

COMMUNITY SERVICES COMMITTEE**9****11 JULY 2012**

SISTER CITIES UPDATE

Ian Lowth: 1/60/20-01 #3636312

RECOMMENDATION:

It is recommended that Council notes the current status of Council's Sister Cities relationships and management arrangements.

INTRODUCTION:

This report provides Council with an overview of Cairns Regional Council's Sister City Relationships.

BACKGROUND:

The types of "international" activities that Cairns Regional Council has traditionally been involved in include:

Sister Cities

- Hosting inbound Sister City activities
- Contributing to Sister City activities in those cities

Other International Visitors

- Hosting other inbound delegations that are:
 - fact finding; and/or
 - looking to establish local alliances (economic, cultural, sporting, social)

Trade Missions

- Outbound trade missions for the benefit of local business

Other Councillor and staff travel

- Other overseas travel by Councillors and staff that are:
 - fact finding; and/or
 - professional development; or
 - associated with Australia & New Zealand Local Government Chief Officers' Group

Overseas Aid

- Overseas aid eg under the Commonwealth Local Government Good Practice Scheme

Council has seven Sister City relationships. Details of each City can be found at Attachment A. The goal of Sister Cities is to develop meaningful and long term links with cities and communities in other countries to achieve a greater level of international understanding and goodwill between peoples and to share economic, community, cultural and social interaction.

- Minami (Japan), formerly Hiwasa
- Lae (Papua New Guinea)
- Sidney (British Columbia, Canada)
- Scottsdale (Arizona, USA)
- Riga (Latvia)
- Oyama (Japan)
- Zhanjiang (China)

Recent Review

A review was undertaken of Council's Sister Cities and International Relations in late 2011 culminating in the following resolution of Council at its March 2012 Ordinary Meeting. A copy of the Review conclusions is included as Attachment B.

That Council recommends:

1. *The overarching International Relations Policy (Appendix 1 of Attachment 1 as attached to the report) be adopted by Council to provide a policy framework for all international activities undertaken by Council.*
2. *The existing Policies referred to in the proposed International Relations Policy (Appendix 1 of Attachment 1) be reviewed to ensure consistency with and support of the intent of the new Policy.*
3. *A comprehensive International Activities Plan be developed (subject to budget and resourcing) to identify priorities for:*
 - *Sister Cities*
 - *Trade Missions*
 - *Out-bound delegation/In-bound delegations**that complements and has clear connections with Council's:*
 - *Economic Development and Innovation strategy*
 - *Events Strategy*
 - *Cultural Plan*
 - *Community Development Strategic Plan, and*
 - *any other relevant Council strategic plan.*
4. *Council formally retains all existing Sister Cities relationships but that future Sister City activities be focussed on those communities which demonstrate a clear willingness to pro-actively work on maintaining an active relationship with Cairns.*
5. *The task of responding to any new Sister City opportunities for Cairns be considered in the context of developing the International Activities Plan recommended above, but only as a lesser priority to activities associated with the maintenance of existing relationships.*

6. *The revised Sister Cities Policy (Appendix 2 of Attachment 1) be adopted by Council, noting that the major changes include*
 - *alignment with Council's Advisory Committee Charter*
 - *cross-referencing to the broader International Relations Policy and other relevant Policies*
 - *revised membership arrangements for the Advisory Committee; and*
7. *Current Sister Cities committee members be advised that their current terms will expire at the end of June 2012, that their contributions have been greatly appreciated and that they are invited to re-apply for membership when community membership positions are advertised in mid 2012 (with appointments to be made by the new Council).*
8. *That friendship cities be clarified and defined.*

A copy of the newly adopted International Relations Policy is Attachment C.

A copy of the amended Sister Cities Policy is Attachment D.

COMMENT:

Agreement with Riga and visiting delegation

Correspondence has recently been received from Riga City Council (Attachment E) advising that representatives are planning a visit to Cairns from 14th August to 22nd August 2012. "The main purpose of the visit is the signing of a renewed Sister City agreement between Riga and Cairns to provide official basis for the future cooperation between our cities." Arrangements are being managed through the Office of the Mayor.

Visiting delegation from Oyama

Cairns will host a visit from a delegation from Oyama on 10 July. The attendees are Cr Norio Oyama, Councillor of the Oyama City Council and Mr Kazuo Watanabe, Director of the Civic Affairs Department of the Oyama City Council. The specific purpose of the visit is to meet with the Mayor to congratulate him on his election.

