
REPORT 1

MAYOR'S DELEGATION TO JAPAN AND CHINA 2014

1. Purpose of report

This paper seeks Governance, Finance and Planning Committee approval for Mayor Wade-Brown and the Chair of the Economic Growth and Arts Committee to lead a business delegation to Japan and China, and for Mayor Wade-Brown to attend the World Cities Summit Mayors Forum in Singapore.

2. Executive summary

Wellington City Council (WCC) approved a new International Relations policy in August 2013. The approved work programme identifies strengthening relationships with China as a priority for Wellington City. Regular visits to China are noted as a way to demonstrate our commitment to strengthening this relationship. The work programme also seeks to sustain our relationship with Japan.

Officers are proposing a Mayoral-led business delegation that will visit Tokyo, Sakai, Beijing, Tianjin and Hangzhou. The Mayor will then travel from China to Singapore to attend the World Cities Forum. The Japan and China programme will be built around four streams: civic engagement, trade, tourism and education. We are expecting 34 organisations to participate in the delegation, including Grow Wellington, Positively Wellington Tourism and Wellington City Council.

Officers have developed a range of success measures by which this delegation will be evaluated on its return. These include economic gains, feedback from businesses, and the general profile raised for Wellington. WCC has successfully organised Mayoral led business delegations to China and/ or Japan in the recent past. Previous delegations resulted in high-level business agreements being signed, which have created significant economic growth for Wellington City.

3. Recommendations

Officers recommend that the Governance Finance and Planning Committee:

- 1. Receive the information.*

2. *Agree that Mayor Wade-Brown and the Chair of the Economic Growth and Arts Committee lead a business delegation to Japan and China.*
3. *Note that some costs will be covered by hosting cities and additional costs for the Mayor's Japan and China visit will be met from the international relations budget, and agree that costs for the Councillor will be shared between the elected members' international travel budget and international relations budget.*
4. *Note that in line with Council policy, carbon offsets will be purchased for the Mayor and Councillors' travel to Japan and China, and these have been included in the estimated costs. Carbon offsets will be purchased for accompanying Council officers.*
5. *Agree to the Mayor representing Wellington City Council on a visit to Singapore from 1 – 4 June to participate in the World Mayors Forum.*
6. *Note that most of the hosting costs in Singapore will be covered by the summit organisers, and additional costs will be met from the international relations budget.*
7. *Note that a report-back on the visit will be presented to the appropriate Committee meeting in accordance with Council policy.*

4. Background

4.1 Strategic Alignment

WCC approved the International Relations Policy in August 2013. The policy emphasises economic development and renews our commitment to sister cities. The approved work programme identifies strengthening relationships with China as a priority for Wellington City. Regular visits to China are noted as a way to demonstrate our commitment to strengthening this relationship. The work programme also seeks to sustain our relationship with Japan. A full copy of the international relations policy is attached as Appendix 3.

In 2011 WCC adopted an Economic Development Strategy with the aim to attract, retain and grow investment, to create jobs and to support sustainable economic growth. There are four platforms of work; Destination Wellington, Smart Capital, Connected Capital and Open for Business. The Connected Capital sets out a series of actions "To better connect local industry to global markets through strengthening international business and trade connections."

In 2012 central government agreed to the NZ China Strategy, which is an all-of-government approach led by MFAT. The Strategy aims to lift the economic activity between NZ and China. The strategy states that "Mayors of Chinese cities have significant political power and influence, so New Zealand Mayors can play an important role in opening doors in China. A business delegation led by a high-ranking political figure gets more traction."

Wellington City is one of the cities that comprise the central government Core Cities programme. One of the identified streams of work with this programme is the China Engagement Strategy, which was agreed by the core city Mayors in 2013. The goal of this strategy is “To establish stronger relationships with China partner cities that leverage trade and investment opportunities including tourism and education”.

4.2 World Tourism Cities Federation

Wellington City became a member of the World Tourism Cities Federation (WTCF) in September 2013. The WTCF is an international tourism body dedicated to enhancing cooperation between major global centres, and has its headquarters in Beijing. Membership is made up of more than 60 cities and organisations. Air New Zealand is one of the foundation members of the federation, and at this stage Wellington is the only member city from New Zealand and Australia. Council officers attended the annual WTCF conference in Beijing in 2013.

WTCF headquarters comprises a large interactive park open to the Beijing public, and a large office area under development. Wellington City is profiled in the interactive park through images and background information throughout the various interactive displays.

