



City of Richmond

Report to Committee

To: General Purposes Committee
From: George Duncan
Chief Administrative Officer
Re: **Sister City Program Report 1: Review and Update**

Date: November 2, 2007
File: 01-0100-20-SCIT1-
01/2007-Vol 01

Staff Recommendation

1. That Council approve the renewed objectives and new policies and procedures for the City of Richmond's Sister City Program as outlined in the attached staff report dated November 2, 2007 prepared by the Senior Manager, Policy Development and Corporate Programs.
2. That based on these renewed Program objectives and new policies and procedures, that Council approve the updated Terms of Reference for the Sister City Committee outlined in the attached staff report dated November 2, 2007.
3. That Council approve a new Sister City Committee annual operating fund of \$10,000 starting in 2008 and a Sister City Program three-year fund of up to \$150,000 for 2008-2010 as outlined in the attached staff report, conditional on approval of additional levels funding in the 2008 operating budget.
4. That staff be directed to conduct a facilitated Planning and Budgeting Workshop with the Sister City Committee to develop three-year Activity Plans for each Sister City relationship and an accompanying budget showing allocations of Program funding.
5. That three-year Activity Plans be presented to Council for final approval by the end of the first quarter of 2008 and thereafter in accordance with the new Program policies and procedures and updated Sister City Committee Terms of Reference.

George Duncan
Chief Administrative Officer
(4338)

Att. 1

REVIEWED BY TAG	YES <input checked="" type="checkbox"/>
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Staff Report 1

Origin

The City of Richmond's Sister City Program is in its fourth decade. City Council has appointed a Sister City Committee (SCC) to advise and assist in delivering this program.

Currently the City has two continuing Sister City relationships: with Wakayama in Japan (since 1973) and Pierrefonds-Roxboro in Quebec (since 1967). A number of years ago, Council requested that the Sister City Committee investigate formation of a Sister City relationship with a city in China. In the China context, the idea of creating a time-limited "friendship city" category as part of the Sister City Program evolved as a way in which to explore and decide on any future permanent Sister City relationships.

This work culminated in an investigative trip to four cities in China by a delegation comprised of a Council member, City staff member and five Sister City Committee members in July 2007. Council instructed "that the Sister City Committee report on their investigative trip with recommendations for friendship cities for Council consideration".

The SCC Chair's report was delivered in September 2007 and contains eight recommendations. These include the recommendation that the City of Richmond sign friendship city agreements with four cities in China during an official visit in November 2007.

Analysis

Sister City Program Review – Rationale and Accompanying Reports

The proposed new commitments by the SCC would expand the City's involvement in twinning relationships from two to six cities and create an entirely new class of relationship known as "friendship city". In potentially tripling the number of cities involved and increasing the Program activity levels significantly, it is fair to say that:

- the City is on the threshold of the most significant changes to its Sister City Program since it began four decades ago;
- the City's current Program objectives and Terms of Reference for the Sister City Committee remain largely unchanged since they were adopted in the 1970s and do not serve current nor future needs;
- the impact of SCC's proposal on the City's budget and staff resources, in addition to demands on the volunteer Sister City Committee, are very significant; and
- the City needs to ensure that: the SCP is viable and appropriately funded; current and future relationships are adequately resourced; and the Sister City Committee is supported in their work.

Given these facts, staff have conducted a review of the Sister City Program based on best practice research resulting in:

- renewed Program objectives
- a new policy and planning framework
- new Program budget
- updated Sister City Terms of Reference

The results of this review are provided in the attached report with highlights provided below. In addition and based on the review results, staff have prepared a second report to Council. The second report focuses on the September 2007 Sister City Committee's report specific recommendations regarding China, provides staff analysis and recommendations on the selection of multiple Chinese cities for twinning relationships and the implications for the City with respect to resources.

Sister City Program Review - Highlights

Introduction

The City of Richmond's current long-standing Sister City relationships are based on very general agreements with undefined program activities. For over thirty years the existing Sister Cities relationships with Pierrefonds-Roxboro and Wakayama have been maintained largely through the work of dedicated community volunteers, evolving organically based on the interests of the individuals, organizations and Councils involved. In recent years the activity level of these twinning relationships has not been high with activity focused largely on official visits. At no fault of the Sister City Committee, the current program lacks planning, structure, goals and objectives and accountability. If the program is to be expanded to include what would possibly be more active cities, these deficiencies will need to be addressed.

Before expanding the Sister City Program, the City needs to ensure that it can support existing and new Sister City relationships that are both robust and meaningful. This can be best accomplished by providing clear SCP objectives and ensuring that all other aspects of the program, including policies, procedures, Sister City Committee Terms of Reference, plans and budgets are tied to these objectives. City staff have conducted a SCP review to provide this clarity and to ensure that implementation of an expanded program is adequately resourced and funded. The intent is to build on the successes of the current program and enable future success as it expands.

