



Sister Cities Committee

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Alderman Russell W. Stamper, II

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August 29, 2017

Sister Cities International
915 15th Street NW, 4th Floor
Washington, DC 20005

Attn: Business and Trade Section

To Whom It May Concern:

For the past several months, the City of Milwaukee's Sister Cities Committee has been researching ways to expand the scope of the Committee's mission with a particular interest in serving as an engine of economic development for both Milwaukee and our partner communities. We believe strongly that Milwaukee has much to offer in terms of resources, technology, and local human capital that would be of interest to many different communities.

We asked our internal research agency to conduct a survey of other communities on this topic and the results of this research are attached for your reference. We are now at a point where we are reaching out to other agencies to help us identify best practices and resources that could help us expand this mission. Milwaukee is a member in good standing of SCI and any assistance you could provide to us in this area would be appreciated.

Should you have any questions, please do not hesitate to contact me.

Sincerely,

Ald. Russell W. Stamper, II
Chair, City of Milwaukee Sister Cities
Committee



MEMORANDUM

LEGISLATIVE REFERENCE BUREAU

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To: Ald. Russell W. Stamper II
From: Lanore Hahn, Legislative Reference Bureau
Date: November 10, 2016
Subject: Sister City Organizations in Various Municipalities

This memo is in response to your request of September 23, 2016, regarding the different ways that municipalities structure and organize their Sister City programs, budget for travel and how programmatic efforts benefit the communities involved.

A survey of 14 cities was conducted, of which 11 municipalities responded. The survey was used to gather information about how other cities structure their Sister City programming and receive funding for programming.

Of the 11 municipalities surveyed, 8 sister city programs are run as 501(c)(3) organizations, 8 sister city programs receive some type of funding from city budgets, 5 programs have a separate committee for each sister relationship and all of the programs have at least one full-time paid staff with a portion of their job designated to sister city initiatives.

Austin, TX

The City of Austin has 13 Sister City Committees, staffed by volunteers from the community. The City of Austin Global Business Retention and Expansion Division within the Economic Development Department convenes the Austin Sister Cities International Group each month. This group is comprised of a chairperson from each Sister City Committee and a staff person from the Global Business Retention and Expansion Division. The staff person acts as a liaison and works with the Mayor's Office, elected officials and the Sister Cities International Group.

Funding from the City is allocated to the Global Business Retention and Expansion Division. This division oversees the Sister Cities budget. The budget is limited but does include some international travel funds to attend the Sister Cities International Conference.

The Global Business Retention and Expansion Division cites that benefits of the Sister City relationships include opportunities to present programming about the culture and history of all of its partnership countries to the community.

Birmingham, AL

The Sister Cities Program in Birmingham is a 501(c)(3) organization. The City provides funding, office space and in-kind staff support to this organization. Part of the program's funding is provided by fundraisers. The program is housed in the Mayor's Office under the Department of Economic Development.

There is one full-time staff and one intern that work for this program. There is also a Board of Directors and various committees that work to plan events and lead programmatic efforts.

The director of the program cites economic, cultural, artistic and education sector growth as benefits to the city. The Sister City program also operates Birmingham's EB-5 program. The EB-5 program is a federally-funded economic development initiative that provides incentives to foreign investors for making capital investments in U.S. markets. The EB-5 program benefits communities by attracting foreign investors that promise to create jobs and work to stimulate the local economy.

Charlotte, NC

The current structure of the Sister City Program in Charlotte is comprised of a city advisory board that operates with the support of the City of Charlotte Office of International Relations. The Charlotte International Cabinet, the official city advisory board, oversees international relations, including sister city initiatives. A community stakeholder meeting is convened by the International Cabinet every other month to discuss Sister City programming.

Grant funding is appropriated to Sister City projects through the Charlotte International Cabinet. The Office of International Relations is comprised of 2 full-time staff; however, Sister City initiatives and programming make up a small portion of these positions' responsibilities.

There is no travel budget for Sister City programming. International travel for elected officials can come out of their individual travel budgets or be sponsored for specific trips by private or corporate sponsors. Staff travel is also paid by the use of sponsorship. The transparency of the budget for international travel is high priority, and donors and the public are able to track and see all expenses and how they are paid.

