



To: Richmond City Council **Date:** November 7th, 2007
From: Mayor Malcolm D. Brodie, Chair **File:** 01-0100-20-SCIT1-01/2007-Vol 01
General Purposes Committee
Re: **SISTER CITY PROGRAM REPORT 1: REVIEW AND UPDATE; and**
SISTER CITY PROGRAM REPORT 2: EXPANSION - CHINA

The General Purposes Committee, at its meeting held on Monday, November 5th, 2007, considered the attached reports, and recommends as follows:

Committee Recommendation (Cllrs. E. Halsey-Brandt and Steves opposed)

- (1) *That the renewed objectives and new policies and procedures for the City of Richmond's Sister City Program, be approved (as outlined in the report dated November 2, 2007 from the Senior Manager, Policy Development and Corporate Programs).*
- (2) *That based on these renewed Program objectives and new policies and procedures, that the updated Terms of Reference for the Sister City Committee (as outlined in the report dated November 2, 2007 from the Senior Manager, Policy Development and Corporate Programs), be approved, provided that the voting membership shall be comprised of 13 citizens and 1 voting Board of Education of School District No. 38 (Richmond) representative, to which Council may add up to 5 non-voting program organizations.*
- (3) *That a new Sister City Committee annual operating fund of \$10,000 be approved, starting in 2008 and a Sister City Program three-year fund of up to \$225,000 for 2008-2010 (as outlined in the report dated November 2, 2007 from the Senior Manager, Policy Development and Corporate Programs), 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 and Friendship 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.*
- (6) *That approval be given for an annual increment for staff in the amount of \$37,000 (as outlined in the report dated November 2, 2007 from the Senior Manager, Policy Development and Corporate Programs).*
- (7) *That the Sister City Committee report (dated September 2007) on the June 2007 visit to Pierrefonds, Quebec and the July 2007 visit to China (attached to the report dated November 2nd, 2007, from the Chief Administrative Officer), be received for information.*

- (8) *That the City of Richmond pursue Friendship City relationships with four cities in China, including Qingdao (as described in the Sister City Committee report).*
- (9) *That for each city selected through the above process, an invitation be sent to the proposed friendship city and if a positive response is received, that a formal agreement (accompanied by a three year Activity Plan) be developed as specified in the new program policies and procedures.*
- (10) *That the City of Richmond pursue a special 'Olympic Twin' relationship with the City of Qingdao, China (as described in the Sister City Committee report), and that an agreement and two year Activity Plan be developed.*

Mayor Malcolm D. Brodie, Chair
General Purposes Committee

Attach.

VARIANCE

Please note that staff recommended the following for:

Sister City Program Report 1: Review and Update:

- (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.

and

Sister City Program Report 2: Expansion – China:

- (1) That the attached Sister Committee report dated September 2007 on the June 2007 visit to Pierrefonds, Quebec and the July 2007 visit to China be received for information.
- (2) That the City of Richmond pursue a full twinning relationship with one city in China as described in the attached report and that the Sister City Committee provide Council with advice on their preferred choice from among the four cities visited in July 2007 based on their expertise and criteria previously approved by Council.
- (3) That once a city in China has been selected through the above process, an invitation be sent to the proposed twin city and if a positive response is received, a formal agreement (accompanied by a three year Activity Plan) be developed between the two cities with an initial term of five (5) years and an option for mutually agreeable renewals thereafter, as specified in the new program policies and procedures.
- (4) That the City of Richmond also pursue a special 'Olympic Twin' relationship with the City of Qingdao, China as described in the attached report and that an agreement and two year Activity Plan be developed with the agreement expiring at the end of the Vancouver Olympic and Paralympic Games in 2010.
- (5) That the previously approved second trip to China occur following development of the above stated agreement for the purpose of signing the formal agreement, confirming the three-year Activity Plan and generally advancing the relationship.



City of Richmond

Report to Committee

To General Purposes - Nov 5, 2007

To: General Purposes Committee Date: November 2, 2007
 From: George Duncan File: 01-0100-20-SCIT1-
 Chief Administrative Officer 01/2007-Vol 01
 Re: **Sister City Program Report 1: Review and Update** *Xr: 01-0135-04-01*

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"/>

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
Senior Manager - Policy Development & Corporate Programs
(4926)
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:

<i>Municipality</i>
<i>Organizations in the community</i>
<i>Individual citizens</i>

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	
<p>NOTES</p> <p>¹Other participants who wish to join the delegation TO a Sister City must:</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <p>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).</p> <p>³See Financial Support – Section 4.5</p> <p>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.</p>		

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.



To: General Purposes Committee *To General Purposes - Nov 5, 2007*
From: George Duncan *Date:* November 2, 2007
 Chief Administrative Officer *File:* 01-0135-04-04
Re: **Sister City Program Report 2: Expansion - China** *Xr: 01-0135-04-01*

Staff Recommendation

1. That the attached Sister Committee report dated September 2007 on the June 2007 visit to Pierrefonds, Quebec and the July 2007 visit to China be received for information.
2. That the City of Richmond pursue a full twinning relationship with one city in China as described in the attached report and that the Sister City Committee provide Council with advice on their preferred choice from among the four cities visited in July 2007 based on their expertise and criteria previously approved by Council.
3. That once a city in China has been selected through the above process, an invitation be sent to the proposed twin city and if a positive response is received, a formal agreement (accompanied by a three year Activity Plan) be developed between the two cities with an initial term of five (5) years and an option for mutually agreeable renewals thereafter, as specified in the new program policies and procedures.
4. That the City of Richmond also pursue a special 'Olympic Twin' relationship with the City of Qingdao, China as described in the attached report and that an agreement and two year Activity Plan be developed with the agreement expiring at the end of the Vancouver Olympic and Paralympic Games in 2010.
5. That the previously approved second trip to China occur following development of the above stated agreement for the purpose of signing the formal agreement, confirming the three-year Activity Plan and generally advancing the relationship.

George Duncan
Chief Administrative Officer
(4336)

Att. 3

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

Staff Report 2

Origin

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 (SCC) comprised largely of community volunteers who have devoted considerable time and effort to maintaining existing Sister City relationships.

The City has been considering forming new relationships with Chinese cities as part of its Sister City Program for several years. In February 2004, Council passed a resolution directing the SCC to seek a relationship with a city in China. The process described was to begin with a friendship relationship and move to selection of one sister city in China. As part of this effort, considerable research was conducted by the SCC, culminating in a trip to four cities in China in July of 2007 by a City of Richmond delegation comprised of a Council member, City staff member and five SCC members. Earlier this year, City Council directed:

"That the Richmond Sister City Committee report on their investigative trip, with recommendation for friendship cities for Council consideration."

The SCC has provided the attached report (appendix 1) to Council on this trip with eight recommendations including that the City form new official relationships with four cities in China. Staff review of this report lead to a comprehensive review of the Sister City Program and proposed new Sister City Program objectives, policies and procedures and SCC Terms of Reference. This is the subject of an accompanying report to Council. The purpose of this staff report is to build on this policy foundation, provide analysis of the SCC report and options for expanding the Sister City Program to include cities in China for Council consideration, along with associated impacts on the City and staff's recommended option.

Analysis

The eight recommendations by the SCC found on page two of their report include that Council approve the establishment of friendly cooperative relations/friendship agreements with the four cities visited in China by the City of Richmond delegation in July, which are: Qingdao, Yantai, Xiamen and Yangzhou. In their report, the SCC describes a friendly cooperative relationship as more casual in nature, requiring significantly fewer resources. The SCC confirms that their long term goal is to develop one Sister City relationship in China.

Staff's Program Review report indicates that the City of Richmond is interested in maintaining a high quality Sister City Program with meaningful and robust relationships with other cities and to do this, adequate resources will be required.

The SCC's recommendations have a profound implication for the City in terms of impact on budget and staff capacity. Put simply, an expanded program will mean costs to the City for this program will increase as will the City staff support requirements. The more cities that are added to the program, the greater these cost and staff capacity requirements will be.

Staff Research Results

The BC Asia Twinning Toolkit recently published by the Province of BC and Union of BC Municipalities confirms that cities typically only have one Sister City per country. This is also the recommendation of Sister City International.

Based on research, staff have concluded that in practice, the 'friendship' and 'sister' descriptors are often used interchangeably in context of twinning relationships with China and other cities throughout the world. Staff have found that both are used in official documents with Chinese cities and noted that the term "Sister City" was used by City of Yantai officials during their October visit to Richmond City Hall. In discussions with representatives in other BC municipalities, they indicate that in many cases there is no significant difference in activity levels or demands on resources between what is called a Sister City versus what is called a Friendship City. The frequency of visits proposed in the SCC report for new friendship cities appears to be similar to frequency of visits to our Sister Cities of Wakayama and Pierrefonds. Official delegations constitute a major program cost.

Research also suggests that Chinese cities have the resources, interest and ability to engage in a very active relationship with the City of Richmond. These could be as active or more active relationships, particularly in the short term, than our existing Sister City relationships with Wakayama and Pierrefonds-Roxboro. The City will not be able to match the resources that a typical Chinese city has and is prepared to commit to relationship activities given its administrative structure, relative size and level of economic activity in comparison to Richmond. The SCC report similarly notes that "we will never be able to match the hospitality shown by cities in China".

Best practice research reveals the importance of not entering into agreements casually and having a clear understanding of the expectations of candidate cities for a twinning relationships. If these expectations are compatible, discussions can ensue on developing official relationship documents which specify activity levels and determine precise demands on resources. The Sister City Program review resulted in the proposal that these documents consist of an Official Sister City Agreement with a five year renewable term and three year a Activity Plan, both developed in coordination with prospective Sister City counterparts. A sample agreement is attached for information (appendix 2).

