

Dynamic City Culture

Sister City Relationships

Office of the Lord Mayor

Ben Makepeace



CITY OF
ADELAIDE



Council Resolution: 13 July 2021

Item 17.3 - Sister City Relationships [2018/04053] [C]

That Council:

- 1. Notes the strategic importance of its sister city relationships.**
- 2. Requests administration to review Council's existing sister city arrangements, including alignment of the sister city's strategic plan with the City of Adelaide's 2020-2024 Strategic Plan and report back to Council on potential opportunities to further strengthen and leverage community, cultural, economic and trade exchanges with Council's existing sister cities.**
- 3. As part of the report, evaluates any new strategic international partnership opportunities that could potentially be developed for the benefit of the City of Adelaide.**

City of Adelaide



Adelaide.
Designed for Life.



City of Adelaide



- Adelaide is located on the traditional Country of the Kaurana people
- Founded in 1836 by Col. William Light
- Light's Vision: a grid of streets and squares surrounded by the Adelaide Park Lands

Adelaide is know for:

- Our Heritage and Park Lands
- Being a UNESCO City of Music
- Being a Festival City
- Innovation and entrepreneurship
- Medical and education industries
- Space and defence industries
- Most Liveable City in Australia, and 3rd Most Liveable City in the World (2021)

City of Adelaide: Strategic Plan

Adelaide: the most liveable city in the world

Our Guiding Principles that underpin everything we do

<ul style="list-style-type: none">• Community benefit	<ul style="list-style-type: none">• Accessible participation
<ul style="list-style-type: none">• Embracing innovation	<ul style="list-style-type: none">• Being accountable

Community Outcomes – what we want to achieve together

Thriving Communities

- Healthy and resilient communities
- Safe and welcoming community spaces
- Well-planned and inclusive residential population growth
- Functional zero homelessness
- A safe, affordable, accessible, well-connected city for people of all ages and abilities, and all transport modes
- Increased use of and access to the Adelaide Park Lands

Strong Economies

- The lowest-cost capital city with the least red tape
- Greater digital capabilities and connectivity through Ten Gigabit Adelaide, enhancing capacity for innovation
- Attraction and retention of a broad range of businesses and investment
- A test bed for innovation in diverse industries
- Main streets and laneways activated for economic growth

Dynamic City Culture

- Aboriginal and Torres Strait Islander peoples and cultures strongly represented in City life
- Beautiful, surprising places
- Global connections and collaborations
- Celebration of diverse community, culture and creativity
- New cultural and civic infrastructure
- Protection, preservation and promotion of our unique built, natural and cultural heritage

Environmental Leadership

- One of the world's first carbon neutral cities by 2025, where sustainability is core
- A transition to low carbon and circular economies
- Enhanced greening and biodiversity
- A climate ready organisation and community
- Integrated and sustainable development

City of Adelaide: Strategic Plan

Thriving Communities

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- Increased use of and access to the Adelaide Park Lands

In this review we sought alignment with our Sister Cities' Strategic Themes which:

- Seek to create welcoming, inclusive and accessible cities
- Give access to quality services, infrastructure, and amenities
- Encourage people to make the city their home
- Support health, wellbeing, sport and recreation, events and festivals, and connection with nature
- Promote physical and digital accessibility

City of Adelaide: Strategic Plan

Strong Economies

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- Attraction and retention of a broad range of businesses and investment
- A test bed for innovation in diverse industries
- Main streets and laneways activated for economic growth

In this review we sought alignment with our Sister Cities' Strategic Themes which:

- Promote a robust and diversified economy with low costs and innovation supporting growth and investment
- Develop fast and reliable internet services
- Support Smart Cities initiatives
- Seek to make it easy to do business in the city
- Encourage innovation and entrepreneurship

City of Adelaide: Strategic Plan

Dynamic City Culture

- Aboriginal and Torres Strait Islander peoples and cultures strongly represented in City life
- Beautiful, surprising places
- Global connections and collaborations
- Celebration of diverse community, culture and creativity
- New cultural and civic infrastructure
- Protection, preservation and promotion of our unique built, natural and cultural heritage

In this review we sought alignment with our Sister Cities' Strategic Themes which:

- Seek to create a beautiful, diverse city that celebrates natural, cultural, and built heritage
- Promote social and cultural innovation
- Align with our UNESCO Creative City (City of Music) status
- Encourage and enrich the Indigenous cultural heritage of the city
- Support cultural diversity
- Increase cultural infrastructure
- Strengthen heritage protection and promotion

City of Adelaide: Strategic Plan

Environmental Leadership

- One of the world's first carbon neutral cities by 2025, where sustainability is core
- A transition to low carbon and circular economies
- Enhanced greening and biodiversity
- A climate ready organisation and community
- Integrated and sustainable development

In this review we sought alignment with our Sister Cities' Strategic Themes which:

- Show leadership in responding to climate change, and support the community to be resilient in the face of environmental challenges
- Provide environmental leadership to the community
- Support a transition to carbon neutrality
- Enhance biodiversity in parks and green spaces
- Reduce urban heat island effects
- Implement sustainable resource management practices

City of Adelaide: Strategic Plan



In this review we looked for Alignment of Sister Cities Strategic Themes with CoA Priorities:

Strategic Priorities for the next four years and beyond

- Ensure Adelaide is globally recognised as an affordable and innovative place to do business
- Support the wellbeing of our communities
- Celebrate our city's unique built, natural and cultural heritage
- Lead the way in climate action and manage water, waste, transport and greening in a sustainable way
- Transform the ways people move around and connect with each other

Enabling Priorities to continually improve our governance and maximise community benefit

- Bold leadership and strategic partnerships to meet challenges and take up new opportunities
- A cohesive and integrated set of strategies and plans to deliver community outcomes
- Transparent decision-making based on data and evidence
- Community consultation underpins everything we do
- Robust financial management
- New efficiencies and revenue streams
- Share and celebrate what we do

City of Austin



Vision: Austin is a beacon of sustainability, social equity and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its citizens and where the necessities of life are affordable and accessible to all.

City of Austin

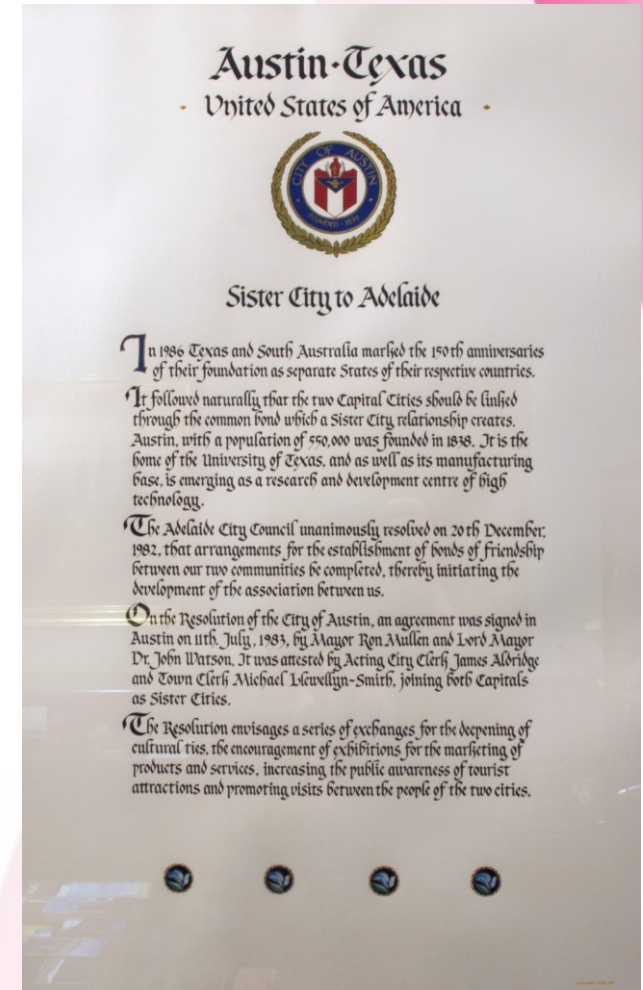
Austin is known for food, music, fashion, innovation, and being weird!

