



## **AGENDA**

### **FOR STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE MEETING TO BE HELD ON**

**12 SEPTEMBER 2017 AT 6:30 PM**

**IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY**

#### **MEMBERS**

Cr E Gill (Chairman)  
Mayor G Aldridge (ex officio)  
Cr D Balaza (Deputy Chairman)  
Cr G Reynolds  
Cr J Woodman  
Mr Brett George (Sporting Club Representative)  
Mr Christopher Moore (Rotary Representative)  
Fr Roderick O'Brien (Community Representative)  
Mr Pat Trimboli (Service Club Representative)  
Mrs Heather Vogt (High School Representative)  
(Advisor) Professor Nigel Relph (Dep. Vice Chancellor: Int'l & Advancement, UniSA)  
(Advisor) Mr Rik Morris (Executive Director, Int'l Bus. & Gov. Relations, DPC)

#### **REQUIRED STAFF**

Chief Executive Officer, Mr J Harry  
General Manager City Development, Mr T Sutcliffe  
General Manager Community Development, Ms P Webb  
Manager Economic Development & Urban Policy, Mr G Ratsch  
PA to General Manager Community Development, Mrs B Hatswell

#### **APOLOGIES**

Apologies have been received from Professor N Relph and Mr R Morris.

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**LEAVE OF ABSENCE**

**PRESENTATION OF MINUTES**

Presentation of the Minutes of the Strategic and International Partnerships Sub Committee Meeting held on 04 July 2017.

**REPORTS**

SIPSC1	Appointment of Deputy Chairman - Strategic and International Partnerships Sub Committee .....	5
SIPSC2	Amended Policy and Procedures for Assessment of Sister City and Friendship City Relationships .....	7
SIPSC3	Strategic and International Partnerships Assessment of Strategic International Relationships Workshop .....	21

**OTHER BUSINESS**

**CLOSE**



**MINUTES OF STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB  
COMMITTEE MEETING HELD IN COMMITTEE ROOMS, 12 JAMES STREET,  
SALISBURY ON**

**4 JULY 2017**

**MEMBERS PRESENT**

Cr E Gill (Chairman)  
Cr D Balaza (Deputy Chairman)  
Cr G Reynolds  
Cr J Woodman  
Mr Christopher Moore (Rotary Representative)  
Mrs Heather Vogt (High School Representative)

**STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Community Development, Ms P Webb  
Manager Economic Development & Urban Policy, Mr G Ratsch  
Manager Governance, Ms T Norman

The meeting commenced at 6.35pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

**APOLOGIES**

Apologies were received from Mayor G Aldridge, Mr B George, Fr R O'Brien, Mr P Trimboli, Mr N Relph and Mr R Morris.

**LEAVE OF ABSENCE**

Nil

**PRESENTATION OF MINUTES**

Moved Cr G Reynolds  
Seconded Mr C Moore

The Minutes of the Strategic and International Partnerships Sub  
Committee Meeting held on 14 June 2017, be taken and read as  
confirmed.

**CARRIED**

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**PRESENTATIONS**

Sean Keenihan, Director Norman Waterhouse Lawyers, provided an update on work undertaken in relation to the China Action Plan.

*Cr D Balaza left the meeting at 07:06 pm and quorum was lost.*

*Cr D Balaza returned to the meeting at 07:07 pm and quorum was re-established.*

*Cr D Balaza left the meeting at 07:14 pm and quorum was lost.*

*Cr D Balaza returned to the meeting at 07:17 pm and quorum was re-established.*

**REPORTS**

**SIPSC1 Visit to Linyi**

Moved Cr G Reynolds

Seconded Mr C Moore

1. That the invitation from the City of Linyi to visit the China (Linyi) International Trade and Logistics Fair in September 2017 be declined and a letter of response is sent from the Mayor.
2. That Council aim to lead a delegation to Linyi in 2018-19 subject to:
  - the progression of current discussions with the China Council for Promotion of International Trade regarding the development of a platform for local firms to enter China through the IMC Bonded Area
  - establishing the level of business take-up of Council’s international trade program; and
  - identification of the opportunities for an expanded civic relationship to support the current economic development focus of the Salisbury/Linyi Friendship City Agreement.

**CARRIED UNANIMOUSLY**

**OTHER BUSINESS**

Mrs Heather Vogt noted that a group of students will be travelling to Mobara later this year.

**CLOSE**

The meeting closed at 8.23 pm.

CHAIRMAN.....

DATE.....

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<b>ITEM</b>	SIPSC1  <b>STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE</b>
<b>DATE</b>	12 September 2017
<b>HEADING</b>	Appointment of Deputy Chairman - Strategic and International Partnerships Sub Committee
<b>AUTHOR</b>	Michelle Woods, Projects Officer Governance, CEO and Governance
<b>CITY PLAN LINKS</b>	4.4 To ensure informed and transparent decision-making that is accountable and legally compliant
<b>SUMMARY</b>	In accordance with Council resolution, this report addresses the requirement for the Sub Committee to make a new appointment for the position of Deputy Chairman of the Strategic and International Partnerships Sub Committee.

## **RECOMMENDATION**

1. \_\_\_\_\_ be appointed as Deputy Chairman of the Strategic and International Partnerships Sub Committee for the remainder of the current Council term of Council, effective 01/10/2017.

## **ATTACHMENTS**

There are no attachments to this report.

## **1. BACKGROUND**

- 1.1 In March 2015 Cr Graham Reynolds was appointed Deputy Chairman of the Strategic and International Partnerships Sub Committee for a one year term.
- 1.2 In July 2016 Cr David Balaza was appointed Deputy Chairman of the sub committee for a period of 12 months commencing 01/08/2016.
- 1.3 The Sub Committee is now required to make a new appointment for this position, which became vacant 01/08/2017.

## **2. REPORT**

- 2.1 The terms of reference for the Strategic and International Partnerships Sub Committee specify:
  - *Deputy Chairman will be appointed at the first meeting of the Committee for a period of 12 months, after which time the Committee will make a new 12 month appointment.*
- 2.2 The term of the current appointment expired on 01/08/2017.

- 2.3 The Sub Committee is now required to make a new appointment for the position of Deputy Chairman of the Strategic and International Partnerships Sub Committee.
- 2.4 With the local government elections being held in November 2018, staff recommend making the appointment valid until the end of the Council term, rather than needing to make a new appointment for less than two months in October next year.

**3. CONCLUSION / PROPOSAL**

- 3.1 The Sub Committee is asked to make an appointment for the position of Deputy Chairman of the Strategic and International Partnerships Sub Committee.

**CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 05/09/2017

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<b>ITEM</b>	SIPSC2
	<b>STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE</b>
<b>DATE</b>	12 September 2017
<b>HEADING</b>	Amended Policy and Procedures for Assessment of Sister City and Friendship City Relationships
<b>AUTHOR</b>	Julie Douglas, Senior Social Planner, Community Development
<b>CITY PLAN LINKS</b>	3.4 Be a proud, accessible and welcoming community. 4.1 Strengthen partnerships that enable us to better address our community's priorities. 4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	This report provides draft policy and procedures to support consistent assessment of future requests for Sister City and Friendship City relationships.

**RECOMMENDATION**

1. That this report be received.
2. That the Sister City and Friendship City Selection and Maintenance Policy and Procedures as set out in Attachments 1 and 2 to this report (Item No. SIPSC2, Strategic and International Partnerships Sub Committee, 12/09/2017) be noted.