Options

In the event that Council should decide to pursue more than one new twinning relationship as recommended by the SCC, staff have prepared a number of options for Council consideration.

The following options are presented along with estimated impacts on funding and staffing. The latter is informed by staff analysis of past Sister City Program activities and costs. In the final analysis, it should be clear that notwithstanding the above noted report analysis, the primary reason for the difference in the recommendations of City staff and the SCC is senior staff's concerns regarding our capacity to provide adequate support and the overall financial implications that are associated with increasing the number of cities and activity levels.

1A. Pursue full twinning relationship with 1 city in China now

Description

This option involves the City choosing to pursue a full Sister City relationship with a single Chinese city, eliminating the need to extend the selection process and choose a Sister City later. It allows dedication of considerable time and energy to the development of a single multi-faceted new Sister City relationship involving a range of activities and community participants, along with maintaining high quality relationships with our existing Sister Cities. The new Program policies and procedures propose that a review of the relationship (e.g. five year renewable term) be built into the terms of any official agreement developed. This option also leaves City Council free to consider future additions to its program from other countries (e.g. with cities in India, the ASEAN states, in Europe, etc.) in due course.

1B. Pursue full twinning relationship with 1 city in China now and a special 2 year Olympic Twin relationship with the City of Qingdao, China

Description

This option is the same as option 1A but includes a special temporary relationship with Qingdao, China, in recognition of the fact that:

- this city is reported as being interested in less than a full Sister City relationship with the City of Richmond; and
- like Richmond, this city is a Olympic venue city for the 2008 Olympic games in Beijing and as such it will be beneficial to share common interests and lessons learned.

Funding and Staffing

Options 1A and 1B can be accomplished within the budget levels set out in the accompanying report as set out below and existing staffing levels for the program:

- \$150,000 program fund over 3 years (\$50,000 per city average)
- \$ 10,000 SCC annual operating fund

TOTAL: up to \$180,000 over 3 years

Note: TAG have identified funding in the priority additional levels budget items that would be recommended to Council to cover these anticipated increased program costs.

2. Pursue temporary friendship relationships with 2 cities in China and choose one Full Sister City Later

Description

This option involves the City choosing to pursue relationship arrangements with two cities on a temporary basis as part of the process of selecting a full Sister City in China. It extends the China Sister City selection process which has been underway for several years. A timeline, selection criteria and process would need to be determined, in addition to a termination clause built into each agreement. The process for discontinuing friendship relationships with cities in China would also need to be clearly articulated. This option would likely preclude investigation of any new relationships in other countries until the selection process is completed.

Funding and Staffing

Funding estimates are:

- + \$150,000 program fund over 3 years (\$50,000 per city average)
- + \$ 15,000 program fund over 3 years for additional Chinese city
- + \$ 10,000 SCC annual operating fund

TOTAL: up to \$195,000 over 3 years

For options 2, 3 and 4 *additional* staff support would be required - a half time dedicated staff support person to manage the program and other protocol related functions at an estimated additional cost of up to \$37,000 per year.

3. Pursue temporary friendship relationships with 3 cities in China and choose later

Description

Same as option 2 only with three cities.

Funding and Staffing

Funding estimates are:

- + \$150,000 program fund over 3 years (\$50,000 per city average)
- + \$ 30,000 program fund over 3 years for 2 additional Chinese cities
- + \$ 10,000 SCC annual operating fund

TOTAL: up to \$210,000 over 3 years

For options 2, 3 and 4 *additional* staff support would be required - a half time dedicated staff support person to manage the program and other protocol related functions at an estimated additional cost of up to \$37,000 per year.

4. Pursue temporary friendship relationships with 4 cities in China (SCC recommendation)

Description

Same as option 2 only with four cities.

Funding and Staffing

Funding estimates are:

- + \$150,000 program fund over 3 years (\$50,000 per city average)
- + \$ 45,000 program fund over 3 years for 3 additional Chinese cities
- + \$ 10,000 SCC annual operating fund

TOTAL: up to \$225,000 over 3 years

For options 2, 3 and 4 *additional* staff support would be required - a half time dedicated staff support person to manage the program and other protocol related functions at an estimated additional cost of up to \$37,000 per year.

Preferred Option

Based on cost and capacity implications, staff recommend option 1B. This option is supported by senior management and has been considered in terms of impact on additional levels for the 2008 budget.

Financial Impact

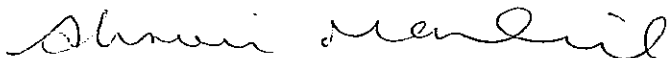
Option	SCC Operating Fund Annual	Program Fund Estimated Annual	Total Program Annual Cost	Totals 3 years accumulated	Additional Staff Support Costs
1A & 1B	\$10,000	\$50,000	Up to \$60,000	Up to \$180,000	
2	\$10,000	\$55,000	Up to \$65,000	Up to \$195,000	\$37,000/year
3	\$10,000	\$60,000	Up to \$70,000	Up to \$210,000	\$37,000/year
4	\$10,000	\$65,000	Up to \$75,000	Up to \$225,000	\$37,000/year

Note that the costs for Options 1-4 have been represented as total costs. However the increased costs from previous levels of service would be approximately \$38,500 less per year in each case (i.e. estimate of current spending levels).

Source of funding for 2008 increase would be sought through an additional level request. The amount sought from additional levels will depend on the Option chosen.

Conclusion

The City of Richmond has not formed a new twinning relationship with another city in over thirty years. The addition of a city in China to the City's Sister City Program brings great opportunities and is a long-standing City interest. This report recommends that the City proceed with pursuing one full Sister City relationship with a city in China and that the SCC provide their preferred choice based on criteria previously approved by Council (appendix 3) and the new policies and procedures for the program. This action can be accommodated within the budget allocation approved by Council in the previous report.



Alison McNeil
Senior Manager - Policy Development & Corporate Programs
and



plw Iain Johnstone
Manager - Economic Development
AM:am

REPORT TO
RICHMOND CITY COUNCIL
from
RICHMOND'S SISTER CITY COMMITTEE
on
VISIT TO PIERREFONDS – JUNE 2007
and
VISIT TO CHINA – JULY 2007

Prepared by:
Sylvia Gwozd, Chair,
Richmond Sister City Committee
September 2007

Attachments:

1. Pierrefonds report
2. Wakayama history
3. Terms of Reference
4. Future Sister City criteria
5. Friendship levels
6. Yantai/Qingdao/Xiamen/Yangzhou information

Sister City Committee Report and Recommendations

Chair Sylvia Gwozd

September 2007

1. That Council approve the establishment of a friendly cooperative relations/friendship agreement with the City of Qingdao, Shandong Province, China and the City of Richmond.
2. That Council approve the establishment of a friendly cooperative relations/friendship agreement with a further three cities in China; Yantai, Shandong Province; Xiamen, Fujian Province and Yangzhou, Jiangsu Province and the City of Richmond.
3. That a Friendly Cooperative Agreement/ Friendship Agreement be developed for each City's signature, which includes the basic principles as outlined in the report.
4. Each friendship agreement, based on the agreed basic principles, shall be written and signed independently with the four cities. All cities shall have the opportunity to sign locally. An agreement with the City of Qingdao shall be expedited and further that a letter be sent to each city expressing interest towards establishing a friendship agreement.
5. That an official delegation of seven travel to China in November of 2007 which includes the Mayor and two Members of Council for the signing of the Friendship Agreement/ Friendly Cooperative Relations agreement or Letter of Intent. The delegation will also include one staff member and up to three members of the Sister City Committee. That Council approve an additional \$5,000 for an additional Sister City Committee member who will provide translation services to the delegation. And further that the 7 member official delegation, will be supplemented by up to eight delegates, at their own cost or sponsorship cost for a possible maximum total of fifteen.
6. That the report of the delegation to celebrate the 40th anniversary of Pierrefonds/Roxboro and Richmond be received for information.
7. That Council approve the three year matrix of activities for the Friendship Cities and the Sister City programs outlined in the report.
8. That a three year budget be developed based on the revised matrix of activities and expanded programs. Dollars may be interchanged over three years but are not to be exceeded without Council approval.

This report will deal with:

1. History of Sister City Program and Background Information on China
2. Definitions of a Friendship City as compared to Sister City
3. The Sister City Committee Findings and Recommendations
4. The Principles for Friendly Cooperative Agreements/Friendship Agreements
5. Proposed Matrixes of Activities

1. History of Sister City Program and Background Information on China:

On July 29, 1967, André Theoret, Mayor of the City of Pierrefonds, Quebec, in the company of W.H. Anderson, Reeve of the Township of Richmond, B.C. declared the twinning of the two cities with a view to promoting exchanges of a cultural, tourist, social and economic nature. Attached is a report from the delegation that celebrated 40 years of twinning, led by Councillor Rob Howard, in Pierrefonds-Roxboro. (*Attachment 1*)

In the early 1970's there were discussions between Mr. Jim Murray and Wakayama City, Japan regarding becoming Sister Cities. Mr. Jim Murray had many trips to Wakayama to make the Sister City of Richmond and Wakayama becomes a reality. One of the reasons for twinning with a City in Wakayama Prefecture was that about 75% of Richmond's Japanese citizens came from Wakayama Prefecture, and were fisherman before coming here, so fishing for salmon was a natural. On July 16, 1973 a delegation lead by Mayor Shozo Ujita and City Council Chairman Yoshikazu Kodowaki and seven alderman plus 22 other citizens came from Wakayama for the official signing between the two Cities. Attached are notes from Jim Kojima on the early activities (*Attachment 2*).

