

M A N A G I N G

YOUR CITY'S



**by
James A. Brooks**



National League of Cities

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On October 11, 1998, at the height of a global economic crisis sweeping through Asia, Russia, and Latin America, the financial services company Merrill Lynch ran full-page ads in major newspapers throughout the United States that read as follows:

The World is 10 Years Old

It was born when the Berlin Wall fell in 1989. It is no surprise that the world's youngest economy – the global economy – is still finding its bearings The spread of free markets and democracy around the world is permitting more people everywhere to turn their aspirations into achievements. And technology has the power to erase not just geographic borders but also human ones. It seems to us that, for a 10-year old, the world continues to hold great promise. In the meantime, no one ever said growing up was easy.

Close on the heels of this missive from Wall Street was the book by author and Pulitzer Prize winning columnist Thomas L. Friedman. In his work, *The Lexus and the Olive Tree*, Friedman addresses the realities and challenges of globalization. "I feel about globalization a lot like I feel about the dawn," Friedman writes. "Generally speaking, I think it's a good thing that the sun comes up every morning. It does more good than harm. But even if I didn't much care for the dawn there isn't much I could do about it. I didn't start globalization, I can't stop it – except at a huge cost to human development – and I'm not going to waste time trying. All I want to think about is how I can get the best out of this new system [of globalization], and cushion the worst, for the most people."

The insights from sources like Friedman or executives at Merrill Lynch remind us that globalization embodies both fear and opportunity in equal measure. The good news is that the trend among city and town leaders is to embrace the opportunities of globalization and to recognize the fears for what they are – obstacles to be heeded, measured, managed, and ultimately overcome.

As the case studies in this book demonstrate, local governments are refusing to be isolated from national and international events or institutions that impact the quality of life and opportunity for prosperity of their citizens. Using municipal resources, and leveraging private and community-based resources, city officials are directing and managing their global connections – their international relations – with creativity, practicality, dexterity, and economy. Arts and culture, education, democracy and governance, trade and investment, these are all components of the global connections developed by cities and towns.

Not surprisingly, there is no single model nor a simple framework for managing these global relationships that can be replicated in all cities. However, the methods and mechanisms applied by the 10 cities in this book are proving to be successful as they play out in real life situations. Each community will manage their international programs in different ways with unique aspects tied to their community's identity and individuality. In this book, the National League of Cities seeks to offer local decision makers some tested ideas and programs from which fundamental lessons can be drawn.

We are confident that in a world grown dramatically smaller, whether in times of peace and prosperity or periods of instability and recession, that the human tendency to reach out to others both near and far, both similar and different, will prevail. It is in this hopeful spirit and in the belief that municipal leaders will expand their global thinking and their global connections, that we offer this publication.

Karen J. Anderson
Mayor, Minnetonka, Minnesota
President, National League of Cities

Donald J. Borut
Executive Director
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ACKNOWLEDGEMENTS

At the National League of Cities, we seek to celebrate the achievements of cities, of city governments, and of their elected and appointed leaders. This casebook represents one means to that end.

It takes vision for cities to have an organized international outreach program. It requires both vision and courage for municipalities to spend precious financial and human resources to aggressively promote foreign investment, attract international visitors, support global exports of local products, and share best practices in local governance with peers outside the United States.

If the era of globalization is one of greater and greater uncertainty, then one proposition at least is clear: America never will return to a policy of international isolation. As long as there are local governments, as long as there are sister city relationships, or student exchange programs, or traveling theatrical troupes, or commercial trade missions, there too will there be citizen diplomacy. And in such an environment of sharing for a common purpose will bloom the fruits of peace and prosperity.

This publication provides practical information about how cities manage their international programs. Those who actually do the day-to-day work of building linkages and achieving results wrote each city profile. These specialists often travel internationally for their respective cities and are some of the best ambassadors for their communities that can be found. For their hard work and commitment to the National League of Cities and to this publication, thanks go to Gail Bingham, Richmond, Tom Biedenharn, Dayton, Tony Blanca, Orlando, Jody Edgerton, Kansas City, Eric Hiraga, Denver, Joe Lake, Dallas, Valerie Lemmie, formerly of Dayton, Phyllis Oster, Portland, Henry Sauvignet, San Antonio, Jane Tublin New Brunswick, and Paul West, Phoenix.

James A. Brooks
Washington, D.C.
February 2002

What are your city's global connections? That was the question posed to a random sample of local elected officials as part of the seventeenth annual opinion survey on *The State of America's Cities* published in January 2001, by the National League of Cities. The desire was to learn not only the number of global connections, but also the varied kinds of global connections in which cities were involved.

More than one in three city officials identified the following international connections: one or more foreign corporation(s) located in the community (37 percent); active sister city linkages (36 percent); and an educational "study abroad" program or programs at a local high school or university (36 percent).

Local officials indicated in a similarly strong way – 29 percent of respondents – that international tourism represented an important global connection. Twenty-eight percent of officials recognized that having a large concentration of persons of a specific nationality or ethnicity also is a global connection. Strong cultural or ethnic connections can serve as one of the strongest pillars for building future relationships between cities.

The idea of cities having international relationships – with all the diplomatic ceremony and cultural sensitivity that such relationships require – is nothing new. Twin city programs have been in place for decades and have a rich history. The value of such programs has been proven over time and the numbers of these alliances have mushroomed. At last count, there are over 1,200 U.S. cities that have nearly 2,200 officially recognized twins in 121 countries or autonomous regions. This number does not begin to calculate the informal ties of friendship or cooperation that exist among cities and towns around the world.

From small acorns mighty oaks have grown. What may have started as efforts to cement peaceful cooperation and cultural awareness have expanded to encompass programs for students and mid-career professionals. Humanitarian and technical assistance, especially assistance to emerging democracies, has become a large component of international relationships between cities. And of course, because city-centered metropolitan regions drive the global economy, commerce and international trade is the fastest growing reason why cities search for global partners.

For most city officials, the question is not whether to establish international relationships; instead, the question is how to define the relationship, record and measure its accomplishments, and generate long-term community support for this kind of program. To answer those questions, the best place to turn is to local governments themselves.

The following 10 case studies focus on managing a city's global connections. Each of the cities profiled has rela-

tionships with cities outside the United States. These relationships are for all sorts of purposes and have a variety of different priorities. Some programs are new and others are old. Some cities have as many as 11 staff members to manage their global operations, while others have no single person dedicated to full-time international program management.

The process of cities managing their global relations is an evolving one. What is significant is the speed of this evolutionary process. Ten years ago, most of these programs did not exist. What the next ten years will witness in terms of progress is unclear. It is likely that the 10 cities profiled here will reap the benefits from globalization. All cities would do well to learn from the experiences shared here.

City of New Brunswick, New Jersey

CITY POPULATION: 48,573

Mission & Scope

To provide increased global cooperation and understanding acting through our sister cities relationships and through other international organizations and agencies.

Each year the City of New Brunswick hosts between 300-400 international visitors for whom the International Office arranges a program. These programs provide opportunities for citizens of all ages and interests, city officials plus local community and business leaders, to experience and learn about other cultures in face-to-face situations. Programs are developed to provide long-term mutual benefits.

New Brunswick has four sister cities, two in Japan whose informal relationships date to the mid 1800's when students from those cities came to New Brunswick to learn English and to attend Rutgers University (then a Dutch Reform College). Formal agreements were signed with Tsuruoka City, Japan (1960); Fukui City, Japan (1982); City of Debrecen, Hungary (1990) and Limerick County, Ireland (1998).



"Business Partnership Day," part of Trade 2000 in Hungary.

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Brief History

The Office of International Programs, in the Department of Planning, Community and Economic Development, began its evolution in 1983 when the Mayor created a position of Arts Director. Reporting to the Mayor, but located in the Department of Planning, Community and Economic Development, the position was designed to support creation of a cultural center – a vital part of the urban revitalization plan for New Brunswick's downtown district. The director, Jane Tublin, worked with the local arts organizations and provided day-to-day staff support to the community foundation established to coordinate development of the cultural district.

In 1985, the sister cities program began to blossom in New Brunswick and the responsibility for planning, developing and raising funds for sister cities were added to Ms. Tublin's portfolio. By the late 1980's, the sister cities program had grown substantially and the

cultural center district was completed. The title of Arts Director was changed to Director of International Programs, to reflect the complete change in activity and responsibility for the office.