**ATTACHMENTS**

This document should be read in conjunction with the following attachments:

1. Sister City and Friendship City Selection and Maintenance Policy
2. Sister City and Friendship City Selection and Maintenance Procedure

## 1. BACKGROUND

- 1.1 At the June 2017 meeting of the Strategic and International partnerships Sub Committee it was resolved that:

***SIPSC1 Policy and Guidelines to Inform Assessment of Future Sister City Relationships Requests***

*Moved Cr E Gill*

*Seconded Cr J Woodman*

1. *That this report be received.*
2. *Subject to the incorporation of the following elements:*
  - *Relationship plans;*
  - *Funding programs;**the Strategic and International Partnerships – Sister City and Friendship City Selection and Maintenance Policy and Procedures as set out in Attachments 2 and 3 to this Report (Item No. SIPSC1, Strategic and International Partnerships Sub Committee, 14/06/2017) be endorsed.*
3. *A further report be submitted with options for Sister Cities including minor amendments, a budget plan, two way invitation and linkage with other grants programs.*

*CARRIED 1833/2017*

- 1.2 This report provides the amended policy and procedures, with the incorporation of the identified elements.

## 2. REPORT

- 2.1 The Sister City and Friendship City Selection and Maintenance Policy and Procedure (attachments 1 and 2) have been amended to include, where appropriate, reference to situations whereby the City of Salisbury may seek to initiate and develop Sister City or Friendship City relationships. Generally the terminology used reflects either a relationship that the City of Salisbury seeks to develop or alternatively a prospective relationship, as this encompasses invitations the City of Salisbury may receive or initiate.

### **Funding Programs**

- 2.2 Funding programs and linkages with other grants programs have been incorporated in the Sister City and Friendship City Selection and Maintenance Procedure by reference to the existing Youth Sponsorship Program and Community Grants Program, and the relevant criteria guiding the aims, objectives and eligibility for each program.
- 2.2.1 The Youth Sponsorship Program can be accessed by City of Salisbury residents, 25 years or under for the purposes of participation in a sporting competition or a cultural/recreational event at a national or international level.



- 2.2.2 The Community Grants Program can be accessed by eligible organisations and groups for the purposes of improving community participation and development in activities and services that sustain and/or enhance health and wellbeing, community participation and sport and recreation.
- 2.3 It is noted that the programs already provide opportunities for individuals and groups to develop or participate in activities that support Sister City, Friendship City or other international relationships. Should any changes to the aims, objectives or eligibility of the existing funding programs be sought, this would require a recommendation from the Strategic and International Partnerships Subcommittee to Council for staff to report back on options and implications for modifications to existing grant programs, to be undertaken by the Sport, Recreation and Grants Committee.

#### **Relationship Plans**

- 2.4 The inclusion of relationship plans has been referred to as business case development within the Sister City and Friendship City Selection and Maintenance Procedure to reflect the outcome of discussions held at the Strategic and International Partnerships Subcommittee workshop held on 22 August 2017. The rationale being that the process for developing a business case for Sister City and Friendship City relationship status encompasses the purpose and elements of a relationship plan by providing the detail of activities to be carried out, in addition to strategic, resourcing and evaluative requirements such as:
- Motives for the relationship;
  - Context for the relationship;
  - Links to Council City Plan & Strategic Priorities;
  - Potential overlap/leverage with other tiers of government;
  - MOU or Agreement considerations;
  - Resources required;
  - Estimated Return On Investment (including goodwill);
  - Level of Community support; and
  - 6 & 12 month Evaluation Measures and KPIs.

#### **Budget Plan**

- 2.5 Similar to the rationale outlined in paragraph 2.4 it is recommended that the inclusion of a budget plan within the Sister City and Friendship City Selection and Maintenance Procedure, should ideally be developed as a component of the business case developed for the selection and maintenance of each Sister City and Friendship City relationship. This approach allows the Subcommittee to consider the resourcing implications for each relationship, and projects/activities identified to support each relationship, in line with the business case developed.

**3. CONCLUSION / PROPOSAL**

- 3.1 This report has provided the amended policy and associated procedures for the assessment of future Sister City and Friendship City relationships, incorporating business case development (encompassing relationship plans and budget plans), two way invitation and linkages with other grants programs for noting.

**CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 05/09/2017



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## Sister City and Friendship City Selection and Maintenance Policy

<b>Policy Type:</b>	<b>Policy</b>		
<b>Approved By:</b>	<b>Strategic and International Partnerships Sub Committee</b>	<b>Decision No:</b>	
<b>Approval Date:</b>		<b>Last Reapproval Date:</b>	
<b>Review Date:</b>		<b>Internal Reference No.:</b>	
<b>Department:</b>	<b>Community Development</b>	<b>Division:</b>	
<b>Function:</b>		<b>Responsible Officer:</b>	<b>General Manager, Community Development</b>

### A - PREAMBLE

The City of Salisbury enters into Sister City and Friendship City relationships to promote economic development, educational, cultural and friendship exchanges between cities. This enables the citizens of the City of Salisbury to participate and benefit from such exchanges.

It takes time and effort to establish and maintain relationships and contacts that promote social and cultural exchanges, economic development and learning between cultures. To build and maintain such relationships requires the support and participation of Council, administration, community, local industries, educational institutions and other organisations within the City of Salisbury.

### B - SCOPE

This policy and its related procedures apply to all Sister City and Friendship City relationships that the City of Salisbury seeks to develop or is invited to develop. It extends to all parties to Sister City and Friendship City invitations, proposals and agreements, including the Strategic and International Partnerships Sub Committee members, elected members, Council staff and community and business organisations with interest or involvement in Sister City and Friendship City relationships.

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### C – POLICY PURPOSE/OBJECTIVES

Sister City and Friendship City relationships should offer many benefits to the City of Salisbury including enhancing economic development, cross cultural community development, international cooperation and educational exchanges and learning. While the objectives of individual relationships may differ, all Sister City and Friendship City relationships should align with the City of Salisbury’s strategic priorities as outlined in Council’s City Plan.

The objectives of this policy are:

- to ensure that Sister City and Friendship City relationships are relevant and effective in delivering long term economic, cultural and social benefits for the City of Salisbury;
- to clearly identify Council’s level of involvement in Sister City and Friendship City relationships; and
- to outline processes for initiating, establishing and reviewing Sister City and Friendship City relationships.

Assessment and review of Sister City and Friendship City invitations, prospective relationships (whether invited or sought), and ongoing relationships will be managed in accordance with the guidelines set out in the Strategic and International Partnerships - Sister City / Friendship City Selection and Maintenance Procedure.

### D - DEFINITIONS

**Sister City** – is a formal agreement between two cities that is broad-based and long-term. A Sister City relationship becomes official with a signing ceremony of the top-elected officials of the two cities. Sister City partnerships have the potential to carry out the widest possible diversity of activities, including every type of municipal, business, professional, educational and cultural exchange.

**Friendship City (or Friendship Cooperative Agreement)** – is a partnership between two cities that is more limited in scope and sometimes created when there is already a Sister City relationship established with another city.

### E - POLICY STATEMENT

The City of Salisbury supports the development of Sister City and Friendship City relationships with other cities to:

- promote and encourage economic, trade, education, technology and social exchanges and liaison between local government, business and community;
- increase and improve understanding and exchange of information of international, national, state and local government issues;
- enhance and promote the City of Salisbury and foster close civic relationships with other local authorities internationally;
- foster the sharing of ideas, knowledge, values, tolerance and goodwill; and
- promote understanding and enhance awareness of the respective regions and their cultures, customs and traditions.

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**H - ASSOCIATED PROCEDURES**

Strategic and International Partnerships – Sister City / Friendship City Selection and Maintenance Procedures.