The Sister City Twinning Committee was formed on February 11, 1974 by Council resolution. The committee was modelled after a similar committee developed in Wakayama, Japan.

Richmond's Sister City Committee Terms of Reference were approved by Council on Sept. 27, 1999 and outline the objectives of the Sister City Program and the responsibilities of the committee that include:

1. Arranging all aspects of the program of such visits
2. Determining the number and duration of official visits
3. Recommending to Council the appropriate number of Committee members, Council members and City Staff to be included on any official visits to a sister City
4. Inviting any other appropriate persons to participate in an official visit, providing that the maximum number of the official party shall not exceed fifteen. (*Attachment 3*)

As a result of a request from Council in early 2001 the Sister City Committee undertook the task to consider developing a process for selecting a sister city in China. The committee involving community consultation in April 2001 held a workshop. In addition to defining the selection criteria, one major outcome of this workshop was that a process of finding friendship cities prior to a sister city would be the most appropriate course of action.

The process of finding a friendship and ultimately a future sister city can be compared to personal people to people relationships; you need to find some friends and get to know them before committing to a long-term relationship. To encourage understandings the process has sometimes been simplified and the analogy made to dating and finding a spouse.

On October 15, 2002 Council passed a resolution on the selection criteria and the process for future Sister Cities (*Attachment 4*). At the same meeting Council requested the Committee to investigate and report on a process and possible sites for further Sister City relationships, including the advantages and disadvantages along with the cost implications of entering into such relationships.

The sheer size of China with a total population of 1.3 billion, almost 5 times larger than the United States, and a country that has such a complex large land mass presented a challenging task for the committee. Initially the Sister City Committee recommended that the focus of our search for friends be concentrated in the Shanghai area. On February 23, 2004 Council passed resolutions directing the Committee to seek a Friendship City in the Shanghai area. In that report there were thirteen cities named.

On September 26, 2005 Council responding to a request from the Sister City Committee added six more committee members with more specific knowledge in China. The expanded committee reviewed the selection criteria and it was determined that the search focus should be expanded to three distinct regions, namely the southern China, central Shanghai area and the northern China.

Other major geographical factors that came into the selection criteria were that an ocean or river should be an important feature and influence on the city; that while the size of population of our city could not be comparable, in relation to total China the city should be an important medium size city. We felt that it would be practical to choose a city that would be relatively accessible by public transportation, and within a reasonable cost; that while the makeup of any city in China is a metropolis of districts and county level cities that our relationship would be with a city as a whole. It was also important that the city not have a relationship with a city in BC already.

There were other components of our city that we wanted reflected in our friendship cities; that the city should also comprise of agricultural lands in the city. In keeping with our parks and green space we searched for cities that valued and preserved this in their landscape.

We looked for cities that had clean air industries, and an important high tech and tourism component.

We also wanted a fairly progressive city and as our international airport is such an important influence to our city it was also felt that an international airport was also a key criterion

The Sister City Committee determined that any future relationship should be based on a broad number of criteria. While the most commonly accepted benchmark to evaluating any civic relationship is often measured in economic and trade linkages that are a result of twinning, business linkages alone cannot sustain a relationship over the long term.

Historically, our cities have had the benefit of many different kinds of exchanges including education, cultural and athletic, ranging from regular exchanges of our high school students, judo clubs, cadets, baseball teams, band groups, in addition, numerous visits to our city hall by our sister cities municipal staff,

Here and in our sister cities we each have gardens and park sites, commemorating our relationship. We have celebrated historic events together in our communities such as our visit to Expo in Aiichi in 2005 to celebrate Richmond Wakayama day at the Canadian Pavilion at the invitation of the federal government of Canada. Our sister city was recognized by Canada as having one of the most active sister city committees in the nation.

Many families in Richmond have benefited personally, professionally, and economically from their international experiences as a result of our ongoing twinning. These cultural benchmarks ensure that our city is recognized as having an inclusive dynamic multi-cultural community.

Having had as many as 20 cities in China on our list, the list of candidate cities underwent constant review and scrutiny and other important criteria became evident and crucial to the success of our task. In addition to having community connections with a city we also needed connections at influential levels of government so that our mission to establish friendships would be considered by the correct people.

The most important part of our philosophy of twinning is one that is built on relationships or connections, so where we could, we built on existing relationships and we will continue to do so. Consideration was also given to those cities that had proactively visited Richmond over recent years.

On April 10, 2007 Council adopted the revised list of cities. Council approved the Sister City Committee revised list to include cities in the Shanghai area and in the North and South China. At the request of Council included in this report was the preliminary matrix, which outlined the activities and costs, associated with the various degrees of friendship status (*Attachment 5*)

On May 1, 2007, a memo was sent to Council refining the list of potential friendship cities in China to be investigated on July 2007 trip. On May 28, 2007 Council approved five cities but in subsequent planning sessions only four cities were available with the appropriate connections.

2. Definitions of a Friendship City as compared to Sister City

The primary purpose of a Sister City relationship or a friendly cooperative relationship is to foster connections and mutual understandings between our cities and cultures.

The major difference between a sister city relationship and a friendship relationship is the formal level of commitment or intensity of formal commitment between cities. A friendship is seen as more casual in nature and requires a significantly smaller financial commitment for formalities. It does not however reduce the opportunity for people to connect, such as with schools or community groups.

Our experience with visiting groups from China is that trips are very short, pre-planned with specific appointments being arranged before leaving China. Most visits to our city are one day in length often entailing the entire greater Vancouver region. Currently in China in order to travel to Canada and to obtain a Visa an invitation is requested from us. As a friendship city it is not expected that their visits will vary other than by our specific intent and invitation.

A friendship or sister city level of commitment however has important contact elements particularly with the Asian community. There are two very important concepts to the Chinese – “guanxi” as relationships and connections and “mianzi” which is face. Guanxi plays a very important role in Chinese society as a way of reaching the right people with whom to transact business. With it you can achieve positive results. Basically it is whom you know and what they are willing or obligated to do for you. It is a reciprocal relationship. These relationships are the foundation of all activities in China.

It is understood by the cities in China, as expressed by their Foreign Affairs Office, that we will never be able to match the hospitality that is shown us. This does not deter the interest that the cities have shown to Richmond. Richmond is seen as a gateway and connection to North America when travelling.

The Sister City Committee in its role as a friend plays a very strong role in this area of “guanxi” within the Asian community.

The demographics in Richmond have undergone a dramatic change in make up as evidenced in the latest census data. The Asian community has strongly expressed its support for a friendship program in China with much lobbying of our Asian committee members at many dinners in our community.

Council has a challenging decision.

As our community continues to change having a better understanding of each others cultures and interests can only help to strengthen our community and ensure we are the best place in Canada to live, work and play.

3. The Sister City Committee Findings in China and Recommendations

On July 3 through to July 17, 2007 a delegation led Councillor Bill McNulty, staff member Anne Stevens, and five executive members from the Sister City Committee travelled to China to determine the possibility of a Friendly Cooperative Relationship with the four potential cities in China.

The trip in July 2007 was primarily to gather information on each City utilizing the selection criteria for a Sister City.

The Selection Criteria as approved by Council includes but is not limited to:

- Benefits to the Community
- Similar Community Profile
- Historical Connection
- Common Values and
- Common Interest

The Four Cities, which were approved by Council, and listed in order of visit were (Attachment 4)

1. Qingdao,
2. Yantai
3. Xiamen
4. Yangzhou

General overall comments:

1. All four cities are on major water ways; 3 coastal cities with mountains as backdrops, and the last at the nexus of 2 major rivers (Yangtze River and the Grand Canal)
2. All four cities expressed a strong desire to form a relationship with Richmond, Yantai, Xiamen and Yangzhou at the Sister City level, while Qingdao has advised us that their intention is a friendship level only.
3. The Richmond delegation was treated with full hospitality and great respect in all four cities. The foreign affairs offices (range from 25 to 60 staff) in all four cities provided the delegation with an overall tour of the city. We found the FAO (Foreign Affairs Office) staff to be particularly open and frank with us in our discussions. In our meetings it was evident that the FAO had researched Richmond extensively through our web site and were able to bring city similarities to our attention. As a result of this visit the delegation made senior contacts at the highest political levels in all four cities, and very good connections with the FAO.
4. Qingdao, Xiamen, and Yangzhou Cities have had delegations of both political and business leaders visit Richmond in the last 8 months. In fact we recently hosted Mr. Du who is the most senior political official in Xiamen. We express our thanks to the business community of Richmond who has hosted these visiting delegations. A delegation of four senior politicians is due to visit Richmond this month from the City of Yantai.
5. Qingdao and Xiamen are **sub-provincial city** or **deputy-provincial city**: in the People's Republic of China, this is a prefecture level city that is ruled by a province, but is administered independently in regard to economy and law. The mayor of a sub-provincial city is equal in status to a vice-governor of a province.

6. The cities of Yantai and Yangzhou are considered prefecture-level cities with the advantage of special economic zones, which offer incentives to investment.
7. Tourism and technology were an example of two important economic drivers in all four cities that we visited. Economic opportunities were evident in all 4 cities.
8. The delegation was amazed at how much green development was in evidence in all sectors of the four cities. The delegation was impressed with the abundance of greenways, public art, athletic and cultural facilities that were evident in all cities.
9. We visited two universities in Yantai and Xiamen, and one high school. A high commitment to education was demonstrated in all four cities. Children now begin English lessons in Kindergarten. We had offers of student and cultural exchanges in all cities, with interest indicated for home stay programs.