In subsequent years, New Brunswick's international programs have included many exchanges and activities for both in-coming and out-going delegations. These included: a) cultural exchanges such as chorus, orchestra, visual arts, and poetry; b) educational exchanges among students, teachers, principals, and others; c) exchanges of government officials including planning and zoning experts, elected officials, legal counsels, and firefighters; d) trade and business development through conferences, product exhibitions, seminars, workshops and trade missions; e) health care projects with local hospitals, clinics, and health care delivery experts, and f) sporting events and athletics.

In May 2000, the New Brunswick Sister Cities Association, Inc. (NBSC, Inc.) was founded. It is a not-for-profit, tax-exempt organization of municipal partnerships, individuals and organizations. NBSC, Inc. is an all-volunteer organization providing assistance and support in fundraising, programming and hospitality for the sister cities programs.

Staffing

The director staffs the Office of International Programs, with limited support provided by assistants in other divisions in the Department of Economic Development. The Director of International Programs is a salaried city employee with full fringe benefits. Occasionally, an intern is provided by Rutgers University. Volunteers from the Japanese, Irish and Hungarian Committees, members of NBSC, Inc. and others also help on an as needed basis. Without the



Mayor Sakai (second from left) of Fukui, Japan, shown viewing the historic documents that tie Fukui to New Brunswick. These documents and photos date to the 1860s and are housed in the Kusakabi Griftis Collection at Rutgers University.

volunteers, the program could not be as successful or sustained at the present level. For any one program, there may be 5-20 volunteers.

The Office of International Programs works with many local not-for-profit organizations and businesses, such as Rutgers University, local hospitals, chambers of commerce, the cultural center, theaters, restaurants, hotels, public and parochial schools and others. Also, the fire, police, recreation, parks, senior citizen resource center and many other city departments provide support to make the program succeed.

The extensive reliance on public and private resources was significant to the implementation of TRADE 2000 – Developing Hungarian Business Partnerships. This effort (running six successive years) called on the combined resources of the Port Authority of New York & New Jersey, the U.S. Department of Commerce, the New Jersey State Department of Commerce, the

Hungarian Embassy and Commercial office, MALEV Hungarian Airlines, Hyatt and Marriott Hotels, Rutgers University, and the Hungarian Heritage Center, all of whom co-sponsored the event.

Budget

Excluding the salary of the Director of International Programs and the cost of phone, fax, copying, e-mail, and office equipment, which the city also provides, the program budget for fiscal years 2000 and 2001 has varied from \$22,000.00 to \$30,000.00. Sources of funding include events such as pub nights, theater or museum events; grants; advertising in local journals (\$20,000 was raised by this means during the year 2000 to promote a rugby tournament); conferences or workshops fees; donations, membership fees; and the "adopt-a-student" program.

New Brunswick has a large in-kind budget – between \$7,000-\$10,000.00 annually. In-kind services include low or no cost hotel rooms; free use of vehicles for transportation for delegation members; dinners and/or receptions at local 4 and 5 star restaurants for 30-60 people; printing of marketing and informational brochures, and home stays with local families.

Strategic Plan

The city of New Brunswick has identified a number of goals for the successful implementation of its international programs, as follows:

- To further develop programs with Fukui Prefecture (Japanese twin to the State of New Jersey which begins in 2002);
- To increase membership in NBSC, Inc. by organiz-

ing a membership drive;

- To develop requirements for participation in missions to sister cities and ensure that the participants will be good ambassadors for the city and will continue to support the program;
- To plan annual visits to sister cities;
- To secure a line-item in the city budget to help finance incoming delegations;
- To develop strategies for fundraising on an annual basis rather than on a program basis.

Work program

Responsibilities of the Director of International Programs include: 1) management, administration and fiscal responsibility for all programs relating to sister city relationships (whether formal or informal) as well as all other international programs; 2) planning, budgeting, organizing and managing all in-coming delegations and their programs and for all out-going New Brunswick delegations and their sister cities programs abroad; 3) developing public/private partnership teams for projects with New Brunswick's sister cities in Japan, Hungary and Ireland; 4) creating new ideas and programs to enhance understanding and community participation in international affairs; 5) developing strategies for raising funds, writing grants and helping committees and NBSC, Inc., raise funds needed to support projects, 6) serving as liaison for the Mayor's Office on International Programs and the sister cities committee, and the city's spokesperson at related local, national and international conferences.

Important Achievements

- Maintaining the continuous support of the Mayor and Council through their participation in fundraisers, trade fairs, and exhibitions and through their willingness to travel at their own expense to visit sister cities.
- Generating revenues for the city by trade fairs and/or expenditures by visiting delegations. By way of example, in September 2000, the city hosted nearly 200 Chinese officials for a trade fair. They booked 200 rooms for 5 nights at the New Brunswick Hyatt, their exhibition used the entire ballroom for 3 days, and they signed a contract with a local restaurant to provide 100 lunches and dinners for 5 days.
- A grant from the National Association of State Development Agencies (NASDA) for \$19,750.00 to support the development of business ties with Hungary. Subsequently, four U.S. companies who participated in TRADE 2000 were selected to receive training and support grants by the U.S. Department of Agriculture for trade promotion activities in Hungary.
- Four grants (between \$2000 and \$7000) from Sister Cities International to support student exchanges, municipal employee exchanges, two tri-lateral exchange programs linking New Brunswick with Tsuruoka, Japan, and Debrecen, Hungary.
- City selected as host for KICK OFF 2000, a 3-day



Mayor James Cahill (holding ball) having a friendly rush during the press conference launching Kick Off 2000 – International Rugby Tournament.

international rugby tournament.

Awards

Special Achievement in Trade Award for the TRADE 2000 program given by Sister Cities International, 1996

City of Dayton, Ohio

CITY POPULATION: 166,179

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Mission & Scope

The City of Dayton has a long record of international exchange programs that promote information sharing and enhance opportunities for economic development. Sister City relationships are one component of Dayton's international programs. The city has twinning relationships with Oiso, Japan; Monrovia, Liberia; Augsburg, Germany; and Holon, Israel.

Brief History

During 1996, Dayton was the site of U.S.-brokered peace negotiations to end the war in the Balkans. The signing of what came to be known as the Dayton Peace Accords was a watershed moment for the Dayton community. A large expansion of exchange and technical assistance programs involving government and business leaders in the Balkan region and in Dayton ensued. In June 1999, Dayton signed a sister city agreement with the City of Sarajevo, Bosnia-Herzegovina. A subsequent friendship agreement was signed between Dayton and Zagreb, Croatia.



The international initiatives in Bosnia-Herzegovina and Croatia have involved both government and business leaders from all the communities involved. These efforts have included pairing local (Dayton) businesses with interested Balkan officials to begin sharing information and creating contacts that can generate tangible commercial results. As an example of recent success, one Dayton-based company received a loan from the World Bank to help Sarajevo improve its utility services.

Staffing & Budget

While there is no central office or single budget that governs the various international efforts of the City of Dayton, there is strong support from the City Commission and the City Manager for such efforts. Both elected and administrative officials are involved in the planning and implementation of the city's various international initiatives.

Various city departments involved in the international programs cover expenses accrued as part of travel or events planning. Additional support is provided by

businesses or community organizations participating in the international exchanges.

There are tremendous amounts of community volunteer time and energy put forth to make the various efforts possible. Through the work of individual citizens, educational institutions, private businesses, and chambers of commerce, numerous successes have been achieved.

Strategic Plan

The goals for Dayton's international efforts fall into three main areas, as follows:

- The Dayton Peace Accords Project;
- Global networking with municipal government peers through membership in the International Union of Local Authorities; and
- Educational, cultural and commercial linkages through sister city and other twin-city relationships.

Work Program

The Dayton Peace Accords Project (DPAP) is a locally established group of public and private sector representatives who have organized annual anniversary celebrations of the signing event, complete with national and international speakers discussing ongoing efforts to maintain peace and foster economic prosperity in the Balkan region. The three-day event concludes with the awarding of an annual \$25,000 "Dayton Peace Prize," which former President Bill Clinton recently accepted as the first recipient.

DPAP also organizes various cultural and education

exchange programs to bring international issues to the forefront. The group is now expanding its focus beyond the Balkan region to spotlight other areas throughout the world where peace efforts are underway or in need of stimulus.

Dayton seeks to build and expand its global network of peers in municipal government through membership in the International Union of Local Authorities (IULA), an association of cities and national municipal associations, which promotes and unites democratic local governments worldwide. City Commissioner Idotha Bootsie Neal and former City Manager Valerie Lemmie are active participants in the organization and serve on the Women in Local Government advisory committee. They often are recruited as speakers on topics of special expertise.