**Document Control**

<b>Document ID</b>	<b>Strategic and International Partnerships Sub Committee</b>
<b>Prepared by</b>	<b>Julie Douglas</b>
<b>Release</b>	<b>1.00</b>
<b>Document Status</b>	<b>Draft</b>
<b>Date Printed</b>	





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## Sister City and Friendship City Selection and Maintenance Procedure

Procedure Type:	Procedure		
Approved By:	Strategic & International Partnerships Sub Committee	Decision No:	
Approval Date:		Last Reapproval Date:	
Review Date:		Internal Reference No.:	
Department:	Community Development	Division:	
Function:		Responsible Officer:	General Manager, Community Development

### A - PREAMBLE

The City of Salisbury recognises the value that Sister City and Friendship City relationships have in strengthening ties between communities for the benefit of cultural exchange, social and economic development. The City of Salisbury is committed to seeking and supporting such relationships to the extent that they promote relevant cultural and historic ties and foster economic links and knowledge sharing, provided there is evidence that the local community is prepared to actively support and participate in the relationship.

This document outlines the process and guidelines for initiating and assessing new requests for Sister City and Friendship City relationships, as well as managing existing relationships.

### B - SCOPE

These procedures apply to all Sister City and Friendship City relationship invitations, prospective relationships and agreements. The procedures extend to parties to agreements, which include the Strategic

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and International Partnerships Sub Committee members, elected members, Council staff and community and business organisations with interest or involvement in Sister City and Friendship City relationships.

### **C - PROCEDURE PURPOSE/OBJECTIVES**

The objectives of this procedure are:

- to provide objectives, selection guidelines, and process management for the assessment and development of new Sister City and Friendship City relationships with the City of Salisbury;
- to provide the guidelines for the recommendation and approval of new Sister City and Friendship City relationships with the City of Salisbury; and
- to provide guidelines for the review of existing Sister City and Friendship City relationships with the City of Salisbury.

### **D – SELECTION AND ASSESSMENT GUIDELINES FOR SISTER CITY AND FRIENDSHIP CITY RELATIONSHIPS**

The development of meaningful, mutually beneficial international relationships should be supported at the local level by genuine, collaborative partnerships with Council, industry, relevant stakeholders and the wider community. Council's role is to facilitate connections on behalf of other stakeholders rather than taking sole responsibility for the management of international relationships.

Council, through its Strategic and International Partnerships Subcommittee, should take into account the extent to which a prospective City complies with the following criteria before due consideration is given to entering into a relationship with another City:

- Alignment with Council's City Plan and strategic priorities:
  - Economic Development -
    - there are opportunities to expand business contacts and relationships;
    - there are opportunities to accelerate economic growth through commercial partnerships;
    - there are opportunities to increase international investment in the City of Salisbury;
    - there are opportunities to provide a conduit between local innovation and international industry;
    - there are opportunities to leverage existing industry strengths into increased innovation and job creation; and
    - there are opportunities to promote the City of Salisbury and Northern Adelaide region as a tourist destination.
  - Cross Cultural Development -
    - there are opportunities to establish relationships between cultural institutions, universities and schools, community arts, libraries and sporting bodies;
    - there are significant historical, cultural, social or geographic similarities between the City of Salisbury and the prospective City;



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- there is a substantial migrant population from that City or region in the City of Salisbury; and
- there are opportunities to promote the various cultural communities within the City of Salisbury.
- International Cooperation -
  - there are opportunities to support international education, research and cooperation; and
  - there are opportunities to increase global awareness of the City of Salisbury and the Northern Adelaide region.
- Local Support -
  - there is support from other organisations and a willingness to engage in cross-sectoral collaborations; and
  - there is community support for the proposed relationship.
- Organisational Capacity -
  - there is adequate financial support is available to participate in exchanges and maintenance of the relationship generally; and
  - there are adequate organisational resources and support are available to maintain and manage the relationship.

#### **E –BUSINESS CASE DEVELOPMENT TO ASSESS AND SUPPORT SISTER CITY AND FRIENDSHIP CITY RELATIONSHIPS**

Every Sister City or Friendship City relationship under consideration should have a business case developed which outlines key considerations such as:

- Motives for the relationship;
- Context for the relationship;
- Links to Council City Plan & Strategic Priorities;
- Potential overlap/leverage with other tiers of government;
- MOU or Agreement considerations;
- Resources required;
- Estimated Return On Investment (including goodwill);
- Level of Community support; and
- 6 & 12 month Evaluation Measures and KPIs.

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## **F – APPROVAL PROCESS FOR NEW SISTER CITY AND FRIENDSHIP CITY RELATIONSHIPS**

Building new international relationships can be a lengthy process. All requests for relationship development, whether initiated by the City of Salisbury or another body, will be carefully considered by the City of Salisbury. Feedback and support will be explored with relevant stakeholders and communities, which may involve meetings, briefings and workshops to obtain relevant supporting information.

The request or proposal will be presented to the Strategic and International Partnerships Sub Committee with all supporting and relevant assessment information, and a recommendation to proceed with or decline the formalisation of a relationship. Each request must be resolved by the Sub Committee and Council before an international relationship can progress further.

Approval of a Sister City or Friendship City relationship is a four step process:

1. Requests for the development of a relationship, whether initiated by the City of Salisbury or another body, are reviewed and assessed by Council staff according to the guidelines outlined in the Sister City and Friendship City Selection and Maintenance Policy and Procedures. A report, including a draft business case, is referred to the Strategic and International Partnerships Committee for review and recommendation;
2. The Strategic and International Partnerships Committee reviews the request and recommends to Council a potential relationship;
3. Adoption at a General Council Meeting of a resolution to establish a Sister City or Friendship City relationship;
4. Formalising the relationship with the exchange of a Memorandum of Understanding (MoU) signed by the Mayor of the City of Salisbury and the leader of the nominated city.

## **G –FUNDING PROGRAMS TO SUPPORT SISTER CITY AND FRIENDSHIP CITY RELATIONSHIPS**

The City of Salisbury will at its discretion consider providing financial assistance to community members and community groups for projects and activities that support Sister City and Friendship City relationships through its existing funding programs:

- Youth Sponsorship Program; and
- Community Grants Program

Applications made to either funding program are subject to the guidelines and eligibility criteria determined by the Sports, Recreation and Grants Committee, as published on the City of Salisbury's website.

## **H –MAINTENANCE AND REVIEW OF SISTER CITY AND FRIENDSHIP CITY RELATIONSHIPS**

All of the activities associated with Sister City and Friendship City relationships (such as visits overseas, hosting visits and coordinating local groups seeking to engage with Sister City and Friendship City partners)

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should be coordinated through the Strategic and International Partnerships Subcommittee to ensure that all activities meet the objectives of the Policy and Procedures for Sister City and Friendship City relationships.

Each year, an annual report and review of relationship activities and the relationship plan including an audit of key performance indicators and budget will be provided to the Strategic and International Partnerships Sub-Committee to ensure that the City of Salisbury is benefitting from the relationship.

Sister City and Friendship City relationships may be dissolved upon mutual agreement of the two Cities or if the City of Salisbury determines upon review that the relationship has ceased to meet stated goals and objectives.

**I – ROLES AND RESPONSIBILITIES FOR IMPLEMENTING THE SISTER CITY AND FRIENDSHIP CITY SELECTION AND MAINTENANCE POLICY AND PROCEDURES**

The General Manager of Community Development is responsible for implementing the Sister City and Friendship City Selection and Maintenance Policy and Procedures.

The City of Salisbury is the facilitator/enabler of all Sister City and Friendship City relationships. The City of Salisbury will work with community, local industries, relevant stakeholders and other groups to maximise benefits from developing international relationships.