Relationship History

- Established 11 July 1983
- 2023 marks the Sister City relationship's 40th Anniversary
- Relationship envisaged, *“a series of exchanges for the deepening of cultural ties, the encouragement of exhibitions for the marketing of products and services, increasing the public awareness of tourist attractions, and promoting visits between the people of the two cities.”*

Partnership Outcomes to date:

- Cultural crossovers incl: Austin Street, Austin Garden
- A variety of exchanges; fashion, education, and media
- Economic benefits from delegate visits
- A round table on developing Adelaide as a ‘Smart City’
- Sharing of entrepreneurial and incubator approaches



City of Austin: Key Strategic Alignment with CoA

**UNESCO
Creative Cities**
Creative & Cultural
Collaboration

Innovation,
Smart Cities,
Entrepreneurship

Approach to 'Green Belt'
Park Lands and
Recreational
Opportunities

Ending
Homelessness

Delegate Exchanges,
Tours, and Visits

Sustainability and
Climate Change

City of Austin: Future Opportunities



Some possible future opportunities could be:

- Sharing of convention and festival learnings (SXSW, Fringe)
- Share learnings from Support Local Business initiatives
- Collaborate on Smart Cities initiatives
- Collaborate and share on UNESCO Creative City initiatives
- Share information on Park Lands activation, management, protection, and strategy
- Collaborate on Innovation and Entrepreneurship ecosystem initiatives
- Share learnings from initiatives to address homelessness
- Share approaches and initiatives to address sustainability and waste-reduction goals
- Plan Delegate trips

City of Christchurch



Vision: Ōtautahi -
Christchurch is a city of opportunity for all... open to new ideas, new people and new ways of doing things – a city where anything is possible.

City of Christchurch

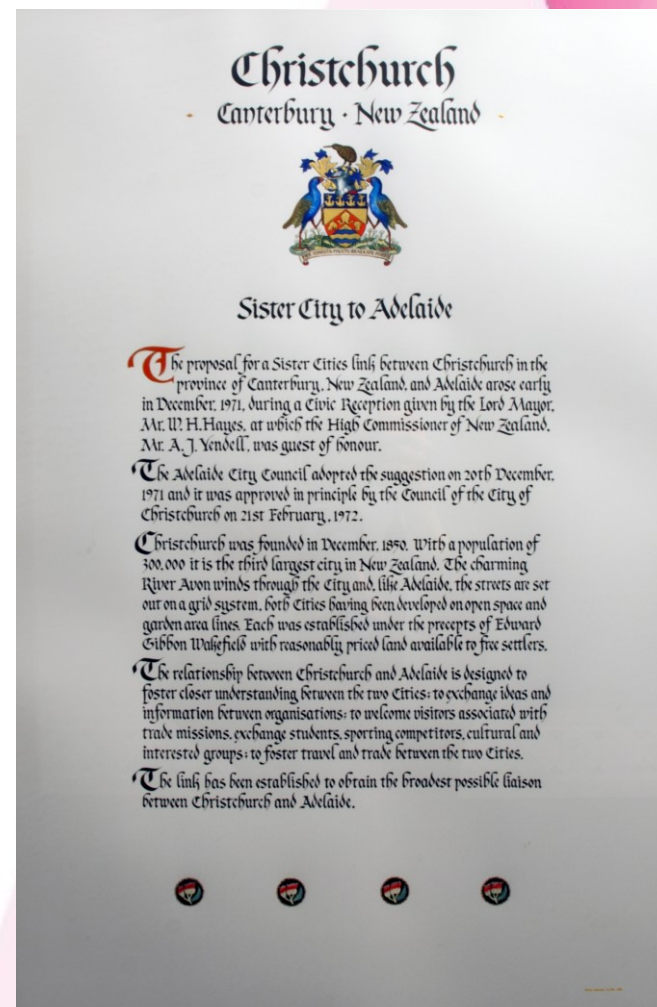
Christchurch is known for urban regeneration, heritage, art, green spaces, and innovation

Relationship History

- Established 21 February 1972.
- 2022 marks the Sister City relationship's 50th Anniversary
- The relationship was, *“designed to foster closer understanding between the two cities; to exchange ideas and information between organisations; to welcome visitors associated with trade missions, exchange students, sporting competitors, cultural and interested groups; to foster travel and trade between the two Cities.”*

Partnership Outcomes to date:

- Tourism agreements
- Student exchange programs and Children's University
- Economic benefits from delegate visits
- Exchanges of Artwork
- Disaster support



City of Christchurch: Key Strategic Alignment with CoA

Creative & Cultural
Collaboration

Food and Wine

Innovation and
Aerospace Industry

Attracting Business
and Investment

Being a 21st Century
Garden City

Ending
Homelessness /
Ensuring a Range of
Housing Supply
Education

Delegate Exchanges,
Tourism Agreements

Sustainability, greening,
and Biodiversity

City of Christchurch: Future Opportunities



Some possible future opportunities could be:

