



Study Tour of Canadian Regional Governance and Development

April 15 to May 3, 2006

Regional Governance and Development Project (RGD)

Implemented by the Canadian Urban Institute (CUI)

***Funded by the Government of Canada through the
Canadian International Development Agency (CIDA)***

The Project:

The Regional Governance and Development (RGD) Project is a five-year (2005-2010) cooperation project of the Canadian Urban Institute, supported by funding from Canadian International Development Agency. The project is designed to promote civic engagement in regional governance, providing opportunities for citizens and communities to shape their common future and to put their region on the path towards sustainable development. The project will work at several levels. It will help strengthen regional development policy in the country by providing advice to the Ministry of Economy and sharing know-how from other jurisdictions in Europe and North America. It will support two pilot oblasts -- Zaporizhzhia and Zakarpattya -- to launch participatory processes that give a voice to civil society in regional planning and decision-making. And it will promote open, accountable and effective government institutions at the regional level, responsive to the needs of citizens and working strategically towards its developmental goals. The experiences in the two pilot oblasts are intended to foster model approaches to good governance in Ukraine that can inform the country's policy and practice into the future.

The Study Tour:

The purpose of the study tour was threefold:

1. to allow Ukrainian participants to learn from Canadian experiences with regional governance and development mechanisms, including public participation mechanisms.
2. to allow Canadian organizations and professionals to learn about Ukraine and its regional government reform activities, opening up an avenue for them to participate in future programming.
3. to determine the relevance of Ontario know-how and experiences, and those of Canada in general, to Ukraine.

The study tour took place in the Cities of Toronto, Guelph, Hamilton, and Ottawa and the Regions of Niagara and Waterloo. Participants met with Ontario Ministry of Municipal Affairs and Housing, Ontario Ministry of Public Infrastructure Renewal, Ontario Ministry of Economic Development and Trade, Ontario Ministry of Research and Innovation, and Regional Municipality of Waterloo. Some participants travelled to Ottawa to meet with Canadian International Development Agency, Foreign Affairs Canada, Western Economic Diversification, and FedNor (a part of Industry Canada). The remaining participants travelled to the City of Hamilton and the Regional Municipality of Niagara to meet with business and government authorities.

The Partners:

Canadian Urban Institute -- The Canadian Urban Institute (CUI) is a non-profit organization dedicated to providing solutions to important issues that have an impact on the quality of life in urban areas and communicating those solutions to a wide audience through a variety of media. CUI brings together experts from different disciplines to connect people, money and ideas to build strong communities and equitable and competitive urban areas in Canada and internationally. CUI was established in 1990 by the City of Toronto and the Municipality of Metropolitan Toronto with a mandate to: a) connect urban decision-makers at all levels of government, the corporate and community sectors to enhance policy making and management of urban areas; b) convene groups of decision-makers throughout Canada and abroad to facilitate the exchange of information between urban areas within Canada and internationally; and c) communicate the results of applied research and provide training in order to foster co-operative approaches to urban issues.

Ministry of Economy of Ukraine -- The new Ministry of Economy was established in 1999 and combined the former Ministry of Economy with the Ministry of Foreign Economic Relations and Trade, State Investments Committee, National Agency for Development and European Integration, State Service for Export Control, and Agency for Special Economic Zones. The Ministry of Economy is responsible for an extensive portfolio, which includes: the formulation of state policy on the economic and social development of Ukraine and the establishment of mechanisms for its implementation; the development of state regional policy, including its implementation; and the development of state economic policy on Ukrainian integration into the world economy and on economic and social cooperation with the European Union (EU).

Zakarpattia and Zaporizhzhia Oblast State Administrations -- Oblast State Administrations are an integral part of the executive branch of government at the oblast level. Currently, they function under the de facto guidance and supervision of the State Secretariat, according to the principle of double subordination (both to the Head of Regional State Administration and the relevant national-level Ministry). The heads of regional state administrations report to the President of Ukraine and the Cabinet of Ministers of Ukraine. The Oblast State Administration is responsible for the following: drafting and implementing oblast plans, coordinating activities with lower levels of government, coordinating relationships with other oblasts and/or neighbouring countries, based on national and local legislation, public administration, including expenditures for local self-government and maintenance of fiscal control bodies and the treasury, national defence, including the financing of local civil defence units, maintenance of public order and protection of rights, including financing local departments of the interior and the state road police, education, health care, including the provision of services to special categories of citizens, social security and social services, housing and communal services, including donations and capital repairs, culture and the arts, mass media, physical culture and sports, construction, including tax credits, implementation of land reform, transport, maintenance of roads, and communications, environmental protection activities, and others, including the contingency funds.

Contact Information:

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Andrew Farncombe

RGD Project Director

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Email: afarncombe@canurb.com

The Participants:

No.	Name	Position	Organization
1	Betsa, Nataliya	Project Coordinator	RGD Project, Kyiv
2	Hoblyk, Volodymyr	Deputy Head	Zakarpattya Regional State Administration
3	Kravets, Tetyana	Head of Department for Middle and Long Term Planning of Regional Development	Ministry of Economy of Ukraine
4	Kruglyak, Svitlana	Deputy Head of Main Department of Economy, Head of Department of Regulatory and Entrepreneurship Policy	Zaporizhzhia Regional State Administration
5	Lyekh, Iryna	Oblast Project Manager-Zaporizhzhia	RGD Project, Zaporizhzhia
6	Mytchenok, Oleksandr	Chief Specialist	Main Department for Social and Economic Development, Secretariat of the President of Ukraine
7	Nosa-Pylypenko, Nataliya	Deputy Head of Main Department for European Integration, Foreign Economic Relations and Tourism	Zakarpattya Regional State Administration
8	Nuser, Ernest	Head of Main Department for European Integration, Foreign Economic Relations and Tourism	Zakarpattya Regional State Administration
9	Polianskyi, Iurii	Ukrainian Project Manager	RGD Project, Kyiv
10	Puhach, Vitalii	First Deputy Head of Department for Regional Policy	Cabinet Secretariat
11	Romaniuk, Sergii	First Deputy Minister	Ministry of Economy of Ukraine
12	Sanzharovskyi, Igor	Senior Technical Advisor	RGD Project, Kyiv
13	Syn, Olexandr	First Deputy Head	Zaporizhzhia Regional State Administration
14	Verkhoglyadova, Svitlana	Deputy Head of Department for Regional Development, Head of Department for Coordination of Regional Economic Departments	Ministry of Economy of Ukraine
Translators			
1	Ukhanov, Gennadiy	Ukrainian-English translator	Toronto, Waterloo, Guelph, Hamilton, and Niagara
2	Pohrebennyk, Peter	Ukrainian-English translator	Ottawa

Schedule – Hamilton/Niagara Group

Sunday, April 16		Day One
Morning	Svitlana Kruglyak and Iryna Lyekh arrive in Kyiv from Zaporizhzhia.	
Morning	Nataliya Nosa-Pylypenko arrives in Kyiv from Uzhgorod.	
Accommodation: Boryspil Airport Hotel.		
Monday, April 17		Day Two
Olexandr Syn arrives at Kyiv Boryspil Airport.		
Volodymyr Hoblyk and Ernest Nuser arrive at Kyiv Boryspil Airport.		
5:30	Participants are asked to meet RGD staff at Boryspil Airport to check into Alitalia flight 485, departing from Kyiv at 7:10.	
8:50	Participants arrive in Milan.	
10:40	Participants depart from Milan on Alitalia flight 652.	
14:00	Participants arrive in Toronto at Terminal 1. <ul style="list-style-type: none"> ▪ Greeted at Lester B Pearson International Airport by Chris VanDooren, RGD Project Manager, Canadian Urban Institute (cell: 905-876-7835) ▪ Participants proceed to hotel. ▪ Greeted at hotel by Andrea Roberts, RGD Project Officer, Canadian Urban Institute (cell: 416-887-8234) 	
16:00	Orientation of participants on study tour program, logistics and background materials. Provision of stipend, health insurance, and presentation materials. <ul style="list-style-type: none"> ▪ Chris VanDooren, RGD Project Manager, Canadian Urban Institute (cvandooren@canurb.com) ▪ Andrea Roberts, RGD Project Officer, Canadian Urban Institute (aroberts@canurb.com) 	
Accommodation: Holiday Inn Toronto-Midtown 280 Bloor Street West, Toronto Tel: 416-968-0010 Fax: 416-968-7765		
17:00	RGD Project Staff Meeting	

Tuesday,
April 18

Day Three

8:00

Participants are asked to meet Andrea Roberts in the hotel lobby.

- Depart for the offices of Gowling Lafleur Henderson LLP (1 First Canadian Place, Suite 1600, 100 King Street West) by subway.
- Participants are greeted by Chris VanDooren in the lobby.

**Full Day
Session**

Governance and Development in Ukraine and Canada

9:00 – 15:00

An introduction to the Canadian system of governance and finance. Discussion with a panel of experts regarding issues, challenges and prospects for Canadian regions, including a review of Canada's own experiences in decentralization and government restructuring. The session will also provide an opportunity for Ukrainian participants to provide an orientation on development, governance and planning issues in their country and to meet with a range of Canadian organizations and consultants interested in future cooperation.

9:00

Welcome and Introductions

Introduction to the project, study tour, and purpose of session.

- Bohdan Onyschuk, Chairman of the Board of the Canadian Urban Institute and partner at Gowling Lafleur Henderson LLP (Bob.Onyschuk@gowlings.com)
- The Honourable David Crombie, P.C., O.C., President and CEO of the Canadian Urban Institute; former Mayor of Toronto, Member of Parliament and Federal Cabinet Minister (dcrombie@canurb.com)
- Andrew Farncombe, Director, International Partnerships, Canadian Urban Institute (afarncombe@canurb.com)

9:30

Governance and Municipal Finance in Ontario and Canada

Dr. Frank will briefly introduce the speakers, guide the discussion, and summarize at the end of the session.

- Chair: Tibor Frank, RGD Lead International Expert (tfrank@canurb.com)

9:40

1. Governance in Canada and Ontario

Discussion of how Canada's government system is structured (Federal, Provincial, Regional, and Municipal), how roles and responsibilities are divided between levels of government, and how governments work with one another.

- Don Stevenson, CUI Senior Associate; former Chair of the Foundation for International Training and Deputy Minister of Inter-governmental and Municipal Affairs for the Province of Ontario

10:10

2. Municipal Finance in Ontario

Discussion of how Ontario's municipal governments are funded, including the role of the province, and what financial tools are available to them.

- Dr. Enid Slack, Director, Institute on Municipal Finance and Governance, Munk Centre for International Studies, University of Toronto (enid.slack@utoronto.ca)

10:40

3. Who Does What Panel in Ontario

Discussion of government restructuring in Ontario, the public realm, and the regional city.

- The Honourable David Crombie, P.C., O.C., President and CEO of the Canadian Urban Institute; former Mayor of Toronto, Member of Parliament and Federal Cabinet Minister (dcrombie@canurb.com)

11:10

Final questions and session wrap-up.

11:20

Break

11:40

Regional Governance and Development in Ukraine

Mr. Polianski will briefly introduce the speakers, guide the discussion, and summarize at the end of the session.