**Document Control**

<b>Document ID</b>	<b>Sister City and Friendship City Selection and Maintenance Procedure</b>
<b>Prepared by</b>	<b>Julie Douglas</b>
<b>Release</b>	<b>1.00</b>
<b>Document Status</b>	<b>Draft</b>
<b>Date Printed</b>	



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<b>ITEM</b>	SIPSC3 <b>STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB COMMITTEE</b>
<b>DATE</b>	12 September 2017
<b>HEADING</b>	Strategic and International Partnerships Assessment of Strategic International Relationships Workshop
<b>AUTHOR</b>	Julie Douglas, Senior Social Planner, Community Development
<b>CITY PLAN LINKS</b>	3.4 Be a proud, accessible and welcoming community. 4.1 Strengthen partnerships that enable us to better address our community's priorities. 4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	This report provides a summary overview of the outcomes of a Strategic and International partnerships Workshop held on 22 August 2017.

### RECOMMENDATION

1. That the information be received.
2. That the principles for assessing strategic international relationships as set out in Attachment 4 to this report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be endorsed.
3. That the business case template contained in Attachment 3 of the SIPSC4 report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be adopted for assessing future strategic international relationships projects.
4. That the matrix framework contained in Attachment 3 of the SIPSC4 report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be adopted as a tool for conducting an assessment of strategic international relationships projects.
5. That the International Bird Sanctuary and Bird Migration to the City of Salisbury draft business case set out in Attachment 5 of SIPSC4 report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be endorsed for further development.
6. To facilitate delivery of the International Bird Sanctuary and Bird Migration to the City of Salisbury project a New Initiative Bid for Budget 2018/18 be prepared for Council consideration.
7. That staff prepare a business case assessment for the committee's consideration of the following projects discussed at the workshop held on 22<sup>nd</sup> August 2017:
  - i. Develop the economic elements of the Linyi relationship around technical and knowledge transfer, and explore opportunities to develop a cultural component;
  - ii. Developing a project to build strategic civic building partnerships with communities across Australia (such as indigenous communities, and intercultural communities) to enhance understanding.

## ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Workshop Presentation 22 August 2017
2. Workshop Handout 22 August 2017
3. Workshop Outcomes Report - Draft Principles for Assessing Strategic International Relationships
4. Draft Principles for assessing Strategic International Relationships
5. Draft Business Case Example - International Bird Sanctuary

### 1. BACKGROUND

- 1.1 A workshop was held on 22 August 2017 with the Strategic and International Partnership Sub Committee Members to discuss future opportunities that the City of Salisbury may wish to explore in the education and cultural sectors in locations in addition to China and Japan.
- 1.2 This report provides a summary overview of the workshop discussions and outcomes.

### 2. REPORT

- 2.1 Cath Duncan from AsiaAus Leaders developed and facilitated the August workshop for the Subcommittee. The workshop agenda covered:

- role and function of council;
- aim of this sub-committee;
- motivation and benefits;
- strategic principles;
- opportunities;
- constraints; and
- actions arising.

A copy of the presentation and workshop handout are attached to this report as attachment 1 and attachment 2. The workshop outcomes report, draft principles for assessing strategic international relationships, is attached to this report as attachment 3.

- 2.2 Workshop discussion about the processes and investigations followed by Council in developing international partnerships and projects was generally supportive of the following set of principles for assessing strategic international relationships, as set out in attachment 4:

- All international relationships must fit with the Council's City Plan and strategic priorities;

- Any new relationships or reviewed partnerships must fit with *common priorities and objectives* as agreed between the Council and its international relations stakeholders (i.e. local community groups, tourism, education and political and diplomatic leaders). A matrix is provided to assist in clarifying Council’s motivation and benefits for each relationship and partnership;
- New and existing international relationship arrangements will be reviewed annually to assess progress against project plans, priorities and objectives and, if the nature of the relationship is on-going, every three years, to evaluate its ongoing relevance;
- New international relationships will be assessed on their potential to provide demonstrable benefits for City of Salisbury, including the value of goodwill created. Specific projects should be time-bound to encourage motivation for outcomes, minimise cost overruns, and ensure accountability;
- The City of Salisbury recognises that Federal and State governments have primary roles in economic development, geo-political relations and portfolio responsibilities. Projects and activities in the City will, where overlap exists, strive to complement and leverage collaborative opportunities; and
- Against every partnership and project, due diligence will be carried out and any risks assessed and reported against, at a minimum:
  - UN Guiding Principles on Business & Human Rights;
  - International Bill of Human Rights;
  - International Labour Organisation on fundamental principles and rights at work; and
  - OECD Guidelines bribery and anti-corruption guidelines. With guidance being provided by reference to relevant Federal Government guidelines and procedures.

2.3 A matrix framework (pictured below) was provided for assessing the scope of relationships and project ideas, allowing for transparency in the consideration of complexity of the relationship and/or focus area. This matrix was used to assess the status of Council’s current relationships with Mobara and Linyi. Further detail on the matrix is included in the workshop outcomes report (attachment 3).

<i>Community involvement</i>	Socio-cultural	Active partnership
	Symbolic	Knowledge/technical exchange
<i>Complexity of content</i>		

- 2.4 The workshop also facilitated the Subcommittee members through a business case process to ensure that consideration of any future relationships and/or projects will be carefully assessed and planned for, inclusive of resource requirements with a demonstration of the likely return on investment to Council.
- 2.5 The International Bird Sanctuary was discussed as an example business case, following the rationale that Council may wish to pursue an international strategic alliance that promotes the City, increases tourism to Salisbury and yields economic benefits to the region.
- 2.6 A copy of the example business case is attached (attachment 5). It is recommended that this business be endorsed for Councils consideration and the first project to deliver on the Strategic and International Partnerships Committee.
- 2.7 It is further recommend that staff prepare a range of project opportunity ideas for consideration by the committee at its next meeting, including but not limited to the following which were discussed at the workshop;
  - 2.7.1 Develop the economic elements of the Linyi relationship around technical and knowledge transfer and explore opportunities to develop a cultural component;
  - 2.7.2 Developing a project to build strategic civic building partnerships with communities across Australia (such as Indigenous communities, and intercultural communities) to enhance understanding.
- 2.8 These projects build on existing relationships, and focusing on specific projects will strengthen and deliver key elements of Council's strategies. In relation to Linyi the key learnings were that Council's focus has been on a fairly complex project that provides a platform for a number of businesses to potentially use Linyi as a platform for trade. However, the difficulty in identifying many businesses with an interest in China indicates a strategy based on providing one-to-one business support is probably more appropriate. Furthermore, the development of a more nuanced civic and cultural relationship could potentially facilitate greater business-to-business co-operation and sharing of knowledge which will likely yield gains in the future.
- 2.9 Developing strategic relationships with Indigenous and intercultural communities across would strengthen the learnings both locally and allow sharing of expertise, knowledge and potentially economic and business benefits. A focused selective approach in consultation with communities would be required to ensure the success of this approach and the business case process would facilitate this analysis of potential.

### **3. CONCLUSION / PROPOSAL**

- 3.1 This report has provided a summary overview of the workshop held on 22 August 2017. The workshop outcomes report will be utilised to support investigation and assessment processes undertaken in support of future international partnerships and projects.
- 3.2 It is recommended that the principles for assessing strategic international relationships be adopted, and that the draft business case and matrix framework be considered for endorsement.



- 3.3 It is recommended that the business case on the International bird sanctuary be adopted as the first project.
- 3.4 It is also recommended that staff bring back business cases for projects discussed at the workshop.

**CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 05/09/2017





# Strategic & International Partnerships

**Sub-Committee Workshop**

**City of Salisbury**

22 August 2017

Cath Duncan

## agenda

*“to enable discussion of future opportunities  
that the City of Salisbury may wish to  
explore...”*



- role and function of council
- aim of this sub-committee
- motivation and benefits
- strategic principles
- opportunities
- constraints
- actions arising

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## role & function of council in strategic & international partnerships



- Creating context
- Initial support
- Providing knowledge
- Project managing

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# What other Australian Councils do

## Type of international relationship by council jurisdiction

Type	NSW	VIC	QLD	WA	SA	TAS	NT	Total	%
Sister city	127	54	64	34	16	9	6	310	79.1
Friendship city	27	21	3	6	3		1	61	15.6
Cooperative agreement	1	5						6	1.5%
Informal Relationship		2		1				3	0.8%
Unknown	7	1	1	2	1			12	3.1%
Total	162	83	68	43	20	9	7	392	100.0%

Source: Gooding, A., Gibbs, M., Woods, R., Pillora, S. & Smith, R. (2015) Sister cities and international alliances, Australian Centre of Excellence for Local Government, Sydney

## how other councils are active\* in international relationships

### International relationships, selected current activity areas

Area	Number	%
Education, student exchange	108	61.7
Cultural, art exchange	87	49.7
Trade, business development	47	26.9
Sporting	23	13.1
Community development	11	6.3

Source: Gooding, A., Gibbs, M., Woods, R., Pillora, S. & Smith, R. (2015) Sister cities and international alliances, Australian Centre of Excellence for Local Government, Sydney

# motivation and benefits



<i>Community involvement</i>	Socio-cultural	Active partnership
	Symbolic	Knowledge/ technical exchange
<i>Complexity of content</i>		

Discuss:

The activities

The motivation

The potential benefits to each party



## strategic principles



Discuss the draft  
Principles for assessing  
Strategic International  
Relationships

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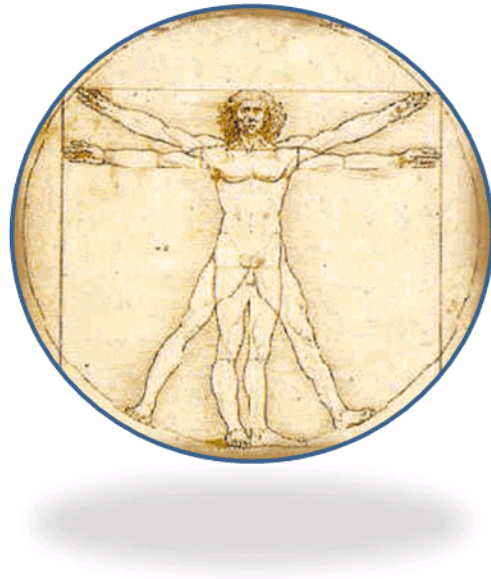
## aim of council's strategic & international partnerships sub-committee



*“...to **develop, co-ordinate, enhance and review** the City of Salisbury’s relationships with international communities for the **social, economic, educational and cultural benefit** of Salisbury and its community members.”*

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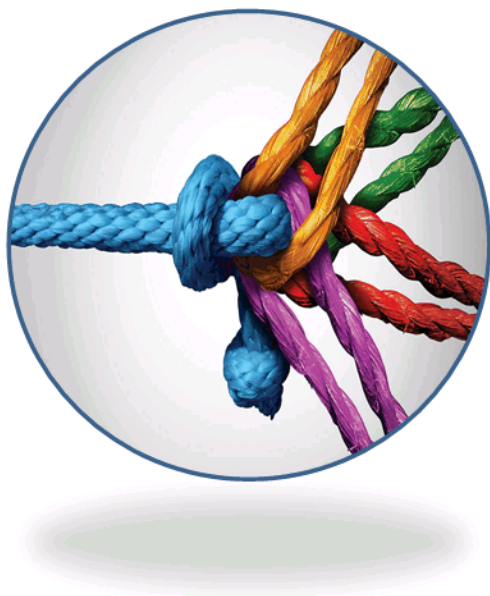
## future opportunities



1. Discuss the opportunities raised in your group
2. Choose the one 'most likely'
3. Use the draft Business Case template to explore the proposal

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## constraints



Pitch your recommendation

Heed the feedback on  
constraints

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## actions arising



Where to from here?

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**Sister cities and international alliances**, *Australian Centre of Excellence for Local Government, Sydney.*

Gooding, A., Gibbs, M., Woods, R., Pillora, S. & Smith, R. (2015)

[https://www.uts.edu.au/sites/default/files/ACELG-2015\\_Sister-cities-and-international-alliances.pdf](https://www.uts.edu.au/sites/default/files/ACELG-2015_Sister-cities-and-international-alliances.pdf)

**Research findings**

The study revealed a picture of surprising activity and variety in the type and nature of Australian local government involvement in international alliances. While there is considerable variety, there are also some clear trends:

- There has been a change over time in the countries providing the major share of new relationships from the 1980s from Japan to China and briefly, Timor-Leste.
- There has been a move away from relationships which embraced the “traditional” sister city movement themes of peace, reconstruction and reconciliation through a focus on civic, cultural and educational exchanges to relationships which have a much stronger emphasis on economic development and trade. There is still an expectation however that while newer relationships have a greater economic focus, the traditional forms of civic and other exchanges will continue.
- Newer forms of partnership have emerged in exchanges with local districts in Timor-Leste and councils in Papua New Guinea which had an initial focus on community development, but which since have developed into fully two-way partnerships which provide benefit to the councils and communities in both countries.
- Media pressure is likely to see the continuation of the trend towards an increasing emphasis on economic development and trade in order for participating councils to demonstrate value for money.
- Councils need to recognise the primary role of the Australian Government in international relations.
- While councils engaged in international relationships appear to find them useful, notions of public value and the wider community’s perception of this were among the most difficult to quantify in this project and is one area where further research is needed.
- Some guidance should be provided for councils contemplating whether to engage in an international alliance or to expand their existing partnerships.

Some general observations can be drawn from the research that may assist councils considering the establishment of new relationships or changes to their existing partnerships, as outlined below:



- **Investigating and establishing international relationships** – establish clear motives for forming an international relationship. Develop an understanding of the context within which the alliance will be formed and explore the fit between the prospective partners and research similar relationships. Investigate government policies and build on existing programs. Recognise there can be cultural preferences for multi-faceted relationships, and establish a formal partnership between the councils linked to a strategic plan.
- **Managing international relationships** – ensure that arrangements are supported by leadership and quality management. Incorporate an adequate level of resourcing for the relationship in council financial plans and annual budgets. Ensure that there is consistent contact with the partnership council, recognise the importance of face-to-face visits and the significance of the mayor.
- **Maximising the benefits of international relationships** – build flexible relationships. Improve the sustainability of the relationship and encourage other stakeholders to participate. Recognise that community development partnerships can benefit both partners.
- **Developing and maintaining community support** – ensure that the elected body is strongly supportive and involved; and engage with the media and the community.
- **Reviewing and evaluating international relationships** – establish a framework for robust qualitative and quantitative evaluation.





