
INTERNATIONAL RELATIONS POLICY – REPORT BACK ON CONSULTATION

1. Purpose of report

This report provides the International Relation Policy for adoption.

The report includes the following appendices:

Appendix 1: Summary of community and stakeholder feedback on draft policy.

Appendix 2: International Relations Policy.

Appendix 3: International Relations Work Programme.

2. Executive summary

Submitters were supportive of the draft policy, the overall approach to international relations, and for it to have a greater focus on economic development opportunities.

Submitters warned against holding too many formal relationships, and supported greater collaboration amongst key agencies.

In terms of the work programme, the majority of submitters supported strengthening the relationship with China, sustaining the relationship with Japan, growing the relationship with Australia and pursuing targeted relationships within the West Coast of the US (e.g. San Francisco). There was less support for the other proposed relationships – India and Turkey.

Some minor amendments have been made to the policy and work programme to reflect the feedback. They are attached as appendix two and three respectively.

3. Recommendations

That the Strategy and Policy Committee:

- 1. Receive the information.*
- 2. Receive the submissions (previously circulated) and note an overview of feedback is attached as appendix one.*
- 3. Note officers will respond to all submitters after the policy has been adopted to outline the final policy and work programme.*

4. *Recommend to Council to adopt the final International Relations Policy attached as appendix two.*
5. *Agree the international relations work programme attached as appendix three.*

3. Background

3.1 Wellington's international relationships

Wellington, like most cities, holds a range of international relationships to forge cultural, social, educational, sporting and commercial ties to different parts of the world. This primarily involves sending and receiving delegations, sharing knowledge and undertaking study tours, and supporting international events and festivals.

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.
- *Historical sister city*: Relationship based on historical or ceremonial links.
- *Friendly city*: Less formal and lower profile relationship than a 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.

3.2 The benefits of international relationships

City-to-city relationships and exchanges help break down intercultural barriers, promote diversity, encourage openness, tolerance and mutual understanding.

These exchanges also allow 'local government best practice' to be shared and for different parts of the world to learn from each other.

They are also increasingly delivering economic returns to the city by supporting key industry sectors into new markets. Mayoral delegations in particular have resulted in connections for local business. The value of this is reflected in return participation (at their own expense) and in the potential to secure contracts and market presence. Feedback from delegates over the past three years has shown that council's presence is an important factor in gaining access, particularly in China.

3.3 Why the policy was updated

The International Relations Policy was last reviewed in 2004. Since then, the council has developed a clear and integrated vision for Wellington's future, and

supporting strategies, based on extensive community consultation. The policy was updated to reflect and support these actions.

Other drivers for updating the policy include:

- The need for an increased focus on economic development opportunities that enhance Wellington as the smart capital.
- Existing Sister City relationships have reached a level of maturity that may provide opportunities to take these relationships to new levels.
- New opportunities have been identified for potentially productive relationships (e.g. West Coast of the United States).

A clear framework for council decisions on whether to enter new relationships, and on the nature of those relationships, will help ensure any new relationships support the city's vision, and deliver best value for the medium to long term commitment of council's resources and effort.

The key change to the policy was to focus more on building international connections based on specific economic development partnerships and projects that are important to Wellington (e.g. film, the creative sector, information technology, earthquake technology etc). These relationships support the exchange of knowledge and the development of economic opportunities.

This change to the policy reflects the Economic Development Strategy that seeks to strengthen international business and trade connections as one of its main goals.

