



City of Richmond

Report to Committee

To: General Purposes Committee
From: Mike Romas
Manager, People Development

Date: January 5, 2021
File: 99-HR/2020-Vol 01

Re: **Sister City Advisory Committee Policy and Procedures Update**

Staff Recommendation

That the updates to the Sister City Advisory Committee Policy and Procedures, as outlined in the staff report "Sister City Advisory Committee Policy and Procedures Update", dated January 5, 2021, from the Manager, People Development, be approved.

Mike Romas
Manager, People Development
(604-276-4081)

Att. 1

REPORT CONCURRENCE	
CONCURRENCE OF GENERAL MANAGER	
SENIOR STAFF REPORT REVIEW	INITIALS:
APPROVED BY CAO	

Staff Report

Origin

The City of Richmond's Sister City Program (SCP) 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 addresses the following referral from the General Purposes Committee meeting held on February 18, 2020:

That the Richmond Sister City Advisory Committee Policies and Procedures be referred back to staff to review the number of participants as delegates to Sister Cities.

This report supports Council's Strategic Plan 2018-2022 Strategy #3 One Community Together:

Vibrant and diverse arts and cultural activities and opportunities for community engagement and connection.

3.2 Enhance arts and cultural programs and activities.

3.4 Celebrate Richmond's unique and diverse history and heritage.

This report supports Council's Strategic Plan 2018-2022 Strategy #4 An Active and Thriving Richmond:

An active and thriving community characterized by diverse social and wellness programs, services and spaces that foster health and well-being for all.

4.1 Robust, affordable, and accessible sport, recreation, wellness and social programs for people of all ages and abilities.

Analysis

At the beginning of 2020, the Sister City Advisory Committee (SCAC) received a referral from Council to review the number of participants as delegates participating in travel to Richmond's Sister Cities. The Policies and Procedures document was revised to reflect Council's direction and to modernize Sister City Policies and Procedures when referring to official and unofficial delegations. The changes provide more clarity for Sister City members with regards to their role and the role of staff. The SCAC passed a motion in September 2020 in support of the updates to the Policies and Procedures document.

Current Policy and Procedure (last updated February 2018)

In section 1.2 *Official Delegations/Visits* of the SCAC Policy and Procedure document (Attachment 1) the participants section allows for travel to Richmond's Sister Cities by political representatives, up to three SCAC members and designated City staff (see table 1 below). The section further outlines that 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 as identified by the SCAC. All participants in official delegations are subject to the approval of Council.

Table 1 below outlines the current Sister City Policies and Procedures identified Official Delegation participants.

Table 1: Excerpt from the Current SCAC Policy and Procedure Document

	TO Sister/Friendship City	FROM Sister/Friendship City
Official Delegations/Visits (Paid for by City)	<p>A minimum of:</p> <ul style="list-style-type: none"> • Mayor or Acting Mayor; • Two other Members of Council or such other number as Council may decide; • City Staff Member(s) as designated by the CAO • Three SCAC members, as approved by Council. • Any additional persons the SCC 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"> • Mayor or Acting Mayor; • All Members of Council; • City Staff Member(s) as appropriate; • All Sister City Advisory Committee voting members; • Up to 20 delegates from the Sister City (City will not incur any air travel or hotel accommodation expenses and will only pay for local hosting expenses) • City of Richmond invited guests

Recommended Update to Policies and Procedures Document (Attachment 2)

The SCAC reviewed the current policy and procedure document and passed a motion in September 2020 approving the recommended changes.

Section 1.2 *Official Delegations/Visits* was revised to reflect discussions in the February 18, 2020 General Purpose meeting to reduce the size of Official Delegations and soften the language around requirements and recommendations. An Official Delegation will now include a recommended number of Councillors and any other participants (Sister City members, City Staff, and Community Partners) are at the discretion of Council (see Table 2). All participants in official delegations are subject to the approval of Council.