Sister Cities Annual Conference

It is noted that the Sister Cities Australia 2012 Annual Conference is to be held on 11-14 November 2012 in Devonport, Tasmania. There has been a history of Councillor(s) representing Cairns at this Conference.

New Advisory Committee members

A call for new Advisory Committee members will be issued in July with appointments to be determined by Council.

CONSIDERATIONS:**Corporate and Operational Plans:**

The Office of the Mayor is a key point of contact from a protocol perspective in many of the Sister City activities. However the Personal Assistant to the General Manager Community, Sport and Cultural Services will replace the Mayor's PA as the primary resource for supporting the activities of the Advisory Committee. While the budget environment prevents assigning additional dedicated resources, revamping the Committee membership and inviting additional officers to the Committee meetings will offer some potential to leverage existing, in-kind resources and assistance from across Council.

Statutory:

There are no statutory considerations regarding this report.

Policy:

International Relations Policy
Sister Cities Policy

Financial and Risk:

The Sister Cities activity has a budget of \$15,000pa managed by Marketing and Communications.

Sustainability:

The scorecard is not relevant for this report as it is only a report for noting.

CONSULTATION:

This report contains previously researched information and current Council policies, repeated for the benefit of the new Council.

Current Sister City delegation activity as listed in the report is being managed through the Office of the Mayor.

OPTIONS:

The report is for noting.

CONCLUSION:

The report provides an overview of the current status of Sister Cities activities for the benefit of the new Council

ATTACHMENTS:

Attachment A: Current Sister Cities details

Attachment B: Sister Cities and International Relations Review (Jan 2012) Conclusions

Attachment C: International Relations Policy #3589969

Attachment D: Sister Cities Policy #2321083

Attachment E: Letter from Riga City Council

Ian Lowth

General Manager Community Sport and Cultural Services

Current Sister City details**Minami (Japan), formerly Hiwasa**

- The Sister City Agreement between Cairns and Hiwasa was signed in **1969** – Cairns' first Sister City.
- Subsequently Minami was founded on March 31, 2006 from the merger of the towns of Hiwasa and Yuki
- Minami is located in Kaifu District, Tokushima, Japan.
- It is bordered on the southwest by the Kaifu mountains and on the east by the Pacific Ocean
- As of 2006 the town has an estimated population of 8,540
- Council has signed a new agreement with the municipality of Minami Town
- The relationship with Hiwasa began with an interest by the Mayor of Hiwasa in the movement of the Loggerhead turtle, and Cairns sending a species of the turtle to the Hiwasa museum for display.

Lae (Papua New Guinea)

- The Sister City relationship was established in **1984**
- Lae, the capital of Morobe Province, is the second-largest city in Papua New Guinea.
- It is located at the start of the Highlands Highway which is the main land transport corridor from the Highlands region to the coast.
- Lae is the largest cargo port of the country and the home of the University of Technology or 'Unitech'.
- The population is in excess of 70,000

Sidney (British Columbia, Canada)

- Cairns established a Sister City Agreement with the Port of Sidney in **1984**.
- Sidney is a town located at the northern end of the Saanich Peninsula, on Vancouver Island in the Canadian province of British Columbia.
- It is one of the 13 Greater Victoria municipalities.
- It has a population of approximately 11,583 (in 2011).
- The town is the business hub of the northern part of the peninsula and the gateway to Vancouver Island via BC Ferries from the mainland, the Anacortes Ferry from the United States and the Victoria International Airport.
- Sidney's main businesses are boat building, ocean sciences, secondary manufacturing, marina operation, commercial fishing, tourism and commercial industry, catering to residents and tourists.
- Sidney is renowned for its world famous Butchart Gardens, which attract more than 750,000 visitors annually

Scottsdale (Arizona, USA)

- Cairns established a Sister City relationship with Scottsdale in **1987**.
- Scottsdale's rich and varied history is steeped in Native American culture and cowboy lore.
- Scottsdale is a city in the eastern part of Maricopa County, Arizona, United States, adjacent to Phoenix.
- As of 2010 the population of the city was 217,385
- Today, Scottsdale is a premier business and holiday destination

Riga (Latvia)

- This Sister City relationship was formed by the Mayors of Cairns and Riga at the International Sister Cities Convention hosted by Cairns in **1988**
- Riga is the capital and largest city of Latvia
- With 657,424 inhabitants (2011) Riga is the largest city of the Baltic states, one of the largest cities in Northern Europe and home to more than one third of Latvia's population
- The city is an important seaport and a major industrial, commercial, cultural and financial centre of the Baltic Sea region
- The city lies on the Gulf of Riga, at the mouth of the river Daugava
- Riga was founded in 1201 and is a former Hanseatic League member. Riga's historical centre is a UNESCO World Heritage Site, noted for its Art Nouveau/Jugendstil architecture and 19th century wooden architecture