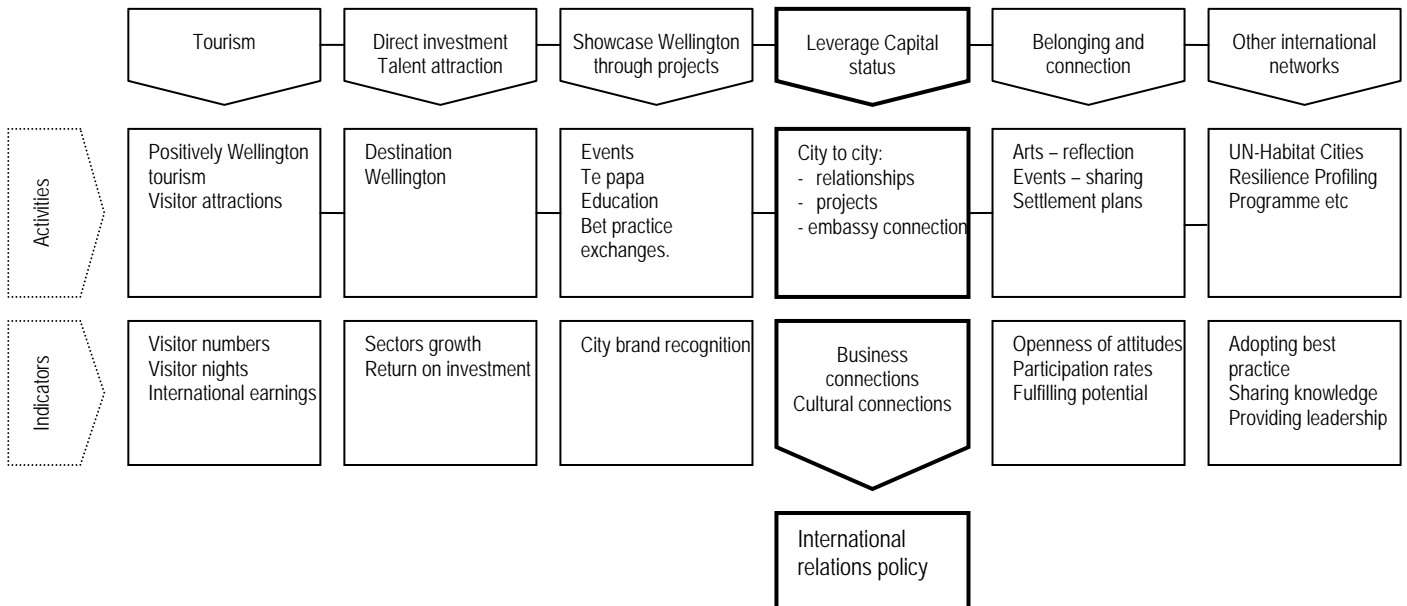
3.4 Links with other work streams

The International Relations Policy is supported by a broad stream of work to enhance the city's social, cultural, environmental and economic development. This work includes:

- *Embracing diversity* – we seek to promote Wellington as a city with a culture of openness that embraces the benefits of a diverse and multicultural society and the skills and connections that brings. A city that exemplifies these qualities is welcoming to new creative people and new ideas, and allows them to thrive.
- *Ensuring a high quality of life for residents* – we provide great services, events, recreation opportunities and an overall high quality-of-life for residents. This attracts new talented individuals to relocate here from abroad as well as the companies that seek to employ them. Lifestyle, employment, safety and economic stability are important factors in both individual and business location decisions. City attractions, the openness of communities to new ideas and new cultures, access to skilled workforces and potential market and economic growth provide points of difference between locations.

- *Promoting tourism* – we support a range of visitor attractions such as Te Papa, Zealandia and the Zoo, and fund Positively Wellington Tourism.
- *Talent-attraction and direct investment* – Destination Wellington. Attracting global talent to the city contributes positively to both economic and social results. Not only does it broaden the knowledge and skill base of the city’s economy – and hence, quality of jobs – increased cultural diversity is viewed as an important component of quality-of-life in Wellington.
- *Promote uniquely Wellington attractions and events* – Wellington supports Te Papa, World of Wearable Art and other major events such as the Sevens and the International Festival of the Arts, and we use these uniquely Wellington products to showcase ourselves to the world.
- *Making the most of our international connections* – we build networks and work with others internationally on issues of common interest (e.g. UN-Habitat Cities Resilience Profiling Programme), and hold a range of other international connections and memberships across a broad spectrum of services and industries to share knowledge, learn about best practice, and make service improvements¹.

The diagram below outlines the key components of our broader international relations work programme.



¹ Council has multiple international connections and networks at a number of levels and include for example: membership of Carbon Cities Climate Registry, sharing best practice through symposiums and awards (e.g. International Liveable Communities Award), connections with the Australian Library and Information Association, membership of the World Mayor’s Council on Climate Change, the Botanic Gardens in Australia and New Zealand; the Carbon War Room and Urban Climate Change Research Network, and the UN-Habitat Cities Resilience Profiling Programme etc.

4. Discussion

4.1 Overview of consultation

The draft policy – and an updated work programme – was consulted on with stakeholders and the wider community for a period of four weeks.

Officers contacted key stakeholders, including government departments, businesses, embassies and universities, and asked them to provide feedback on the draft policy and work programme. The draft policy was available online, and advertising was undertaken to encourage the wider community to share their views.

In addition, a workshop was held with key stakeholders, and presentations were made to the ethnic forum and diplomatic representatives to share the draft policy and encourage feedback.