Sister city and twin-city relations vary in substance, but they all enhance Dayton's ability to share information, foster international dialogue, and explore business and commercial opportunities. For example, in September 1997, Dayton and the local Chamber of Commerce sent a business delegation to the Zagreb Trade Fair in Croatia. Sister City Augsburg, Germany, hosted a delegation from Dayton in 1999 to make business contacts and explore new economic development initiatives. Similar trips were taken in June of 2000 to Oiso, Tokyo and Kyoto, Japan, for economic and cultural exchange purposes.

On the technical assistance side, Dayton has hosted visitors from Aomori, Japan, who wanted to study social service agencies in Dayton; representatives from the police department in Sarajevo observed Dayton police officers during a one week project on improving law enforcement policies and procedures; and city administrators from Guelph, Ontario, visited

Dayton to observe and research the city's "high performance organization" efforts, including new performance measurements, benchmarking, reward systems, 360-degree feedback and the budget process.

Important Achievements

During the time period around the Balkan peace negotiations (1996), representatives from Bosnia and Dayton, including former Mayor Michael Turner, were frequently involved in reciprocal visits. Full-blown diplomatic missions were undertaken in the company of former U.S. Commerce Secretary Mickey Kantor. Humanitarian efforts were undertaken as part of a Friendship Force mission.

Commercial relationships have begun to flower in the wake of the humanitarian and governance assistance that has marked the early Dayton-Balkan relationships. In the autumn of 1998, Dayton's TransWave Company received a loan from the World Bank to assist with a utility line project in Sarajevo.

Dayton is involved in the Resource Cities Program, a collaborative project sponsored by the U.S. Agency for International Development (USAID) and operated by the International City/County Management

Association (ICMA). During October and December of 1997, officials from Lusaka, Zambia, and Dayton exchanged visits as part of this program. Dayton officials helped with a local government needs assessment of Lusaka and development of a program guide to help them address their most pressing urban challenges. A return delegation from Lusaka studied local government practices in Dayton, with special attention to environmental and public health issues. Dayton has made a commitment to provide on-going technical assistance and related support to Lusaka.

As part of Dayton's Race and Reconciliation Initiatives, City Commissioner Dean Lovelace and city staff attended the International Conference for Moral Re-Armament in Caux, Switzerland. The officials learned about new and creative efforts occurring elsewhere in the world that can be used in Dayton to help bring people of racial and cultural diversity closer together.

In a related activity, Commissioner Lovelace was invited to attend the World Conference on Racism, Racial Discrimination, Xenophobia and Related Intolerance hosted by the International Human Rights Committee in Durban, South Africa. The Commissioner has a very active role in the Dayton Dialogue on Race Relations.

City of Orlando, Florida

CITY POPULATION: 185,951

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**SUPPORTING INSTITUTION
Metro Orlando International Affairs
Commission (MOIAC)**

Mission & Scope

The City of Orlando operates its international programs as part of a wider regional partnership with other communities in Central Florida. The primary operations arm for the international activities of this coalition is the Metro Orlando International Affairs Commission (MOIAC).

The mission of MOIAC is four-fold:

- To promote international trade, investment and tourism;
- To develop, coordinate and implement the Orlando region's international programs;
- To unify community efforts in the global marketplace;

- To address the changing needs of business, government, residents and visitors in the context of rapidly increasing globalization.

Brief History

Established in 1995 at the initiation of Orlando Mayor Glenda Hood, the Metro Orlando International Affairs Commission is a not-for-profit organization leading the region's international business and cultural initiatives, and serving as a one-stop resource for everything from export assistance to global market trends. MOIAC seeks to keep the Orlando region connected to the rest of the world through cultural, educational and commercial activities.

The Economic Development Commission of Mid-Florida, Inc., manages MOIAC. MOIAC's success stems from an active board of volunteer community leaders who provide guidance and support in several areas: trade and investment, tourism, transportation, education, sports, arts and culture, sister cities, and international organizations/business trade associations.

Staffing & Budget

The budget of MOIAC is \$760,000 in the 2002 fiscal year. Over one half of that budget is derived from the City of Orlando. The balance is received from the four counties in the Metro Orlando region and from private sources.

The international department has a staff of 6. A vice president supervises the department. Trade programs

are divided by geographic region and are implemented by two directors and an associate director. One staff member coordinates responsibility for designing and implementing sister city programs for Orlando's seven twin cities. An administrative assistant rounds out the team.

Strategic Plan & Work Program

MOIAC program initiatives focus on enhancing international trade, investment and tourism in the Orlando region. Strategic objectives designed to bolster these initiatives include:

- Support and encourage trade and investment opportunities throughout the Orlando region.
- Continue to support development of an integrated, multi-modal transportation system that encourages, promotes and enhances passenger and cargo services to and from the Orlando region.
- Support and encourage unified regional tourism efforts that increase the number of international visitors to the Orlando region.
- Promote and expand Orlando's sister city relationships throughout the world.
- Support establishment and expansion of consulates, trade offices, bi-national chambers of commerce and cultural organizations; encourage the centralization of international government and organizational offices.



- Support an educational system that enhances and broadens the internationalization of the Orlando region.
- Encourage informational exchange between organizations that promote business, trade and investment opportunities worldwide.
- Encourage art and cultural activities that enhance the internationalization of the Orlando region.
- Encourage sporting events that promote the exchange of athletes and athletic programs between the Orlando region and other parts of the world.

Important Achievements

Investment: Metro Orlando has become a home to a number of international companies in the last two years. These include W.O.M. (Germany), Kenco Tooling (UK), Product Innovation Value (Caribbean) and Gilken Seisakusho (Japan).

Tourism: Last year (2000) the International Tourism Committee worked with MOIAC on an aggressive tourism promotion campaign to expand tourism in existing target markets and establish a higher profile in new markets.

Education: The Education Committee, in cooperation with the MOIAC staff, is helping design and implement educational programs and initiatives for students and teachers that link international communities with Orlando's schools and businesses.

Transportation: Over the past two years, new international air service has enhanced Metro Orlando's connection with Canada, Mexico, Venezuela and Austria. Orlando International Airport is undergoing a

US\$1.2 billion expansion, and had a record-breaking year, serving more than 29 million passengers in 1999. In addition, cargo business has doubled over the last three years. Orlando Sanford Airport also is undergoing significant expansion that will help further position the region as an international gateway. By sea, Port Canaveral has expanded its cruise terminals and now offers a state-of-the-art containerized cargo service that provides businesses another option for shipping goods to and from Central Florida.

Sister Cities: MOIAC's Sister Cities Committee works specifically to build international relationships and business opportunities for Orlando. Last year, the committee supported the 10-year sister city anniversary celebration between Orlando and Urayasu, Japan. Urayasu is Orlando's most active sister city. Many cooperative programs and exchanges between the two cities are conducted each year including sporting

events, as well as student-teacher and cultural exchanges.

Orlando also has a successful sister city relationship with Curitiba, Brazil, which has cultivated direct business contracts for VOA Associates. Last year, MOIAC joined the Brazilian/American Chamber of Commerce of Central Florida, Inc. to coordinate the first Brazilian Business Expo. The expo, designed to build business relationships between Brazilian and American companies, featured 100+ exhibit booths, educational seminars and keynote presentations by trade officials, government dignitaries and private sector executives.

Finally, a sister city delegation from Guilin, China, visited Orlando last year. A major employer in this region of China has been working with an Orlando-based company to sign a multi-million dollar contract. Plans are underway for a 2002 mission to Guilin and to Tainan, Taiwan.

City of Richmond, Virginia

CITY POPULATION: 197,790

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Mission & Scope

The Office of International Programs is an agency of the city council, which provides diplomatic and protocol support to the Office of the Mayor. The office also provides oversight and direction for two key global initiatives: 1) the Richmond Sister Cities Commission, and 2) economic development in the City of Richmond through global networks created and expanded by agencies such as the Industrial Development Authority (IDA), the Greater Richmond Partnership, and the Department of Economic Development. These networks promote trade, foreign direct investment, entrepreneurial growth, domestic and international tourism, and related cultural, educational or commercial exchanges.

Brief History

The Office of International Programs was created in 1997 at the direction of former mayor Larry E. Chavis. Mayor Chavis observed and was motivated by the progress being made by many cities investing in global outreach. He subsequently launched a determined effort to expand Richmond's economic outlook through international trade and investment. During his tenure, Mayor Chavis led Richmond's first international mis-

sion to Southern Africa. Soon thereafter, a sister city relationship was established with Windhoek, Namibia. The Office of International Programs was charged with management of the new sister city relationship and with development, coordination, and follow through on this and future global outreach efforts.