Sister City relationships offer benefits to Charlotte exchange students, including assistance obtaining visas. Other benefits include the creation of stepping stones for mutual economic exchange and opportunity for small businesses in both cities to enter into the international marketplace. City-wide recognition of cultural exchange, educational exchange and citizen diplomacy are also mutual benefits, as well as governmental knowledge exchange.

Columbus, OH

The Sister City Program in Columbus is a 501(c)(3) organization that leases space for its office outside of City Hall. There are currently one full-time staff and one part-time office assistant that work there. There is also an active student and community volunteer effort. This year, the organization has received approval to hire a Program Director and one paid intern. There is an advisory board as well as three Sister City Committees as a part of the non-profit's structure.

Funding for the program is provided in part by the City of Columbus, Franklin County, the Columbus 2020 (a local economic development corporation) and contributions from global partners. Participation fees also make up part of the budget. There is a modest travel budget for the President of the non-profit. However, most of the funding for travel comes from fees that are charged for exchange services provided by the organization.

Columbus cites benefits of the Sister City programing as opportunities for business development, citizen diplomacy, exchanges in culture, education and expanded networks for both Columbus residents as well as the residents living in its sister cities.

Denver, CO

Denver Sister Cities International (DSCI) is a 501(c)(3) organization that is located in the Denver World Trade Center. The office is staffed by 1.6 FTE's. There is a director and a part-time office manager. Each sister city relationship has a committee that is staffed by volunteers from the community.

Forty-Five percent of funding is provided by the City of Denver, and the remainder of the budget comes from sponsorships, fundraising and program fees. Travel is covered by the fees for programing and sponsorships.

The Director of DSCI states that the most important resource that DSCI provides to the community is cultural connections. DSCI facilitates international educational exchanges, resource exchanges for connecting local start-ups to the global marketplace and government knowledge exchanges.

Fort Worth, TX

Fort Worth Sister Cities International is a 501(c)(3) organization that has an annual contract with the City that includes an annual budget of \$50,000 and office space in City Hall. Community donors, corporate sponsorship and fees for outbound exchanges provide the remainder of the budget needed to operate the program.

The organization is run by 5 full-time staff, a community board and an executive committee. Fees for exchange services are part of the travel budget, and corporate sponsorships are also used to pay for international travel.

Benefits that Fort Worth Sister Cities provides the community include providing travel to those who cannot afford it, bringing cultural events and celebrations to the city, connecting host families with international travelers, and training for business about cultural awareness. Benefits from the Sister Cities include professional development exchanges, municipal exchanges (best practices on water development and transportation), educational exchanges and international leadership academy exchanges. It is worth noting that Fort Worth Sister Cities also engages in humanitarian relief as a component of its partnerships.

Jacksonville, FL

The Jacksonville Sister Cities Association (JSCA) is a 501(c)(3) organization that is housed in the Office of Economic Development in City Hall. The organization is run and staffed by a volunteer Board of Directors. The City of Jacksonville Office of Economic Development provides a staff person who spends approximately half of a full-time position on JSCA duties.

There is also an Executive Board of Directors and a committee for each sister city relationship that is run by volunteers as well.

The City of Jacksonville contracts the services of the JSCA annually for \$10,000. The JSCA also receives funding through memberships and fundraisers and sets a budget each year. Part of the budget allocates funds for international travel.

The purpose of the JSCA program is the coordination of exchange programs of educators, business professionals and cultural and community leaders. The exchanges and cultural celebrations organized by the JSCA serve to promote economic development, cultural awareness and expansion of educational and health-focused initiatives.

Nashville, TN

The Sister Cities of Nashville is a 501(c)(3) organization that works closely with the Mayor's Office and the City's Office of Economic and Community Development. There is one full-time and one part-time staff that run the organization. There is also a board of directors and committees that form on an as-needed basis.

Funding for international travel includes one expense paid trip per year which is a part of the Executive Director's compensation package.

Benefits of the program include connection to the international community through the exchange of civic, educational, cultural and professional resources.

Portland, OR

There is a Sister City Alliance for each sister city relationship in Portland, and each alliance must form its own 501(c)(3) organization. Portland's Bureau of Government Relations oversees the Office of International Relations, located in Portland's City Hall. There are 2 full-time staff that make up the Office of International Relations and part of their responsibilities include facilitating relationships with all of the Sister City Alliances.