- Chair: Yuri Polianski, RGD Ukrainian Project Manager (yuri.polianski@rgd.org.ua)

11:45

1. Ministry of Economy of Ukraine

Introduction to the challenges and opportunities facing the Department for Regional Development for the Ministry of Economy of Ukraine.

- Svitlana Verkhoglyadova, Deputy Head of Department for Regional Development and Head of Department for Coordination of Regional Economic Departments

12:00

2. Zakarpattia Regional State Administration

Introduction to the challenges and opportunities facing Zakarpattia region.

- Volodymyr Hoblyk, Deputy Head

12:15

3. Zaporizhzhia Regional State Administration

Introduction to the challenges and opportunities facing Zaporizhzhia region.

- Olexandr Syn, First Deputy Head

12:30

4. Regional Governance and Development Project

Introduction to the key governance and development challenges and opportunities facing Ukrainian regions today.

- Ihor Sanzharovskyi, RGD Senior Technical Advisor (ihor.sanzharovskyi@rgd.org.ua)

12:45

Final questions and session wrap-up.

13:00

Lunch

- Participants and presenters are asked to join invited guests for a lunch reception.
- Invited guests will be introduced by Andrew Farncombe, Director, International Partnerships, Canadian Urban Institute (afarncombe@canurb.com)

15:00

Return to hotel.

Free evening.

Wednesday,

April 19

Day Four

9:00 Participants are asked to meet Andrea Roberts in the hotel lobby, check out of hotel.

- Depart for Waterloo by bus.

10:30 Participants arrive in Waterloo, check into hotel.

Accommodation:

Radisson Hotel Kitchener
2960 King Street East, Kitchener
Tel: 519-894-9500
Fax: 519-894-9144

12:00 Lunch at hotel restaurant “Martini’s.”

13:30 Participants are asked to meet Andrea Roberts and Chris VanDooren in the hotel lobby.

- Depart for Waterloo Council Chambers (Regional Headquarters Building, 150 Frederick Street, 2nd floor, Kitchener) by bus.

Afternoon Session

Regional Municipality of Waterloo

14:00 – 16:00 Participants will meet with representatives of the regional government in Waterloo to learn about the structure of the regional government, their planning and economic development activities, how the staff of the regional government work with the elected officials and vice versa, and how they interact with the public. The goal of this session is to be introduced to the concept of regional government in Ontario and how it functions in practice.

14:00 **Waterloo Regional Government**

The Regional Chair, Ken Seiling, will introduce Waterloo region and its government, touching on the following issues: governance, committee system, finance, and public participation, and the region’s role in planning and economic development.

- Ken Seiling, Regional Chair (sken@region.waterloo.on.ca)

15:00 **Chief Administrative Officer**

The Chief Administrative Officer is responsible for the overall administration and operation of the Regional Municipality of Waterloo. This position provides a leadership role by developing, implementing and monitoring the Region's strategic planning, operations and departmental/management performance policies and systems, initiating appropriate changes, and ensuring efficient departmental resource utilization and a high level of management performance. The Chief Administrative Officer also directs the overall administrative and financial planning and recommends resulting budgets to Regional Council, interprets and administers Council policies and decisions and provides a communications network between Council, department heads and staff at all levels.

Mr. Murray will discuss his office’s role in planning and budgeting and how his office bridges the work and role of the elected officials with that of the regional government staff.

- Mike Murray, Regional Chief Administrative Officer (mmike@region.waterloo.on.ca)

16:00 Return to hotel.
Free evening.

**Thursday,
April 20**

Day Five

- 9:00** Participants are asked to meet Andrea Roberts and Chris VanDooren in the hotel lobby.
- Depart for Waterloo County Room (Regional Headquarters Building, 150 Frederick Street, 1st floor, Kitchener) by bus.

**Full Day
Session**

Regional Municipality of Waterloo

9:30 – 16:30

On the second day in Waterloo, participants will delve further into the regional planning processes in Waterloo. They will learn about the development of the Waterloo Regional Growth Management Strategy (RGMS) and its ongoing implementation. They will also learn about how the Waterloo RGMS fits into the Province's planning framework (Places to Grow) and how the Region interacts with the Municipalities to create a relevant regional plan and accompanying sectoral plans.

9:30 ***Development of the Waterloo Regional Growth Management Strategy***

The Planning, Housing and Community Services Department is responsible for a number of functions related to growth management, strategy development, transportation planning, information and research, cultural development, environmental stewardship and administering delegated responsibilities from the Province including a number of housing and development approval functions.

Mr. Curtis will discuss the development process and participants; the role of the public, experts, civil servants, and regional government officials; and the role of the provincial and municipal governments. He will also discuss how the RGMS plan is updated and amended as the implementation process proceeds and how the planning process is an iterative one.

- Kevin Curtis, Associate Director of Community Planning, Planning, Housing and Community Services, Regional Municipality of Waterloo (cukevin@region.waterloo.on.ca)

11:30 Lunch at "Caffe Gallery Bolero" with walking tour of downtown Kitchener.

14:00 ***Implementation of the Waterloo Regional Growth Management Strategy***

The Community Planning Division within this department assists the seven municipalities and landowners by providing review and approval services in processing development applications and local official plans. They ensure conformity of development applications to Regional and Provincial policies, regulations and legislation. They are also responsible for amendments, review and assessment of the Regional Official Policies Plan.

Mr. Eby will discuss the implementation of growth plan, relationship to Places to Grow plan, development of sectoral action plans, spatial planning, budgeting, and progress to date.

- Kevin Eby, Director of Community Planning, Regional Municipality of Waterloo (ekevin@region.waterloo.on.ca)

16:30 Return to hotel.

Free evening.