Further detailed information on each City is presented to Council in the attached information sheets. (*Attachment 6*)

One key factor, which assisted the committee in their fact-finding, was the relationships that residents in Richmond have with individuals in these various cities. Without the support of these individuals it would have been much more difficult to make such positive connections.

Recommendation

The Sister City committee is recommending the four cities as friendship cities and that Friendly Cooperative Agreements /Friendship Agreements be developed for each.

The recommendations have been separated as Qingdao has indicated that they are only prepared to develop friendship relations with Richmond, as they already have a significant list of cities. In addition Qingdao has a particular bond with Richmond, as we are both venue cities for the upcoming Olympics.

As our long term goal is to ultimately develop a sister city relationship this leaves three cities each which are in three distinct areas of China and each one offers distinct and different opportunities to Richmond. In general terms Xiamen is a city that was the focus of our twinning efforts some years ago, and was then touted by former Premier Glen Clark as being the ideal city to twin with Richmond.

Yangzhou is a city of great historical importance in China and appeals to the heritage and cultural characteristics of Richmond and currently has a number of business ventures with Richmond.

Yantai appears to the Sister City Committee to have the most opportunity in business and agriculture.

There are a number of factors, which led to the decision for four cities, and they are:

- The goodwill capital that has been built with all four cities.
- To quote one committee member: “I would be proud as a citizen of Richmond to establish this level of friendship with four cities that rank in the top 30 in China”.
- Four cities would appeal to about 90% of Richmond’s Chinese community rather than offending or leaving one out.
- All four cities meet the general criteria established.
- There are few negatives to such a decision at this level, as it is intended that an official visit would be an efficient way of establishing these relationships.
- Present connections that Richmond residents have with these cities.
- The connections with the Olympics as a venue city.
- Common issues facing fast growing cities.
- Common concern for the environment and sustainability.
- Common growth of light industrial areas.
- Educational opportunities and
- Green, Blue and Red - Green for the trees, Blue for the sky and sea and Red for the homes and community growth

4. Principles for Friendly Cooperative Agreements/Friendship Agreements

Historically Richmond has had two Sister City relationships. These became official over thirty-five years ago. Each agreement was a proclamation declaring the “twinning of our cities in conformity with the resolutions duly approved in view of promoting exchanges in cultural, tourist, social and economic nature in the interests of our citizens”.

The primary purpose of our Sister City relationships or Friendly cooperative relationships is to foster connections and mutual understanding between our cities. The major difference between a Sister City and a Friendly Cooperative Relationship is the formal level of commitment or intensity of commitment. A Friendly Cooperative Relationship is seen as more casual in nature and requires significant fewer resources, but does not necessarily reduce the opportunities for community-to-community connectivity.

The main principle of a Friendly Cooperative Relationship or Friendship Relationship is to create cooperation, connections and strengthen friendships between the communities. The basis of cooperation may be in a variety of areas including but not limited to arts and culture, sport, education, health, technology, trade and economics.

Each city will assume its responsibility for its costs. There would be one official visit from each city within a three-year period. Regular contacts would be maintained between the leaders and relevant departments of each city to facilitate exchanges and cooperation on matters of interest.

5. Proposed Matrixes of Activities

In 2007 the City adopted a matrix, outlining the requirements, the preliminary cost associated with the Friendship Cities. This matrix has been detailed under the “friendship category”:

	Friendship Status City Visiting Richmond	Friendship City Status Richmond Visiting China Possibly once every three years
Description of the status	This City is approved by Council and is and Official' Friendship City. There is a possibility of having more than one friendship city.	This City is approved by Council and is and Official' Friendship City. There is a possibility of having more than one friendship city.
Amount of time for hosting the delegation. Etc	1 day only Hosting of two events	Visit each city for 2 days, with support for one day before and one day after due to length of flight etc. Total length of stay is ten days.
What activities should be planned	Pick up at the airport, Transport to Hotel 1-2 Hour tour of the City including City Hall One dinner and one lunch as hosted event	To be Planned by the hosting City
Proposed Number of City Attendees plus delegates from the community.	Hosted Event - Mayor and Council (9) based on availability, Sister City members (5), Staff (1), and visiting delegates (2- 10) & ten representatives from the business community. Max number 30 people	Three from Council, one staff and two from the Sister City Committee. Total City delegation of six people for ten days. Should additional residents (max 6) become part of the delegation it would be at their expense to a max delegation of 12/one staff.
Sponsorship	Encouraged	Encouraged

The committee recommends these activities as they feel these are ones that could be accommodated with additional resources. The relationship and associated budget will require the City visiting the friendship cities on a three-year basis. The committee feels that the budget for a friendship city would range in the area of \$50,000 - 60,000 over three years.

The table below is specific to Levels 4 and 5 of the matrix for Sister City Relationships.

	Pierrefonds, Quebec	Wakayama Japan
Description of the group	Full Sister City Pierrefonds has been a Sister City for 40 years and in 2007 it was confirmed that the interest and commitment is still there.	Full Sister City Wakayama has been the city's most successful relationship with school exchanges, and on going visits from delegates over the years.
Time of the Event	Historically visits and exchanges have occurred within a three-year period	Historically visits and exchanges have occurred within a three-year period.
Proposed activities which have been historical in nature	A. Three days for visiting guests Two lunches and two dinners tour and gifts. B. Delegation from Richmond visiting Quebec. (One Councillor, two Sister City Committee members and one staff, others at their own expense)	A. Three days for visiting guests. Two lunches and two dinners tour and gifts. B. Three days plus a day before and one after for a total of 5 days visiting Wakayama. (Three from Council, one staff and four from Sister City, others at their own expense)
Invitees	50 for Dinners 20 for Lunches.	100 for Dinner 25 for Lunch

Conclusion

The Sister City Committee has worked hard to get to the stage they are at and in order to continue with the Sister City Program the committee feels it is necessary for Council support in these endeavours. As our community continues to change having a better understanding of each other's cultures and interests can only help to strengthen our community.

VISIT TO SISTER CITY PIERREFONDS, QUEBEC, JUNE 21 – 25, 2007

On June 21, 2007, four members of the Sister City Committee were very pleased to travel to Pierrefonds, Quebec, to celebrate the 40th anniversary of our twinning. The visit was a resounding success. We confirmed and re-energized our 40 year relationship, and gained a deeper understanding of our Sister City. We also now have a stronger appreciation for the importance Sister City relationships can have on the Nation. We look forward, to exchange visits in the future, trading best practice ideas on administrative, economic and cultural initiatives, and building stronger ties with our counterparts across the Country.

Historical Background:

On July 29, 1967, André Théoret, Mayor of the City of Pierrefonds, Quebec, in the company of W.H. Anderson, Reeve of the Township of Richmond, B.C. declared the twinning of the two cities with a view to promoting exchanges of a cultural, tourist, social and economic nature. In 1992, Richmond's Mayor Greg Halsey-Brandt and Pierrefonds' Mayor Marcel Morin celebrated the 25th anniversary of the twinning agreement in a ceremony at Pierrefonds City Hall. Recently, the cities surrounding Montreal were amalgamated. As the new organization of the various boroughs became clearer, it was established that Pierrefonds, with its borough council, would have local jurisdiction over services for its citizens. Pierrefonds therefore continues to manage its relationships with its sister cities.

On July 1, 2006, Mayor Monique Worth was invited to visit Richmond and confirm Pierrefonds' commitment to its sister city relationship with the City of Richmond.

Reciprocal visit to Pierrefonds:

Pierrefonds Mayor Monique Worth extended an invitation to Richmond to attend a celebration of the two cities' 40th anniversary celebrations in 2007. A group of four Sister City members (Sister City Committee liaison - Councillor Rob Howard; Sister City Committee Chair - Sylvia Gwozd; Vice Chair - Francis Turmeau and Committee Member Priscilla Bollo) traveled to Pierrefonds on June 21, 2007. The Richmond delegation was received by Pierrefonds Mayor Monique Worth, Councillors Christian DuBois, and Roger Trottier, and Catherine Clément-Talbot. Mayor Worth and Councilors Ward and Dubois are also representatives on Montreal's city council.

Significant activities which occurred during the visit included:

- A reception with a seniors' group at Pierrefonds Cultural Centre, where a video presentation of Richmond was shown. Members of the delegation met Pierrefonds citizens who will be visiting Richmond in the fall of 2007.
- An official reception and tour of Montreal City Hall. This included signing the Golden Book, the visitor's book held in the office of the President of Montreal City Council, Mr. Marcel Parent
- An official ceremony marking the 40th anniversary of the twinning. This event was commemorated by speeches and an exchange of gifts during a ceremony in 'Richmond Garden' in Pierrefonds. In addition, a tree has been planted in the Richmond Garden, a weeping spruce specially chosen as being native to the West Coast and hardy enough for winters in Quebec. A memorial plaque will also be placed in Richmond Garden.