**City of Salisbury**

**Draft Principles for assessing Strategic International Relationships  
For Workshop Discussion 22 August 2017**

- a) All international relationships must fit with the Council's City Plan and strategic priorities.
- b) Any new relationships or reviewed partnerships must fit with *common priorities and objectives* as agreed between the Council and its international relations stakeholders (i.e. local community groups, tourism, education and political and diplomatic leaders).
- c) New and existing international relationship arrangements must be reviewed annually to assess the return on the investment to Council and, *potentially* every 3 years, to evaluate their ongoing relevance.
- d) New international relationships must be assessed on their *potential to provide demonstrable benefits for City of Salisbury* and be established for a *fixed period*.
- e) International Relationships at the City of Salisbury *will not duplicate, or compromise*, Australian and South Australian Governments' roles in economic development, geo-political relations and portfolio responsibilities.
- f) Against every partnership and project, due diligence will be carried out and reported against, at a *minimum*:
- UN Guiding Principles on Business & Human Rights:
  - International Bill of Human Rights;
  - International Labour Organisation on fundamental principles and rights at work;
  - OECD Guidelines bribery and anti-corruption guidelines;
  - *Other conventions to consider?*



**Strategic & International partnerships  
Business Case template (draft)**

<b>[the opportunity]</b>	<b>Comments</b>	<b>Questions/Actions</b>
Motives		
Context for the alliance		
Links to Council City Plan & Strategic Priorities		
Potential duplication with other tiers of government		
MOU considerations		
Resources required		
Estimated ROI		
Level of Community support		
6 & 12 month Evaluation Measures and KPIs		





## City of Salisbury

### **Draft Principles for assessing Strategic International Relationships Generated at Sub-Committee Workshop Discussion 22 August 2017**

a) All international relationships must fit with the Council's City Plan and strategic priorities.

b) Any new relationships or reviewed partnerships must fit with *common priorities and objectives* as agreed between the Council and its international relations stakeholders (i.e. local community groups, tourism, education and political and diplomatic leaders). A matrix is provided (Attachment 1) to assist in clarifying Council's motivation and benefits for each relationship and partnership

c) New and existing international relationship arrangements will be reviewed annually to assess progress against project plans, priorities and objectives and, if the nature of the relationship is on-going, every 3 years, to evaluate its ongoing relevance.

d) New international relationships will be assessed on their potential to provide demonstrable benefits for City of Salisbury, including the value of goodwill created. Specific projects should be time-bound to encourage motivation for outcomes, minimise cost overruns, and ensure accountability.

e) The City of Salisbury recognises that Federal and State governments have primary roles in economic development, geo-political relations and portfolio responsibilities. Projects and activities in the City will, where overlap exists, strive to complement and leverage collaborative opportunities.

f) Against every partnership and project, due diligence will be carried out and any risks assessed and reported against, at a *minimum*:

- UN Guiding Principles on Business & Human Rights;
- International Bill of Human Rights;
- International Labour Organisation on fundamental principles and rights at work; and
- OECD Guidelines bribery and anti-corruption guidelines.

**Strategic & International partnerships  
Business Case template (draft)**

[the opportunity]	Comments	Questions/Actions
Motives		
Context for the alliance		
Links to Council City Plan & Strategic Priorities		
Potential overlap/leverage with other tiers of government		
MOU or Agreement considerations		
Resources required		
Estimated ROI (including goodwill)		
Level of Community support		
6 & 12 month Evaluation Measures and KPIs		

### Strategic International Relationships defined

An effective civic relationship has objectives to bring about:

- Broader understanding of other regions or nations, including characteristics, culture, perspectives and priorities;
- Mutually beneficial contacts and networks that foster economic and knowledge/technical exchange;
- Mutual growth through socio-cultural, educational, business and technical exchanges;
- Support and assistance to developing cities or cities in need.

The matrix below attempts to illustrate the types of international relationships in which the City of Salisbury might engage and their relationship between involvement of the community and the complexity of the relationship.

A number of aspects of international relationships can be identified using this matrix which may assist Council in assessing the nature, motivation, risks and returns involved.

Community involvement	Socio-cultural	Active partnership
	Symbolic	Knowledge/technical exchange
Complexity of content		

#### **Symbolic relationships and projects:**

**Nature:** Simple and on-going with light investment, some visibility and low community involvement. Friendship agreements are an example of symbolic relationships. Such agreements do not require significant investment of resources from Council.

**Motivation:** Symbolic relationships can pave the way for cooperation and mutual respect. The resultant relationship may, eventually, lead to more complex project relationships that enhance economic, humanitarian, educational and sporting links.

**Risks:** Not a high priority due to few resources invested and hard-to-measure accountabilities.

**Measures:** symbolic things do not clearly measure a 'thing' but it is possible to do qualitative surveys on the 'fitness' of the relationship as experienced by both parties on attitudes toward, loyalty for, and opinions about the relationship.

**Knowledge and technical exchange projects:**

Nature: Single focus projects related to emerging technologies, and specialised expertise and knowledge. Usually time-limited with low levels of community involvement.

Motivation: Can deliver significant outcomes for industry, specific businesses, Council relations for each partner city.

Measures: downstream economic impacts; the number of exchanges; the qualitative experience of those involved; new technologies or knowledge introduced by either party; the efficiency of the support lent by Council administration and the civic relationship; the likelihood of a more exchange projects between the parties.

**Social-Cultural projects:**

Nature: Generally, these relationships are forged with cities and communities that have similar social infrastructure, issues and ethical understandings. They have a people-to-people interest that requires energy and commitment from Council to fulfil the public's perception. Examples of such projects include student, arts and sporting club exchanges, cultural events and humanitarian extension projects.

Motivation: social enrichment and cohesion; appreciation for diversity; tolerance and support for under-represented groups

Measures: attitudes of our community; numbers of attendances at events here and in the 'relationship city'; numbers of participating individuals, clubs, community centres, community groups and schools; and sense of pride the relationship engenders within our community.

**Active Partnerships:**

Nature: Complex, layered and on-going with significant investment, high visibility and high community involvement. Sister City agreements are an example of active partnerships. Such agreements require significant investment of resources from Council and should deliver multiple opportunities for mutual return to both parties. These will include symbolic, socio-cultural and knowledge/technical exchanges.

Motivation: Creating long term formal partnerships that have the potential to deliver on tourism, economic, socio-cultural and knowledge/technical project outcomes

Measures: all of those mentioned above plus the number of activities and projects leveraged from the relationship by private enterprise, state and federal governments, universities and other educational institutions in the LGA.



**City of Salisbury**

**Draft Principles for assessing Strategic International Relationships**

**Generated at Sub-Committee Workshop Discussion 22 August 2017**

- a) All international relationships must fit with the Council's City Plan and strategic priorities.
- b) Any new relationships or reviewed partnerships must fit with *common priorities and objectives* as agreed between the Council and its international relations stakeholders (i.e. local community groups, tourism, education and political and diplomatic leaders).
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- d) New international relationships will be assessed on their potential to provide demonstrable benefits for City of Salisbury, including the value of goodwill created. Specific projects should be time-bound to encourage motivation for outcomes, minimise cost overruns, and ensure accountability.
- e) The City of Salisbury recognises that Federal and State governments have primary roles in economic development, geo-political relations and portfolio responsibilities. Projects and activities in the City will, where overlap exists, strive to complement and leverage collaborative opportunities.
- f) Against every partnership and project, due diligence will be carried out and any risks assessed and reported against, at a *minimum*:
- UN Guiding Principles on Business & Human Rights;
  - International Bill of Human Rights;
  - International Labour Organisation on fundamental principles and rights at work; and
  - OECD Guidelines bribery and anti-corruption guidelines. With guidance being provided by reference to relevant Federal Government guidelines and procedures.