**Friday,
April 21**

Day Six

8:00	<p>Participants are asked to meet Andrea Roberts and Chris VanDooren in the hotel lobby, check out of hotel.</p> <ul style="list-style-type: none"> ▪ Depart for Waterloo County Room (Regional Headquarters Building, 150 Frederick Street, 1st floor, Kitchener) by bus.
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Morning Session	<p>Economic Development in the Regional Municipality of Waterloo</p> <p>The final day in Waterloo will be devoted to economic development issues. A panel discussion has been arranged with a number of economic development organizations speaking throughout the day. They will focus on their own economic development activities, their role versus that of the government, the structure/authority of their organization, how they encourage the development of small and medium enterprises, and how they promote the region globally and how they attract foreign investment, among other relevant topics.</p>
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8:30 – 12:10	
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8:30	<p><i>Canada's Technology Triangle</i></p> <p>Canada's Technology Triangle Inc is the not-for-profit, private-public economic development organization marketing the Waterloo Region and the cities of Cambridge, Kitchener and Waterloo to the world. During this session, participants will learn about the structure/authority of the organization, its economic development and investment promotion activities, and how it markets the region globally.</p> <ul style="list-style-type: none"> ▪ John Tenant, Chief Executive Officer (jtctt@region.waterloo.on.ca)
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9:15	<p><i>City of Cambridge Economic Development Office</i></p> <p>The City of Cambridge's Economic Development Office works to encourage new investment in Cambridge; support existing businesses with their expansion needs; and assisting small business and new entrepreneurs to establish in Cambridge. During this session, participants will discuss the City's role in promoting business, how it meets business needs, and how it interacts with the Region and Province effectively.</p> <ul style="list-style-type: none"> ▪ Leah Bozic, Senior Economic Development Officer (bozicl@city.cambridge.on.ca)
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10:10	Break
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10:30	<p><i>Ontario Ministry of Economic Development and Trade – regional representative</i></p> <p>The goal of the Ministry of Economic Development and Trade (MEDT) is straightforward: to promote economic growth. During this session, participants will meet with a regional representative in Kitchener and learn about the Province's work at the regional level to promote economic growth, specifically its export programs, education programs, and encouragement of business to business contacts.</p> <ul style="list-style-type: none"> ▪ Amy Britten, Senior Business Advisor (amy.britten@edt.gov.on.ca)
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11:30	<p><i>Wellington-Waterloo Community Futures Development Corporation</i></p> <p>Community Futures Development Corporations (CFDCs) support community economic development by assisting Ontario's rural and northern communities to strengthen and diversify their economies. As community-based, non-profit organization, CFDCs are run by a board of local volunteers. They are staffed by professionals who encourage entrepreneurship and the pursuit of economic opportunities. Through Industry Canada and FedNor, the Federal Government provides funding, advice and support to 61 CFDCs across Ontario that carry out the following services: 1) access to capital, 2) business services, and 3) strategic community planning and development. During this session, participants will hear about the work of the Wellington-Waterloo CFDC.</p> <ul style="list-style-type: none"> ▪ Rick Whittaker, General Manager (rick@wwcfdc.com)
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12:15	Lunch at "Three Kretans" (151 Frederick Street, Kitchener)
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13:45	Drive to office of Ontario Ministry of Agriculture, Food and Rural Affairs (1 Stone Road, Guelph)
Afternoon Session	Rural Economic Development
14:30 – 16:30	This afternoon's session will focus on how the Province works directly with rural communities and regions to promote economic development.
14:30	<p><i>Ontario Ministry of Agriculture, Food and Rural Affairs</i></p> <p>The Ontario Ministry of Agriculture, Food and Rural Affairs has developed a Rural Plan for Ontario that sets out specific goals in priority areas and identifies the best strategies to reach those targets and realize the Province's vision for rural Ontario. A key aspect of the Rural Plan is of course economic development.</p> <p>Mr. Flaming will be speaking about the Province's economic development activities in rural communities, how they operate, how they partner with other levels of government and the public to ensure accountability, and results to date.</p> <ul style="list-style-type: none"> ▪ Harold Flaming, Economic Development Program Lead, Rural Programs Branch, Ontario Ministry of Agriculture, Food and Rural Affairs
15:30	<p><i>Rural Economic Development & Data Intelligence program</i></p> <p>The Rural Economic Development & Data Intelligence (REDDI) program, run by the Ontario Ministry of Agriculture, Food and Rural Affairs, provides tools to rural communities to identify local priorities and carry out strategies that will achieve the community's goals.</p> <p>Mr. Morris will be speaking about the REDDI program, its structure, goal, programs, and results.</p> <ul style="list-style-type: none"> ▪ Stephen Morris, Ec.D., Community Economic Analysis Specialist, Rural Programs Branch, Ontario Ministry of Agriculture, Food and Rural Affairs (stephen.morris@omafra.gov.on.ca)
16:30	Participants return to Toronto by bus.
18:00	<p>Participants who have chosen to go to the optional dinner at Golden Lion Restaurant will be dropped off at the restaurant.</p> <ul style="list-style-type: none"> ▪ A CUI staff member will check you into your hotel, your luggage will be placed in your room, and your key will be brought to you at the restaurant.
18:30	Remaining participants arrive in Toronto, check into hotel.

Accommodation:

Holiday Inn Toronto-Midtown
 280 Bloor Street West, Toronto
 Tel: 416-968-0010
 Fax: 416-968-7765

**Saturday,
 April 22**

Day Seven

Free time.

Optional activity – walking tour #1 plus shopping.

20:00 Optional activity – Midnight Mass at St. Nicholas' Ukrainian Catholic Church, located at 4

Bellwoods Avenue (at Queen Street between Bathurst Street and Ossington Avenue).