Each Sister City Alliance must raise funds for international travel expenses and financial stability. The City does not provide funding or financial assistance. The City does however provide access to City Hall space for board meetings, receptions of guests and annual ceremonies. The Office of International Relations does pay the yearly dues for membership to Sister Cities International.

It is up to each Sister City Alliance to determine how the relationship will be beneficial to Portland and the corresponding community. Each Alliance must file a yearly report that contains balance sheets on financials, a brief summary of the year's activities and a summary of next year's goals. These reports are then presented to the common council.

Seattle, WA

Each of Seattle's 21 sister city relationships is managed by an individual 501(c)(3) organization. The City of Seattle Office of Intergovernmental Relations provides nominal financial support and strategic guidance, and Seattle's International Affairs Director convenes meetings with all of the Seattle Sister City Association presidents and works to boost publicity, membership, and impact of Sister City activities.

Each Sister City Association has a president, a board, and a minimum of 30 members. There are over 3,000 volunteers supporting the Sister City Associations. The City of Seattle's International Affairs Director spends about 20% of her or his time supporting Sister City activities. Each Sister City Association has its own budget for Sister City activities and travel. The City of Seattle provides approximately \$44,000 in grants to the Sister City Associations each year.

The benefits of the Sister City Program in Seattle include opportunities to establish global connections that influence politics and the economy in both sister cities. Cultural exchanges in the form of festivals, events and ceremonies serve to provide community connection to the diverse populations living in Seattle and in the sister cities around the world. Humanitarian efforts are also a part of Seattle's international engagement with its sister cities. The relationships have direct impacts on improving education, jobs, the environment, tourism, and health for both cities involved in the mutual exchange of knowledge and information.

Sister City Programs' Structure and Funding

CITY	ORGANIZATION	STRUCTURE	OFFICE	STAFFING	FUNDING
Austin, TX	Global Bus. Division	One committee for each sister city relationship	Dept. of Economic Development	1 full-time staff ²	City budget includes funding for the Global Business Retention and Expansion Division which oversees Sister City budget.
Birmingham, AL	501 (c)(3)	Board of directors & standing committees	Office of Economic Development	1 full-time staff 1 intern	City provides funding, office space and in-kind staff support to 501(c)(3)
Charlotte, NC	Office of Intl. Relations	The Charlotte International Cabinet acts as a board of directors	Dept. of Economic Development	2 full-time staff ²	Grant funding awarded to Sister City projects through Charlotte International Cabinet
Columbus, OH	501 (c)(3)	3 Sister City committees, board of directors & one executive board	Leases own office space	1 full-time staff 1 part-time staff	City, Franklin County and a local economic development corporation & contributions from global partners
Denver, CO	501 (c)(3)	One committee for each sister city relationship	Denver World Trade Center	1.6 FTE	45% City funded. Remaining balance from sponsorships, fundraising and program fees
Fort Worth, TX	501 (c)(3)	Board of directors & one executive committee	City Hall	5 full-time staff	Annual \$50,000 City funding. Remaining balance from donors, sponsorships & fees from outbound exchanges.
Jacksonville, FL	501 (c)(3)	One committee for each sister city relationship, board of directors and one executive board	Office of Economic Development	1 full-time staff ²	Annual \$10,000 City funding. Remaining balance from membership dues and fundraisers.
Nashville, TN	501 (c)(3)	Board of directors and standing committees	Leases own office space	1 full-time 1 part-time staff	N/A
Portland, OR	501 (c)(3) ¹	One alliance for each sister city relationship & Governance from the Office of International Relations	Leases own office space & City Hall	2 full-time staff ²	Fundraising by each Sister City Alliance
Seattle, WA	501 (c)(3) ¹	One committee for each sister city relationship & Governance from the Office of International Affairs	Leases own office space & City Hall	2 full-time staff ²	Annual \$44,000 City funding (grants)
¹ A separate 501 (c)(3) is formed for every sister city relationship ² Percent of time spent coordinating Sister City Committees unknown					



MEMORANDUM

LEGISLATIVE REFERENCE BUREAU

WWW.MILWAUKEE.GOV/LRB

To: Ald. Russell W. Stamper, II
From: Jack Carroll – LRB Intern
Date: April 7, 2017
Subject: Sister City Organizations in Wisconsin Municipalities

This memo is in response to your request for information about Sister City programming in Chicago and in the 10 largest Wisconsin municipalities, including information about organizational staffing, job requirements and duties, and descriptions of coordinators.

