



City of Richmond

Report to Committee

To: General Purposes Committee

Date: March 14, 2019

From: Mike Romas
Manager, Customer Services

File: 01-0100-30-SCIT1-
01/2018-Vol 01

Re: **Sister City Advisory Committee Updates to Terms of Reference and Policies and Procedures**

Staff Recommendation

- 1) That the updates to the Sister City Advisory Committee Terms of Reference be approved; and
- 2) That the updates to the Sister City Advisory Committee Policies and Procedures be approved.

Mike Romas
Manager, Customer Services
(604-204-8663)

Att. 2

REPORT CONCURRENCE	
CONCURRENCE OF GENERAL MANAGER 	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS:
APPROVED BY GAO 	

Staff Report

Origin

The City of Richmond's Sister City Program was established on February 11, 1974 (as the Sister City Twinning Committee) and fosters mutual understanding and meaningful cultural connections with designated Sister/Friendship cities in the interests of Richmond citizens for their common benefit.

This report outlines minor updates to the Sister City Advisory Committee's (SCAC) Terms of Reference and Policies and Procedures documents to align the Sister City Program (SCP) with changes to Council's office terms and other minor cosmetic updates.

Background

The role and purpose of the Richmond SCAC is to provide advice to and assist the City in promoting the City's culture and values, delivering the SCP, and pursuing the City's goal to establish and sustain cultural and educational ties with approved Sister/Friendship Cities. Additionally, the SCAC will advise the City of any economic development, international trade and business opportunities presented to the Committee, or its subcommittees, arising from SCAC activities.

The City of Richmond has had a Sister City relationship with Pierrefonds, Quebec since 1967, Wakayama, Japan since 1973 and Xiamen, China since 2012. The City of Richmond formed a Friendship City relationship with Qingdao, China in 2008.

Analysis

Terms of Reference and Policies and Procedures Updates

Cosmetic changes to the Terms of Reference document include updating the term of the SCAC activity plan from a three year to a four year term to reflect the new term duration for members of Council. Additionally, language in the document was updated to ensure consistency for program naming: Sister City Advisory Committee (SCAC) and Sister City Program (SCP).

Cosmetic changes were also made to the Policies and Procedures document including:

- clarity about what's included in the 4-Year Activity Plan;
- any SCAC travel will be brought forward to Council in a separate report that includes a budget breakdown; and
- updated language about unofficial exchange visits.

An updated Terms of Reference (Attachment 1) and Policies and Procedures (Attachment 2) are attached for your reference.

Financial Impact

None.

Conclusion

The cosmetic changes to the terms of reference and policies and procedures documents align the SCAC program planning process with Council's four year term while updating the language for consistency.

A handwritten signature in black ink, appearing to read "Mike Romas", with a horizontal line underneath.

Mike Romas
Manager, Customer Services
(604-204-8663)

MR:ks

- Att. 1: Sister City Advisory Committee Terms of Reference
- 2: Sister City Advisory Committee Policies and Procedures

RICHMOND SISTER CITY ADVISORY COMMITTEE

TERMS OF REFERENCE

Original: January 2013
Updated: November 2018

1. Mandate and Responsibilities

1.1 Mandate

The role and purpose of the Richmond Sister City Advisory Committee (SCAC) is to provide advice to and assist the City in the promotion of the City's culture and values, delivery of the Sister City Program (SCP), and the pursuit of the City's specific goal to establish and sustain cultural and educational ties with approved Sister/Friendship Cities.

The SCAC will advise the City of any economic development, international trade and business opportunities presented to the Committee, or its subcommittees, arising from SCAC activities. All pertinent information, details and contacts in relation to such opportunities will be referred to the City for appropriate action through the City's Economic Development Section, the Economic Advisory Committee, Richmond Chamber of Commerce, Tourism Richmond or other agencies as would be appropriate.

The SCAC will organize SCP related events, including appropriate travel and hosting activities. The SCAC will not directly invite or receive guests from, and will not agree to travel to, Sister/Friendship Cities without the prior direction or approval of the Richmond City Council.

1.2 Responsibilities

In carrying out this mandate, under the guidance and direction of City staff, and in accordance with Program Policies and Procedures, and the 4-Year Activity Plan, the responsibilities of the SCAC shall include:

- Liaising with organizations in the community to encourage participation in Sister City Program activities;
- Working with staff to carry out annual non-visit related base program activities; and,
- Producing an annual meeting schedule and other reports for Council approval as described in Section 5 below.

2. Composition

In accordance with the program objectives, the SCAC shall be comprised of representatives from the municipality, organizations in the community and individual citizens. All members shall be appointed by Council.

2.1 Voting Members

The Sister City Advisory Committee shall be comprised of up to 14 voting members consisting of:

- 13 Richmond citizens, and
- One School Board (non-staff) representative.

2.2 Non-Voting Members

- City Council liaison
- City staff liaison

3. Recruitment, Selection and Appointment

3.1 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).