Staffing and Budget

The office has one professional staff person charged with overall direction and management. Operating funds are approximately \$98,000 received from the city's operating budget. The operations of the office rely heavily on volunteers, private and non-profit sector contributions, and partnerships with complementary organizations.

Strategic Plan and Work Program

Since its creation, the Office of International Programs has worked to create, develop and maintain multi-purpose relationships with Richmond's Sister Cities in order to generate strong economic, commercial, and



Councilmember Sa'ad El-Amin (left) and Mayor Rudolph McCollum (center) confer with Chinese hosts.

investment ventures. Business development missions or exploratory visits have been conducted to: Richmond-upon-Thames, England, (the namesake for Richmond, Virginia) Nottingham, England, Uijongbu, Republic of Korea, and Zhengzhou, China.

During calendar year 2002, three overseas missions are scheduled. Those missions will visit the cities of Richmond-upon-Thames, Uijongbu, and Saitama City, Japan. In addition, an exploratory mission to Mexico is being discussed.

Important Achievements

Significant results from Richmond's international programs have emerged during the 2000-2001 period. Face-to-face meetings with peers in local government have helped to create economic opportunities.

As a result of the May 2000 mission to Korea by former mayor Timothy Kaine, about 30 Korean businesses have expressed interest in opening operations in Richmond. The interest is on the city's business incubator, which is funded and operated by the Richmond Industrial Development Authority. Demand for this kind of business venture is high both from contacts in Korea and from other contacts developed in Germany. To keep up with demand, the IDA is developing a new international incubator in Richmond's downtown.

In August, 2001, current Mayor Rudolph C. McCollum, Jr. lead a delegation of government, business and civic officials on the city's first official visit to Zhengzhou, China. As a result of this mission, representatives from Richmond's government and business sectors expect to expand their participation in trade networks that link China to other Pacific Rim countries and to other trading partners around the world. One tangible result of this expanded global network has come from

Italy. An Italian shoe manufacturer with commercial contracts in China has made inquiries about partnerships with Richmond-based companies for the purpose of a joint venture.

The financial institution CapitalOne has a headquarters operation in Richmond. The company has recently opened a major operations center in Nottingham, England. During a May 2001 visit to England, the City of Richmond opened "friendship cities" discussions with Nottingham. CapitalOne considers it an economic asset that municipal-level diplomatic relations be established between the two cities in which it has significant operations. The corporation provided transportation for the Richmond delegation and facilitated appointments and working sessions. The company's facility in England is highly successful and provides CapitalOne with important economic advantages within the European Union.

Richmond receives numerous delegations from its sister cities. Representatives from Uijongbu, Saitama, Richmond-upon-Thames, and Windhoek all have made visits in the last several years.

In order to ensure that these visits are productive and contribute to the mutual long-term benefit of both communities, a theme or specific purpose is agreed upon in advance. For example, a delegation from Namibia was hosted by Richmond in conjunction with the United States Energy Association and U.S. Agency for International Development (USAID). The Namibians were interested in energy issues and the management of energy resources. Appointments and contacts were established for the delegation with representatives for Dominion Resources – Virginia's electric utility corporation.

City of Kansas City, Missouri

CITY POPULATION: 441,545

Mission

Vision Statement: To have Kansas City, Missouri, become recognized as a global center for promoting international trade, tourism, education and culture.

Mission Statement: To enhance Kansas City's international economic opportunities, visibility and reputation as a world-class city and to provide leadership and a focal point for international collaboration and endeavors.

The Office of International Affairs seeks to serve the needs of the city government (Mayor, City Council and City Administration), the local consular corps, business, trade and tourism organizations, nongovernmental organizations, and the general public.

Scope of Work

Kansas City's international programs are divided into two major areas:



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International Economic Development Component

- Business development/international commerce/ trade missions
- International tourism
- NAITCP (North American International Trade Corridor Partnership) program support
- Marketing and promotion

Protocol Component

- International dignitaries and delegations
- Sister Cities/Partner Cities
- International community groups
- International events

Brief History

After taking office in 1999, Mayor Kay Barnes created the first international office in Kansas City. At her request, background research was conducted to see

how other U.S. cities organized their international programs and activities. Forty-five cities were studied for the purpose of comparison. The research concluded that the potential and need for an international program of any kind was growing and expanding. Key findings were that: no two cities are alike; international work expands the economic base for the growth of a city; active sister city programs were evident for nearly all the cities studied; cultural diversity in staffing the office was important; a demonstrated track record and measurable results were necessary to sustain support for such an office.

Staffing & Budget

The international office officially opened its door at City Hall in January 2000. The office team is made up of staff members and volunteers who have a depth of international and professional experiences as well as multi-lingual and multi-cultural strengths. The office has a full time Director and Protocol Officer and part-time office administrator. The office also retains the services of an international marketing & tourism advisor. The balance of the team is comprised of a part-time/pro bono Hospitality and Protocol Coordinator, paid and unpaid interns, and volunteers with a special focus on Latin American and Asia.

The office director reports to the Mayor. She also works closely with the City Manager's staff and acts in partnership with city departments in cost sharing, programming and special projects.

The city government provided finances from its general funds for the first year of operations to cover the cost of staff. Ongoing financial support for the office comes through use of a public-private partnership approach.

A resource development plan was created which focuses on corporate sponsorships and grant requests. Cash and in-kind contributions are raised to support office operations, events, trade missions and special projects. Cost sharing programs also were established with city departments as "sponsors" for work such as translation and E-marketing.

Corporations may make contributions to a special tax-deductible Mayor's Global Legacy Fund set up at the Kansas City Community Foundation. A Mayor's Corporate Cabinet was established for large contributors with "Ambassador" and "Diplomat" levels created to recognize mid-size and smaller supporters.

Strategic Plan & Work Program

The mayor approved a five-year strategic plan in November 1999. It outlined six strategic goals, targeted objectives and action plans for the first three years.

1. ***International Economic Development:*** Work to increase competitiveness of the Kansas City region through trade and international tourism and seek active partnerships and programming with other metropolitan international economic development entities.
2. ***Marketing and Promotion:*** Help define and promote the global image and prestige of Kansas City to the world, to the expanding network of international organizations, and to our own citizens.
3. ***Protocol:*** Develop, manage and administer a Protocol Division to handle diplomatic relations and responsibilities with visiting dignitaries and delegations.
4. ***Sister Cities/Partner Cities:*** Work with Kansas City

sister cities to build, maintain, and strengthen citizen involvement in Kansas City's relationships with cities around the world.

5. **International Community Groups:** Liaison with international community groups as they engage in their international cultural, educational, and sports activities.
6. **Special Projects:** Develop international special projects when appropriate to raise public awareness and spotlight Kansas City's international role.

Important Achievements

- Created Kansas City's first multi-faceted and multi-lingual web site. www.kcmo.org/international. (Translated into Spanish, French, German and Portuguese)
- Facilitated the first Spanish-English and German-English translation of an international visitor's brochure on Kansas City
- Designed and delivered the city's first Protocol Training Program.
- Established the first Kansas City Protocol and Diplomatic Team (DAP) within the city government representing six departments and establishing linkages to the Convention and Visitors Bureau, Economic Development Corporation and Area Transportation Authority
- Facilitated four new appointments to the Consular Corps of Kansas City.
- Hosted 151 international visitors from 11 sister cities, and hosted 211 international delegates at City Hall.
- Facilitated the signing of International Memorandum of Understanding with 6 Sister Cities.
- Created an E-marketing initiative called "Project Welcome" designed to attract international tourists.
- Planned and implemented two outbound trade missions for the mayor to cities in Germany and in Mexico.
- Actively participated in regional, national and international activities and strategies of the NAITCP (North American International Trade Corridor Partnership) including the creation of a U.S.A. NAITCP Office.
- Convened the first Regional Mayors' International Tourism Summit.
- Facilitated the formation of a new 18 community "Regional International Tourism Policy Council."

City of Portland, Oregon

CITY POPULATION: 529,121

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Office of International Relations**

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Mission & Scope

The mission of the Mayor's Office of International Relations is to promote Portland as an international city. The Director is responsible for international policy issues, economic development, protocol and sister cities, and cultural and educational exchanges. The Director serves as a resource to the Portland City Council, city bureaus and the general public.

Sister city relations include Ashkelon, Israel; Corinto, Nicaragua; Guadalajara, Mexico; Kaohsiung, Taiwan; Khabarovsk, Russia; Mutare, Zimbabwe; Sapporo, Japan; Suzhou, China, and Ulsan, South Korea.