In the course of conducting this review, best practice research was conducted via the internet, through discussions with other municipal, provincial and federal representatives and review of written materials. The goal of the research was to gather ideas and fundamentals on what makes a successful Sister City Program.

The following are key highlights from the attached Review report:

Highlights – Renewed Program Objectives

- Program objectives expanded from current four bullet points (20 words) to two pages and include examples of activities, projects and potential organizations to involve in promoting cultural awareness, joint learning opportunities and economic development
- Program objectives now emphasize the need to develop a broad base of activity for relationships in which many people and organizations in the community participate through planned and on-going contact

Highlights - New Program Policies and Procedures

- Policies and procedures emphasize advance planning - e.g. three-year Activity Plans for each relationship developed with Sister City counterparts and Delegation Plans for official visits
- Policies and procedures promote a broad range of activities for cultural, educational, community and economic development purposes that include exchanges and non-visit related base program activities
- Policies and procedures establish clear roles for Sister City Committee, City Council and administration

Highlights - Updated Sister City Committee Terms of Reference

- Updated Terms of Reference clarify SCC role in context of renewed Program objectives
- Updated Terms of Reference establish effectively the same size of committee with members drawn from the three key parties in relationship building: the City, organizations in the community, individual citizens
- SCC current 3 year terms reduced to 2 year terms consistent with many other Council advisory committees

Highlights - Program Resources

- Sister City Committee current annual operating budget is \$8,500. Council contingency is drawn on for official visits which for the 2005-2007 period averaged almost \$30,000 per year
- The proposal is to create a Program budget that covers all anticipated expenses
- City administrative support will need to be expanded

Financial Impact

Currently the Sister City Committee has an annual operating budget of \$8,500. It is proposed that the Sister City Committee Annual Operating Fund be \$10,000 starting in 2008 to accommodate an increase in number of Sister City relationships and that this fund be administered by the Sister City Committee with guidance from staff and in accordance with Council and Program policies and procedures.

In the past, there has been no overall Sister City Program budget established and official delegations associated with the Sister City Program have been funded from non-program sources. It is proposed that based on an expanded program of three Sister Cities, a new Sister City three-year Program budget of up to \$150,000 be established starting in 2008 and that this fund be administered by the City and be sourced from additional levels for the 2008 operating budget. The financial impact for the 2008 budget will be \$61,500, included in the proposed additional levels. Senior staff have advised that an approval of a funding source of up to \$150,000 be sought in order to ensure there is an adequate program budget and this number can be refined once three-year Activity Plans are established.

City administrative support will also be expanded and managed through the CAO's office.

Summary Table – Financial Impact

	Current	Proposed Increase over existing costs			Total Program Increase over 3 years
		2008	2009	2010	
SCC Operating Fund	\$8,500	\$1,500	\$1,500	\$1,500	\$4,500
SCC Program Fund	0	\$60,000	\$45,000	\$45,000	\$150,000
TOTAL	\$8,500	\$61,500	\$46,500	\$46,500	\$154,500
Total Program 3-year costs: \$30,000 + \$150,000 = up to \$180,000*					
<i>*Note that this is based on the expectation that only one additional city would be added, regardless of whether a friendship or full Sister City relationship is contemplated. This amount will increase by \$15,000 for each additional city should Council approve twinning relationships with more than one city in China (see Report #2 for further discussion).</i>					

Conclusion

The Sister City Program is a long-standing City program that brings value to the community and its citizens. It has been supported by a Sister City Committee comprised of dedicated community volunteers appointed by Council. Moving forward with a renewed Program is intended to set clear direction for maintaining robust and meaningful Sister City relationships. Although the program has been successful, the greater rigour that is proposed as a result of the Program Review is expected to result in significant improvements to the program and in current and yet to be established twinning relationships.

Specific outcomes and benefits include:

- Predictability through planning
- Enhanced community involvement amongst a broader representation from the community.
- Best use of City staff and other resources
- Appropriate support for volunteer Sister City Committee
- Clear process for maintaining current relationships
- Clear process for forming new relationships
- Clear delineation of roles and responsibilities and greater accountability.



Alison McNeil
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AM:am

CITY OF RICHMOND SISTER CITY PROGRAM REVIEW
October 2007

1. INTRODUCTION

The City of Richmond's Sister City Program (SCP) is in its fourth decade. It has been supported by a Council appointed Sister City Committee comprised largely of community volunteers who have devoted considerable time and effort to maintaining existing Sister City relationships and more recently, investigating new ones.

The City is currently considering forming new relationships with Chinese cities as part of its Sister City Program. Before expanding the program, the City wants to ensure it can support existing and new Sister City relationships that are both robust and meaningful. This can be best accomplished by providing clear SCP objectives and ensuring that all other aspects of the program, including policies, procedures, Sister City Committee Terms of Reference, plans and budgets are tied to these objectives. City staff have conducted a SCP review to provide this clarity and to ensure that implementation of an expanded program is adequately resourced and funded. The intent is to build on the successes of the current program and enable future success as it expands.