As a member of the federation, Wellington has been offered the opportunity to have permanent office space in the headquarters, free of charge. Officers are currently investigating the feasibility of this in terms of the opportunity it provides to promote Wellington in both business and tourism development.

4.3 The China International Fair for Trade in Services

Wellington has been invited to attend the third annual China International Fair for Trade in Services (CIFTIS) in Beijing, which will run from 26 May – 1 June. CIFTIS is hosted by the Chinese Ministry of Commerce and the People’s Government of Beijing and will cover twelve sectors comprising business services, communication, construction and related engineering, financial services, tourism and travel-related services, recreational, cultural and sporting services, transportation, health-related and social services, education, distribution, and environmental services.

This is an important event for our sister city of Beijing, and the organisers will fund return economy class flights between Wellington and Beijing for two Wellington representatives.

4.4 Singapore World Cities Summit 2014

The World Cities Summit will be held in Singapore from 1 – 4 June. Mayor Wade-Brown has been invited to attend the World Cities Summit and invited to speak on the topic of resilience at the associated Mayors Forum. Summit organisers will cover Mayor-Wade Brown’s costs in Singapore.

The theme for the World Cities Summit 2014 is 'Liveable and Sustainable – Common Challenges, Shared Solutions', where cities will look at the state of urban challenges today and identify principles of shared solutions applicable to cities spanning the range of development, socio-economic and political contexts. The objective of the Summit is to stimulate ideas and discussions that will create practical and implementable solutions.

5. Discussion

5.1 Goals of the delegation

The Council has the following goals for the 2014 delegation:

- To facilitate business and market development opportunities with a focus on trade, education and tourism in accordance with the Economic Development Strategy.
- To strengthen Wellington's relationship with China in accordance with the International Relations Policy Work Programme.
- To sustain Wellington's relationship with Japan in accordance with the International Relations Policy Work Programme.
- To position Wellington internationally as an attractive destination.
- To align Wellington City Council's international relations work stream with central government strategies for the Asia region.

Goals for businesses and education providers are:

- To further existing commercial relationships with Chinese partners and customers through events and photo opportunities with the Mayor of Wellington
- To establish new commercial and government relationships in Japan and China that will result in business growth
- To align with businesses' own long-term goals for growth in Asia
- To increase international student numbers, profile education opportunities in Wellington, and profile Wellington as a destination for international students.

5.2 Delegation programme

To achieve the stated goals the delegation proposes to undertake activities focused around the following streams:

- *Civic Engagement*
Civic leaders will pursue Wellington City Council initiatives, including infrastructure, transport and overseas investment. The Mayor will meet with Mayors, Senior Government Officials from Beijing, Tianjin, Zhejiang, Sakai and Tokyo, and New Zealand Diplomats to renew and grow Wellington's international relationships. In Sakai there will be a formal event to recognise the 20th anniversary of our Sister City relationship.
- *Trade*
Officers are working with businesses who have registered their interest in joining the delegation to finalise their needs and goals, which will determine the specific

trade activities of the delegation. Feedback at this stage suggests that businesses would like the Mayor to host dinners and networking events. The purpose of these events will be for business delegates to build relationships with Japanese and Chinese businesses and local government representatives, as well as ex-pat Wellingtonians. The Mayor will also attend meetings between business delegates and their local partners to show support for their growth in Japan and China. There will be an opportunity for delegation members to attend CIFTIS. Participating businesses are all at different stages of their engagement with Japan and China, and therefore require different levels of support from the Mayor.

- **Tourism**

The delegation will visit and host an event on-site at the World Tourism Cities Federation headquarters. The delegation will also visit the interactive park that profiles Wellington. Wellington has been offered permanent office space in the federation headquarters, and we will explore this opportunity in the context of business and tourism development for Wellington City.

In Sakai, Wellington will be profiled in a sister city photography exhibition, as well as a Hobbit themed exhibition that it being organised in partnership with Warner Bros Japan.

- **Education**

A group of education providers from around the Wellington region will attend a series of education promotion and networking events throughout Japan and China. An MOU will be signed with the South Osaka Education Consortium in Sakai. The Mayor will support these activities as required. Education Wellington is leading this stream, as a project that aligns with the goals of Destination Wellington.

An outline of main events is attached as appendix 1.