Most of the municipalities examined in this report use committees or nonprofit 501(c)3 organizations to maintain Sister City relationships. Of the municipalities in this report, five use a 501(c)3, four use a committee, and one uses informal connections. Generally, a committee consists of volunteers appointed by the mayor or common council from the community, and often includes a member of the common council. The nonprofit organizations vary on staffing and on the scale of operation, with some acting as local arms of municipalities and others encompassing many programs from many cities.

The most common outcomes of Sister City programs include fostering student and adult travel exchanges, raising cultural awareness of Sister City partnerships through events, directing economic exchanges through trade partnerships, and other cultural art exchanges.

The duties of program coordinators include the following:

- Organizing exchanges and trips:
 - Coordinating student and municipal exchanges, choosing host families, planning tours and excursions, and making travel arrangements.
- Maintaining contacts with Sister Cities:
 - Communicating through correspondence, organizing mutual exchanges, etc.
- Communicating with the common council and mayor about Sister City status and exchanges.
- Coordinating events related to Sister Cities for cultural, business and educational awareness and fundraising.

Chicago, IL

The City of Chicago has 28 Sister Cities that are maintained through Chicago Sister Cities International (CSCI), a 501(c)3 organization. Considered one of the most active Sister City programs in the world, CSCI has an advisory board with 8 members (the chair was appointed by the mayor in 2009).

The CSCI staff includes 6 members. The titles and descriptions of the members are presented in the following table:

Staff Title	Job Description
1. Executive Director (Leroy Allala)	Oversees all aspects of CSCI's business including board management, committee and program development, communications and finance.
2. Deputy Director	Provides leadership, direction, and facilitates communication for CSCI staff and Council of Chairs and committee members. Focuses on implementation of CSCI's plans and policies.
3. Director of International Programs	Maximizes coordination between Sister City committees to promote collaboration. Oversees all committee activities, and directs programming staff for committee activities.
4. Senior Manager of International Programs (2 positions)	Manages volunteer Sister City committees, facilitates international delegation visits, and coordinates other exchanges focused on culture, business, education, and environment services between Chicago and Sister Cities.
5. Manager of International Programs	Similar role as Senior Manager of International Programs with a focus on education initiatives for CSCI.

CSCI also has a committee of volunteers dedicated to each Sister City relationship, working on promoting exchanges between the two cities. Each of these committees is led by a chair or vice-chairs who collectively make up the Council of Chairs. There are also three committees focused on specific issues, including humanitarian concerns, healthcare concerns, and social services. The extensive nature of the organization allows it to serve many functions in its international relationships with Sister Cities, and the complex organizational duties of the staff reflect this large-scale capacity.

Wisconsin Municipalities

Appleton, WI

Appleton has three Sister Cities, and each Sister City relationship is maintained by a different 501(c)3 organization.

The Kanonji-Appleton Partnership is a nonprofit, volunteer-led organization to help Appleton residents learn more about Japanese culture and language. The Partnership has coordinated exchanges between the Sister Cities, including summer student exchanges, mayoral trips and other trips between the two cities.

Fox Cities-Kurgan Sister Cities Program is a citizen-driven community collaboration nonprofit organization. The program focuses on three areas of exchange with the Russian Sister City of Kurgan, primarily in civil society, student exchanges, and art exchanges. The Fox Cities-Kurgan Sister Cities Program has a nine member board of directors.

The Appleton Nicaragua Partners which works with the Sister City of Chinandega, Nicaragua, is associated with the state-wide Wisconsin/Nicaragua Partners of the Americas (WNP). WNP is a not-for-profit, non-political organization that promotes cultural awareness and sustainable community development through people-to-people programs. For the Wisconsin/Nicaragua Partners of the Americas, each Sister City partnership is conducted by an autonomous organization and elected officers.