Oyama (Japan)

- A formal Sister City agreement was established on 15 May **2006**
- Oyama City is an historically rich and culturally significant city located in the Tochigi prefecture of Japan.
- Oyama is well known for its mix of traditional and contemporary lifestyles, as the city is abound with century old rice fields as well as industrial mega-factories for some of Japan's biggest companies.
- One of the major employers in the city is Komatsu making iron castings, diesel engines, fork lift trucks and other hydraulic equipment
- It has a (2011) population of 163,954 (with 62,714 households)
- The city is centred around Omoigawa River.
- Oyama was given city status on March 31, 1954.

Zhanjiang (China)

- The Sister City relationship was established with Zhanjiang in September **2004**, following a delegation to mainland China headed by then Mayor, Cr Kevin Byrne.
- Zhanjiang is one of 15 cities in the southern province economic zone of mainland China and is close to Hong Kong.
- Situated in the delta of the Pearl River system, it is the major southern port and west of the region's capital Guangzhou (Canton) in Guangdong region.
- The peninsula city is the focus of a large mining and mineral exploration region, as well as the port gateway to some of the largest agricultural areas in southern China
- Its population is 6,993,304 inhabitants (2010 census); 1,400,685 live in the built up area made of 4 urban districts (Chikan, Xiashan, Potou and Mazhang)

SISTER CITIES INTERNATIONAL RELATIONS REVIEW (FEB 2012) CONCLUSIONS (EXTRACT)

A range of materials from sources within and external to Council was reviewed for the purpose of informing this report. An assessment of each has been carried out and conclusions drawn to inform Council's:

1. Policy framework
2. Strategic direction setting approach
3. Status of existing Sister Cities and possible new cities
4. Advisory Committee arrangements
5. Resourcing and support of this area. (Councillor role, staff role, volunteer role)

3.1 Policy framework

With respect to international relations, Council is currently serviced by General Policies covering

- o Sister Cities
- o Council's Role in Regional Economic Development (covers Mayor's role in leading trade missions)
- o Entertainment and Hospitality Expenditure (covers hosting of events)

ACTION 1: It is recommended that the attached (Appendix 1) overarching International Relations Policy be adopted by Council to provide a policy framework for all international activities undertaken by Council. This Policy

- o Sets the aim of achieving a balance between economic, social and cultural outcomes through international activities
- o Covers all international related activities
- o Clarifies responsibilities
- o Cross references all other related Policies

Responsible Officer: Manager Governance

ACTION 2: It is intended that the existing Policies referred to above be reviewed to ensure consistency with and support of the intent of the new International Relations Policy.

Responsible Officer: As listed in each Policy.

3.2 Strategic/tactical direction setting approach

Council does not have a strategic or tactical plan to guide its Sister City activities. Activities revolve around Committee capacity to undertake projects and in re-action to visits from City delegations.

Council's trade mission involvement was historically coordinated by Advance Cairns. However with recent changes in that organisation's scope of activities, there is a requirement for Council to determine its desired objectives and activities regarding trade missions.

Council has recently completed an Economic Development and Innovation Strategic Plan. Delivery Priority 5, Export Promotion, refers:

"Local economic prosperity is contingent upon the export propensity of local business and industry. Cairns supports a significant export focused economy, largely as a result of the regions international airport and sea port. This strategy supports the lead role of the Queensland Government in building the export capacity of the region."

Related key priorities and actions listed in this strategy include:

- o capitalising and fostering economic development opportunities through international relationships. Measure: Targeted and prioritised CRC trade mission and international delegation program (in-bound & out-bound)
- o Review and identify economic opportunities through existing Sister cities relationships. Measure: Complete review and opportunities identified and number of opportunities actioned

Other Councillor and staff travel requirements are addressed on a case by case basis.

Overseas aid projects are primarily only considered when external funding sources are available and internal capacity allows.