- Members of the delegation also toured Pierrefonds and were shown several landmarks in Pierrefonds which related to Richmond. These included;
 - a street named after the City of Richmond; bordering the City Hall and Library precinct
 - the aforementioned 'Richmond Garden', prominently signed and located at the Corner of Richmond St and Pierrefonds Ave. (this also included a brass and concrete plaque mounted in the Garden in commemoration of our 25th anniversary)
 - banners in the main lobby of City Hall, created by Richmond high school students from a previous visit;
 - a mounted plaque with the original twinning agreement, displayed in Council chambers.
- The Pierrefonds library was also visited; our delegation was very pleased to learn that a future addition to the Pierrefonds library will be named 'Richmond Hall'. Our delegation received a replica of the plaque that will be mounted on the building, indicating the new name 'Richmond Hall'. This is being done to mark the occasion of our 40th Anniversary.
- Presentation by Richmond of a framed photo of Steveston, a large engraved glass platter and an Oval banner.
- A formal invitation at Montreal City Hall, hosted by Montreal Mayor Gérald Tremblay, celebrating St-Jean-Baptiste day on June 24th. In his speech during this reception Mayor Tremblay offered a warm welcome to the Richmond visitors. Councillor Rob Howard presented Mayor Gérald Tremblay with a copy of the book Child of the Fraser, an engraved glass plate and an Oval banner showcasing Richmond as host during the 2010 Olympics.

Suggestions resulting from this visit:

- The Sister City Committee would be proud to further our strategic relations with our twin cities, and suggests Richmond consider naming a significant street after sister cities Pierrefonds and Wakayama.
- Sister City Committee representatives are in a position to act as ambassadors for Richmond and can make a substantial contribution to publicizing the City and its many important historical, commercial and Olympic-related features. Because of Richmond's importance as an Olympic venue, gifts could be produced to publicize its Oval, which is a training site for speed skating, leading up to 2010.
- The availability of other promotional materials would help the Sister City Committee to highlight Richmond as a world-class destination. Examples of these would be: an up to date standard-format DVD, including materials on the Oval, as well as a focus on the industries and cultural aspects of the City.
- In order to increase public understanding of the significant relationships which Richmond is developing with our sister cities, the Sister City Committee urges the establishment of a permanent location to acknowledge more prominently our Sister City relationships and to display the many gifts received during sister city visits.

Acknowledgements:

The Sister City Committee would particularly like to acknowledge the generosity of Pierrefonds Mayor Worth, City Councillor Christian Dubois, and Borough Councillors Roger Trottier, and Catherine Clément-Talbot as well as the two drivers who accompanied us on our tours: Yolande Paquette and Johanne Palladini. These members of Pierrefonds' administration spent much of their weekend and their Provincial holiday of St-Jean-Baptiste day orienting the Richmond visitors to Pierrefonds and Montréal.

We would also like to thank the Mayor of Montreal, Mr.Gérald Tremblay, for his generous invitation to join him at Montreal city hall in order to celebrate such an important holiday in his City.

RICHMOND/WAKAYAMA SISTER CITY.History of the Early YearsBy Jim Kojima

In the early 1970's there were discussions between Mr. Jim Murray and Wakayama City regarding becoming Sister Cities. Mr. Ken Kubonoya, who worked for Canadian Pacific Airlines in Osaka, was the person who interpreted for Mr. Murray, and the contact between Wakayama and Richmond. Mr. Jim Murray had many trips to Wakayama to make the Sister City of Richmond and Wakayama become a reality. Originally Wakayama City was not so interested since the City was too big (400,000 citizens) for Richmond and they suggested some other smaller Cities in Wakayama Prefecture (Province) and one of the Cities was Gobe City. One of the reasons for twinning with a City in Wakayama Prefecture was that many Richmond Japanese citizens, about 75% came from Wakayama Prefecture, and were fisherman before coming here, so fishing for salmon was a natural. Also the first immigrants originated from Wakayama in 1888. Although Wakayama was giving other alternate Cities, Mr. Murray insisted on Wakayama City as the one that Richmond wanted to twin with. Wakayama finally agreed to consider Richmond and on January 5th, 1973 a delegation of 21 came from Wakayama City with Officials, businessmen and artists. Wakayama Alderman, Kazo Kuki led the delegation, and there was one night performance, at the Richmond Senior High School called "An evening of Traditional Japanese Entertainment". They included Japanese dancing by Miss. Fumiko Kanesaki, a koto playing by a group lead by Miss Junko Kunishima, and a Noh by Mr. Akira Matsui. (Mr. Matsui would later return to Richmond in 2006 and in conjunction with Gateway Theatre perform a Noh play on the plaza of Richmond City Hall.) The Wakayama delegation spent 3 days in Richmond and was entertained by the Municipality and the Richmond Chamber of Commerce and Air Canada. The visit was successful with both sides impressed with each other.

Alderman Kazo Kuki came to Richmond many times and her daughter stayed with Mr. & Mrs. Sakamoto for some time. Mr. & Mrs. Sakamoto were always willing to billet many people from Wakayama including the young and older people. Never did Mr. & Mrs. Sakamoto say no. Mrs. Sakamoto would invite Wakayama people over to their house to feed them Japanese food and at times she would make Japanese food for some young people who were sick. Mr. Sakamoto use to drive the Wakayama people wherever they wanted to go. At times it was if Mr. Sakamoto was used and in some cases the Wakayama people thought that he was paid by the Richmond Municipality to do this service.

Wakayama Mayor, Shozo Ujita, was a karate 9th degree Black Belt, and one day he wrote a letter to Mayor Anderson saying the he would like to send a karate instructor to Richmond to start a Club in the Steveston Martial Arts Center. This was the first exchange between Wakayama and Richmond. The Richmond Mayor contacted Mr. Jim Kojima, who was active in the Steveston Judo Club, and discussion took place with the Steveston Judo Club and the Steveston Kendo Club to allow them to start a Karate Club.

The Steveston Judo Club and the Steveston Kendo Club had contributed a lot of time and money for 3 years previously to complete the Steveston Martial Arts Center. Both Clubs agreed to

allow the Steveston Karate Club to be formed in the Steveston Martial Center. Mr. Takeshi Uchiage, whose father was also a 9th degree Black Belt, came to Richmond in early April and stayed at the home of Mr. Jim Kojima for 6 months. Mr. Uchiage still teaches karate at the Steveston Martial Arts Center and operates a very successful Club. Mr. Uchiage is the only Pan American to hold an International Karate License for both Kata and competition. Consequently, he travels all over the World for Karate competition and for teaching the Sport.

On July 16, 1973 a delegation lead by Mayor Shozo Ujita and City Council Chairman Yoshikazu Kodowaki and 7 alderman plus 22 other citizens came from Wakayama for the official signing between the two Cities. They spent 3 days and were hosted by the Richmond Municipality and the Steveston Japanese group hosted everyone for dinner in the Steveston Buddhist Church.

In early October 1973, the Richmond delegation went to Tokyo before going to Wakayama. On the second day the delegation went to Nikko for the day by train and bus. While we were on the train Mayor Anderson said he left his wallet with his passport and money on the bed. The travel agent accompanying the group, said please do not worry. When we arrived back at the Tokyo Imperial hotel at night, we went to Mayor Anderson's room and the room was completely made up with the wallet in the exact spot he had left it. Since this was the first trip to Japan by the majority of the delegation everyone was impressed with the honesty of the hotel people and the Japanese.

On October 1st, 1973 the Richmond Delegation lead by Mayor Henry Anderson, alderman Henry Gilbertson and the Richmond Chief Administrator, Mr. Ted Youngberg, Sister City Chairman Mr. Jim Murray and 17 other City Officials and citizens arrived in Wakayama City. The Official ceremonies were held on October 2nd in the Wakayama City Hall. There were many dinners, luncheons and tours of Wakayama.

In October 15-18th, 1974 a delegation to came to Richmond from Wakayama lead by Wakayama City Council Chairman, Mr. Keizen Saheki and Wakayama Sister City Chairman Dr. Mitsuiji Hama. October 15th the delegation went to the Municipal Hall and in the evening a party was hosted by Mr. Mel and Joan Goodwin. October 16th was a tour of Vancouver and a banquet was hosted by the Steveston Martial Arts Group in the Steveston Community Center. October 17 was a trip to Victoria and a Farewell dinner by the Richmond Municipality at the Richmond Inn. They left for Japan on October 18th.

In the early years when the Richmond Sister City Committee had an Official dinner, Nissan Canada, President, Mr. Miki would host the bar for the party. Mr. Miki was very helpful when it was asked of him.

An official visit was made in 1976 to Wakayama City with Mayor Gilbert Blair and Sister City Chairman leading the delegation. As usual 3 wonderful days was spent in Wakayama being entertained and taken on tours. The warmth of the two Cities could be felt with their hospitality and always wanting to do more than was necessary.

In 1976 the group went from Wakayama to Hiroshima and visited the various sites on a tour. One evening Mayor Gilbert Blair, Mr. Jim Murray and Mr. Jim Kojima went out for a drink in one of the bars. When we were there, two gentlemen were drinking in this bar also. They invited us over for a drink and Mr. Kojima made the introductions to the two gentlemen. During the introductions of the two Japanese gentlemen we found out that the older man was President of Nissan Hiroshima. We asked if he knew Mr. Miki in Canada and he said that we went to same University and graduated together. What a coincidence and when they found this out they took us out and entertained the three of us. The next morning they saw us off at the Hiroshima Grand Hotel and even gave us a gift.

October 1978 a delegation headed by Dr. Mitsuiji Hama, Sister City Chairman and businessman Mr. Tetsuo Misaki came to Richmond.

In 1979 an official delegation went to Wakayama City lead by Mayor Gilbert Blair for the Official Opening of the New Wakayama City Hall.