This report has 4 sections. Section 2 of this report provides answers to primary research questions, Section 3 provides renewed SCP objectives, including overall purpose and general roles. An updated Sister City Committee Terms of Reference is referenced in this section and attached to this report. Section 4 is a discussion draft of SCP policies and procedures.

2. BACKGROUND RESEARCH

In the course of conducting this review, best practice research was conducted via the internet, through interviews with other municipal, provincial and federal authorities and review of written resources. The goal was to gather ideas and fundamentals on what makes a successful Sister City Program. Results of this research are provided below.

2.1 Sister Cities - General Context

What is a Sister City?

Sister Cities International¹ or SCI describes a Sister City as a community that joins with another community from a different nation to learn about the other and develop friendly and meaningful exchanges. A Sister City relationship is defined as "a broad-based, officially approved, long-term partnership between two communities, counties or states in two countries. The ideal affiliation involves a large number of citizens and organizations in both communities engaged in continuing projects of mutual interest. Within a Sister

¹ SCI is a non-profit organization based in the USA representing 700 US and 2,500 international communities.

City Program, cities and their citizens exchange people, ideas and culture in a variety of educational, municipal, professional, technical and youth projects.”

Typically cities establish one Sister City relationship per country and may have many or few official relationships, depending on the size of community, interest level and resources available. In the North American context, larger may have several Sister City or twinning relationships (e.g. Miami Beach, Florida – 9; City of Vancouver – 5); whereas smaller cities may have fewer (City of Surrey – 2; City of Burnaby - 2). In China, a priority on economic development interests has lead to cities actively pursue many twinning relationships (e.g., Qingdao has 13 Sister Cities and 29 Friendly Cooperative Cities).

What Kinds of Sister City Relationships are there?

Sister City relationships exist around the world. Different countries may use different terms to describe these long-term partnerships between two communities, such as: sister cities (United States, Canada, Mexico), twin cities (Russia, United Kingdom), friendship cities (Japan and China).

With respect to the use of the terms sister cities and friendship cities, according to SCI, often there is no difference between these terms. Since different parties may use terms in different ways, it is essential that in investigating new relationships, the expectations of the other city (i.e. potential twin) for the relationship are well understood. In the case of Chinese cities, this is particularly critical since they can have a strong interest in active twinning relationships (e.g. involving frequent trips) and command considerable resources, through their foreign affairs offices, to support them.

How are Sister City Relationship Established?

A Sister City relationship becomes official with the signing of an agreement between top-most officials of the two local jurisdictions. SCI recommends creating a temporary linkage with a well qualified, potential city before signing on to a long term Sister City relationship. This temporary twinning allows partners to participate in short-term projects (e.g. two or three years) for a specific purpose to gauge their compatibility and possibly form the basis for a long-term partnership. Examples of specific short term activities that could be the focus of temporary twinning are: exchanges of children’s artwork; an internship involving city staff focused on city planning of the environment; hosting a business delegation; and hosting a cultural arts performance.

The SCI provides the following advice with respect to forming twinning relationships: “the most important thing is that these relationships should not be entered into casually there must be a commitment to develop support from your city hall and community as a whole for the affiliation, keeping it active, with substantive programs, over the long-term.” They urge cities that have found each other not to rush the formalization process by allowing sufficient time to develop a strong base of support for the partnership in both communities.

In a similar vein, the BC Asia Twinning Toolkit² released in September 2007, devotes an entire chapter to working towards an official twinning arrangement and provides valuable advice on steps in the process and terms to include in agreements. “Proponents must be prepared to spend the time and resources necessary to develop terms that are acceptable to both communities, commit the groups to pursuing tangible opportunities and benefits, and allow the relationship to grow and evolve. Meaningful arrangements – that is, arrangements that move the participants beyond mere words – take time.” The recommended first step in the process is to issue a *letter of formal invitation* to the selected candidate city to develop an official twinning relationship.

British Columbia Context

According to the AT Toolkit, currently BC local governments are involved in over 100 twinning arrangements with international communities. About half of these are with communities in Asia, primarily cities in Japan and to a lesser extent, China. It notes that many of these arrangements were established several years ago and while some remain vibrant, others are inactive.

The potential economic benefit of twinning arrangements has prompted the provincial government to establish the BC Asia Twinning Project. This project supports the province’s Asia Pacific Initiative by arranging twinning relationships between BC and Chinese communities focused on economic benefits – i.e. fostering mutually beneficial business relationships. At the same time, it is noted that twinning arrangements should not be counted on to generate quick, short-term economic returns; “economically robust arrangements are rooted in strong inter-community relationships and take time to develop.”

What Makes a Successful Sister City Program?