A total of 24 written submissions were received and 13 stakeholders attended the workshop. The feedback outlined in this report is taken from written submitters and from views and ideas shared at the workshop. An overview of community feedback is attached as appendix 1.

4.2 Overview of main findings

The following key conclusions can be made from the feedback received through consultation:

- submitters were supportive of the draft policy and agreed with the way it allowed flexibility and agility to pursue new opportunities as they arose
- submitters supported a greater focus on economic development opportunities as part of international relations
- submitters did not want council to spread its resources too thinly by having too many relationships
- stakeholders were supportive of working collaboratively together to achieve result
- submitters supported strengthening the relationship with China, sustaining the relationship with Japan growing the relationship with Australia and pursuing targeted relationships within the West Coast of the US (e.g. San Francisco)
- there was mixed support for the other relationships identified in the draft work programme (India and Turkey)
- some submitters raised alternative cities as possible candidates for formal city-to-city relationships in particular there was a request that we consider

the possibility of a sister city relationship with Singapore to enhance our route into China and as a logical stepping stone to the world.

4.3 Feedback on overall policy

Findings

- Submissions on specific elements of the policy were limited, however, the general approach outlined in the policy was supported.
- This approach envisages two broad streams of work – maintaining existing formal relationships and developing new relationships that are project based, time bound and linked to specific economic development opportunities.
- The policy was specifically constructed to be agile, flexible and able to respond to opportunities as they arose. This is primarily achieved by having decision-making on future relationships being guided by a series of overarching objectives and principles, rather than a detailed set of criteria.
- Submitters who commented on this aspect of the policy were supportive and saw the need to be flexible as key to effectively deliver on the second stream of work of the policy.

Officers' conclusion

- The policy and overall approach to international relations is supported by stakeholders. No changes are recommended.

4.4 More focus on economic growth

Findings

- Submitters were supportive of having a greater focus on economic development opportunities.
- Submitters also recognised that social and cultural relationships often needed to be developed first to act as “stepping-stones” towards developing relationships with an economic focus.
- Submitters suggested focusing more on creative sector strengths, high qualified workforce, compact liveable city and eco advantages when positioning Wellington for foreign investment and attracting migrants.

Officers' conclusion

- There was a significant level of support for having a greater focus on international relationships that could support economic growth opportunities.
- The feedback on the importance of positioning Wellington's strengths is noted. This does not affect the policy itself, so no change is recommended.

4.5 Don't spread resources too thin

Findings

- A number of submitters warned against holding too many relationships and argued that it was better to hold a few relationships that delivered results, over holding a multitude of relationships that were not well supported.
- The Ministry of Foreign Affairs and Trade highlighted that all civic relationships involved reciprocal arrangements and that Wellington City Council needed to ensure it had sufficient capacity and capability to maintain existing relationships as well develop new ones identified in the draft work programme.

Officers' conclusion

- The view that the work programme should be focused on key relationships and not be 'spread too thin' is supported by officers.

4.6 Working more closely together with key stakeholders

Findings

- The policy encourages greater, regional, national and international collaboration. Many submitters – particularly government departments and business growth agencies – picked up on this point and supported working more closely together on identifying opportunities and developing relationships.
- Submitters also noted the importance of leverage off existing business to business links, to utilise expat communities' overseas, work with Wellington businesses that operate internationally, and develop strong relationships with existing migrant populations as they can provide a significant voice to friends and family to bring their relatives, skills and investment to Wellington.

Officers' conclusion

- A number of key agencies supported working closer together to tell the Wellington Inc story abroad, and identify and pursue economic partnership /project opportunities.
- The draft policy, and Council's Economic Development Strategy, both articulate the need for working more collaboratively with national institutions, government departments, and embassies to better connect Wellington businesses to markets. This is identified as a stream of work in the attached work programme.

4.7 Work programme should be more focused

Findings

- Submitters were supportive of strengthening the relationship with China, sustaining the city's relationship with Japan and maintaining the relationship with Australia.

- Submitters were supportive of securing relationships with San Francisco to support Wellington's smart, tech, and creative industries. The Ministry of Foreign Affairs and Trade noted that the whole of the West Coast of the United States held opportunities for Wellington's creative industries, and that therefore the relationship should be broader than with one city and focused on building 'institutional connections' with counterparts in main centres on the west coast of the United States eg. film, ICT, gaming, academic etc.