Brookfield, WI

Brookfield has one Sister City partnership with Seligenstadt, Germany. The City of Brookfield maintains the Sister City partnership through the Brookfield International Friendship Association, a 501(c)3 organization that evolved out of the Brookfield Sister Cities Committee. The goal of the program is to build partnerships and cooperation, and create an environment where citizens, business, and officials can creatively learn through reciprocal cultural, educational, municipal, business, professional, and technical exchanges.

The Brookfield International Friendship Association has helped create annual high school exchange programs, governmental exchanges, police exchanges, and adult citizen travel exchanges. The president of the Association is responsible for coordinating exchanges, maintaining contact with the German Sister City Committee Chair, and overseeing the Association meetings. The City of Brookfield does not provide funding for travel expenses, but the Association hosts an annual German Holiday Market celebrating German culture and raising money for future exchanges.

Eau Claire, WI

Eau Claire has one official Sister City partnership with Lismore, Australia that is registered through Sister Cities International, and one unofficial Sister City partnership with Miramar, Costa Rica. A professor from UW-Eau Claire had spearheaded the program and helped to develop an exchange for students studying nursing with Lismore, the Australian Sister City. When he retired, however, it was difficult for the City to find someone to replace him and the program dwindled.

There is no committee for Eau Claire's Sister City partnership, and the operation of the program is informal. Eau Claire operates through Sister Cities International, and the current city contact for the program is Cathy Marohl. Her duties include maintaining correspondence with the Sister City, and keeping the common council informed about the status of the Sister City.

Ms. Marohl commented that Sister City programs tend to have ebbs and flows of contact, and currently Eau Claire is experiencing diminished contact. The commitment required to maintain a vibrant Sister City relationship requires work and effort.

Green Bay, WI

Green Bay currently does not have a Sister City program. Previously, there was a Sister City partnership that operated through the Greater Green Bay International Sister City Initiative. A Sister City agreement was signed in 2006 with Irapuato, Mexico and several exchanges took place between Green Bay and its Sister City. The program was terminated through a lack of community interest.

The Northeast Wisconsin Technical College (NWTC) has recently coordinated with Door County, which has been working with a Sister City in China since 2004. In 2016, a delegation from NWTC traveled to the Sister City with a student exchange program, and there are further plans for the Door County Board Chairman to lead a delegation to witness the opening of Door County Square, which will be in the heart of the Chinese Sister City.

Door County passed a resolution in 2014 creating the Ad Hoc Jingdezhen Sister City Informal Advisory Group. The group has five members, and its main purpose is to coordinate delegations to and from the Sister City.

Janesville, WI

Janesville does not participate in a Sister City program. A Sister City program was considered in 2014, but the City was not prepared to cover the funding for the program, and local community interest was low.

Kenosha, WI

Kenosha has four Sister Cities, maintained by the Sister Cities Association of Kenosha, a 501(c)3 organization. The organization is run by unpaid volunteers, and receives funding from the City of Kenosha as well as grants and donations from the local community. The Association meets at least once annually, and meets more often when exchanges are being planned.

The president of the Association is the coordinator for the Sister City program. The most demanding role for the coordinator is planning adult exchange programs. The president plans and coordinates host families that house guests from Sister City exchanges, plans

tours of the city and plans for trips to Chicago for visiting delegations. The president emphasizes the importance of acknowledging that people from other countries are more similar than different, and that creating a welcoming environment provides the best experience for exchanges. To this end, the Association will pay for the expenses of picking up delegations from the airport, and for weekday excursions. The president of the Association also coordinates with the mayor about exchanges and helps plan travels to Sister Cities.

The Sister Cities Association of Kenosha does not directly work with high school exchanges, but will aid and help pay for language exchange programs when area high schools reach out with interest in Sister Cities. UW-Parkside has formed several student exchanges in coordination with the Sister Cities Association of Kenosha.

One interesting component of Kenosha's Sister City program is the naming of a local park after the German Sister City of Wolfenbuttel, as well as a fountain donated by the citizens of the French Sister City, Douai. The Sister Cities program has fostered travel exchanges between all but one of the four sister cities.

Lacrosse, WI

Lacrosse maintains Sister City partnerships with seven different cities. The City of La Crosse International Committee exists as an overarching committee to advise the mayor and common council and to act as a resource on international matters, to advise and to recommend future Sister City relationships, and to coordinate activities among the La Crosse Sister City Committees.