3.2 Selection

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

- Be a Richmond resident or an owner and/or operator of a Richmond based business, 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.

3.3 Appointment

All members shall be appointed by Council.

Each new member will be required to obtain a criminal record check.

4. Terms

The 13 Richmond citizen members shall be appointed for two-year terms. Each of these members will be limited to serving on the SCAC for a maximum of four consecutive terms (eight years). Any current member (as of December 2012) who has been on the committee for eight or more consecutive years may not be reappointed for more than one (two-year) term. The SCAC 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

5.1 Operation

Every year, in January, the SCAC shall elect:

- A Chair, and,
- A Vice Chair for each Sister/Friendship City relationship (e.g. taking lead responsibility for managing existing relationships, which are currently with Wakayama, Japan; Pierrefonds-Roxboro, Quebec; Xiamen, China; and Qingdao, China).

Sub-committees may be formed by the SCAC as necessary, to work on specific tasks set by the SCAC. Sub-committees may be comprised only of Council appointed SCAC members.

5.2 Meetings

- SCAC meetings shall be held a minimum of eight 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 eight members and with at least 10 working days' advance notice.
- Only Council appointed members, the School Board representative, City Council liaison and City staff may participate directly in the discussion and business of SCAC meetings.
- Meetings shall be held at City Hall.
- Minutes of each SCAC meeting shall be kept by City staff with distribution to all appointed members.
- Any sub-committees shall meet as deemed necessary by the SCAC Chair or Vice-Chairs.
- Public delegations may be invited to attend SCAC meetings.

5.3 Accountability

Based on the 4-Year Activity Plan and budgets, by the end of the first quarter of each year, the SCAC Chair, with the assistance of City staff, shall prepare an annual summary on the Committee's primary activities during the previous year and proposed activities and budgets for the current/upcoming year.

5.4 Communications

- The SCAC 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.

5.5 Decision Making Process

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

5.6 Conflict of Interest

- SCAC 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

6.1 Sister City Program Funding

The SCP funding includes:

- The SCAC Annual Operating Fund.
- Program Fund with sufficient funding for all program-related activities including official delegations to and from each Sister/Friendship 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 developed and approved at least two months in advance of the visit.

6.2 SCAC Annual Operating Fund

Council will provide an operating budget for the operation of the SCAC, 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 SCAC with guidance from City staff.

The SCAC 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.

RICHMOND SISTER CITY ADVISORY COMMITTEE POLICIES AND PROCEDURES

Original: January 2013
Updated: February 2018

1. Existing Sister/Friendship City Relationships

1.1 4-Year Activity Plans

For each existing Sister/Friendship City relationship, a 4-Year Activity Plan shall be developed by the City staff in consultation with the Sister City Advisory Committee (SCAC) and in coordination with staff counterparts in the respective Sister/Friendship Cities. The 4-Year Activity Plan should contain priority goals and actual planned and potential activities for the upcoming 4-year period to achieve these goals.

The 4-Year Activity Plan will include:

- Official Delegations/Visits (Section 1.2)
- Exchanges – currently planned or to be promoted (Section 1.3)
- Non-visit related annual base program activities (Section 1.4)
- Four year estimated budget

The 4-Year Activity Plans and budgets will be updated annually and provided to Council by the SCAC as specified in their Terms of Reference.

1.2 Official Delegations/Visits

Official Delegations/visits will only be referenced in the 4-Year Activity Plan. A separate report will be brought forward to Council detailing the Official Delegation Request/Visit and include a separate budget request.

Definition: An Official Delegation is a visit from or to a Sister/Friendship City involving political representatives from each City and others for a specific purpose related to the Sister City Program (SCP) objectives, individual Sister/Friendship City agreement objectives and 4-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 4-Year Activity Plan); site visits; sightseeing; ceremonial dinners; and gift exchanges.

Planning: Under the direction and guidance of City staff, the SCAC will be the primary resource for planning delegations identified and approved by Richmond City Council. Delegation Plans will be produced by the SCAC for each visit, outlining specific purposes (linked to SCP objectives, individual Sister/Friendship City agreements and Activity Plan), associated events, duration and costs. The Delegation Plan together with estimated budget must be approved by Richmond City Council at least two months before the Official Delegation.

Participants: In addition to political representatives, the Official Delegation will include SCAC members and City staff (see table below under ‘Costs’). The Official Delegation may also include local leaders in education, culture, arts, sport, business, science and technology and other sectors actively engaged in supporting the Sister/Friendship City relationship. All participants in official delegations will be subject to the approval of Council.

Frequency: For each Sister/Friendship City, there shall be one visit either to or from the Sister/Friendship City every four 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/Friendship Cities every eightyears.