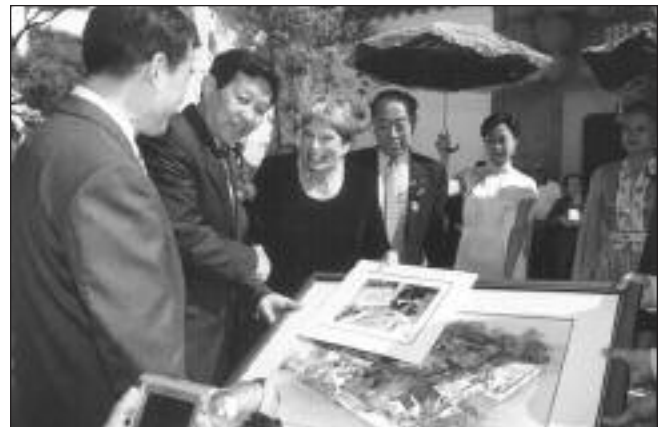
Portland has a cultural relationship with Maruoka Town, Japan, cosponsoring a short letter-writing contest called "A Brief Message from the Heart." Tallin, Estonia is a friendship city.

Brief History

Prior to 1993, the International Relations Office mainly

focused on sister city relationships and protocol. In 1993 Mayor Vera Katz increased the responsibilities of the office by including economic development and international policy issues to the portfolio.

The office became a focal point for promoting Portland in Pacific Rim countries. The initiative, Internationalizing Greater Portland (IGP) was launched with the goal of creating a strategy for the City of Portland to partner with government and business sector organizations to promote international projects such as the Classical Chinese Garden, light rail service to the airport, and International Pictograms. One goal for the office is to expand IGP beyond the local level by organizing a regional governmental/business entity focused on promoting the businesses of the Portland-Vancouver region internationally. Finally, the office is encouraging Portland's more successful sister cities to take on projects with economic and commercial purposes.



Mayor Vera Katz (center) discusses plans for the Chinese Garden with a visiting delegation.

Staffing & Budget

The Mayor's Office has direct responsibility for the International Office and the director works as a member of the mayor's staff. The office has one fulltime paid executive plus unpaid interns. Budget for the department includes staff salary, rent and office expenses, and gifts.

Interns have been recruited from Portland's sister cities. Cooperation, coordination, and resource sharing are ongoing between the Office of International Relations and institutions such as the Port of Portland, Portland Oregon Visitors Association (POVA), Portland Development Commission (PDC), Portland Chamber of Commerce, Regional Arts and Cultural Council (RACC), World Affairs Council of Oregon, Oregon Economic Development Department (OEDD), Pacific Northwest International Trade Association, local Consular offices, the Immigration and Naturalization Service, the Japanese American Society, and the Hispanic Chamber of Commerce.

Strategic Plan & Work Program

Portland's international programs have four main components, as follows:

Pacific Gateway Alliance – an emerging regional effort to promote the businesses of Portland-Vancouver to the international market. As part of the organizing phase, all key stakeholders are being interviewed for input and to identify individual innovations that will enhance the alliance.

International Air Service - OIR, working with the Port of Portland, Chamber of Commerce and the Portland Oregon Visitors Association, created a task force to work on seeking new international air service. This is

a long-range effort that will be rolled into the work of the Pacific Gateway Alliance.

Sister City Economic Development Projects – an effort to encourage Portland's established and successful sister cities to expand their relationship to include an economic development component. Specific examples: Guadalajara, Mexico will organize a trade mission to Portland in 2002; an economic development committee has been set up with Suzhou, China to encourage projects between the two cities.

Internationalizing the Rose Festival – the city is working to encourage sister cities and other international entities to take an active role in the Portland Rose Festival through the sponsorship of floats and performers.

Important Achievements

The OIR served as the project manager for the \$13 million Portland Classical Chinese Garden, which opened on September 14, 2000. The authentic Suzhou style garden has attracted over 250,000 visitors in the first year. The project was designed and built by the Suzhou Garden Bureau with assistance from a US construction and design team. The project has strengthened the friendship between Portland and Suzhou. The garden provides an important opportunity for visitors to learn about Chinese culture, it revitalized an important downtown Portland neighborhood, created a successful downtown attraction, and established a wonderful venue for hosting dignitaries and local events. Responsibility of the OIR included fund raising for the project.

OIR is working to develop the Pacific Gateway Alliance, an historic partnership between governments

and business from Vancouver, Washington, and Portland, Oregon, to promote local businesses internationally.

OIR served as city liaison for the successful four-day visit of the Dalai Lama to Portland.



The Dalai Lama (left) with Portland Mayor Katz.

OIR raised the visibility of the U.S. “Brief Message from the Heart” contest, including increasing the distribution of the entry forms by the US Postal Service.

As a direct consequence of the economic development committee with Suzhou, a local Portland business was given permission to open a retail store in Suzhou and a market feasibility study is underway to determine if a Suzhou style restaurant would be appropriate for the area near Portland’s Classical Chinese Garden.

Recent foreign delegations included: Mayor of Khabarovsk, Russia; Mayor of Suzhou, China; Mayor of Maruoka, Japan; economic delegation from Tijuana, Mexico; Indian emergency management delegation; Consul General and Deputy Consul General of China;

Awards

The Portland-Mutare Sister City Association won a 2001 Sister City Humanitarian Award for helping to build a health clinic in Mutare, Zimbabwe.

City and County of Denver, Colorado

METRO POPULATION: 2,581,506

Mission and Scope

The Mayor's Office of Economic Development and International Trade (MOED/IT) is the agency that oversees Denver's international trade efforts and provides vision and direction to Denver's overall economic development program. The office works to retain and create quality jobs, assists organizations in expansion or relocation, and provides a multitude of business development services including export marketing. It promotes the city as a business location particularly for foreign companies and promotes Denver companies entering international markets.

Brief History

In 1997, Denver hosted the G8 Summit. Mayor Wellington E. Webb created the international trade department in order to strength Denver's reputation as an international city and to maintain the momentum generated by the Summit. In 1999, Denver established an office in London and in 2001 an office was established in China.

Staff

The staff members at MOED/IT are city employees. In addition to a director and deputy director, there are 5 trade officers responsible for various world regions. The two individuals who serve as the city's representatives in London and Shanghai are nominally responsible to the office director and thus to the mayor.

MOED/IT also works closely with other federal, state and local business and education organizations to pro-

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mote Denver's international business. Important industry sectors include: energy, mining, telecommunications, information technology, and engineering and environmental services. Partners include Denver World Trade Center, U.S. Export Assistance Center, Denver Chamber of Commerce, Colorado Office of Economic Development & International Trade, Denver Sister Cities International, Asian Chamber of Commerce, and Colorado Environment Business Alliance.

Work Program

MOED/IT promotes international trade and foreign investment for the City and County of Denver. MOED/IT activities include:

- Raising global awareness of Denver as a center of international business
- Attracting foreign companies to Denver

- Assisting Denver companies to compete in the global economy
- Building strategic alliances between Denver-based companies and foreign companies

Specific services include:

- Offering introductions and matchmaking for industry contacts and potential strategic alliance partners
- Hosting international trade delegations and foreign dignitaries

- Organizing trade and business development missions
- Sponsoring international events and training programs (such as “how to export”)
- Providing market and trade information to both local and international companies
- Offering introductions to financial institutions (including venture capital and business incubators)
- Furnishing site relocation and investment expansion information

City of San Antonio, Texas

METRO POPULATION: 1,192,300

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International Affairs Department**

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Mission & Scope

Mission Statement: The International Affairs Department develops foreign relations to increase international business and promote local partnerships.

This Department is the focal point for international business and trade inquiries, as well as for diplomatic protocol for the hosting of official international visitors. The department has two divisions: (1) Protocol and (2) International Business. It is charged by the City to increase activity between San Antonio and foreign countries. Hallmark programs include: the Casa San Antonio Program, the Sister Cities Program, Business Match-Making Program and a new innovative program called Export Leaders – a training course developed to target budding global traders.

Brief History

The department was created in 1993. Before it was a department, it was known as the Office of International Relations and has existed since the early 1980's.

The International Affairs Department was created to provide a clear entrance or "front door" to city programs and services in order to attract and promote international activity in San Antonio. It also seeks to establish San Antonio as the "Center of the Americas."

Staffing & Budget

The department has fourteen (14) full-time employees – three (3) of these employees live in Mexico and operate trade offices in that country. The department also oversees a Japanese representative contract for San Antonio (this person is not an employee).

The department has a Director (11 years with the city, the last two years in the post of director), a Chief of Protocol, an International Business Manager, a Special Projects Officer, 3 International Specialists, an Information Specialist, 3 Foreign Office Directors, an administrative assistant and 2 secretaries.