- Submitters were supportive of developing some form of relationship with India in the long-term, but not in the near future. There were also divergent views as to which city would be best to partner with.

- There was support for liaising with the Turkish city of Canakkale (and potentially other cities) as part of commemorations scheduled for 2015. There was no support for extending the relationship beyond this.

Officers' conclusion

- Officers recommend making some minor amendments to the work programme to reflect the feedback from stakeholders. The updated recommended work programme is to:
 - i) Strengthen China
 - ii) Sustain Japan
 - iii) Grow Australia
 - iv) Pursue targeted economic partnership opportunities within the West Coast of the US (e.g. San Francisco)
 - v) Consider a formal relationship with India in the long-term, and work with the local Indian community in the first instance on potential areas of cooperation
 - vi) Work with appropriate New Zealand government agencies to invite appropriate representatives to the 2015 commemorations
 - vii) Develop a stakeholder engagement programme to connect and work more collaboratively with national institutions, government departments, and embassies to better connect Wellington businesses to markets.

4.8 Other cities, and other matters

- A number of other cities were identified by submitters for potential future relationships: Berlin, San Jose, Qatar, Mumbai, Amsterdam, Haifa and Singapore. With the priority on existing relationships and pursuing opportunities with the West Coast of the US officers are not recommending that these be developed further at this time. The exception to this is the request to investigate Singapore to enhance our route into China and as a logical stepping stone to the world.
- Stakeholders at the workshop raised the concept of holding “International Day” at the Wellington Anniversary weekend in January, as an annual event, instead of separate cultural events which focus only on one country at a time.

Officers support the idea of holding an “International Wellington Day” as a positive way to bring many different communities together to celebrate different cultures and the diversity of Wellingtonians.

- Port Nicholson Trust requested that the role of mana whenua play be reflected in providing cultural support when welcoming visitors to Wellington, and as a way to showcase the close relationship between the Council and their indigenous partners.

Officers’ support updating the policy to reflect the importance of mana whenua and the role they have in welcoming visitors and formal delegations to the city. This change has been made in the attached policy.

4.9 Resourcing international relations

- A number of submitters have warned against having too many relationships and spreading resources too thinly. The Ministry of Foreign Affairs and Trade questioned whether there were sufficient resources being allocated to meet the needs of existing relationships.
- Officers believe maintaining existing relationships is possible within allocated resources, any expansion of the programme will require additional resources to ensure the objectives associated with those relationships can be delivered.

5. Conclusion

This report presents an overview of stakeholder and community feedback on the International relations Policy and draft work programme. Some minor changes are recommended to reflect the feedback, and the revised policy and work programme is attached for adoption.

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SUPPORTING INFORMATION

1) Strategic fit / Strategic outcome

This report delivers towards the outcome 'more connected' and supports the economic development and cultural strategy

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

No impacts arise directly from this report. Any extension of the work programme beyond what is recommended will likely require further resources.

3) Treaty of Waitangi considerations

There are no Treaty of Waitangi implications

4) Decision-making

This report recommends the adoption of a new International Relations Policy and work programme. It is not a significant decision.

5) Consultation

The paper provides feedback on consultation.

6) Legal implications

There are no legal implications

Overview of community feedback

Introduction

All submitters were generally supportive of the International Relations Policy (the policy) and work programme and provided constructive feedback on how it could be improved to achieve the stated objectives.

Many submitters recognised the positive results that have been delivered from the existing international relations programme. They also believed there was still potential to be realised from the city's natural advantages – this was noted as proximity to central government and its departments, the capital status of the city, easy access to embassies and missions, and that the city is home to many businesses that operate on a global scale.

The international relations policy sits in a broader programme of work that seeks to create social, cultural and economic prosperity. Many submission comments also covered this broader programme of work. While not all submission points directly related to the policy or programme, the full range of feedback is included in this appendix.

Feedback on overall approach to international relations

In recent years, cities have increasingly started working together to deliver economic benefits to their respective cities. Through these relationships and exchanges, business are able to enter new markets and trade alliances, establish reliable business contacts for new business opportunities, attract foreign investment, and promote tourism.

In the past, Council's international relationships have been largely organised around traditional 'sister city' or 'partner city' arrangements. These relationships will continue to be a key strength of local government. The recommended change to the policy was to focus more on international connections that might be based on a particular industry, or an issue of importance to Wellington (eg film or earthquake technology). These relationships support the exchange of knowledge and the development of economic opportunities.