5.3 Delegation dates

Date	Destination
22, 23, 24 May	Tokyo
25, 26 May	Sakai
27,28,29 May	Beijing
30, 31 May	Tianjin
1 June	Hangzhou
1, 2, 3, 4 June	Singapore (Mayor only)

Note: For this visit it is proposed not to visit our other sister city in China, Xiamen.

5.4 Delegation Membership

At this stage 34 organisations have registered their interest in participating in the delegation to Japan and China. This is made up of:

- Sixteen education providers
- Fifteen businesses
- Grow Wellington

- Positively Wellington Tourism
- Wellington City Council

5.5 Success measures

The following measures/information will be used to evaluate the success of the delegation:

- The value of business generated over time from the businesses that participated
- The number of business deals/MOUs agreed, and relationships facilitates
- An evaluation of the outcomes against the stated expectations of those who participated
- The feedback from those participating on the delegation
- The feedback from the sister city foreign affairs officers on the visit
- The Wellington profile generated in New Zealand and Chinese media

A summary of outcomes from the 2012 delegation to China, based on these success measures, is attached as Appendix 2.

5.6 Consultation and Engagement

The International Relations team established a Delegation Advisory Committee (DAC), which provides advice and support to the International Relations Team. The DAC will continue to meet monthly through to July 2014. Membership comprises representatives from MFAT, NZTE, Education New Zealand, the Mayor's office, WCC Treaty Relations, Grow Wellington, Positively Wellington Tourism, and Wellington Employers' Chamber of Commerce.

In preparation for the delegation, China-ready workshops will be held on 25 March and 1 April. These workshops will introduce the theme, the challenges and economic benefits of working in the China market.

The process for identifying the Wellington businesses interested in the proposed delegation was to send an introduction letter outlining the proposed delegation to a target group of 100 Wellington Region businesses, seeking their expressions of interest. The target group included organisations that have Japan or China as priority markets and was developed with input from Grow Wellington and NZTE.

The international relations team held meetings with those businesses who expressed an interest in the delegation to identify their goals and expectations. A formal registration process will commence in early April, pending Council approval of the delegation. A further list of organisations has been identified to approach.

5.7 Financial considerations

The estimated cost to Council for the Mayor's travel is \$11,802. The Mayor's costs would be covered by the international relations budget.

The estimated cost to Council for the Councillor's travel is \$9,387. The Councillor's costs would be shared between the elected members' international travel budget and the international relations budget.

5.8 Climate change impacts and considerations

Travel to China and Japan would result in approximately 2.3 tonnes of CO2 emissions per person. The cost of offsetting these emissions is approximately \$79 per person. This amount has been included in the estimated travel costs above. Carbon offsets will also be purchased for Council officers on the delegation.

5.9 LTP/Annual Plan considerations

There are no Long-Term Council Community Plan Considerations. The proposed budget for the delegation would be met within existing 2013/14 budgets.

6. Conclusion

A visit to Japan and China fits within WCC's strategies, and Central Government strategies. There are opportunities for Wellington City to pursue at the World Tourism Cities Federation headquarters, China International Fair for Trade in Services, and the World Cities Summit in Singapore. The proposed delegation will support the trade, education, and tourism industries in Wellington.

Officers have engaged with a potential group of delegates to put together a programme that will address their own goals, and the City's goals. A careful evaluation process will measure the successes of the delegation on its return. The Delegation Advisory Committee will continue to oversee this project.

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Tom Yuan, International Relations Manager, Extension 8513

SUPPORTING INFORMATION

1) Strategic fit / Strategic outcome

Aligns with Central Govt NZ China Strategy, Core cities China Engagment strategy, EDS, International Policy,

2) LTP/Annual Plan reference and long term financial impact

Check with John or Katie but is aligned with EDS DW targets

3) Treaty of Waitangi considerations

There are no specific Treaty considerations.

4) Decision-making

No decision sought.

5) Consultation

Not applicable

6) Legal implications

Nil anticipated.

