

**Sister City Program Infrastructure**  
**Pros and Cons for a municipal or outside agency run program**

**Municipal Program**

**Pros**

Municipal control, oversight  
Municipal access and involvement

**Cons**

Competition amongst departments for funding  
Budget, funding constraints  
Capacity constraints  
Municipal fluctuations  
Change of municipal priorities  
Bureaucratic processes, policies, restrictions

**Outside Agency Program**

**Pros**

Shield program from municipal fluctuations  
More stability, continuity  
Does not affect City capacity  
Funding outside of municipal budget  
Independence from bureaucracy, politics  
More expertise

**Cons**

Agency fluctuations  
Capacity constraints  
Budget constraints

***\*The sentiment of the committee has been to slowly add capacity within government with the addition of a position and maintain municipal control, oversight, and committee infrastructure despite the alternative suggestion of outsourcing.***