The International Committee is set up by an ordinance which stipulates that there should be no more than 12 members, with one council member and 11 other members, including representatives from the individual Sister City committees. The positions are not paid. For leadership of the International Committee, the chair presides at meetings and promotes the purpose, goals and by-laws of the Committee, and the vice-chair serves in the absence of the chair.

The duties of the International Committee, as provided in the ordinance, include assisting the mayor's office with international visitors, promoting awareness of the cultural, educational and business opportunities and scenic attractions in the La Crosse area for foreign visitors, expanding community awareness of the benefits of participation in programs of international value, and submitting an annual report to the common council about each year's activities.

Madison, WI

Madison has nine Sister Cities. In 2012, the City passed an ordinance (ORD-11-00019), creating a Sister City Collaboration Committee, which includes 11 members. Membership is comprised of a representative from each Sister City Program, one

alderperson, and one adult resident of Madison. The duties of the Committee are as follows:

The Committee shall review inactive Sister City partnerships, explore potential for joint initiatives, and set criteria for the addition of new Sister City partnerships. It is tasked with raising the profile of Madison Sister City partnerships, making connections with cultural, educational and humanitarian programs, and maximizing educational opportunities, as well as exchanging cultural, educational, business and economic ideas for Madison companies and Sister Cities.

The Committee coordinates the Sister City activities for each Sister City relationship, and if the Committee approves of a Sister City relationship, the applicants for that relationship are required to do the following:

- Submit to the Sister City Coordinating Committee annual work plans/activities. As part of annual plan, provide specific plans for citizen participation in committee planning and trips.
- Make arrangements for all trips, activities, events, ceremonies, documents and gift selection and assume responsibility for related expenses and payments.
- Take steps to achieve formal status as tax exempt organization (IRS 501(c)3 designation) within a two-year period following approval of the Madison City Council of the Sister City Relationship. Tax exempt status must be maintained as long as the sister city relationship is determined to be active by the Sister City Coordinating Committee.

The current City staff member on the committee is the Deputy Mayor for Administration and Finance, who acts as a liaison to several other City agencies, and also has lead staff responsibilities including budget, appointments, and Mayor's Office Administration in addition to working with the Sister City Collaboration Committee.

Racine, WI

Racine's Sister City Planning Committee has 12 members. The Committee works with four Sister Cities as a volunteer organization operating under the mayor's office. The group is comprised of interested citizens recruited by fellow Committee members, or suggested citizens originating from alderpersons or the mayor. Ideally there is a representative from the common council seated on the committee, but currently due to a lack of interest in Sister City programming, there is no representative of the common council.

The duties of the chair of the Sister City Planning Committee include appointing subcommittees to perform specific tasks such as extending hospitality toward delegations from Sister Cities for educational or cultural exchange, calling meetings, and determining the active/inactive status of each Sister City relationship. The Committee also helps to provide student exchange programs.

Sheboygan, WI

Sheboygan has two Sister City relationships, which are maintained through the Mayor's International Committee. The Committee has 13 members, and has a primary function of promoting, facilitating and hosting or assisting official visits to or from Sheboygan and its Sister Cities. At the request of the mayor or common council, the Committee also performs these same functions for diverse cultural, education and business groups, societies, and organizations from other countries. The Committee plans fundraisers and events to increase capabilities to promote Sister City relationships. The chair of the Committee oversees meetings and delegates tasks according to the needs of the Committee.

An example of an event that the Mayor's International Committee hosted is Esslingen Fest, which celebrated the German Sister City Esslingen's "Zwiebelfest"– Onion Fest. The event featured signature onion dishes, live music, and German food, celebrating and bringing cultural awareness of the Sister City.

Waukesha, WI

Waukesha has one Sister City partnership, and like the Appleton Nicaragua Partners, operates through the Wisconsin/Nicaragua Partners of the Americas. The state-wide organization helps support projects and exchanges between Wisconsin cities and partner cities in Nicaragua.

The Sister City relationship is less formalized, and does not use a committee. Instead, more ad hoc exchanges are used. An example of this is a planned student trip from Carroll University which is scheduled to take place in May of this year. For the occasion, the mayor will send a plaque with the student group to present to the mayor of the Sister City of Granada, Nicaragua.

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