Stakeholder view on overall approach:

Submitters were supportive of an overall flexible approach that retained existing relationships and focused on new ones that were geared primarily towards economic development opportunities on a project and programme basis.

A number of submitters noted that different approaches would be required to deliver on the two streams of work. City to city relationships were seen as important, particularly in Asia where it was recognised that civic politicians could also influence business development opportunities.

It was noted that this was not the case with other cities outside of Asia, particularly in the United States where civic politicians have less influence over business strategy.

Some submitters identified that business growth agencies such as Grow Wellington could play a key role in leading city-to city economic development opportunities for the Council and that such work 'dovetailed' nicely with their existing work streams.

While there was overall support to the new approach and for there to be greater focus on economic development, a number of submitters cautioned against doing too much, and were concerned about Council 'spreading itself too thin'. The overall sentiment from a number of submitters was that it was better to have fewer relationships but ensure they well resourced to ensure they delivered the stated objectives and benefits.

....it is better to have a "few deep relationships rather than a multitude of superficial relationships." (BERL)

Feedback on International Relations Policy

The policy has a number of key components that guide decision-making. The next section outlines submitter's comments in relation to these policy aspects.

Focus on areas where it can make a difference and to work collaboratively with others

The draft policy advocates for aligning Council international relations activities on opportunities and initiatives where Council can make a difference (and where it does not displace other actors), and to work collaboratively with other like minded agencies to deliver results.

Stakeholder view:

Submitters recognised that Council led delegations could be very effective – particularly in Asia where elected officials have a direct and positive influence in facilitating relationships between business agencies and private enterprise.

While this influence was noted, and the shift to emphasising economic returns supported, a number of submitters also pointed to the importance of cultural relationships, not only for their own sake, but also as a "stepping-stone" towards developing relationships with an economic focus.

"Cultural relationships can be incredibly important, particularly in growth areas such as Asia where a better understanding of cultural differences is important to facilitate stronger ties." (Wellington International Airport)

It is important to recognise, that while the city has a number of strong international cultural relationships, other agencies such as Te Papa and World

of Wearable Art also play an important role in fostering international cultural relationships that benefit Wellington².

The Asia New Zealand Foundation also noted that Wellington is the home of New Zealand's major cultural institutions, and was therefore well placed "to build on the links between institutions and Asian countries, through tours, exchanges and collaboration."

Most submitters supported greater collaboration and a desire to work with Council more closely to make the most of the city's international relations. Agencies, including BERL, Grow Wellington and Positively Wellington Tourism, also believed it was also important to "leverage off existing business to business links and expat communities overseas", to work with Wellington businesses already operating in cities overseas that "sell" Wellington, and to make the most of opportunities provided by existing relationships. The Ministry of Foreign Affairs and Trade also submitted that it would be worth exploring how to link the Wellington Inc story to the New Zealand Story when marketing overseas.

The Wellington Employer's Chamber of Commerce noted that Wellington's International Relations Policy focuses on Wellington City Council's formal international relations as opposed to the city as a whole, and that "key institutions in the city will also want to develop appropriate relations with their key counterparts". The Chamber went on to note that it operates as part of the international chamber network, and "has targeted certain chambers of commerce around the world to develop relations with" and had recently entered into a formal relationship with their counterpart in China.

Wellington International Airport also referenced the importance of greater collaboration between agencies in Wellington and noted that consideration should be given "to existing migrant population as strong concentrations in permanent overseas residents can provide a significant voice to friends and family to bring their relatives skills and investment to Wellington".

The Asia New Zealand Foundation noted the importance of Victoria University – the top ranked university in New Zealand – and that Council should consider facilitating "academic collaborations that, in turn, promote Asian tourism and trade in Wellington".

Maintain and enhance city-to-city relationships

The policy outlines that the purpose of formal city-to-city relationships is to foster cultural, historical, educational, sporting and economic links. Wellington City Council relationships fall into the following categories: sister city, historical sister city, friendly city, international social, cultural or sporting partnerships

² Wellington reaffirmed its relationship with Te Papa as part of the 2012 long-term plan, and as part of that new agreement, a key objective is for Te Papa to promote Wellington internationally and assist in relationship development. Te Papa achieves this through its significant marketing and communications of international touring exhibitions, attractions, events, and cultural activities.

Stakeholder view:

The majority of submitters who commented on the draft policy referenced economic aspects of international relations rather than social, historical and cultural relationships normally associated with sister city relationships.

However, as noted in the previous section, many of the submitters recognised that economic relationships that currently exist were based initially on social and cultural relationships and these are often needed first before business connections can develop.