Table 2: Excerpt from updated SCAC Policy and Procedure Document

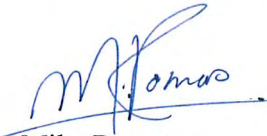
	TRAVELLING TO Sister/Friendship City	DELEGATION FROM Sister/Friendship City
Official Delegations/Visits (Paid for by City)	<p>A recommended minimum of:</p> <ul style="list-style-type: none"> • City of Richmond Mayor or Acting Mayor; • Two other Members of Richmond City Council or such other number as Council may decide; <p>At the discretion of Council:</p> <ul style="list-style-type: none"> • City of Richmond Staff Member(s) as designated by the Chief Administrative Officer (CAO). • Up to three SCAC members may be invited to participate; and • Any additional recommended persons. <p>Increased participation by Richmond City Council may be expected for milestone events (ie. 50th anniversary)</p>	<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 (inclusive of the Richmond School Board appointee); • 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.

Financial Impact

None.

Conclusion

The SCAC has reviewed the current Policy and Procedure document and has recommended updates to the language in the Official Delegation section to more accurately reflect the number of people that will participate in this type of visit.



Mike Romas
 Manager, People Development
 (604-276-4081)

MR:mr

- Att. 1: SCAC Policy and Procedure marked up version (last revised February 2018)
- Att. 2: SCAC Policy and Procedure (updated November 2020)

**RICHMOND SISTER CITY ADVISORY COMMITTEE
POLICIES AND PROCEDURES**

Original: January 2013
Updated: ~~February 2018~~ November 2020

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:

- Reference to 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~~ current elected officials from each City and ~~others~~ support staff for a specific purpose related to ~~the~~ Sister City Program (SCP) objectives, individual Sister/Friendship City agreement objectives and the SCAC 4-Year Activity Plans. The visit may involve multiple days and multiple events including: official meetings with City Council; meetings with representatives from community organizations and other community leaders ~~to further~~ for the purpose of furthering the Sister City relationship (e.g. ratification of agreement and/or 4-Year Activity Plan); Other Official Delegation activities may include: 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~~ City Staff for each visit, outlining specific purposes (linked to SCP objectives, individual Sister/Friendship City agreements and Activity Plan), associated

events, duration and anticipated costs. The Delegation Plan together with estimated budget must be reviewed by the SCAC for endorsement and be forward to Richmond City Council for approval ~~approved by Richmond City Council at least two months before prior to~~ the Official Delegation.

Participants: In addition to political representatives, ~~an~~the Official Delegation ~~will~~ may include SCAC members and City staff (see ~~table below under 'Costs'~~ Table 1). 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~~ are ~~be~~ subject to the approval of Council.

Frequency: For each Sister/Friendship City, there ~~shall~~ may 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 eight years. The frequency and duration of outbound travel is at the discretion of City Council.~~

Table 1: Official Delegation Costs covered by the City:

	<u>TRAVELLING TO</u> Sister/Friendship City	<u>DELEGATION FROM</u> Sister/Friendship City
Official Visit Delegation ¹ (Paid for by City)	<p>A <u>recommended</u> minimum of:</p> <ul style="list-style-type: none"> • City of Richmond Mayor or Acting Mayor; <u>and</u> • Two other Members of Richmond City Council or such other number as Council may decide;³ <p><u>At the discretion of Council:</u></p> <ul style="list-style-type: none"> • City of Richmond Staff Member(s) as designated by the <u>Chief Administrative Officer (CAO)</u>; ; <u>and</u> • <u>Up to three SCAC members may be invited to participate; and</u> • <u>Any additional recommended persons.</u> <ul style="list-style-type: none"> • Three SCAC members, as approved by Council. <p><u>Any additional persons the SCAC wishes</u></p>	<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 (<u>inclusive of the Richmond School Board appointee</u>); • 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.

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.

	<u>TRAVELLING TO</u> Sister/Friendship City	<u>DELEGATION FROM</u> Sister/Friendship City
	<p>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.).</p>	
Budgeted costs for above individuals (Paid for by City) ²	<ul style="list-style-type: none"> • Transportation • Hotel • Meals (not covered by official events) • <u>Gifts</u> • <u>Translator</u> 	<ul style="list-style-type: none"> • Meal(s) – e.g. ceremonial dinner • <u>Tour (s)</u> • <u>Transportation (Bus)</u> • <u>Presentations/Meeting costs (e.g. rental fees, refreshments)</u> • <u>Gifts</u> • <u>Local Translator</u> • <u>Photographer</u>
TOTAL FUNDS	<p><u>The program activity budget will be submitted during the annual budget process. – either taken from SCAC Program Fund or as otherwise directed by Richmond City Council</u></p>	

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.