ACTION 3: It is recommended that a comprehensive International Activities Plan be developed (subject to budget and resourcing) to identify priorities for:

- Sister Cities
 - Trade Missions
 - In-bound delegations
 - Out-bound delegations
- that complements and has clear connections with Council's:
- Economic Development and Innovation strategy
 - Events Strategy
 - Cultural Plan
 - Community Development Strategic Plan

Responsible Officer: Manager Economic Development and Innovation; Manager Marketing and Communications

3.3 Status of Existing Sister Cities and possible new Cities

While there has largely been only Cairns-initiated contact with a number of Council's existing Sister Cities in recent times, the history and culture of how Sister City relationships are managed across the globe is such that dormancy is accepted rather than termination of any relationships.

ACTION 4 It is recommended that Council formally retains all existing relationships but that future Sister City activities be focussed on those communities which demonstrate a clear willingness to pro-actively work on maintaining an active relationship with Cairns. This should be reflected in a future Sister City Strategic Plan (should resources be identified to develop this Plan).

The identification of the United Kingdom, New Zealand, Italy, Guam, India and Korea as countries with potential for future Sister City interaction (based on quadruple bottom line criteria) is acknowledged. Notwithstanding the quadruple bottom line approach, any case for future consideration would need to demonstrate strong potential for mutually beneficial business outcomes.

However, it is also noted that Council's seven existing Sister City relationships is a large number when compared with other local governments across Australia. Because there are only limited resources that Council has available to put towards Sister Cities activities, the addition of a new City is seen as a lesser priority compared to the maintenance and re-invigoration of existing relationships that offer potential for strong quadruple bottom line outcomes.

ACTION 5: It is recommended that the task of responding to any new Sister City opportunities be considered in the context of developing the International Activities Plan recommended above, but only as a lesser priority to activities associated with the maintenance of existing relationships.

3.4 Sister City Advisory Committee arrangements

The current Committee arrangements require modification to ensure appropriate consistency of approach across the range of Council Advisory Committees.

ACTION 6: It is recommended that the attached (Appendix 2) revised Sister Cities Policy be adopted by Council. The major changes include

- alignment with Council's Advisory Committee Charter
- cross-referencing to the broader International Relations Policy and other relevant Policies
- revised membership arrangements for the Advisory Committee

A revamped membership framework is recommended that includes individual members having lead responsibility for individual City relationships and additional members with strong capabilities in relation to

- International business
- Education
- Sports
- Arts and culture

ACTION 7: It is recommended that current Sister Cities committee members be advised that their current terms will expire at the end of June 2012, that their contributions have been greatly appreciated and that they are invited to re-apply for membership when community membership positions are advertised in mid 2012 (with appointments to be made by the new Council).

3.5 Resourcing and support

Sister Cities: The Office of the Mayor is a key point of contact from a protocol perspective in many of the Sister City activities. However the Personal Assistant to the General Manager Community, Sport and Cultural Services will replace the Mayor's PA as the primary resource for supporting the activities of the Advisory Committee. While the budget environment prevents assigning additional dedicated resources, revamping the Committee membership and inviting additional officers to the Committee meetings will offer some potential to leverage existing, in-kind resources and assistance from across Council.

Outbound Trade Missions: Many of these visits have historically been coordinated by Advance Cairns. More recently it has been the Office of the Mayor that has taken the lead in managing Council's involvement. In future it is planned that Council involvement be jointly coordinated by the Office of the Mayor (through the Mayor's Executive Officer) and Economic Development and Innovation Branch.

Inbound Delegations: The attached (Appendix 3) Administrative Instruction formalises roles and responsibilities in relation to the management of delegations.

Outbound Councillor and staff engagements: These activities are managed in line with existing operational reporting arrangements and responsibilities.

International Aid projects: These activities are managed in line with existing operational reporting arrangements and responsibilities. They occur generally only where external funding is available to support Council participation.

CAIRNS REGIONAL COUNCIL**NO.1:02:24****General Policy****INTERNATIONAL RELATIONSHIP POLICY**

- Intent** This policy establishes Council's formal position and policy framework with regards to International Relationships.
- Scope** To guide the decision making in establishing and maintaining international relationships.
- Context** This policy provides an overarching framework and is to be read in conjunction with the following General Policies :
- Sister Cities Management (1:06:21),
 - Council's Role in Regional Economic Development (1:05:02),
 - Entertainment and Hospitality Expenditure (1:02:43),
 - Arts and Culture (1:06:23),
 - Corporate Sustainability (1:04:01),
 - Staff Exchange and Secondments (1:02:51);
 - Conference Attendance Councillors (1:02:02) and
 - Investment Attraction Interim (1:05:11).