The Wellington Chamber of Commerce stated that while it was important to show commitment to these formal relationships, that it was also important not to “diminish the value of delegations by taking them too often”. In terms of formal delegations that included private businesses, the Chamber believed that consideration should be given to delegation participants contributing to the costs of the mayor (and staff), and that some form of vetting take place to ensure that no reputable risk was associated with the delegation.

Facilitate city to economic development partnerships and projects

The updated policy advocates for developing international relations focused on specific partnerships or projects that aim to facilitate investment in ideas or capital in Wellington; leverage business opportunities overseas; or facilitate the transfer of technical expertise/knowledge. The policy outlines that any partnerships would be based on specific and defined economic objectives.

Stakeholder view:

The vast majority of submitters supported this stream of the draft work programme and believed there was potential to be realised. New Zealand Trade and Enterprise encouraged a continued focus on building connections around the city’s current strengths which they identified as information technology, entrepreneurship, digital entertainment, and tertiary education. They were also supportive and interested in working with Council to work collaboratively to identify investible opportunities and develop them for promotion.

The Ministry of Foreign Affairs and Trade raised the importance of Wellington needing to position itself well for investment opportunities – whether that was direct capital investment or simply attracting talent. They believed it important not to “underplay Wellington's distinctive factors” – the key characteristics that set the city apart from others. This included in their view the city’s highly qualified workforce, and its creative sector strengths – both of which are relatively unique to Wellington when compared to other cities in New Zealand, and stand out more as distinct and unique advantages when compared to ‘high quality of life’ and ‘cultural diversity’, both of which are traded on by many cities in New Zealand and around the world. The compact nature of the city and the eco reputation of the city were also identified as advantages.

Appendix 1

The Ministry of Foreign Affairs and Trade also noted that the whole of the West Coast of the United States held opportunities for Wellington's creative industries, and that consideration should be given to moving beyond traditional sister city type relationships and pursuing "opportunities to build institutional connections between Wellington City Council and Grow Wellington and counterparts in Los Angeles, San Francisco, Seattle and other centres. Institutional connections identified by the ministry included film, gaming, academic linkages etc.

On a similar vein, the Ministry of Business, Innovation and Employment noted that it was very important for Wellington to be clear about what it was "selling" – particularly when working to attract inward investment, and develop detailed business cases and market research in terms of the specific types of people/organisations Wellington is trying to pitch to. They commented that New Zealand firms and cities are not always selling what the market is after.

The Wellington Chamber of Commerce was also supportive of Council facilitating project or industry specific partnerships. They expressed interest in ideas to develop relations with San Francisco because of shared interest in the digital and earthquake technology.

Wellington International Airport argued that given where the economy is at, the focus should be on pursuing international relationships that deliver economic benefit. They also raised the issue that the policy was to Wellington city centric and that a wider "Wellington catchment" needs to be considered. By taking a broader regional approach, the economy becomes more diverse and "and opportunities for overseas investors and migrants become more attractive".

Leading and hosting delegations

Council supports and participates in both inward and outward delegations. These are an important part of formal international relationships and are largely geared towards sharing of information and best practice knowledge.

Stakeholder view:

As noted above, Council led delegations to China and elsewhere are viewed positively by submitters. They believed the profile of Wellington had been raised and "door has been opened" for new business relationships. Apart from coverage on that particular aspect, overall this traditional role of international relations did not feature significantly in submissions.

Port Nicholson Trust requested that the role of mana whenua play be reflected in providing cultural support when welcoming visitors to Wellington, and as a way to showcase the close relationship between the Council and their indigenous partners....."this will ensure that International visitors receive the best possible understanding of the cultural dimension that is unique to Aotearoa, New Zealand".

Policy linkages with other work streams

The international relations policy has connections with other strategies and council activities including tourism promotion, attracting and retaining talent, attracting foreign investment, major events that showcase Wellington internationally and attract visitors, cultural and settlement activities, and visitor attractions. The city also holds international relationships that are based on the priorities of the council that are not necessarily economic. For example, Wellington works with other cities around the world to increase resilience to risks such as earthquakes and other natural disasters, climate change, energy and food security through the UN-Habitat City Resilience Profiling Programme.

Stakeholder view:

The broader work programme of economic development activities, investment attraction, events, and migrant support was referenced and supported by many submitters. Individual projects such as the proposed lengthening of the runway at Wellington International Airport were also mentioned by more than one submitter as important to the city to allow it to connect with the world more efficiently and effectively.