- This has been arranged by Bohdan Wynnyckyj and Tanya Wanio.

**Sunday,
April 23**

Day Eight

Free time.

Optional activity – walking tour #2 plus shopping.

**Monday,
April 24**

Day Nine

9:00

Participants are asked to meet Andrea Roberts in the hotel lobby.

- Depart for Ontario Ministry of Municipal Affairs (777 Bay Street, 17th floor) by subway.
- Participants are greeted by Chris VanDooren in the lobby.

**Full Day
Session**

Ontario Ministry of Municipal Affairs and Housing

Today's session will focus on learning about municipalities (including regional municipalities) in Ontario, their government model, their relation to the Provincial Government, their funding structures, and how they plan for growth.

9:45 – 16:00

Contact:

Gaye-Frances Alexander, Senior Advisor (A)

Urban Affairs and Stakeholder Relations Branch

Tel: 416-585-7056

Fax: 416- 585-7695

E mail : gaye-frances.alexander@mah.gov.on.ca

9:45

Participants will be greeted in the main lobby by Gaye-Frances Alexander and accompanied to Boardroom 2B.

9:50

Introductions and Greetings

- Dana Richardson, Assistant Deputy Minister, Local Government Division
(Dana.Richardson@mah.gov.on.ca)

10:00

Municipal Government Structure in Ontario

This session will focus on the history of local government in Ontario; the structure and organization of regional and municipal governments (type, size and arrangements of municipalities); derivation of municipal governments' powers; reform and restructuring of regional and local governments; relations between levels of government; and the division of roles and responsibilities.

- Stephen Stein, Senior Policy Advisor, Municipal Governance and Structures Branch
(Stephen.Stein@mah.gov.on.ca)

11:00

Break

11:15

Municipal Finance in Ontario

This session will delve into the financing and revenue structure and sources for municipal and regional-municipal governments.

- Joel Locklin, Economist, Capital and Grants Policy, Municipal Finance Branch (Joel.Locklin@mah.gov.on.ca)
- Paul Fischer, Economist, Tax and Revenue Policy, Municipal Finance Branch (Paul.Fischer@mah.gov.on.ca)

11:45 ***Property Taxation in Ontario***

A speaker from the Ministry of Finance will join the discussion to speak on the property taxation system in Ontario.

- Almos Tassonyi, Senior Economist, Property Tax Legislation and Assessment Policy Branch, Provincial-Local Finance Division, Ontario Ministry of Finance (almos.tassonyi@fin.gov.on.ca)

12:30 Lunch

- All participants and presenters are invited for informal discussion and a luncheon hosted by the Ontario Ministry of Municipal Affairs and Housing.

13:30 ***Municipal Performance Measurement***

This session will be devoted to the topic of performance measurement and Ontario's Municipal Performance Measurement Program. A speaker from the Municipal Performance Measurement Branch will discuss the specifics of this program, including public engagement mechanisms, public reporting, performance indicators, and performance measurement. He will also discuss the on-going challenges and opportunities Ontario is facing in this area. A speaker from the Ontario Centre for Municipal Best Practices will then speak about the work of this Centre, the relationship between the relevant agencies, and the process for choosing indicators and identifying best practices and best performers.

- Bohdan Wynnycky, Manager, Performance Measurement and Best Practices Section, Municipal Performance and Accountability Branch (Bohdan.Wynnycky@mah.gov.on.ca)
- Michael Boggs, Ontario Centre for Municipal Best Practices (michael.boggs@sympatico.ca)

14:30 Break

14:45 ***Land Use Planning in Ontario***

The day at Municipal Affairs will conclude with a discussion of this Ministry's role in land use planning. Specifically, participants will learn about planning system stakeholders; the workings of municipal land use planning; the Planning Act, Official Plan and amendment process; zoning and subdivision issues; and the Ontario Municipal Board.

- Shahan Deirmenjian, Planner, Planning Reform Group, Provincial Planning and Environmental Services Branch (Shahan.Deirmenjian@mah.gov.on.ca)

15:45 ***Final questions, discussion and closing***

16:30 Return to hotel.

Free evening.

**Tuesday,
April 25**

Day Ten

8:15	Participants are asked to meet Andrea Roberts in the hotel lobby. <ul style="list-style-type: none">▪ Depart for Ontario Ministry for Public Infrastructure Renewal (777 Bay Street, 4th Floor) by subway.▪ Participants are greeted by Chris VanDooren in the lobby.
Morning Session	Ontario Ministry for Public Infrastructure Renewal
9:00 – 12:00	Over the next 30 years, the number of people living in Ontario is expected to grow by more than four million. Growth at this pace will put intense pressure on the region's resources and infrastructure. For the first time, the Ontario government is developing a coordinated approach to land use planning to ensure that this growth occurs in a positive way ensuring prosperous, healthy and diverse communities in all parts of the province in Ontario. The Ministry of Public Infrastructure Renewal (PIR) has the overall responsibility for fostering and implementing the government's long-term plan for growth and has mandated the Ontario Growth Secretariat to take the lead within the Ministry. Today's session will focus on how PIR and its partners are meeting Ontario's infrastructure and growth management needs.
9:00	<i>The Role of Public Infrastructure Renewal</i> <p>Participants will learn about PIR and its relations with other Ministries and other levels of government (federal and regional/municipal). Included in this session will be a discussion on Renew Ontario, which is a five-year infrastructure investment plan to strengthen Ontario's economy and communities.</p> <ul style="list-style-type: none">▪ Nancy Mudrinic, Manager, Federal-Provincial Infrastructure Strategies (nancy.mudrinic@pir.gov.on.ca)
10:00	<i>Places to Grow Plan</i> <p>Next, the group will explore the question "Why do we need a Growth Plan?" and will learn about the policies contained in the Proposed Growth Plan for the Greater Golden Horseshoe released in November 2005.</p> <ul style="list-style-type: none">▪ Derek Billsman, Associate, Partnerships and Consultation Branch (derek.billsman@pir.gov.on.ca)
11:00	<i>Alternative Financing Mechanisms</i> <p>During this session, participants will hear about the various financing mechanisms that the Government of Ontario uses, the benefits and downsides to each of these mechanisms, how government works with communities to meet their infrastructure needs, plus the role of each level of government and ministry in the infrastructure decision making/design process.</p> <ul style="list-style-type: none">▪ Almos Tassonyi, Senior Economist, Property Tax Legislation and Assessment Policy Branch, Provincial-Local Finance Division, Ontario Ministry of Finance (almos.tassonyi@fin.gov.on.ca)
12:00	Lunch
13:50	Participants are asked to meet at Metro Hall (55 John Street, Room 314).
14:00	National Steering Committee Meeting <ul style="list-style-type: none">▪ Separate agenda provided.
17:00	Return to hotel.