Objectives

International Relationships can generate considerable benefits for Council and the community. These benefits include access to knowledge, stimulus of innovation and creativity and opportunities in establishing long term economic, social, technological and cultural partnerships. Council intends to incorporate these benefits in its overall service delivery program and as such encourages and supports these relationships. The primary focus of International Relationships is to be congruent with Councils strategic priorities and in compliance with current legislation.

The Local Government Act 2009 provides the legislative framework governing international relationships :

s.9 Powers of local governments generally

- (1) *A local government has the power to do anything that is necessary or convenient for the good rule and local government of its local government area.*
- (2) *However, a local government can only do something that the State can validly do.*
- (3) *When exercising a power, a local government may take account of Aboriginal tradition and Island custom.*
- (4) *A local government may exercise its powers—*
 - (a) *inside the local government area; or*
 - (b) *outside the local government area (including outside Queensland)—*
 - (i) *with the written approval of the Minister; or*
 - (ii) *as provided in section 10(5).*
- (5) *When a local government is exercising a power in a place that is outside its local government area, the local government has the same jurisdiction in the place as if the place were inside its local government area.*

Definitions

International relationships include international activities occurring within the areas of Sister Cities management, economic development initiatives, professional development, management of international events and international aid projects.

Specifically the roles and responsibilities of these activities are categorised below:

1. Sister Cities management.

Sister City relationships affiliate Cairns with cities in other countries where such relationships have a significant positive influence on the communities involved and as such provides a forum for economic, social, technological and cultural interchange.

While the Office of the Mayor is a key point of contact for protocol purposes, the Personal Assistant to the General Manager, Community Sport and Cultural Services is the primary resource for coordinating the activities of the Sister Cities Advisory Committee. This is described in General Policy 1:06:21 (Sister Cities Management) and further detailed in Administrative Instruction, Inbound National and International Delegations;
2. International economic development initiatives

Local economic prosperity is contingent upon the export capacity of local business and industry. The Cairns economy is significantly export focused and international relationships provide the opportunities to foster and enhance this capacity

 - a. Outbound trade missions. These visits are jointly coordinated by the Office of the Mayor and the Economic Development and Innovation Branch and are preferably conducted in conjunction with external partner agencies such as State and Federal Government agencies and Tourism Tropical North Queensland. These arrangements are managed in line with existing operational reporting arrangements and responsibilities;
 - b. Inbound delegations – Business Development. The roles and responsibilities in relation to the management of these delegation visits are described in Administrative Instruction, Inbound National and International Delegations;
 - c. Inbound international events and activities (e.g. movie productions, international sport events). These are managed in line with existing operational reporting arrangements and responsibilities.
3. Professional development.

Professional development refers to the acquisition and sharing of skills, professional profiling, best practice experiences and network development of Councillors and staff through

 - a. Outbound Councillor and staff engagements.

Attendance at international conferences by Councillors is covered in General Policy 1:02:02;

Staff exchanges and international secondments are covered in General Policy 1:02:51;

Other staff travel of a professional development nature is managed in line with existing operational reporting arrangements and responsibilities;
 - b. Inbound delegations – knowledge seeking. The roles and responsibilities in relation to the management of these delegation visits are described in Administrative Instruction, Inbound National and International delegations.
4. International Aid projects.

Council may provide technical support to a local authority in a developing country, participate in disaster relief efforts or form a capacity building relationship with a local government partner in another country.

These activities are generally externally funded and governed under external programs such as the Commonwealth Local Government Good Practice Scheme administered by the Commonwealth Local Government Forum. Projects and activities are managed in line with existing operational reporting arrangements and responsibilities.

Criteria Council will be proactive in prospecting for new relationships with a strong focus on economic development outcomes, as well as being responsive to approaches received. Existing partnerships will be used to leverage new and extended opportunities for Council. Relationships will only be entered into if they are sustainable over the agreed period. Resource commitment is crucial in ensuring sustainability.

Requests for international relationship engagements will be assessed in line with the roles and responsibilities outlined above on the basis of congruence with:

- related General Policies. These are listed in the Context section of this policy;
- related Corporate objectives as described in Council's current Community Plan, Corporate Plan and Operational Plans;
- related current strategic planning including :
 - Cairns Economic Development and Innovation Strategy 2011-2014;
 - Tropical North Queensland Regional Economic Plan 2011-2031;
 - Cultural Plan 2009 – 2014;
 - Tropical North Queensland's Events strategy 2010 -2015;
 - Cairns Regional Council Events Strategy 2012 – 2015;
 - Community Development Strategic Plan 2011 – 2016;

Council's Sustainability Scorecard will be used where necessary to aid in any assessment.