Based on their members’ experiences over many years, Sister City International lists the following as key factors in a Successful City Program:

- Support and involvement from city hall and the business sector
- Broad-based support and involvement from the community
- Alliances with like-minded organizations (e.g. twinned service clubs or Chambers of Commerce)
- Strong communication links
- Cross-cultural awareness
- Clear objectives
- Willingness to grow and take risks
- Regular, on-going exchanges

² The Asia Pacific Toolkit is a valuable resource and advice in it is applicable to any Sister City program. The City of Richmond’s Sister City Committee was consulted in the development of the AP Toolkit.

In terms of city hall funding support, clearly adequate funding from the municipality for its Sister City Program is required for success. In Richmond's case, this needs to include operating funding for the Sister City Committee and clear direction on what this funding should cover. Experience to date is that the program budget has included operating funds for the Sister City Committee only and large costs (mostly related to official visits) have been funded from other sources. For the period 2005-2007, these other costs averaged close to \$30,000 per year, not including costs related to staff time and use of other City resources.

2.2 Overview of Richmond's Experience with Sister Cities

The City of Richmond officially twinned with Pierrefond, Quebec in 1967 as part of its Centennial Project and with Wakayama, Japan in 1973. The City's Sister City Twinning Committee was established in 1974 by Council resolution. The committee was modeled after a similar committee developed in Wakayama, Japan and was given the responsibility to oversee Richmond's existing Sister Twinning Program.

Richmond's current Sister Cities Program is based on program objectives developed in the 1970s. For over 30 years we have maintained our existing Sister Cities relationships with Pierrefonds-Roxboro and Wakayama, and these have evolved organically based on the interests of the individuals, organizations and Councils that have been involved over the years. In recent years the activity level of these twinning relationships has not been high, and maintaining these relationships is relatively manageable and predictable. The volunteers on the Sister City Committee have taken a very active role in planning and running activities and events, including official visits.

With respect to forming twinning relationships with cities in China, research and discussions with other BC municipalities tells us that these can be very active relationships raising significant capacity and performance concerns. Chinese cities can be enthusiastic participants in twinning relationships with resources to support their programs that will always far exceed our own, both in terms of funding and staffing.

Given this context, potential expansion of the City's Sister City Program to include one or more Chinese Cities brings with it an important responsibility to review and clarify the parameters of the program and its key elements, starting with objectives. While developing and signing agreements is in itself a relatively easy though time consuming task, maintaining a relationship in a way that continues to mutually benefit both communities requires that time be spent developing a common understanding with any prospective twin city.

3. CITY OF RICHMOND’S SISTER CITY PROGRAM: RENEWED OBJECTIVES, ROLES AND SISTER CITY TERMS OF REFERENCE

3.1 Purpose

The City of Richmond is a member of the global community and wishes to promote international respect, understanding and cooperation at all levels of the community on a continuing long-term basis. The primary purpose of the City of Richmond’s Sister City Program is to foster mutual understanding and meaningful connections with other cities and cultures in the interests of our citizens for their common benefit.

3.2 Objectives

The specific objectives of the Sister City Program are:

- 1) To establish and maintain relationships with other cities that are meaningful and sustained through on-going activity;
- 2) To develop a broad base of activity for Sister City relationships in which many people and organizations in the community participate through planned and on-going contact;
- 3) To engage the Richmond community and its Sister Cities in projects and exchanges that promote cultural awareness, joint learning opportunities, economic development and trade, as outlined below.

a) Promoting Cultural Awareness

Sister City relationships can promote understanding and appreciation through projects that build cross-cultural awareness. Opportunities for city officials and citizens to experience and explore other cultures may include:

<i>Example Activities and Projects</i>	<i>Potential Organizations Involved</i>
<ul style="list-style-type: none"> • Establishing and maintaining friendships gardens • Encouraging art and theatre exchanges and hosting international artists • Promoting sport exchanges for groups of all ages through club affiliations • Encouraging youth group affiliations and exchanges • Encouraging service club affiliations and exchanges • Participation in annual festivals in Sister City 	<ul style="list-style-type: none"> • Botanical gardens and garden clubs • Richmond Art Gallery • Theatre groups • Public school or college art program • Sports groups • Service Clubs • Multicultural groups • School Board • Tourism Association

b) Promoting Joint Learning Opportunities

Sister City relationships can create partnerships through which communities can creatively learn, work and solve problems together through reciprocal educational, municipal, business, professional and technical exchanges and projects. These projects may include:

<i>Example Activities and Projects</i>	<i>Potential Organizations Involved</i>
<ul style="list-style-type: none"> • Encouraging technical and professional exchanges in the areas of: <ul style="list-style-type: none"> ○ health care ○ education ○ urban planning ○ accessibility ○ transportation ○ housing ○ environment ○ sustainability ○ agriculture ○ public safety, etc. • Sharing municipal government best practices in the above areas • Participating in municipal internships for city officials in key fields • Promoting student exchanges 	<ul style="list-style-type: none"> • School Board • Health Authority • Hospital • Community college • Service clubs • Municipality • Chamber of Commerce

c) Promoting Economic Development and Trade

Sister City relationships can promote common prosperity by creating an atmosphere in which economic and community development can be implemented and strengthened. Opportunities for business leaders and citizens may include:

<i>Example Activities and Projects</i>	<i>Potential Organizations Involved</i>
<ul style="list-style-type: none"> • Arranging business to business meetings • Sharing knowledge and best practices in economic sectors including science and technology, manufacturing • Promoting young business leader internships • Promoting expanded trade in emerging industries and commodities • Facilitating professional and technical exchanges 	<ul style="list-style-type: none"> • Chamber of Commerce • City Economic Development office • Other business and trade groups • Tourism Association • Service Clubs • Professional Associations

3.3 Objectives of Specific Sister City Arrangements

Sister Cities may agree to a single priority focus for their relationship, particularly at the start. For example, historically, the City of Richmond's relationships with Pierrefond-Roxboro, Quebec and Wakayama, Japan have had more of a cultural and educational focus. Relationships with Chinese cities may initially focus more on economic development. Ultimately, the goal is to have a broad based relationship promoting cultural awareness, a range of joint learning opportunities and economic development. A program plan document (e.g. Activity Plan) that outline specific objectives, focuses and activities for each Sister City relationship should be developed jointly with that Sister City and renewed on a regular basis (e.g. every 3 years).

3.4 General Roles

Sister City relationships are about linking communities, with local government providing leadership. They are much more than official visits of political leaders. To be successfully maintained, Sister City relationships require involvement of three key parties in building and maintaining the relationship:

Municipality
Organizations in the community
Individual citizens

Municipality

The role of the municipality includes beginning an official partnership through the signing of an inter-community, bi-lateral Sister City Agreement, the purpose of which is to promote tangible linkages between two communities. The City of Richmond has two existing agreements. The Sister City Agreement provides the framework necessary for relationships between the organizations and individuals to take root and grow. Other key roles of the municipality are:

- Acting as the official champion and ambassador for the relationship at a political level, led by the Mayor's office
- appointing a Sister City Committee to implement the program
- providing adequate funding and administrative support for the program

Organizations in the Community

Community organizations play key roles in building meaningful long-term relationships between cities by actively supporting and participating in projects and activities. Key sectors to involve in Sister City Program activities include education, business, tourism and culture. Key groups include the School Board, Chamber of Commerce, tourism, cultural and service groups. Successful Sister City Programs encourage twinning relationships between "sister" organizations in each community (e.g. service clubs, Chambers of Commerce). Currently, the City of Richmond's Sister City Committee has two permanent seats for the School Board and has involved other groups in the community.

Individuals

Individual citizen volunteers with connections to a particular Sister City or a particular interest in cross-cultural learning are also integral to maintaining relationships.

The Sister City Committee

A Sister City Committee is comprised of representatives of all three of the parties that are key to successful program delivery: the municipality, organizations in the community and individual citizens.

In appointing a Sister City Committee, the priority is to create a broad-based membership made up of volunteers who are enthusiastic supporters of the Sister City Program and in most cases will be key players in activating Sister City Program activities. The BC Asia Twinning Toolkit suggests that the ideal membership includes leaders from: Council, the business community (e.g. Chamber of Commerce), an economic development commission or office, a local college/university/polytechnic, the School Board, the Health Authority, service organizations (e.g. Rotary), the youth community, the general citizenry.

An updated Terms of Reference for the Sister City Committee is attached. It is based on both the above considerations, best practice research and a review of Terms of Reference for other Council Advisory Committees.

4. SISTER CITY PROGRAM POLICIES AND PROCEDURES

With the impending expansion of the Sister City Program, there is a need to define and clarify policies and procedures. The policies and procedures presented below relate primarily to maintaining existing Sister City relationships and a section is also provided on forming new Sister City relationships. They will be refined as required with the Sister City Committee.

4.1 Existing Sister City Relationships

4.1.1 3 Year Activity Plans

For each existing Sister City relationship, a 3 year Activity Plan shall be developed by the City staff and the Sister City Committee in consultation and coordination with counterparts in the Sister City. The 3 year Activity Plan should contain priority goals and actual planned and potential activities for the upcoming 3 year period to achieve these goals.

The 3 Year Activity Plan will include:

- Official Delegations/Visits (Section 4.1.2)
- Exchanges – currently planned or to be promoted (Section 4.1.3)
- Non-visit related annual base program activities (Section 4.1.4)
- 3 year estimated budget

The 3 Year Activity Plans and budgets will be updated annually and provided to Council by the Sister City Committee as specified in their Terms of Reference.