## Strategic & International partnerships Business Case template (draft)

International Bird Sanctuary & Bird Migration to the City of Salisbury	Comments	Questions/Actions
Motives	<ul style="list-style-type: none"> <li>• Increase tourism to Salisbury and Northern Adelaide region.</li> <li>• Enhance Council's reputation for sustainable environmental practices.</li> <li>• Increase education about migratory bird species.</li> </ul>	<ul style="list-style-type: none"> <li>• Scope level of interest in tourism related to bird migration patterns.</li> <li>• Explore marketing opportunities in partnership with DEWNR and Tourism SA</li> </ul>
Context for the alliance	<ul style="list-style-type: none"> <li>• Relationships developed based on the origins of migratory bird species. Potential partnerships to be drawn from the following East Asian-Australasian Flyway locations:               <ul style="list-style-type: none"> <li>○ Russia 10 locations</li> <li>○ Alaska 2 locations</li> <li>○ Mongolia 11 locations</li> <li>○ China 19 locations</li> <li>○ North Korea 2 locations</li> <li>○ South Korea 11 locations</li> <li>○ Japan 33 locations</li> <li>○ Myanmar 3 locations</li> <li>○ Bangladesh 5 locations</li> <li>○ Philippines 4 locations</li> <li>○ Thailand 3 locations</li> <li>○ Vietnam 1 location</li> <li>○ Malaysia 2 locations</li> <li>○ Singapore 1 location</li> <li>○ Indonesia 2 locations</li> <li>○ Papua New Guinea 1 location</li> <li>○ Australia 24 locations</li> <li>○ New Zealand 2 locations</li> </ul> </li> </ul> <p>* (full list of migration sites is appended to end of document).</p>	<ul style="list-style-type: none"> <li>• Research and map species migration trails:               <ul style="list-style-type: none"> <li>• List of Flyaway site network:                    <a href="http://www.eaaflyway.net/worldpress/new/theflyway/flywaysitenetwork/List%20of%20FNS%20January2017_Total%20136.pdf">http://www.eaaflyway.net/worldpress/new/theflyway/flywaysitenetwork/List%20of%20FNS%20January2017_Total%20136.pdf</a> </li> <li>• Flyaway site network interactive map:                    <a href="http://www.eaaflyway.net/about/the-flyway/flyway-site-network/">http://www.eaaflyway.net/about/the-flyway/flyway-site-network/</a> </li> </ul> </li> <li>• Shortlist potential international partnership locations.</li> <li>• Scope range of potential mutual project opportunities based on principles, policy and procedures developed.</li> </ul>
Links to Council City Plan & Strategic Priorities	<p><u>City Plan</u> – consistent with key directions:</p> <ul style="list-style-type: none"> <li>• Prosperous City – Be the place of choice for businesses to invest and grow within SA, nationally and internationally.</li> </ul>	Project is consistent with Councils strategic plans

1

	<ul style="list-style-type: none"> <li>• Sustainable City – Capture economic opportunities arising from sustainable management of natural environmental resources, changing climate, emerging policy direction and consumer demands.</li> <li>• Liveable City - Have interesting places where people want to be.</li> <li>• Enabling Excellence – Strengthen partnerships that enable us to better address our community’s priorities.</li> </ul> <p><u>Tourism &amp; Visitor Strategy</u> – identified as a key potential attraction. Key action:</p> <ul style="list-style-type: none"> <li>• Develop tourism and visitor economic opportunities that capitalise on and complement the establishment of the Adelaide International Bird Sanctuary</li> </ul>	
Potential overlap/leverage with other tiers of government	<p>Refer to:</p> <ul style="list-style-type: none"> <li>• DEWNR <a href="http://www.environment.sa.gov.au/parks/find-a-park/Browse_by_region/Adelaide/adelaide-international-bird-sanctuary-national-park">http://www.environment.sa.gov.au/parks/find-a-park/Browse_by_region/Adelaide/adelaide-international-bird-sanctuary-national-park</a></li> <li>• Tourism SA <a href="http://tourism.sa.gov.au/">http://tourism.sa.gov.au/</a></li> <li>• Other Councils impacted by the International Bird Sanctuary <ul style="list-style-type: none"> <li>○ Port Adelaide Enfield</li> <li>○ Playford</li> <li>○ Adelaide Plains</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Check for areas of potential duplication, points of difference and potential synergies and mutually beneficial opportunities.</li> <li>• Scope partnership potential.</li> </ul>
MOU or Agreement considerations	<ul style="list-style-type: none"> <li>• What are the anticipated benefits for the City of Salisbury? <ul style="list-style-type: none"> <li>○ Increased tourism</li> <li>○ Regional economic benefits</li> <li>○ Reputational enhancement</li> <li>○ Knowledge transfer</li> </ul> </li> <li>• What are the anticipated benefits for the prospective partnership city? <ul style="list-style-type: none"> <li>○ Increased tourism</li> <li>○ Regional economic benefits</li> <li>○ Reputational enhancement</li> <li>○ Knowledge transfer</li> </ul> </li> </ul>	
Resources	<ul style="list-style-type: none"> <li>• Budget (approx. estimates) <ul style="list-style-type: none"> <li>○ \$4,000 consultation</li> </ul> </li> </ul>	A more detailed resource plan needs to be considered as part

required	<ul style="list-style-type: none"> <li>○ \$10,000 marketing materials</li> <li>● Staff resources (approx. estimates) <ul style="list-style-type: none"> <li>○ staff time for investigation, preparation of business case and reports = 24 hours</li> <li>○ staff time for marketing activities = 18 hours</li> </ul> </li> </ul>	of development of an overall project plan
Estimated ROI (including goodwill)	<p>Standard ROI calculation = (Gains - Cost)/Cost</p> <ul style="list-style-type: none"> <li>● Approx. estimated cost (budget + staff cost) \$14,000 + \$2,210 = \$16, 210</li> <li>● Gains to be determined through market analysis</li> </ul>	Further work required to determine how gains to Council will be measured?
Level of Community support	<p>Refer to:</p> <ul style="list-style-type: none"> <li>● Local birdwatching groups</li> <li>● Progress associations</li> <li>● Local business operators</li> <li>● Interest groups</li> <li>● Broader community</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder engagement plan to be developed identifying: <ul style="list-style-type: none"> <li>○ Target stakeholders</li> <li>○ Key messages and information required</li> <li>○ Engagement methods</li> </ul> </li> <li>● Stakeholder consultation to be undertaken.</li> </ul>
6 & 12 month Evaluation Measures and KPIs	<p>Suggested measures may include:</p> <ul style="list-style-type: none"> <li>● The number of businesses registered on the Australian Tourism Data Warehouse</li> <li>● Increase in total number of products and experiences available for visitors (using the baseline data gathered in development of this strategy)</li> <li>● Number of businesses engaged in the visitor economy (measured via database growth)</li> <li>● Number of attendees at events and traffic data for key precincts such as St Kilda</li> <li>● Engagement by businesses in annual industry surveys</li> <li>● Improvements noted in visitor data reported by individual businesses via annual survey</li> </ul> <p>Impact / outcome evaluation plan to be developed as part of overall project plan</p>	<p>Potential data sources identified:</p> <ul style="list-style-type: none"> <li>● Regional tourism data</li> <li>● Market research</li> <li>● Business &amp; community surveys/feedback</li> <li>● Australian Tourism Data Warehouse</li> <li>● Business database</li> </ul>