Review periods will be incorporated into any new relationship, with an allowance to exit the relationship should it no longer meet its objectives.

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This policy is to remain in force until otherwise determined by Council.

General Manager Responsible for Review

General Manager Corporate Services

ADOPTED: 7/3/2012

DUE FOR REVISION: 7/3/2016

REVOKED/SUPERSEDED:

CAIRNS REGIONAL COUNCIL**NO.1:06:21**

General Policy**SISTER CITIES POLICY**

Intent To clearly articulate Council's objectives in establishing and maintaining Sister Cities relationships and to describe the role and function of the Sister Cities Advisory Committee in managing relationships.

Scope Sister Cities and Friendship Cities across the world, with no more than one Sister City and one Friendship City to be established in any one country, except in exceptional circumstances.

PROVISIONS**1. Sister City Objective**

- 1.1 The objective is to promote sister city relationships that affiliate Cairns with cities in other countries where such relationships have a significant positive influence on the communities involved.
- 1.2 In pursuit of this objective, Council with the assistance of its Sister Cities Advisory Committee may undertake or facilitate such activities as:
 - 1.2.1 stimulating exchanges of individuals, information and ideas across a wide range of community, cultural, economic and environmental interests;
 - 1.2.2 arranging and/or coordinating visits to sister cities by individuals and groups;
 - 1.2.3 promoting to our Sister Cities information on aspects of life in Cairns;
 - 1.2.4 arranging exchanges of news items and reports between newspapers, radio and television in the respective cities;
 - 1.2.5 supporting information exchanges from sister cities and their respective countries;
 - 1.2.6 exchanges and communications between churches, educational institutions, sporting bodies, clubs, societies or groups with common interest in sister cities;
 - 1.2.7 exchanges of arts, crafts and educational material between schools and other groups; and
 - 1.2.8 promotion of mutually beneficial business outcomes.

2. City Classification System

- 2.1 Council operates a two-tier level of affiliation with cities and towns seeking Sister City status with the Cairns Regional Council:
- a. Sister Cities – those recognised through a formal agreement to develop and maintain a substantial program with mutual long-term benefits;
 - b. Friendship Cities – those consisting of a less formal arrangement with less administrative and financial expectation, which may be appropriate in meeting short term needs and supporting programs run by other sections of the community.
- 2.2 The consideration of Sister City status, now and in the future, is based on qualitative assessments against a range of criteria around:
- General matters such as access, links, geography, history
 - Economic links
 - Social and cultural links
 - Educational links.

Refer to Section 3 below for further details.

Importantly it is necessary to gauge the potential for mutual benefit. With regard to relationships existing at the time of adoption of this policy, there is to be ongoing assessment in relation to communications, outcomes and current and proposed projects.

Prior to formalising any new Sister City Agreement, Cairns Regional Council will enter into a Friendship relationship to explore the potential benefits.

Friendship Cities will be reviewed on an annual basis by Council with assistance from the Sister Cities Advisory Committee, at which time any decision to upgrade the affiliation to that of a Sister City relationship or to discontinue the affiliation may be assessed on the basis of actual program outcomes and the above criteria. Recommendations will be referred through to Council.

2.3 Sister City Reviews

Existing Sister City relationships will be reviewed biennially by Council with assistance from the Advisory Committee based on the criteria below to ensure relevance and that the original objectives are still appropriate and achievable.

Sister City relationships may be recommended to Council to be reclassified as Friendship Cities if sustainability is no longer viable.

3. Sister Cities Eligibility Criteria

The following factors will be considered in choosing or reviewing a Sister City or Friendship City relationship:

- 3.1 General:
- a. Population and demographics (nationals of one Sister City residing in the other)
 - b. Geographic location and assets
 - c. Ease of access
 - d. Existing linkages
 - e. Relevance to local community
 - f. History of diplomatic relations and/or cooperation in political, economic, commercial and cultural fields

- 3.2 Economic:
- a. Comparison of key industries
 - b. Similar economic conditions
 - c. Trade and investment climates and opportunities
 - d. Tourism potential
- 3.3. Social:
- a. Similar social infrastructure and issues
 - b. Opportunity for broad based social activity
 - c. People to people interest, energy and commitment
- 3.4 Educational:
- a. Export opportunities
 - b. Student/teacher exchange program opportunities
 - c. University and TAFE linkages
- 3.5 In considering the above factors it is necessary to compare not only the similarities but the potential for these similarities to provide mutual benefit within the existing scope and limitations of the program.
- 3.6 Existing relationships are also assessed against:
- a. Level of communication with Sister/Friendship City
 - b. Outcomes to date, benefits seen
 - c. Current and proposed projects.