4.1.2 Official Delegations/Visits

Definition: An Official Delegation is a visit from or to a Sister City involving political representatives from each City and others for a specific purpose related to the SCP objectives, individual Sister City agreement objectives and 3 year Activity Plans. The visit may involve multiple days and multiple events including: official meetings with Council, representatives from community organizations and other community leaders to further the relationship (e.g. ratification of agreement and/or 3 year Activity Plan); site visits; sightseeing; ceremonial dinners; and gift exchanges.

Planning: Delegation Plans will be produced by the Sister City Committee and City Staff for each visit outlining specific purposes (linked to the SCP objectives, individual Sister City agreements and Activity Plan), associated events, duration and costs. The Delegation Plan together with estimated budget must be approved by the City at least two months before the Official Delegation.

Participants: In addition to political representatives, the Official Delegation will include Sister City Committee members and City staff (see table below under 'Costs'). The Official Delegation may also include local leaders in education, business, arts and

culture, sport, science and technology and other sectors actively engaged in supporting the Sister City relationship. All participants in official delegations will be subject to the approval of Council.

Frequency: For each Sister City, there shall be one visit either to or from the Sister City every three years. Visits may be timed around key dates such as agreement anniversary dates and special events in the cities involved. This means that the City of Richmond would send one official delegation to each of its Sister Cities every 6 years.

Costs:

	TO Sister City	FROM Sister City
Official Visit Delegation ¹ (Paid for by City)	<ul style="list-style-type: none"> • Mayor or Acting Mayor • 2 Other Members of Council • City Staff Member(s) as appropriate⁴ • 3 Sister City Committee members 	<ul style="list-style-type: none"> • Mayor or Acting Mayor • All Members of Council • City Staff Member(s) as appropriate • All Sister City Committee members – voting and non-voting • Up to 20 delegates from the Sister City
Budgeted costs for above individuals (Paid for by City) ²	<ul style="list-style-type: none"> • Transportation • Hotel • Meals (not covered by official events) • Gifts 	<ul style="list-style-type: none"> • Meal(s) – e.g. ceremonial dinner • Tour • Presentations • Gifts
TOTAL FUNDS³	Funds taken from program fund which is up to \$150,000 over 3 years	

NOTES

¹Other participants who wish to join the delegation TO a Sister City must:

- Be recommended by the Sister City Committee by reason that they directly support the objectives of the Sister City 3 year Activity Plan and receive approval from City Council
- Pay for their own costs
- The total Official Delegation may not exceed 20 people.

City funds may not be used to defray costs of spouses or other friends or relations of the official delegation participants nor should the Richmond’s Sister City be expected to fund the cost of these individuals for dinners or other events where costs are incurred.

²In-kind contributions from organizations in the community may be sought for Official Delegations to the City of Richmond (e.g. hosting a tour or a meal).

³ See Financial Support – Section 4.5

⁴Only the costs for the City Staff liaison(s) to the Sister City Committee and senior staff member will be funded from the SCP budget. Any other staff will be funded from departmental budgets.

4.1.3 Exchange (Unofficial) Visits

Definition: Exchange visits do not involve political leaders and are for the purpose of community involvement in the relationship. Exchange visits are promoted and encouraged by the Sister City Committee. Members of the Committee (and/or any organization they represent) may take a leadership role in developing or running regular or special event exchanges. The City normally has minimal involvement in these visits (unless they are City staff exchanges), which could include a City Hall tour.

Planning: Organizations in the community take lead responsibility for planning exchange visits and should provide City staff with reasonable advance notice of tour requests and other requested involvement.

Participants: Types of exchange visits are referenced in the Sister City Program objectives. They may involve individuals and groups of artists, athletes, business person, youth, seniors, and any others interested in relationship building exchanges.

Frequency: Exchanges ensure the on-going vibrancy and community participation in a Sister City relationship and should be encouraged.

Costs: Participating community organizations/individuals are responsible for the exchange visit and costs associated with it. Generally, there should be little or no cost to the City for exchange visits (except in cases of City staff exchanges).

	FROM SISTER CITY
Exchange (unofficial) Visit (paid by City)	<ul style="list-style-type: none"> • Up to 4 Sister City Committee members • 1 City staff (as required)
Budgeted Costs for above individuals (Paid for by City)	<ul style="list-style-type: none"> • One meal • Gifts

4.1.4 Annual Base Program Activities (non-visit)

The following low-cost, non-trip related activities should occur every year and be included in 3 year Activity Plans for each Sister City relationship:

- Annual “state of the city” letter between the two Mayors
- Exchanges of the cities’ annual reports and city plans by senior staff at the city

Other ideas should be developed and may include:

- Exchanges of children’s artwork, letters, or e-mails
- Periodic exchange of interesting newspaper articles that show how society, technology, the environment are changing in the city
- Cultural festivals, movies or presentations that celebrate the culture of the sister city (foreign students or business people from the nation of the sister city can be guest speakers)
- Other city events/communications where it is relevant to feature the sister city

4.2 Gifts

The City is establishing a protocol for gifts purchased by the City including appropriate gift categories and will consult with the Sister City Committee on this protocol.