Costs:

	TO Sister/Friendship City	FROM Sister/Friendship City
Official Visit Delegation ¹ (Paid for by City)	<p>A minimum of:</p> <ul style="list-style-type: none"> • City of Richmond Mayor or Acting Mayor; • Two other Members of Richmond City Council or such other number as Council may decide; • City of Richmond Staff Member(s) as designated by the CAO; and • Three SCAC members, as approved by Council. • Any additional persons the SCAC wishes to invite must be approved by Council. • Increased participation by Richmond City Council may be expected for milestone event situations (ie. 40th, 45th, 50th anniversary, etc.). 	<ul style="list-style-type: none"> • City of Richmond Mayor or Acting Mayor; • All Members of Richmond City Council; • City of Richmond Staff Member(s) as appropriate; • All Sister City Advisory Committee voting members; • Up to 20 delegates from the participating Sister City (Richmond will not incur any air travel or hotel accommodation expenses and will only pay for local hosting expenses); and • City of Richmond invited guests.
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 FUNDS	Funds either taken from SCAC Program Fund or as otherwise directed by Richmond City Council	

¹ Other participants who wish to join any delegation to a Sister/Friendship City must:

- Be recommended by the Sister City Committee by reason that they directly support the objectives of the Sister/Friendship City 4-Year Activity Plan and receive approval from City Council
- Pay for their own costs
- The total Official Delegation may not exceed 20 people.

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

² In-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) with the prior approval of Council.

1.1 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 Advisory Committee (SCAC). Members of the SCAC (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.

Planning: Typically, 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. There are occasions where a delegation request is received by the SCAC and City staff take the lead in planning the exchange visit, as appropriate. Travel by a SCAC member on an exchange visit, as a SCAC member, shall require prior Council approval and shall be at the SCAC member's own cost.

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).

Government Related Visits: Outside of Official Delegation visits and Exchange (unofficial) visits, as described above, all other government-related visits from each sister/friendship city, hosted by the SCAC, shall be pre-approved by the City.

1.2 Annual Base Program Activities (Non-Visit)

The following low-cost, non-trip related activities should occur every year and be included in 4-Year Activity Plans for each Sister/Friendship 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/Friendship City (foreign students or business people from the nation of the Sister/Friendship City can be guest speakers)
- Other city events/communications where it is relevant to feature the Sister/Friendship City

2. Gifts

Purchase of gifts for SCAC related use, funded by the City, will require pre-approval from City staff.

3. SCAC Travel

SCAC members will not engage in any SCP related travel to a Sister/Friendship City unless accompanied by an official of the City.

4. 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.

5. New Relationships

5.1 Requests from Other Cities

Requests that involve forming a formal relationship should be made in writing to City Council and may be referred to the Sister City Advisory Committee for review and advice, based on current program activity levels and policies.

5.2 Council Requests

Council may request specific advice from the SCAC on any program related matter, including new sister city relationships. Council may request that the SCAC investigate the forming of a relationship with a Sister/Friendship City in another country. This request could occur following a major review of the program activities and/or at the beginning of a Council's term. Where Council has approved investigation of another Sister/Friendship City relationship, the SCAC will be requested to submit an estimate for any additional funds required in addition to the existing Sister City Program budget. Unless directed by Council to do so, the SCAC is not authorized to initiate any discussion or exploration of a new sister city relationship.

5.3 Type and Number of Relationships

City Council will determine the number of Sister/Friendship relationships.

5.4 Selecting a Sister/Friendship City

The process of selecting a Sister/Friendship 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.

5.5 Reaching a Sister/Friendship City Agreement

The process of reaching an agreement with a new Sister/Friendship 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/Friendship City relationship.
- Discussions with the selected partner community to set terms of the relationship.
- Signing the official Sister/Friendship 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.

6. **Financial Support**

6.1 City of Richmond Sister City Program Funding

The Sister City Program funding includes:

- The SCAC Annual Operating Fund
- Sister City Program Fund

6.2 Sister City Advisory Committee Annual Operating Fund

This funding shall be used for regular operations, meeting costs, gifts and costs associated with exchanges from Sister/Friendship Cities. This funding cannot be carried over to future years.

6.3 **Program Fund**

The Program Fund is set in the City's Annual Operating Budget. Funding will cover the costs of program activities. These include sending Official Delegations to a Sister/Friendship City and hosting Official Delegations from a Sister/Friendship City.. An Official Delegation Plan tied to the program and 4-Year Activity Plan objectives, together with an estimated budget for these visits must be submitted for approval to Richmond City Council prior to release of any funds. These funds can be carried forward from year to year.

6.4 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 Richmond City Council. If approved, the funding can be used to supplement the program or offset costs.

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6.5 Reporting and Accountability

As per the Sister City Committee Terms of Reference, based on the 4-Year Activity Plans and budgets, by the end of the first quarter of each year the SCAC, with assistance from City staff, shall provide an annual summary on their primary activities during the previous year and proposed activities and budgets for the current/upcoming year.

7. **Relationship Review and Termination Policy**

Each Sister/Friendship City Relationship will be reviewed by the City, with the Sister City Advisory 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/Friendship City Agreements or around the development of 4-Year Activity Plans.

The SCAC 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.