4. Advisory Committee Membership and roles and responsibilities

- 4.1 Community Membership:
- A Committee Chair
 - A maximum of one representative per Sister City with the knowledge and capacity to foster and maintain the Sister City relationship
 - A maximum of one representative per Friendship City with the knowledge and capacity to advance a Friendship City relationship, and
 - An appropriate number of individuals with the ability to enhance the Sister Cities program in each of the following areas
 - business links
 - education links
 - sporting links
 - arts and cultural links

Calls for Expressions of Interest for the position of Chair and for membership (or replacement of members) of Advisory Committees will be by public advertisement. Council shall appoint the Chair and Committee members based on their skills, expertise, knowledge and capabilities. It is important that the membership as a whole has sufficient breadth of experience and skills to represent the needs and aspirations of the broader community. Chair and Committee membership will be for the term of the current Council.

4.2 Council Officer executive support:

- General Manager Community Sport and Cultural Services (or nominee) – the primary accountable officer
- Manager Economic Development & Innovation (or nominee)
- Manager Marketing and Communications (or nominee)
- Manager Creative Cairns (or nominee)
- Manager Libraries and Community Development (or nominee)
- Executive Advisor to the Mayor
- Personal Assistant to the General Manager CS&CS (Committee secretariat)

4.3 Councillors:

- Councillors will be able to attend Committee meetings as Observers

4.4 The role of the Committee is to:

- Provide advice to Council in relation to the Council's Sister Cities program
- Assist with a biennial review of Sister City relationships to ensure current relevance and value
- Assist with a biennial review of Friendship Cities relationships, at which time any recommendation to upgrade the affiliation to that of a Sister City relationship or to discontinue the affiliation is assessed on the basis of actual program outcomes
- Contribute to the development of an International Activities Plan to provide strategic and tactical direction to the efforts of the Committee
- Assist in evaluating proposals for Sister/Friendship City links
- Assist in developing the strategic importance of Sister Cities to Council and the community
- Assess and recommend project plans for individual Sister City initiatives
- Support community, cultural and economic development in Sister Cities by promoting educational, cultural, social and economic relations, and
- Build on the original reasons for establishing Sister City relationships and ensure current relevance and value.

5. Advisory Committee operations

- 5.1 The performance of an Advisory Committee Chair is a vital factor in the success of the Committee and therefore its ability to value add to Council decision making. The Chair shall be appointed by Council and will be empowered by Council to ensure the good order and conduct of Committee meetings. Council may also appoint an alternate Chair should the need arise.
- 5.2 The Chair is to be available to address the Council as required but, in general, reports will be prepared and presented to Council by Officers.
- 5.3 Committee members will be required to act impartially and represent the interest of the broader community above their personal interests. Whilst they have a role in providing specific sector or interest group opinions, Council must on balance, strive to meet the needs and aspirations of the whole community. Should any conflict of interest arise it is the obligation of the Committee member to declare that conflict and act accordingly or as directed by the Committee Chair.

- 5.4 For the Committee to function effectively, members are required to demonstrate due diligence by their preparation for, attendance at and participation in Committee meetings.
- 5.5 The dates, times, agenda and minutes for all Advisory Committees meetings shall be displayed on a central page on Council's website.
- 5.6 All Advisory Committee meetings will be open to the public and any member of the community can attend as an observer.
- 5.7 The Chair shall determine the agenda in conjunction with Council staff. Council officers will compile and circulating the agenda to the members prior to each meeting and attend to all meeting arrangements. Council is committed to sustainability and as such every effort will be made to ensure that Committees operate in an environmentally sustainable manner (eg agendas and minutes will be distributed electronically and available for viewing on Council's web page).
- 5.8 Advisory Committees provide advice and recommendations to Council. As such they have no decision making authority and must respect and abide by any subsequent decision of Council. In some instances, Advisory Committees advice will include recommendations about future expenditure of funds but any such recommendation must be in accordance with approved operational plans and budgets allocation.
- 5.9 All matters discussed at Advisory Committees will be in accordance with the requirements of the Information Privacy Act and the Right to Information Act. The views of Committee members will be treated with respect but will not be discussed with external parties.
- 5.10 The Committees' considered views or recommendations will be communicated through the Chair to relevant Council officers. All communication with media will be undertaken by Council unless otherwise agreed to by Council. Committee members must refrain from making any public comment or issuing any information, in any form, concerning the Committee or the matters of interest to the Committee without the authority of Council. Committee members must at all times act in the best interests of the Council.
- 5.11 Quorum, meeting schedule and minutes

For a Committee meeting to be formally constituted, one-half of the members (one being the Chairperson or their alternate) must be present. Where the voting on any issue is equal, the Chairperson shall have in addition to their deliberate vote, a casting vote, which they must exercise.