Free evening.

18:00 Participants are asked to meet Chris VanDooren in the hotel lobby if they have chosen to go to the optional Toronto Blue Jays Baseball Game.

Wednesday,

April 26

Day Eleven

8:00 Participants are asked to meet Chris VanDooren in the hotel lobby.

- Depart for Ontario Ministry of Intergovernmental Affairs (1075 Bay Street, Suite 830) by subway.

- Participants are greeted by Andrea Roberts in the lobby.

8:50 Participants will be greeted in the main lobby by Oksana Fuke and accompanied to Suite 830.

9:00 Ontario Ministry of Research and Innovation

The Ministry of Research and Innovation (MRI) has a mandate to better focus cross-provincial government resources and to build and sustain a culture of innovation, thereby laying the groundwork for what is MRI's ultimate goal – a long-term strategy for wealth creation in Ontario.

MRI staff will provide participants with background information on the Ministry, its creation, and its structure plus MRI's research and commercialisation strategy, its innovation work in the post-secondary system, how MRI's programs support innovation and economic development, and how the results of these programs are developed, marketed, and then lead to increased economic growth in Ontario.

- Stephanie Holbik, Manager, Research Talent & Partnerships, Research Branch, Ministry of Research and Innovation (stephanie.holbik@mri.gov.on.ca)
- George Cadete, Senior Policy Advisor, Commercialization Branch, Ministry of Research and Innovation (george.cadete@mri.gov.on.ca)
- Lee Marsden, Senior Advisor, Research Talent & Partnerships, Research Branch, Ministry of Research and Innovation (lee.marsden@mri.gov.on.ca)

11:00 Vitalii Puhach, Tetyana Kravets, Svitlana Verkhoglyadova, Yuri Polianski, and Chris VanDooren proceed to Ontario Ministry of Economic Development and Trade (900 Bay Street, Hearst Block, 8th floor).

Participants not attending the meeting at Ontario Ministry of Economic Development and Trade have a free afternoon.

11:15 – 11:45 Ontario Ministry of Economic Development and Trade

This small delegation will meet with Deputy Minister Don Black to discuss the work of the Ontario Ministry of Economic Development and Trade (MEDT), specifically how MEDT helps regional economies plan and invest for strategic growth. The group will be joined by the Consul General of Ukraine in Toronto, Mr. Ihor Lossovskiy.

12:00 Lunch

13:00 Participants who have selected the option to visit St. Demetrius', please meet Andrea Roberts in the hotel lobby to proceed by taxi to the facility.

- This event has been arranged by Bohdan Wynnyckyj.

14:00	Free afternoon. Optional Activity – St. Demetrius’ <ul style="list-style-type: none"> ▪ Tour of Care Centre, Residence, School, and Church
17:00	Return to hotel. Free evening.

**Thursday,
April 27**

Day Twelve

8:00	Participants are asked to meet Andrea Roberts in the hotel lobby, check out of hotel. <ul style="list-style-type: none"> ▪ Depart for Hamilton by bus.
9:45	Arrive in City of Hamilton. <ul style="list-style-type: none"> ▪ Greeted by Chris VanDooren at the Hamilton Incubator of Technology (7 Innovation Drive, Suite 200, Flamborough)
10:00	Hamilton Incubator of Technology The speaker will discuss the work of the business incubator and development centre and give a brief tour of its facilities. <ul style="list-style-type: none"> ▪ Laurence Hewick, President, Canadian Business Incubators, a division of Hewick Research Inc. (lhewick@cbincubators.com)
11:30	Pier 4 Park and CSO Tank Participants will tour this brownfield regeneration site. <ul style="list-style-type: none"> ▪ Mark Bainbridge ▪ John Krochak, Manager of Waterfront/CSO Project ▪ Mac Carson ▪ Terry Cooke, President, Cooke Capital Corporation (terry_cooke@sympatico.ca)
12:00	Working lunch at the Canada Marine Discovery Centre – lunch at Café on the Bay During lunch, participants will learn about the Vision 2020 Plan for Hamilton Region (now City of Hamilton) plus strategic planning and environmental issues in Hamilton. <ul style="list-style-type: none"> ▪ Terry Cooke, President, Cooke Capital Corporation (terry_cooke@sympatico.ca) ▪ John Krochak, Manager of Waterfront/CSO Project
14:30	Composting Facility Participants will tour a brand new composting facility, learning about how it was built and how it fits into Hamilton’s development strategy. <ul style="list-style-type: none"> ▪ Craig Murdoch ▪ Beth Goodger ▪ Terry Cooke, President, Cooke Capital Corporation (terry_cooke@sympatico.ca)
15:15	Red Hill Valley Tour Participants will tour the Red Hill Expressway construction site and will meet with its developers and engineers to discuss the environmental impact analyses that were undertaken prior to construction of the highway and the approval process in general. <ul style="list-style-type: none"> ▪ Chris Murray ▪ Jim Lockwood ▪ Marco Oddi
17:00	Wrap up session in Hamilton.