- Share and collaborate on creative and cultural activities, programs, initiatives
- Encourage collaboration and promotion between our cheese and wine industries
- Collaborate between our respective Aerospace industries (Lot 14)
- Share information on Park Lands activation, management, protection, and strategy
- Share learnings from initiatives to address homelessness
- Share and collaborate on sustainability and biodiversity initiatives
- Arrange two-way tourism initiatives
- Plan Delegate trips

City of George Town (Penang Island)



Vision: Making Penang A Harmonious And Progressive City As Well As Maintaining Its Unique Culture, Heritage And Natural Beauty At The Global Level By The Year 2020.

City of George Town (Penang Island)

George Town is known for its cultural heritage, food, high-tech manufacturing, and medical tourism.

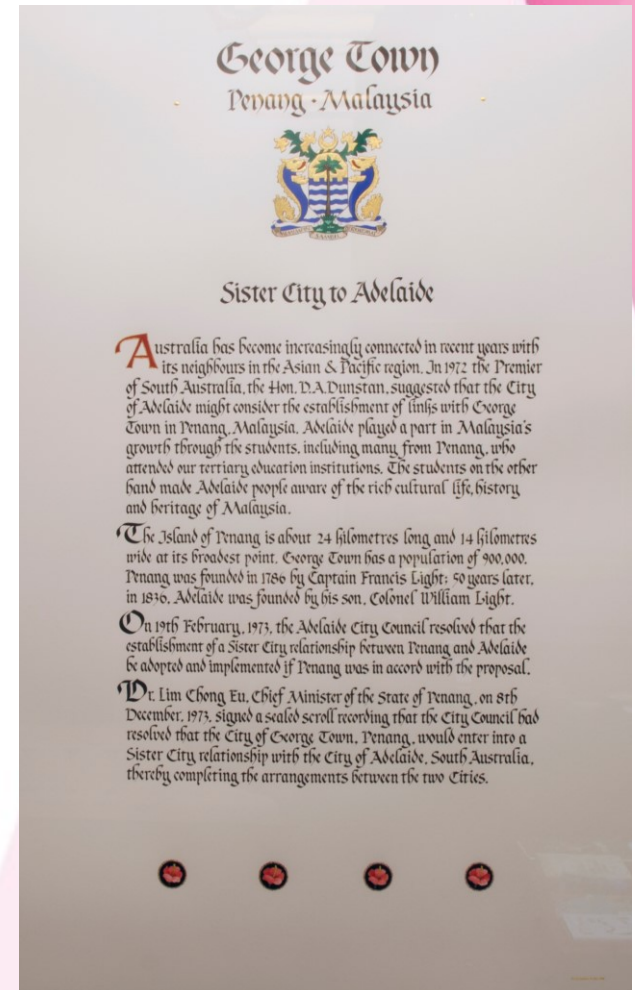
The historical core of George Town is a UNESCO Heritage Site.

Relationship History

- Established 8 December 1973
- Established by Captain Francis Light, Col. William Light's Father
- Survey, design, and layout similar to Adelaide
- 2023 marks the Sister City relationship's 50th Anniversary

Partnership Outcomes to date:

- Cultural exchanges and events
- Economic benefits from visits and delegations
- Produce and Commodities Trade
- Various tourism initiatives
- ASEAN-Australia Education Dialogue



City of George Town: Key Strategic Alignment with CoA

Creative & Cultural
Collaboration
Cultural and Heritage
Preservation

Economic Development,
Smart Cities, AI, Data
Analytics, High Tech
Manufacturing

Food, Produce, and
Commodities Trade

Education & Skills
training,
SACE International
Partnership

Delegate Exchanges,
Tourism Agreements

Covid-19 Management

City of George Town: Future Opportunities



Some possible future opportunities could be:

- Learning from George Town re: UNESCO Heritage City initiatives (especially in relation to utilising Heritage destinations for attracting tourism)
- Share with George Town re: UNESCO Creative City initiatives
- Collaborate on Innovation and Entrepreneurship initiatives
- Collaborate on Smart Cities, high-tech industries (Lot 14)
- Build relationships through SACE International partnership programs
- Trade initiatives between food, produce, and commodity industries
- Arrange two-way tourism initiatives
- Plan Delegate trips
- George Town is keen to share Covid-19 Management learnings