In the early years the Mayor of Wakayama and the alderman never brought their wives with them but with the insistence of the Richmond Mayors, Henry Anderson and Gilbert Blair, Mayor Ujita bought his wife to Richmond in the early 1980's. Although he was criticized by Wakayama Citizens this trip broke the ice and the Mayor brought his wife again.

Memories of the early years of twinning with Wakayama, by Jim Kojima, member of founding committee



RICHMOND SISTER CITY COMMITTEE

TERMS OF REFERENCE

(Approved by Council, September 27, 1999)
(Amended by Council: September 26, 2005)
(Amended by Council: February 27, 2006)

RICHMOND SISTER CITY COMMITTEE

1. PROGRAM

The City of Richmond continue a Sister City Program, with the objectives of that program being to:

- enhance friendship and mutual understanding;
- foster cultural exchanges;
- foster student and athletic exchanges;
- foster trade and other economic linkages.

Council has approved the twinning of Richmond with the following cities for the Sister City Program:

- Pierrefonds, Quebec
- Wakayama, Japan

and to explore a friendship relationship with a city/cities in China.

The Sister City Program shall be coordinated by the Sister City Committee (referred to as “The Committee”).

2. MEMBERSHIP

The Committee shall comprise 15 members, including:

- 12 citizens appointed by Council;
- 1 representative of City Council; and
- 2 representatives of the School District appointed by the School Board, 1 of whom must be at the staffing level.

Membership to the Sister Committee will be advertised. Applications will be reviewed by City staff and a list of applicants will be presented to Council for its consideration and Council will appoint the successful applicants to the Committee.

The Committee will elect their own officers including Chair and Vice-Chair.

The Committee may invite representatives of other organizations or individual citizens to sit on the Committee as associate members without voting rights.

3. TERMS

The terms of the Committee appointments will be for three years. Appointments will be staggered to ensure continuity of experienced members on the Committee.

4. RESPONSIBILITIES

The Committee's responsibilities shall include:

- arranging all aspects of the program of such visits, including transportation, sight-seeing, ceremonial dinners, and the purchase and distribution of gifts for official visits; (these arrangements would be done in consultation/partnership with the Committee's counterparts in the sister cities);
- presenting and recommending to Council an annual work plan and budget for the Sister City Program;
- administering the Sister City Program budget;
- determining the number and duration of official visits, subject to the budgetary limits established annually by Council;
- recommending to Council the appropriate number of Committee members, Council members and City staff to be included on any official visits to a sister city;
- inviting any other appropriate persons to participate in an official visit, providing that the maximum number of the official party shall not exceed 15.

5. CITY FUNDING

May be used for:

- 100% of the cost of the Committee members, Council members and City staff members approved to be part of a Sister City delegation;
- 100% of the costs of gifts, ceremonial dinners and similar acts of official hospitality or protocol undertaken in the name of the City;
- the operating costs of the Committee, including paid clerical services.

May not be used to defray costs:

- incurred by School Board representatives participating in official Sister City visits or for gifts or hospitality costs incurred in connection with student exchanges;
- of spouses or other persons invited to participate in a Sister City delegation unless specifically approved by Council

Staff members participating with Council approval in an official Sister City delegation shall be paid their regular salary.

6. CITY (COUNCIL) APPROVAL

Council must:

- authorize all Sister City visits to or from Richmond prior to Committee initiating discussion on exchange visits; and
- approve all aspects of the Sister City program visits, including approval of the appropriate number of participants in such events.

Selection Criteria & Process (Adopted October 15, 2002)

The City of Richmond receives a number of requests from a variety of Cities in the world wishing to form a relationship with the City of Richmond. It became apparent there was a need to come up with criteria to ensure the selection process provided the best possible relationships for the City of Richmond.

The following outlines the proposed Selection Criteria for potential Sister Cities:

Benefits to Community

- Economics – trade, commerce & industry
- Learning about each other
- Friendships
- Education – learning about each other's community
- Acceptance, recognition and understanding of various cultures

Similar Community Profile

- Population size, Geography
- Industry – Similar but also differences
- Education – Secondary and post secondary education

Historical Connection

- People
- Work

Common Values

- Safety
- Stability in Government
- Fair Treatment of People
- Security

Common Interests

- Sports
- Music
- The Arts

Utilizing the proposed Selection Criteria and the selection process (below) the committee will determine whether the City should entertain a relationship or not.

Selection Process:

1. Completion of Letter of Intent and Sister City Survey.
2. Determine level of Community Involvement – School Board / Chamber of Commerce / Rotary Club / Residents, etc.
3. The type of relationship required, Informal / Specific – culture, economic, service clubs, sports club, educational.
4. Ensure Selection Criteria is adhered to.
5. Determine budget if applicable.
6. Determine status level – Full / Partial / None.
7. Council to endorse.
8. A signed agreement between the two cities to include a termination process.

Type of Relationship

Full Relationship (Sister City status) – Max 2-3 cities

Partial Relationship (Friends of Richmond)

Matrix for Sister City and Friendship City

	LEVEL 1 – Investigating a Friendship City	LEVEL 2 – Investigating a Friendship City	LEVEL 3 – Approved Friendship City By Council	LEVEL 4 – Approved 'Full' Sister City by Council	LEVEL 5 – Approved 'Full' Sister City by Council
Description of the group	The City is on our list but the visit is not pre-planned but rather 'Coincidental' Visit	The City is on the approved list and the visit is pre-planned where Richmond is a requested stop over	This City is approved by Council and is an 'Official' Friendship City Visit	Council has approved the Sister City relationship and a Visit <i>from</i> a Sister City is expected.	Council has approved the Sister City relationship and a Visit <i>to</i> a Sister City is expected.
Time for Event	One hour	Two + Hours	Two Days	Three Days	Three + Days
What activities should be planned	City Hall tour and refreshments	Formal Meeting with Mayor and Committee Members	Reception, lunches and Tour	Welcome dinner, farewell dinner, tour	In most cases host city to arrange meals and events. Richmond – transportation, hotel
Invitees	Sister City Committee	The Mayor, Council, Sister City Committee, School Board, Chamber of Commerce, Tourism, key community contacts	The Mayor, Council, Sister City Committee, School Board, MLA, MP, Chamber of Commerce, Tourism Richmond, key community contacts and media.	The Mayor, Council, Sister City Committee, School Board, MLA, MP, Chamber of Commerce, Tourism Richmond, key community contacts and media	Mayor and Council, or staff (min. 2 reps + Sister City (min 2). Additional: School Board, community etc. at own expense
Gift Exchange	None	Small Gift - \$25 –\$50	Medium Gift \$50 - \$100	Memorial Gifts - \$1000	Memorial Gifts - \$1,200.
Budget	\$500 – (\$100 x5) Included in regular budget	\$1,000 – (\$500x2) Included in regular budget	\$3000	\$6000 - \$12,000 depending on the numbers	\$3,000 - \$5,000/person with a maximum
Sponsorship			Encouraged	Required	Required

Questionnaire Results Sister City working trip July 2007 Yantai

Geography

- We had a very warm welcome from the city in view of the fact that we visited over a weekend, and toured on Saturday and Sunday.
- More than 130 kilometers of coastline
- In Shandong province where the Yellow Sea and the Bohai Sea meet. Penglai Temple is located at this nexus.
- Has international airport with 1 hour flight times to Beijing, of Seoul South Korea, and to Japan
- Has hills, mountains and rivers
- Population of 6.5 million covering an area of 13,700 square m².
- Has 5 districts, 7 county level cities and 1 county, including YEDA
- Seaport with deep sea fishing port and extensive ferry system
- Wide sandy beaches with lots of beach activity
- Yantai is one of the core cities in the Economic Circle around Huanghai Sea, which includes China, Japan and South Korea.

Industry

- Both Yantai city and Richmond are coastal cities, which have broad prospect in terms of the cooperation in the fields like service industry, light manufacture, IT, tourism, and aviation industry.
- Major industry located in YEDA- Yantai Economical Development Area, which is #1 for GM in China, has car industry, high tech, 100 Japanese companies, and 300 Korean companies.
- The tax structure in China is 30%, however in YEDA it is 15%.
- Pharmaceutical was 5 billion \$'s LY. 2 Major drugs, one to fight cancer, and one to fight aids.
- Wine Industry is Cheng Yu Winery, lots of grapes grown around Penglai area.
- Have extensive farming in tree fruits, i.e. apples, pears, cherries,
- Seafood and fishing are major industrial
- Major in coal production, chemical and petrol, textiles in microfibre.
- Tourism is major industry, 9 ports in Yantai
- Mr. Gao Vice Chair of YEDA went out of his way to welcome us at their district offices, again with overhead signs welcoming us. Took a Saturday off to greet us and host us for lunch.

Note: Invited us to September Wine Festival for 2 free booths, normally \$2,000 US Sept 23-Sept 26.