7) Consistency with existing policy

Consistent with International Relations policy August 2013

APPENDICES

1) Main events

2) Outcomes from previous delegations

3) International Relations Policy

Main events

Tokyo

- Networking event for all delegates
- Agent seminar and education event for education delegation
- Meeting with NZ Ambassador for civic delegation
- Own meetings for businesses, with opportunity for Mayor to attend in support of delegates

Sakai

- Meeting with Sakai Mayor for civic delegation
- Civic event and cocktail function to celebrate 20th anniversary of sister city relationship for all delegates
- New Zealand themed trade fair for all delegates
- Signing of education MOU for education delegation
- Hobbit exhibition and photography exhibition for all delegates

Beijing

- Meeting with NZ Ambassador for civic delegation
- Meeting with Beijing Mayor for civic delegation
- Event hosted by Beijing Mayor for all delegates
- Attend China International Fair for Trade in Services (CIFTIS) opening event and gala for civic delegation
- Optional attendance at CIFTIS for businesses
- Business/Tourism event at World Tourism Cities Federation for all delegates
- Networking event for all delegates
- Agent visits/Seminars for education delegations
- Own meetings for businesses, with opportunity for Mayor to attend in support of delegates

Tianjin

- Networking event for all delegates
- Meeting with Tianjin Mayor for all delegates
- Own meetings for businesses, with opportunity for Mayor to attend in support of delegates

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Hangzhou

- Student fair for education delegates
- Own meetings for businesses, with opportunity for Mayor to attend in support of delegates

Singapore

- Attend World Cities Summit World Mayors Forum

Outcomes from previous delegations

Wellington City Council organised successful delegations to China and/or Japan in the recent past. The relationships built and deals signed on the 2012 delegation have amounted to a significant contribution to the Wellington economy.

Examples of agreements reached during the 2012 delegation to China include:

- Village Goldsmith/Inspired Jewellery signed a deal with Hiersun to design unique engagement rings for the 300-store 'I Do' bridal shop chain throughout China.
- Airways New Zealand signed a MOU with the Civil Aviation management Institute of China for Chinese air traffic controllers to train in New Zealand
- Whitireia Polytech signed a contract with China's Capital Physical Education and Sport University for Chinese students to come to Wellington for outdoor adventure programmes.

Delegates' expectations for the 2012 delegation were to understand business attraction opportunities for Wellington, form good working relationships with civic leaders, and understand the value of Mayoral Delegations for export oriented businesses in the region. These expectations were met, and strong understandings of what opportunities exist and how they might be harnessed were reached. Excellent working relationships were formed between businesses and civic leaders. It was noted that "there is clear value for companies in participating in Mayoral delegations in China, in particular Wellington delegations as it is the sister city of Beijing."

Follow-up surveys show that almost all respondents to the 2012 delegation surveys were satisfied or very satisfied with the visit overall. Participants agreed that joining in the delegation was worthwhile to their business, and attending with the Mayor was extremely beneficial, stating that "some contacts of ours have said that they would not have picked to work with us, if we were not a part of the Mayoral Delegation."

WCC has received positive feedback from the sister city foreign affairs officers on our visits. On returning from the delegation in 2012 the Beijing Foreign Affairs Office wrote:

"The Wellington City Council has actively organised the CIFTIS special activities and made great contributions to the successful holding of the CIFTIS, we would like to express our heartfelt thanks to your city".

Articles about the 2012 delegation featured in prominent Chinese newspapers with a combined daily circulation of more than 4.6 million copies. Newspapers included Beijing Daily, China News Agency, China Daily, Global Times, Shanghai Daily, Tianjin Daily and Zhejiang Daily.

New Zealand media also profiled the 2012 delegation, with stories on Stuff.co.nz, Dominion Post, Scoop.net, and other leading news platforms. There was an article on Kea social media channels in NZ and in China (including Weibo) following the visit

The delegation resulted in an agreement with the Zhejiang Radio and Television Group to film a documentary about Wellington titled 'Amazing Wellington', which was filmed in September 2012. The document aired three times on Zhejiang TV International in October/November 2012, and later aired on Zhejiang Satellite TV. These channels are available in 2,800 cities throughout China.

International Relations Policy

1. Purpose

The purpose of Wellington City Council's International Relations Policy is to enhance Wellington's reputation as an attractive city for migrants, a great place to invest and do business. While the Council's international relations policy has traditionally focused on cultural ties and tourism, this policy puts more emphasis on economic development.

2. Policy Objectives

- Strategic focus: support the Council's strategic vision – Wellington Towards 2040: Smart Capital.
- Economic development: pursue new city-to-city relationships that offer economic opportunities.
- Productive relationships: build on existing city-to-city relationships to develop economic partnerships and projects.
- Foster linkages: provide local businesses with access to new markets and networks.
- Promotion of the city: raise the profile of Wellington internationally as an attractive city and a great place to work, invest, visit, do business, learn and live.
- Identity: Enhance Wellington's character and prosperity through well planned and managed relationships, partnerships and activities.
- Engagement: enhance opportunities for international dialogue.