City of Himeji



Vision: A vibrant exchange hub city where people live together and shine together

City of Himeji

Himeji is known for UNESCO world heritage listed Himeji Castle, modern architecture, arts and culture, and festivals

Relationship History

- Established 19 April 1982
- 2022 marks the Sister City relationship's 40th Anniversary
- The relationship was established, *“for the purposes of deepening mutual understanding, friendship and goodwill through programmes of educational, cultural, social and economic exchange. The proclamation contains the hope that a long and deep friendship between the two cities will contribute to the cause of world peace and the prosperity of mankind.”*

Partnership Outcomes to date:

- Economic benefits from visits and delegations
- Himeji Garden in southern Park Lands
- Student exchanges
- Cultural exchanges



City of Himeji: Key Strategic Alignment with CoA

Creative & Cultural
Collaboration
Cultural and Heritage
Preservation

Supporting business,
innovation, and
entrepreneurship

Eco-Friendly City
Addressing waste
plastic and food waste

Enhance the
attractiveness of public
spaces in the city to
increase their use

Creating an environment
which supports women,
all ages, and diversity

Improving Park Lands
and creating a
harmonious landscape

City of Himeji: Future Opportunities



Some possible future opportunities could be:

- Sharing and collaborating on creative and cultural festivals
- Share learnings from Support Local Business initiatives
- Collaborate on Innovation and Entrepreneurship ecosystem initiatives
- Collaborate and share heritage initiatives
- Share information on creating and activating beautiful places
- Share learnings from initiatives to address equality, inclusiveness, and diversity
- Share approaches and initiatives to address sustainability and waste-reduction goals
- Share information on Park Lands activation, management, protection, and strategy

City of Qingdao



Build an international metropolis which is open, modern, dynamic, and fashionable; one of the leading cities in the world

City of Qingdao

Qingdao is known for its beer, beaches, beautiful mountains, scientific research, and famous architecture.

Qingdao is a UNESCO City of Film.

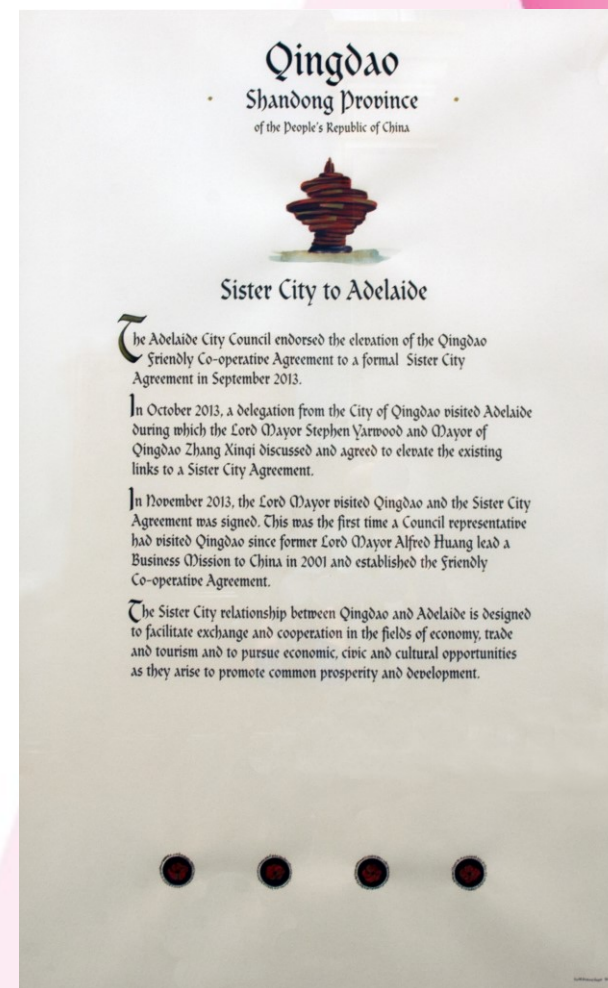
Shandong Province is a Sister State of South Australia

Relationship History

- Established November 2014
- 2024 marks the Sister City relationship's 10th Anniversary
- A Friendly City relationship previously established in 2001
- The relationship, *"is designed to facilitate exchange and cooperation in the fields of economy, trade and tourism and to pursue economic and cultural opportunities as they arise to promote common prosperity and development."*