The department works with all other city departments, but primarily with the Economic Development Department, the Convention & Visitors Bureau and the Department of Parks & Recreation. The department head reports to the City Manager's Office.

The budget for the current fiscal year is approximately \$1.2 million. Funding is from the city's General Fund and the Hotel Occupancy Tax.

Strategic Plan & Work Program

Develop foreign relations by conducting outreach at all levels with international entities. This goal is accomplished by interfacing with the World Affairs Council, Mexican trade offices, Greater Austin-San Antonio Corridor Council, Bancomex, local ethnic community groups, and universities; U.S. Department of State delegations, consular corps in Texas, Sister Cities International, Texas Sister Cities, embassies, and foreign governments.

Continue to implement the San Antonio Export Leaders Program as an eight-month program that will provide the participants with the tools, training, consultation and coaching necessary to expand their companies internationally. The participants travel to Mexico to conduct one-on-one meetings with counterparts.

Increase international business by fostering two-way trade with Mexico through the CASA San Antonio Program. Establish a fourth Casa office to focus on South East Mexico and Central America. Explore trade opportunities with Latin America, Europe, and Africa, and through our trade representative in Asia.

Promote San Antonio as the “Center of the Americas,” by hosting meetings, seminars, and conferences such as: *Doing Business in the United States* in the countries of Mexico, Argentina, and Chile; *Africa Economic Initiatives*; *Semana San Antonio en Guadalajara*, *Semana Guadalajara en San Antonio*, *Semana San Antonio en Mexico City*; CASAs Directors’ Briefing to the San Antonio Community.

Promote local partnerships by networking with San Antonio’s Chambers of Commerce and the Free Trade Alliance San Antonio.

Promote San Antonio investment through the San

Antonio Economic Development Foundation; export training by University of Texas at San Antonio (UTSA) International Trade Center, and the U.S. Department of Commerce Export Assistance Center. Support other city departments, such as the Economic Development Department (which manages Foreign Trade Zone #80), and the Convention & Visitors Bureau.

Continue to support the International School of the Americas in their Model United Nations San Antonio Program to build awareness and to educate high school students throughout San Antonio on global issues.

Important Achievements

- The Casa San Antonio Program assists over 300 clients a year and brokers over \$10 million in trade between Mexico and San Antonio.
- The San Antonio Export Leaders Program graduates approximately 15 small business leaders each year and brokers over \$2 million in international trade.
- The Protocol Division assists with over 80 delegations per year.
- Publish (from 1993 to 1998) the San Antonio Directory of Exporters and Support Organizations

Awards

- 2001 North American Small Business International Trade Educator’s Award for achievement in trade education for the San Antonio Export Leaders Program.
- 2000 Recognized by the Mexico City National

- Chamber of Commerce and honored with the Yacatecutli Internacional Award for contributing to developing ties between Mexico and the United States.
- 2000 Sister Cities International Association – Special Achievement Award for Municipal Cooperation.
- 1998 Sister Cities International Association – Economic Development Award for the Casa San Antonio Program.
- 1997 Small Business Development Center, International Trade Center’s Award for Innovation in International Trade
- 1996 National Council for Urban Economic Development’s Silver Award for Export Assistance

City of Dallas, Texas

METRO POPULATION: 1,188,580

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Mission & Scope

The mission of the City of Dallas' Office of International Affairs (OIA) is to promote the internationalization of Dallas by ensuring that the city competes effectively in the global economy, enhances its international profile, draws fully on its diverse multi-ethnic heritage and takes full advantage of international opportunities. OIA seeks to create an economically vibrant city by drawing upon Dallas' diversity as a competitive asset through its relationship with organizations such as Chambers of Commerce, city-to-city committees, international trade service groups, and through investment and cultural activities.

OIA seeks to increase municipal revenue sources through international economic development and foreign investment in Dallas, with special emphasis on attracting businesses to Southern Dallas. In addition, OIA seeks to promote cultural and recreational activities that reflect the diversity of the Dallas community and increase opportunities for development of the

city's cultural organizations through our work with the city-to-city committees and other cultural organizations supporting international exchanges.

Brief History

At the request of the business community, Mayor Jack Evans created the City's Office of Protocol in 1982. In 1984 at the recommendation of an International Committee appointed by Mayor Starke Taylor the office was renamed the Office of International Affairs and its functions, responsibilities and staffing were expanded.

Staffing & Budget

In the fiscal year ending September 30, 2001, the Office of International Affairs had a budget of \$699,000 funded from the city's general revenues with a staff of 8 full-time employees, and support from 25 volunteers.

In addition to a director, two assistant directors are responsible for international business promotion, marketing, sister cities and government relations. There are specialists for protocol, special events, economic development, and office management. An administrative secretary completes the team. Several members of the staff are multilingual allowing the office to conduct business in French, Spanish, Portuguese, and manage courtesy activities in Chinese Mandarin.

OIA works closely with the Mayor and the City Manager. The Director of OIA reports to an Assistant City Manager.

Strategic Plan & Work Plan

The International Business Development mission of the Office of International Affairs is to develop new economic links for Dallas-based businesses and develop Dallas' image abroad as an international business center. The Office supports trade missions and other international business exchanges in order to promote Dallas internationally.

Over 40% of Dallas' international trade is conducted with four nations – China, Japan, Korea and Taiwan. In addition to these four Pacific Rim countries, OIA works collaboratively with potential foreign investors from NAFTA partners Canada and Mexico. The European countries of France, Germany and the United Kingdom represent a third tier of allies in international commerce.

One of the main goals of the Office of International Affairs is to attract foreign investment to the city's southern sector by promoting south Dallas as an ideal location for international companies interested in relocating or expanding their operations in the United States. In order to build a better future for the region, attract and retain corporate investment and jobs, the Office of International Affairs actively markets Dallas as

an international economic center and gateway to the Americas. In cooperation with other organizations The Office of International Affairs works to establish stronger business ties around the world

There are a number of city-to-city programs (sister cities, partner cities and friendship cities) organized by volunteer associations in Dallas. The Office of International Affairs works with these programs. Twinning with cities of comparable size, international status, and economic and cultural relevance is encouraged. Dallas currently has sister city relations with Brno, Czech Republic; Dijon, France; Monterrey, Mexico; Riga, Latvia; and Taipei, Taiwan. Friendship city/partner city relationships for Dallas are with Aguascalientes, Mexico; Sendai, Japan; Shenyang, China; Tianjin, China; and Trivandrum City, India.

OIA serves as the city government's focal point for contacts with foreign government representatives and international organizations. OIA supports cultural, educational, scientific and other international exchanges. The Office markets Dallas internationally through programs and hospitality for distinguished foreign visitors and through foreign travel to promote the city's economic and other international interests.



(Left) Former Dallas Mayor Ronald Kirk greets Mary McAleese, President of Ireland. (Right) Mayor Kirk greets His Majesty Juan Carlos I, King of Spain.

Important Achievements

Between January 1996 and September 30, 2001, the City of Dallas in partnership with the Greater Dallas Chamber of Commerce sponsored Trade Missions led by the Mayor to 21 countries. In that same period Dallas hosted an average of 17 senior foreign officials each year including the King and Queen of Spain, the President of Ireland, Ministers of Government and former heads of state. From 1997 through 2000 the city and the chamber jointly sponsored the Dallas

Ambassadors Forum, which hosted Ambassadors from 101 countries. Between 1996 and 1999 (the latest year for which statistics are available) the region's international trade grew an estimated 74.8%.

In the year ending September 30, 2001, the Office of

International Affairs met with 44 delegations, had contacts with representatives from 47 countries and participated in 150 events.

City of Phoenix, Arizona

POPULATION: 1.3 million

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Mission & Scope

Mission Statement: The Phoenix Sister Cities Commission is dedicated to creating exceptional people-to-people opportunities for the citizens, businesses, and organizations of the City of Phoenix to experience and understand other cultures through the development of long-term, international partnerships.

The Phoenix Sister Cities Commission, a not-for-profit organization officially authorized by the City of Phoenix, has as its core mission the promotion of international relationships. The mission is accomplished through a variety of programs, including student, educational, cultural, and economic development exchanges that form bridges of international understanding and goodwill.

The Phoenix Sister Cities Commission, Inc. (PSCC) is governed by a 36-member Board of Directors which is comprised of 25 elected city commission members, the chairpersons of the 9 Sister City committees, and 2 non-voting members: representatives from the Mayor's Office and the City Council Offices. Each Sister City Committee coordinates activities with their sister city and recruits volunteers to organize and support their activities. The organization currently has over 500 general and 50 corporate members.

