imported/exported methods. Welcome Visitor/student/partner experience and ability to navigate Toronto institutions without displacing resident service capacity. Transparency Agreement, owner, resources, deliverables, results, failures and renewal decision published.

Relationship Tiers - 2027-2030 Tier Locations Treatment Tier 1 - Activate now Chicago, Frankfurt, Milan, Ho Chi Minh City, Quito, Rio, Sagami-hara, Warsaw Existing relationships with practical low-risk opportunities. Pick one or two signature projects each; do not activate everything at once. Tier 1R - Resilience / strategic review Kyiv, Chongqing Kyiv: resilience/reconstruction. Chongqing: renew only with current federal/IAP risk review and tightly scoped economic/technical work. Tier 2 - New project candidates New York, London, Paris, Singapore, Seoul High strategic fit. Start with 1-3 year projects; graduate only after results. Tier 3 - Market / gateway projects Mumbai, Mexico City, Dubai Strong trade/sector value and prior institutional history in some cases; require partner capacity, rights/risk and commerciality review.

Sources and Control Notes City of Toronto - International Alliance Program (updated March 30, 2026) - City of Toronto - Updating the International Alliance Program (Council-approved framework, 2024) - The 18 city reports include location-specific official sources. Current partnership status is controlled by the City of Toronto IAP, not by the campaign. Proposed new relationships are campaign recommendations only. World-reference method Report 05: Connected Region states the correct transfer rule: global examples justify operating principles, not Toronto costs or ridership by themselves. This global partnership series uses the same discipline. A city can teach Toronto something specific without being a template for Toronto as a whole.

Implementation and Delivery

First 100 Days

The opening 100 days turn international activity into a managed portfolio: define partner categories, resident benefits, responsible City owners and the first reciprocal initiatives worth pursuing.

- Publish the canonical partnership portfolio and classify each relationship by active project, development opportunity or ceremonial status.
- Select a first set of project-based partnerships aligned to Toronto priorities.
- Create a resident-benefit and reciprocity test for new international agreements.
- Establish a diaspora/university/business advisory network for specific partnership files.
- Coordinate trade-diversification priorities with the Tariff Support & Trade Resilience report.

2027-2030 First-Term Action Plan

During 2027-2030, Toronto deepens a limited number of reciprocal city and institutional partnerships tied to investment, universities, culture, climate, technology, trade and concrete resident benefit.

Phase	Action	Lead / authority	Resident result
Portfolio	Toronto Open Door partnership register	Mayor / intergovernmental / Economic Development	International work has owners, projects and expected benefits.
Project	Reciprocal city-to-city implementation files	City / partner cities / institutions	Relationships produce specific deliverables.
Connect	Diaspora, newcomer, university and business expertise	City / community / institutions	Toronto uses the knowledge already present in its population.
Trade	Export, investment and market diversification pathways	Economic Development / partners	Firms and creators reach more markets.
Report	Annual partnership outcome review	Mayor / City	Low-value ceremonial relationships can be redesigned or ended.

2031-2051 Long-Term Direction

Long-term international partnerships should deepen Toronto's resilience and opportunity while remaining reciprocal, selective and accountable to residents rather than becoming ceremonial travel or branding.

- Build a portfolio of durable city relationships around areas where Toronto and partners have complementary strengths.
- Use global networks to improve Toronto's own climate, housing, mobility, culture and technology practices.
- Diversify economic and knowledge relationships so Toronto is less vulnerable to shocks in any single market.

Risks and dependencies

Risk	Specific mitigation
Partnerships become ceremonial	Require named projects, resident benefits and annual outcomes.
International activity duplicates provincial/federal diplomacy	Focus on lawful municipal, economic, cultural and institutional functions.
Market or geopolitical conditions change	Diversify relationships and maintain project-level risk reviews.
Benefits are captured by a narrow group	Include SMEs, creators, universities, communities and transparent participation pathways.

Review and renewal

International partnerships will be reviewed annually for reciprocity, cost and resident benefit; relationships without a continuing purpose should be retired rather than maintained ceremonially.

Accountability and Public Reporting

Performance framework

Partnership reporting will identify each active relationship, purpose, reciprocal commitments, cost, responsible owner, resident benefit and measurable result, with inactive or low-value relationships reviewed for closure.

Metric	Baseline	Target / direction	Horizon	Responsible body	Reporting
Partnerships with named active project	Establish baseline	Increase share	First term	Mayor / Economic Development	Annual
Toronto organizations participating in reciprocal projects	Establish baseline	Increase	First term	Program owners	Annual
Export/investment opportunities generated	Establish baseline	Increase and track conversion	First term	Economic Development	Annual
Partnerships redesigned/ended for low public value	Establish baseline	Review all designated relationships	First term	Mayor / City	Annual

Sources and Notes

Primary public sources are listed by organization and title. Campaign commitments, targets, scenarios and long-range aspirations are distinguished from adopted government policy throughout the report.

- City of Toronto - International Alliance Program
- City of Toronto - Toronto Newcomer Strategy