Partnership Outcomes to date:

- Education exchanges and ties
- Qingdao Rose Garden in Veale Gardens, the Song of the Wind sculpture, and The City of Qingdao Rose
- Festival and Conference agreements and exchanges



City of Qingdao: Key Strategic Alignment with CoA

**UNESCO
Creative Cities**
Creative & Cultural
Collaboration

High-tech innovation,
advanced manufacturing
and scientific industry

Education Industry
Collaboration

Festivals and
Conferences

Beer & Alcohol, and
Fashion industry
collaboration

Green initiatives
Low-carbon city
Ecosystem development

City of Qingdao: Future Opportunities



Some possible future opportunities could be:

- Sharing and collaborating on creative and cultural activities
- Sharing and collaborating on festivals and conferences
- Share learnings from Support Local Business initiatives
- Collaborate on Smart Cities, high-tech industries (Lot 14)
- Collaborate and share on UNESCO Creative City initiatives
- Encourage collaboration and promotion between our beer and alcohol industries
- Encourage collaboration and promotion between our fashion industries
- Collaborate on Innovation and Entrepreneurship ecosystem initiatives
- Build relationships through education partnership and exchange programs
- Share approaches and initiatives to address sustainability and waste-reduction goals
- Share and collaborate on low-carbon, sustainability and biodiversity initiatives

Friendly Cities: Chengdu and Dalian

Chengdu is known for being the home of the giant Panda, one of China's most liveable cities, Sichuan cooking!

Chengdu is a UNESCO City of Gastronomy

Relationship History

- Established 2001

Partnership Opportunities

- Park City, Tourism, Food, Culture



Dalian is known for apple and cherry orchards, international shipping, Xinghai Square, sports.

Relationship History

- Established 2001

Partnership Opportunities

- Innovation, Smart Cities, Carbon Neutral, Heritage Protection,



Foreign Arrangements Scheme



Pre-existing foreign arrangements

Under the Scheme, non-core foreign arrangements between local governments, and foreign government entities were required to notify the Minister for Foreign Affairs of pre-existing arrangements with foreign government entities by 10 June 2021.

Prospective arrangements

Provisions requiring the notification of prospective core and non-core foreign arrangements commenced on 10 March 2021. State / Territory entities are required to:

- notify the Minister when proposing to enter into any non-core foreign arrangements; and
- notify the Minister after entering into any foreign arrangements.

South Australia's Sister-State Arrangements



Okayama Prefecture

Japan

Established 1993



Shandong Province

China

Established 1986



Chungcheongnam-do

Republic of Korea

Established 1999



Brittany

France

Established 2017
Renewed Oct 2020
Due to Conclude Oct 2023



West Java

Indonesia

Established 2015
Concluded 2020
Verbal +5 years

Recently Ended Sister-State Arrangement:



**Rajasthan
India**

2015 - 2020

Approach to Future Opportunities



Australian Capital Cities international relationships are as follows, noting the most recent relationships were entered into between 1993 (Sydney) and 2010 (Perth).

Melbourne - 6 Sister Cities, over 20 MoUs and Agreements (Past and Current)

Osaka, Japan (1978); Tianjin, China (1980); Thessaloniki, Greece (1984); Boston, USA (1985); St Petersburg, Russia (1989); Milan, Italy (2004)

Sydney - 6 Sister Cities – 6 Friendship Cities

San Francisco, US (1977); Nagoya, Japan (1980); Wellington, New Zealand (1983); Portsmouth, UK (1984); Guangzhou, China (1986); Florence, Italy (1993). Six friendship cities; Paris, France (1998); Athens, Greece (2000); Berlin, Germany (2000); Dublin, Ireland (2002); Wuhan, China (2015); Chicago, USA (2019).

Perth - 11 Sister Cities

Kagoshima, Japan (1974); Rhodes, Greece (1984); Megisti, Greece (1984); Houston, Texas (1984); San Diego, California (1987); Vasto, Italy (1989); Nanjing, China (1998); Taipei, Taiwan (1999); Perth, Scotland (2006); Seocho City, Republic of Korea (2008); Chengdu, China (2010);

Darwin - 6 Sister Cities – 5 Friendship Cities – other relationships

Ambon (Indonesia), Anchorage (U.S.), Dili (Timor-Leste), Haikou (China), Kalymnos (Greece) and Milikapiti (Northern Territory, Australia). Five friendship cities; Honolulu (U.S.), Santa Cruz-Galapagos (Ecuador), Qingdao (China), Yuexiu District and Guangzhou (China).