1.3 Exchange (Unofficial) Visits

Definition: Exchange visits do not involve political leaders and are for the purpose of community involvement in the Sister City 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 would 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/or groups of artists, students, athletes, ~~business person, youth,~~ seniors, and/or any other community groups interested in relationship building exchanges.

Frequency: Exchanges ensure the on-going vibrancy and community participation in a Sister City relationship and should be encouraged. The exchange visit must be outlined in the Four Year Activity Plan or be brought forward to Council in a separate report, should City funds be required.

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 Unofficial -Delegate Visits: The SCAC shall host any Unofficial Delegate Visit. Unofficial delegates means no elected officials are participating in the visit from sister or friendship cities. Should additional City funds be required, City Council approval must be provided in advance of the visit. ~~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.~~

1.4 Annual Base Program Activities (Non-Visit)

The following low-cost, non-trip related activities should are recommended to occur every year and be included in the 4-Year Activity Plans for each Sister/Friendship City relationship:

- Annual 'state of the city' letter between the two Mayors;
- Congratulations letters for elections and other milestone events;

- Sympathy letters for emergencies and disasters (e.g. flooding, earthquakes, epidemics/pandemics); and
- 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 (eg/ penpal exchange);
- Periodic exchange of interesting newspaper articles that show how society, technology, the environment are changing in the City in Richmond;
- 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 (e.g. Community event displays, photography shows, local art shows, bookmark series).

2. Gifts

Purchase of gifts for SCAC related use, funded by the City, will ~~require be within~~ pre-approval ~~at~~ SCAC budget and will require preapproval from the Committee's staff liaison. 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 or as approved by Richmond City Council. All travel outside of this approval requirement is as a civilian. All SCP related travel, unless otherwise stated, is paid for by the Sister City member and not the City of Richmond.

4. Communications

Where communication is desired with the public, in the course of delivering the Sister City Program, all media releases, social media posts and public communications shall be developed by the City's Corporate Communications ~~unit department~~ 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 with a new city should be made in writing to Richmond City Council. ~~and These requests~~ 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; and ;~~
- ~~_____~~
- ~~Signing the official Sister/Friendship City Agreement; ;~~
- ~~_____~~

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

Formatted: Font: Not Bold
Formatted: Space Before: 12 pt

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 and must be included in the budget review process.~~ Funding will cover the costs of program activities outlined in the 4-year Activity Plan. 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. The Program Activity Budget will be included in the City's budget process for consideration. Any unused funds may be carried forward into the next fiscal year, subject to approval.

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.

o

6.5 Reporting and Accountability

As per the Sister City Committee Terms of Reference, based on the 4-Year Activity Plan 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 for City Council's information within 150 days following the City's fiscal year-end.

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~~four years to:

• —

~~Determine whether outcomes are generally commensurate with inputs~~

- Determine whether outcomes are generally commensurate with inputs;
- Track progress towards stated goals and objectives; and
- ~~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.

**RICHMOND SISTER CITY ADVISORY COMMITTEE
POLICIES AND PROCEDURES**

**Original: January 2013
Updated: November 2020**

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 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:

- Reference to 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 Plan and budget 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 current elected officials from each City and support staff for a specific purpose related to Sister City Program (SCP) objectives, individual Sister/Friendship City agreement objectives and the SCAC 4-Year Activity Plan. The visit may involve multiple days and multiple events including: official meetings with City Council; meetings with representatives from community organizations and other community leaders for the purpose of furthering the Sister City relationship (e.g. ratification of agreement and/or 4-Year Activity Plan). Other Official Delegation activities may include: site visits, sightseeing, ceremonial dinners, and gift exchanges.

Planning: Delegation Plans will be produced by City Staff for each visit, outlining specific purposes (linked to SCP objectives, individual Sister/Friendship City agreements and Activity Plan), associated events, duration and anticipated costs. The Delegation Plan together with estimated budget must be reviewed by the SCAC for endorsement and be forward to Richmond City Council for approval prior to the Official Delegation.

Participants: In addition to political representatives, an Official Delegation may include SCAC members and City staff (see Table 1). 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 are subject to the approval of Council.

Frequency: For each Sister/Friendship City, there may 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. The frequency and duration of outbound travel is at the discretion of City Council.