Feedback on draft international relations work programme

As part of reviewing and developing a new draft international relations policy for consultation, a draft work programme was prepared that reflected existing relationships and potential new ones that could be explored. A synopsis of stakeholder views is provided below.

Strengthen China

Wellington City Council has formal relationships with Xiamen, Beijing, Tianjin, Qingdao and Zhejiang. Numerous delegations have been received and sent in the last few years and these are welcomed and resulting in opportunities for Wellington businesses.

Stakeholder view:

Submitters supported the existing relationships with Xiamen, Beijing, Tianjin, Qingdao and Zhejiang and noted that recent delegations had been well received by the Wellington business community and had resulted in a number of positive business developments for participating business delegates.

Sustain Japan

Wellington City Council has a formal relationship with Sakai – held for 19 years. The relationship is well positioned to support any business initiatives.

Stakeholder view:

Limited number of comments but those who did noted their support for continuation of the relationship.

Maintain Australia

Given proximity; similar values, culture and priorities; friendly relations are possible with no need for higher formalities. Business and civic connections are, and can be, readily made. Australia remains a key tourism market.

Stakeholder view:

Limited commentary from submitters but the Ministry of Foreign Affairs and Trade noted that Australia was a significant trading partner with New Zealand and that it was very easy for the capital and investment to move here. They noted that Australian firms had a “very visible presence in Wellington, particularly in services and retail”, and believed that consideration should be given to Wellington playing a more active role in influencing or facilitating other Australian companies to invest here.

Secure San Francisco

The creation of a formal relationship has the potential to enhance business collaboration. This is particularly the case for digital and earthquake technologies. The primary focus for this relationship, at least in the first five years, would be economic development. Both cities have excellent environments for starting businesses, especially in the technology area.

Stakeholder view:

A significant proportion of submitters commented on the potential of this relationship and were supportive of establishing a relationship with San Francisco to support the emerging smart and creative business sector of Wellington.

In addition to both cities having creative industries, they also noted that there were similarities between the cities in terms of geography (harbour city), culture and social outlook.

Participants at the workshop noted that the Wellington economy was stagnant and overly reliant on the government sector, and that the creative sector could play a significant part in diversifying the economy and making it more resilient. Developing a relationship with San Francisco was seen as a logical step in supporting the expansion of creative businesses on the world stage.

While overall there was support for a relationship with San Francisco, the Ministry of Foreign Affairs and Trade outlined that any formal civic relationships with San Francisco would require commitment from Wellington, and it also noted that city-to-city relationships were different to the ones Wellington held in Asia, because civic leaders did not have the same level of influence over business strategy and making business connections.

The overall sentiment from submitters and key agencies was supportive of some form of relationship with San Francisco being established, but there was debate as to whether this should be city-to-city led based around specific

programmes of activity, or led by industry and business development organisations.

The Ministry of Foreign Affairs and Trade also noted that there were opportunities outside of San Francisco such as Los Angeles, Seattle and the rest of the West Coast of the United States that should not be ignored.

Explore India

India is an emerging world power, and there may be merits in the Council taking advantage of our capital city status to partner with Delhi in the long-term. The work programme noted no immediate plans to enter formal relationships but it is something that Council would be considering having conversations about at some stage.

Stakeholder view:

Submitters who commented on this section of the draft work programme were largely supportive of Council continuing to explore for opportunities with India. However, there was very little consensus among submitters as to which city would best suit Wellington in terms of a formal relationship. Some thought New Delhi – while the capital – was simply too large, and others advocated for Hyderabad or Bangalore in terms of being a better “fit” for Wellington (Hyderabad and Bangalore are where the majority of technology companies and back office services are centred). Others pointed to Mumbai (the Bollywood and economic capital of India) and Bangalore (information technology).

The Ministry of Foreign Affairs and Trade agreed that a relationship should be formed but noted that it would be “wise to build up a relationship slowly, building links where appropriate.” They advocated to develop strong links with the India-New Zealand Business Council and the New Zealand India Research Institute in the first instance and to engage with the local India community.

This view was supported by Sunit Prakash (Wellington Chapter Head of the India New Zealand Business Council) who advocated Council to “engage further and deeper with Wellingtonians of Indian origin to see how their skills, knowledge and connections can be harnessed to achieve business and commercial objectives”.

Liaise with turkey

2015 presents a unique opportunity to commemorate WWI – As the Capital City and home to the National War Memorial. Wellington will play a central role in those commemorations. Liaising with the Turkish city of Canakkale, (the gateway to Gallipoli) provides an opportunity to enhance connections between the two cities.