Brief History

The Phoenix Sister Cities Commission (PSCC) was created in 1972. PSCC entered into a public/private partnership with the City of Phoenix in 1986, resulting in the establishment of the Office of Protocol. The Office was created at the recommendation of the Mayor for

the purpose of acting as the city's international relations office.

The Phoenix Sister City partnerships include: Calgary, Canada (1997), Chengdu, China (1986), Ennis, Ireland (1988), Grenoble, France (1990), Hermosillo, Mexico (1976), Himeji, Japan (1976), Taipei, Taiwan (1979), Prague, Czech Republic (1991), Catania, Italy (2001).

Staffing & Budget

Full time staff: Executive Director
Deputy Director
Program Director
Office Manager
Executive Director's Assistant
Secretary/Receptionist.

Part time staff: Outside accountant

Interns: An average of two, three times a week

Volunteers: In excess of 500

The PSCC has an Executive Director who exercises supervision over this office. The City of Phoenix contracts with the PSCC to operate the city's Office of Protocol. The Office of Protocol serves as the international relations office for the City of Phoenix. In that capacity, staff facilitates and coordinates the visits of international delegations that wish to interact with the Mayor, City Council or department functionaries. The PSCC Executive Director exercises supervision over this office and serves in the role of Chief of Protocol for the City of Phoenix.

The City Manager's Office has direct oversight of the Office of Protocol and the Phoenix Sister Cities program. The Executive Director reports to a Deputy City Manager and works directly with the Mayor's Office.

Funding for PSCC and Office of Protocol activities with a full-time staff of six is derived from four main sources: 1) grants from the City of Phoenix and other organizations; 2) membership dues; 3) corporate sponsorships; 4) fundraising activities. In the fiscal year ending June 30, 2001, total revenues and other support came to over \$900,000 of which \$386,166 was city grant and \$324,154 in-kind contributions. In addition to financial support, the PSCC has the active participation of the City Council and City Management. Members of Council, the city manager and senior staff serve as liaison for each individual sister city.

With the expansion and diversification of PSCC programs, added importance has been placed on partnership building. A sampling of partners related to each programmatic area include:

Economic Development partners: City of Phoenix Community and Economic Development Department, Arizona State University Office of Economic Development, Arizona Department of

Commerce, Greater Phoenix Economic Council, Greater Phoenix Convention & Visitors Bureau, Phoenix Chamber of Commerce, Sky Harbor International Airport and Aviation Department.

Arts, Sports and Culture partners: Orphism Theater, City of Phoenix Parks, Recreation and Library Department, Chinese Week Committee, Arizona Diamondbacks Baseball Team, Phoenix Suns Basketball Team, Art Institute of Phoenix, Phoenix Channel 11, NBC Channel 15, Mexican Cultural Center.

Youth and Education partners: Phoenix Union High School District, Madison and Osborn Elementary School Districts, Arizona State University system, Western International University, Maricopa County Community Colleges system, International Education and Resource Network (I*EARN).

Municipal and Technical Cooperation partners: City of Phoenix – all departments, Maricopa County Sheriff's Department, State of Arizona, Arizona Public Service, Salt River Project

Disability Awareness partners: Arizona Paralyzed Veterans of America, Barrow Neurological Institute, Mayor's Commission on Disability Issues, Arizona Spinal Cord Injury Association, Banner Health Systems



Airline partnerships are integral to the success of PSCC exchanges/activities. Partnerships exist with AeroMexico, All Nippon Airways, British Airways, China Airlines, Delta Airlines, Lufthansa Airlines, and Singapore Airlines

Strategic Plan & Work Program

PSCC targets five broad programmatic areas when planning exchange projects or events. These areas are:

- Economic development
- Arts, sports, and culture
- Youth and education
- Municipal and technical cooperation
- Disability awareness

Important Achievements

The accomplishments of the Office of Protocol in FY00/01 include:

- Facilitated and coordinated the visits of 321 international delegates, representing 23 countries, four U.S. cities and one Indian community that requested interaction with the Mayor, City Council or department functionaries.

The following are major accomplishments of the Phoenix Sister Cities Commission (PSCC) in FY00/01:

- Organized and completed over 60 exchanges/activities with all nine of the sister city relationships.
- PSCC was selected and awarded a \$45,000 grant funded by the U.S. Department of State to con-

duct an educational and cultural exchange program, the U.S-China Youth Exchange Pilot Project.

- With the cooperation of city departments and educational institution and corporate partnerships, 150 mid-level government professionals from Chengdu, China were trained in Phoenix.
- Through the efforts of PSCC volunteers, the disabled population of Hermosillo, Mexico received adaptive recreation training and assorted disabilities equipment, including 35 wheelchairs and 22 cases of catheters.
- 50 youth from eight sister cities received a reciprocal home hosted experience from their Youth Ambassador Exchange "brothers and sisters" for their first visit to the United States.
- In a cooperative effort with members of the Phoenix Police Department and PSCC volunteers, 200 boxes of toys were collected and delivered to needy children in Hermosillo, Mexico.
- 70 teachers from seven sister cities, home hosted by Phoenix teachers and PSCC families, were trained in distance learning through the Global Connections World Technology Conference held in Phoenix. The Global Connections project is a 5-year program funded by the United States Department of Education in a cooperative grant with Phoenix Union High School District.

Awards

World Affairs Council Annual Global Award – The WAC recognized the Office of Protocol for providing international visitors with in depth understanding of the many facets of local government in a capital city

and providing the opportunity to meet with professional counterparts to gain a more complete understanding of the United States.

Best Innovations in Economic Development – presented by Sister Cities International. The award is in recognition of achievements in creating unique opportunities for Phoenix citizens to connect as business leaders, educators, public officials, private citizens and

students with outstanding, like-minded citizens in their sister cities.

National Organization of Disability Award, presented by Sister Cities International. The award is in recognition PSCC's innovative projects and Disabilities Awareness Committee that provides people with disabilities an opportunity to participate in international cooperation and sister city activities.

International Resource List for Municipal Officials

Newsletters, Books & Pamphlets

"A Third Way on Trade and Globalization," Bates, Jenny, and Principato, Greg, Progressive Policy Institute Policy Report, Washington, D.C., July 2000.

American Public Opinion and U.S. Foreign Policy 1999, Edited by Rielly, John E., The Chicago Council on Foreign Relations, Chicago, February 1999.

Democracy's New Challenge: Globalization, Governance, and the Future of American Federalism, Mark C. Gordon, Demos, New York, New York, For the National Governor's Association, Washington, D.C., August 2001.

The Expanding Role of State and Local Government in U.S. Foreign Affairs, Fry, Earl H., The Council on Foreign Relations, New York, 1998.

Global Outlook, The International Urban Research Monitor, The Woodrow Wilson International Center for Scholars, Washington, D.C., E-mail weissma@wwic.si.edu. Published quarterly.

Globally Competitive Regions: What Seattle is Learning from the Rest of the World, Stafford, William B., National League of Cities, Washington, D.C. 1999.

GLOBECON, National League of Cities, Washington, D.C., an electronic newsletter available online at www.nlc.org, Published 6 times per year.

Government Technology, Government Technology, Folsom, Calif., Special Issue on Urban Renaissance, Volume 14, Issue 11, August 2001.

Initiatives, International Council for Local Environmental Initiatives, Toronto, Ontario, E-Mail www.iclei.org. Published monthly.

International Exchange Locator, Alliance for International Education and Cultural Exchange, Washington, D.C., April 1998.

The Lexus and the Olive Tree: Understanding Globalization, Friedman, Thomas L., Farrar Straus Giroux, New York, 1999.

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Web Sites

www.theafricafund.org – The Africa Fund

www.azmc.com – The Arizona-Mexico Commission

www.cocef.org – Border Environment Cooperation Commission

www.fintrac.com/alliance – Business Alliance for International Development

www.c CFR.org – Chicago Council on Foreign Relations

www.cfed.org – Corporation for Enterprise Development

www.fcm.ca – Federation of Canadian Municipalities

www.gmfus.org – The German Marshall Fund of the United States

www.tradewatch.org – Global Trade Watch, an arm of Public Citizen

www.iedconline.org – International Economic Development Council

www.iesc.org – International Executive Service Corps

www.ncuscr.org – National Committee on United States-China Relations
www.nadbank.org – North American Development Bank
www.northerngreatplains.org – Northern Great Plains Inc.
www.ofii.org – Organization for International Investment
www.southern.org – Southern Growth Policies Board
www.ci.seattle.wa.us/business/tda/tda.htm – Trade Development Alliance of Greater Seattle
www.tenexport.org – Trade Education Network
www.ita.doc.gov/td/tic – Trade Information Center
www.usaengage.org – USA Engage
www.usukraine.org – U.S-Ukraine Foundation
www.wtca.org – World Trade Centers Association
www.worldtrademag.com – World Trade Magazine

Institutions

The Africa Fund: 50 Broad Street, New York, NY, 10004, Tel. (212) 785-1024, Fax. (212) 785-1078, www.africa-fund.prairienet.org. Working for positive U.S. policy towards Africa and supporting human rights, democracy and development.