## List of Flyway Site Network (136 sites as of January 2017)

Country	Code	Name of site	Year of joining
<i>Russia (10)</i>	EAAF001	Moroshechnaya Estuary	1996
	EAAF020	Daursky Nature Reserve	1997
	EAAF021	Khingansky Nature Reserve and Ganukan Game Reserve	1997
	EAAF022	Kytalyk Nature Reserve	1997
	EAAF023	Lake Khanka Nature Reserve	1997
	EAAF035	Biosphere Reserve and Zapovednik "Taimyrski"	1999
	EAAF036	Site Ulug-kol of Hakasskiy Zapovednik	1999
	EAAF037	Lena Delta	1999
	EAAF038	Selenga Delta in Lake Baikal	1999
	EAAF039	Torey Lakes	1999
<i>Alaska, USA (2)</i>	EAAF109	Yukon Delta National Wildlife Refuge	2012
	EAAF133	Qupaluk	2016
<i>Mongolia (11)</i>	EAAF024	Mongol Daguur Strictly Protected Area	1997
	EAAF040	Ugii Nuur	1999
	EAAF041	Terhilyn Tsagaan Nuur	1999
	EAAF074	Khurkh-Khuiten Valley	2003
	EAAF075	Ugtam Nature Reserve	2003
	EAAF114	Dashinchilen Tsagaan Wetlands	2014
	EAAF126	Buir Lake	2016
	EAAF127	Ganga Lake	2016
	EAAF128	Khar-Us Lake	2016
	EAAF129	Khyargas-Airag Lake	2016
	EAAF130	Uvs Lake	2016
<i>China (19)</i>	EAAF002	Chongming Dongtan Nature Reserve	1996
	EAAF003	Mai Po - Inner Deep Bay	1996
	EAAF004	Shuangtai Hekou National Nature Reserve	1996
	EAAF005	Yancheng National Nature Reserve	1996
	EAAF006	Yellow River Delta National Nature Reserve	1996
	EAAF025	Poyang Hu Nature Reserve	1997
	EAAF026	Xingkai Hu Nature Reserve	1997
	EAAF042	Sanjiang National Nature Reserve	1999
	EAAF043	Yalujiang National Nature Reserve	1999
	EAAF064	Dalai Hu National Nature Reserve	2001
	EAAF067	Cao Hai National Nature Reserve	2002
	EAAF068	Shengjin Hu National Nature Reserve	2002
	EAAF069	Xiang Hai National Nature Reserve	2002
	EAAF070	Zhalong National Nature Reserve	2002
	EAAF082	Anqing Yangtze Riverine Wetland Nature Reserve	2005
	EAAF083	Dashanbao Black-necked Crane National Nature Reserve	2005
	EAAF085	Hengshui Lake National Nature Reserve	2006
	EAAF086	Nandagang Wetland Nature Reserve	2006
EAAF087	Nanjishan Wetland Nature Reserve	2006	
<i>North Korea (2)</i>	EAAF044	Kumysa Wetland Reserve	1999
	EAAF045	Mundok Wetland Reserve	1999
<i>South Korea (11)</i>	EAAF027	Cheolwon Basin	1997
	EAAF028	Han River Estuary	1997
	EAAF046	Cheonsu Bay	1999
	EAAF078	Gumi Haepyeong wetland	2004
	EAAF079	Suncheon Bay	2004
	EAAF095	Junam Reservoir	2008
	EAAF096	Upo Wetland	2008
	EAAF097	Nakdong Estuary	2009
	EAAF100	Geum River Estuary	2010
	EAAF101	Yubu-do Tidal Flat	2011
EAAF107	Chilbaldo Islet	2011	
<i>Japan (33)</i>	EAAF029	Akkeshi-ko & Bekambeushi-shitsugen	1997
	EAAF030	Izumi Takaono	1997
	EAAF031	Kiritappu Marsh	1997
	EAAF032	Kushiro-shitsugen	1997
	EAAF033	Yashiro	1997
	EAAF047	Biwa-ko	1999
	EAAF048	Biwase-wan	1999
	EAAF049	Fukushimagata	1999
	EAAF050	Hyouko-suilin-koen	1999
	EAAF051	Kabukuri-numa	1999
	EAAF052	Katano Kamoike	1999
	EAAF053	Kutcharo-ko	1999
	EAAF054	Manko Tidal Flats	1999
	EAAF055	Miyajima-numa	1999
	EAAF056	Otomo-numa	1999
EAAF057	Sakata	1999	
<i>Japan</i>	EAAF058	Shiroishi-gawa	1999
	EAAF059	Yatsu Tidal Flats	1999
	EAAF060	Yonago-Mizudori-koen	1999
	EAAF061	Yoshino Estuary	1999
	EAAF063	Tokyo Port Wild Bird Park	2000
	EAAF071	Kashima Shingomori	2002
	EAAF072	Utonai-ko	2002
	EAAF076	Osaka Nankou Bird Sanctuary	2003
	EAAF080	Fujimae-Higata	2004
	EAAF081	Kumagawa Estuary	2004

	EAAF088	Hachirogata-Kantakuchi	2006
	EAAF098	Kejo-numa	2010
	EAAF099	Furen-ko and Shunkuni-tai	2010
	EAAF113	Arao-higata	2013
	EAAF115	Izu-numa and Uchi-numa	2014
	EAAF116	Notsuke-hanto and Notsuke-wan	2014
	EAAF124	Higashiyoka-higata	2016
<b>Myanmar (3)</b>	EAAF117	Gulf of Mottama	2014
	EAAF118	Indawgyi Wildlife Sanctuary	2014
	EAAF119	Moeyungyi Wetland Wildlife Sanctuary	2014
<b>Bangladesh (5)</b>	EAAF102	Nijhum Dweep National Park	2011
	EAAF103	Sonadia	2011
	EAAF104	Hakaluki Haor	2011
	EAAF105	Tangur Haor	2011
	EAAF106	Hail Haor	2011
<b>Philippines (4)</b>	EAAF007	Olango Island Wildlife Sanctuary	1996
	EAAF062	Naujan Lake National Park	1999
	EAAF123	Tubbataha Reefs Natural Park	2015
	EAAF135	Negros Occidental Coastal Wetlands Conservation Area	2017
<b>Thailand (3)</b>	EAAF084	Krabi Estuary and Bay	2005
	EAAF121	Pak Thale - Laem Phak Bia	2014
	EAAF122	Khok Kham	2014
<b>Vietnam (1)</b>	EAAF134	Tram Chim National Park	2017
<b>Malaysia (2)</b>	EAAF077	Kapar Power Station Ash Ponds	2003
	EAAF112	Bako Buntal Bay	2013
<b>Singapore (1)</b>	EAAF073	Sungei Buloh Wetland Reserve	2002
<b>Indonesia (2)</b>	EAAF008	Wasur National Park	1996
	EAAF108	Sembilang National Park	2012
<b>Papua New Guinea (1)</b>	EAAF034	Tonda Wildlife Reserve	1998
<b>Australia (24)</b>	EAAF009	Corner Inlet	1996
	EAAF010	Hunter Estuary Ramsar Site	1996
	EAAF011	Kakadu National Park	1996
	EAAF012	Logan Lagoon	1996
	EAAF013	Moreton Bay	1996
	EAAF014	Orielton Lagoon	1996
	EAAF015	Parry Lagoons	1996
	EAAF016	The Coorong, Lake Alexandrina & Lake Albert	1996
	EAAF017	Thomsons Lake	1996
	EAAF065	Port Phillip Bay (Western Shoreline) and Bellarine Peninsula	2001
	EAAF066	Western Port	2001
	EAAF069	Bowling Green Bay	2006
	EAAF090	Currawinya National Park	2006
	EAAF091	Discovery Bay Coastal Park	2006
	EAAF092	Great Sandy Strait	2006
	EAAF093	Shallow Inlet Marine and Coastal Park	2006
	EAAF094	Shoalwater Bay	2006
	EAAF110	Eighty-Mile Beach	2013
	EAAF111	Roebuck Bay	2013
	EAAF120	South-East Gulf of Carpentaria: Karumba-Smithburne (Delta Downs)	2014
	EAAF125	South-East Gulf of Carpentaria Nijinda Durlga (Tarrant)	2016
	EAAF131	Adelaide International Bird Sanctuary	2016
	EAAF132	Ashmore Reef Commonwealth Marine Reserve	2016
	EAAF136	Pulu Keeling National Park	2017
<b>New Zealand (2)</b>	EAAF018	Farewell Spit	1996
	EAAF019	Firth of Thames	1996