4.3 Communications

Where communication is desired with the public in the course of delivering the Sister City Program, all media releases and public communications shall be developed by the City's Corporate Communications unit in coordination with the Sister City Committee and receive approval from the Senior Manager of Communications or Senior Manager of Media Relations before release.

4.4 New Relationships

4.4.1 Requests from Other Cities

The City of Richmond continues to receive regular requests for visits from cities abroad. Visit requests are managed by the City's Customer Service section. Requests that involve forming a formal relationship should be made in writing to City Council and will be referred to the Sister City Committee for review and advice, based on current program activity levels and policies.

4.4.2 Council Requests

Council may request that the Sister City Committee investigate forming a relationship with a Sister City in another country. This request could occur following a major review of the program activities (see below) and/or at the beginning of a Council's term. Where Council has approved investigation of another Sister City relationship, the SCC will be requested to submit an estimate for any additional funds required in addition to the existing Sister City Program budget.

4.4.3 Type and Number of Relationships

It is the intent of the program that the City of Richmond form no more than one Sister City relationship per country.

4.4.4 Selecting a Sister City

The process of selecting a Sister City should be based on the assessment process recommended in the 2007 BC Asia Twinning Toolkit produced by the provincial government and Union of BC Municipalities.

4.4.5 Reaching a Sister City Agreement

The process of reaching an agreement with a new Sister City should be informed by the recommendations in the 2007 BC Asia Twinning Toolkit and include the following basic steps:

- A formal invitation to the selected candidate to develop a Sister City relationship
- Discussions with the selected partner community to set terms of the relationship
- Signing the official Sister City Agreement

The agreement should, at a minimum, cover the following elements: purpose, focus, contacts, delegations, exchanges, subsidiary agreements and review process. New Sister City Agreements will be limited to a five year term with the option to renew following a review.

4.5 Financial Support

4.5.1 City of Richmond Sister City Program Funding

The Sister City Program funding includes:

- The SCC Annual Operating Fund
- Program Fund

4.5.2 SCC Annual Operating Fund

The Sister City Committee Annual operating fund is \$10,000. This funding shall be used for regular operations, meeting costs, gifts and costs associated with exchanges from Sister Cities. This funding cannot be carried over to future years.

4.5.3 Program Fund

The Program Fund is up to \$150,000 over three years. This funding covers the costs of program activities, with approximately \$50,000 provided per city over three years. These include sending official delegations to a Sister City and hosting official delegations from a Sister City (one of these activities will occur with each Sister City every three years). An Official Delegation Plan tied to SCP and 3 Year Activity Plan objectives, together with an estimated budget for these visits must be submitted for approval to the City prior to release of these funds. These funds can be carried forward from year to year.

Total Budget Summary – (based on 3 Sister Cities beginning in 2008)

Type	Amount	
	<i>Annual</i>	<i>Over 3 years</i>
SCC Annual Operating Fund	\$10,000	\$30,000
Program Fund	\$50,000 (average)	Up to \$150,000
Totals	\$60,000 (average)	Up to \$180,000

4.5.4 Other Contributions – Financial and In-kind Support

Organizations in the community will be encouraged to participate in the Sister City Program and in doing so draw upon their own resources, including financial support, staff and volunteers. Any funds raised for the Sister City Program shall be from appropriate sources, directly tied to program activities and pre-approved by the City. If approved, the funding can be used to supplement the program or offset costs.

4.5.5 Reporting and Accountability

As per the Sister City Committee Terms of Reference, based on the 3 Year Activity Plans and budgets, by the end of the first quarter of each year the SCC shall report to Council on their primary activities during the previous year and proposed activities and budgets for the current/upcoming year.

4.6 Relationship Review and Termination Policy

Each Sister City Relationship will be reviewed by the City with the Sister City Committee every six years to:

- Determine whether outcomes are generally commensurate with inputs
- Track progress towards stated goals and objectives
- Identify opportunities to enhance and improve the arrangements

This review should include both qualitative and quantitative measures. Reviews can be timed around the renewal date in the case of new Sister City Agreements or around the development of 3 year Activity Plans.

The Sister City Committee may recommend termination or non-renewal of a relationship that, despite best efforts, has remained inactive or has unsatisfactory outcomes for the City and community.

**CITY OF RICHMOND
SISTER CITY COMMITTEE**

**UPDATED TERMS OF REFERENCE
November 2007**

1. Mandate and Responsibilities

Mandate

The Sister City Committee (SCC) shall advise and assist the City in accomplishing the Sister City Program objectives:

- to establish and maintain relationships with other cities that are meaningful and sustained through on-going activity;
- to develop a broad base of activity for Sister City relationships in which many people and organizations participate through planned and on-going contact; and
- to engage the Richmond community and its Sister Cities abroad in projects and exchanges that promote cultural awareness, joint learning opportunities, trade and economic development, as outlined in the Program objectives.