Hobart - 2 Sister Cities – 2 Friendship Cities – other relationships

Yaizu, Japan (1977); L'Aquila, Italy (1998); Two friendship cities; Xi'an, China (2015); Fuzhou, China (2017)

Adelaide - 5 Sister Cities – 2 Friendly Cities – 2 MoUs, and other relationships

Approach to Future Opportunities

An April 2019 EY Report made 15 recommendations over three key areas:

1

Refresh the purpose of International Investment

2

Improve transparency between cost and outcomes

3

Reassess key strategic opportunities

And recommended a structured assessment framework for the assessment of investment in international programs to enable more efficient capital prioritisation

Approach to Future Opportunities

CoA's International Engagement Plan was drawn from these recommendations, and highlighted five key objectives:

1. Promote Adelaide internationally as one of the world's best places to live, study, visit, and do business
2. Strengthen Adelaide's international trade connections
3. Attract foreign direct investment
4. Establish and maintain international relationships with cities, including our sister cities and friendly cities
5. Encourage and initiate exchange in cultural awareness and knowledge

CoA's International Engagement Plan highlighted three primary ways it will engage internationally:

- Through activities with our sister and friendly cities
- Through programs and partnerships aimed at attracting visitors, students, business, and investments to Adelaide
- Through targeted tourism programs aimed at attracting visitors and enhancing visitor experience within Adelaide



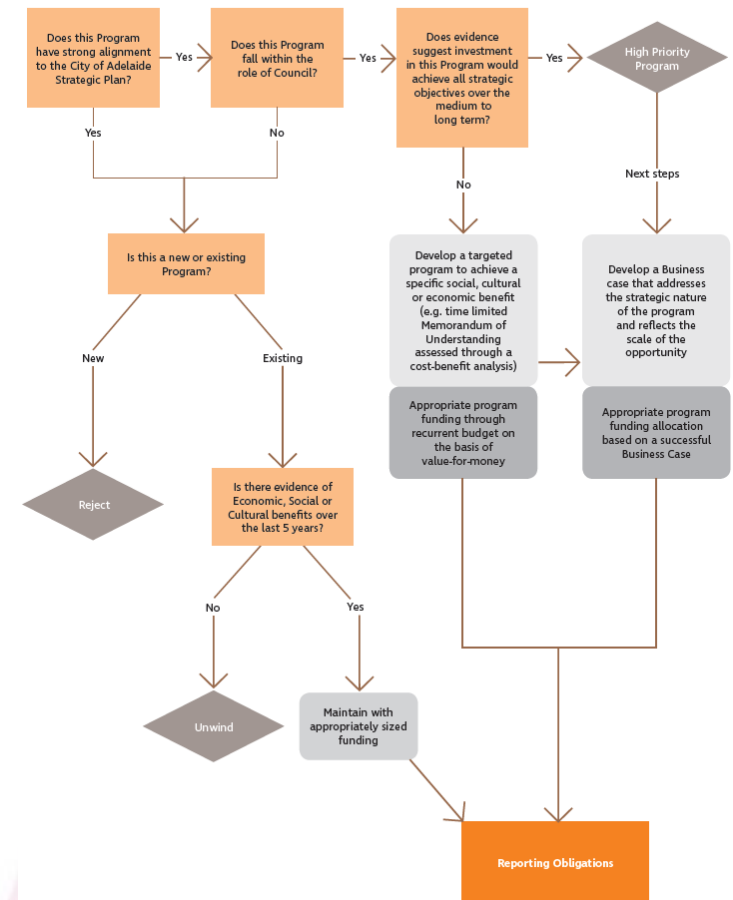
Approach to Future Opportunities

Both the EY report and CoA International Engagement Plan recommended that CoA uses a framework with which to evaluate possible Sister City opportunities, MoUs, and other city-to-city collaborations, incorporating:

- Alignment with our Strategic Plan
- Risk assessment
- How attractive or desirable the relationship is
- The objectives / outcomes being sought
- How we're positioned to maximise mutual community, cultural, economic and trade benefits of the relationship
- How willing and able both cities are to deliver
- Understanding the joint role of Federal, State, and Local Government

A framework was suggested, which may need updating →

International Relations - Investment Prioritisation Framework



Approach to Future Opportunities



It is not recommended we establish more Sister or Friendly City relationships, or relationships without sunset clauses.