3. Principles

- a) All international relationships must fit with the Council's strategic vision: Wellington Towards 2040: Smart Capital.
- b) Any new economic partnerships or projects must fit with the common priorities and objectives as agreed between the Council and its international relations stakeholders (i.e. local business, tourism, education and political and diplomatic leaders).
- c) New international relationships should be assessed on their potential to provide demonstrable benefits for Wellington.

- d) Decisions on allocating the Council's limited international relations resources must be made with confidence that the city derives sufficient value to justify Council engagement.

4. Benefits

International relationships contribute to Wellington's:

- *Economy* – access to markets, commercial opportunities, international investment in Wellington and the attraction of skilled migrants and international students and tourists all contribute to the city's economic prosperity.
- *Community and culture* – people that visit and settle in Wellington support the vision for a creative, knowledge-based city and contribute to the capital's reputation for being diverse and open.

5. Policy outline

The Wellington City Council can use a variety of mechanisms to ensure effective international relations. The use of these will be guided by the following:

5.1 Focus international relations resources where Council has a distinct role and can make a difference

International relations activities will focus on opportunities and initiatives where the Council does not displace other actors and is best placed to be a facilitator, political or community leader. Decisions on allocating the Council's international relations resources must be made with confidence that the ratepayer derives sufficient social, cultural or economic value to justify Council engagement (partly demonstrated by assessment of actual or likely stakeholder participation, engagement and resource commitment).

5.2 Encourage local, regional, national and international collaboration

A key principle underlying the policy is partnering with local, regional, national and international organisations, recognising that the Council cannot act alone in achieving the aims. Significant skills and resources exist in other agencies (e.g. New Zealand Trade and Enterprise). Just as it is important for Council to focus effort on where it adds most value, it is important to ensure Council continues to be well linked in to key national agencies and to diplomatic missions, and to ensure our stakeholders can fully capitalise on the advantages of being the nation's capital. Specifically, the Council will leverage its relationships and agreements with institutions (ie WOW) to promote Wellington internationally.

5.3 Council and stakeholder perspectives

There is a wide range of stakeholders who may participate in developing and maintaining Wellington's international relations. Stakeholder perspectives can inform Council's planning by helping to:

- Identify and prioritise opportunities
- Establish the level of stakeholder commitment to supporting International Relations activities. (Stakeholder commitment to engage directly in supporting international relations activities provides a useful proxy for stakeholder assessments of the value of specific initiatives.)

The following table identifies the main categories of stakeholders, their possible roles and interests, and Council’s potential roles in respect of each category.

This is not a complete list and other key stakeholders may emerge over time. Council will engage with stakeholders to inform forward planning of international relations activities:

Categories of stakeholders	Council’s potential role(s)
Central and local government agencies.	Support local business – government interface. Ensure synergies between council and national government priorities. Leadership role as capital city. Collaboration with other Wellington region local authorities.
Local/ regional tourism, education and economic development agencies.	Cooperate to promote local and regional tourism, education and business opportunities.
Wellington businesses, business organisations.	Brokering, facilitation, political representation.
Individuals (visitors, overseas students in Wellington, Kiwi Expats Abroad)	Ensuring visitors/ students engage and positively identify with Wellington. Potentially facilitating ambassador role through easy access to relevant information material on Wellington.

5.4 City-to-city relationships

The purpose of city-to-city relationships is to foster cultural, historical, educational, sporting and economic links. Wellington City Council’s city-to-city relationships fall into four sub-categories:

- *Sister city*: a formal, long-term relationship based on diverse linkages between the two cities including cultural, educational and business links. Sister city relationships require a high degree of commitment on both sides, and active involvement of a community committee.
- *Historical sister city*: Relationship based on historical or ceremonial links.
- *Friendly city*: Less formal and lower profile relationship than a sister city relationship. Likely to be a long term relationship, but the level of community support and involvement is not sufficiently high to warrant a full sister city relationship.

- *International social, cultural or sporting partnership*: A time-bound relationship which is based on a specific non-economic project or initiative in which the city shares a significant interest with Wellington.

5.5 City-to-city economic development partnerships and projects

The purpose of economic development partnerships and projects is to facilitate investment in either ideas or capital in Wellington, to assist in the development of business and promotional opportunities for Wellington businesses in overseas countries, to promote people exchange (visitors, temporary and permanent migrants, and students) and to assist in the transfer of technical expertise and knowledge.