History

- 1861 was the first port to be opened after the opium wars.
- As one of the earliest coastal cities in China open to the outside world, the economy and society of Yantai have witnessed rapid growth
- Yantai has won the titles such as “International Vine & Wine City”. “China excellent tourism city”, “UN Habitat Scroll Awards”

- Yantai has hosted various activities of APEC on behalf of China government

Government

- The Mayor of Yantai, Mayor Zhang Jiangting was in Beijing at the time of our visit. In a letter to Mayor Brodie on June 5, 2007 he states “I would like to promote the friendly relationship between our two cities together with you”. He also says “I would like to take this opportunity to invite you to lead the delegation to Yantai at your convenient time.”
- City designation is different from Qingdao. Yantai reports to the province, while Qingdao is a first level city reporting directly to the central government.
- They do not have a sister city or friend in Canada, currently has 15 sister cities and working with a city in Hungary.
- A very large red banner was hung over the whole entrance to our hotel, “warmly greetings to the delegation from Richmond”
- Toured Yantai University, which is considered young at 20 years old, but a major campus.
- Our first night dinner hosted by the Vice-Chairman of the Standing Committee of Yantai Municipal People’s Congress Mr. Qiu Shanqiang. The next morning the Vice-Mayor Mrs. Li Shu Qin hosted us for breakfast she is responsible for foreign affairs.
- Mr. Zhang Deputy Director of FAO took initiative to greet us warmly because he has relative living in Montreal who he had discussed forming relationship with city in Canada. He had suggested Richmond. So when our inquiry came, he was very interested in our visit.

Recreation and Culture

- National Training Center
- Badminton Hall
- Major Stadium, (looks like Calgary Saddle dome)
- Lots of parks and individual gathering areas, designed with night time gatherings in mind, lots of lights and public art
- Beautiful plantings along roads, always graduated from low to high greenery.
- Major wine museum
- City museum
- Showed us new social housing for elders, because this is one of the necessities after a one child policy

Tourism

- Penglai major Temple complex
- Major Boardwalks/Promenade, The board walk in front of the Hotel was particularly interesting in view of all the activities both day time and night time.
- International wine festival
- International Fruit and vegetable festival, fish boat festival, apple festival, fishing competition, rose festival, cherry blossom festival, pear festival, and many festivals related to Penglai
- Wide sandy beaches lots of activity
- Ocean world,
- Hot springs
- Has an area of major religions, somewhat like our No. 5 road

- Hills
- Temples

Education

- Toured Yantai University, 20 years old.
- Greeted by Mrs. Han Vice President of International Education

General

- They are very enthusiastic to sister city level relationship and say that for them there is no difference in a friendship status to sister city as they are all approved by Beijing. They expressed an interest in all exchanges.
- China had a general policy of only one city one country for sister city but they are now opening up. They have no connections with Canada to date.

Questionnaire Results Sister City working trip July 2007

Qingdao

Geography

- On the coast of the Yellow Sea, southeast of the Shandong Peninsula, lying against the mountain and facing the sea. Over 862 Kilometers of coastline, including islands in Shandong Province.
- Currently have seven districts and five county level cities in its jurisdiction. Total Population of 8.2 million with 2.71 million in the urban population;
- Qingdao, the host city for the 29th Olympic Sailing Regatta, is now hosting test events
- 1 hour to Japan, Korea and Beijing which is critical to navigation
- Initial impression is a beautiful city with a lot of green space and plantings, lots of public art, public access to parks and waterfront
- Is the place where China's zero-meter elevation above sea level begins
- Environmentally sensitive, a national model city for environmental protection, a national clean city, and a national garden city.
- The government has made beautification a priority; from water to a park is a tiered system of plantings, along roadways are plantings, well planned greenery under rapid transit and major emphasis on public art.
- Feels very open with well situated amenities, each area is a village
- Varied architecture yet red roofs preserved through legislation
- Critical philosophy discussed of "green, red and blue"; green = nature, red = roofs(preserving history), blue = ocean and water
- City has hills and lots of coastline
- Yellow Island off the coast of Qingdao is the major seaport. City currently building a bridge and a tunnel
- Very clean city
- 40 minutes from the airport to downtown
- Temperate climate therefore lots of tourists

Industry

- Qingdao is one of China's 14 coastal open cities and eight international convention cities. It is also an important foreign trade port and marine research center in China.
- Marine Science: 50% of all researchers in China are located here.
- Qingdao is cited by the World Bank as a "golden city" in China for its investment environment
- Capital of Sailing, Island of Music, and Capital of Film and Television
- Major international convention center, with 6 halls, has one major event a month. Sinoces-major consumer electronics show. Attended opening ceremony and opening dinner. Councillor McNulty was special guest at both functions, along with heads of major electronic companies and the President of the US Consumer Electronic Association. Councillor McNulty was focus of both TV and Newspapers from the more than 100 media that was at the show. Center was built by the city and then turned over to private group to run. 1100 exhibitors at the consumer electronics show.

- Our group entered with VIPs and Naval Pipe Band played on our groups arrival on red carpet entry. Had signs “Warmly Welcome delegation from Richmond” everywhere, and designated seating at all events.
- Toured Haier, a major consumer electronics company selling household appliances. Note staff lives on site, approximately 5000 workers 10,000 total. Another company located in Qingdao is Hisense manufacturing consumer electronics.
- Tremendous potential in high tech for trade and economic linkages
- Has bonded and economic zones
- Appeared to be clean industries, and lack of pollution
- Toured Tsingtao Brewery, over 100 years old, whose company motto is reuse, recycle waste.
- Important industry leaders sit on peoples congress
- Noted a lot of solar paneling of various roof tops for hot water
- Most important agricultural industry is Seafood products
- Famous for their bread
- Abundance of fruit and vegetables, lots of red wine with a thriving wine industry. We noted some interesting agricultural combinations, such as growing corn with small conifers.

History

- Qingdao is one of the first national civilized cities
- European influence on water front
- Tsingtao Brewery built with Germans

Government

- This is a level 2 city with special powers to make laws independently on economy and law. Is deemed a first class city
- Mayor is equal status to the Vice Governor of some provinces.
- Have a number of Vice Mayors, who have special responsibilities, eg we met the Vice Mayor in charge of the Olympics, and the Vice Mayor in charge of the economy.
- Indicated that because of our commonalities they want to implement an agreement for Friendly Cooperative Relations Status: see web site
- Has this status with Edmonton and have a number of students studying at the University of Alberta, but would like a relationship with a city in Canada who has more similarities in geography and culture.
- They were very impressed with our gift of the Olympic coin set which was framed with a plaque from Richmond.
- Committee had a lot of interaction with the Mayor and Mr. Ren of Peoples Congress and was impressed with the reception shown us, and the high level of the reception. Day 2 lunch was hosted by Mr. Ren and Mr. Li head of FAO.
- Foreign Affairs Office: known as FAO excellent translators also had studied our annual report and could quote from it.
- Formal meeting set up Day 1 with the Mayor Xia Geng and Day 2 with Mr. Ren with press in attendance
- Slogan: The passion, the dream, the success
- Sending us copy of model agreement with Houston

Recreation and Culture

- Home of the 2008 Beijing Sailing Olympics
- Committee toured Olympic site and was very impressed with the green influence. Also impressed with innovative ideas, such as special dock built so that the medal awards can take place while sailors on the boat
- Lots of active recreation facilities and tremendous passive parks, green parks.
- Lots of seniors and youth on the waterfront
- They expressed an interest in other cultures

Tourism

- Have taken advantage of Olympics. Lots of signage general and from sponsors, plus symbols making awareness that this is an Olympic Venue City
- Slogan on Billboards "Sailing to success with your heart"
- Annual Festivals: Beer Festival, Romantic trip Festival, Summer Arts Festival, Cherry Blossom Festival, International Fishing Festival, Ocean Festival, Hiking Festival, International Martial Arts Festival, International Triathlon, Chinese Festival, Wine Expo and Grape Festival, Beach tourism and Youth Activity,
- Open access to coast, with huge Aquarium and Ocean Park, with new building next door which is a major modern art building, all along the seashore
- Laoshan forest is one of the most important tourist areas, National Forest Park
- Botanical Gardens
- Called the Golden Coastline, with 6 islands for people to go to
- City is known for having very good seafood
- Lots of Japanese Tourists as it is located 2 hour away from Japan and 1 hour from South Korea by air.

Education

- University of Qingdao is high level, have a couple more, and one similar to BCIT

General

- Met us on the airport tarmac with a special bus that whisked us away to a VIP room where we waited while FAO staff got our luggage etc. Very warm welcome.
- We were very impressed with the value of a Foreign Affairs Office when handling large groups of dignitaries as they do as a convention and Olympic host city. Their staff was very busy but went out of their way to make us welcome. The Program was well laid out for us. Note: Their FAO staff, "Suzy" had studied our annual report and other Richmond internet sites.
- Similar values, important family relationships
- Expressed an interest immediately in a student exchange for soccer with a private school. Councillor McNulty to contact Jim Lamond with Soccer Association. Student camps etc. also of interest.
- In safety noticed common values, expressed # 1 importance of worker safety on tour of Haier, Passed a police road block doing truck safety inspections, strict drinking and driving fines, and points for not wearing seat belts.
-

** Reference excellent books on all topics given to committee by city

Questionnaire Results Sister City working trip July 2007

Xiamen

Geography

- Located in the southern part of Fujian province across from Taipei Taiwan
- Because of its close proximity, long history, family connections and a similar dialect to Taiwan there is a very significant impact, including financial investments, of Taiwan on Xiamen.
- Xiamen has a total population of 2.3 million, and is comprised of 7 districts.
- Heart or downtown of the city is an Island City, whose population is only 500,000
- The Island is connected by 2 main bridges, a new one and ring roads built in the last 5 years.
- One of the features in the Downtown area is a very large lake with multi story housing around it.
- Siming District is the Downtown Financial District. Two years ago Richmond hosted a large business delegation from this district.
- Xiamen has its own international airport which is newly built (replacing older facility), and features significant amount of public art.
- Xiamen is known as the major commercial center and major seaport for Southern China and has international trade connections with all of South East Asia.
- Known as the Garden City, also features beaches, numerous port facilities, and mountains
- The city of Xiamen also consists of 37 islands
- The city believes in ring roads, and one that connects to the airport is 47 kilometers long.
- Lies in the sub-tropical Zone, with a maritime climate

Industry

- Major industry is tourism, with more than 18 million visitors a year
- The downtown center has changed to a more commercial center as a result of heavy investment from Taiwan. As a result most manufacturing has now moved to outlying areas.
- Conventions center for business and economic development. Xiamen features a major Trade and investment conference beginning on Sept 8. "International Investment and Trade Conference". Mrs. Chen head of FAO offered free hotel if we had delegates attend this conference. All government divisions and provinces are represented, with opportunities to invest.
- Technology
- Large container ports
- Major agricultural products: seafood farmed off shore, watermelon, strawberries.
- Xiamen has a skytrain under construction as we do. They also have 6 more bridges and one tunnel also being worked on.