18:00	Dinner
20:00	Depart for Thorold by bus.
21:00	Arrive in Thorold, check into hotel.
	Accommodation: Four Points Suites by Sheraton 3530 Schmon Parkway, Thorold Tel: 905-984-8484 Fax: 905-984-6691
	Free evening.

**Friday,
April 28**

Day Thirteen

9:00	Participants are asked to meet Andrea Roberts and Chris VanDooren in the hotel lobby. <ul style="list-style-type: none"> ▪ Depart for Niagara Regional Headquarters (2201 St. David's Road, Thorold) by bus.
Full Day Session 9:30 – 16:00	Regional Municipality of Niagara Participants will meet with representatives of the regional government in Niagara to learn about the region, their regional planning plan, economic development activities, and tourism industry.
9:30	Introductions and Greetings <ul style="list-style-type: none"> ▪ Peter Partington, Regional Chair ▪ Mike Trojan, Chief Administrative Officer
9:35	Overview of Niagara Region The speakers will introduce Niagara Region, the structure of its government, the challenges it faces, and the opportunities in which it is investing. <ul style="list-style-type: none"> ▪ Andrew Bowles, Executive Assistant to the Regional Chairman ▪ Chris McQueen, Director of Administration
10:30	Break
11:00	Regional Planning & Economic Development Strategy The speakers will discuss the Region of Niagara Policy Plan, the Economic Growth Strategy, the role of Niagara Regional Government in planning, and its Smarter Niagara activities. <ul style="list-style-type: none"> ▪ Corwin Cambry, Commissioner of Planning and Development
12:00	Lunch
13:30	Economic Development in Niagara The speaker will discuss the role of the Niagara Regional Government and NetCo in promoting economic development in Niagara, how they are implementing the Economic Growth Strategies, and what key activities/sectors they are focusing on to achieve growth in Niagara. <ul style="list-style-type: none"> ▪ Alan Teichroeb, Manager, Business Development, Niagara Economic Development Corp. (ateichroeb@niagaracanada.com)

14:30 Break

15:00 **Tourism in Niagara**

The speaker will discuss the role of Niagara Regional Government in tourism, the role of NetCo and other arms-length/independent agencies, their tourism activities and promotion, and the development of tourism infrastructure.

- Romani Renata, Niagara Economic Development Corp.

16:00 Return to hotel.
Free evening.

**Saturday,
April 29**

Day Fourteen

10:00 Participants are asked to meet Andrea Roberts and Chris VanDooren in the hotel lobby.

- Depart for Welland Canal.

10:30 **Tour of Niagara Region**

- Tour of Welland Canal.
- Working lunch and wine tasting at Kacaba Vineyard and discussion about Niagara's wine industry and tourism sector with Kacaba staff.
- Tour of Niagara Falls.
- Dinner at Table Rock Restaurant, overlooking Niagara Falls.

**Sunday,
April 30**

Day Fifteen

10:00 Participants are asked to meet Andrea Roberts and Chris VanDooren in the hotel lobby, check out of hotel.

- Depart for house of Tibor Frank, RGD Lead International Expert (1349 Birchwood Heights Drive, Mississauga) by bus.

11:00 Farewell Brunch at Tibor Frank's house.

14:00 Participants depart for Lester B Pearson International Airport.

14:30 Participants (except Yuri Polianski) arrive at the airport to check into Alitalia flight 653, departing from Toronto at 17:05.

15:00 Yuri Polianski proceeds to hotel, checks into hotel.

Accommodation:

Holiday Inn Toronto-Midtown
280 Bloor Street West, Toronto
Tel: 416-968-0010
Fax: 416-968-7765

**Monday,
May 1**

Day Sixteen

7:25 Participants (except Yuri Polianski) arrive in Milan.

11:05 Participants (except Yuri Polianski) depart from Milan on Alitalia flight 492.

14:50 Participants (except Yuri Polianski) arrive at Kyiv Boryspil Airport.

Volodymyr Hoblyk, Ernest Nuser, and Nataliya Nosa-Pylypenko depart from Kyiv.

Svitlana Kruglyak, Iryna Lyekh, and Olexandr Syn depart from Kyiv.

Volodymyr Hoblyk, Ernest Nuser, and Nataliya Nosa-Pylypenko arrive in Uzhgorod.

Svitlana Kruglyak, Iryna Lyekh, and Olexandr Syn arrive in Zaporizhzhia.

9:00 – 17:00 Yuri Polianski at CUI's office (555 Richmond Street West, Suite 402)

**Tuesday,
May 2**

Day Seventeen

9:00 – 14:00 Yuri Polianski at CUI's office (555 Richmond Street West, Suite 402)

14:30 Yuri Polianski arrives at the airport to check into Alitalia flight 653, departing from Toronto at 17:05.

**Wednesday,
May 3**

Day Eighteen

7:25 Yuri Polianski arrives in Milan.

11:05 Yuri Polianski departs from Milan on Alitalia flight 492.

14:50 Yuri Polianski arrives at Kyiv Boryspil Airport.