These would normally be a time-bound relationship which is based on economic development objectives in which the city shares a significant interest with Wellington. This category could include exchanges of technology and expertise (eg a city like Melbourne may not have sufficient cultural difference to Wellington to justify investment in improving cultural understanding, but may have sufficient common interest (e.g. earthquake technology) or common areas of business focus (e.g. leading edge information technology) to justify an economic development partnership.

5.6 Leading, hosting and participating in international delegations

Council supports and participates in both inward and outward delegations with a wide range of business, political, educational and cultural purposes. Support for, or initiation of, delegations will be determined by an assessment of their fit with this policy. It is acknowledged that official approaches by sending countries will be appropriately supported as part of generic hosting obligations.

Wellington City Council will work with mana whenua as appropriate for formal delegations to ensure international visitors receive the best possible understanding of the cultural dimensions that is unique to New Zealand.

6. Other mechanisms and relationships

The international relations policy has connections with other strategies and council activities including:

6.1 Tourism promotion, attractions and events

The Council funds tourism promotion, major and iconic events and support facilities that draw visitors to the city.

6.2 An integrated approach to attracting and retaining talent

Destination Wellington is a core component of the Economic Development Strategy that recognises the need to extend marketing beyond tourism. The initiative aims to target attraction of talent, businesses and investment to promote Wellington as the business capital of New Zealand. The Council is working with its tourism promotion and economic development agencies to deliver this.

6.3 Cultural and settlement activities

The Council's community, recreational and cultural activities provide opportunities for people to engage and feel connected to the city.

6.4 International connections and networks

The Council is a member of a number of international networks and institutions, and connects with others around the world across a variety of fields to share knowledge, information and expertise, combine efforts to resolve common problems and learn about best practice. These relationships are generally not city-to-city, are activity or industry focused, are generally informal, time-bound, and may not need formal ongoing relationships or commitments.

7. Monitoring and review

Monitoring will include:

- committee report backs on the outcomes of international delegations.
- quarterly and annual reporting on initiatives and relationships relative to that period.

The policy will be reviewed as and when required.

Work Programme

<i>Short-term priority work programme</i>	
Strengthen China	25 years of sister city relations with Xiamen, 6 years with Beijing, and recent agreements with Tianjin and Zhejiang are long-term investments that are resulting in business successes and opportunities for Wellington firms. Regular contact is important as this demonstrates a commitment to the relationship. Regular (ie annual visits) would be a way of demonstrating this.
Sustain Japan	The city has 18 year of relations with Sakai. This means the city is well positioned to support any business initiatives that arise.
Grow Australia	Wellington has an existing relationship with Sydney. Australia is a key market and opportunities to expand business and attract investment and talent exits. Given proximity, similar values, culture and priorities, growing the relationship with Australia is possible without higher formalities. Business and civic connections are and can be readily made.
Connect with US western coast	Explore opportunities to strengthening institutional and agency connections between Wellington and the wider West Coast of the United States through agencies such as Grow Wellington, Ministry of Foreign Affairs and Trade and New Zealand Trade and Enterprise and pursue a relationship with San Francisco to enhance business collaboration – particularly to support digital and earthquake technology sectors. The entire west coast of the United States offers opportunities to support Wellington’s creative tech sectors.
Build strategic relationships in New Zealand	<p>Develop a programme of work to better engage and connect with:</p> <ul style="list-style-type: none"> • Wellington’s national institutions • embassies and consulates • expats overseas • government departments (and their strategies, resources and connections) • other core cities in New Zealand • Wellington institutions and businesses. <p>By working together more closely, we can collaborate, and align work to maximise opportunities, effort and resources.</p> <p>A more active engagement programme with stakeholders and regular focus groups will allow potential opportunities to be identified and assessments made for what role the council can play.</p>
<i>Long-term work programme</i>	

Explore India	India is an emerging world power. There may be merits in the council leveraging our capital city status to partner with Delhi (or other city) in the long term. This could act as a platform for economic and social developments. While there are no immediate plans to enter in to formal relations with Delhi it is considered appropriate to continue to engage in conversations with Indian Community in Wellington to identify areas of cooperation.
Consider other relationships	Investigate the possibility of establishing a relationship with Singapore. Singapore is a city where air links could be established to support the Councils long-haul strategy.