Arizona – Mexico Commission: 1700 West Washington Avenue, Suite 180, Phoenix, Ariz. 85007, Tel. (602) 542-1345, Fax. (602) 542-1411, www.azmc.com. A non-profit, membership-based organization that strives to promote overall development in the cross-border region of Arizona and Sonora.

Association of Netherlands Municipalities (VNG): P. O. Box 30435, 2500 GK The Hague, The Netherlands, Tel. 011-31-70-373-8386, Fax. 011-31-70-373-8660. The national municipal association for Holland.

Association of Palestinian Local Authorities: P. O. Box 38577, Jerusalem 97800, Tel. 011-972-2-298-0601, Fax. 011-972-2-298-0602. The municipal association for Palestinian local officials.

Border Environment Cooperation Commission: Blvd. Tomas Fernandez 8069, Fracc. Los Parques, Ciudad Juarez, Mexico C.P. 32470, Tel. from the U.S. 011-52-16-25-9160, Fax. from the U.S. 011-52-16-25-6180, www.cocef.org. Created under provisions of the North American Free Trade Agreement (NAFTA) to work in concert with the North American Development Bank (see below). The commission assists border states and localities coordinate and design environmental infrastructure development projects and certify the technical feasibility and environmental integrity of the projects seeking funding from the bank.

Business Alliance for International Development: 601 Thirteenth Street, N.W., Suite 900-South, Washington, D.C., 20005, Tel. (202) 783-5588, Fax. (202) 783-5595, www.fintrac.com/alliance. Dedicated to informing the American public, elected officials, and the wider business community about the connection between properly implemented foreign economic assistance and the expansion of U.S. exports and jobs.

Chicago Council on Foreign Relations: 116 South Michigan Avenue, Chicago, Ill., 60603, Tel. (312) 726-3860, Fax. (312) 726-4491, www.c CFR.org. A non-profit, nonpartisan organization, which presents a discussion of major foreign policy issues through research, publications, speakers, seminars and conferences.

Corporation for Enterprise Development: 777 North Capitol Street, NE, Washington, D.C. 20002, Tel. (202) 408-9788, Fax. (202) 408-9793, www.cfed.org. Works to promote asset-building strategies primarily in distressed communities, advocates economic development policies that build a dynamic and inclusive economy, publishes Trade and Sustainable Development, a monthly online newsletter.

Federation of Canadian Municipalities: 24 rue Clarence Street, Ottawa, Ontario, K1N 5P3, Tel. (613) 241-5221, Fax (613) 241-7440, www.fcm.ca. The national municipal association for Canada.

The German Marshall Fund of the United States: 11 Dupont Circle, Suite 750, Washington, D.C. 20036, Tel. (202) 745-3950, Fax. (202) 265-1662, www.gmfus.org. A U.S.-based foundation promoting exchanges of practical experience between Americans and Europeans, particularly those in the national and local policy communities.

International Economic Development Council: 734 15th Street, N.W., Washington, D.C. 20005, Tel. (202) 223-7800, Fax. (202) 223-4745, www.iedconline.org. A non-profit membership organization for economic development practitioners and allied organizations.

International Executive Service Corps: 333 Ludlow Street, Stamford, Conn. 06902, Tel. (203) 967-6000, www.iesc.org. An association that uses volunteer experts to provide technical assistance around the world. IESC assists the development of free-market economies and democratic societies.

Japan Local Government Center: 666 Fifth Avenue, Second Floor, New York, NY 10103, Tel. (212) 246-5542, Fax. (212) 246-5617. A non-profit organization dedicated to advancing international cooperation, understanding and exchange at the local level between Japanese communities and their counterparts in the U.S. and Canada. This office is part of CLAIR, the Council of Local Authorities for International Relations. CLAIR serves all local governments in Japan.

Local Government International Bureau: 35 Great Smith Street, London SW1P 3BJ, UK, Tel. 011-44-171-222-1636, Fax. 011-44-171-233-2179. The international arm of the national municipal association in the United Kingdom.

National Committee on United States-China Relations: 71 West 23rd Street, 19th Floor, New York, NY 10010, Tel. (212) 645-9677, Fax. (202) 645-1695, www.ncuscr.org. A non-profit educational organization that encourages understanding of China and the United States between citizens of both countries.

North American Development Bank: 203 South St. Mary's, Suite 300, San Antonio, Texas 78205, Tel. (210) 231-8000, Fax. (210) 231-6232, www.nadbank.org. Created under provisions of the North American Free Trade Agreement (NAFTA) to work in concert with the Border Environmental Cooperation Commission (see above). The bank facilitates financing for the development, execution and operation of environmental infrastructure projects in the U.S.-Mexico border region.

Northern Great Plains Inc.: P. O. Box 475, Crookston, Minn., 56716, Tel. (218) 281-8451, Fax. (218) 281-8457, www.northerngreatplains.org. A non-profit organization of business and community leaders from Manitoba, Minnesota and North Dakota that promotes international trade and economic competitiveness in the region

Organization for International Investment: 1901 Pennsylvania Avenue, NW, Suite 807, Washington, D.C. 20006, Tel. (202) 659-1903, Fax. (202) 659-2293, www.ofii.org. A membership association representing the U.S. subsidiaries of foreign parent companies. They advocate on behalf of their members and explain the positive economic contributions of U.S. subsidiary companies.

Sister Cities International: 1301 Pennsylvania Avenue, NW, Washington, DC, 20004. Tel. (202)347-8630, Fax. (202) 383-6524, www.sister-cities.org. A non-profit citizen diplomacy network operating at the municipal level.

Southern Growth Policies Board: P. O. Box 12293, Research Triangle Park, NC, 27709, Tel. (919) 941-5145, Fax. (919) 941-5594, www.southern.org. Formed in 1971 by the governors of 14 Southern states, the SGPB is charged with creating strategies for economic development that address the factors affecting the South's economic base. An important institution within the Board is the Southern Global Strategies Council.

Trade Development Alliance of Greater Seattle: 1301 Fifth Avenue, Suite 2400, Seattle, Wash., 98101, Tel. (206) 389-7301, Fax. (206) 624-5689, www.ci.seattle.wa.us/business/tda/tda.htm. A public-private partnership and membership organization dedicated to promoting the Seattle region as one of North America's premier international gateways and commercial centers.

Trade Education Network: 700 Ackerman Road, Suite 350, Columbus, Ohio, Tel. (614) 263-3001, Fax. (614) 263-3075, www.tenexport.org. A non-profit organization that helps companies educate their workforces, suppliers, and communities about the impact that international commerce is having on their lives and communities.

Trade Information Center: Tel. 1-800-872-8723 (USA-TRAD), www.ita.doc.gov/td/tic. A "virtual organization" that

provides comprehensive information on all federal government export assistance programs.

U.S.-Ukraine Foundation: 733 Fifteenth Street, N.W., Suite 1026, Washington, D.C. 20005, Tel. (202) 347-4264, Fax. (202) 347-4267, www.usukraine.org. A non-profit non-political institution dedicated to promoting market-oriented and democratic reforms in Ukraine. Operator of the Community Partnerships Project which establishes “twinning relationships” between communities in the U.S. and Ukraine.

World Trade Centers Association: One World Trade Center, Suite 7701, New York, NY 10048, Tel. (212) 432-2626, Fax. (212) 488-0064, www.wtca.org. A non-profit, non-political membership association dedicated to the establishment and effective operation of the World Trade Centers as instruments for trade expansion. Over 300 members in 98 countries.

Notes

Notes

ABOUT THE NATIONAL LEAGUE OF CITIES

The National League of Cities (NLC) is the oldest and largest national organization representing municipal governments throughout the United States. NLC serves as a national resource and advocate on behalf of over 1700 member cities and for 49 municipal leagues whose membership totals more than 18,000 cities and towns across the country.

The mission of the National League of Cities is to strengthen and promote cities as centers of opportunity, leadership, and governance.



National League of Cities

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