Stakeholder view:

A submission from the New Zealand Institute of International Affairs noted that while the Turkish city of Canakkale was appropriate because of New Zealand’s history, the Western Front was also significant and that consideration should be

given to also forming a relationship with key towns on which New Zealanders played a significant role.

Te Papa noted in its submission that that they are “developing a four year programme to commemorate the centenary of the First World War”, and that there may be potential linkages between this programme and events developed by the Council.

Other submitters were less supportive of a formal relationship with Canakkale and advocated for it to be focused solely on the 2015 commemorations.

Facilitate

The draft policy recognised that regular focus groups with relevant stakeholders would help identify potential opportunities and assess what role Council could play.

Stakeholder view:

A number of submitters argued that key agencies, institutions, and business sectors needed to work more closely together to make the most of opportunities. They also referenced Victoria and Massey Universities and other tertiary institutions, the importance of international students to Wellington, and a number believed that there may be opportunities that could be explored in terms of leveraging academic linkages between Wellington universities and their counterparts in the United States and elsewhere.

Other matters that were referenced in submissions included:

- Lengthening the runway at Wellington Airport (or finding a suitable alternative location)
- Development of a convention centre
- Improving direct foreign investment
- Attracting skilled migrants to Wellington
- Improved road links to and from Wellington and key roading infrastructure to the port
- Developing “International Day” at the Wellington Anniversary weekend in January, as an annual event, instead of separate cultural events which focus only one country at a time.

Other city to city relationships

A number of submissions identified additional relationships they believed Wellington could consider. A brief overview of each is outlined below:

- *Berlin*: there are natural synergies and opportunities that could be explored through a sister city relationship. Both cities and its people share a common world view and Germany has significant investment in China that Wellington companies could possibly build on.
- *Singapore*: the city has a strong business and financial market, it is stable, and there are opportunities to provide back-office service to Singapore at a much lower rate than Singapore. It was also noted in

Appendix 1

- the submission that trade with China is most efficiently conducted via Singapore or HongKong. In terms of direct connections it is also a logical stepping stone to the rest of the world.
- *South America*: potential future tourism opportunities, share ring of fire (earthquakes and proximity to Volcanoes), could lead to joint research opportunities
- *Den Haag / Amsterdam*: approximately 4% of the New Zealand population has Dutch ancestry and many Dutch immigrants continue to arrive here each year. These immigrants are usually highly educated, with good English language and skill sets that would benefit the Wellington economy. There are already some connections in place with the Netherlands – Victoria University has exchange programmes with Dutch Universities, and Dame Suzie Moncrieff of World of Wearable Art recently signed an agreement to work with a Dutch design school in Arnhem. These are relationships that that can be built on.
- *Haifa*: Israel and New Zealand have signed a Working Holiday Scheme, and there is a graduate exchange programme based around IT and communications. The cities have a lot in common spatially – both are harbour cities with suburbs dotted around the hills. The submission also promoted the concept of a religious open day or ‘good deeds day’ which occurs in March.
- *Portland Oregon*: opportunities to develop informal (but recognized) relationship with Portland. Both cities are “quirky, edgy and like to do things a little differently”. Both cities reside on a fault line and could share a lot in terms of design and earthquake readiness and have a strong focus on a ‘living cities’ philosophy. Positively Wellington Tourism and Travel Portland are planning to start working on some collaborative projects in the near future.
- A relationship with a UK city was also mooted on the basis that there are strong historical ties and New Zealand is seen as a safe destination for investment from the United Kingdom.
- Hong Kong was noted as the hub of the Chinese film industry, and the Middle East and Singapore were identified by submitters as areas that were looking to invest “in this part of the world”.

Officers are not recommending the development of any additional relationships at this time and will continue to explore the ones identified by submitters in more detail over the coming months to determine the opportunities that exist. For some –such as Singapore – there is future opportunity but further investigations are required before a recommendation can be made. If any change to the work programme is recommended, it will be brought back to committee for consideration.

Other matters

Consultation was also carried out with the diplomatic corpse, and those that engaged on the policy were supportive. Some operational matters were raised not related to civic affairs and these have been forwarded to the Ministry of Foreign Affairs and Trade for consideration.

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.

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:

Appendix 2

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 timebound 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

Appendix 2

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.

Recommended 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 exists. 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. 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>

Appendix 3

<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.

Appendix 3