- Recommended that future opportunities be executed via Memoranda of Understanding, including detail on purpose, timeframes, and specific outcomes

Developing an Updated Framework:

1. Administration can review the existing draft framework, and produce an updated framework by which to assess possible future relationships and opportunities.
2. This would be driven by Office of the Lord Mayor, in conjunction with AEDA, as well as the relevant program teams for a specific MoU which is being assessed.

Developing an Updated Framework

Possible Updated Framework:

1. Identify specific outcomes with Strategic Alignment
2. Assess City of Adelaide's ability to achieve outcome(s) against the impact of those outcomes(s)
 1. Score ability to achieve using: available resource, budget, whether it is within the scope / remit of Council or State / Federal Government
 2. Score impact using: Strategic Outcomes, Strategic priorities, and assessment of risk factors.
 3. Set benchmark levels to progress to MoU, further investigate, or no longer progress.

10	11	12	13	14	15	16	17	18	19	20
9	10	11	12	13	14	15	16	17	18	19
8	9	10	11	12	13	14	15	16	17	18
7	8	9	10	11	12	13	14	15	16	17
6	7	8	9	10	11	12	13	14	15	16
5	6	7	8	9	10	11	12	13	14	15
4	5	6	7	8	9	10	11	12	13	14
3	4	5	6	7	8	9	10	11	12	13
2	3	4	5	6	7	8	9	10	11	12
1	2	3	4	5	6	7	8	9	10	11
	1	2	3	4	5	6	7	8	9	10

CoA's Areas of Focus for Future Arrangements

Thriving Communities

- Growth in Residents
- Education and Training
- Attracting & retaining international students

Strong Economies

- Growth in Business
- Attracting Business Talent
- Food and Wine, Tourism, Biomedical, Health, Wellbeing, Defence, and Space Industries
- Reciprocal Economic Returns

Dynamic City Culture

- City Vibrancy
- Creative Industries
- Cultural Exchanges

Environmental Leadership

- Carbon Neutral Cities
- Green approaches
- Renewable energy
- Waste
- Ecosystem development

Existing Opportunities – Memoranda of Understanding

Edinburgh - Scotland

- 11 Sep 2018 – Council Endorsed - Adelaide-Edinburgh Cultural Cooperation Memorandum of Understanding
- City Council staff exchange
- Cultural and Creative Industries, Festival Management
- UNESCO City of Literature
- Innovation and Education



Jaipur - India

- 2016 – MoU Signed in relation to Smart City initiatives
- South Australia's former Sister State relationships with Rajasthan
- Cisco Smart City
- Education, agribusiness, tourism/students



Possible Opportunities

London - England

- Festivals
- Arts and Culture
- Carbon Neutral City
- Strong strategic alignment across all CoA Community Outcomes
- National Park City



Boston - Massachusetts

- MIT & Lot 14
- Green City 'Emerald Necklace'
- Innovation Hub
- 'Programmable City'
- Carbon Neutral goals



Rennes - France

- Capital of Brittany which is South Australia's Sister State
- Well known for hosting arts and cultural festivals
- Two major universities, large student population
- Sensitive position re: National relations at the moment, however valuable to pursue relationships along CoA Strategic alignments



Possible Opportunities

Other Organisations

- Universities
 - UniSA
 - Flinders Uni
 - Adelaide Uni
- Chambers of Commerce (AmCham, Irish Australian Chamber, etc...)
- Australia UAE Business Council



Multilateral Partnerships

- UNESCO Creative Cities Network
- Cisco Smart Cities
- Carbon Neutral Cities Alliance
- International Festival Cities



Next Steps and Questions

International Promoters Program

- Established January 2020
- Has been inactive since Covid-19 restrictions
- What do we want to do with the program?

International Engagement Framework

- Review suggested frameworks from EY report and CoA
- Update frameworks for 2021 and beyond
- Implement framework in a series of test cases

Identify Opportunities to Test

- Assess possible opportunities for MoUs
- Utilise the International Engagement framework to assess
- Move forward on projects