Schedule – Ottawa Group addition

Wednesday,

April 26

Day Eleven

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| 14:30 | Participants travelling to Ottawa need to check out of the hotel and depart for the airport by taxi. This includes Yuri Polianski, Svitlana Verkhoglyadova, Vitalii Puhach, and Tibor Frank. |
| 16:30 | West Jet flight WS 654 to Ottawa, arriving at 17:33. <ul style="list-style-type: none"> ▪ Proceed to hotel by taxi. |
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Accommodation:

Residence Inn Ottawa Downtown
 161 Laurier Avenue West, Ottawa
 Tel: 613-231-2020
 Fax: 613-231-2090
 Toll Free: 1-877-478-4838

Thursday,

April 27

Day Twelve

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| 9:30 | Participants are asked to meet Yuri Polianski in the hotel lobby. Please ensure you have your passports with you. <ul style="list-style-type: none"> ▪ Depart for Western Economic Diversification (Gillin Building, 141 Laurier Avenue West, Suite 500). |
| 9:55 | Please proceed to the fifth floor and let the receptionist know that you are from the Canadian Urban Institute delegation and are here to see Darcy Ross. The receptionist will advise him of your arrival and he will accompany you to the meeting room. |
| 10:00 | <p>Western Economic Diversification</p> <p>Participants will learn about a) how the Department operates generally (goals, mandate, structure, operations); b) the Western Economic Partnership Agreements (how the Department works with provinces to promote sustainable development); c) Urban Development Agreements (how the Department partners with provinces to promote urban development); d) the Western Canada Business Service Network (how the Department supports businesses); and e) the Softwood Industry Community Economic Adjustment Initiative (how the Department deals with individual industries).</p> <ul style="list-style-type: none"> ▪ Keith Fernandez, Acting Assistant Deputy Minister, Western Economic Diversification (keith.fernandez@wd.gc.ca) ▪ Clinton Lawrence-Whyte, A/Director, Strategic Policy and Advocacy (clinton.lawrence-whyte@wd.gc.ca) ▪ Darcy Ross, Senior Policy Analyst, Strategy Policy and Advocacy (darcy.ross@wd.gc.ca) |
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12:00	Lunch
13:30	Participants are asked to meet Yuri Polianski to go to CIDA (200 Promenade du Portage, Gatineau) by taxi. Please ensure you have your passports with you.
13:55	Participants will need to register at the security desk in the lobby and then ask the security guard to call Alan Stewart. He will then accompany you to the meeting room.
14:00	<p>Canadian International Development Agency</p> <p>Participants will discuss CIDA's work in Ukraine and how it is achieving its overall goal of ensuring the successful integration of Ukraine into the global market economy and assisting in the peaceful development of a democratic system of government, driven by the rule of law.</p> <ul style="list-style-type: none"> ▪ Françoise Ducros, Director General, Russia, Ukraine, Nuclear Safety and Institutional Partnerships Programs (francoise_ducros@acdi-cida.gc.ca) ▪ Alan Stewart, Program Officer, Ukraine (alan_stewart@acdi-cida.gc.ca)
15:00	Participants proceed to meeting with Foreign Affairs Canada (Lester B Pearson Building, 125 Sussex Drive) by taxi. Please ensure you have your passports with you.
15:25	Participants will need to register at the security desk in the lobby and then ask the security guard to call Tom MacDonald's office. A Foreign Affairs staff member will then accompany you to the meeting room.
15:30	<p>Foreign Affairs Canada</p> <p>Participants will discuss the work of Foreign Affairs Canada in Ukraine and Ukrainian-Canadian relations in general.</p> <ul style="list-style-type: none"> ▪ Tom MacDonald, Director General, East Central and South Europe Bureau ▪ Habib Massoud, Deputy Director, Ukraine, Caucasus & Central Asia Bureau
17:30	Return to hotel.
19:00	Dinner
	Free evening.

**Friday,
April 28**

Day Thirteen

9:00	<p>Participants are asked to meet Yuri Polianski in the hotel lobby. Please ensure you have your passports with you.</p> <ul style="list-style-type: none"> ▪ Depart for FedNor (235 Queen Street, Room 243A).
9:20	Participants will need to report to the security desk at 235 Queen Street. Once the group is assembled, please call Bernie Arbez at 613-957-8281 or 613-240-6839 and she will accompany you to Room 243A.
9:30	<p>Community-Futures Program, FedNor (Industry Canada)</p> <p>Participants will learn about the work of FedNor in general and the Community Futures Program.</p> <ul style="list-style-type: none"> ▪ Bernie Arbez, Manager, FedNor Liaison, Industry Canada/FedNor (Arbez.Bernie@ic.gc.ca)
10:00	Break
10:30	<p>Participants will learn about the work of the Grenville Community Futures Development Corporation and the Eastern Ontario Development Fund.</p> <ul style="list-style-type: none"> ▪ Heather Lawless, Executive Director (hlawless@grenvillecfdc.com)

- Lisa Taylor, Chairman

12:00	Lunch
14:00	Ukrainian Embassy in Canada Participants will meet with Embassy staff in Ottawa. <ul style="list-style-type: none">▪ Mykola Kryzhanovskyi, Head of Trade Mission▪ Vadym Prystaiko, Advisor and Acting Ambassador of Ukraine to Canada
16:00	Participants are asked to meet in the hotel lobby, check out of hotel, and depart for airport by taxi.
18:05	West Jet flight WS 655 to Toronto, arriving at 19:10. <ul style="list-style-type: none">▪ Proceed to Tibor Frank's house.
20:00	Participants are met by a driver at Tibor Frank's house. <ul style="list-style-type: none">▪ Participants proceed to Thorold by bus.
21:00	Participants arrive in Thorold, check into hotel.

Accommodation:
Four Points Suites by Sheraton
3530 Schmon Parkway, Thorold
Tel: 905-984-8484
Fax: 905-984-6691