The Advisory Committee will meet at least bi-monthly. Minutes of meetings of the Advisory Committee shall be recorded and prepared at the direction of the Chairperson, or his/her delegate, and distributed to all members within two weeks of the meeting taking place. A copy of the minutes shall be submitted to Council and posted on the Cairns Regional Council website.

Administrative support for the Committee will be provided through the Personal Assistant to the General Manager Community Sport and Cultural Services.

5.12 Sub-Committees

Notwithstanding the membership criteria above, the Advisory Committee may establish sub-committees for particular projects, events or tasks. The membership of any sub-committee will include members of the Advisory Committee and additional members as determined by the nature of the project, event or task.

5.13 Projects, events or tasks

- Project plans must be documented and submitted to the Advisory Committee at the time of concept development, prior to any commitments being made.
- Project Plans should include aims and objectives, expected outcomes, timelines and budget details and should be submitted to the Chair of the Advisory Committee.
- Projects will be recommended to Council for support following consideration against the following criteria:
 - Alignment with the objectives of the Sister/Friendship City Program;
 - Alignment with other Council policies and strategies;
 - Priority within the context of other Sister Cities projects, events or tasks;
 - The availability and willingness of community members to volunteer time for project realisation;
 - Other available resources, within and external to Council.

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This policy is to remain in force until otherwise determined by Council.

General Manager Responsible for Review:

General Manager Community, Sport & Cultural Services

ORIGINALLY ADOPTED:9/09/2009

CURRENT ADOPTION: 7/3/2012

DUE FOR REVISION: 7/3/2016

REVOKED/SUPERSED:



RĪGAS DOMES PRIEKŠSĒDĒTĀJS
Chairman of the Riga City Council

Ratslaukums 1, Rīga LV-1539, Latvia, +371 67026101, riga@riga.lv, www.riga.lv

06-06-2012 Nr. 1-31 | RZ-12-1871-nd

Mr. Bob Manning
Mayor
Cairns Regional Council

Dear Colleague,

On behalf of the Riga City Council, I would like to sincerely congratulate you on the occasion of electing you to the post of the Mayor of the Cairns Regional Council. I am very satisfied with the former valuable long term cooperation ties between Riga and Cairns and I do hope to further develop our cooperation.

Regarding the letter we have received from the Cairns Regional Council we are very grateful for informing us of the very successful results of the Fibres of Life exhibition. We are sincerely glad and very honoured by the 2011 National Award from the Sister Cities of Australia for the best single project being awarded to the exhibition in which the City of Riga took part and we do highly appreciate the efforts of the Cairns Regional Council in the active promotion of the friendship between our cities.

We are also very satisfied with the successful Youth Ambassador's Programme and thank you very much for sending us the wonderful CD with an insight in the most interesting moments of this culture exchange program, the excellent possibility for young people to exchange views and learn about different cultures. We will be glad to continue this valuable programme and to receive young people from Cairns in Riga next summer.

According to the correspondence with the Cairns Sister Cities Committee we are planning a visit of the delegation from the City of Riga in Cairns from 14th August to 22nd August 2012. The main purpose of the visit is signing of the renewed sister city agreement between Riga and Cairns to provide official basis for the future cooperation between our cities. I would like to inform you hereby that members of the Riga City Council delegation will be the following:

Ms. Eiženija Aldermane, Chairperson of the Education, Culture and Sports Committee;

Mr. Juris Radzevičs, Executive Director of Riga City;

Mr. Guntis Helmanis, Director of the Education, Culture and Sports Department;

Ms. Dace Štroberga, Foreign Cooperation Project Coordinator, of the Twin Cities Division of the Foreign Affairs Office.

Considering the above we would like to kindly ask you to send an official invitation letter for the delegation to visit Cairns.

I would like to take this advantage to extend my most sincere greetings to you and to wish you most of the success in your daily work for the benefit of the citizens of the beautiful City of Cairns.

Yours sincerely,

A handwritten signature in blue ink, consisting of several loops and a long, sweeping tail that extends downwards and to the right.

*Nils Ušakovs
Chairman
Riga City Council*