History

- As a result of visits by a delegation from the Sister City Committee in 1989 and the Economic Development officer Lino Siracusa, Richmond was on the verge of signing a sister city agreement with Xiamen. This city was recommended by government officials

in China at the time as being similar to Richmond. The signing did not take place as a result of Tiananmen Square. (copy of report attached)

- In 1998 Premier Glen Clark visited Xiamen with a delegation of 40 business leaders on an economic tour and made a push to have Xiamen paired up with Richmond as sister cities and said “Richmond would be an outstanding choice, particularly given the large number of Fujian Chinese-Canadians living Richmond. It would be a good fit”.
- Richmond has had ongoing number of visits from officials and the business community.
- When westerners came to China in the 19th century and forced open 5 port cities, Xiamen was one.
- Their people moved all over the world but 85% of Taiwanese people originated from Xiamen and speak the same dialect.

Government and Education

- Xiamen is a sub-provincial level city. Similar to Qingdao, Xiamen has special legislative powers with the authority to administer independently in regard to economics and law. The mayor of a sub-provincial city is equal in status to a vice-governor of a province
- Mr. Du Mingcong, Vice Chairman of Xiamen People’s Congress hosted our delegation for dinner. He has a special interest in the West coast as his son Kevin is a Science graduate of UBC and continuing on to complete his masters at UBC.
- University of Xiamen has agreements with Dalhousie and other Canadian universities. Xiamen has one of the most beautiful campuses in China, a large international student program and is leaders in maritime science. Ms. Zhan, director of admissions invited us to consider their international program.
- University has international training center, track, swimming pool and gymnastic center
- Is a model city for environmental programs, with lots of awards and recognitions

Recreation and Culture and Tourism

- Nanputuo temple is an important tourist destination and our temple located on Steveston Highway is related to this same temple. Nanputuo is an important home to Buddhists, and teaching center for monks. Our working group toured this temple.
- Gulanyu Island is a short ferry ride, for foot passengers only, as no vehicles are allowed on the picturesque island. Also know as the Piano Island, it features a piano museum, which we toured. We were taken around the island, along with many other tourists, on electric golf cart type vehicles. Lots of public art and public gardens on this island.
- The group toured Hulishan Fortress which is now a tourist site on the coast with 19th century German guns aimed at Taiwan, and part of a marine park.
- Downtown Xiamen has outstanding night light displays on its buildings and in its parks. Done with efficient LED low energy lighting. Our working group was privileged to view this display from an observatory high on a hill in its weather tower.
- Lots of passive parks, active beaches, and displays of public art. Lots of palm trees, aesthetically and artistically pleasing, everywhere in the city and in the business district. Noted were the simple uses of elements, such as using a simple canopy for decoration and for shade.

- Home of International Marathon in March and evident along the route is a number of lifelike statues of different groupings of runners. Very effective.
- 2 golf courses, hot springs, food specialty
- Lots of opportunity for outdoor fitness
- The tour guided claimed that southern culture in China is different from the north, they are smaller in physique, but their attitudes are more aggressive and business like, as in Hong Kong. Interestingly the status of Taiwan was openly discussed.
- Mid Autumn Festival, Chinese New Year, Dragon Boat Festival
- They host a major arts Center with an orchestra and symphony that perform every week.

General

- Twelve Sister cities, none in Canada, but in Sarasota, Florida in the US currently being negotiated.
- Interest in a sister city relationship with Richmond is strong.
- Economic links: Tri Star Seafoods
- Xiamen has a keen interest in student and cultural exchanges

Questionnaire Results Sister City working trip July 2007

Yangzhou

Geography

- Situated in the south of Jiangsu province and on the north bank of the Yangtze River and the Grand Canal. 4 hours north east of Shanghai by road.
- The capital of Jiangsu province is Nanjing which is also currently the closest airport, two hours by car.
- Has 3 districts and 3 county level cities and one county, population 4.5 million, considered a medium city, with a population of 700,000 in the urban area
- The Grand Canal is the longest in the world
- Convenient city because it is a smaller city on a flat plain

Industry.

- Manufactures 70% of the worlds tooth brush
- Industries #1- machine/metal work press, #2 Garment and textile, #3 Pharmacy and Chemical, #4 Electronic and high tech
- Toy manufacturer
- Automobile parts and medical equipment,
- Expanded into the ship building industry-while we visited Hanjiang launched first 45,000 ton ship, plan to launch 50 next year
- Tourism is major industry in the core
- Special economic zone in Hanjiang Economic Development Zone which covers 3 county level cities. Hanjiang district accounts for 75% of the activity.
- Met officials from this Hanjiang District indicated that they are most interested in a relationship with Richmond but confirmed with FAO that any relationship would be with the city as a whole
- Airport-will complete two new airports by 2010, one on the west side 45 minutes away and the second on the east side
- Major agricultural products: rice, seafood from river

History

- One of the oldest and most historic cities in China; dates back 2400 years.
- Marco Polo once served as a municipal official
- One of the first 24 historical and cultural cities approved by the State Department in 1982

Government and Education

- Peaceful city, not a big city.
- We toured Grade 9-12 High School who are very interested in exchange program. 5,000 students, of which 3,000 live on campus. Over 90% of students go on to past secondary, university programs. School has a track similar to Minoru Track.
- The city is planned as 2 separate cities, old and new. The core of the city is the old and is protected through planning to maintain the historic and cultural value of the city. The outer ring is the new, and contains the industrial.

Recreation and Culture

- Has an abundance of classical gardens
- We toured new museum featuring demonstration wood cut printing press
- Major focus on arts and cultural heritage, including monuments, and gardens
- Lots of swimming pools and major stadiums in city.
- In 2004, Yangzhou won the best “Human Habitat Environment Award” because Yangzhou attaches much importance to its history, culture, water, landscape and elegance while developing a group of new tourism products.

Tourism

- In 1998, Yangzhou was awarded the title of Excellent Tourist City in China
- Many historical and cultural relics are under state protection.

General

- Kent, Washington State is a sister city of Yangzhou
- Yangzhou has a FAO office for the district and the city
- Yangzhou is very anxious for any level of people to people relationship. They have the impression due to the coincidental visitors from Richmond that this is already underway. Raymond Chan visited Yangzhou this spring and indicated activities to be undertaken, such as Richmond Day. The FAO had many well thought out suggestions such as staff exchanges, student exchanges, and cultural exchanges including homestays. Kent, Washington is active teaching cultural and art programs sponsored from Yangzhou.

DECLARATION OF INTENT

to establish a Sister City relationship between
City of Sarasota, United States of America
and
Siming District of Xiamen City, The People's Republic of China

For the purpose of promoting mutual understanding and friendship between the peoples of our two cities, and in order to strengthen cooperation and friendly exchanges between our two cities, we hereby declare our intent to follow principles of equality, mutual benefit, and gradual development in the following ways:

1. Support official visits between our cities involving leaders in government, manufacturing, business, economic development, urban construction, environmental issues, science and technology, education, health care and medicine, culture, the arts, sports, etc.
2. Encourage unofficial visits between our two cities from individual and groups of tourists, artists, athletes, business persons, and any others interested in friendly exchange.
3. Establish friendship affiliations and exchange of information and materials between schools and other organizations in both cities.
4. Promote cultural exchange in areas such as art, music, performing arts, and sports.
5. Promote business opportunities and industrial and economic exchanges between individuals and business associations in both cities.

We intend our Sister City relationship to exemplify the mission of Sister Cities International in representing the best ideals of humanity in the international search for peace and prosperity.

The foregoing is acknowledged on behalf of the two communities in the City of Xiamen, District of Siming and the City of Sarasota by the following signatories.

Lou Ann PALMER, Mayor
City of Sarasota, Florida, USA
June 6, 2007

ZHANG Canmin, District Chief
Siming District, Xiamen City, Fujian. PRC
June 6, 2007

Selection Criteria & Process (Adopted by Council October 15, 2002)

The City of Richmond receives a number of requests from a variety of Cities in the world wishing to form a relationship with the City of Richmond. It became apparent there was a need to come up with criteria to ensure the selection process provided the best possible relationships for the City of Richmond.

The following outlines the proposed Selection Criteria for potential Sister Cities:

Benefits to Community

- Economics – trade, commerce & industry
- Learning about each other
- Friendships
- Education – learning about each other’s community
- Acceptance, recognition and understanding of various cultures

Similar Community Profile

- Population size, Geography
- Industry – Similar but also differences
- Education – Secondary and post secondary education

Historical Connection

- People
- Work

Common Values

- Safety
- Stability in Government
- Fair Treatment of People
- Security

Common Interests

- Sports
- Music
- The Arts