Table 1: Official Delegation Costs covered by the City:

	TRAVELLING TO Sister/Friendship City	DELEGATION FROM Sister/Friendship City
Official Visit Delegation ¹ (Paid for by City)	<p>A recommended minimum of:</p> <ul style="list-style-type: none"> • City of Richmond Mayor or Acting Mayor; and • Two other Members of Richmond City Council or such other number as Council may decide. <p>At the discretion of Council:</p> <ul style="list-style-type: none"> • City of Richmond Staff Member(s) as designated by the Chief Administrative Officer (CAO); • Up to three SCAC members may be invited to participate; and • Any additional recommended persons. <p>Increased participation by Richmond City Council may be expected for milestone event situations (ie. 40th, 45th, 50th anniversary, etc.).</p>	<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 (inclusive of the Richmond School Board appointee); • 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) 	<ul style="list-style-type: none"> • Meal(s) – e.g. ceremonial dinner • Tour (s) • Transportation (Bus) • Meeting costs (e.g. rental fees,

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.

	TRAVELLING TO Sister/Friendship City	DELEGATION FROM Sister/Friendship City
	<ul style="list-style-type: none"> • Gifts • Translator 	refreshments) <ul style="list-style-type: none"> • Gifts • Local Translator • Photographer
TOTAL FUNDS	The program activity budget will be submitted during the annual budget process.	

1.3 Exchange (Unofficial) Visits

Definition: Exchange visits do not involve political leaders and are for the purpose of community involvement in the Sister City 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 would 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/or groups of artists, students, athletes, seniors, and/or any other community groups interested in relationship building exchanges.

Frequency: Exchanges ensure the on-going vibrancy and community participation in a Sister City relationship and should be encouraged. The exchange visit must be outlined in the Four Year Activity Plan or be brought forward to Council in a separate report, should City funds be required.

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.

Unofficial Delegate Visits: The SCAC shall host any Unofficial Delegate Visit. Unofficial delegates means no elected officials are participating in the visit from sister or friendship cities. Should additional City funds be required, City Council approval must be provided in advance of the visit.

1.4 Annual Base Program Activities (Non-Visit)

The following low-cost, non-trip related activities are recommended to occur every year and be included in the 4-Year Activity Plan for each Sister/Friendship City relationship:

- Annual 'state of the city' letter between the two Mayors;
- Congratulations letters for elections and other milestone events;
- Sympathy letters for emergencies and disasters (e.g. flooding, earthquakes, epidemics/pandemics); and
- 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 (eg/ penpal exchange);
- Periodic exchange of interesting newspaper articles that show how society, technology, the environment are changing in Richmond;
- 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 (e.g. Community event displays, photography shows, local art shows, bookmark series).

2. Gifts

Purchase of gifts for SCAC related use, funded by the City, will be within pre-approved SCAC budget and will require preapproval from the Committee's staff liaison.

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 or as approved by Richmond City Council. All travel outside of this approval requirement is as a civilian. All SCP related travel, unless otherwise stated, is paid for by the Sister City member and not the City of Richmond.

4. Communications

Where communication is desired with the public, in the course of delivering the Sister City Program, all media releases, social media posts and public communications shall be developed by the City's Corporate Communications department in coordination with the Sister City Committee.

5. New Relationships

5.1 Requests from Other Cities

Requests that involve forming a formal relationship with a new city should be made in writing to Richmond City Council. These requests 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. 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; and
- Signing the official Sister/Friendship City Agreement.

The official agreement should, at a minimum, cover the following elements: purpose, focus, contacts, delegations, exchanges, subsidiary agreements, relationship review process and duration. 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

Funding will cover the costs of program activities outlined in the 4-year Activity Plan. 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. The Program Activity Budget will be included in the City's budget process for consideration. Any unused funds may be carried forward into the next fiscal year, subject to approval.

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.

6.5 Reporting and Accountability

As per the Sister City Committee Terms of Reference, based on the 4-Year Activity Plan 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 for City Council's information within 150 days following the City's fiscal year-end.

7. Relationship Review and Termination Policy

Each Sister/Friendship City Relationship will be reviewed by the City, with the Sister City Advisory Committee, every four years to:

- Determine whether outcomes are generally commensurate with inputs;
- Track progress towards stated goals and objectives; and

- 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.