Responsibilities

In carrying out this mandate and in accordance with Program Policies and Procedures, the responsibilities of the SCC shall include:

- Preparing 3 Year Activity Plans for each Sister City relationship and associated budgets
- Working with staff and Sister City counterparts, arrange for official delegations and prepare budget and Delegation Plan showing scheduled events such as: official meetings with Council, representatives from community organizations and other community leaders; site visits; sightseeing; ceremonial dinners; and gift exchanges.
- Liaising with organizations in the community to encourage participation in unofficial visits/exchanges and other twinning relationships and activities.
- Working with staff to carry out annual non-visit related base program activities.
- Producing annual meeting schedule, above described future year plans and budgets (updated annually) and other reports for Council approval as described in section 5 below.

2. Composition

Voting Members

In accordance with the program objectives, the SCC shall be comprised of representatives from the municipality, organizations in the community and individual citizens.

The Committee shall be comprised of up to 14 Council-appointed voting members consisting of:

- Up to 9 Richmond citizens
- 5 to 7 Representatives of other program supporting organizations

Non-Voting Members

- City Council liaison
- City staff

3. Recruitment, Selection and Appointment

Recruitment

- Recruitment of citizen appointees shall be in accordance with Council policy and procedures (e.g. the City Clerk's office will place appropriate public advertisements in the media to ask for volunteers).
- Organizations in the community may be asked to suggest a representative for Council consideration. Examples of organizations include: Richmond School Board, Tourism Richmond, Kwantlen College, cultural organization, Chamber of Commerce, service club, sports association, YVR, River Rock Casino.

Selection

All voting members of the SCC shall be selected based on one or more of the following criteria:

- Be a Richmond resident who has demonstrated an interest in and commitment to the Sister City Program and/or strengthening international relations generally.
- Represent the demographic diversity of the community.
- Represent knowledge, experience and perspectives of various sectors including: arts and culture, sport, education, business and tourism.

Appointment - All members shall be appointed by Council.

4. Terms

Members shall be appointed for 2-year terms. The SCC shall have rotating terms to ensure continuity in membership from year to year. Any member that fails to attend meetings on a regular basis may be removed from the Committee.

5. Operation and Process

Operation - Each year, in January, the SCC shall appoint:

- a Chair
- a Vice Chair for each Sister City relationship (e.g. taking lead responsibility for managing existing Sister City relationships, which are currently with Wakayama, Japan and Pierrefonds-Roxboro, Quebec)

Sub-committees may be formed by the SCC as necessary, to work on specific tasks set by the SCC. Sub-committees must be led by an appointed SCC member (e.g. Vice Chair) and can include, where beneficial, individuals who are not Council-appointed SCC members. The sub-committees will report to and take direction from the SCC through their lead SCC member.

Meetings

- SCC meetings shall be held a minimum of 8 times a year with a schedule set at the beginning of each year. Any additional meetings may be called by the Chair subject to the availability of a quorum of 8 members and with at least 10 working days advance notice.
- Any sub-committees shall meet as deemed necessary by the SCC lead or Vice-Chair.
- Meetings shall be held at City Hall.
- Minutes of each SCC meeting shall be kept by City staff with distribution to all members.

Accountability

Based on the three-year Activity Plans and budgets, by the end of the first quarter of each year the SCC shall report to Council on their primary activities during the previous year and proposed activities and budgets for the current/upcoming year.

Communications

- The SCC shall report to Council through the City staff liaison.
- Where communication is desired with the public in the course of delivering the Sister City Program, all media releases and public communications shall be developed by the City's Corporate Communications unit in coordination with the Sister City Committee and receive approval from the Senior Manager of Communications or Media Relations before release.

Decision Making Process - Members of the SCC shall follow Council decision-making policy and procedures and strive for consensus. Each member is entitled to one vote.

Conflict of Interest

- SCC members are drawn from a broad spectrum of community interests. The expectation is that each member will conduct themselves in the best interest of the community.
- If there is a conflict of interest, it will be up to the member to excuse himself or herself from the decision.

6. Resources

SCC Program Funding – The Sister City Program Funding includes:

- The SCC Annual Operating Fund (see below)
- Program Fund with sufficient funding for all program related activities including official delegations to a Sister City (see Program policies). This fund is administered by the City. A Delegation Plan (tied to program objectives) and budget for these trips must be submitted for approval to the City at least two months in advance of the visit.

SCC Annual Operating Fund - Council will provide an operating budget for the operation of the Sister City Committee, which will include sufficient funding for regular operations, meeting costs and other costs associated with base program activities. This fund will be administered by the SCC with guidance from staff.

The SCC may only incur expenses authorized by Council and/or set out in the Program policies and other City policies and procedures.

City staff support and liaison shall be coordinated through the Chief Administrator's Office.